Twinning Project Fiche

1. BASC INFORMATION

1.1 Programme: Support to the ENP Action Plan 2009 (Israel) – ENPI/2009/021-537

1.2 Twinning Number: IS12/ENP-AP/AG/06

1.3 Title: Reinforcement of National Policy and Tools for Implementing Rural Development in Israel

1.4 Sector: Agriculture

1.5 Beneficiary Country: Israel

2. OBJECTIVES

2.1 Overall Objective

The overall objective is to reinforce the Israeli rural development policy in line with EU / Israel Action Plan requirements and harmonization of Israeli policy with the acquis communautaire.

2.2 Project purpose

The project purpose is assisting MARD to reinforce the Israeli National Policy for rural development and to provide tools for its implementation in line with the acquis communautaire, notably through the identification of successful mechanisms and best practices. Besides the strategy and policy development and promotion of diversification of rural activities, including agro-tourism, the project aims to develop an enabling administrative environment, including legislative aspects in line with EU experience and finally to build relevant capacities and provide implementation tools to the institutions in charge.

2.3 Contribution to Association Agreement and Action Plan

In view of the enlargement of May 2004, the European Union (EU) adopted on 11 March 2003 a new framework for its relations with its neighbours, including Israel, the so-called European Neighbourhood Policy (ENP) whose overall goal is to foster the political and economic reform process, promote closer economic integration, legal and technical approximation and sustainable development.

The central element of the ENP is the bilateral ENP Action Plans (AP) that, for Israel, was adopted on 11 April 2005. It sets out the joint ambition to develop closer relations as anticipated in the conclusions of the Essen Council of December 1994 which stated inter alia that: "The European Council considers that Israel, on account of its high level of economic development, should enjoy special status in its

relations with the EU on the basis of reciprocity and common interest". On that basis, the EU and Israel concluded an Association Agreement (AA) in 1995 that entered into force in 2000, and developed relations further in the context of the Euro-Mediterranean Partnership.

Concerning agriculture and rural development, both the AA and the ENP AP call for collaboration between EU and Israel. In particular:

Article 46 of the AA deals with Agriculture, stating, *inter alia*, that Parties shall focus on

- support for policies implemented by them to diversify production,
- promotion of environment-friendly agriculture,
- technical assistance and training,
- integrated rural development, including improvement in basic services and development of associated economic activities,
- cooperation among rural regions, exchange of experience and know-how concerning rural development.

The AP takes this process still further by setting out in more detail than the Association Agreement a comprehensive set of jointly developed priorities, with a programme over three years of specific activities to which both sides are committed. The AP sets out an agenda of political and economic reforms with short and medium-term priorities.

Section 2.3. point 7 of the Action Plan foresees enhanced cooperation in the field of agriculture and sets that the EU and Israel should "explore the scope for cooperation between EU and Israeli accreditation bodies (inter alia, on issues related to organic agriculture), as well as "increase co-operation in the field of international marketing standards for fruits and vegetables". AP Section 2.2., point 3 also foresees that the EU and Israel will promote the adoption of sectoral sustainable development strategies, and share experience between the Commission and Israel about sustainable development strategies. The Country Report released by the EU on 25 May 2011 on the progress made in 2010 towards the fulfilment of the objectives set in the Action Plan confirms that in the area of agriculture overall trade in agricultural products, processed agricultural products and fish and fishery products further increased following the entry into force, in January 2010, of a new EU-Israel agreement on agriculture. Under this Agreement signed on 4 November 2009, the EC and Israel decided upon new reciprocal liberalisation measures.

3. DESCRIPTION

3.1 Background and justification

In implementing this Twinning project, the eligibility of participating entities, be they physical persons or legal persons (or their branches or sub-divisions), as well as the eligibility of project activities and of project costs incurred, shall be limited within the pre-1967 borders of the State of Israel.

The RD Plan, which was drafted in 2006, was mostly centred towards the identification of projects to be funded. The projects included usually small economic initiatives at individual level to undertake non agricultural activities like small scale processing and agro-tourism. That Plan however lacked a broader

strategy addressing the whole potential of the rural areas and in particular the role of rural areas in the overall spatial development including the declining relation between rural and urban areas.

The RD Plan was adjusted in 2011, adding 2 new activities to the Plan: Conferences on Rural areas and Exhibitions (in the cities and in the rural areas), showing to the public the achievements of the rural communities. The updated 2011 Plan is therefore not a full-fledged revision or a change of policy, rather the addition of two new measures. The 2006 RD Plan should therefore be taken as a reference for the activities of the Twinning project. The 2006 RD Plan was accompanied by a Rural Development Guide, which is a manual for rural planners to understand Israeli policy concerning rural planning.

This project stems from the need to respond to the progressive transformation occurred in the Israeli society and the rural sector in the past decades, and that can be summarised as:

- a progressive urbanisation of the Israeli society, accompanied by the impressive growth of land values, especially in the central part of the country, due to the expansion of cities;
- the relative (to other sectors) decline of the agricultural sector as a source of employment and income;
- the social changes in the rural villages with an increasing number of residents not involved in agriculture as the main activity
- the recognised need to address the development challenges in the areas with prevalent Arab population;
- the widespread awareness of the value of the ecological and cultural assets of the land and their sustainability.

The specific situation and issues of the agricultural and rural sectors are outlined below.

3.1.1 Agriculture in Israel

Israel is a densely populated small country with around 21,000 km² and an average of 328 people per km², highly urbanised with as much as 92% of the total population classified as urban and the remaining 8% as rural. Israeli agriculture can be considered highly productive, with an average of 95 people supplied for food by one full-time employee.

Between 1990 and 2006, total factor productivity (TFP) in agriculture doubled, increasing at a faster rate than in any other sector of the Israeli economy. The long-term increase in productivity is the result of a number of factors including advances in technology due to research and development, agricultural training, professionalism and high managerial skills of Israeli farmers, as well as their ability to adopt innovative technologies.

However the relative importance of agriculture in the Israeli economy has declined over the last two decades, with the shares in total employment and domestic product falling to just 2.7% and 1.7%, respectively, in recent years. During the last years agricultural contribution to the GDP fell close to 2%, despite the total value of agricultural production has reached over USD 3 billion annually, of which about 20% is exported; major export items are now vegetables, flowers, and citrus in addition

to seeds of improved variety; imports are composed out of meat, grains, fish, sugar and a few other items of lesser importance[1].

Israel is relatively open to trade in goods and services, with the sum of exports and imports accounting for close to 90% of GDP. Since 1985 Israel has progressively reduced trade barriers, export subsidies and import licensing. Israel was the first country to sign a Free-Trade Agreement (FTA) with the EU in 1975, which was renewed and expanded in 1995 and 2000. FTAs were also signed with the USA in 1983, making Israel the first country to have FTAs with both the world's main trading entities, and with the European Free Trade Association (EFTA) in 1993. Most of Israel's agro-food trade is conducted under various preferential agreements. Main trade partners are the EU, the US, EFTA and Mercosur.

Historically agriculture played a very important role in creating the Israeli nation and one of the most distinguishing characteristics of Israeli agricultural production till today is the dominance of co-operative communities, principally the kibbutzim and the moshavim. These co-operatives work usually on agricultural land owned by the State of Israel, the Jewish National Fund (JNF) and the Development Authority. This high level of state ownership results from particular historical conditions within which the State of Israel was founded. One of them is the socialist ideology of the state's founders who regarded state ownership of land as a means to promote a just and egalitarian society.

The co-operative aspects of agricultural production management have gradually been replaced by more privatised management systems and as everywhere in the world small farms were closed down and the remaining farms grew in size in order to survive.

Where growth in primarily agricultural production is saturated and is not feasible, farmers are looking for new on-farm income generating projects typically belonging to the second and third sector, such as diversification of products and services related to agriculture, including tourism. These new enterprises raise legal problems since national legislation does not regulate rural development, diversification of agro-activities or agro-tourism.

