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Olive Oil Without Borders

Palestinian-Israeli Olive Oil Project



NEAR EAST FOUNDATION

Partners for Community Development since 1915

Quarterly Report

Quarter 3: April 1, 2012 – June 30, 2012

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Cover Photo: Olives, by Julia Daley (NEF West Bank /Gaza).

ABBREVIATIONS AND ACRONYMS

FFS	Farmers Field Schools
NEF	Near East Foundation
NGO	Non-Governmental Organization
PARCC	Program for the Advancement of Research on Conflict and Collaboration at Syracuse University, Syracuse NY
PCARD	Palestinian Center for Agriculture Researches and Development
PCP	Peres Center for Peace
ToT	Training of Trainers
USAID	United States Agency for International Development
USG	United States Government
VCA	Value Chain Analysis
VCAD	Value Chain Analysis and Development
WB	West Bank
WSR	Whole System in a Room

I. EXECUTIVE SUMMARY

This report presents the activities and impact of the Olive Oil Without Borders: Palestinian-Israeli Olive Oil project during the project's third quarter, from April 1, 2012 – June 30, 2012. During this period, the key project achievements included:

- **21 Israeli participants** attended the final project launching workshop at the Gilboa Regional Council in Ein Herod, Israel.
- **43 Israeli and Palestinian participants** attended the first Whole Systems in a Room workshop, which brought together Israeli and Palestinian participants to discuss challenges in the olive sector. **46 participants** attended the second Whole Systems in a Room workshop, which brought together Israeli and Palestinian participants to discuss possible solutions to challenges in the olive oil sector.
- **24 Israelis and Palestinians** participated in a branding and marketing workshop, where it was agreed to cooperate in promoting “horizontal” cooperation among oil companies/traders through shared branding and joint marketing.
- Preparations for the Training of Trainers continued with the designing of training modules, the finalization of the three-day training agenda, and the coordination of logistics.
- **38** Palestinian farmers, olive millers and traders attended a field visit to Agritech, an agricultural exposition held every three years in Tel Aviv.
- Project team identified six private orchards to serve as farm field schools – four in the West Bank and two in Israel. Memorandums of understanding were prepared for signature in July.
- Interviews and research were conducted to complete the Crossborder Value Chain Analysis Report. The final report will be shared with project participants and USAID shortly.
- Two project success stories were developed and circulated.
- Subcontracts were finalized and signed with PCARD and the Peres Center.
- Two interns worked with the NEF West Bank/Gaza office in Nablus, assisting with activity reporting and the VCA.
- The OOWB project website officially launched in English, Hebrew, and Arabic, on May 9, 2012 during the first Whole System in a Room workshop. The website can be found at: www.oowithoutborders.org.

II. PROGRAM OVERVIEW

The Olive Oil Without Borders: Palestinian-Israeli Olive Oil Project builds relationships of trust, mutual understanding, and collaboration through economic cooperation. It targets the olive oil sector because olive farming is a cornerstone of local rural economies. Critically important to many people in both the Palestinian Territories and in Israel, olive farming is woven into many aspects of rural society and rural social relations and therefore has meaning beyond economic value; it has become a flashpoint for conflict in the Palestinian Territories.

The Olive Oil Without Borders project focuses on six clusters of villages in Israel and the West Bank. The NEF team and the Peres Center for Peace have well-established relationships in these villages. Over the course of the project, we will work directly with at least 1428 olive producers, 12 mill operators, and 12 olive oil distributors in these areas. The project will produce both economic impacts (increased income, profitability and cross-border trade) and social impacts (higher levels of trust, increased collaboration).

Our person-to-person approach, based on Value Chain Analysis and Development (VCAD), is organized as a series of activities to help groups of olive farmers, producers, and distributors identify shared interests, common constraints, and joint opportunities and to facilitate win-win solutions through horizontal (within groups) and vertical (between groups) collaboration. VCAD provides a structured, depoliticized framework for creating dialogue within and among seemingly disparate social and economic groups. We will: (1) build support for cross-border collaboration through a participatory Value Chain Assessment; (2) facilitate dialogue through —Whole-System-in-a-Room (WSR) workshops; (3) build a shared vision of economic development through stakeholder-led action planning; (4) facilitate collaboration through training, technical assistance, and material support for implementation of this action plan; (5) support joint advocacy for policy reform and institutional development; and (6) broaden support for collaboration through strategic communications.

The objectives of the project are as follow:

Intermediate Objective 1: Strengthen grassroots, cross-border economic cooperation between Israelis and Palestinians.

Intermediate Objective 2: Leverage cross-border economic cooperation to promote peace and reconciliation between Israelis and Palestinians.

Intermediate Objective 3: Build capacity of local institutions to scale up opportunities and conditions for cross-border cooperation.

III. ACTIVITIES AND ACCOMPLISHMENTS

A. Objective 1: Strengthen Grassroots, Cross-Border Economic Cooperation between Israelis and Palestinians.

Activity 1.1 Project Launch

In partnership with PCARD and PCP, the OOWB project team organized the final launch workshop in Israel on April 4, 2012.

The workshop targeted the cluster of villages in Israel, with the event held at the Gilboa Regional Council in Ein Herod. Over 25 participants representing the Israeli olive sector,



Participants discuss the olive oil sector during launch workshop in Israel.

including five women,

attended from surrounding villages. Participants came from different areas including: Tzipori, Kibbutz Magal, Sde Yakub, and Iksal.

Mr. Faris Jabi from PCARD presented information on the OOWB project, its goal, objectives, activities and the geographic area of focus. Project Manager Salah Abu Eisheh emphasized that after three years of learning and sharing knowledge with OOWB, farmers will be able to more effectively overcome challenges in the olive sector. At the conclusion of the workshop, lead farmer applications were distributed; NEF received 26 completed forms.

A breakdown of participation in the launch workshop is included in [Appendix 2](#).

Activity 1.3 Conduct cross-border value chain analysis

Throughout April and May, the OOWB project engaged communities in the cross-border value chain analysis. Mill operators, farmers, and traders submitted answers to the study's survey; all responses were received by the end of May.

The project team interviewed 10 Israeli and 26 Palestinian participants in-depth about farm production, business life cycle, and the importance of olive oil in their family's income. NEF's project partner, PARCC, integrated questions to identify elements of conflict among olive oil sector stakeholders in general, and Israeli and Palestinians in particular.

Through the cross-border value chain analysis, the OOWB project highlighted both similarities and differences in the challenges faced by Israeli and Palestinian olive oil producers. Both Israeli and Palestinian producers face high costs for water and challenges with pests. In general, however, Israeli farmers enjoy greater supplies of capital and access to training and support. Israeli producers tend to use more modern technology, which allows them to produce 200% to 300% more olive oil per dunum than Palestinian farmers.

The study also highlights how neither Israelis nor Palestinians have reached their full potential in terms of olive oil quality. While olive oil produced in the region has to potential to be some of the most valuable in the world, both Israelis and Palestinians rely on production techniques that lower the quality of the oil. As a result, Israeli and Palestinian olive oil producers have an opportunity to work together to find ways to increase the quality of their oil. Palestinians can also learn from the Israeli experience about how to produce higher quantities of olive oil.

Although survey respondents were generally optimistic about the ability of the OOWB project to meet the economic goals of all participants, they were less ready to admit that it could have an impact on reconciliation. Many stated that the problems of the occupation were the main barriers to cooperation between olive oil producers in Israel and Palestine, and that they were skeptical that the program would have much of an impact on how they work with their cross-border counterparts. However, those with previous business dealings across the border had a much brighter outlook on the possibilities for future cooperation. As a result, OOWB hopes that through repeated exposure in economic contexts, all participants may begin to work more closely and comfortably together.

The final VCA report will be completed by the end of July and will be submitted by the beginning of August for USAID comments and notes.

Activity 1.4: Facilitate dialogue through “Whole-System-in-a-Room” (WSR) workshop

WSR 1: Identify Common Problems in the Olive Sector through “Whole-System-in-a-Room 1” (WSR1) workshop

In partnership with PCARD and the Peres Center for Peace, the project team held the WSR1 workshop on May 7, 2012, at the Gilboa Regional Council in Ein Herod Israel. See [Appendix 3](#) for the workshop agenda.

The WSR1 successfully identified problems unique to the Palestinian and Israeli olive



WSR workshop participants discuss around a roundtable.

sectors, as well as common problems faced by producers, intermediaries, mill operators, bottlers and retailers. The full day workshop was attended by 28 Palestinians and 18 Israelis. A breakdown of participation in the WSR1 workshop is included in [Appendix 2](#).

During the workshop, 46 participants divided into discussion groups based on their work—regardless of nationality—to discuss and identify differing and common problems faced by growers, millers, and business owners. The groups then re-gathered in a general group meeting to share common issues identified. After a lunch break, three crosscutting group sessions discussed problems between farmers, millers, and business owners. Participants again regrouped to discuss in a general group meeting.

The key issues identified as facing Palestinians include a lack of infrastructure, a lack of workers' education, a lack of government support, a lack of water resources, difficulties in the transfer of goods, and restrictions on security as a result of the current political situation. Israeli issues identified include the high price of water and occasionally weak infrastructure.



[WSR workshop participants in discussion.](#)

Although Palestinian stakeholders identified more challenges to operating in the olive sector, common points of concern were agreed upon. The three key issues faced by both Palestinians and Israelis in the olive oil sector are the high production costs, olive pests, and a poor marketing platform to emphasize the product's characteristics.

WSR 2: Identify Solutions to Common Challenges in the Olive Sector through “Whole-System-in-a-Room 2” (WSR2) workshop

On May 29, 2012, in partnership with PCARD and PCP, NEF hosted the WSR2. Held at the Local Council Hall in Iksal, Israel, 43 participants (25 Palestinians and 18 Israelis; 41 male and 2 female) discussed solutions to common problems in the olive sector. Translation was provided at WSR1 and WSR2 in English, Hebrew and Arabic to ensure the benefit of all participants. The whole day workshop generated potential solutions to the common challenges identified during the WSR1 meeting. Similar to the agenda of the first workshop, same-sector function groups met to discuss possible solutions and shared ideas during a general group meeting. In the second function group session, crosscutting groups of

growers, millers, and business owners discussed solutions and presented their findings in another general group meeting.

The participants determined possible solutions for two of the identified problems: high production costs and a lack of marketing.

In order to reduce the high olive oil production costs, participants agreed upon the importance of determining a method to produce a joint Palestinian/Israeli olive oil. A co-branded olive oil would promote “cause marketing,” with some of the proceeds going towards addressing peace initiatives in the region. Participants agreed that the economic cooperation of a joint olive oil would help lower high production costs.

