

## **Jordan**

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### **Small Ruminants Investment and Graduating Households in Transition Project Supervision Report**

Mission Dates: 1-15 July 2020

Document Date: 10/08/2020

Project No. 2000001478

Report No. 5467-JO

Near East, North Africa and Europe Division  
Programme Management Department



## Abbreviations and Acronyms

4P	Producers, Public Private Partnership
ACC	Agricultural Credit Corporation
AWPB	Annual Work Plans and Budget
BP	Business Plan
CBJ	Central Bank of Jordan
DRC	Danish Refugee Council
EU	European Union
ESMP	Environmental and Social Management Plan
FAO	Food and Agriculture Organisation
FARMS	Facility for Refugees, Migrants, Forced Displacement and Rural Stability
FFS	Farmers Field School
FST	Farmer Support Teams
FTU	Field Team Unit
GA	Graduation Approach
GFT	Government Field Team
GI	Geographical Indication
GoJ	Government of Jordan
GYAP	Gender and Youth Action Plan
GRM	Grievance and Redress Mechanism
HH	Household
HFDB	Hashemite Fund for Development of Badia
IFAD	International Fund for Agricultural Development
JD/JOD	Jordan Dinar
JHCO	Jordan Hashemite Charity Organization
JRF	Jordan River Foundation
JOHUD	Jordan Hashemite Fund for Human Development
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoPIC	Ministry of Planning and International Cooperation
MoU	Memorandum of Understanding
MTR	Midterm Review
NAF	National Aid Fund
NAIS	National Animal Identification System
NARC	National Agricultural Research Centre
NGO	Non-Governmental Organisation
NRC	Norwegian refugee Council
ONBP	Open Nucleus Breeding Programme
PDO	Project Development Objective
PM	Project Manager
PMU	Project Management Unit

PPR	Peste des Petits Ruminants
REGEF	Rural Economic Growth and Employment Project
SA	Special Account
SDC	Swiss Agency for development and Cooperation
SC	Steering Committee
SIGHT	Small Ruminant Investment and Livelihood Improvement Project
SECAP	Social, Environmental and Climate Assessment Procedures
SME	Small and Medium Enterprises
SOE	Statement of Expenditure
SWOT	Strengths, Weaknesses, Opportunities and Threats
TC	Technical Committee
UNHCR	United Nations High Committee for Refugees
USD	Dollar of the United States of America
WFP	World Food Programme
WHO	World Health Organization

## A. Project Overview

Region:	Near East, North Africa and Europe Division	Project at Risk Status:	Actual problem
Country:	Jordan	Environmental and Social Category:	B
Project Name:	Small Ruminants Investment and Graduating Households in Transition Project	Climate Risk Classification:	2
		Executing Institution:	not available yet
		Implementing Institutions:	not available yet
Project ID:	2000001478		
Project Type:	Credit and Financial Services		
CPM:	Mohamed Abdelgadir		
Project Director:	Faisal Al Barakeh		
Project Area:	not available yet		

Approval Date:	08/09/2017	Last audit receipt:	not available yet
Signing Date:	20/09/2017	Date of Last SIS Mission:	15/07/2020
Entry into Force Date:	07/11/2017	Number of SIS Missions:	3
Available for Disbursement Date:	25/06/2018	Number of extensions:	0
First Disbursement Date:	06/07/2018	Effectiveness lag:	2 months
MTR Date:	not available yet		
Original Completion Date:	31/12/2023		
Current Completion Date:	31/12/2023		
Financial Closure:	not available yet		

### Project total financing

<b>IFAD Financing breakdown</b>	Near East, North Africa and Europe Division	\$500,000
	IFAD	\$8,400,000
<b>Domestic Financing breakdown</b>	National Government	\$4,690,000
<b>Co-financing breakdown,</b>	Facility for Refugees, Migrants, Forced Displacement and Rural Stability	\$950,000
	Facility for Refugees, Migrants, Forced Displacement and Rural Stability	\$2,315,000
	To be determined	\$3,236,000
	Facility for Refugees, Migrants, Forced Displacement and Rural Stability	\$3,900,000
<b>Project total financing:</b>		<b>\$23,991,000</b>

### Current Mission

Mission Dates:	1-15 July 2020
Days in the field:	Non. Remote Mission

Mission composition: Mohamed Abdelgadir, Country Director and Mission Leader; Alban Bellinguez, Livestock specialist and technical team leader; Faisal Awawdeh, Livestock specialist; Saskia Bauner, Institutional Development specialist; Tala Malakha, Gender and Targeting specialist; Christa Ketting, Social Inclusion specialist,; Aziz Al-Athwari, Financial Management Specialist, Nathalie Gebrayel, Procurement specialist, Alisia Sansoni, Monitoring & Evaluation specialist; Tarek Abdel Monem, Environment and Climate Change specialist

Field sites visited: By team of local consultants: Mafraq Unit (2 BP and Khanasreh station), Irbid unit (5 BP), Madaba Unit (3 BP and Al Walleh station). Remote mission for international consultants

## B. Overall Assessment

Key SIS Indicator #1	Ø	Rating	Key SIS Indicator #2	Ø	Rating
Likelihood of Achieving the Development Objective		4	Assessment of the Overall Implementation Performance		3

<b>Effectiveness and Developmental Focus</b>	<b>4</b>	<b>Project Management</b>	<b>3</b>
Effectiveness	3	Quality of Project Management	3
Targeting and Outreach	3	Knowledge Management	4
Gender equality & women's participation	4	Value for Money	3
Agricultural Productivity		Coherence between AWPB and Implementation	3
Nutrition		Performance of M&E System	3
Adaptation to Climate Change	4	Requirements of Social, Environmental and Climate Assessment Procedures (SECAP)	4

<b>Sustainability and Scaling-up</b>	<b>4</b>	<b>Financial Management and Execution</b>	<b>4</b>
Institutions and Policy Engagement	4	Acceptable Disbursement Rate	2
Partnership-building	4	Quality of Financial Management	4
Human and Social Capital and Empowerment		Quality and Timeliness of Audit	
Quality of Beneficiary Participation	4	Counterparts Funds	5
Responsiveness of Service Providers	4	Compliance with Loan Covenants	4
Environment and Natural Resource Management	4	Procurement	3
Exit Strategy			
Potential for Scaling-up			

<b>Relevance</b>	<b>4</b>
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## C. Mission Objectives and Key Conclusions

### Background and Main Objective of the Mission

An Implementation Support and Supervision mission (ISM) of the Small Ruminants Investment and Graduating Households in Transition Project (SIGHT) was jointly conducted by an IFAD team and the Project Management Unit from July 1st to 15th, 2020 to assess the progress of the project in its third year of implementation. The overall objective of the mission was to assess the project relevance and overall progress towards achieving the objectives. It was also aimed at assessing the effectiveness of the project's targeting and gender mainstreaming strategy including equitable benefits accruing to women, efficiency in project implementation including assessment of the PMU capacity as well as of implementing partners, and the expected impact on food security and incomes of the rural poor including the Syrian Refugees.

Because of the current sanitary situation in the Country and travel restrictions around the globe, most of the mission took place remotely. General and bilateral virtual meetings were organized between the IFAD consultants' team, the PMU, The Field Technical Units, the Ministry of Agriculture (MoA), Ministry of Planning and International Cooperation (MOPIC), the National Centre for Agricultural Research (NARC), the breeding stations and breeding partners, the Agriculture Credit Corporation, UNHCR, WFP, FAO, NRC, JRF, DRC, NAF, JHCO, JOHUD. Field missions were also conducted by the national livestock consultants in Mafrq Unit (visits to 2 Breeding Partners and Khanasreh station), Irbid unit (5 BP), Madaba Unit (3 BP and Al Walleh station). The mission was privileged to briefly discuss the mission findings with H.E the Minister of Agriculture.

The mission would like to thank the Government of the Hashemite Kingdom of Jordan for its continuous support during this mission.

This report summarises the mission's main findings and recommendations that were presented and discussed at a wrap-up meeting with MoPIC, MoA and the key stakeholders on July 15th, 2020. The recommendations outlined in this document are subject to confirmation by IFAD Management and the Government of the Hashemite Kingdom of Jordan.

### Key Mission Agreements and Conclusions

The project has entered in its 3rd year of life but is experiencing major delays in implementation: Component 1 (Investment in farmer services) has started but is behind schedule, and component 2 (Graduation and access to finance) has not been launched yet. This implementation delay is illustrated by the extremely low disbursement rate, which stands at 24% for the overall disbursement, including advances, but at only 4% for the actual disbursement.

Most of the delays are related to management issues: decision making processes, procurement, and recruitment. There is a need to clarify the roles of the different decision making committees (steering committee, procurement committee, recruitment committee, technical committee), to make sure that there is no overlapping between governance organs, that decisions are taken when needed and without delays, and that national and IFAD regulations, as well as provisions of the financing agreement, are observed.

