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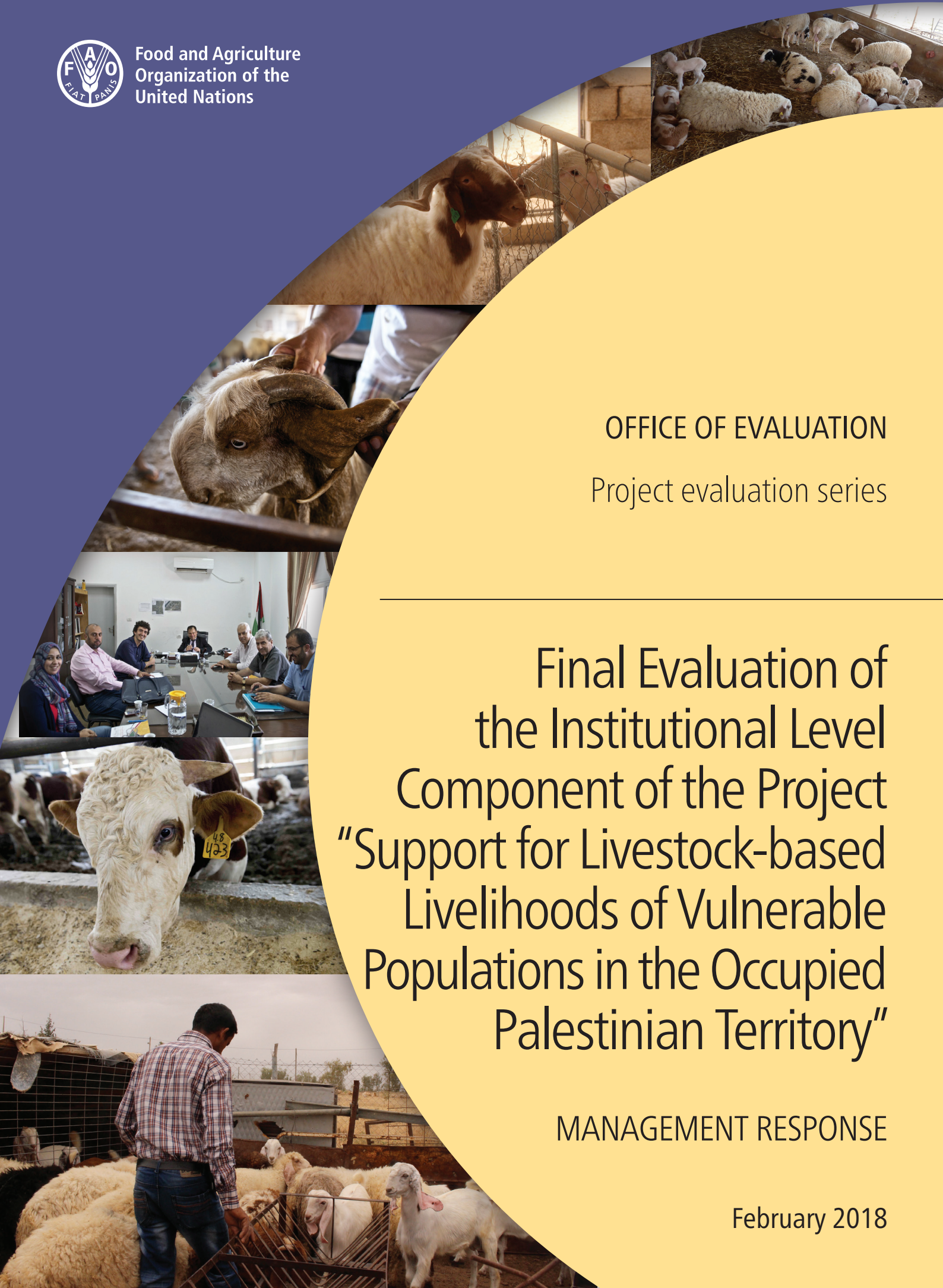
OFFICE OF EVALUATION