3.1.2 Rural Development in Israel

Since 1995, when the Ministry of Agriculture in Israel inserted Rural Development into its name, the government is aware of the importance of Rural Development. While the first Rural Development Plan was made to get funding from the budget, especially for planning activities, the understanding of Rural Development nowadays is based on the changes in Israeli society, environment approach, and the economy which urgently necessitate a review of the management and development of the rural landscape. Open space and agricultural land management, and the development of farming villages, agriculture, entrepreneurships, tourism, services, and traffic – all depend on rural development policy and the definition of the tools (means) to implement it.

[1] OECD, p 60

The MARD is in the process of defining a strategic plan and comprehensive framework for agricultural and rural sustainable development, while preserving the rural landscape and adhering to environmental values. The aims of this plan are:

- Strengthening the rural community.
- Diversifying the rural economic basis while stabilizing and developing agriculture as a unique economic sector; especially agro-tourism is considered as a potential area of economic growth.
- Protecting natural and man-made open spaces and landscapes, for environmental and also recreational purposes, and integrating them with the rural landscape.
- Planning and developing farm and countryside in Israel, in its various contexts, as a unique form of rural life with a distinct character.
- Updating the statutory and physical structure of these areas to keep pace with current organizational and structural trends.
- Positioning the agriculture and the rural sector in the Israeli society and economy.

Regional and village plans for rural development are one of the most important tools for developing rural areas and most of MARD's rural development budget is allocated for this purpose. The changes that Israeli society and economy have undergone in the last decade require the adaptation of the planning policy for the rural sector. MARD seeks to outline the future directions of development in conformity with the spirit of the changes that have taken place in the rural space in recent years. Updated and appropriate plans help remove statutory barriers from regional and rural development while allowing for sustainable development that preserves the characteristics of the rural communities, integrating agriculture into it.

The reform of the Planning and Building Law, which was approved in the framework of the "Budgetary Arrangements Law" 2009, authorises the local planning and building committee to approve detailed plans within the committee's jurisdiction, on the basis of a valid updated outline plan. Consequently, the outline plan will grant the local planning and building committee the status and authority to approve detailed plans. This speeds up the procedure and enables the development plans, which rely on individual construction programmes, to be carried out more rapidly. The Regional Councils' Centre initiated the promotion of master plans for sustainable development in the regional councils by pooling the budgets of different ministries, including MARD, Ministry of Environment Protection and Ministry of the Interior.

Concerns moreover exist regarding the movement of land out of agriculture into urban development. In the past, much of this was happening in a rather ad-hoc and speculative manner. With high population growth rates, this pressure is likely to continue, so careful planning will be required. The new Master Plan introduced in 2005 provides a framework for controlling development activities.

In recent years, villages have been permitted to open land transactions between farmers living within the same village. However, any land lease contracts across various villages have to be approved by MARD and have to be based on formal partnerships between contractual parties. One of the consequences of the land lease system in Israel is that agricultural land alone cannot be mortgaged. It has to be mortgaged together with the whole farm, including the residence and the surrounding garden. This limits farmers' flexibility in credit arrangements with banks and may limit their access to credit.

Three significant changes in the administration of agricultural land occurred during the early 1990s. First, in response to the financial crisis many farms faced in the late 1980s, a decision was made to allow limited residential development to occur on land designated as agricultural. This opened the co-operative agricultural communities to new non-farming residents. Second, as the crisis weakened the regulatory roles of co-operatives and given the financial hardships of the farmers, it became common for farmers to rent land to each other within the village, mostly on a short-term basis. Third, in 1993, the government approved the National Master Plan for Building, Development and Immigration Absorption (NMP 31) to assist the country absorb one million immigrants from the former Soviet Union, an influx that created an unprecedented and immediate demand for housing.

An important feature of the plan was that it allowed the re-designation of agricultural land, under special circumstances, for non-farming uses, including both industrial parks and residential neighbourhoods. This has also been viewed as a way to help farm families overcome the debt crisis. Farmers could carry out the new activities themselves, or surrender their lease to enable others to make the necessary investments.

In addition to these administrative changes, the housing shortage caused a boom in real estate prices. This allowed and still allows farmers in the central part of the country to sell off their farm to wealthy urban families who seek a rural residence and do not have any interest in farming. It should be noted, though, that this is mostly true for localities in the central part of the country. The real estate boom did not reach peripheral areas, and the value of farms in those areas tends to be much lower. This increased inequality within the rural sector and the disparity between the centre and the periphery.

These developments had a number of important ramifications. The changes accelerated in-migration into rural areas, with the population of many rural communities doubling within less than a decade. This brought about a change in the organisational structure of rural communities, which was based for a long time on unique co-operative structures

The Israeli agricultural policy, as set in the Rural Development Plan of 2006 sets the objectives of Israel's rural regions, which are:

- "Provision of agricultural produce" - the production of agricultural produce to ensure regular supply of produce to domestic consumers and for exports in sufficient quantities, at a wide selection, good quality and reasonable prices for consumers while efficiently utilizing means of production, natural conditions, economic capacity and professional skill of Israel's agricultural sector.

- "Encouraging settlement in the peripheries" - the dispersion of the population, encouragement of establishment in peripheral areas, improvement of competitiveness among townships and villages which are located far from the urban metropolis and the encouragement of all agricultural lands in the country with an emphasis on agricultural land in the peripheries.

- "The advancement and encouragement of ecological agricultural programmes" - the promotion of programmes which realize one or more of the following benefits: Preservation of water and natural resources and ensuring permeation of surface runoff water and rain water, the usage of

drain water and marginal water, collection of urban waste, slush and trimmed foliage, green lungs and protection of open spaces.

The Rural Development Plan also defines methods and instruments to implement the objectives above.

Also according to EU concept of Rural Development[2], agro-tourism, more precise the environment and associated tourism, is a major source of income and employment potential in rural areas. Agro-tourism is based on the agricultural activity itself. For example: fruit picking tours, field tours, different experiences in the farm, animals, selling the agricultural produce of the farm, tours in cheese factories and wineries, experience the High Tech and R&D in agriculture, and so on. In order to make those farms suitable for tourism, investments into accessibility, parking areas and services, signage and directions are needed.

MARD provides consultation to initiatives in the field of agro-tourism and encourages the development of infrastructure that will make the farms suitable for absorbing rural and agro-tourism. The Ministry also finances initiatives of farmers that want to take part in the agro-tourism business. MARD helps the farmers with a tool called "Tourism incubators". With this tool MARD assisting the feasibility of new idea or project, programme preparation for new businesses, diagnosis of an existing tourism businesses, advice and guidance of small businesses on personal level and marketing counselling.

In order to preserve rural population, just 8% of the population or around 600,000 people, MARD has to develop new policies in rural development, including new strategies in services connected to agriculture for fostering new employment opportunities.

3.1.3 Israeli legislation

The corresponding Israeli legislation is described into details in the annex 1.

3.1.4 The rural development actors in Israel

Today's Ministry of Agriculture and Rural Development (MARD) was the former Ministry of Agriculture; the renaming of the ministry in 1995 reflects the changes in the rural society and determined the MARD as the leading authority in rural development. However the MARD is not alone in charge of rural development, especially not when it comes to administer agricultural land and the changes of its status. Other important involved institutions are:

- Israel Land Administration (ILA)
- Ministry of Interior

Ministry of Agriculture and Rural Development (MARD)

The Ministry of Agriculture and Rural Development (MARD) is responsible for setting the agricultural policy objectives and for the development of agriculture and rural areas. Since 2008 rural development

[2] http://ec.europa.eu/agriculture/lisbon/index_en.htm

is mentioned in the annual strategic policy documents as an important goal. Therefore the Rural Planning and Development Authority Office within MARD is working on new strategies for fostering new employment opportunities connected to agriculture. In this respect MARD helps rural areas to develop agriculturally and economically.

As the traditional farming does not provide sufficient income for people in rural villages, farmers with farmland of 3 – 8 ha are looking for on-farm income generating activities besides the primary production; that means for agricultural side-activities like agro-tourism, agro-processing and direct marketing. MARD is assisting farmers in this respect.