The project is understaffed, both at PMU and field levels. This problem will worsen once component 2 (Livelihood investments and access to financial services) starts and it will be necessary to significantly strengthen the human capacities of the project, both by recruiting additional workforce, or by seconding MoA staff. The payment of allowances and incentives to field staff and the issue of their mobility should also be resolved as quickly as possible to ensure project dividend in the field.

Several procurements need to be fast tracked to unlock project implementation; this includes but not restricted to: procurement of cars, equipment for the stations, and breeding stock.

Component 1 doesn't face major conceptual or technical issues and is mostly constrained by implementation issues. For component 2, the main challenge will be to kick start the implementation of the Graduation Approach. The mission has conducted an institutional assessment of potential implementation partners, and is suggesting a mixed implementation approach involving MoA as lead and coordination body, but also other government institutions (e.g. NAF), and national NGOs for specific tasks (targeting, coaching...).

In order to overcome the issues around implementation, this report provides clear guidance and recommendations on how to proceed with implementation over the next couple of months. IFAD decided to advance the project's midterm review mission to early 2021 in order to verify the implementation status and take appropriate action if needed. Over the next couple of months, the project and IFAD will communicate regularly about the status of implementation.

## D. Overview and Project Progress

### Component 1: Investment in Farmers Services



## Subcomponent 1.1 Enhancing Public services

**Breeding stations:** the rehabilitation of three stations is behind schedule. Rehabilitation of Wallah and Fujij stations are completed, but progress in Khanasreh is estimated at around 15%. The major challenge faced is related to transferring the sheds. This delay will put the station in front of a major challenge to provide sufficient space for hosting the 400 sheep that are expected. However, even once completed, the rehabilitation works will leave some gaps on aspects that had not been catered for at design or in the technical specifications. The Steering Committee (SC) could consider using the budget initially allocated to the Mafraq quarantine to finance these works. NARC training centre at Khanasreh has been rehabilitated but not yet supplied with the needed furniture and equipment yet.

**Breeding partners:** SIGHT has selected 17 breeding partners (BPs) and signed MOU with 12 which is an essential step to achieve the objectives of the breeding programme; The BPs have received training but assessment of their stock has not been conducted as per plans. More BPs need to be recruited in 2020 and 2021.

**Breeding stock:** The tender for purchase of Awassi sheep has been awarded, and 240 out of 400 heads have already been handed over to Khanasreh, while 200 heads are expected to be sent to Fuji station. The purchase of animals has been suspended due to the sanitary crisis. The total target of 600 heads is likely to be achieved by the end of the year. For Shami goats, the establishment of the elite stock at Walla has been delayed by procurement issues. The tender for procuring selected animals was launched twice but was either unsuccessful or aborted. This delay highly compromises the execution of the goat breeding programme and purchasing animals outside the Country must be considered considering the unavailability of large numbers of quality animals in the Country. In the meantime and considering the high level of inbreeding in Walaa flock, local purchase of selected bucks would be required.

**Dissemination of genetic material:** Because of the delays in establishing the elite flocks, dissemination of improved animals to BPs and farmers is behind schedule NARC produced at Al-khanasri station 40 improved ram and distributed 15 of them to the BPs added to the 15 improved rams which were sent to Fujij station in 2019. The mission is concerned about the capacity of the project to achieve the final target of 5,400 improved animals to be distributed to farmers. Implementation of the breeding programme therefore needs to be fast-tracked. Distribution of ewes should be considered, as well as wider use of AI, including through mobilization of external service providers. If qualified private service providers are not available, the project should envisage training some.

**Animal health and AI:** The mission noticed delays in rehabilitation of laboratories for animal health and AI. The delay on AI laboratories will hamper the execution of the breeding programme. Rehabilitation of Mafraq quarantine is not needed anymore since Government has built a new quarantine on its own resources. The budget initially allocated (USD 250,000) could be used to address gaps in rehabilitation of stations (milking machines, sheds), or for additional investments in disease surveillance.

**Geographical Indication:** The characterization of Awassi sheep and Shami goats have been achieved and based on this, the two breeds were officially registered as Jordanian breeds. An application was also tabled to register the GI for Jordanian Awassi. This is a commendable achievement, but the post registration roadmap remains unclear and needs to be agreed upon. The mission was not convinced by the relevance of building the animal stock at HFBD station. To advance the GI agenda, priority should rather be given to market study, product characterization, development of specifications, and institutional setup for the management of the GI.

**Animal traceability:** the purchasing of tablets and readers for animal registration is ongoing. However, the information management system which is the core of the mechanism is not fully functional and would require upgrade. Considering the lack of local expertise of this matter, it is recommended to recruit international TA to assist. Traceability being a key requirement of implementation of GI, it will also be needed to consider linkages between the two activities.

**Technical assistance and capacity building:** several trainings and workshops for SIGHT and MoA staff were planned for this year but all were postponed to the Martial Law. Establishment of 20 FFS was also planned but the proposal was not approved by the SC since this was not part of the initial design. Considering that FFS will also be implemented under SC2.1 as part of the graduation approach, and given the successful records and expertise of MoA in FFS, it is recommended to maintain this activity under 1.2, for small ruminants farmers that are not eligible under the graduation approach. Conventional training should be maintained in parallel for specific domains or target groups.

## Subcomponent 1.2 Improving community and private sector services

**Rangeland reserves:** There has been some progress in this activity where the team completed the evaluation of the vegetation cover of Rajib and Daba'a reserves. Findings from the study found a decline in vegetation cover and it has been agreed to update the report with the main reasons behind this decline. Due to the fact that local communities in Al Faisalya reserve did not show much eagerness to work with the project, in addition to lack of protection from MoA as a result of low number of guards and absence of proper fencing, it was recommended that activities are transferred to Ma'in reserve where the communities are open to cooperate. The geographical and topographical studies for water harvesting have been delayed due to the COVID-19. After the studies, the Jordan Valley Authority will be consulted to select the final sites. It is recommended that the project organises exchange visits with other rangeland reserves that have been rehabilitated to learn about the best practices in community-based rangeland management. The lessons learned from

these visits should then be integrated into the training programme.

**Livestock nutrition:** Little progress has been achieved on this activity since the last mission. The call for proposals is being launched and the SC has advised to consider in priority applications from Cooperatives. However, the mission is of the opinion that proposals submitted by groups of farmers, or groups in joint venture with private sector actors (as per the IFAD 4Ps approach) could also be considered. Considering the high dependency on imports for animal feeding, SIGHT should support in priority projects aiming at valorising locally available by products.

### **Subcomponent 1.3 Policy support**

Some moderate progress has been achieved on this activity. Attempts to enter into a MoU with FAO to get assistance on policy formulation have not been successful and the PMU resorted to conduct this activity itself with the help of consultants. PMU has organized consultation workshop to identify policy issues that will need to be addressed in priority and the following topics have identified: (i) breeding strategy including conservation of genetic resources (ii) Policy of animal traceability (iii) animal feed policy including feed subsidies and alternative feed resources, (iv) small ruminant policy/development strategy, and (v) extension policy.

## **Component 2: Livelihoods investments and access to financial services**

### **SC 2.1 Grants for graduation into sustainable livelihoods**

The implementation of comp 2.1. has not started yet. The procurement process for an implementing partner for the graduation approach (GA) was cancelled in March 2020 due to the poor preparation of the procurement documents which were uncompliant with IFAD's and national rules and procedures.

The mission appreciates the proposal for a technical re-design of component 2.1. by the MoA. Based on the findings of an institutional assessment of potential implementing partners the mission suggests a mixed implementation mechanism for the GA : MoA will be the lead and coordination body, other government institutions like National Aid Fund (NAF), NARC and local NGOs will be responsible for specific tasks. MoA will be responsible for the procurement. The PMU with assistance of an IFAD consultant should elaborate the detailed implementation structure with clear roles and responsibilities for all involved actors in the four GA pillars -1) social protection 2) livelihoods promotion, 3) financial inclusion 4) social empowerment - and targeting. The mission recommends as well, a detailed work plan prepared by the PMU for the preparation, piloting and upscaling in the selected Governorates.

The GA is targeting the extreme poor/ poor Jordanian and Syrian Refugees. The MoA will be responsible for the targeting with support from NAF, UNHCR on data and a local NGO for the design of a detailed targeting strategy and the selection of beneficiaries. A detailed targeting strategy needs to be in place to identify the most vulnerable members of the Jordanian communities and Syrian Refugees in the six governorates. The strategy needs to define criteria and prioritization tools for beneficiary selection, it will have to include a minimum of 4 beneficiary profile categories and a detailed targeting approach outlining the activities to be undertaken to ensure a transparent and context sensitive targeting. Prior to the development of the targeting strategy, a vulnerability assessment resulting in a description of the vulnerability context of extreme poor and poor Jordanians and Syrian refugees, their needs and aspirations should take place. The necessary ToR for the consultancy either implemented by a consultant of a NGO will be developed by the PMU with support from IFAD.