Addressing the poor marketing platform of both Israel and the West Bank, participants suggested the organization of an effective public relations and marketing campaign to inform the public of the importance of supporting the local olive oil sector and the health benefits of doing so, as compared to imported olive oils.



Farmers inspect different species of olive trees at a visit to an Israeli farm during the WSR2.

Palestinian participants identified separate solutions to a longer list of problems identified in the olive sector of the West Bank. Palestinian participants suggested the creation of self-sustaining business centers that can provide equipment for rent, oil quality inspection tests, training sessions and marketing services. Farmers would be willing to pay membership fees to ensure the sustainability of the centers.

A detailed report summarizing common challenges and corresponding solutions identified during the WSR workshops is included in [Appendix 5](#).

Activity 1.5 Build Shared Vision Through Stakeholder Led Action Planning

During the WSR workshops, participants developed a stakeholder-led action plan that identifies critical constraints and lays out measures to address key challenges in the olive oil sector. Using results from the VCA, this planning highlights opportunities for technical upgrading and cross-border collaboration.

Activity 1.6 Training of Trainers (ToT)

Throughout the quarter, a number of preparatory activities were undertaken for the upcoming ToT. In coordination with PCP, the OOWB project team sought hotel quotes for the training. The Crown Plaza Hotel in Nazareth was decided upon for the location of the three-day initial ToT. The final agenda, speakers, transportation, travel permits and vetting requests were finalized.

The OOWB project received 18 applicants from Israel and 82 from the West Bank for participation in the ToT. After evaluating the responses to the selection criteria for lead farmers, the project team selected a total of 45 Palestinian and 18 Israeli lead farmers to attend the initial ToT session scheduled for July 9-11, 2012.

The ToT applications included 37 females. Due to cultural constraints, these women are not able to attend the three day over-night workshop. Therefore, in order to include the female lead farmer applicants, NEF and PCARD will hold separate training sessions for women in the coming quarter.

Activity 1.8: Establish Farmer Field Schools (FFS)

Farmer Field Schools (FFS) will serve as demonstration plots and training facilities where lead farmers will conduct most of their biweekly peer-to-peer training sessions. The FFS will also serve as laboratories for trials and comparison of different techniques for learning purposes (i.e., applied, participatory research).

After two months of applications and evaluations, the project team chose the final locations for six FFS in the West Bank and Israel. FFS will be established in the villages of Asirah Shamaliya, Salfit, Kofr Abush and Methalon in the West Bank and Sde Yakub and Baqa Gharbiyah in Israel starting in mid-July.

In the beginning of July, the final memorandums of understanding will be signed with the owners of private orchards on which the six FFS will be located. NEF and PCARD began the bidding process to select a company that will be responsible for the technical supplies for the FFS at the end of June.

PCARD will be involved in every step of the establishment and use of the FFS by assisting in peer-to-peer training, the company bidding process, and beneficiary selection.

The selection criteria for the FFS is included in [Appendix 4](#).

Activity 1.9: Provide Support for Adoption of Improved Techniques.

During the WSR workshop on May 29, 2012, an Israeli participant shared his method of eliminating the olive fly pest from his orchards. His positive experience with the organic and effective flytrap produced by the Israeli company Biofeed peaked NEF and PCARD's interest in further researching the product.

On May 30, 2012, PCARD organized a group of agrispécialists from the public and private sector and several NGOs in the West Bank to meet with Biofeed's founder Dr. Nimrod Israeli. After a product demonstration and a lecture on its effectiveness, NEF and PCARD made the decision to purchase four to six thousand Biofeed flytraps as a part of the Project's objective to support the adoption of improved techniques.

Due to the Biofeed trap's ability to cover more area with fewer traps, farmers will not only save time during the installation period, but will also have fewer sites to visit during trap maintenance.

NEF began the bidding process with potential suppliers in West Bank, following USAID guidelines.

The grants manual was shared with participants in all areas, and participants (farmers and millers) are aware of our project procedures in this regard.

Activity 1.10: Organize Site Visits to Israel Olive and Olive Oil Production Facilities for Lead Farmers.

On May 16, 2012, 38 Palestinian participants attended a field visit to the AGRITECH exhibition in Tel Aviv. AGRITECH is an agricultural exhibition held every three years in Tel Aviv, Israel. During the exhibition farmers took the opportunity to network with other farmers, to meet their colleagues in Israel, and to learn about new agricultural companies and new technology at information booths.

More information about the AGRITECH exhibition can be found at: <http://www2.kenes.com/agritech2012/pages/home.aspx>

Activity 1.12: Facilitate Upgrading of at least 6 Olive Oil Mills to Improve Oil Quality.

Preparations for the renovation of olive oil mills commenced this quarter. One mill from each cluster will receive training and technical assistance. A call for applications was made at the beginning of June and will close end of the month.

Activity 1.13: Branding and Marketing Workshop.

A Branding and Marketing Workshop, held at the Peres Center for Peace in Yaffa on June 27, 2012, brought together 24 participants. The 6 Israeli and 18 Palestinian participants agreed to work together to promote "horizontal" cooperation among oil companies/traders to develop shared branding and joint marketing.

Participants discussed possible methods of overcoming the challenges of selling olive oil in the West Bank and Israel. Problems facing both Israelis and Palestinians include the popularity of cheap imported olive oils, refined vegetable oils, misinformed perceptions about the health risks of consuming olive oil and the practice of cutting extra virgin olive oil with lower quality products.

Possible solutions put forward during the meeting included the creation of an awareness campaign for consumers and health professionals about the benefits of consuming high quality olive oil. Participants agreed that lobbying the Palestinian Ministry of Agriculture to enforce laws prohibiting the cutting of high quality olive oil with low quality oil would help to improve confidence in a local product and would steer consumers from imported oils.

In line with the value chain approach, participants suggested that enhancing person-to-person connectivity between Israelis and Palestinians would allow traders and producers to easily conduct business, benefiting both parties across borders.

The final Branding and Marketing Workshop Report will be submitted in early August.

B. Objective 2: Leverage cross-border economic cooperation to promote peace and reconciliation between Israelis and Palestinians.

Activity 2.2: Adapt Value Chain Framework to a cross-border conflict and reconciliation context.

Representatives from Syracuse University's Program for the Advancement of Research on Conflict and Collaboration (PARCC) have been engaged in adapting the value chain framework to a cross-border conflict and reconciliation context. PARCC specialists contributed questions to the VCA survey that allow for a more complete analysis of perspectives on cross-border reconciliation efforts. As the project progresses, the PARCC team will continue to analyze findings, contributing to project implementation methodologies and the assessment of project impact.

Activity 2.3: Incorporate conflict management and mitigation into training curriculum.

PARCC representatives were also engaged in developing training curriculum for the Training of Trainers, and in designing the program for the WSR, VCA, and ToT workshops.

C. Objective 3: Build Capacity of Local Institutions to Scale up Opportunities and Conditions for Cross-Border Cooperation.

Activity 3.1: Identify and prioritize potential policy issues (beginning at the WSR meeting).

During the WSR workshops, participants identified and prioritized issues that affect the olive oil sector within both regions (Israel and Palestine).

Activity 3.3: Broaden support through strategic communications

The project's communications strategy was sent to USAID in mid-April. The project's communication strategy can be found in [Appendix 6](#).

NEF launched the project's website, owwithoutborders.org, in three languages during the WSR1 workshop on May 7, 2012. The USAID approved website hosts photo galleries with

activity events, important links to sites relevant to the olive sector, and project updates and reports.

The website will provide copies of the presentations and lectures given at the Initial ToT workshop and other publications relevant to the olive sector.

D. Crosscutting Areas

1. Environmental Compliance

Environmental compliance documentation will be submitted to USAID for the rehabilitation of the six olive mills. The documentation will describe how NEF will monitor the projects and ensure adherence to environmental mitigation measures. After a discussion with USAID, it was determined that insect traps will not be purchased at this stage of the project as the necessary approval process will take some time.

E. Administration

1. Completion of Manuals and Strategy Documents

During the last quarter, NEF developed and submitted its Communications Strategy and Matching Funds Manual.

2. Visit by USAID Staff

In May, USAID's Deputy Director Rick Somarriba, accompanied by Nidal Abel El Gafer and Tayseer Edease, visited the NEF West Bank/Gaza office to discuss the VCA and the progress of the OOWB project. In April, Nidal Abel El Gafer participated in a team field visit to Aseera Shamaliyah to observe the status of one of the potential mills for renovation through OOWB.

During this quarter, USAID performed a Regulatory Compliance Review of OOWB's files from October 2011 through March 2012.

3. Signing of Subcontracts

NEF signed subcontracts with PCARD and PCP, starting June 2012 and terminating in September 2014.

4. Training of NEF Staff

Operations Manager Majd Anabtawi and Communications Assistant Julia Daley attended USAID's TraiNet training held at CHF's Ramallah office. Official TraiNet reporting will begin after the initial ToT in July.

IV. PROGRESS AGAINST WORKPLAN

The Olive Oil Without Borders project has made progress as projected against its first year implementation plan. A chart describing progress against the workplan is included in [Appendix 1](#).

V. CHALLENGES, REMEDIAL ACTIONS, AND LESSONS LEARNED

As a result of the long time required to receive vetting approval from USAID under Mission Order 21 for participants and sub-partners, the sub-contract signing with PCP and PCARD was delayed until June 1, 2012. Additionally, the timing of activities such as the upcoming ToT and the WSR and Branding and Marketing workshop were delayed. NEF does not anticipate any more delays as the two sub-partners are now vetted and signed.

Due to gender sensitivity, NEF has not yet been able to incorporate Palestinian women in events – as most have taken place outside of the West Bank. Activities held outside of the West Bank for both Palestinians and Israelis account for half of the USG funded events in the project to date. According to Palestinian cultural norms, it is uncommon for women to travel without a male relative, proving a challenge to the attendance of Palestinian women at Quarter 3 events. In order to ensure the benefit of women during OOWB, NEF plans to hold separate training sessions for Palestinian women within the West Bank in the coming quarter.

The way in which the number of participants is recorded has changed, from the method that this was documented in the Quarter 1 and 2 reports. With the approval of the Procedures Manual provided in [Appendix 7](#) individuals that attended the five launching workshops are not to be included in the participant count and each participant is to be counted once regardless of the number of events attended. According to the changes in procedure, the number of participants in OOWB up until the end of Quarter 3 is now 110.