Israel Land Administration (ILA)

The ILA is responsible for managing the 94% of land in Israel that is in the public domain. These lands are either property of the State of Israel, the Jewish National Fund (JNF) or the Israel Development Authority. ILA is responsible for implementing the following policy objectives: designating land areas for public and state requirements; assuring land reserves for future needs; preserving agricultural lands; ensuring that land usage is in accordance with the law; and safeguarding the state lands.

The ILA was originally part of the MARD; in 1997 it was moved to the Ministry of National Infrastructures (recently re-named Ministry of Energy and Water Resources) and nowadays it is under the Ministry of Housing and Construction. It has the following functions:[3]

- Guarantee that the national lands are used in accordance with Israeli laws
- Actively protect and supervise state lands
- Make state land available for public use
- Plan, develop and manage state land reserves
- Initiate planning and development (including relocation of existing occupants)
- Regulate and manage registration of state lands
- Authorization of contracts and agreements with other parties
- Provide services to the general public

ILA directs the allocation of agricultural lands to rural villages (kibbutzim and moshavim); the management of the villages passes the land to farmers for “long-term seasonal cultivation”.

ILA undertakes the preservation of agricultural land so that its designated use is not changed; therefore agricultural land has to be used for primary production only and not for agricultural side-activities.

The Director General of the ILA is appointed by the government and is directly subordinated to the Minister of Housing and Construction. At least once a year a report on the activities of the ILA is submitted to the Israel Lands Council. The government submits a report on the activities of the ILA, at least once a year, to the Knesset.

[3] http://www.hanner.co.il/Israel-Lawyers/Israel-Land-Administration.htm

Ministry of Interior

The Ministry of Interior runs the National Planning and Building Council, the country's principal planning institution, whose functions and competences are defined by the Planning and Building Law. The Council advises the government on ground rules for the implementation of this law, provides funding and recommends national master plans, and authorises changes in regional master plans; these changes include the transfer of agricultural land into commercial land.

3.1.5 The critical aspects affecting rural development in Israel

Rural Development in Israel is addressed by a planning process based on Sustainable Development. The rural region constitutes a fragile complex which makes the region unique and shapes its image. However, the proposed plan must aspire to move forward while enabling the rural region and its population to continue developing by the appropriate patterns. Therefore, it is imperative to emphasize any plan that encourages sustainable development that leads to controlled use of the region's resources in an economical and moderate manner and preserves the region's rural character. The development pattern must encourage economical use of land, create an appropriate balance between built and un-built areas and between new and old, and preserve the visibility and predominance of the landscape, nature and agriculture characteristics of the region.

The development plan of the rural region must maintain the local characteristics and strive to increase the added value of the rural region. The physical development of the rural region must openly express its uniqueness and the character of the region and its community, the heritage thereof and strengthen the image of the rural character of the region vis-à-vis the urban region. The aforesaid is based on the understanding of the importance and role of the rural region on a national level for Israel's society as a whole.

Significant constraints to bear in mind concerning Rural Development in Israel are:

1. Regional development and Rural Development are not separated in the present territorial planning policy in Israel as it is in the EU policy. Therefore this aspect has to be borne in mind when re-defining the Rural Development instruments. Rural Development has to be framed within the overall planning context of Israel and to a certain extent has to incorporate aspects that in the EU policy would belong to Regional Development. In practical terms this means that the Rural Development policy and plans should include interventions to balance the different development potentials in the various areas of the country, in particular between the central part of the country (roughly the area between the larger Tel Aviv and Haifa) and the peripheral parts (in particular the arid South). These interventions to correct territorial unbalances should concern the development of economic activities and also infrastructure in the rural areas. Within MARD there is a so-called Planning Authority which includes a Department of Regional Rural Development, that takes care of rural development at two levels: a. individual and community level and b. Regional development under the Regional Council's entire area of jurisdiction, which influences, and is influenced by, development of public and private service institutions, development of physical infrastructures, conservation and prevention of environmental nuisances, soil preservation and drainage.

2. Rural Development measures are also currently distinct from agricultural support measures, in fact Rural Development measures are mostly directed towards diversification of rural economic activities, environmental protection measures, preservation of the cultural heritage and empowerment of the rural community. There is an integration of agricultural and rural development measures has to be studied, in other words the public intervention for supporting crop and animal production and marketing has to be integrated with measures to develop diversified farm income and an environmentally sound land management. To give a term of comparison based on EU policy, the present RD policy in Israel is mostly based on measures similar to the ones outlined in Axes 3 and 4 of the EU RD policy. Axes 3 and 4 in the EU RD policy concern the improvement of the quality of life and the diversification of economic activity in rural areas and this is precisely the area currently more developed in the Israeli Rural Development policy. The increased competitiveness of agriculture and environmentally sustainable agriculture, which correspond to Axes 1 and 2 of the EU RD policy, is not yet developed.

3. The use of land in rural areas for non agricultural purposes, outside the small residential and service plots (usually around 2,500 m²) requires a hefty payment to the ILA. The amount to be paid for the use of land for non agricultural business is the same regardless to the fact that the business to be set up is a rural venture in the countryside or a commercial venture in a city area. This situation of course does not encourage economic diversification in rural areas, but on the other hand this policy is justified on the ground of fairness: because farmers are considered already extremely favoured in terms of land lease conditions. Agriculture has been considered, with good reasons (economic and historical), a strategic industry, but many argue today against these favourable terms especially in the central part of the country where land demand is very high. A possible way to solve this problem is to introduce legal definitions of what has to be considered rural business, and to apply favourable land lease conditions only for economic activities respecting the strict limits eventually imposed in these definitions. The individual perception of rural entrepreneurs has to come to terms with the concern about a fair use of a common good (land).

4. There is a strong competition between small towns in the countryside and rural villages. Smaller towns in the rural areas are generally poor and weak while traditional rural villages within moshavim and kibbutzim are well cohesive, well organised and reasonably rich. Rural villages are administered with the so-called Regional Councils while the small towns have their own councils. This administrative separation has today some negative consequences as communities leaving on the same territory tend to compete instead of collaborating. The integration of rural villages and small towns (generally well below 10.000 people) in common development initiatives may be promoted, and it is the opinion of some local administrators and also of some local experts of rural and territorial development. But on the other hand some representatives of rural communities and some other local administrators tend to see the issue in terms of competition for investments. For instance a rural village and a near-by small town both try to attract a productive investment that may bring fees for the administration and employment on their territory; the two administrations are totally separate (unlike in many EU countries) and therefore enter into conflict to secure the benefits from the investment mentioned above. The competition is generally positive but in this particular case there may be a duplication of public infrastructure at the expense of efficiency. In Component

1 concerning the review of the Rural Development Plan this issue has to be considered, maybe with the identification of specific measures to support joint initiatives for productive investments in areas that include small towns and adjacent rural areas.

5. The Arab sector in agriculture and the Bedouin villages in the south represent important development challenges. The agricultural land in the Arab sector represents almost 20% of the total agricultural land, though only 1/7 is irrigated. Land fragmentation in the north and unplanned residential villages in the south call for major rural development planning efforts. In the Component 1 of the project a specific chapter will have to be dedicated to the specific needs and situation of this sector. As for the rest of the countryside, the adoption of a participatory approach to the development initiatives should be the basis of the planning exercise.

6. In the EU RD policy zoning is an important feature and zones with different potential command different intensity of funds and also different quality of interventions. Development potential differentials have generally been addressed in Israel with specific local plans, but maybe consideration should be given to more generalised zoning criteria. The identification of less favoured areas according to general criteria in the EU policy determines different support intensity (higher public co-financing of projects). In the first component of the project that concerns the review and development of a revised Rural Development Plan, the inclusion of zoning criteria for less favoured areas should be evaluated.

7. Last, but not least, is the need to coordinate the action of different government bodies that operate in rural areas. The EU policy calls for a structured coordination in rural development that involves also stakeholders (for instance in the mandatory requirement to set up RD Monitoring Committees). Structured forms of institutional coordination and stakeholder consultation have to be studied in order to improve effectiveness and sustainability of rural development initiatives.

