

**Executive Summary for the Strategic Water Sector Plan in Palestine
2011 – 2013**

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Introduction:

The issue of water is considered to be a basic and vital component of the social, economical and political fabric of Palestine. Water represents the basic foundation for sovereignty and is the most important element needed to ensure actual independence. Water symbolizes the attachment of people to their land and is key to all economical and social development. The Palestinian Authority realized the importance and necessity of devising strategic plans for the water sector. They are striving to improve the water situation in Palestine in order to ease the standard of living for their citizens through means of the Palestinian Water Authority and various organizations working in water.

The water source in Palestine is composed of renewable groundwater, which is estimated at a capacity of 785 – 825 million cubic meters and streams in valleys estimated at 215 million cubic meters. In addition to that is the Jordan River whose annual discharge is estimated at 1320 million cubic meters upon its entrance to the Tiberias Lake. The quantity of water decreases to 115 million cubic meters as it reaches the Dead Sea. However, Palestinians are deprived from their water rights to this river, in accordance to international law, and are even forbidden from reaching it.

The total annual Palestinian consumption of water for drinking in 2008 was approximately 94 million cubic meters, 54 million cubic meters of it was purchased from Israel (despite the fact that Palestinian consumption was measured at 101 million cubic meters in 2005, according to the PA). Despite the injustice, in 1993 the Oslo Accord determined that in reality the Palestinian consumption was estimated at 118 million cubic meters.

123 million cubic meters of water are used annually for irrigation (this amount was 172 million cubic meters in 2005, according to studies conducted by the PA).

In Gaza, 169 million cubic meters of water are consumed annually from the coastal basin there for agricultural and residential use. This surpasses by far the renewable groundwater which feeds into the basin which is estimated at 55 million cubic meters annually. As a result this has caused the quality of water in the basin to decrease thus making it unfit for human consumption (according to current studies; only 10% of water extracted from the basin is fit for human use).

In reference to the water distribution system in Palestine, the PWA inherited a system (from the Israeli occupation) with a completely destroyed infrastructure. This in turn left 160 residential communities without water supply networks and approximately 90% of these residents without sewage networks. As a result the PWA was forced to give top priority to supplying these deprived communities with water as well as rehabilitate their destroyed water networks, which suffered from an annual water loss of approximately 50%. The PWA aims to reduce the annual water loss by 20% within the next three years.

Poor water supply conditions have prompted several organizations to work on covering this extreme necessity. The size and scope of the problem have caused many Palestinian governmental and civilian institutions to take matters into their own hands in parallelism with work being done by the PWA. This has resulted in conflicts and overlaps of jurisdiction.

During the period of 1993 – 2009, the PWA has reduced the number of non served residential communities to 121 communities. It hopes to further reduce this number to 50 within the next three years. Several water distribution networks in these communities have been rehabilitated, either partially or completely.

In reference to sewage networks, they have been absent from every agenda and have not been developed. They also lack operational plans linked with a clear strategic vision needed for development. The development of the water treatment system in Palestine has not exceeded the establishment of a few main projects, such as the water treatment plants in Northern Gaza, Gaza City and Al Bireh in addition to a few minor projects executed by civil organizations (even though they lack a strategic vision).

The PWA in cooperation with the Ministry of Agriculture aspires to plan a strategy to develop the sanitation system, benefit from treated water and begin the implementation of this strategy.

Despite the fact that the Water Law No. 3 – 2002, issued on: 17/7/2002 is the legal framework governing water in Palestine however, there are still several institutions which work in the water sector in one form or another with the PWA. These institutions are:

The Ministry of Agriculture	The Environmental Quality Authority
The Ministry of Local Government	Non Governmental Organizations
The Ministry of Health	The Association of Water Service Providers
The Ministry of Industry	The Water Consumers Association
Regional Water Institutions: West Bank Water Department, Coastal Water Authority, Jerusalem Water Undertaking	
Local Universities	Environmental and Research Centers

In addition to the above, is the private sector, whose role is restricted to only executing infrastructure water sector projects. This is due to the fact that there is an unclear Palestinian vision of the importance of the role that this sector can play in water.