VI. PROJECT INDICATORS & IMPACT

Chart: Summary of Project Indicators, Targets and Impact

#	Indicator	Current Quarter (Apr. 1 – June 30, 2012)	Year 1 Target (Oct. 1, 2011-Sept. 30, 2012)	Year 1 Actual (Oct. 1, 2011-Sept. 30, 2012)	Project Target (Oct. 1, 2011-Sept. 30, 2014)	PROJECT (ACTUAL) (Oct. 1, 2011- June 30, 2012)
1	Percentage of participants who believe that economic cooperation can leverage additional efforts at cooperation and reconciliation between Palestinians and Israelis.	NA	0%	NA	60%	NA
2	Number of USG-funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale.	5	150	10	500	10
3	Number of people participating in USG-supported events, trainings, or activities designed to build mass support for peace and reconciliation.	102	374	110	1428	110

#	Indicator	Current Quarter (Apr. 1 – June 30, 2012)	Year 1 Target (Oct. 1, 2011-Sept. 30, 2012)	Year 1 Actual (Oct. 1, 2011-Sept. 30, 2012)	Project Target (Oct. 1, 2011-Sept. 30, 2014)	PROJECT (ACTUAL) (Oct. 1, 2011-June 30, 2012)
4	Number of individuals and firms directly and indirectly involved in collaborative, cross-border economic cooperation and partnerships as a result of the project.	17	100	17	2000	17
5	Increase in total production of olive oil.	NA	0%	NA	60%	NA
6	Increase in total value of olive oil exported to Israel by project participants.	NA	0%	NA	50%	NA
7	Percentage of direct participants expressing support for cross-border collaboration.	NA	0%	NA	80%	NA
8	Number of policy initiatives undertaken jointly by Palestinian and Israeli institutions.	0	0	0	3	0
9	Number of technical collaboration activities organized jointly by Palestinian and Israeli organizations.	1	1	1	20	1

1. Percentage of participants who indicate that they have an increased positive perception about “the other.”

	Year 1	Year 1	Current Quarter
INDICATOR	TARGET (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Apr. 1 – June 30, 2012)
Percentage of participants who believe that economic cooperation can leverage additional efforts at cooperation and reconciliation between Palestinians and Israelis.	0%	NA	NA

This indicator is reported against on an annual basis; information will be included in the next quarterly report.

2. Number of USG-funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale.

	Year	Year	Current Quarter
INDICATOR	TARGET (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Apr. 1 – June 30, 2012)
Number of USG-funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale.	150	10	5

3. Number of people participating in USG-supported events, trainings, or activities designed to build mass support for peace and reconciliation.

INDICATOR	Year	Year			Current Quarter		
	TARGET (Oct. 1, 2011- Sept. 30, 2012)	ACTUAL (Oct. 1, 2011- Sept. 30, 2012)	MALE (Target) (Oct. 1, 2011- Sept. 30, 2012)	FEMALE (Target) (Oct. 1, 2011- Sept. 30, 2012)	ACTUAL (Apr. 1- June 30, 2012)	MALE (Apr. 1- June 30, 2012)	FEMALE (Apr. 1- June 30, 2012)
Number of people participating in USG-supported events, trainings, or activities designed to build mass support for peace and reconciliation.	374	110	108	2	102	100	2

IR 1: Relations of trust, mutual understanding and collaboration between Israeli and Palestinian olive oil producers increased.

4. Number of individuals and firms directly and indirectly involved in collaborative, cross-border economic cooperation and partnerships as a result of the project.

INDICATOR	Year	Year	Current Quarter
	TARGET (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Apr. 1 – June 30, 2012)
Number of individuals and firms directly and indirectly involved in collaborative, cross-border economic cooperation and partnerships as a result of the project.	100	17	17

5. Increase in total production of olive oil.

	Year	Year	Current Quarter
INDICATOR	TARGET (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Apr. 1 – June 30, 2012)
Increase in total production of olive oil.	0%	NA	NA

This indicator is reported against on an annual basis; information will be included in the next quarterly report.

6. Improvement in quality of olive oil produced.

	Year	Year	Current Quarter
INDICATOR	TARGET (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Apr. 1 – June 30, 2012)
Improvement in quality of olive oil produced.	0%	NA	NA

This indicator is reported against on an annual basis; information will be included in the next quarterly report.

7. Increase in total value of olive oil exported to Israel by project participants.

	Year	Year	Current Quarter
INDICATOR	TARGET (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Apr. 1 – June 30, 2012)
Increase in total value of olive oil exported to Israel by project participants.	0%	NA	NA

This indicator is reported against on an annual basis; information will be included in the next quarterly report.

8. Percentage of direct participants expressing support for cross-border collaboration.

	Year	Year	Current Quarter
INDICATOR	TARGET (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Apr. 1 – June 30, 2012)
Percentage of direct participants expressing support for cross-border collaboration.	0%	NA	NA

This indicator is reported against on an annual basis; information will be included in the next quarterly report. The project’s baseline analysis found that 34.6% of participants expressed support for cross-border collaboration.

IR 2: Develop the capacity of local institutions to scale opportunities for cross-border collaboration.

9. Number of policy initiatives undertaken jointly by Palestinian and Israeli institutions.

	Year	Year	Current Quarter
INDICATOR	TARGET (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Apr. 1 – June 30, 2012)
Number of policy initiatives undertaken jointly by Palestinian and Israeli institutions.	0	0	0

10. Number of technical collaboration activities organized jointly by Palestinian and Israeli organizations.

	Year	Year	Current Quarter
INDICATOR	TARGET (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Oct. 1, 2011-Sept. 30, 2012)	ACTUAL (Apr. 1 – June 30, 2012)
Number of technical collaboration activities organized jointly by Palestinian and Israeli organizations.	1	1	1

VII. UPCOMING ACTIVITIES

The following activities are planned for the next quarter:

A. Objective 1: Strengthen Grassroots, Cross-Border Economic Cooperation between Israelis and Palestinians.

Activity 1.6. Conduct Training of Trainers for at least 45 Lead Farmers from 34 communities (8 Israeli and 26 Palestinian).

The OOWB project has planned the ToT to begin in the next quarter. An initial three-day workshop is planned to bring together at least 45 lead farmers in July. Subsequently, monthly follow-up-trainings will occur in August and September. These workshops will bring together smaller groups of lead trainers to allow more interaction between lead farmers and greater individual attention. The shorter (one or two day) workshops will be organized in different venues—generally in sites where farmer field schools are located, but they will primarily take place in Israel, due to travel restrictions.

Activity 1.7. Facilitate peer-to-peer training in 34 communities (8 Israeli and 26 Palestinian).

After completing the initial ToT, lead farmers will share their knowledge with peers in their respective communities through biweekly training sessions as well as ad hoc advising and agricultural extension. PCARD will be responsible for managing Palestinian trainers; the Peres Center will be responsible for tracking and managing Israeli trainers.

To the extent possible, these training sessions will be hands-on sessions in the farmer field schools.

Activity 1.8. Establish Farmer Field Schools in community clusters.

Following the ToT, lead farmers will use FFS to share their knowledge with their peers. At the FFS, project staff and lead farmers will apply best practices and new techniques in a context that is easily accessible. The FFS will serve as demonstration plots and training facilities, and lead farmers will conduct most of their biweekly training sessions at these locations. The FFS will also serve as laboratories for trials and comparison of different techniques for learning purposes (i.e., applied, participatory research). Training sessions will be organized (bi-weekly training sessions or technical meetings are anticipated) at the FFS directly before and during the olive season.

Activity 1.9. Provide support for adoption of improved techniques.

During the upcoming quarter, the OOWB project will share the in-kind grants manual with project participants, and will collect applications for possible funding. NEF will work with USAID in receiving vetting approvals for suppliers.

Activity 1.10. Organize site visits to Israel olive and olive oil production facilities for lead farmers.

A second site visit to Israel is planned for the upcoming quarter. NEF will organize field visit to olive model sites inside Israel where participants will have the opportunity to learn modern techniques and have opportunities for future technical and economical collaboration,

Activity 1.11. Conduct field trials of high-producing varieties of olive trees.

Under the guidance of project specialists, Dr. Abd El-Hadi and Mr. Fares Jabi, we will organize participatory field trials to experiment with new olive varieties with high productivity and resistance to diseases and other pests. The new olive varieties will be selected from those varieties already tested inside Israel under conditions that can be provided by Palestinian farmers. The new olive varieties will be applied in many areas in the four clusters of villages and will be followed up during the project life cycle.

Activity 1.12. Facilitate upgrading of at least 6 olive oil mills to improve quality.

Upon receiving USAID approval of the Environmental Monitoring and Mitigation Plan and collecting all applications (distributed during the last quarter), a selection committee comprised of members from PCARD, NEF and two lead farmers from the local community will gather to select beneficiaries. According to the Matching Grant Fund the selection committee will assign scores to each application and will participate in field visits to each mill. After assessing the mill and deciding upon the highest application scores the selection committee will nominate six mills for renovation.

The selection committee will gather mid-July to begin the selection process.

We will offer a two-day workshop for Israeli and Palestinian mill owners to enable them to upgrade facilities and management practices. The first training for approximately 20 participants will take place in late August 2012; it is expected to take place at the Peres Center.

Activity 1.13. Branding and Marketing workshop.

Based on outcomes of the Branding and Marketing workshop held during the last quarter, a shared branding and marketing strategy will be developed in August and September 2012 to address the benefits of collaboration (i.e. economies of scale, regional brand recognition, niche marketing). This will be developed with the assistance and support of the Peres Center, PCARD, and faculty at Syracuse University.

B. Objective 2: Leverage cross-border economic cooperation to promote peace and reconciliation between Israelis and Palestinians.

Representatives from PARCC will continue to provide guidance in peacebuilding and reconciliation, ensuring that these elements are considered and monitored throughout the project.

C. Objective 3: Build Capacity of Local Institutions to Scale up Opportunities and Conditions for Cross-Border Cooperation.

Activity 3.1. Identify and prioritize potential policy issues.

A meeting between Israeli and Palestinian olive traders is planned for August 2012. This meeting will allow traders to discuss joint olive oil marketing initiatives.

Activity 3.2. Facilitate joint IOOC-POOC policy commission to undertake joint policy analysis and development

Drawing on the leadership of Dr. Fathi Abd El-Hadi and Mr. Jabi, we will facilitate the creation of a joint policy commission of the Israeli Olive Oil Council and the Palestinian Olive Oil Council. A meeting of this commission is planned for September 2012 to share progress and lessons from the project.