Project evaluation series

Final Evaluation of
the Institutional Level
Component of the Project
"Support for Livestock-based
Livelihoods of Vulnerable
Populations in the Occupied
Palestinian Territory"

MANAGEMENT RESPONSE

February 2018



PROJECT EVALUATION SERIES

**Final Evaluation of the Institutional
Level Component of the Project
“Support for Livestock-based
Livelihoods of Vulnerable Populations
in the Occupied Palestinian Territory”**

**OSRO/GAZ/201/EC/DCI-FOOD-
2012/302-119**

MANAGEMENT RESPONSE

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
OFFICE OF EVALUATION
February 2018**

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Office of Evaluation (OED)

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| Management response to the final evaluation of the institutional level component of the project: “Support for livestock-based livelihoods of vulnerable populations in the occupied Palestinian territory” (OSRO/GAZ/201/EC/ DCI-FOOD-2012/302-119) | Date: December 2017 | | | | |
| Evaluation recommendation: | Management response: Accepted, partially accepted or rejected | Management plan Actions to be taken and/or comments about partial acceptance or rejection | Responsible unit | Time frame | Further funding required (Y or N) (f) |
| Insert title of section, if any | | | | | |
| Recommendation 1 The evaluation team recommends that policies are further supported by the Palestinian Authorities to prioritize the enhancement of the Palestinian livestock supply to meet the local demand of meat and dairy products, leaving the increased supply to subsequently make the most efficient use of potential future access to the international market through the improvement of the processes and services along the livestock value chain. | Accepted | Actions: The project enabled the Palestinian Authorities to formulate the national Livestock Development Strategy 2017-2022 that is consistent with this recommendation. Effective implementation of this strategy is conditional to funds availability. FAO will continue advocate and provide strategic advice to Ministry of Agriculture, resource partners and other stakeholders, also through the Agriculture Sector Working Group. | FAO-WBGS | 2018-2020 | Y |
| Recommendation 2 Seeing that herders were not involved in the project and that this seemed to negatively affect the uptake of the tagging process, it is recommended to conduct a new awareness campaign through a joint FAO and Ministry of Agriculture mission adopting a rural appraisal technique, with the aim of training herders on the long-term importance of tagging their animals. The Ministry of Agriculture extension services should be heavily involved and play a central part in the exercise, together with all other stakeholders who are working in the livestock sector. In this regard, stakeholders operating in the livestock sector should also be sensitized by FAO on the relevance of the National Animal Identification System (NAIS) in terms of | Accepted | Under the project engagement, awareness campaigns were conducted using media, newspapers, posters, brochures and field visits under the leadership of the Ministry of Agriculture and in close collaboration with its media, extension and veterinary services. Conditional to funding availability, additional campaigns engaging all relevant stakeholders are adopting rural appraisal technique and could be promoted in future. Focused dialogue and advocacy will be initiated with the Ministry of Agriculture to translate senior level commitment to the | FAO-WBGS | 2018-2022 | Y |

Support for Livestock-based Livelihoods of Vulnerable Populations in Palestine – Management response