Social protection through unconditional cash transfer is foreseen for the extreme poor Jordanians and Syrian refugees. The MoA will be in charge for the cash support. For the cash distribution the mission suggests to use NAF's cash distribution system for the support to Jordanians and a NGO selected in a competitive process for the Refugees. An MoU for the collaboration with NAF needs to be developed by the PMU; ToR for selecting the NGO will have to be developed by the PMU with support of a consultant.

Livelihoods promotion will include off and on farm related skills-training for self-employment or a wage job, as preferred by participants, supplemented by asset transfer, seed capital, to procure a market-viable asset or start a business. FFS on small ruminant production, small-scale dairy processing, other food processing and climate smart crop production will be integrated into the GA. Its integration will strengthen the links between comp 1 and 2. The FFS on small ruminant dairy processing will allow targeting women, including refugee women who will be empowered as their responsibility is milk processing and selling. The formation of self-help groups of women will be encouraged to have a better option producing quality products and accessing the market. As a group the women can buy better processing equipment. The Extension Department (MoA) will be responsible for the implementation of FFS. Specific curricula and manuals for small ruminant and food processing will need to be developed and trainings in new curricula and refresher trainings for facilitators will take place. The Master Trainer of the MoA should take the lead role in training. The 110 extension agents of the MoA, supplemented by elite farmers, will act as facilitators. Either NARC or FAO could support/backstop the extension directorate in the development of curricula and trainings. For off farm related training like handicrafts or wage jobs a local NGO will be selected. The same NGO responsible for the off farm related trainings will have to do a market assessment to define viable value chains in at least 4 economic sectors among them the agriculture/ livestock sector for the economic inclusion of the beneficiaries.

Financial inclusion will promote direct access to convenient formal or informal access to financial services accompanied

by financial literacy which will improve future financial security and livelihoods promotion. A local NGO will be responsible for the development of the training curricula for both – FFS related and specific financial inclusion training groups. The PMU will develop ToR for the financial inclusion with the support of a consultant.

The social empowerment is to be conducted by up to 50 coaches, hired trained and supervised by a NGO. Coaching of each individual beneficiary includes development of a livelihood roadmap, regular check-ins and life-skills support on health and social issues that build confidence, resilience and promote social inclusion. The ToR for the Implementing Partner for all off farm related trainings, financial inclusion and coaching, life skills training should be developed by the PMU with support of a consultant.

To create smooth implementation modalities the mission suggests the formation of two procurement packages for NGOs: 1) distribution of the cash transfer to Syrian Refugees; 2) 1 package for a IP responsible for supporting the PMU in targeting, off farm related training activities, financial inclusion, lifeskills training, coaching as well as market assessment and vulnerability assessment.

It is also recommended that the PMU attends UNHCR-hosted working groups that consists of various organizations working with refugees to ensure complementarity of the project interventions and to share lessons learned on the GA.

The mission discussed the mission findings on GA with the Swiss Agency for development and Cooperation (SDC) which co-finance subcomponent 2.1. SDC expressed serious concern about delays in the implementation of GA and questioned MOA capacity to implement the recommendations to expedite the implementation of the GA. IFAD promised to closely monitor the process within the suggested timeline which will be finally assessed next February. SDC clearly indicated that should no/too little progress be made by then, IFAD and SDC will agree to reallocate the grant to another country benefiting from FARMS.

## SC 2.2 Lending facility for rural businesses

This activity has not started yet as the agreement with Agricultural Credit Corporation (ACC) has been signed in May 2020 and was put on hold as a result of COVID-19.

The selection of ACC as a lending facility is very positive given the limited formal financial institutions available for farmers and agricultural workers. However, there is still ambiguity on the roles and responsibilities between the two parties (specifically with regards to outreach and targeting, training of potential loan applicants). It's also important to highlight the lending process from application to final decision to beneficiaries along with expected timeframe to know the decision to FSTs and of course to beneficiaries through the outreach campaigns and awareness sessions.

The mission team has developed a short survey to understand the perception and preference of loans through formal or informal modalities by beneficiaries. It will help the PMU to adjust the activity to improve communication methods to targeted beneficiaries. It was agreed to conduct the survey before the activity starts

The targeting criteria for ACC is flexible for women inclusion (collateral provided is flexible). The process is seen as efficient according to ACC's director following the de-centralization law in Jordan where the decision-making process is done on the local level through the branch managers of ACC.

For this activity to be implemented in a smooth manner, additional staffing is required by the PMU in the field to ensure better targeting and information dissemination on terms and conditions of the loans. Additionally, they will be in charge of following up with loan recipients (along with ACC staff) in order to ensure the smooth implementation and progress of beneficiaries. These FSTs will report on progress, challenges or any issues that may arise to the Finance Manager.

To increase synergies with comp 1, it is recommended to prioritize beneficiaries trained to be loan recipients and to ensure that the loan beneficiaries who purchase animals do it through the breeding programme. This approach will ensure the complementarity of activities and complete support provided to farmers.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Animal Traceability Workplan</b> Prepare a detailed work plan for animal traceability and contract international expert to visit the country	Livestock Directorate/MoA, Programme Officer/PMU	08/2020
<b>Breeding Plan</b> Roll out breeding plan as agreed	PMU, NARC, MoA	08/2020

<b>Breeding partners</b> Increase number of BPs to increase outreach of breeding programme	PMU, MoA, NARC	08/2020
<b>Geographical Indication</b> No need to create animal stock at HFBD station. Focus on market study, product characterization, development of specifications, institutional setup and recruit consultant to clarify GI roadmap	PMU, MoA, HFBD	08/2020
<b>Evaluation of rangelands reserves</b> Update the evaluation report with the main reasons for decline in vegetation.	Rangelands team	08/2020
<b>Rangelands reserves sites</b> Rangeland activities to be transferred from Al Faisalya Reserve to the Ma'in Reserve in Madaba.	IFAD and PMU	08/2020
<b>Exchange visits on reserves</b> Conduct exchange visits with other reserves that were rehabilitated through previous projects (e.g. World Bank project).	PMU	08/2020
<b>Policy expert</b> Fastrack recruitment of policy expert (consultant)	PMU, MoA	08/2020
<b>Support on Graduation Approach</b> Recruitment of a consultant to support kick start of preparation phase	IFAD	08/2020
<b>Project Implementation Manual</b> Update PIM to reflect redesign modalities of subcomponent 2.1.	PMU/ IFAD	08/2020
<b>Overall and Annual Work Plan</b> Preparation of an overall workplan for the entire duration of the project and a more detailed annual workplan with support of a consultant secure approval from the SC	PMU – GA expert	08/2020
<b>Develop a Communication plan</b> Outreach to potential beneficiaries (eligibility, terms and conditions, application process, feedback mechanism) using flyers, pamphlets, brochures	PMU with support from ACC	08/2020
<b>Develop Standard Operating Procedure (SOP) for rural financing</b> Guidance document to be used and referenced by Field teams; listing eligibility criteria, beneficiary selection, application process, monitoring mechanisms and others	PMU/ACC	08/2020
<b>Rehabilitation of stations</b> Close follow up of contractors for Stations rehabilitation	PMU	09/2020

<b>Farmers Field Schools</b>  Consider FFS under Comp 1 for less vulnerable farmers, in parallel to conventional training, and use BPs as facilitators and aggregation points for access to services and markets	PMU, MoA, NARC	09/2020
<b>Feed pilots</b>  Do not restrict target groups to coops (also farmers groups or 4Ps)	PMU, MoA	09/2020
<b>Development of a targeting strategy</b>  Comprehensive and implementable targeting guidelines have been developed in line with the provisions in the project design documents adhering to pre-existing agreements on the targeting of Syrian Refugees and Poor Jordanians	PMU/FST with support from IFAD	09/2020
<b>Farmer Field Schools</b>  The curricula for small ruminant production, small scale dairy processing and food processing have been developed. Facilitators, extension agents and elite farmers as facilitators have been trained with the FFS approach being rolled out	PMU and the extension department	09/2020
<b>IP Selection</b>  An Implementing Partner for off-farm related trainings around financial inclusion, social empowerment (coaching and life skills training), targeting, market assessment has been selected	PMU with IFAD support	09/2020
<b>Setup a monitoring and feedback system for loans by PMU</b>  Setup a feedback mechanism for approved and rejected loans	PMU/ACC	09/2020
<b>Develop a workplan for loan provisioning</b>  Develop a comprehensive workplan detailing activities along with roles and responsibilities of PMU & ACC	PMU/FTs	09/2020
<b>Coaching</b>  A clear training and coaching plan should be developed (PMU, extension department and the selected NGO).	PMU with IFAD support).	10/2020
<b>Purchase of goat breeding stock</b>  Purchase goats from Cyprus to start goat programme and purchase few bucks from elite flocks to reduce inbreeding at Walah	PMU, MoA	11/2020
<b>Artificial Insemination</b>  Upscale Artificial Insemination to increase dissemination of improved genetics and consider mobilizing external SPs for Artificial Insemination If qualified AI service providers are not available, envisage training some	PMU, NARC, MoA	11/2020