A critical strategic goal set by the government policy is the re-balancing of territorial development between centre, meaning the central part of the country, and the peripheral areas (part of northern areas and the south). Rural Development policies can significantly contribute to this effort to re-balance the current pattern of territorial distribution of population and resources.

3.2 Linked activities

The EU-Israel ENP AP, under the New Partnership Perspectives, creates new opportunities for cooperation on technical assistance, training and more. Several other twinning projects are coming soon and the one about “Strengthening of the Israeli Veterinary Inspection Authorities for the Animal Health and Livestock Production System” is already operational within MARD.

These two twinning projects are dealing with the MARD, one from the veterinary side which will increase livestock production and improve food safety through better veterinary services and the other one among others with farm tourism which will benefit from food safety, by making farm holidays more reliable.

Recently MARD signed a bilateral cooperation agreement with Italy about rural development; a first Rural Development seminar was given at MARD by Italian expert, a study trip for MARD staff to Italy was arranged with visits of a fair on agro-tourism, furthermore an expert for a wine route arranged a workshop in Israel. Next activity will be a visit of MARD experts to Italy in April 2012.

Furthermore the EU provided assistance to the RDA via TAIEX, notably in June 2009 protection of animals and approximation of laws and health measures (AGR33075).

3.3 Results

The project is divided into three components:

Component 1: strategy and policy development and promotion of diversification of rural activities

There is therefore need to review the 2006 RD Plan with the aim to produce a comprehensive RD Plan more similar to the EU concept of rural development and taking advantage of the EU experience.

The review of the 2006 RD Plan, the identification of needs for change and the consultation with stakeholders should lead to the preparation of an impact study which will analyse the change/development scenarios. Such an impact study will be one of the results of this first component of the project. The study will be conducted using the standard EU methodology for impact study. Since this instrument is not usual in the beneficiary administration a specific training for relevant officials will be included in the activities related to this component.

In the EU the Rural Development policy includes a substantial aspect of environment protection, this aspect has to be given due importance when defining a Rural Development Plan in Israel.

The review of the 2006 Plan and the impact study will lead to the definition of a new RD Plan, whose preparation should also be the result of a wider consultation process with relevant stakeholders.

The mandatory results are those that the Member State (MS) and the Beneficiary Country (BC) jointly agree to achieve by the end of the Twinning Project in order to realize the three purposes of the twinning.

Mandatory results for component 1:
1. Review of the 2006 RD Plan
2. Impact study and change scenarios
3. Draft of a new RD Plan agreed upon with different involved institutions and stakeholders' representatives

Key indicators of achievement are the following:
Result 1.1 – Review report outlining state of implementation and changes needed for the future
Result 1.2 - Impact study report
Result 1.3 - RD Plan

Component 2: development of enabling administrative environment, including legislative aspects in line with EU experience

There is a recognised need within the circles of government officials dealing with rural development for re-defining what is agricultural activity including also rural activities, in order to broaden the concept and to pave the way for supporting also complementary economic, cultural and social activities in rural areas. The concept of rural activities has to be introduced in the Israeli legislation to overcome the current narrow definition of agricultural activity as mere crop cultivation and animal raising. The new definition of agricultural activities should include all the activities that are foreseen in the EU RD regulation as eligible for funding, such as: agro-tourism, direct marketing, small processing of farm products, development and marketing of typical products, establishment of rural amenities, recreational activities, initiatives functional to the development of cultural heritage, village infrastructures, environment protection works and the like.
In the past decade there has been a development of farming activities in rural areas (the most significant aspect is the exponential growth of agro-tourism) and also of new residential spaces for non farmers, this new situation requires a re-thinking of the legal framework that governs the "agricultural" areas.
The outputs of this component have to include also the drafting of enforcement norms and procedures that translate into practical instruments the new legal framework.

Mandatory results for component 2:

1. Review of the legal framework and prevailing administrative practices
2. Proposed new administrative and legal framework defining rural activities and rural development

Key indicators of achievement are the following:

Result 2.1 – Analysis matrix similar to a table of concordance to outline the gaps between prevailing national legislation vis-à-vis the EU RD regulations
Result 2.2 – Draft legal provisions to introduce the concept and principles of Rural Development; Draft of norms, regulations and enforcement procedures and instruments.

Component 3: capacity building and implementation tools

The present organisation for implementing Rural Development will be evaluated to assess to which extent it responds to the changes consequent to the adoption of a more comprehensive strategy for Rural Development. This component of the project will serve to identify and prepare the implementation structure suitable for the preparation and implementation of rural development measures.
A comprehensive Rural Development policy and strategy in line with the EU concept requires certain implementation instruments like a Rural Development Plan formulated according to contents defined in the EU Regulation, a Managing Authority, an ex-ante evaluation, a Monitoring Committee involving different government departments, local authorities and stakeholders, an accredited Paying Agency;

just to mention the essential ones. The situation in Israel may not require copying exactly the EU structure but in first place it would be important to show to the relevant Israeli officials, belonging not only to the Ministry of Agriculture and Rural Development but also to other relevant institutions, how the RD implementation system works in EU Member States. The present system for implementation of RD will be thus evaluated jointly by the twinning partners with the involvement of the relevant Israeli institutions in order to define the most appropriate structure to enforce the new Rural Development policy according to the local conditions. A review of the procedures and of offices organisation has to be carried out.

A crucial aspect to be defined in the new RD policy is the co-financing mechanisms, the criteria for allocating public resources differentiated according to the characteristics of the beneficiaries and of the measures of support. The involvement of stakeholders in the process has to be defined to ensure their participation in the different stages of the process and in particular their consultation in the decision making.

The outputs of this component have to include also the drafting of enforcement norms and procedures that translate into practical instruments the new legal framework.

Implementation structure and procedures will be defined by the twinning partners; this proposed structure will include staffing, competences and needs. Therefore training needs assessment and a training programme has to be developed accordingly.

Training will concern not only the core Ministry of Agriculture office but also all other involved institutions.

Besides the training on specific topics, more general wide spread information is needed to explain the characteristics of the EU Rural Development policy and the possible relevant implications for the situation in Israel.

Mandatory results for component 3:

1. Organisational structure for Rural Development evaluated and training needs analysis carried out
2. Proposal for re-organisation of the new Implementation structure for Rural Development and their enforcement instruments including approval and control procedures
3. Proposal for development of competences for the structures responsible for implementation of Rural Development delivered
4. Officials from the Ministry of Agriculture and Rural Development (including eventually Ministry of Interiors, Israel Land Administration and Ministry of Tourism) trained and relevant stakeholders informed about general principles on EU RD policy

Key indicators of achievement are the following:

Result 3.1	Assessment report of the present structure and capacities of the offices dealing with Rural Development
Result 3.2	Proposal for a new organisation structure and procedures with a focus on enforcement instruments
Result 3.3	Report outlining competences required and the training programme to develop them
Result 3.4.1	Report on RD information campaign
Result 3.4.2	Report training programme to upgrade competences of relevant staff delivered

3.4 Activities

3.4.1 Activities common to all of the project results

Kick-off and closing conferences

Benchmarks: Kick-off and closing conferences organised, each for around 50 participants or more including high ranking officials. The aim of these conferences is to increase the visibility of the Twinning Project objectives and results and to support fruitful cooperation.

3.4.2 Activities related to each of the project components

(see also annex 2 Logical Framework Matrix)

Component 1: strategy and policy development and promotion of diversification of rural activities

1.1. Activities for Result 1.1 Review of the 2006 RD Plan

1. To review within the project team (MS and BC partners) the 2006 Plan in the light of most recent data
2. To present the preliminary findings of the review in a workshop and to start discussion for the preparation of a new RD Plan

Benchmarks.

(a) Review report
(b) Workshop report

Methods and Resources.

It is envisaged that these activities will be completed in about 2 months. The review report will be prepared within the first 6 weeks. The preliminary findings will be circulated in preparation of the workshop to be held within the subsequent 2 weeks.

Activities to be carried out by the RTA and STEs.

Meeting room and distribution of the printed report, translation and interpretation for the workshop as needed.