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| <p>better planning in the future and the concrete advantages of having a unified database.</p> | | <p>NAIS into actions by the related Ministry of Agriculture’s veterinary and livestock field units realizing possible synergies with ongoing/planned projects such as the sanitary and phytosanitary (SPS) programme.</p> | | | |
| <p>Recommendation 3 In order to pursue the development of policies to support Palestine in accessing the international market, FAO or other specialized organizations should conduct market assessments to gauge the suitability of the Palestinian livestock sector for the international market, both in Gaza and in the West Bank.</p> <p>The project document and related reports repeatedly state how the local animal market in the West Bank and Gaza is weak. However, what this actually means, or how this presumptive weakness has been assessed is unclear. In the project document, low marketing was highlighted as one of the major limitations in the increase of herders’ income, but, again, it is not clear what data this argument was based on. It would be important to better understand what the other factors/impediments – besides food safety – are to accessing the international market. For instance, to what extent does the current value of the Israeli Shekel hurt Palestinian exports and exclude investment that could be oriented towards export from reaching the agriculture sector? Such a study would be relevant to understand how far food safety and local production costs are actually the major issues that influence the competitiveness of Palestinian meat and dairy products on the international market.</p> | <p>Rejected</p> | <p>The Palestinian livestock sector has no significant comparative advantage in export as indicated by domestic prices of meat and dairy products significant higher than those prevailing on neighbouring countries markets; the high dependency on import of meat and dairy products; the high dependency on import for animal feed (85 percent is imported). For this meat and dairy products food safety is mainly a determinant of consumers’ trust and competitiveness on domestic markets.</p> | | | |
| <p>Recommendation 4 FAO should create an effective coordination on the ground for the implementation of NAIS, which would increase the relevance of activities and enhance herders’ trust towards NAIS, as well as sustainability of results.</p> <p>Improving field level coordination would fill an important gap, reversing the scarce involvement of implementing partners of the LbL-f project such as Union of Agricultural Work Committee (UAWC) and OXFAM Italy during the NAIS awareness campaign. Implementing partners’ presence in the field, and therefore their network of participants on the ground, is key to further</p> | <p>Accepted</p> | <p>The European Union evaluation planned to take place in 2019 (see response to recommendation 5) will look into the added value of a design that better promotes synergies between LBL-i and LBL-f. This could guide the formulation of future interventions in ways that improve such collaboration in future.</p> | <p>FAO</p> | <p>2017-2022</p> | <p>Y</p> |

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| <p>herders' acceptance of NAIS, and for its long-term sustainability. For example, giving fodder aid in Gaza only to those herders who have tagged their animals and are providing updated information to the Ministry of Agriculture, an incentive to comply with NAIS requirements that this evaluation recommends, would imply the close involvement of UAWC, usually responsible for the distribution of fodder.</p> <p>In terms of cooperation between governmental entities, relationship and exchanges between the technical departments of the Ministry of Agriculture in the West Bank and in the Gaza Strip should be continued and enhanced. Furthermore, the required cooperation between Israeli authorities and Palestinian veterinary local divisions to put in place the NAIS may constitute an opportunity to improve relationships between Israeli and Palestinian authorities.</p> | | <p>Conditional to the availability of funding for related capacity development activities and meanwhile exploiting possible synergies with ongoing projects. In particular ongoing activities to improve food safety and sanitary and phytosanitary standards will be leveraged to promote enhanced collaboration and coordination between Palestinian entities as well as between Palestinian and Israeli veterinary services. A seminal example is the Joint Israeli-Palestinian Good Emergency Management Practice on Animal Health Emergencies prevention and control workshop implemented in Jerusalem in July 2017.</p> | | | |
| <p>Recommendation 5 The donor is strongly encouraged to commission an overall evaluation at a later stage to assess the impact of the whole LbL programme, including the field component, among other things to gain a better understanding of how the latter interacted and supported the institutional component.</p> <p>As indicated by the findings of this evaluation, due to the long-term outcomes of the activities implemented, at the moment the project could not be found to have any impact on herders' resilience and food insecurity. To gain a better understanding of the positive and negative, intended and unintended results of the LbL-i, it would therefore be recommended to carry out another overall evaluation of the whole LbL programme at a later stage. This further exercise could look into the links between the different components of the LbL, as well as exploring how and in which ways the LbL-i project, including all its activities, were assimilated by the livestock sector, both at macro and micro levels, on the long-term.</p> | <p>Accepted</p> | <p>The European Union confirms the intention of conducting in 2019 an overall evaluation of the LbL programme. This will look into the possible consolidation of some preliminary outcome indicators and the value that could be added by a design that better promotes synergies between "field" and "institutional" components.</p> | <p>FAO-WBGS, Donors</p> | <p>2019-2020</p> | <p>Y</p> |



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