The PWA, in cooperation with related parties, aspires to completely restructure and develop new regulations/systems for the water sector thus guaranteeing its effectiveness and longevity. This will in turn provide better services to Palestinian citizens on the basis of sound principles.

In addition the issues listed above, the water sector suffers from a lack of development as a result of restrictions and obstacles set forth by the Israeli occupation. This situation was dealt with in the second Oslo Accord (Item #40). However, the negative impact is still noticeable as far as inequality in the sharing of joint water resources (between Palestine and Israel) as well as the lack of freedom to exploit, develop and manage these sources. The inability to rehabilitate and manage the necessary infrastructure needed for wastewater services is also another issue. These issues negatively effect economic and social development in Palestine.

Palestinians citizens currently require 182 million cubic meters of water for drinking annually. Water consumption in 2008 was recorded at only 94 million cubic meters. The agricultural sector consumes an estimated total of 123 million cubic meters annually.

It is expected that by the end of 2013, Palestinian citizens will require 200 million cubic meters of water annually. This is not taking into consideration an increase in the population as a result of the return of refugees currently living outside of Palestine.

It is vital for Palestinians to be able to have full access to their water rights as well as be able to develop conventional and non-conventional methods to access more (desalination, water reuse, importing water from outside sources) in order to fulfill the increase in demand.

Overview on Investments in the Water Sector:

The principle of cooperation in the development of aquatic resources along with providing the capabilities to build, rehabilitate and develop the infrastructure of both the water and wastewater sectors are among the main elements of the national strategy. This strategy aims to achieve the principle of complementarity in the management of water resources in accordance to a vision built on the principles of sustainability and durability of these available sources in addition to the level of services provided.

Perhaps the special circumstances, which is characterized by the situation in Palestine, gives the principle of strengthening regional and international cooperation a dimension of special importance. Israeli occupation of the West Bank and Gaza Strip for more than 40 years has allowed them to have total access and complete control of Palestinian water sources (by means of a variety of military orders) which they have in turn depleted. In addition, the Israeli occupation's severe and deliberate neglect to

provide the necessary infrastructure for Palestinian residents to live a decent life, was also another policy they adopted throughout their +40 year occupation. Both the water and wastewater sectors were affected the most from this policy of neglect in an effort to force residents to flee from their homes and immigrate.

All of these procedures, in the past 30 years proceeding the signing of the Oslo Accord, have led to a fragile water sector with a fragmented and marginalized institutional environment.

After the signing of the Oslo Accord took place, the international community showed its preparedness to support this important sector. Monetary support began to flow into a sector lacking a clear vision and strategy. This led to the mismanagement of funding to support an infrastructure based on the principles of sustainable development. Perhaps the most dangerous aspect of this situation was represented by the emergence of a culture of abusing opportunities, either on the personal or institutional level. This resulted in a spread of competitive fever between government and civilian institutions on one side and the donors themselves on the other, whom were all influenced by Israel's public and indirect pressure.

As a result, It was necessary to intensify and double the efforts with other countries in order to obtain and guarantee the monetary support necessary to build the water and wastewater sectors. These sectors needed to be built in a way that would achieve the main goals of the sector: obtaining additional resources, creating a suitable infrastructure, connecting the largest number of communities to water networks, restructuring the institutional structure of the sector and providing the required political support for this vital sector.

Methodology:

The Major Steps Followed in the Preparation of the Sector Plan

First: collecting related data

Second: determining effects with a positive nature and those with a negative nature

Third: four-sector analysis

The principles of cooperation and teamwork were adopted in preparing the sector plan. Major institutions related to the water sector involved in the preparation of this plan were: Palestinian Water Authority, Ministry of Planning, Ministry of Agriculture, Ministry of Health, Environmental Quality Authority, Non Governmental Organizations and International Organizations.

Three primary technical committees were also formed to collect and analyze data and information. These committees were as follows: A Committee for Reality Analysis and Vision, Committee for Water Resources, Committee for Sanitation.