<b>Quarantine budget</b>  Consider re-allocation of budget strategically, either for additional investments in stations, or for disease surveillance. PMU to develop proposal for repurposing of quarantine funds to submit to SC and IFAD	SC, MoA, NARC	11/2020
<b>Animal traceability</b>  Recruit international expert to support animal traceability system upgrade	PMU	11/2020
<b>Implementation of training and coaching</b>  kick start the training and coaching program for those who received unconditional cash transfer for the Jordanian and the Syrian refugees.	PMU, extension department and the selected NGO)	11/2020
<b>Develop a terms of reference for FAO</b>  FAO will assist in developing ToR and an external consultant will be hired (a contract with FAO won't be signed) 07/2020	Project Director and FAO	12/2020
<b>Rehabilitation of Animal Sheds in Khanasarah</b>	PMU/NARC	12/2020
<b>Policy Agenda</b>  Livestock expert to be hired, ToR are being developed; 07/2020 Policies to be adjusted till 12/2020	Project Director	12/2020
<b>Water harvesting</b>  Selection of water harvesting sites must follow the geological studies (yet to be conducted) and the evaluation study for vegetation cover to target areas with high vegetation.	MoA and MoW	12/2020
<b>Assessment</b>  Undertake a quick assessment of the progress and prepare a report to be shared with the donors	IFAD	12/2020

## E. Project implementation

### a. Development Effectiveness

#### Effectiveness and Developmental Focus

Effectiveness

Rating: 3

Previous rating: 4

#### Justification of rating

The project starts showing some evidence that its objective is going to be met, but this remains conditioned by the effective start-up of some activities. The total project Outreach is 1403 households, corresponding to 1403 direct beneficiaries - one per household, 2% of the target - and 6734 households members beneficiaries, 12% of the target. Women account for 41% of the total beneficiaries (577 people); no data are provided for youth. Beneficiaries consist of farmers participating to workshops informing on the project activities and trainings on livestock practices and technologies.

#### Log-Frame Analysis & Main Issues of Effectiveness

For component 1, over 70% of the main outputs physical targets are expected to be met, despite the delays observed in

implementation especially at the beginning of the project. For component 2, the remaining time should be sufficient to reach a similar level of outputs achievements, but only if effective start-up of the component, which is still on standby, occurs in the next few months.

Delays in implementation during the first year could be considered as acceptable and attributed to project preparation (recruitment, acquisition of assets, development of mechanisms and procedures). In the case of SIGHT, this has been the case for Component 1 which is now effectively launched and could catch up on delays. For Component 2, the situation is more critical since activities have not started at all, including preparation, and an additional delay would imply that the remaining implementation time would not be sufficient to implement the graduation approach, which requires at least two years of full implementation. In that case, the outcome of the second component and the PDO would not be achieved..

The re-design of the sub-component, and the willingness of the MoA to embark in mixed implementation mechanism involving both MoA and other implementing partners as proposed by the mission, is a very positive sign. All the conditions for the resumption of SC 2.2 seem to be fulfilled today and this will have to be confirmed during the next mission.

**Logframe Analysis:** data reported in the Logframe are mostly at output level in the indicators referring to Component 1. Under Output 1.1, 35 rural producers have accessed production inputs and/or technological packages (0.5% of the target), corresponding to the breeding partners already engaged with the project. Under Output 1.2, 570 people - including farmers, Government staff, service providers and breeding stations staff - have been trained in livestock management and production practices (7% of the target), including 61 women (3% of the target). However, it is worth noting that, due to the absence of an M&E system and M&E officer, figures provided by the PMU are not properly verifiable and might be adjusted during the next mission, when an M&E database will be in place.

Two indicators previously included in the Logframe, namely the Outcome indicator 1.2.8 Women reporting minimum dietary diversity (MDDW) and the Output indicator 1.1.8 Households provided with targeted support to improve their nutrition have been removed. IFAD projects including those indicators in the Logframe are considered as nutrition sensitive, a label that entails a specific set of activities not envisaged by SIGHT.

## Development Focus

### Targeting and Outreach

**Rating: 3**

**Previous rating: 4**

### Justification of rating

SIGHT has defined clearly the geographical targeting executing activities in the indicated districts in line with the project design guidelines. Since, the last mission, the PMU has developed a targeting strategy which still requires refinement and adjustments to reflect beneficiary selection criteria, profiling and prioritizing to enrol in program activities. As project activities did not yet started, the overall outreach is quite limited. As a consequence, there has been little progress with regards to outreach to youth (target 25%) and women (target 30%) inclusion in project activities as detailed in project documents.

### Main issues

Although the project progressed with the development of a targeting strategy, the developed targeting strategy lays the foundation for main aspects of targeting for the project, yet still required further refinement.. In addition, the project requires an action plan that would help field teams in translating the strategy into actions that have are time stamped with outreach frequency, reporting guidelines and clear responsibilities. It is also recommended to use Community Based Organizations, Cooperatives and other local authority entities to disseminate messages on project purpose, activities along with the selection criteria for beneficiaries.

There is a general understanding of the required percentages of participation of women and youth, however, the actions to be taken for better participation and inclusion of the two groups are yet lacking. Additionally, the project has no database to log on beneficiaries demographic information, services provided, financial support (if any), and timestamped follow up methods. Currently, given most of the project activities have not yet started, this can be seen as a manageable task. Yet, moving forwards it is important that this type of database will be developed and that is user friendly for field teams allowing for easier reporting on the long run through relying on single source of information and used as a reference if new field staff are appointed or changes over the course of the project.

In light of the above, and to ensure accountability and transparency to project beneficiaries, a scoring system should be developed that would weigh each criteria to define the eligible groups of beneficiaries. The scoring will be used as a reference to provide feedback to beneficiaries who were not selected to be part of the program (this applies to all project activities).

The mission team developed a preliminary targeting tool that will help field teams in filtering lists if beneficiaries received through NAF or UNHCR. However, this tool should be coupled with a profiling tool that will decide the support package according to the different profiles concluded.

Along with that, targeting should be sensitive to community dynamics and perception of exclusion, therefore, an outreach campaign to several area within a selected governorate to ensure better communication and engagement of different society and tribal groups. Moreover, the targeting strategy should be seen as a live document that is updated on an annual or a bi-annual basis through workshops and consultations with field staff on the viability of the strategy based on

feedback, observations and lessons learned during project implementation.

There's a general lack of oversight given that there's no dedicated staff in charge of the outreach and targeting within the PMU as this role is cross cutting for the two components. It's important to acquire and retain this skills set within PMU to ensure higher participation and better stakeholder engagement at the field level.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Refine the targeting strategy</b>  The targeting strategy to include the selection criteria, beneficiary prioritization schemes and profiling Develop scoring tools for beneficiary selection	PMU	10/2020
<b>Develop an Outreach and Targeting workplan</b>	PMU	10/2020
<b>Annual Review of Targeting Action Plan</b>  Review the Targeting Action Plan on a regular basis to make any adjustments or modifications based on field experience and lessons learned	PMU/FTs	12/2020

**Gender equality & women's participation**

**Rating: 4**

**Previous rating: 4**

#### **Justification of rating**

Since the last mission, SIGHT has taken measures to strengthen its gender focus such as revising criteria for selection of breeding partners for increased women participation, conducting women-only trainings. However, women's participation is still limited given the limited implementation of activities especially under component 2. SIGHT is expected to further progress on the inclusion of women and improving their voice, economic opportunities and workloads when component 2 starts as this component provides dedicated support at the household level to Syrian refugees and poor Jordanians.

#### **Main issues**

SIGHT project team have a good understanding and commitment to achieve gender targets and higher women participation. SIGHT progressed in engaging women beneficiaries in untraditional trainings such as animal husbandry and artificial insemination. Additionally, women were elected in the formation of Rangeland reserves local communities. Since, the last supervision, the project proposed changes in the selection criteria for breeding partners in order to ensure better participation of women. It is expected that the female participation in project activities will significantly increase when the implementation of component 2.1 kick starts in the fall of 2020.

The mission team have noticed a mix in reporting the percentage of women participating in project activities; such as inclusion of the number of local authority stakeholders engaged in different workshops to inform the latter on project activities, progress and get their buy-in versus the targeted beneficiaries needed to be enrolled in trainings, lending activities, and so on.

Although SIGHT progressed significantly with the development of a Gender and Youth Action Plan (GYAP), the mission suggests to further operationalize the strategy by including targets, roles, responsibilities and reporting lines. Actions related to gender inclusion, women participation are listed in the plan and are expected to be implemented as a matter of urgency when the Gender Specialist has been hired. The mission request to harmonize the action plan with the activities under component 2 and assure that 30% women are reached.