1.2. Activities for result 1.2 Impact study and change scenarios

1. To define methodology, interviews
2. To elaborate a baseline socio-economic survey and to arrange data collection
3. To elaborate a study and scenario and to present the outcome

Benchmarks.

(a) Agreed methodology and questionnaire(s)
(b) Survey outcome and data;

(c) Impact and scenarios report

Methods and Resources.

The purpose of the study is to analyse the effect of the Rural Development initiatives carried out in line with the 2006 Plan. The study will look at the positive outputs but also shortcomings and limitations from which to draw indications for the preparation of a new RD Plan. The study will consist in a survey covering both data on rural areas and the initiatives undertaken in the frame of the 2006 Plan as well as a questionnaire to be filled in interviews with selected actors. The completion of this task should require around 4 months.

1.3. Activities for result 1.3 Draft of a new RD Plan agreed upon with different involved institutions and stakeholders' representatives

1. To carry out a study visit to EU MS in order to learn about the preparation of RD strategies
2. To draft a new RD Plan taking into account the outputs from activities 1.1 and 1.2
3. To hold a series of consultation meetings with beneficiary institutions and stakeholders
4. To finalise a draft RD Plan taking into account also the indications received through the consultation process

Benchmarks.

(a) Study visit report and relevant training materials

(b) first draft Plan available for distribution to relevant institutions and stakeholders
(c) consultation meetings carried out, minutes and reports of the meetings
(d) final draft of the RD Plan submitted to go through the decision making process

Methods and Resources.

It is envisaged that this activity will require about 8 months for being completed. The first step will be a study visit in a MS to learn how the preparation of a RD Plan has been developed and how the RD Plans have been prepared accordingly. The drafting exercise will start after the study visit and it will be based on the recommendations of the impact study carried out in activity 1.2. The draft will be then discussed with BC partner, other involved government institutions and also with representatives of stakeholders (farmers and villagers). The outcome of this round of discussions will be incorporated in the final draft that will be submitted as agreed document of the partners to decision makers at the appropriate level.

Component 2: development of enabling administrative environment, including legislative aspects in line with EU experience

2.1. Activities for result 2.1 Review of the legal framework and prevailing administrative practices

1. To carry out an analysis and overview of the existing administrative framework, including primary and secondary legislation, relevant for the implementation of Rural Development policy taking into account the strategic indications emerged in Component 1.

2. To provide advice on the needs and gaps for updating the administrative and legislative framework in line with the EU experience and the acquis communautaire;
3. To support preparation and adoption of changes in the administrative set up, in the legislation and in the implementation procedures;

Benchmarks.

(a) Analysis report of the administrative framework and the underlying legislation and regulations;
(b) Gap analysis report comparing Israeli administrative and legislative framework with EU regulations;
(c) Proposal for upgrading administrative structure and procedures submitted

Methods and Resources.

The twinning team will analyse the administrative structure to implement rural development, taking into account the regulatory framework in which the responsible public offices have to operate and their methods and procedures. A comparative analysis, or gap analysis, will be carried out between the Israeli administrative and regulatory framework vis-à-vis the EU experience and regulations. On the basis of the analysis outlined above the partners will deliver a proposal to introduce eventually changes in the regulatory and administrative framework.

It is envisaged that this activity will be completed in about 4 months.

2.2 Activities for result 2.2 Draft administrative and legal provisions to introduce the concept and principles of Rural Development

1. To use a selection of rural development measures as case studies in order to develop implementation measures, guidelines and procedures
2. To facilitate a study visit in order to analyse the practical implementation mechanisms of rural development measures, similar to those identified in the activity above, in one or two rural areas in the EU
3. To prepare manuals, guidelines and other documents for the implementation of the selected measures (a step by step approach of the procedures, including necessary tools like checklists, guidelines and forms, for each operational phase).

Benchmarks.

(a) List and description of selected rural development measures delivered
(b) Study visit in one or two selected rural areas in the EU delivered
(c) Manuals, guidelines and procedures on how to implement selected rural development measures delivered

Methods and Resources.

The activities carried out in 2.1 will outline a proposed implementation structure for rural development; the activity 2.2 will produce a practical implementation example. The first step is

to identify some priority measures of particular relevance in the Israeli rural areas to be used as case study. Thereafter the Israelli colleagues will participate in a field study visit in EU rural areas to learn the practical procedures and instruments to implement the rural development measures; the location of this field visit has to be chosen in a way that the measures implemented are very similar to the ones selected as case study. After the field visit the third sub-activity will consist in the elaboration of manuals and guidelines for implementing in practice the measures identified as case study.

It is envisaged that this activity will be completed in about 10 months.

Component 3: capacity building and implementation tools

3.1 Activities for result 3.1 –Assessment report of the present structure and capacities of the offices dealing with Rural Development

1. To evaluate the existing implementation structure and to assess the involved offices with a focus on the Planning Department
2. To conduct a Training Needs Assessment (TNA)

Benchmarks.

(a) Assessment report
(b) TNA report

Methods and Resources.

It is envisaged that this activity will be completed in about 2 months; indicative start in month 3 and end in month 4. The first step will be to analyse the organisational chart of the MARD and to talk to key stakeholders. A special emphasis will be put on the various planning institutions in Israel, which need a sound analysis before developing a more adopted Rural Development policy.

3.2 Activities for result 3.2 – Proposal for a new organisation structure and procedures with a focus on enforcement instruments

1. To do a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis of the present structure and procedures
2. To draft the proposal for a new organisation structure and implementation procedures including the enforcement instruments
3. To arrange a verification workshop
4. To submit a final proposal of the new organisation

Benchmarks.

(a) SWOT analysis
(b) Draft proposal for a new organisation structure
(c) Final proposal for a new organisation structure

***Methods and Resources*.**

It is envisaged that this activity will be completed in about 3 months, indicative start in month 5 and end in month 8. Based on the assessment and report of the TNA, a SWOT analysis will be done; the elaborated opportunities and threats will guide the team to develop realistic proposals of a "new organisation structure" or if not new then how to adapt the existing one and make it more efficient – especially with respect to Rural Development. To keep the feet firmly on the ground a verification workshop will be facilitated by the RTA to discuss pros and cons of the new proposal; these comments will then be integrated in the final proposal.

3.3 Activities for result 3.3) Report outlining competences required and the training programme to develop them

1. To interview key stakeholders
2. To draft report about needed competences and arrange verification workshop
3. To develop a corresponding training programme
4. To write corresponding report

Benchmarks.

(a) Questionnaire for stakeholders
(b) Report about needed competences and elaborated training programme to ensure an adequate training

***Methods and Resources*.**

It is envisaged that this activity will be completed in about 11 months, indicative start in month 4 and end in month 14.

Based on previous activities, especially the TNA, the RTA, supported by short-term experts, will interview key stakeholders so that a tailor-made training programme could be initiated. Knowing how the future Rural Development policy will look like and being aware of the existing deficits and the required competences, this activity will assist the MARD staff to overcome shortcomings from the past and to get access to all modern tools needed to develop further and implement an updated RD policy.

3.4 Activities for result 3.4.1 - Information campaign on RD concepts carried out

1. To design an information campaign, making use of the produced training material
2. To draft a budget proposal and get offers
3. To decide about the relevant media (print, internet, radio)
4. To roll out the campaign
5. To distribute to the target audience

These activities should facilitate the information campaign on Rural Development; the outcome should be that all stakeholders and other interested persons will be well informed and have realistic expectations about the scope of the programme.

The preparation, printing and diffusion of the information materials, such as leaflets, posters, and other will not be financed under the Twinning project budget.

Benchmarks.

(a) Detailed media campaign proposal including detailed budget
(b) Report about the media campaign

Methods and Resources.

It is envisaged that this activity will be completed in about 9 months, indicative start in month 4 and end in month 17.
The information campaign on Rural Development targeted to all farmers will be designed in order to increase (the image of the MARD and) the awareness on Rural Development and on opportunities of upcoming support programmes. Information materials, such as leaflets, posters, and other, as appropriate, will be prepared, printed and distributed through public (especially the 5 Regional Offices of MARD) and private organizations (including kibbutzim and moshavim movement). Spots in different languages, in order to include different ethnic groups, will be prepared and broadcast. Visibility of EU assistance must be ensured.
The campaign will be prepared in collaboration with a communication expert, while the RTA will ensure follow up during the five months of its realization.