The three committees held a series of meetings to determine the scope of their work as well as the data and information needed to be collected and analyzed in order to draw the sector plan from. They then collected data and information and analyzed every indication or circumstance that may influence the plan, determining: strong and weak elements, opportunities and threats, in order to derive all challenges facing the water sector. This process would become the main engine determining the objectives of the strategy for the sector.

As a result of the comprehensive analysis that took place, a vision describing the hopes and conditions we would like to see the water sector reach in the long term, was formed. Teams then discussed this vision and modified it to make sure it would be achievable through the plans, activities, and successive efforts of the sector.

The teams then devised the strategic goals of the plan. There are five goals which fall within four tracks/main categories and are to be achieved by means of thirteen different policies.

The Vision for the Water Sector:

Managing and organizing the water sector in a way that guarantees the sustainability of water sources on the basis of sound environmental, social and economical principles and by effective and integrated management that seeks to fulfill the humanitarian and developmental demands of Palestinians.

Analyzing Reality:

On the basis of the new thirteenth government's directive, which was a result of the accumulated lessons learned since the establishment of the Palestinian Authority until now, the government is emphasizing the importance of sound planning in accordance to a methodological vision to establish an independent Palestinian State. This planning will be isolated from any political constraints resulting from Israeli occupation and control over most elements and aspects of development, which includes water resources. Israel limits access to supplies and accessories needed for the development by means of its immediate control of borders and entry points. These circumstances are also apart from the complexity of the internal Palestinian situation which has left a horizontal and vertical rift in Palestine (Hamas seizing control of the Gaza Strip).

The 2008 – 2010 Reform and Development Plan formed a new breakthrough which depended on the methodology of short term planning. Despite the paradigm shift caused by the planning mechanisms, which were prepared by associating them with a budget in accordance with the standards of developmental projects on the contrary of its predecessor which was based on the principles of cumulative increase, it was limited to governmental developmental planning and a vision separate from other sectors and powers involved in the developmental process.

Based on the evaluation of past experiences and in order to benefit from the lessons learned, the current government began preparing a sector plan which will take into consideration other sectors and powers involved in the developmental process. These entities are involved in the process in one way or another or are intertwined with other institutions in the process of planning. This approach has formed a basic reference which the PWA relies on when it prepares strategic plans. This also applies to the PWA's sector plan which will be subjected for assessment and analysis by the Ministry of Planning and in turn depended upon as a reference for the preparation of the Comprehensive National Sector Plan.

On this basis, the PWA seeks to achieve a vision that guarantees safe water with high quantity and quality. This will be achieved by developing water sources in a sustainable fashion in accordance to solid environmental and economical principles and effective management. The PWA will take into consideration the criteria for the integrated management of water sources in accordance with a comprehensive vision that takes into account the Palestinian Authority's responsibilities, international commitments, actual growth demands and the needs of various sectors. These are all required to achieve the vision of an independent Palestinian state that has full sovereignty over its territory and sources. The PWA has structured its duties and responsibilities in accordance to this vision. These tasks include a series of goals they plan to achieve in a parallel manner and then join together. One goal cannot be achieved alone; on the contrary these goals must be reinforced with each other in order to facilitate their achievement. These goals may be summarized as follows:

1. Develop additional water resources according to the most important priorities without excluding the needs of other sectors. Fulfilling the needs of water for drinking and household use should be the top priority on this list. This may be achieved by means of digging additional water wells in areas with the greatest needs where the demand for water surpasses, by far, the supply.
2. Providing the suitable infrastructure to accommodate the new quantities of water which will hopefully be included in the distribution network. It would not be ineffective for the PWA to develop these additional sources without working on the suitable infrastructure (main trunk lines, new water networks, reservoirs, pumping stations) required to accommodate it at the same time. Communities currently not receiving water services should be the top priority. In the same context, the PWA is seeking to rehabilitate available water networks which suffer from a .53% water loss.
3. Restructuring the operational level of the water sector so that it may achieve the principle of sustainability and the fair distribution of available water. This will be achieved in accordance to a