Activity 3.3: Broaden support through strategic communications

NEF will continue to update its website throughout the next quarter with new and relevant information. Additionally, a newsletter will be prepared and circulated during the quarter and a success story will be developed.

VIII. APPENDIX 1: PROGRESS AGAINST WORKPLAN

Objective 1: Strengthen Grassroots, Cross-Border Economic Cooperation between Israelis and Palestinians.

Principal Activities	Specific activity with Description	Number of Beneficiaries	Sub-Activities	Tasks	Deliverables	Responsibility	Output Indicators	Outcomes	Impact Expected	Location	Timing	9	10	11	12	1	2	3	4	5	6	7	8	9	Status of Achievement	
Activity 1.1: Organize and host launch workshops.	Introduce project and objectives to interested parties and launch workshops in each of the 6 targeted clusters (2 in Israel and 4 in the West Bank).		Introduce project and objectives to interested parties.	Publicize project launch.	Launch Workshop and Media	NEF, Peres Center (2 clusters), PCARD (4 clusters)	At least 240 participate in launch workshops.	Participants/communities aware of OOWB project and its objectives	Participants/communities mobilized to participate in project.	1 per cluster: Northern Israel; Southern Israel; Asira; Salfeet; Kufur Zeibad; Qabatiya	Dec. 2011-March 2012														Completed	
				Select value chain actors in each targeted site.	List of value chain actors	NEF, Peres Center, PCARD																				Completed
			Hold launch workshops in each of the 6 targeted clusters.	Ensure attendance of experts, community leaders, and practitioners from each targeted site.	Launch workshops and media	NEF, PARCC, Peres Center (2 clusters), PCARD (4 clusters)						Media outlets carry news about project.														
Activity 1.2: Adapt Value Chain Framework.	Develop VCA framework in consultation with selected experts/reconciliation advisory group.	240-300 participants (40-50 per workshop): 80-100 Israeli and 160-200 Palestinian	Develop VCA framework in consultation with selected experts/reconciliation advisory group.	Obtain travel permits for VCA actors.	Travel permits	NEF	VCA Framework developed	VCA process brings together Israeli/Palestinian experts	Increased collaboration between Israeli and Palestinian olive industries promotes peace-building.	Peres Center	Dec. 2011 – Mar. 2012														Completed	
				Organize one day workshop to establish overall approach.	Value Chain Framework	NEF with support from PCARD, Peres Center, expert consultants																				Completed
Activity 1.3: Conduct cross-border value chain analysis.	Consult with individuals, firms and stakeholders in each of the six clusters to gather the information and then draft a Value Chain Analysis.		Consult with individuals, firms, and stakeholders in each of the six clusters (see activity 2.2)	Explore gender dynamics, identify cross-border relationships, opportunities for cooperation. Employ "snowballing" method.	Value Chain Analysis Report	NEF with support from Peres Center and PCARD	VCA Report Finalized	VCA provides concrete recommendations for methods of improving olive oil industry and cross-border relationships.	Increased collaboration between Israeli and Palestinian olive industries promotes industry growth/improved livelihoods.	Peres Center and the 34 targeted communities	Jan. 2012-Apr. 2012														Completed	

Objective 3: Build Capacity of Local Institutions to Scale Up Opportunities and Conditions for Cross-Border Cooperation.Cross-Cutting Areas

Principal Activities	Specific activity with Description	Number of Beneficiaries	Sub-Activities	Tasks	Deliverables	Responsibility	Output Indicators	Outcomes	Impact Expected	Location	Timing	9	10	11	12	1	2	3	4	5	6	7	8	9	Status of Achievement									
Activity 3.1: Identify and prioritize potential policy issues (beginning at the WSR meeting).	Support collaborative action by stakeholders to address key barriers. Develop certification capacity. Strengthen collaboration between Israeli and Palestinian Olive Oil Councils and engaging them in VCAD action plan implementation.	Policy actions will have potentially broad impact; in the project area, beneficiaries are estimated at 3400 household (100 households per community)	Support collaborative action by stakeholders to address key barriers in the enabling environment through targeting policy workshops and jointly issues policy briefs.	Define factors impacting cross-border olive trade.	Policy strategy memo	NEF(At the WSR (activity 1.4)	Joint stakeholder meetings held. Policy strategy memo developed by stakeholders.	Strengthened collaboration between Israeli and Palestinian Olive Oil Councils.	Peace and reconciliation strengthened between Israelis and Palestinians through collaboration.	Peres Center (WSR workshop)	Apr.- Sept. 2012														Completed									
				Develop certification capacity based on international norms and standards, including organic, through joint meetings.																														On-going
				Strengthen collaboration between Israeli and Palestinian Olive Oil Councils and engaging them in VCAD action plan implementation.																														
Activity 3.2: Facilitate joint IOOC-POOC policy commission to undertake joint policy analysis and development.	Create and facilitate the joint policy commission of the Israeli Olive Oil Council and the Palestinian Olive Oil Council meetings.	20 participants (10 Israeli, 10 Palestinian), including representatives from NEF, PCARD and Peres Center	Create the joint policy commission of the Israeli Olive Oil Council, and the Palestinian Olive Oil Council, with meetings to be held at least annually.	Facilitate meetings of commission to share progress and lessons from the project, to refine a manageable policy agenda, and to take action.	IOOC-POOC cross-border economic commission formed. Reports and documentation on policy issue action.	NEF, Policy workshop participants	IOOC-POOC cross-border economic commission formed. Policy agenda developed. Reports and documentation on policy issue action.	Strengthened collaboration between IOOC-POOC through shared policy agenda.		Jerusalem (meetings of Joint IOOC-POOC Policy Commission)	July – Sept. 2012																							
Activity 3.3: Broaden support through	Develop a communications strategy incorporating		Develop a communication strategy that targets	Develop communication strategy plan.	Communication strategy document	NEF, with PCARD, Peres Center, and	Communication strategy developed. Website	Participants engage in information sharing/cross-	Peacebuilding between Israelis and Palestinians	NEF office (Nablus)	Dec. 2011 – Sept. 2012														Completed									

APPENDIX 2: ACTIVITY PARTICIPATION

Activity	Date	Location	Number of Participants							
			Total	Men	Women	Youth*	Israeli	Palestinian	Project Team	Other
Launch Workshop Israel	4-April-12	Ein Herod	26	21	5	2	21	-	5	-
WSR1	7-May-12	Ein Herod	46	44	2	1	18	28	10	1
WSR2	29-May-12	Iksal	43	41	2	11	17	23	15	1
AGRITECH	16-May-12	Tel Aviv	38	38	-	-	0	38	4	-
Branding and Marketing Workshop	27-June-12	Yaffa	24	23	1	-	6	18	5	3

APPENDIX 3: WSR AGENDA

OLIVE OIL WITHOUT BORDERS

Whole-System-in-a-room Workshop (WSR)

Agenda

Location: Ministry of Agriculture and Rural Development –
 Gilboa Regional Council- Ein Herod.

May 7, 2012 (10:00-16:00)

Time	Activity	
10:00-10:15	Registration/ Welcoming	Yoav Stern and Salah Abu Eisheh
10:15 – 10:30	Ice Breakers	Workshop Facilitator
10:30 – 11: 00	General Presentation Of Olive Value Chain	Dr. Fathi A./ Fares Jabi
11:00 – 11:45	Workgroups Defining Problems/ Challenges — In Functional Groups	Sam Hussein
11:45 – 12:00	Coffee Break	
12:00 - 13:00	Work Groups Presentations	Sam Hussein
13:00 - 14:00	Lunch	
14:00 – 14:45	Workgroups Defining Problems/Challenges — In Cross-Cutting Group	Sam Hussein
14:45 – 15:30	Work Groups Presentations	Sam Hussein
15:30 – 15:40	Coffee Break	
15:40 – 15:50	Project’s Website Launch www.Oowithoutborders.Org	Julia Daley
15:50-16:00	Summary And Closing	Salah, Yoav & Sam

OLIVE OIL WITHOUT BORDERS
Whole-System-in-a-room Workshop (WSR)
Session 2 Agenda

Location: Afula – Iksal-Local Council Hall

May 29, 2012 10:00-16:00

TIME	ACTIVITY
10:00-10:15	Registration/ Welcoming
10:15 – 10:30	Ice Breakers
10:30 – 11:00	Summary Of WSR First Session
11:00 – 11:45	Workgroups Identifying Solutions / Opportunities— In Functional Groups Opportunities
11:45 – 12:00	Coffee Break
12:00 - 13:00	Work Groups Presentations
13:00 – 14:00	Lunch
14:00 – 14:45	Workgroups Identifying Solutions / Opportunities— In cross-cutting Groups
14:45 – 15:30	Work Groups Presentations
15:30 - 16:00	Closing

APPENDIX 4: FARMER FIELD SCHOOL SELECTION CRITERIA

Permanent residence	Same targeted village
Work	Free to ensure farmers commitment
Nationality	Is not a US citizen
Languages	Good /very good either in English or Hebrew
Age	Between 40-60 years old
Decision making	Ownership of land
Olive/land ownership	10 donums/100 trees
Age of orchard	More than 15 years
Health condition	Good to very good condition
Land topography	Not rugged
Slope	Flat as possible
Type of soil	Not a heavy clay soil
Distance to nearest main street	Easy to reach by car or bus
Distance between land and village	Less than 3 km
Water source	Availability of cheap water source and/or collecting cistern.
Positive answer to the following questions:	<ul style="list-style-type: none"> • Are you ready and committed to participate in an olive project that will continue for three years? • Are you ready to comply with the instructions of the project team with respect to the land of the proposed service? • Are you ready for a commitment to allow the project team to organize visits to other farmers for the land and conduct exercises and field experiments?
Answer with agree or strongly agree to the following question	Do You Think That Cross-Border Collaboration In The Olive Industry Is A Positive Development That Offers Opportunities?

APPENDIX 5: WHOLE SYSTEM IN A ROOM WORKSHOP REPORT



Olive Oil Without Borders Palestinian-Israeli Olive Oil Project



NEAR EAST FOUNDATION

Partners for Community Development since 1915

Whole-System-in-a-Room (WSR) Workshop Report

Near East Foundation

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Abbreviations and Acronyms

GCC	Gulf Cooperation Council
MoA	Ministry of Agriculture (Palestinian Authority)
NEF	Near East Foundation
OOC	Olive Oil Council
PCARD	Palestinian Center for Agriculture Researches and Development
PCP	Peres Center for Peace
VCAD	Value Chain Analysis and Development
WB	West Bank
WSR	Whole System in a Room

Executive Summary

The Near East Foundation organized a series of “Whole-System-in-a-Room” workshops to bring together representatives from different stakeholder groups from the olive oil industry to openly discuss issues, develop a shared vision and action plan for value chain development, and to identify possible solutions to current issues throughout Palestine and Israel.