3.4 Activities for result 3.4.2 - Training programme to update competences of relevant staff delivered

1. To agree on training time-schedule and prepare additional training material if appropriate
2. To arrange short-term experts to provide the specific training
3. To deliver training lessons to MARD core staff and other interested stakeholders and evaluate feedback

Benchmarks.
(a) Training courses report including list of participants

Methods and Resources.

It is envisaged that this activity will be completed in about 14 months, indicative start in month 4 and end in month 17.

It is envisaged that this activity will take place almost during the whole project duration and that the training activities will be completed in about 16 months. The first step will be to develop a training timetable so that the already developed programme could be implemented during the foreseen time. Some flexibility will be given to respond to ad-hoc training needs. Furthermore it will be ensured that the MARD core staff will learn about all the topics needed for future work and will get trained in the use of the implementation tools to do so. Finally an evaluation has to take place to enable even better training lessons in the future.

3.5 Inputs from MS Partner Administration

3.5.1 Profile and tasks of the Project Leader

Role and tasks

The Project Leader (PL) should be a high-ranking senior civil servant from a MS public administration. She/he will coordinate the project. The MS PL will manage the project jointly with the BC PL. She/he will coordinate, from the Member State side, the Project Steering Committee meetings, which will be held in Israel every three months.

The PL is expected to devote a minimum of three working days per month to the project with an on-site visit at least every three months to participate in the Project Steering Committees.

Profile

- The PL should be a senior official of the public administration or mandated body
- At least 15 years of professional experience in the field of agriculture and rural development.
- Education at least at MSc level in rural development related disciplines is required.
- Experience of policy advice and policy development.
- English working knowledge.
- Knowledge of the EU RD regulation and its implementation in MS.
- Experience in project implementation in the Mediterranean and/or Middle East Countries would be an asset.

3.5.2 Profile and tasks of the RTA

Role and tasks

<u>Management responsibilities</u>
The RTA will be responsible for the day-to-day management and implementation of the project. She/he will coordinate the implementation of activities in compliance with the project work plan and liaise with the RTA counterpart in Israel.

The RTA will be stationed in Israel for a period of 16 months, and will be based in the MARD in Bet-Dagan, Tel Aviv.

Profile

- The RTA should have at least 10 years of professional experience in the field of rural development and agricultural policy in EU Member States.
- Education at least at MSc level in rural development related disciplines is required.
- Experience in management and communication.
- Comparative knowledge of MS RD Administrations would be an asset.
- Ability to work in a difficult and multicultural environment.
- English working knowledge
- Very good interpersonal skills are essential.
- Strong analytical skills and team-working skills.
- Computer literacy.
- Knowledge of RD policies in EU and possibly international
- Experience in project implementation in the Mediterranean and/or Middle East Country would be an asset.

3.5.3 Profile and tasks of the short-term experts (STEs)

The project activities are require the mobilization of short-term experts, with different profiles, from the MS partner administration(s) and/or mandated bodies in order to complement the technical qualifications and skills of the RTA.
The STEs will principally be seconded from the MS government administration(s) and/or mandated bodies.

Indicative list of key experts

STE profile	Tasks	Specific requirements
Rural development planner	Preparation of rural development plans, strategy analysis and development	Conversant with elaboration of Rural Development plans in EU MS
Rural sociologist	Rural surveys, strategy analysis and development. Measures to foster the participation of rural population in the planning process	Direct involvement in preparation of RD plans and consultation with stakeholders in EU MS
Rural economist	Evaluation of impact of policy, plans and measures. Monitoring and evaluation of RD plans	Conversant with RD policy impact and M&E methodology in EU.
Development planner	Preparation of rural development plans, strategy analysis and development, spatial development	Conversant with elaboration of Regional (and Rural) Development plans in EU MS
EU Rural Development implementation expert	Implementation mechanisms for rural development measures and plans	Conversant with the tasks required for a RD managing authority in EU MS
Environmental planner	Preparation of RD plans and measures comprising with environmental protection, water and soil conservation, protection of biodiversity	Conversant with environmental compliance of agricultural practices and environmental measures
Agro-tourism expert	Planning of measures to support agro-tourism and measures to enhance attractiveness of the rural environment	Direct practical experience of development of agro-tourism in EU MS

STE profile	Tasks	Specific requirements
Farm registry, database expert	Farm and beneficiaries of RD measures databases	Knowledge of IACS in EU
Paying agency expert	Definition of mechanisms to provide contributions to farmers and rural beneficiaries of the support measures, keeping and publication of financial records	Direct experience in a EU MS paying agency
Land evaluation expert	Analysis of land use and possession/fruition issues in RD planning	Broad knowledge of land legislation in the EU
Organic farming	Identification of organic farming potential in the frame of RD	Direct experience in organic farming planning and implementation
EU Leader programme expert	Development of grass root initiatives in RD	Direct experience in Local Action Group(s) in EU MS to implement Leader initiatives

3.6 Language

Legal texts and drafts that will be produced in the course of project activities will be translated in Hebrew and Arabic in order to facilitate the consultation with beneficiaries and the gathering of comments. The agreed legal texts will also be produced not only in English but also in Hebrew and Arabic.

4. INSTITUTIONAL FRAMEWORK

The Rural Planning and Development Authority Office located at the Ministry of Agriculture & Rural Development (MARD) will be the Beneficiary for this Twinning Project.

The counterpart of the Member State team will be the Planning Department, being in charge of Rural Development. The implementation of the project will be supervised and co-ordinated by the RNPTIRD in close co-operation with the Program Administration Office (PAO) and the European Union Delegation to Israel.

Since RD in Israel involves directly other important actors, as outlined above, also the following institutions will participate with their staff in the project activities and will take part in the Steering Committee of the project:

- ILA, Israel Land Authority
- Ministry of Interior, Planning Department

The implementation of the project will receive guidance by the Project's Steering Committee, that will be chaired by the MARD and composed by the RPIAs, EU Delegation representative and other representatives of the involved institutions and eventually participated by staff and experts called in for specific topics.

5. BUDGET

The total budget for this Twinning project is 820.000 Euro.

6. IMPLEMENTATION ARRANGMENTS

6.1 Implementing Agency responsible for tendering

The Implementing Agency which will be responsible for tendering, contracting and accounting of this twinning project is the Delegation of the European Union to the State of Israel. The person in charge is:

Ms Livia Stella
Head of Operations Section,
Delegation of the EU to the State of Israel
Address: 5-7 Shoham Street, Ramat Gan, Israel
Postal Address: P.O. Box 3513 Ramat Gan, 52136 Israel
Tel: + 972-3 600 0921
Fax: + 972-3 613 7770
e-mail: livia.stella@eeas.europa.eu

Assistance to the Delegation in the management and administration of the Twinning Programme is provided by the PAO (within the Ministry of Finance of Israel)

Mr. Asher Yarden
Director
Europe Department, Economic Affairs Division, Ministry of Foreign Affairs
Postal Address: P.O.Box 3013, Jerusalem, 91035 Israel
Tel: +972-2-5303426
Fax: +972-2-5304169
e-mail: Asher.Yarden@mfa.gov.il

6.2 Main counterpart in the BC

BC Project Leader

Name: Mrs. Ruti FROM-ARICA
Job Title: Head of Planning Authority (Rural Development), Director of the Planning Department
Address: Ministry of Agriculture & Rural Development
PO BOX 12, Beit Dagan 50250, Israel
Tel: + 972 3 9485482
Fax: + 972 3 9485811
Mobile: +972 50 6241244

e-mail: rutif@moag.gov.il

RTA Counterpart

Name: Mr. Shai DOTAN
Job Title: Director Agrotourism
Address: Ministry of Agriculture & Rural Development
PO BOX 12, Beit Dagan 50250, Israel
Tel: + 972 3 9485496
Fax: + 972 3 9485811
Mobile: +972 50 6241448
e-mail: shadot@moag.gov.il

6.3 Contracts

N/A

7. IMPLEMENTATION SCHEDULE (INDICATIVE)

7.1 Launching of the call for proposals

Expected launch of call: April 2012

7.2 Start of project activities

Foreseen start of project activities: December 2012

7.3 Project completion

Completion is foreseen for June 2014

7.4 Implementation period duration

The implementation period duration is 18 months.