true growth vision that will take into consideration responsibilities on the National level. Water distribution should be a group effort not just the responsibility of the government and donor nations. This can be achieved by means of establishing an institution able to carry full responsibility without depending on monetary assistance from the government and donor nations. In the meanwhile, they should benefit from the financial assistance offered by donor nations and build upon it in order to guarantee the goal of self-reliance. This will guarantee the continuation and development of the sector in accordance with the comprehensive national vision. The PWA intends to achieve this by establishing the National Bulk Water Facility which will become responsible for developing additional resources to supply the four regional water facilities the PWA intends to establish (southern, eastern, northern and coastal water facilities). These facilities will be one per governorate. In reference to the Gaza Strip, The PWA and Ministry of Local Government have established the Coastal Water Facility to manage the distribution of water for drinking and household use for all of Gaza. This facility is currently somewhat performing that role despite the fact that it should be evaluated and some minor changes be made in its formation. Changes should also be made in reference to the nature of its relationship with other institutions, such as the Ministry of Local Government.

4. Restructuring the PWA itself on the basis of the results of the evaluation study to restructure the water sector and define its role and responsibilities. This will clarify between its regulatory role and responsibilities in the development of the sector as well as the method of combining between both roles while concentrating on its primary role as regulator. This will clarify its relationship with the Project Management Unit and the West Bank Water Department (National Bulk Water Facility).
5. Reevaluate the series of water laws, regulations and legislations in place in order to develop and renew them in a way that achieves the PWA's vision of developing the sector. This includes the Palestinian Water Law 3/2002 as well as preparing the necessary regulations and legislation to initiate it. On the other hand, this issue requires the reevaluation of the rules and regulations of existing institutions and facilities that provide water to customers (Ramallah Water Utilities, Bethlehem Sewage Authority, Municipalities and Joint Councils).
6. Reevaluating the desolate mechanism which was produced by the Oslo Accord, specifically, item #40 in reference to water and wastewater. Where as past experience has proven that the mechanism used along with dealings between Palestine and Israel does not by any means serve the goal of establishing a National Palestinian State or the infrastructure required to achieve that. Hopefully both the World Bank and Amnesty International's reports have proven that the current mechanisms in place ascertain the level of Israeli control over the development process in Palestine in a manner that restricts it. On the contrary, this serves Israeli strategic plans by means of an intervention known as "civil administrations" which contain 12 departments. All of these departments rely on a clear strategy in dealing with Palestinian territories based on the principle of being completely devoted to Israel by being considered as Israeli territory and not as a territory which will constitute the basis for a future Palestinian state.

This was reflected upon a series of projects the PWA introduced and discussed with Israel in 1995. These projects were in turn simplified, by Israel, to service projects lacking any long term developmental impact. This was apart from the many hardships and complications that amounted to the impossibility of implementing projects in areas classified as "C", despite their size and impact.

This resulted in the PWA being placed in front of national responsibilities on all levels to change the equation by means of all available capabilities. The PWA ascertained that it would strive to achieve the government's vision of becoming one unit despite the geographical classifications the Oslo Accord produced.

This will be reflected in its investment plan for the upcoming years and will rely on a series of standards the most important being:

- Initiating the preparation of projects with a developmental dimension that will lead to a change in the level of service according to territory not just focusing on projects that fulfill the needs of smaller communities. Focus will be directed towards un-serviced marginalized areas which lie mostly in Area "C".