The mission would recommend a refresher training to PMU staff on gender targeting, mainstreaming and social cohesion once the gender and targeting specialist comes on board. The training should also address tensions arising in the household due to women and youth targeting or favouritism towards priority selection of women for different activities.



<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Further operationalize the Gender and Youth Action Plan</b>	PMU	09/2020
<b>Refresher training on gender targeting, mainstreaming and, social cohesion</b>	PMU	12/2020
<b>Target for Women</b> The target of 30 per cent involvement of women in project activities should be seen as a minimum and the project should capitalize on opportunities to increase the involvement of women, where possible.	Gender and Livelihood Officer/Project Officer	

**Agricultural Productivity** **Rating:**

**Nutrition** **Rating:** **Previous rating: 4**

**Adaptation to Climate Change** **Rating: 4** **Previous rating: 4**

#### Justification of rating

The project has well-articulated measures towards adaptation to climate change. However, there is a delay in implementation of measures such as water harvesting and capacity building activities due to various reasons. The COVID-19 situation has caused further delays and it remains too early to evaluate the project's progress towards building the climate change adaptive capacities of local communities. The preparatory work for these measures is ongoing and these measures look poised for implementation. Hence, the rating remains 4 as the previous supervision.

#### Main issues

The climate issues identified in the SECAP mainly the climate-induced water scarcity are well linked with the project activities. The planned activities will contribute to building the adaptive capacities of communities in the target areas. Since most of the activities are still in early stages, it is difficult to evaluate the progress towards effective adaptation to climate change. Nevertheless, it is anticipated that water harvesting in rangeland reserves will increase water availability for livestock as an adaptation measure to climate-induced water scarcity. However, the COVID-19 situation has further delayed the geographical and topographical studies needed for the selection of the water harvesting sites and thus delayed the implementation of this adaptation activity.

On the other hand, the integration of climate smart agriculture and good agricultural practices in Farmer Field Schools (FFSs) provide a great opportunity for building capacities. The anticipated increase in incomes due to the increase in livestock productivity as well as the graduation approach will build the resilience of the target communities.

Rural finance will also allow for off-farm activities that will contribute to income diversification and reduce reliance on agricultural activities for livelihoods. The mission identified adaptation potential through developing lending criteria that favour conditions to loans contributing to adaptation to climate change (e.g. increasing water efficiency or use of non-conventional water resources) and excluding applications that might aggravate climate vulnerability (e.g. unsustainable use of groundwater). See the recommendation under the "Environment and Natural Resource Management" section and the criteria annexed to this report.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Ensuring Adequate Management</b> It is critical to ensure that there is a proper system of management of the reserve either by the local communities or government prior to making any investments in the selected reserves to ensure sustainability.	PMU/MOA/local communities	

#### b. Sustainability and Scaling up

**Institutions and Policy Engagement** **Rating: 4** **Previous rating: 4**

#### Justification of rating

The project influences multiple policy processes related to the livestock sector. The PMU is active in the policy arena and

participates in many policy meetings, and it also supports the participation of various stakeholders including producers to policy dialogue platforms.

## Main issues

The main contributions of SIGHT to the national policy dialogue processes have taken place during the last 2 semesters and are as follows:

- Organization of two workshops on analysis (SWOT methodology) of existing small ruminant and extension policy framework
- The project has supported the creation of the national committee for small ruminant breeding, which is headed by the PMU director. This committee is tasked to supervise and assist in implementing the national small ruminant breeding program. Universities, MOA, NARC and herder are members in this committee.
- The project also supported the creation of a committee for agricultural by-products. Universities, MOA, and private sector are members in this committee which is also headed by SIGHT PM. One of the tasks of this committee is to set a policy for promotion and use of by-products in animal feeds.
- SIGHT had a leading role in preparing the national instructions for animal registration

All those efforts are commendable but it will be critical, in the next stages of the various policy making processes mentioned above, that have been initiated or supported by the project, to ensure that smallholder farmers have their say. Moving forwards, SIGHT will assist the MoA with the development of a policy for the conservation of national resources. Also, SIGHT is currently hiring an expert to revise the small ruminant policy.

<b>Partnership-building</b>	<b>Rating: 4</b>	<b>Previous rating: 5</b>
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## Justification of rating

Under component 1 the project has established partnerships with other MoA institutions including NARC. These partners express satisfaction regarding their partnership with the project and work with PMU in an effective way. Under component 2, partnerships are still in their preparatory phase. So far, SIGHT was able to establish a partnership in the private sector together with the breeding partners.

## Main issues

The breeding programme under component 1 is implemented by the PMU in close partnership with NARC, MoA, breeding stations which themselves depend either from NARC or from MoA, and breeding partners (private farmers). This complex multi-level partnership is functional and efficient, thanks to the good relationship existing between the PMU, NARC and MoA, but also to the clarity of respective roles of partners, that have been defined in the overall breeding programme.

Except from the involvement of breeding partners in the breeding programme, there are no formal partnerships with the private sector. The mission suggested to consider 4P arrangements<sup>[1]</sup> in the scope of the animal feed activity, where they could be adequate.

Under component 2, it is too early to draw conclusions but the success of both subcomponents (graduation approach and access to finance) heavily relies on partnerships, which will represent a major implementation challenge. So far, the project has done well to establish relevant partnerships with UNHCR and NAF with respect to the graduation approach and Covid-19 response. A data-sharing agreement exists which enables the project to use the UNHCR's data on Syrian Refugees. The project plans to closely liaise with UNHCR and its working groups to draw and share lessons from the graduation experience in the country.

<sup>[1]</sup> 4Ps (Public, Producers, Producers Partnership) are arrangements whereby a group of farmers, a private sector actor and the Government (possibly through the project) enter into a partnership to facilitate access of farmers to services and/or market, and secure a market of a source of supply for the private sector actor.

See <https://www.ifad.org/en/web/knowledge/publication/asset/39433604>

<b>Human and Social Capital and Empowerment</b>	<b>Rating:</b>	<b>Previous rating: 4</b>
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<b>Quality of Beneficiary Participation</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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## Justification of rating

Beneficiaries' views are sought and reflected in the project activities planning mostly for the activities targeting the rangeland reserves. The project M&E system is not fully established and the mission provides additional guidance on how to include participatory methods.

## Main issues

Under component 1, consultations with local communities at the Rajib, Daba' and Al Faisalya rangeland reserves took place. Due to the fact that local communities in Al Faisalya reserve did not show much eagerness to cooperate with the project during consultations, it was recommended that activities be transferred to Ma'in reserve instead where the communities are open to work with the project. Moreover, there has been a participatory approach adopted in engaging the communities for the rangelands, in which beneficiaries were elected to formulate community committees in charge of this component.

For component 2, the activity has not started, and no consultation has happened thus far. However, awareness sessions along with community consultations should occur in order to ensure equal representation of different target groups and avoid community tensions that might arise as a result of targeting youth, women and refugees.

<b>Responsiveness of Service Providers</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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### Justification of rating

As the project engaged quickly with over half of the service providers whilst there were delays other service providers, the section responsiveness of service providers is rated 4 moderately satisfactory. SIGHT has established a successful engagement with NARC for the training of breeding partners. Also, SIGHT is in the final stages of concluding an MoU with JHCO to supply food baskets for Syrian refugees. In addition, the project concluded the contract with ACC to the financial inclusion activities. However, as for the mixed implementation mechanism of the graduation approach new service providers will need to be identified.

## Main issues

Under component 1, some issues with contractors occurred over the last year. Notably, The contractors for rehabilitation of the breeding stations have showed a mixed performance which causes slight delay in implementation. In addition, the first contractor selected for the provision of Shami goats realized after attribution of the market that he could not fulfil the specifications and withdrew its proposal.

The procurement process for the prior awarded NGO consortium Caritas Switzerland and Trickle Up had to be cancelled due to the poor preparation of the procurement documents which were uncompliant with IFAD's and national procurement rules and procedures. This failure was however not attributable to the prospective partners. Now that a mixed implementation mechanism of the graduation approach is envisaged, new service providers will need to be identified.

The Central Bank of Jordan (CBJ) was initially identified as the main implementing partner for the access to finance activities, but it was found inadequate and a replacement was identified with Agricultural Credit Corporation (ACC). The MoU with ACC was quickly established and has recently been signed, only awaiting for the first advance to be released to be implemented.

<b>Environment and Natural Resource Management</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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### Justification of rating

It is still early to judge the project's impact on environment and natural resource management. Most of the project activities have not yet started and so there has not been any negative impact on environment. The project's activities are expected to have a positive impact on environment and natural resource management. The increase in productivity of livestock as well as the rehabilitation of rangelands will have several environmental benefits. The planned management of rangeland reserves through community-based management will be key to sustainable natural resource management. Although little positive impact has been made on the environment, no negative impact has been noticed and the project looks set to achieve its objectives.