The **first Whole-System-in-a-Room workshop (WSR1)**, held on May 7, 2012, brought together 46 participants from Israel and Palestine to stimulate dialogue and to identify the constraints that stakeholders face in the olive oil industry. The 28 Palestinian and 18 Israeli participants included farmers, olive mill owners/operators and businessmen.

During the workshop, participants jointly identified 56 key issues facing the olive oil industry. The three most pressing issues identified were:

- (1) the poor quality of public relations and marketing that seeks to promote the benefits of local olive oil (for example, marketing should highlight how olive oil is rich in antioxidants);
- (2) a lack of proper equipment, laws, and procedures for farming, mill operation, and the sale of olive oil;
- (3) the non-competitiveness of Israeli and Palestinian olive oil sales due to a lack of regulations on internationally imported olive oil.

The **second Whole-System-in-a-Room workshop (WSR2)** brought together 43 participants to identify solutions to issues recognized during WSR1. The 25 Palestinian and 18 Israeli participants developed a list of 36 solutions. The top three solutions included:

- (1) Create a self-sustaining business center to address farmer, mill, and business owner issues;
- (2) Organize a public relations and marketing campaign to promote the benefits of local olive oil;
- (3) Develop a “cause marketing” campaign to sell combined Palestinian and Israeli olive oil.

I. Whole-System-in-a-Room Workshop 1 (WSR1)

A. Workshop Overview

The first Whole-System-in-a-Room workshop (WSR1) took place on May 7, 2012, at Gilboa Regional Council, Ein Herod – Ministry of Agriculture and Rural Development.

B. Workshop Objective

The objective of the workshop was to bring together representatives of different stakeholder groups from both Israel and Palestine, including farmers, olive mill owners/operators and businessmen, to stimulate dialogue and to identify the constraints that the stakeholders face in the olive oil industry.



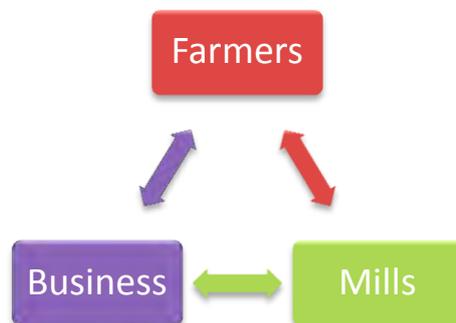
Farmers actively discuss problems in the olive oil sector in the same stakeholder group.

C. Workshop Agenda

- 1) **Brief Presentations:** Brief presentations on the olive oil industry from both an Israeli and a Palestinian perspective.
- 2) **Discussions in the same stakeholder group:** Brought people from the same sector together to discuss and identify the issues that the stakeholders face in their individual sectors as (a) farmers; (b) olive mill owners/operators; or (c) business owners/operators. The intended output of these discussions was to identify issues related only to Palestinians, issues related only to Israelis, and shared issues.



- 3) **Intersection discussions:** Mixed the groups to identify the issues shared between the groups, and to address value chain issues.



- 4) Presentation of the new project website: www.oowithoutborders.org
5) Visit to a nearby olive farm.

D. Languages Used

- Arabic, Hebrew, and English
- Translation was provided during the presentations for all to benefit.

E. Number of Participants

The WSR1 workshop brought together **46 participants**:

- 44 men and 2 women
- 28 Palestinians and 18 Israelis
- 2 from the Palestine Center for Agriculture Research and Development (PCARD)
- 2 from the Peres Center for Peace (PCP),
- 6 from the Near East Foundation (NEF)
- 1 facilitator from Lion Heart

F. Outcomes

1. Issues by Profession



Issues Faced by Farmers

- No proper marketing for the local olive oil (i.e. to emphasize it being rich in antioxidants).
- The average consumer is unaware of different qualities of oil and tends to demand the lower quality oil.
- High production costs.

- Limited contribution and assistance from the Ministry of Agriculture to the farmer.
- No national plan to protect and promote the local brand over imported olive oil.
- Absence of upgraded equipment to pick the olive fruit; no such equipment is allowed into Palestine.
- Poor infrastructure to reach the Palestinian farms such as streets, water, etc.
- Mills do not meet international standards.
- Lack of labor force especially during olive picking season.
- Lack of proper nutrition for the trees.
- Water shortage has led to expensive water costs (Palestinian problem mainly).
- Lack of education and training for the farmers based on the best practices of how to protect the trees and the olive fruit.
- Exporting to Arab countries lags behind international standards.
- International olive oil prices are very low in comparison to the local olive oil.
- Inconsistency in the output from year to year; research is needed on the causes to minimize these fluctuations.



Participants compare operating costs between the Israeli and Palestinian olive oil sector.

Issues Faced by Olive Mill Owners/Operators

- Significant issues with the quality and quantity of bags that are used to store the olive fruit when delivered to the mills (i.e. nylon bags).
- Lack of space to store the olive received from the farmers.
- The water used to wash the olive fruit is not clean.
- The olive fruit received is mixed with branches and leaves, and the majority of mills do not have adequate machinery necessary to



Participants listen to one another during intersection discussions at WSR1.

separate them.

- Lack of marketing and selling olive oil during peak seasons.
- No inspection of mills; no consistency in fees across different mills.
- During the process of grinding and milling, the liquid is exposed to air and begins to oxidize.
- The quality of the olive oil produced is dependent on the market conditions and prices.
- Olive mills are frequently not properly maintained; no proper hygiene is followed.

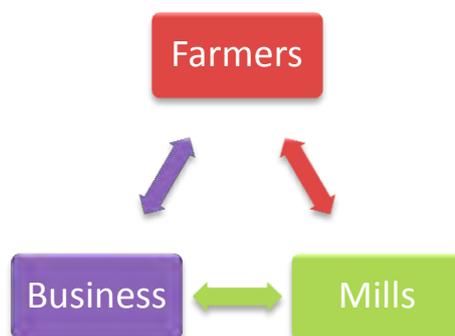
Issues Faced by Business Owners/ Operators

- Typically, importing olive oil from abroad, including from Israel, is a huge issue.
- When exporting olive oil abroad, there is a long wait for inspection before being shipped.
- Limited investigation on dishonest practices, such as mixing of the olive oil with other oils.
- The Palestinian and Israeli olive oils cannot compete in international markets due to the extremely low prices and quality of oil in these markets.
- Complicated and long procedures and inspections in countries which import the olive oil.
- No organization set to regulate the olive oil price in order to prevent price fluctuations.
- Gaza is closed.
- Many countries abroad do not import Israeli products.
- Israel cannot sell the olive oil to many European and GCC countries due to the embargo.
- Restriction of cash flow into Palestine, up to 3000 JDs a month only for exported goods.
- Expensive export costs due to the current procedures.
- Palestinian olive oil competes with Israeli olive oil.
- Business owners/operators, as well as farmers and mill owners/operators, can cheat and mix different olive oils before selling.



Participants laugh together during a WSR1 icebreaker.

2. Shared Issues



Farmers' Issues with Mill Operators/Owners

- Mills do not operate in a timely manner.
- The use of warm water in the process of extracting the olive oil is not the correct protocol.
- Mills with limited space are unable to store the olive fruit or the olive oil.
- No proper training for mill operators.
- Limited separation between different qualities of olive oil, which results in higher quality oils mixing with lower quality oils.
- Lack of organization in some places leads to long waits for service.
- Improper storage after the oil is processed.
- Insufficient number of machines to separate debris.
- Pollution caused by the improper disposal of olive remains.
- Reuse of water to clean the olive fruit by multiple farmers.
- No set procedure regarding the water used to clean the olive fruit.

Farmers' Issues with Business Owners/Operators

- No fixed pricing.
- Business operators take advantage of farmers when it comes to paying cash, especially in a good year of harvest.
- The business owners/operators can manipulate the label of the oil sold.
- No inspection on pricing.
- No group agreement on selling in bulk.

Mill Operator Issues with the Farmers

- No coordination between farmers and mill operators on when to bring the olive fruit.

Business Owners/Operators issues with the Farmers

- Difference between the olive oil inspected and olive oil delivered to business owners/operators.

- No appreciation from the farmers.
- Lack of effort in preserving oil before dealing with business owners/operators

G. WSR1 Summary

The purpose of the WSR1 workshop was to identify the main issues encountered by representatives of different stakeholder groups involved in the local olive oil industry.

At the end of the discussion, it became evident that Palestinians face more challenges than their Israeli counterparts.

The main issues that Palestinians face include infrastructure, workers' education, lack of government support, water resources, occupation restrictions on security, and the transfer of goods.

Two common issues the both Israelis and Palestinians face are poor marketing platform meant to emphasize their product's characteristics (i.e. being rich in anti-oxidants), and high production costs.



Participants discuss common challenges in the olive oil sector at the same stakeholder group meeting at WSR1.

For Movies and Pictures documenting the May 7, 2012 event, see:

<http://animoto.com/play/jo1JX6BR400IEYiCIZxbeQ>



II. Whole-System-in-a-Room Workshop 2 (WSR2)

A. Workshop Overview

The second Whole-System-in-a-Room workshop (WSR2) took place on May 29, 2012, at Local Council Hall, Iksal, Israel.

B. Workshop Objective

The objective of the second WSR workshop was to get farmers, olive mill owners/operators, and business owners/operators in the olive oil industry both in the Palestinian Authority and Israel to work together to identify solutions to the problems recognized during WSR1.



WSR2 participants talk over coffee before breaking into same sector discussions.

C. Workshop Agenda

- 1) **Review of WSR1 workshop:** Review of the first workshop through a slideshow of activities completed.
- 2) **Presentation on WSR1 workshop:** Brief presentation on the outcome of WSR1 workshop, where participants identified the current issues.
- 3) **Same sector discussions:** Bring people from similar professions (i.e. Palestinian and Israeli farmers) to discuss and introduce possible solutions to the problems they recognized together such as (a) solutions to farmers issues; (b) solutions to mill operator/owner issues; (c) solutions to business owners/operators issues.



- 4) **Intersection discussions:** Mix groups to recognize solutions among different stakeholder groups; address value chain issues.