- Linking the above standard to the establishment of institutions which will manage the supply service and ensuring its continuity. This will be achieved on the basis of a decentralized mechanism that relies on the principles of ensuring cost recovery with a margin for future development.
 - Increasing the capabilities of the local community and involving them in the process of supervision, management and decision making of the supply service system.
 - Devising a pioneering plan on the governorate levels which will include sanitation services and water treatment.
7. Increasing Arab, Regional and International Cooperation
- Direct international support, specifically European and American, has led to the unwillingness of the PWA to approach Arab Nations for support and only focus on the level of assistance from foreign countries.
- Perhaps we would not be exaggerating when we say that this circumstance has weakened the PWA's initiative spirit and has kept it imprisoned to the direct conditions of donor nations. Hence, the PWA has devised a plan in the future (while benefiting from past lessons) that will focus on retrieving that spirit and concentrate on gaining Arab support. This plan, however, will not neglect the importance of other donor nation's political and financial support.
8. Gather international support for the issue of Palestinian water rights as this is an element that is as important as sovereignty, development, humanitarian, social, economical and environmental. We must also focus on our nonnegotiable water rights to access water from the Jordan River on the basis of the rights of riparian countries as well as our rights to ground water.
9. Concentrate on water projects with a strategic dimension, such as the desalination projects in Gaza and Al Faskha.
10. Concentrate on wastewater services, on the basis of a vision to provide this service to all Palestinian communities. Note that most Palestinian cities have wastewater services despite that some need to be rehabilitated.
- However, it is more important to focus on wastewater, as it can be used as an additional source of water after being treated.
- It should be noted that the PWA has begun preparing a clear strategic plan to manage wastewater, in accordance to a vision that ascertains the importance of this water after it has been treated, to be used specifically for irrigation.
- This strategy takes into consideration wastewater which is produced in Palestinian Territories and later makes it way to Israeli Borders by emphasizing the importance of treating it inside Palestinian Territories.
- There are several options the PWA, in cooperation with the Palestinian Negotiation Affairs Department, is working on developing in order to discuss it with Israel while keeping in mind the importance of treating this water inside Palestinian Territories. One of these choices is replacing this water with fresh water with the same social, economical, and environmental standards, after treatment, as Israeli water is.
11. Support and expand negotiations with Israel.
12. Benefiting from a series of studies, as well as international expertise, while focusing on the PWA's role.
13. Developing training centers and coordinating the relationship with it. Establish these centers on governorate levels which will later help develop the work of future regional water facilities.

The following table shows an analysis of the strengths, weaknesses, opportunities and threats in the water sector:

An analysis of existing strengths, weaknesses opportunities and threats (SWOT Analysis)

Strengths	Weaknesses
<ul style="list-style-type: none"> • The existence of a current institution: the Palestinian Water Authority as regulator • The existence of laws and regulations • The existence of qualified staff in the water sector and institutions interested in the sector (universities, NGO's, research centers) • The ownership of some water sources • The existence of a National Water Council • The existence of a coordination mechanism in the sector with related institutions • The existence of strategic elements which can be expanded • The existence of a structure and system for some of the water providers • The existence of regulatory instruments which the PWA may benefit from and develop • Providing more than 70% of the main cities with sewage networks • The existence of different levels of water treatment plants • Treated water is a source that will save money 	<ul style="list-style-type: none"> • Israeli control over water sources and Palestinians inability to reach those sources • The PWA can't concentrate its efforts of being a regulator due to conflicting policies, the disintegration of institutions and their subordination • The absence of a clear strategy in directing funding in the water sector/PWA • Directing specific capacity building is not properly available in the water sector • Inadequate development of various internationally funded projects • The absence of clear mechanisms to enforce rules as well as conflicts and overlaps of entities involved in the water sector • Conditional funding in some instances • Underutilization of the National Water Council • An absence of some required expertise and competencies • The existence of the WBWD in its current organizational and dependency state along with the project management unit • The absence of environmental and water awareness regarding resources along with the absence of academic and social awareness • Poor participation of interest groups in planning and implementation of projects (women and divided groups) • The sanitation sector is not a priority of the water sector • The high costs of establishing sanitation networks • Difficulty in achieving a sanitation network that will recover costs in full • The absence of a clear strategy to manage the sanitation sector • The lack of awareness, on the political level, on the topic of sanitation • The inability to benefit from information technology systems
Opportunities	Threats
<ul style="list-style-type: none"> • Donors desire to support the sector • The existence of capable staff in the water sector along with institutions concerned with the sector (universities, NGO's, research centers) • The international community understanding the importance of the needs of the Palestinian water sector • The willingness of parties involved in the water sector to restructure it and assume roles assigned to them. The presence of funding for the sector and a resolution from the Council of Ministers (Water Sector Reform) • The ability to develop new and or alternative water sources • The ability to gain personal income from the sector by means of services offered (following the provisioning of the appropriate legislations) 	<ul style="list-style-type: none"> • Item #40 of the Oslo Accord along with all addendums including the JWC • The internal political situation (Israeli occupation and the situation in Gaza) • Israeli control over most water sources along with the conflicting control over the remainder by various entities in the West Bank and Gaza • The increase in demand of water and the lack of resources • The leakage of water sector expertise to different sectors • The existence of contaminates that threaten basins and other water sources • The weakness of the infrastructure (the percentage of water loss, sources, the low percentage of areas which receive water and sanitation coverage) not considering treated water a source • The weakness of the self initiative spirit and a dependency on outside assistance • The high indebtedness of the PWA to the PA's treasury as a result of the non payment of water dues by various