## Main issues

It is premature to assess the impact of project activities on environment and natural resources management. However, the project is expected to have positive environmental impacts through improving livestock breeds and thus enhancing their productivity and reducing their numbers. Rangelands rehabilitation activities combined with community-based management for reserves will ensure sustainability of project interventions. Capacity building activities to local communities will include issues such as calculation of grazing capacities and conflict resolution to ensure no overgrazing in the rehabilitated reserves.

Other activities are not expected to cause significant negative environmental impacts. However, the mission proposed criteria for loans under the rural finance sub-component to favour projects with positive environmental impact (e.g. highest ratio of value to consumed water) and exclude those with negative environmental impact (e.g. unsustainable use of groundwater resources). These criteria need to be agreed with the ACC before loans disbursements. The criteria are

annexed to this report.

The project's SECAP provides a detailed analysis of the environment and natural resource management base and recommendations for implementation. However, the mission saw the need to develop an Environmental and Social Management Plan (ESMP) to be integrated into the PIM. See recommendations under SECAP section.

Exit Strategy	Rating:	Previous rating: 4
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#### Main issues

Government ability to provide the needed budget after the project completion

Potential for Scaling-up	Rating:
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### c. Project Management

Quality of Project Management	Rating: 3	Previous rating: 3
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#### Justification of rating

PMU staff is committed and active in identifying issues and trying to seek solutions but it has to deal with the long and arduous decision making, management and recruitment processes the MoA has in place, which are responsible for project implementation delays. In the third year of implementation, expected key staffing positions of PMU on national as well as local level are still vacant which affects project implementation negatively. The PMU – in contradiction with the provisions of the financing agreement, is granted little power of decision making by the Steering Committee. Outstanding procurement decisions on project cars impede the mobility of project personnel, which in turn impairs implementation further.

#### Main issues

The day-to-day implementation is delegated to the PMU but the steering committee (SC) is involved in daily project management decisions like procurement, recruitment and targeting which causes delays and complicates implementation. The mission recommends to the SC to adhere to its role of strategic guidance and approval of AWPB as defined in the financing agreement.

The set-up of the SC has been changed from a general SC for all projects within the MoA to a special SC for the project only. The reorganisation is accompanied by a reduction in the number of participants from 18 to 9. The new structure should solve prior existing problems regarding meetings schedules and will allow more effective discussions to solve existing and upcoming challenges during the implementation.

The role of the Technical Committee (TC) does not include its participation in the elaboration of procurement specifications. The mission is convinced that their technical input will contribute positively to process by improving the quality of procurement specifications. In addition, the mission recommends that the TC develops technical recommendations on project activities for discussions in the SC. With the re-designing of comp 2.1, two additional members should be added to the TC for technical input on the implementation of GA. To ensure a timely support of the TC, the PMU should be able to call a meeting upon request. The change of the TC entails a revision of the PIM.

Expected project key staffing is incomplete which affects implementation negatively. The M&E officer and Livelihood & Gender specialist positions are both vacant. Three field team positions are also vacant.

The mission assessment shows the need for additional staff. For component 1 an additional livestock expert with good experience in development projects is foreseen to support the Director, to allow him to focus more on overall steering and coordination. An additional training officer would be in charge of coordinating all agriculture related training activities for comp 1 and comp 2. The implementation of the GA requires experience with complex poverty alleviation approaches. It is recommended to hire an international expert on graduation who will oversee the implementation and build capacity within the team. He should be supplemented by an outreach and targeting specialist to ensure transparent and context sensitive targeting.

Contributing to delays of implementation is the little experience PMU staff has in management of development projects, i.e. planning, implementation and monitoring. Mission recommends capacity building measures for PMU staff on project cycle management of development projects.

As a result of the Covid-19 crisis in Jordan the Government issued a hiring moratorium for government entities. For continuation of the outstanding hiring processes the PMU should request a waiver from this moratorium. In the meantime, the open positions should be filled through seconded staff from the MoA to expedite the implementation. To allow for smooth recruitment processes a special project recruitment committee with the participation of MoA, MOPIC, PMU and the civil bureau should be established.

IFAD has no reservation to compensate MoA staff involved in the project implementation based on solid performance procedures. Requests for payment of allowances to MoA staff including the government field team unit should be tabled to the existing allowance and incentive committee in MoA.

The pending approval for the purchase of project cars leads to considerable mobility challenges which cause implementation delays. As a temporary solution the mission team suggests the agricultural directorates assign drivers and cars are to the project, the fuel being covered by the project.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Role of steering committee</b>  Role of SC should be restricted to strategic guidance and approval of AWPB as mentioned in the FA and PIM	MoA - SC	08/2020
<b>Recruitment process</b>  PMU should request a waiver to continue recruitment despite Martial Law	MOA	08/2020
<b>CB of PMU in implementation of development projects</b>  Resume capacity building for PMU on project management cycle for development projects as suggested in project support mission in December 2019	PMU - IFAD	08/2020
<b>Recruitment committee</b>  MOPIC and civil bureau should participate in recruitment committee	MOA	08/2020
<b>Address mobility challenges of PMU und FSTs</b>  Authorize and fast track purchase of vehicles Need a temporary arrangement : agreement with agricultural directorate for assigning cars and drivers (SIGHT in charge of fuel and additional drivers if needed)	MOA	08/2020
<b>Revision of PIM on TC role</b>  The PIM needs to be revised with clear description of roles & responsibilities	PMU - IFAD	09/2020
<b>Additional Staff for comp 2.1 on PMU level</b>  Recruited advisor for graduation approach Recruited Outreach and targeting specialist <sup>2</sup>	PMU/special recruitment committee	09/2020
<b>Allowances</b>  Pay performance-based allowances to GFTs; using the awards and incentives committee within MoA	PMU/MoA	09/2020
<b>Amendment of Technical Committee</b>  At least 2 experts on graduation approach to be included in TC for technical guidance on implementation of comp 2.1.	PMU	11/2020
<b>Secondment of staff</b>  Until new staff is recruited vacant positions should be filled by seconded staff from MoA	MoA - PMU	11/2020

**Justification of rating**

Although there is a section on KM in the PIM, the project does not have a KM officer or a strategy/plan in place. However, there are few activities taking place on the ground, there is limited scope to share knowledge. Some KM activities are included in the AWPB, though with a budget allocation of USD 3,5000.

**Main issues**

Although the responsibilities for KM are not formally assigned to one single person, the PMU has taken initiative to promote the project through a Facebook page. The Facebook page includes videos and pictures informing about SIGHT's activities. Service providers, such as NARC, prepared the training materials, while specific knowledge products were developed and shared with IFAD and other development partners. In addition, during the COVID-19 lockdown, the project provided additional training online. Considering that the level of implementation is still very low, project experience is still not being properly documented and shared, but with the correct guidance from there is hope for improvement. The M&E officer, planned to be recruited by the PMU, will be indeed responsible for the implementation of the KM activities.

<i><b>Agreed Action</b></i>	<i><b>Responsibility</b></i>	<i><b>Agreed Date</b></i>
<p><b>Procure Strong Technical Capacity to Document Lessons to prepare KM plan</b></p> <p>There is need to ensure that all service providers and implementing partners properly document the experience of the key aspects of the project such as breed improvement, GIAS, animal traceability, partnership with private sector in breed and nutrition improvement, rangeland improvement and the graduation approach.</p> <p>Develop a KM plan for the project with well-defined responsibilities and budget. This should be linked to the M&amp;E system, and there should be a method in place to ensure documentation of lessons learned and their sharing. Ideally, each project staff member should be responsible for contributing to the overall project KM, while a designated staff member (ideally the M&amp;E officer) would be responsible for keeping track of the respective activities as identified in the KM plan.</p>	PMU with key service providers and implementing partners	

**Justification of rating**

Value for money can only be rated for Component 1; the project investments realized under this component represents satisfactory value for money. Most of the project activities are implemented with delays but with realistic budgets.

**Main issues****Value for Money Review**

The main investments planned and realized under the project are the station rehabilitations, under component 1. They mainly consist in refurbishing or creation of buildings and farm installations, provision of equipment and of breeding stock. These investments have been made with significant delays but are in the end conform to the technical specifications and quality standards. The beneficiaries (NARC and MoA) expressed their satisfaction on this. In terms of costs, strict competitive processes were applied for procurement which is the guarantee of reasonable prices. The main shortcoming related to these investments is caused by the inadequacy and gaps of technical specifications, which did not take into account all the rehabilitation needs, and forgot some important aspects (e.g. milking equipment which is obsolete and needs to be rehabilitated and upscaled to cater for the increased number of animals to milk). The rehabilitation is thus in the end conform to the specifications but leaves some major gaps that will need to be addressed to make the rehabilitated stations fully operational. Hopefully, some budget has been made available by the abandonment of the project of rehabilitation of the livestock quarantine, which could be utilized for this purpose.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Tracking Output Costs</b>  The Financial Management Specialist and the M&E Specialist need to work together to track the input-output cost ratios.	FMS and M&E Specialist	09/2019
<b>Tracking VFM Metrics</b>	The Financial Management Specialist needs to track some key VFM metrics on economy in procurement and in assessing any cost overruns in the planned budget.	