- 5) **Visit to a nearby olive farm.**

D. Languages

- Arabic, Hebrew, and English
- Translation was provided during presentations for all to benefit.

E. Total number of Participants

The WSR2 brought together 43 participants:

- 41 men and 2 women
- 25 Palestinian and 18 Israelis
- 1 person from Palestine Center for Agriculture Research and Development (PCARD)
- 4 people from the Peres Center for Peace (PCP)
- 7 people from Near East Foundation (NEF)
- 1 facilitator from Lion Heart

F. Outcomes

Issues by Profession



Solutions proposed to the farmers' issues

- Group storage of the olive oil.

- Protect the local olive oil by preventing the import of international brands, *or*
- Set corresponding laws to encourage the consumption of local olive oil over the imported brands.
- Organize PR and marketing campaigns to discuss the benefits of local olive oil.
- Do joint regional marketing.
- Introduce small size containers, instead of big ones to make the purchase more convenient.
- Increase production and quality by setting better documented regulations and manuals.
- Improve the maintenance service needed, particularly trimming the trees.
- Create a recycling station to reuse the crude water from the mill for tree irrigation.
- Introduce upgraded equipment in harvesting and trimming the trees.
- Create a manual on the production of olive oil.
- Educate farmers on how to efficiently run a farm through (1) mandatory classes and (2) inviting a consultant to make field visits to coach the farmers.



Olive oil expert Shimon Levy listens to solutions proposed by participants during WSR2.

Solutions proposed to the mill owners/operators issues

- Provide the mills with forklifts and large plastic storage bins for the olive fruit.
- Introduce an automatic system to improve the washing of the fruit.
- Bring in a machine that separates the fruit from the leaves and branches.
- Provide equipment or a small lab to inspect the quality of the olive oil.
- Supply large stainless steel storage tanks to sort the different quality olive oil.
- Train the employees working at the mill.
- Safe and secure disposal of the water and the debris once the olive fruit has been milled.
- Encourage using closed machines to prevent exposure of the olive oil to



WSR2 participants discuss solutions during intersection discussions.

air and its early oxidization.

- Make sure all new mills have a license to operate; ensure they have enough space to store the olive fruit and olive oil in a hygienic environment.
- Coordinate the delivery of olives to the mills in order to avoid overcrowding and exposure of the olive fruit.
- Reduce the cost of water, electricity, and gas for the mills.
- Create a manual with best practices for the mill operators to adhere to its rules, to maintain proper hygiene.
- Upgrade the old mills with the latest equipment; apply new laws on maintaining hygiene and quality.
- Regular visits of representatives from various organizations, such as the Olive Oil Council (OOC), Ministry of Agriculture (MoA), as well as mill experts to inspect the mills.
- Provide insurance for mill employees.
- Set price standards based on a universal organization such as Olive Oil Council.
- Maintain work force to reach production capacity.
- Place information all around the mill on proper procedures.
- Set an agreement between the farmers and mill operators/owners on proper sanitary storage procedures.

Solutions proposed to the business owners/operators issues

- Control olive oil imports.
- Educate and advocate locally for the importance of olive oil and its consumption; high anti-oxidants present in the local olive oil fight cancer.
- Encourage joint collaboration on exporting the oil regionally and marketing the oil locally.
- Support the manufacturing of organic products.
- Promote joint storage facilities.
- Control pricing.

G. WSR2 Summary

Palestinian and Israeli participants share concerns about the way olive oil is marketed locally and internationally. The workshop revealed that there are mutual issues that can be resolved, yet there are a number of unique circumstances that refer to Palestinians only.

Below are a few suggestions to resolve the mutual issues:



A participant studies an olive tree during WSR2 field visit.

1. Organize effective public relations and marketing campaigns to inform the public of the importance of local olive oil and of its health benefits, as compared to the imported olive oils.
2. Determine a method to produce a joint Palestinian/Israeli olive oil that can be promoted internationally. By marketing and selling a co-branded olive oil, we can promote “cause marketing” and some of the proceeds would go to addressing peace initiatives in the region. Palestinian and Israeli olive oil is expensive due to high production costs; the collaboration would reduce the expenses.

There seems to be more uncertainty and instability when dealing with Palestinian issues. In the opinion of the participants self-sustaining Business Centers should be created in each Palestinian village to provide:

1. Rental of updated equipment for harvesting and trimming.
 - a. Set a schedule according to when each farmer can rent the equipment.
 - b. Provide a truck for transporting the fruit.
 - c. Provide a truck for watering the trees.
 - d. Provide trimming equipment for pruning the trees.
 - e. Provide harvesting machines for collecting the fruit.
2. Sorting system to store different grades of olive oil.
 - a. Provide six large stainless steel tanks kept in a temperature and pressure controlled environment.
3. Equipment to inspect the quality of olive oil.
4. Information to farmers and mill operators on manufacturing the finest products through:
 - a. Classes

- b. Consultants who would visit farms and mills to inspect the olive oil production process from planting to storage.
5. Promote and sell in bulk to local business owners/operators, as well as to international entities, which will:
- c. Create unique labeling for all bottle sizes
 - d. Maintain an e-commerce website to promote and sell olive oil

Centers will be self-sufficient, as fees paid by farmers and mill operators, as well as income generated from olive oil sales would cover the operating expenses. The following fees are applied for:

- a. Marketing to sell olive oil
- b. Renting equipment
- c. Training and consulting
- d. Membership to the center

Movie / Pictures documenting the May 29th 2012 event:

<http://animoto.com/play/2pNTqv1MaKbdZT0dgmZQnw>



APPENDIX 6: COMMUNICATION STRATEGY



USAID
FROM THE AMERICAN PEOPLE



Olive Oil Without Borders: *Palestinian-Israeli Olive Oil Project*



NEAR EAST FOUNDATION

Partners for Community Development since 1915

Communication Strategy

September 2011-October 1, 2014

Near East Foundation

WEST BANK/GAZA: Trust Building – 3rd Floor, Nablus
Tel: +970 9 2396961 · Fax: +970 9 2396965

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I. Introduction & Rationale

The Israeli-Palestinian conflict is one of the most enduring and explosive conflicts in the world. The violence has had a huge impact on civilians, with populations on both sides suffering significant casualties and fatalities. After many years of international concern, action, and negotiations there continues to be disagreement over seemingly intractable issues. Such issues include recognition, security, land and water rights, statues of Jerusalem, and rights of return. Many Israelis and Palestinian citizens prefer a two-state solution, yet there remains little trust that the other side would uphold any agreement.

The olive oil sector is the cornerstone of local rural communities, critically important to many people in both the Palestinian Territories and in Israel, it is woven into many aspects of rural society and rural social relations and therefore has meaning beyond economic value; and it has become a flashpoint for conflict in the Palestinian Territories.

The olive tree, both essential to social identity and economy, is symbolic of peace and more importantly of deep-seated association with territory and tradition. In the Palestinian Territory olive trees are a foundation of the rural economy. Up to 100,000 Palestinian families are involved in olive production, which accounts for up to 13% of GDP. In a good year, Palestinians produce 35,000 tons of olive oil, of which 8,000 to 10,000 tons are exported to Israel. The rest is consumed locally and serves as the primary source of dietary fat. Olive oil consumption in Israel has increased significantly in the recent years. However olive oil in Israel ranges from 8,000 to 14,000 tons, which is about half of the demand.

Olive trees are also emblematic of Israel-Palestine tensions in general. Since the second Intifada, cross-border trade has plummeted and economic cooperation has become problematic. Nablus and surrounding areas, where the Near East Foundation has worked for 15 years, have been particularly volatile for Palestinian-Jewish relations, and much of the conflict has centered on control over olive groves.

Olive Oil without Borders, a Palestinian-Israeli Olive Oil Project, will build relationships of trust, mutual understanding, and collaboration through economic cooperation. It targets the olive oil sector through a person-to-person approach, based on Value Chain Analysis and Development (VCAD.) This approach is organized as a series of activities to help groups of olive farmers, producers, and distributors identify shared interests, common constraints, and joint opportunities and to facilitate collaboration.

This document outlines and provides details on the communications activities of the Olive Oil without Borders project.

II. Target Audience

The target audience for the Olive Oil without Borders Communication Strategy is divided into the following five groups:

1. **Value chain stakeholders**
 - a. Farmers
 - b. Mills
 - c. Traders
 - d. Consumers
2. **Policy makers**
 - a. Israeli Olive Oil Council (IOOC)
 - b. Palestinian Olive Oil Council (POOC)
3. **Donor community**
 - a. USAID
 - b. International community
4. **Local community**
5. **Partners and sub-partners**
 - c. PCARD
 - a. The Peres Center for Peace
 - b. Syracuse University (PARCC)

III. Objectives

The three overall objectives of Olive Oil without Borders are to strengthen grassroots, cross-border economic cooperation between Israelis and Palestinians, to leverage cross-border economic cooperation to promote peace and reconciliation between Israelis and Palestinians, and to build the capacity of local institutions to scale up opportunities and conditions for cross-border cooperation.

The specific communications objectives include:

1. Increase feasibility of cross-border cooperation by providing easy access to information
2. Build the capacity of all value chain stakeholders
3. Share the successes of Olive Oil without Borders with the community
4. Liaise between updates donor, partners and sub-partners

IV. Strategies and Activities

1. Increase feasibility of cross-border cooperation by providing easy access to information

1.1 Interactive/Technical Website

A website designed for value chain stakeholders will serve as a source of new information regarding their scope of work, will reinforce information presented at workshops and training, and will provide useful contact information relevant to the olive sector at all levels of the value chain. The website aims to provide stakeholders with information catered to their needs such as farming and branding techniques and will be an online source of all communications documents and publications utilized throughout the projects implementation.

Additionally, the online "Value Chain Database" of contact information will enable stakeholders to easily communicate with other members of the value chain, facilitating the first step of both cross-border and local economic cooperation.

A photo gallery of all project events will also be available on the interactive website.

In order to ensure that information is accessible to all stakeholders the site will be hosted in Arabic, English and Hebrew at www.oowithoutborders.org .

Upon the launching of the site (with all content in three languages) workshops and training sessions will incorporate the website to demonstrate the way in which it is used and the benefits of accessing the information available.

2. Build the capacity of all value chain stakeholders

2.1 LISTSERV

A LISTSERV with contact information of stakeholders will be distributed amongst partners, sub-partners and USAID. The LISTSERV aims to provide all beneficiaries with soft copies of publications, flyers, new information and upcoming events pertinent to the olive sector.