	<p>municipalities and the increase of cost for wastewater treatment by Israel</p> <ul style="list-style-type: none"> • Dispersion of the service utilities sector (water and wastewater) amongst various Ministries, departments, municipalities, and refugee camp committees and the lack of benefiting from the principle of "economies of scale" • The contamination resulting from the mixture of sewage from Jewish settlements with Palestinian water sources • The existence of Jewish settlements obstructs the construction of wastewater treatment systems
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The Priorities and Goals of the Strategy:

From the results of the SWOT Analysis, five strategic goals were derived for the sector plans of 2011 – 2013 as follows:

1. A political situation in Palestine that is just and fair on national, regional and international levels.
2. The existence of a legal and institutional environment, built on the rules of wise ruling able to manage the water sector and insure its prosperity.
3. The availability of water sources with adequate quality and quantity. These sources must be conserved, able to reach and beneficial.
4. Contribute to reaching an advanced level of: living, health, environmental and social, for all segments of society.
5. Institutions that will function in an effective and competent manner on the basis of cooperation between all segments of society.

In a joint effort, the policies for each of the five strategic goals (above) were defined. The level of intervention, resources, responsibilities and indications for each goal was also defined.

Monitoring and Evaluation:

The process of monitoring and evaluation are essential for the continuation of implementing the sector plan in its various stages. This process is fundamental in assessing the level of accomplishment of the plan and is a means to correct its performance and guide it in a way that will best serve the sector. This process also guarantees the achievement of the desired results from the plan.

The process of monitoring and evaluation is composed of two levels of indications.
The first level – Advanced indications about the sector:

The following indications point out the level of advancement that the water sector achieves through the passage of time. These indications are applicable to more than one policy as follows:

The First Strategic Objective: Achieving a political situation in Palestine which is just and fair on the national, regional and international levels.

The indication to achieving the first strategic objective: Ending Israeli obstructions associated with the application of item #40 (Oslo Accord).

The Second Strategic Objective: The existence of a legal and institutional environment based on the principles of wise governance and able to manage the water sector in a way to insure its sustainability.

The indication to achieving the second strategic objective: A structure aimed at the water sector and the determination of laws by legislative parties.

The Third Strategic Objective: The availability of water sources with suitable quantity and quality. Conserving these sources as well as being able to reach and utilize them.

The indication to achieving the third strategic objective: Defining Palestinian water rights and beginning to exploit them.

The Fourth Strategic Objective: Contributing to achieving an advanced level in the standards of living, health, environment and social for all segments of society.

The indication to achieving the fourth strategic objective:

- Average per capita consumption of water rises from 75 liters/day to 120 liters/day.
- Non-served communities are reduced from 121 to 50.
- An increase in beneficiaries of water supply services.
- An increase in beneficiaries of sanitation services.

The Fifth Strategic Objective: Institutions that work in an effective and competent manner based on the principle of participation of all segments of society.

The indication to achieving the fifth strategic objective:

- Strategic plans that are based on the participation of all segments of society and civilian institutions.
- An increase in the level of satisfaction from water supply services among beneficiaries.
- An increase in the collection of dues by 20%.

In regards to the second level, the indications of the sectoral results that measure the level of emerging performance achieved by each of the policies appear. These results show the extent of output or, the objectives needed to achieve an intervention or series of interventions. The following tables show these indications in the fifth column and are separated according to the progress of work in the intervention in its technical and timeframe stages.