**Coherence between AWPB and Implementation**

**Rating: 3**

**Previous rating: 2**

#### **Justification of rating**

Although there remains to be a significant mismatch between the AWPB and actual implementation, the mission recognised that some of the planned activities, such as training under component 1, could not be undertaken because of the COVID-19 outbreak. Other delays were related to general management issues. (decision making processes, procurement, and recruitment).

As a result, project implementation has been negatively affected and only a fraction of the targets planned for the year have been met. According to the figures provided by the PMU, the execution physical rate in 2020 was 13% while the overall achievement, against the project targets, is 3%.

#### **AWPB Inputs and Outputs Review and Implementation Progress**

##### **AWPB Review**

The breakdown of the physical achievement is as follows:

	<b>2020</b>	<b>Cumulative</b>
Component 1	9%	1%
Component 2	0%	0%
Component 3	30%	9%
Total	13%	3%

It is worth mentioning however, that in the absence of an M&E system, the figures on the physical achievement are not fully verifiable. Moreover, many AWPB activities lacked the year and cumulative targets, therefore the percentages presented in the table above are to be considered as an estimation.

The implementation delay is reflected in the disbursement rate, which stands at 24% for the overall disbursement, including advances, but at only 4% for the actual disbursement.

**Performance of M&E System**

**Rating: 3**

**Previous rating: 3**

#### **Justification of rating**

The project does not have an M&E officer, nor an M&E system or an M&E plan/manual. The PMU has been trying to recruit an M&E officer since September 2019 with no success. PMU staff try to carry out M&E duties such as data reporting to the best of their abilities however, no specific database to monitor project implementation on all components was ever created

##### **M&E System Review**



Information on the implementation of the different activities is sent by the Field Support Teams to the PMU via Field Visit Reports, prepared after every visit to the project area, and the Monthly Reports.

The FST reports are shared either in paper (e.g. trainings 'attendance sheets) or electronic format (e.g. status of building of the breeding stations) but not stored in a specific repository, whether in Excel or in any other format. The formats of both reports have been prepared by the PMU; they are useful but have to be improved to allow a more systematic data collection. For example, having a table in the report, where quantitative progress can be traced after every field visit, would allow a clear monitoring of the project's progress by the FST and the PMU. Improved Field Visit Reports and Monthly Reports will be developed by the PMU, in line with the newly prepared M&E database, prepared by the IFAD M&E specialist in the mission. The database will allow the PMU store all relevant information on project activities, present and future, and enable the correct monitoring of outputs and outcomes. On the same note, during the mission a Data Architecture Scheme showing the data collection and reporting process of all activities and an M&E Action Plan have been developed together with the PMU to improve M&E performance. The M&E Action Plan is included in Appendix 4 - Annex 4.J. The M&E section in the PIM, currently very brief and generic, will also be revised and complemented with a clear description of the M&E tasks, roles and responsibilities, after the mission. TORs for the M&E and KM officer position have been developed by the IFAD M&E specialist during the mission and included in the Appendix 4 as well - Annex 4.K.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Set up a proper M&amp;E system and recruit an M&amp;E Specialist</b> The PMU should recruit an M&E Specialist as soon as possible	PD	08/2020
<b>Improvement of the M&amp;E section in the PIM</b>	PMU	08/2020
<b>Fill-in the database developed by the IFAD M&amp;E specialist during the current mission with all data available on project activities</b>	PMU	08/2020
<b>M&amp;E Action Plan</b> Comply with the actions decided in the M&E Action Plan developed with the IFAD M&E specialist during the current mission	PMU	08/2020
<b>Hiring of the M&amp;E and KM officer</b>	MoA	09/2020
<b>Agree key Monitoring Indicators with all key IPs and Field Staff</b> The PMU should agree key indicators with all implementing agencies and Field staff and frequency of reporting	PMU	

**Requirements of Social, Environmental and Climate Assessment Procedures (SECAP)**

**Rating: 4**

**Previous rating: 4**

#### **Justification of rating**

It is difficult to judge the project's compliance with the SECAP since most of the activities have not yet started. The project has a comprehensive SECAP outlining the environmental, social and climate safeguards and recommending certain activities that were taken into consideration by the project. However, the mission noted the need for an Environmental and Social Management Plan (ESMP) and a Grievance and Redress Mechanism (GRM). The mission developed the ESMP to ensure SECAP considerations are mainstreamed in all activities where relevant and the GRM to be able to address potential complaints in a timely and effective manner. Hence, the rating remains 4 as the previous supervision.

#### **SECAP Review**

Although the COVID-19 situation in Jordan seems stable at the moment, the situation remains volatile and project activities might aggravate the risk for project staff and beneficiaries. According to WHO, Jordan has reported around 1179 cases of COVID-19 and 10 deaths as a result since the pandemic started. However, the WHO still warns of the possibility of a second wave across the world and calls for normalizing precautionary measures in daily life routines. Hence, SIGHT project shall make use of its capacity building activities in target areas to help raise awareness of good practices related to health and hygiene (see COVID-19 related recommendations).

The project is expected to yield a number of environmental benefits that are well integrated in the project's activities such



as the increase in productivity of livestock and the rehabilitation of rangelands. The project will also enhance social inclusion through targeting the most vulnerable, integrating the Syrian refugees and focusing on women and youth. However, the mission decided to develop an ESMP to be adopted by the PMU to ensure that the environmental and social aspects in all the relevant activities.

Since the project is involving rangelands rehabilitation followed by community-based management as well as involving Syrian refugees in some project activities, the mission decided to also develop a Grievance and Redress Mechanism (GRM) to ensure addressing complaints and conflicts that may arise as a result of the project's activities. The GRM will have to be dissemination to all implementing partners, stakeholders and beneficiaries as soon as possible.

The lending criteria developed by the mission for consideration of the ACC are all in line with the SECAP and are developed to ensure compliance of the projects funded through the lending facility.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Environmental and Social Management Plan (ESMP)</b> ESMP to be developed and inserted into PIM.	IFAD	08/2020
<b>Grievance and Redress Mechanism (GRM) Development</b> GRM to be developed and inserted into the PIM.	IFAD and PMU	08/2020
<b>COVID-19 re-purposing</b> Finalize MoU between JHCO and government for COVID-repurpose activities has not yet been concluded.	MoA and JHCO	08/2020
<b>Grievance and Redress Mechanism (GRM) Dissemination</b> GRM should be disseminated to all IPs, stakeholders and beneficiaries.	PMU	09/2020
<b>COVID-19 Prevention</b> Integrate public health awareness, proper waste management and hygiene issues in all capacity building activities of the project especially FFS.	PMU and IPs	09/2020
<b>COVID-19 Prevention</b> Ensuring that service providers follow national health and safety regulations at workplace.	PMU and IPs	

#### **d. Financial Management & Execution**

<b>Acceptable Disbursement Rate</b>	<b>Rating: 2</b>	<b>Previous rating: 3</b>
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##### **Justification of rating**

The project is in its 3rd year of implementation and its disbursement rate as of 31 May 2020 is 22% and 5% (IFAD Loan, IFAD Grant, FARMS Grant) including and excluding initial advances respectively. The disbursement rate on the supplementary funds (SDC, OSFL) is 31% and 0% including and excusing initial advances respectively. The supplementary financing is not considered in the disbursement rating.

##### **Main issues**

The main reason behind the low disbursement is due to delay in the implementation of the component 2, and specifically the lending facility and graduation approach (component 2). Large portion of the project budget is allocate to this component (43%). The project however has signed on 7 May 2020, an agreement with Agriculture Credit Corporation (ACC) for the lending facility. A withdrawal application for the first instalment to ACC is planned to be submitted in July 2020. In addition, the project is in process of finalising few agreements with local implementing agencies to implement activities approved by IFAD in response to Covid19. The signing of these agreements and transfer of first tranches will improve the disbursement rating.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Follow up with MOPIC on submission of banking instructions of ACC to IFAD; and submit withdrawal application of the first tranche to ACC</b>	Finance Manager	08/2020

## **Fiduciary aspects**

### **Quality of Financial Management**

**Rating: 4**

**Previous rating: 4**

#### **Justification of rating**

Quality of financial management is rated as moderately satisfactory. Most of the recommendations agreed in 2019 supervision mission were implemented; however, few important recommendations related to strengthening internal controls and accountability remain pending.