8. SUSTAINABILITY

The project is designed in such a way as to: improve the overall capacity of the Rural Planning and Development Authority Office located at the MARD by strengthening legislative framework, the human and administrative capacities, the quality assurance mechanisms and the involvement of all stakeholders in order to contribute to the reinforcement of the Rural Development Policy in Israel.
The critical factor of sustainability will be the continued commitment of counterpart staff in project activities and the adoption of project recommendations by the relevant decision makers. The integration of the project team as a joint force of Israeli and EU staff will pave the way for ensuring full beneficiary ownership of the project.

9. CROSSCUTTING ISSUES (Equal opportunity, environment)

9.1 Equal opportunities

In the implementation of the project, equal opportunities will be guaranteed and special attention will be paid to:

- the participation of women in training activities;
- the design of information campaigns and information materials avoiding gender prejudices;
- the positive results that activities could bring on the economic situation for women.

According to the Progress Report on the Implementation of the European Neighbourhood Policy for Israel, gender inequality needs to be addressed especially as far as Israeli Arab women are concerned.

The identification of stakeholders associated to different Twinning project activities (e.g. activities 1.2 (1 and 2), 1.3 (3), 3.3 (1) and 3.4.2 (3)) should be inclusive and reflect the diversity of the Israeli population, notably be ensuring adequate representation of the Arab sector.

9.2 Environment

Not applicable.

9.3 Communication and Visibility

The project shall draw up a communication plan that will ensure visibility for the activities themselves as well as for EU support throughout the implementation of the project. Proposals to be received from Member States should include proposals for communication and EU visibility. Based on these, the communication plan will be finalised with the Beneficiary administration, the Member State and the EU Delegation in the inception phase of the project[4].

10. CONDITIONALITY AND SEQUENCING

MARD will need to provide office accommodation within its premises and appropriate ICT equipment and support to meet the needs of the RTA and other experts.

The workplan of the twinning project proposals shall take into account the different period of national holidays in Europe and in Israel.

The MARD has committed to support the twinning project by making available sufficient national resources, both in manpower and equipment, in order to ensure the sustainability of the project's results. In particular MARD will provide equipped office space for the twinning team within their premises and facilitate sound cooperation with its relevant counterpart staff.

Counterpart funds will, among others, be used for international travel of Israeli staff to EU Member States in the frame of study visits.

[4] Rules on visibility for EU projects can be found at:
http://ec.europa.eu/europeaid/work/visibility/documents/communication_and_visibility_manual_en.pdf

Annex 1. Logical framework matrix			
Reinforcement of National Policy and Tools for implementing Rural Development in Israel			
Programme name and number: Support to the Israeli ENP Action Plan			
Total budget: 820.000 Euro			
Overall Objective	Objectively verifiable indicators	Sources of information	Assumptions
To reinforce the Israeli rural development policy in line with EU / Israel Action Plan requirements and harmonization of Israeli policy with the acquis communautaire	policy statements and publications of the Israeli authorities reflect the adoption of a new RD policy	Government publications	continued commitment of MARD and other involved Gvt bodies to update the Israeli RD policy
Project purpose	Objectively verifiable indicators	Sources of information	Assumptions
Improvement of the RD policy, especially by 1) strategy and policy development and promotion of diversification of rural activities, 2) development of enabling administrative environment and 3) capacity building and implementation tools	new strategy paper on RD published by the MARD, norms for the enforcement of the new RD policy adopted at relevant level, RD department within MARD reinforced	MARD official documents	continued commitment of MARD and other involved Gvt bodies to update the Israeli RD policy
Results for component 1) strategy and policy development and promotion of diversification of rural activities	Objectively verifiable indicators	Sources of information	Assumptions
1.1 Review of the 2006 RD strategy	Review report	quarterly project report	active participation in project activities of staff from MARD and other relevant institutions
1.2 Prepare impact study and the scenarios	Impact study report	quarterly project report	
1.3 Draft of a new RD strategy agreed upon with different involved institutions and stakeholders' representatives	RD strategy	quarterly project report	
Results for component 2) development of enabling administrative environment, including legislative aspects in line with EU experienc	Objectively verifiable indicators	Sources of information	Assumptions
2.1 Analysis matrix similar to a table of concordance to outline the gaps between prevailing national legislation vis-à-vis the EU RD regulations	Analysis matrix	quarterly project report and annexed technical documents	active participation of legal staff of MARD and of other involved institutions in project activities
2.2 Draft legal provisions to introduce the concept and principles of Rural Development; Draft of norms, regulations and enforcement procedures and instruments.	Draft legal provisions, norms, regulations and enforcement procedures, instruments	quarterly project report and annexed technical documents	
Results for component 3) capacity building and implementation to	Objectively verifiable indicators	Sources of information	Assumptions
3.1 Assessment report of the present structure and capacities of the offices dealing with Rural Development	Present structure and capacities assessed	Assessment report	

3.2 Proposal for a new organisation structure and procedures with focus on enforcement instruments	Based on the assessment a new organisation structure and procedures developed	Proposal for a new organisation structure and procedures	
3.3 Report outlining competences required and the training programme to develop them	Needed competences defined and training programme developed to overcome deficits	Report outlining competences required and the training programme to develop them	
3.4.1 Information campaign on RD concepts carried out	Stakeholders will informed dur to RD information campaign	Report on RD information campaign	
3.4.2 Training programme to upgrade competences of relevant staff delivered	Competences improved due to training programme	Report training programme	
Activities common to all the results	Objectively verifiable Indicators	Means	Assumptions
Kick-off meeting and closing conference	Conference participants identified and list prepared	RTA + PL + Counterpart Core Team.	RTA, PL in place
	Dates, by project month 3 and project month 20 respectively at the latest, and the venues have been confirmed		Counterpart Core Team nominated and available
	Number and origin of the participants attending each Conference has been recorded		Core Team members (other than full time RTA counterpart) effectively released from other duties
Activities for component 1) strategy and policy development and promotion of diversification of rural activities	Objectively verifiable Indicators	Means	Assumptions
1.1 Activities for Result 1.1 Review of the 2006 RD Strategy			
1.1.1 To review within the project team (MS and BC partners) the 2006 strategy in the light of most recent data	review report approved	RTA + PL + Counterpart Core Team, MS short term experts and other project resources according to the Twinning Contract for a total value of Euro 820,000	continued commitment of counterpart staff in the activities
1.1.2 To present the preliminary findings of the review in a workshop and to start discussion for the preparation of a new RD strategy	workshop presentations and outcome report distributed to relevant participants		MARD ensures involvement of other involved institutions and stakeholders
1.2 Activities for result 1.2 Impact study and change scenarios			
1.2.1 To define methodology, interviews	survey plan and instruments prod		MARD prepares the ground for the survey through widespread contacts and communication to communities to be consulted
1.2.2 To elaborate a baseline socio-economic survey and to arrange data collection	survey report delivered		