The PWA relies on the annual general indicator as a primary basis to assess the level of advancement in the achievement of this indicator. This includes a series of activities that the PWA needs to achieve in accordance to the working plan the PWA's Project Management Unit is preparing (preparing the idea for the project, obtaining the required permits, obtaining funding, preparing technical studies, advertising tenders, signing agreements).

The First Strategic Objective: Achieving a political situation in Palestine which is just and fair on the national, regional and international levels

Policy	Intervention	Responsible Party	Cost in thousands/Shekel	Indication	Specific Target		
					2011	2012	2013
Provide support for water and sanitation services in all parts of the country by means of separating the subject of water from internal and external political disputes	Discover a political context allowing work to be done in the Gaza Strip	The executive political level	Undetermined	The PWA will be able to completely perform their duties in the West Bank and Gaza	70%	20%	10%
	Create a Palestinian community-based coalition between the West Bank and Gaza, as water is a humanitarian right that takes precedence over political differences	The executive political level	Undetermined	All water-related institutions will be able to perform their duties freely in the West Bank and Gaza	70%	20%	10%

Policy	Intervention	Responsible Party	Cost in thousands/Shekel	Indication	Specific Target		
					2011	2012	2013
Ending the misproportion caused by item #40 in the 1995 Oslo Accord and ending threats posed by Jewish settlements	Creating a political situation that employs international political support to remove Israeli restrictions which include item #40	The executive political level	2000	Water projects may be executed without being subjected to Israeli restrictions	70%	20%	10%

Policy	Intervention	Responsible Party	Cost in thousands/Shekel	Indication	Specific Target		
					2011	2012	2013
Amend work rules with donors	Draft a Palestinian policy to direct investments	Ministry of Finance	Undetermined	Donor funding will be in accordance to the priorities of the sectoral plan	70%	20%	10%
	Prepare Palestinian institutions to lead and direct investments in the water sector	Ministry of Finance	500	Institutions working in the sector will devise their projects in accordance to the sectoral plan	70%	20%	10%

The Second Strategic Objective: The existence of a legal and institutional environment based on the principles of wise governance and able to manage the water sector in a way to insure its sustainability.

Policy	Intervention	Responsible Party	Cost in thousands/Shekel	Indication	Specific Target		
					2011	2012	2013
Direct the current structure to the water sector	Repair and restructure the water sector which includes: the legal, institutional, and technical framework in order to ensure the sustainability of water institutions as well as compensate for the operation and maintenance expenses	The Palestinian Water Authority	28,000	A predetermined sector structure	25%	35%	40%
				Develop the current water sector laws			
				The absence of conflict in water related laws			

Policy	Intervention	Responsible Party	Cost in thousands/Shekel	Indication	Specific Target		
					2011	2012	2013
Correct the legal situation governing the water sector including the ownership of water resources	Regulating the rights and duties of using water resources	The Palestinian Water Authority	400	Preparing a law project along with the regulations related to it	30%	40%	30%

Policy	Intervention	Responsible Party	Cost in thousands/Shekel	Indication	Specific Target		
					2011	2012	2013
Achieve the principle of cost recovery for all expenses	Repair and restructure the water sector which includes: the legal, institutional, and technical framework in order to ensure the sustainability of water institutions as well as compensate for the operation and maintenance expenses	The Palestinian Water Authority	400	Service providers/ institutions capable of covering their own operating and maintenance expenses	50%	25%	25%

The Third Strategic Objective: The availability of water sources with suitable quantity and quality. Conserving these sources as well as being able to reach and utilize them.

Policy	Intervention	Responsible Party	Cost in thousands/Shekel	Indication	Specific Target		
					2011	2012	2013
Increase and develop water sources. Rehabilitate the infrastructure, including water networks	Develop existing water resources by: A. digging and preparing 15 new wells	The Palestinian Water Authority	135,000	Providing 20 million cubic meters of additional water	20% by conserving quantities	35% by conserving quantities	45% by conserving quantities
	B. Establishing two water treatment plants in 1) Al Faskha 2) Gaza Strip	The Palestinian Water Authority	2,800,000	Treating 22 million cubic meters of water in Al Faskha Treating 50 million cubic meters of water in Gaza	10%	15%	35%
	C. Benefiting from the establishment of dams to collect rain water	The Palestinian Water Authority	15,000	Collecting 2 million cubic meters of water for different uses. Establishing 3 pioneering dams	35%	45%	20%
					35%	45%	20%
	Rehabilitating 124 water wells		60,000	Increasing the productive capabilities of the wells by 20%	35%	45%	20%
Develop the skills and improve the conditions of workers in the water sector	The Palestinian Water Authority	2000	Increase the level of job satisfaction for workers	35%	45%	20%	