Although all information sent via LISTSERV will also be available at www.oowithoutborders.org directly providing stakeholders with soft copies of information will increase the feasibility of electronically sharing knowledge.

2.2 Publications

To reinforce information provided at training and workshops value chain stakeholders will be provided with information booklets and publications to reference upon returning to their field of work.

Publications will be developed by Dr. Abdul Hadi and Mr. Jabi prior to training and workshops and will be distributed during events.

3. Share the successes of Olive Oil without Borders with the international and local community

3.1 Local Media

Press releases, written when important news is available, will provide the international and local community with updates on the Olive Oil without Borders project.

Locally, press releases will be sent to Palestinian and Israeli news agencies such as Ma'an News ,Al-Quds Newspaper, Israeli newspapers.

3.2 Success stories

Quarterly beneficiary success stories will serve to keep the international community in touch with accomplishments over the implementation of the project. Stories will highlight the use of recently attained knowledge and the ways in which value chain stakeholders are benefitting. Sharing success stories provides those living overseas with the opportunity to learn about the Israeli and Palestinian olive sector and the work of the Near East Foundation, USAID and sub-partners.

Success stories accompanied by photos will be shared via NEF's social media (Facebook and Twitter) accounts in addition to those of USAID, the Geo-MIS website, NEF's main website under Palestinian Territories, Who We Serve. Success stories shared on the NEF site will follow USAID branding policy.

3.3 Social Media

Utilizing social media sites, including the Facebook and Twitter accounts of both NEF and USAID will help provide the international donor community with frequent updates about the progress of the Olive Oil without Borders project. Updates will be published to share news about project activities, press releases and success stories.

4. Liaise between donor, partners and sub-partners

4.1 Biannual newsletters

Biannual newsletters will be shared via email amongst partners, sub-partners, and USAID.

4.2 Geo-MIS

Recording field events on USAID's Geo-MIS website. Adding project events to Geo-MIS will provide USAID, partners and the public with information about each event and its location within Israel and the Palestinian Territories.

Utilizing Geo-MIS provides a visual map of project events, illustrating the way in which the project impacts many communities over a wide geographic area both across borders and within Israel and the Palestinian Territories.

V. Appendices

V.1 Communication Matrix

Objective 1: Increase feasibility of cross-border cooperation by providing easy access to information.				
Strategies	Deliverable	Targeted Beneficiary	Responsibility	Implementation
1.1 Interactive/Technical Website	Launch website in Arabic, English and Hebrew	Value chain stakeholders	NEF	May 2012
	Launch information in "For Growers", "For Mills", "For Traders", "For Consumers"	Value chain stakeholders	NEF, PCARD	June 2012
	Add content to photo gallery	Value chain stakeholders	NEF	Ongoing
	Collect contact information for "Value Chain Database"	Value chain stakeholders	NEF, PCARD	June 2012
Objective 2: Build the capacity of all value chain stakeholders				
2.1 LISTSERV	Collect email account information	Value chain stakeholders	NEF	Ongoing
	Send update via LISTSERV	Value chain stakeholders	NEF, PCARD	When necessary
2.2 Publications	Write booklets, flyers and manuals	Value chain stakeholders	PCARD	Ongoing
	Distribute booklets, flyers and manuals	Value chain stakeholders	NEF, PCARD	Ongoing (distributed at training and workshops)
Objective 3: Share the successes of Olive Oil without Borders with the international and local community.				
3.1 Local Media	Press releases	Local community (Israeli/Palestinian)	NEF	When necessary
3.2 Success stories	Narrative and photos via Social Media (NEF, USAID), Geo-MIS, homepages (NEF, USAID)	Local community (Israeli/Palestinian) and international community	NEF	Quarterly (Starting June 2012)

3.3 Social Media	Updates via Facebook and Twitter	International community	NEF, USAID	Ongoing
4. Liaise between donor, partners, and sub-partners				
4.1 Quarterly newsletters	Electronic newsletters	USAID, Peres Center for Peace, PCARD	NEF	Quarterly (Starting June 2012)
4.2 Geo-MIS	Activity information available at: usaiddgiswbg.com/	USAID, NEF, Public Access	NEF	Ongoing (Monthly)

V.2 Branding Strategy and Marking Plan

1. Branding Strategy

The Olive Oil Without Borders project will be co-branded as USAID and NEF, and NEF will work closely with USAID to ensure that implementation of the branding and marking plan for the Olive Oil Without Borders project meets USAID's requirements. Co-branding—use of NEF and USAID logos and acknowledgement of USAID funding—will extend to all publications, meetings, press releases, conference exhibitions, training events, websites and products of the project. NEF does not plan to claim any exemptions from branding.

NEF will display the USAID logo prominently, along with the NEF logo, on all communication products and will describe the project as funded by USAID in all public communication materials. All press releases, letters, fact sheets, and other written communications will carry this co-branding. All reports, success stories, brochures and other documents will include the USAID identity as well as the NEF identity. The logos of project partners will also be displayed on communication materials, at an equal or smaller size to the logo of USAID. Per requirements to be set forth in the contract, NEF will share any requested communication materials with USAID prior to publication.

Any public communication, as defined in 22C.F.R.226.2, funded by USAID, in which the content has not been approved by USAID, will contain the following disclaimer: *“This study/report/audio/visual/or other informational/media product is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of the Near East Foundation, and do not necessarily reflect the views of USAID or the United States Government.”*

For the specific placement of the USAID identity on any printed materials, the project will use guidance set in the USAID Graphic Standards Manual.

Any activity that is conducted jointly by the project and other donor or local organizations will be promoted and presented with the prominent positioning of the USAID identity and the primary message, “From the American People.” The support of USAID will be mentioned in media releases and in radio and television programs.

The table below displays the deliverables of the Olive Oil Without Borders project, and the proposed marking plan for each activity.

2. Deliverables

Items/Activity	Marking
Communications Materials (Brochures, case studies, press releases, website, etc.)	Any communications materials will be co-marked with USAID and NEF logos. To ensure that the marking requirements are followed by partners, NEF will include the following USAID-approved marking provision (as elaborated in CFR 226.91) in all subawards: <i>“As a condition of receipt of this subaward, marking with the USAID Identity of a size and prominence equivalent to or greater than the recipient’s, subrecipient’s, other donor’s or third party’s is required. In the event the recipient chooses not to require marking with its own identity or logo by the subrecipient, USAID may, at its discretion, require marking by the subrecipient with the USAID Identity.”</i>
Stakeholder Meetings and Workshops	Community meetings will be conducted in a space marked with a banner that displays the project name and is co-marked with USAID and NEF logos.
Training Sessions and Training Materials	Training sessions will be conducted in a space marked with a banner that displays the project name and is co-marked with USAID and NEF logos. Training materials will be co-marked with USAID and NEF logos.
Equipment	All equipment donated by the project or purchased with project funds will bear USAID and NEF logos on an affixed sticker.
Reports	All printed materials and reports will be co-marked with USAID and NEF logos.
Training Plots/Project Mills	Training plots will be marked with signboards bearing the NEF and USAID logos Any communications materials developed will be co-marked with USAID and NEF logos.

3. Internal Programs, Materials & Reports

The Olive Oil Without Borders project will co-mark all internal program documentation, including programmatic reports, assessments and analyses, and other products provided solely to USAID and not otherwise made public. All information products, including monthly, quarterly, semi-annual, annual, and ad hoc reports will include the USAID identity, unless specifically requested by USAID.

4. Administrative Materials

The program will use the Near East Foundation's logo only on all administrative materials. Examples of these materials include employment agreements, office leases, and business cards.

APPENDIX 7: PROCEDURES MANUAL



NEAR EAST FOUNDATION

Partners for Community Development since 1915

Data Collection Procedures and Methods for Events

Olive Oil Without Borders

Near East Foundation

*Nablus: 3rd floor Trust Building
Amman Street*

Tel: 09-2396961 • Fax: 09-
2396965 •

www.neareast.org

westbankgaza@neareast.org

1. Each activity mentioned in the Implementation Plan will be documented as one event, no matter its duration.
2. Data about participants will be collected on sign-in sheets- Form A (*Appendix 3*) that will be distributed at these events.
3. The Field Coordinator will be responsible for verifying the validity of this information. In order to do this, he will:
 - i. Initial each page of the sign-in sheets- Form A (*Appendix 3*) to certify its validity.
 - ii. Sign and date the final page of Form A.
 - iii. Complete and sign Activity Report- Form B(*Appendix 4*), summarizing the information from Form A and related attachments.
 - iv. Obtain the signature of the Project Manager for Form A and Form B to verify that all procedures were correctly followed and the data is accurate.
 - v. Give the documents to the Operations Manager.
4. The Operations Manager will check all content and attachments according to the activity checklist–Form B1(*Appendix 5*)
5. The Operations Manager will input the data in a password-protected database, which will be accessible in a read-only format to other NEF staff members. Data will be stored in:
 - i. Participants Directory – Form D (*Appendix 6*) ; individuals’ data will be stored according to their unique ID numbers.
 - ii. Participation Directory – Form E (*Appendix 7*); individuals are linked by ID number to the events they have participated in. Data from this sheet is used in identifying individuals who benefit from the project following the attached criteria (*Appendix 2*).
 - iii. Activity Directory – Form F(*Appendix 8*) ; a summary of the event will be stored here, with number of participants disaggregated by gender and nationality.
6. The Operations Manager will then sign and date each document that she has entered in the computer.
7. The Project Manager will coordinate and supervise the preparation of a Technical Report on the proceedings of the event, detailing its accomplishments and conclusions.

Any staff member at NEF or a collaborating institution who is designated by the Project Manager may write this report, but they must have attended and observed the event. This report will be signed and dated by the project manager who will give it to the operations manager for filing.

8. After finishing data entry, the Operations Manager will be responsible for filing all documents relevant to the event, electronically and in paper form. Documents will be filed according to the ID number and acronym of the event, as referenced in the Implementation Plan. The file will include as many of the following items as are applicable:
 - I. The Event Agenda
 - II. The Event Invitation
 - III. Participants' Vetting Requests and Approvals
 - IV. Participants' Permit Requests and Approvals
 - V. The sign-in sheets (Form A)
 - VI. Transportation Report (Form I)
 - VII. The Activity Report (Form B)
 - VIII. The Technical Report
 - IX. Activity Evaluations
 - X. Any other applicable documents
 - XI. The Activity Checklist (form B1)
9. The Communications and Media Assistant will electronically file event photographs according to the date of the event and the event ID number, in a separate photo-database.
10. All steps in this process will be completed within 14 days of the data collection, in order to ensure the accuracy and timely use of information. This timeline will be verified by the dates entered at the beginning of data collection (event date) by the Field Coordinator and the at the end of filing the supporting documents by the Operations Manager.
11. GeoMIS Reporting: before the 9th of every month, the NEF modifier user will:
 - i. Enter all data for all activities that took place during the past month.
 - ii. Generate a hard copy for each activity.
 - iii. Attach it to the relevant activity documents.
12. TaiNet Reporting ;if the activity is considered a training ,the TaiNet instructions and procedures are to be followed .