1.2.3 To elaborate a study and scenarios about the outcome	impact study delivered		
1.3 Activities for result 1.3 Draft of a new RD strategy agreed upon with different involved			
1.3.1 To carry out a study visit to EU MS in order to learn about the preparation of RD strategies	study visit carried out		participants are given the means (authorisations and tickets) to take part in the study visit
1.3.2 To draft a new RD strategy taking into account the outputs from activities 1.1 and 1.2	draft RD strategy available		MARD provides data and information necessary to elaborate a revised new RD strategy
1.3.3 To hold a series of consultation meetings with beneficiary institutions and stakeholders	calendar and agenda of meetings implemented		MARD ensures involvement of other involved institutions and stakeholders
1.3.4 To finalise a draft RD strategy taking into account also the indications received through the consultation process	revised draft RD strategy available		
Activities for component 2) development of enabling administrative environment, including legislative aspects in line with EU experienc	Objectively verifiable Indicators	Means	Assumptions
2.1 Activities for result 2.1) Review of the legal framework and prevailing administrative practices			
2.1.1 To carry out an analysis and overview of the existing administrative framework, including primary and secondary legislation, relevant for the implementation of Rural Development policy taking into account the strategy indications emerged in Component 1	Analysis report of the administrative framework and the underlying legislation and regulations available	see above	active participation of legal staff of MARD and of other involved institutions in project activities
2.1.2 To provide advice on the needs and gaps for updating the administrative and legislative framework in line with the EU experience and the *acquis communautaire*	Gap analysis report comparing Israeli administrative and legislative framework with EU regulations		
2.1.3 To support preparation and adopt changes in the administrative set up, in the legislation and in the implementation procedures;	Proposal for upgrading administrative structure and procedures submitted		
2.2 Activities for result 2.2) Draft administrative and legal provisions to introduce the concept and principles of Rural Development			

2.2.1 To use a selection of rural development measures as case studies in order to develop implementation measures, guidelines and procedures	List and description of selected rural development measures delivered		continued commitment of counterpart staff in the activities
2.2.2 To facilitate a study visit in order to analyse the practical implementation mechanisms of rural development measures, similar to the ones identified in the activity above, in one or two rural areas in the EU	Study visit in one or two selected rural areas in the EU delivered		participants are given the means (authorisations and tickets) to take part in the study visit
2.2.3 To prepare manuals, guidelines and other documents for the implementation of the selected measures (a step by step approach: flow of the procedures, including necessary tools like checklists, guidelines and forms, for each operational phase).	Manuals, guidelines and procedures on how to implement selected rural development measures delivered		continued commitment of counterpart staff in the activities
Activities for component for component 3) capacity building and implementation tools	Objectively verifiable Indicators	Means	Assumptions
3.1 Activities for result 3.1) Assessment report of the present structure and capacities of the offices dealing with Rural Development		See above. 3.4.1.2 to 3.4.1.5, the costs for preparation, printing and diffusion of the information materials, such as leaflets, posters, and other will not be borne by the BC.	
3.1.1 To evaluate the existing implementation structure and to assess the involved offices with a focus on the Planning Department	Assessment of the actual structure		continued commitment of counterpart staff in the activities
3.1.2 To conduct a Training Needs Assessment (TNA)	Sound analysis of actual training deficits		See above
3.2 Activities for result 3.2) Proposal for a new organisation structure and procedures with a focus on enforcement instruments			
3.2.1 To do a SWOT analysis of the present structure and procedures	SWOT analysis		See above
3.2.2 To draft the proposal for a new organisation structure and implementation procedures including the enforcement instruments	Updated proposal		See above
3.2.3 To arrange a verification workshop	Short written report		See above
3.2.4 To submit a final proposal of the new organisation	Final written report submitted		See above
3.3 Activities for result 3.3) Report outlining competences required and the training programme to develop them			
3.3.1 To interview key stakeholders			See above
3.3.2 To draft report about needed competences and arrange verification workshop	Draft report done		See above
3.3.3 To develop a corresponding training programme	Training programme developed		See above

3.3.4 To write corresponding report	Report submitted		See above
3.4.1 Activities for result 3.4.1) Information campaign on RD concepts carried out			
3.4.1.1 To design an information campaign, making use of the produced training material	Concept of the information campaign agreed		See above
3.4.1.2 To draft a budget proposal and get offers	Calculations done and offers received		See above
3.4.1.3 To decide about the relevant media (print, internet, radio)	Medias contracted		See above
3.4.1.4 To roll out the campaign	Campaign in the media		See above
3.4.1.5 To distribute to the target audience	Campaign in the media		See above
3.4.2 Activities for result 3.4.2) Training programme to update competences of relevant staff delivered			
3.4.2.1 To agree on training time-schedule and prepare additional training material if appropriate	Agreement on training schedule and training material elaborated		See above
3.4.2.2 To arrange short-term consultants to provide the specific training	Several short term mission reports		See above
3.4.2.3 To deliver training lessons to MARD core staff and other interested stakeholders and evaluate feedback	Training provided, skills improved and feedback evaluated		See above

Annex 2 – Indicative implementation chart																		
Months	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Signature of contract	x																	
Project implementation																		
RTA arrival		x																
Steering Committee Meetings		x	x			x			x			x			x			x
Monitoring and reporting			x			x			x			x			x			x
Finalisation Communication Plan			x															
Kick-off Meeting		x																
1 Activities for component 1) strategy and policy development and promotion of diversification of rural activities																		
1.1.1 To review within the project team (MS and BC partners) the strategy in the light of most recent data	200		x															
1.1.2 To present the preliminary findings of the review in a workshop and to start discussion for the preparation of a new RD strategy				x														
1.2.1 To define methodology for impact study and changes scenarios; interviews					x													
1.2.2 To elaborate a baseline socio-economic survey and to arrange data collection						x												
1.2.3 To elaborate a study and scenarios and to present the outcome							x	x										
1.3.1 To carry out a study visit to EU MS in order to learn about the preparation of RD strategies									x									
1.3.2 To draft a new RD strategy taking into account the outputs from activities 1.1 and 1.2										x	x	x						
1.3.3 To hold a series of consultation meetings with beneficiary institutions and stakeholders												x	x	x				
1.3.4 To finalise a draft RD strategy taking into account also the indications received through the consultation process													x	x	x	x	x	

2 Activities for component 2) development of enabling administrative environment, including legislative aspects in line with EU experience																		
2.1.1 To carry out an analysis and overview of the existing administrative framework, including primary and secondary legislation, relevant for the implementation of Rural Development policy taking into account the strategy indications emerged in Component 1				x														
2.1.2 To provide advice on the needs and gaps for updating the administrative and legislative framework in line with the EU experience and the *acquis communautaire*					x													
2.1.3 To support preparation and adopt changes in the administrativ set up, in the legislation and in the implementation procedures;						x	x											
2.2.1 To use a selection of rural development measures as case stud in order to develop implementation measures, guidelines and procedures								x	x	x								
2.2.2 To facilitate a study visit in order to analyse the practical implementation mechanisms of rural development measures, similar t the ones identified in the activity above, in one or two rural areas in the EU										x	x							
2.2.3 To prepare manuals, guidelines and other documents for th implementation of the selected measures (a step by step approach: flow of the procedures, including necessary tools like checklists, guidelines and forms, for each operational phase).										x	x	x	x	x	x	x	x	x
3 Activities for component 3) capacity building and implementation tools																		
3.1.1 To evaluate the existing implementation structure and to assess the involved offices with a focus on the Planning Department			x	x														
3.1.2 To conduct a Training Needs Assessment (TNA)				x														
3.2.1 To do a SWOT analysis of the present structure and procedures					x													
3.2.2 To draft the proposal for a new organisation structure and implementation procedures including the enforcement instruments						x												
3.2.3 To arrange a verification workshop							x											
3.2.4 To submit a final proposal of the new organisation								x										
3.3.1 To interview key stakeholders				x														

3.3.2 To draft report about needed competences and arrange verification workshop					x	x												
3.3.3 To develop a corresponding training programme						x	x	x	x	x	x	x	x	x				
3.4.1.1 To design an information campaign, making use of the produced training material							x	x										
3.4.1.2 To draft a budget proposal and get offers									x									
3.4.1.3 To decide about the relevant media (print, internet, radio)										x								
3.4.1.4 To start the campaign and distribute to the target audience											x	x	x	x	x			
3.4.2.1 To agree on training time-schedule and prepare additional training material if appropriate				x	x	x	x	x	x	x	x							
3.4.2.2 To arrange short-term consultants to provide the specific training					x	x	x	x	x	x	x	x						
3.4.2.3 To deliver training lessons to MARD core staff and other interested stakeholders and evaluate feedback						x	x	x	x	x	x	x	x	x	x	x	x	x
Closing Conference																		x