Policy	Intervention	Responsible Party	Cost in thousands/Shekel	Indication	Specific Target		
					2011	2012	2013
Providing and maintaining qualified staff. Intensify the use of suitable technology	Improving sanitation networks	The Palestinian Water Authority	2,000,000	Providing 24 million cubic meters of water annually for agricultural purposes	15%	20%	30%
				Treating 35 million cubic meters of water annually	15%	20%	30%
				Constructing 25 sewage networks	15%	20%	30%
				Construction 10 water treatment plants	15%	20%	30%
	Adopting suitable standards in regards to choosing the right technology based on local circumstances	The Palestinian Water Authority	9,200	Having a users guide for technology	15%	20%	30%

The Fourth Strategic Objective: Contributing to achieving an advanced level in the standards of: living, health, environment and social for all segments of society.

Policy	Intervention	Responsible Party	Cost in thousands/Shekel	Indication	Specific Target		
					2011	2012	2013
Supplying communities with adequate quantities of high quality water and joining them with sanitation services.	Establishing and readying a water (from reliable sources) distribution network to serve areas not currently serviced	The Palestinian Water Authority	400,000	52 communities served by water distribution networks	40%	30%	30%
	Rehabilitating water networks	The Palestinian Water Authority	500,000	Rehabilitating the water networks of 100 residential communities	40%	30%	30%
	Activate a system to monitor and control water wells in the south	The Palestinian Water Authority	12,000	The southern wells will be joined to an effective monitoring and controlling system	40%	30%	30%
	Activate a system to monitor water quality	The Palestinian Water Authority	10,000	Effective and advanced labs	40%	30%	30%

Policy	Intervention	Responsible Party	Cost in thousands/Shekel	Indication	Specific Target		
					2011	2012	2013
Considering the reuse of treated water as source which will contribute to social, economical and environmental development	Establish regional and local systems to reuse treated water	The Ministry of Agriculture	60,000	5 effective regional systems and 5 effective local systems	33%	33%	34%
	Encouragement and incentive programs to urge farmers to use and benefit from treated water	The Ministry of Agriculture	20,000	60% of treated water will be used for agriculture	33%	33%	34%

The Fifth Strategic Objective: Institutions that work in an effective and competent manner based on the principle of participation of all segments of society

Policy	Intervention	Responsible Party	Cost in thousands/Shekel	Indication	Specific Target		
					2011	2012	2013
Promote and maximize the participation of civilian institutions, the private sector, women's groups and marginalized groups in planning and decision making	Incorporating the principle of participation in planning and decision making within legislations of institutions working in the water sector	The Palestinian Water Authority	1200	Conducting 100 workshops	33%	33%	34%
				Conducting 20 workshops for local councils	33%	33%	34%

Policy	Intervention	Responsible Party	Cost in thousands/Shekel	Indication	Specific Target		
					2011	2012	2013
Developing the capabilities of staff and institutions working in the water sector. Access and optimal use of information technology in the development of the sector	Assessing organizational ad training needs of the sector. Organizing programs to develop capabilities in accordance with the National Training Policy	The Palestinian Water Authority	5000	A unit equipped to manage the training	40%	30%	30%
				Preparing and executing clear training programs	40%	30%	30%

Policy	Intervention	Responsible Party	Cost in thousands/Shekel	Indication	Specific Target		
					2011	2012	2013
Increasing the level of awareness in water issue on all levels	Assessing the level of awareness of various water issues on the national level. Placing suitable awareness programs	The Palestinian Water Authority	1000	70% of residents have been introduced to on awareness program	30%	30%	40%