Note: All processes detailed in this document may be performed by an alternative NEF staff member with the specific direction of the Project Manager. Any change will be reflected in the name and signature on the relevant documents.

APPENDICES:***Appendix 1: Individuals Qualifications***

Field Coordinator: Saleh Hamdan, he has more than 20 years experience in organizing activities mainly for farmers and he is the field coordinator in the OOWB, he is trained under other projects implemented by NEF in collecting data and how to prepare events reports.

Project Manager: Salah Abu Eishah, has 15 years of experience in impact tracking procedures including data collection, data entry & analysis and final impact reporting.

Operation Manager: Majd Anabtawi, she has 5 years of experience in administrative work related to data collecting , analysis and documentation in addition to her experience form previous NEF projects in field work and ,designing monitoring forms following targeted outcomes ,uploading and analyzing data in addition to designing protected excel sheets for impact purposes. Majd and in addition to her agriculture background holds a professional diploma in NGO 's management and is a certified Microsoft user .

Appendix 2: Criteria for counting the number of Individuals/People participating in USG - supported events:

- **Olive producers (farmers):**
 - All olive producers must participate in at least one major event target the farmers or benefit from “in kind awards” during the year.
 - For “peer-to-peer training, the farmers who attend at least 50% of the total sessions in their area.
 - For TOT follow up training, farmers must participate in at least 40% of available sessions.
- **Mills operators:**

Every mill operator must participate in at least one event that target the mills operation or benefit from “in kind awards” during the year.
- **Oil traders:**

Every trader must participate in at least one event that targets the traders during the year, such as a marketing and branding workshop.

NAME الاسم שם	ID # رقم الهوية ת.ז	Gender		DOB تاريخ الميلاد ת. לידה	WORK المهنة מקצוע	TEL. # رقم الهاتف מ. טלפון	VILLAGE القرية ישוב	SIGNATURE التوقيع חתימה
		M ذكر	F נקבה					
.10								
.11								
.12								
.13								

ملاحظات: Notes:

PREPARED BY ACTIVITY COORDINATOR: معد التقرير منسق النشاط:	SIGNATURE: التوقيع:	DATE: التاريخ:
Content and attachment checking: التحقق من المحتوى و المرفقات:	SIGNATURE: التوقيع:	DATE: التاريخ:
PROJECT MANAGER APPROVAL: مصادقة مدير المشروع:	SIGNATURE: التوقيع:	DATE: التاريخ:
DATA ENTRY TO DATABASE: إدخال البيانات:	SIGNATURE: التوقيع:	DATE: التاريخ:
FILING: الحفظ في الملف:	SIGNATURE: التوقيع:	DATE: التاريخ:

Appendix 4- Form B -Activity Report

Form B

ACTIVITY REPORT تقرير نشاط

DATE: التاريخ:	CLUSTER : التجمع:	VILLAGE: القرية:
LOCATION: الموقع:		
ACTIVITY NAME: عنوان النشاط:	ACTIVITY TYPE : نوع النشاط:	ACTIVITY #: رقم النشاط:

SUMMARY: ملخص:

مشاركين PARTICIPANTS	مجموع المشاركين PARTICIPANTS TOTAL	تعريف آخرون DEFINITION OF OTHER	NAME الاسم	ORGANIZATION المؤسسة	
	ذكور MEN		1.		
	اناث WOMEN		2.		
	شباب YOUTH		3.		
	إسرائيليين ISRAELI		4.		
	فلسطينيين PALESTINIAN		5.		
إداريين ADMINISTRATORS	فريق المشروع PROJECT TEAM آخرون OTHER	مرفقات ATTACHMENTS			
		<input type="checkbox"/> Form A-sign in sheet	<input type="checkbox"/> Bus check list		
المجموع الكلي THE TOTAL (participants + administrators)		<input type="checkbox"/> Form I-Participants Transportation cost			

PREPARED BY ACTIVITY COORDINATOR: معد التقرير منسق النشاط:	SIGNATURE: التوقيع:	DATE: التاريخ:
PROJECT MANAGER APPROVAL: مصادقة مدير المشروع :	SIGNATURE: التوقيع:	DATE: التاريخ:

Appendix 5: form B1-Activity Checklist**Form B1****ACTIVITY CHECKLIST**

DATE: التاريخ:	CLUSTER : التجمع:	VILLAGE: القرية:
LOCATION: الموقع:		
ACTIVITY NAME: عنوان النشاط:	ACTIVITY TYPE : نوع النشاط:	ACTIVITY #: رقم النشاط:

<input type="checkbox"/> Invitation	<input type="checkbox"/> Technical report
<input type="checkbox"/> Agenda	<input type="checkbox"/> Evaluation Sheets
<input type="checkbox"/> Vetting request	<input type="checkbox"/>
<input type="checkbox"/> Vetting Approval	<input type="checkbox"/>
<input type="checkbox"/> Permit request	<input type="checkbox"/>
<input type="checkbox"/> Permits approval	<input type="checkbox"/>
<input type="checkbox"/> Form A-sign in sheet	<input type="checkbox"/>
<input type="checkbox"/> Form I-Participants Transportation cost	<input type="checkbox"/>
<input type="checkbox"/> Form B- activity Logistic report	<input type="checkbox"/>

NOTES : ملاحظات:

CONTENT AND ATTACHMENT CHECKING: التحقق من المحتوى و المرفقات:	SIGNATURE: التوقيع:	DATE: التاريخ:
DATA ENTRY TO DATABASE: إدخال البيانات:	SIGNATURE: التوقيع:	DATE: التاريخ:
FILING: الحفظ في الملف:	SIGNATURE: التوقيع:	DATE: التاريخ:

Appendix 6 : Form D-participants Directory

Participant Number	Full Name	ID Number	DOB dd/mm/yyyy	Male/ Female	Village	Contact Phone	Israeli/ Palestinian
10001	Fawaz Mahmood Abdulkarim Sawalha			Male	Asira Shamaleyeh	092396325	Palestinian
10002	Mahmood Asaad Mohammad Ali Sawalha			Male	Asira Shamaleyeh	092396123	Palestinian
10003	Maher Mohamad Taher Yasin			Male	Asira Shamaleyeh	0599820384	Palestinian
10004	Yousef Hasan Saed Mashaqi			Male	Yasid	0599766954	Palestinian
10005	Ahmad Saed Saleh Raii			Male	Asira Shamaleyeh		Palestinian
10006	Mahera Hani Sholi			Female	Asira Shamaleyeh	059803077	Palestinian
10007	Abdul Jabbar Abdullah Shayeb			Male	Asira Shamaleyeh	0599721052	Palestinian
10008	Mohammad Amer mostafa hammoudi			Male	Asira Shamaleyeh	0599789610	Palestinian
10009	Abdul Jabbar Ali Rawajbeh			Male	Asira Shamaleyeh	0599721052	Palestinian
10010	Qaysar Sudqi Mohammad Jawabreh			Male	Asira Shamaleyeh	0599340676	Palestinian
10011	Ramez Taher Ali Sawalha			Male	Asira Shamaleyeh	0599649255	Palestinian
10012	Alaa Mahmood Mohammad Jararaa			Male	Asira Shamaleyeh	0599071732	Palestinian
10013	Qusai Sleiman Hamadneh			Male	Asira Shamaleyeh	0599330770	Palestinian
10014	Hasan Mashaqi			Male	Yasid	0598101015	Palestinian
10015	Inshirah Sholi			Female	Asira Shamaleyeh	092396745	Palestinian
10016	Dalal Sudqi Abu Laimoon			Female	Talooza	0599608651	Palestinian
10017	Maysa Faeq Al Ahmad			Female	Asira Shamaleyeh	0599341971	Palestinian
10018	Maher Mahmood Shaher			Male	Sebastia	0598600349	Palestinian
10019	Nizam Yousef Ahmad Azem			Male	Sebastia	0599250956	Palestinian
10020	Omar Hasan Saed Hamadneh			Male	Asira Shamaleyeh	092396804	Palestinian
10021	Taysir Sabri Abdul Hamid			Male	Nisf Jbail	092334504	Palestinian
10022	Jamil Abdullah Abdulrahman Hamad			Male	Sebastia	0599971989	Palestinian
10023	Taysir Mahmood Azem			Male	Sebastia	092532036	Palestinian
10024	Mohammad Kamel Dababseh			Male	Talooza	092334078	Palestinian
10025	Bashar Adnan Ismael Hasahykeh			Male	Talooza	0597949552	Palestinian

Appendix 8 – Form F-Activity Directory

Activity Number	Activity Type	Activity		Date	Location	Facilitator (s)	Number of Participants							
							Total	Men	Women	Youth*	Israeli	Palestinian	Project Team	Other
201011	Workshop	launching / WB Asira cluster	WBL A	12-Dec-11	Assira	Saleh	43	37	6	2	0	43	3	2
201012	Workshop	launching / WB Qabatia Cluster	WBL Q	28-Dec-11	Qabatiya	Saleh	39	35	4	2	0	39	3	3
201013	Workshop	launching / WB Salfit Cluster	WBL S	29-Dec-11	Salfit	Saleh	37	31	6	5	0	37	3	2
201014	Workshop	launching / WB Kafriat Cluster	WBL K	4-Jan-12	Kufr Zibad	Saleh	60	60	0	4	0	60	3	6
201021	Workshop	VCA Workshop	VCA	5-Mar-12	Jaffa	Salah	16	12	4	4	9	4	4	3
201015	Workshop	launching / Israel	ILL	4-Apr-12	Ein Herod	Fathi	26	21	5	2	21	0	5	0
201041	Workshop	WSR Workshop Day 1	WSR 1	7-May-12	Ein Herod	Saleh/Fathi	46	44	2	1	18	28	10	1
203101	Visit	AGRITECH Visit	V1A GRT	16-May-12	Tel Aviv	Saleh	38	38	0	0		38	4	
201042	Workshop	WSR Workshop Day 2	WSR 2	29-May-12	Iksal	Saleh	43	41	2	11	18	25	12	1