#### **Main issues**

##### **Organisation and staffing:**

The finance team consists of Finance Manager (FM) and an Accountant. MoA has seconded in late 2019, the Finance Manager to work in PMU on full time basis in response to last year recommendation. The main responsibility of Accountant should be on reviewing and verifying documentation of expenditures incurred by existing and potential implementing partners. The adequacy of financial management team and structure needs to be re-assessed again during MTR planned for Feb 2020.

##### **Implementing partners:**

It is expected that major part of the project financing will be channelled to and managed by local implementing agencies. Therefore, it is imperative that financial management roles/responsibilities be clearly defined in the MOUs, documented in the PIM and effectively implemented to ensure that overall project fiduciary risk is managed effectively.

##### **Financial reporting:**

The finance manager submits the interim quarterly financial reports on timely basis to IFAD.

##### **EU requirements:**

The EU grant agreement is still pending GoJ signature, and it expected to be signed within short period after the completion of this mission. The finance staff do not have experience in dealing with onerous EU requirements as it relates to the retention of supporting documentation / EU verification missions.

##### **Strengthening of internal controls and PIM revision:**

The processing of payments is initially reviewed by FM in PMU, and subsequently reviewed and processed by the MoA Finance Department, which results in good segregation of duties. In addition, an internal controller reviews all payments before processing. Although these key controls mitigate internal control risk, the project implementation manual requires a comprehensive revision for cover the different expenditure covered by the projects and controls and oversight of expenditures incurred by implementing partners. In addition, the PIM need to reflect relevant EU funding requirements before the first advance if requested for the soon to be effective EU grant.

##### **Statement of expenditures (SoEs) review:**

The description of expenditures shall be improved to give meaningful description of the nature of underlying expenditures incurred by the project.

##### **Budget allocation:**

The annual budget allocation by GoJ and specifically from the loan proceeds depends on historical financial performance of the project, which has been very low until date. If this system continues to be applied for the loan allocation in the remaining period of the project life, the implementation of the project will be severely hindered. Therefore, the Project Director and FM should ensure an adequate budget is presented and approved. They should prepare for strong justification and evidences to be presented to MoA and Ministry of Finance.

##### **Budget monitoring:**

The Year to date actual versus approved 2020 budget is 4% only, which is very low. This suggests that need for stronger and regular monitoring and control of budget going forward. The FM should prepare a monthly financial report and share

with the project stakeholders.

#### Government and beneficiary in-kind contributions

Current Government contributions to the project is \$57k (refer Appendix 1). The taxes are paid at the time when the payment is made from either loan or grants. However, the counterpart contribution is understated as not all government contribution is quantified and recorded in the accounting system and similarly, for beneficiaries contributions. Although a process had been developed to quantify in-kind contributions, this recommendation from 2019 mission has not been implemented.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Propose sufficient and realistic budget along with solid justification for approval by government</b>	Finance Manager and Project Director	08/2020
<b>Budget monitoring</b> Capture the approved AWP&B in QuickBooks and prepare monthly budget to actual expenditure comparisons for the purposes of supporting management in monitoring progress	Financial Manager	08/2020
<b>Strengthening of internal controls and PIM revision</b> Define internal controls for identified weaknesses and gaps in internal control system and document in the PIM. Obtain IFAD no-objection for revision. (specifically document 1) different type of expenditures, and controls/processes related to component 2 managed by an implementing partners and 2) document retention requirements related to the EU Grant).	Financial Management with IFAD support	10/2020
<b>Training on IFAD and EU procedures and requirements</b> All finance staff to complete IFAD Financial Management e-learning. Submit completion certificates to IFAD and to be trained on EU's requirement as soon as it become effective.	Financial Manager and Project Accountant/ IFAD	10/2020

#### Quality and Timeliness of Audit

Rating:

#### Counterparts Funds

Rating: 5

Previous rating: 5

#### Justification of rating

Government counterpart funds are provided in-kind and relate to payment of taxes and payment of government staff salaries (seconded to the project). As at 31 May 2020, Government's cumulative contribution is \$57k, which is equal to 1% of the overall allocated government budget in the design and 7% of the overall total yea to date actual expenditure and in line with the current project implementation progress.

#### Main issues

The cumulative Government contribution upto 31 May 2020 of \$57k (refer Appendix 1) is low, however as mentioned above, that not all Government contributions i.e. in-kind are currently quantified and recorded in the accounting system. To date, Government has made their contributions in a timely manner which has been positive for project implementation.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Government and beneficiary in-kind contributions</b> Implement a process to quantify all government and beneficiary in-kind contributions and record in the accounting system. Record all outstanding contributions from project inception to date and include them in the financial report. ( deadline has been extended)	Financial Manager and technical team	08/2020

<b>Compliance with Loan Covenants</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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#### **Justification of rating**

The compliance of the borrower/implementing agency with the legal covenants is moderately satisfactory. The legal covenants have been complied with in terms of the financial, partially complied and complied with delays with procurement arrangements and submission of AWPB respectively. The monitoring and evaluation system needs to be strengthened to provide the required reports to IFAD. The audit arrangements are on-going for submission of audit by the extended deadline of 30 September 2020.

<b>Procurement</b>
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<b>Procurement</b>	<b>Rating: 3</b>	<b>Previous rating: 3</b>
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#### **Justification of rating**

The Project Procurement activities exhibit major delays which are negatively affecting the whole implementation of the project. Despite the improvement of the procurement activities management at the level of PMU, the different steps that are being currently implemented for each Procurement process including the reviews and approval of MOA and the steering committee need to be revised and simplified in such a way to ensure efficiency without jeopardizing the proper oversight.

Processes and procedures applied exhibit significant shortcomings and inconsistencies across some of the requirements. Project implementation is negatively impacted and delayed; implementation support is required; resolution of issues/constraints is likely but will take some time.

#### **Procurement Review**

The below is a summary of the findings of the Procurement Review. More details are found in the Technical Annex 6

##### **I. Procurement Planning and Processes**

The activities in the Procurement Plan (PP) are consistent with AWPB to a certain extent. The PP received IFAD's No Objection on 22-01-2020 however no upgrades were sent to IFAD after that. The review of the actual dates mentioned in the updated PP revealed that the time estimates that were cleared by IFAD were not respected especially in what relates to the period given for the preparation of bids. The PP is updated with some minor errors.

After correction of the PP, the figures can be summarized as follows:

In total, one contract representing 20.3% of the planned packages was signed and 31.2 % of the planned activities are still in the bidding stage while the remaining 48.5% are still not launched yet. Most part of this 48.5% was postponed because of the COVID-19 crisis. The Procurement of vehicles is delayed due to the needed approvals within the government.

The graduation approach packages need to be listed in the PP. It is estimated that the number of procurement packages will increase with the graduation approach being implemented by MOA with multiple implementing partners. Therefore, the PMU should consider recruiting additional Procurement staff to assist the Procurement Specialist (PS) in the procurement activities.

Currently, the PMU organigram shows that the PS reports to the Financial Manager. This reporting line is a breach of the segregation of duties requirement which is clearly highlighted in the Procurement Risk Matrix (PRM) adopted by IFAD. Failure to abide by this requirement will put the Project at high risk since it jeopardizes the Accountability and Transparency aspects of the implementation.

##### **II. Processes and procedures from Prequalification to Bidding**

Project procurement processes conform with national procurement laws and regulations and are consistent with the IFAD Project Procurement Guidelines and Procurement Handbook, however some discrepancies were noted.

At the same time, the Project is encouraged to involve the different stakeholders at time of preparation of technical specifications / TORs including the technical committee members in order to ensure that all the needed requirements are captured and to avoid several relaunching of the same bid.

##### **III. Processes and Procedures for Evaluation and Contract Award**

The Bids are received and opened by MOA and bids are evaluated by a technical committee established by SIGHT Project Manager including the PS. The resulting technical evaluation reports need to be more elaborated to reflect the minimum details of the evaluated bids detailed in IFAD Procurement Handbook.

Many bidding processes are being cancelled at the level of award. Two major cases are noted, the first one for the

acquisition of the “Shami Goats” and the second for “the implementation of the Graduation approach”. Details are given in the technical annex.

Results of bidding process are not being communicated directly to the Bidders.

#### IV. Contract Management and Administration

Most of the contracts signed during the reviewed period experienced delays in implementation. The Project needs to make better estimation for time implementation of contracts before launching the bids. An updated contract register was prepared for the mission.

#### V. Record Retention

A big improvement was noted to the project procurement filing systems. The records care comprehensive and includes the procurement documents with some exceptions where not all the files contains the advertisement issued for the bid; a copy of the guarantees submitted as part of the bidding process and contract implementation, or clarifications sent to bidders.

<b><i>Agreed Action</i></b>	<b><i>Responsibility</i></b>	<b><i>Agreed Date</i></b>
<b>Procurement steps</b>  Actual time intervals between different procurement steps set in the planned rows of the PP need to be respected in actual operations.	MoA	08/2020
<b>Segregation of duties</b>  Segregation of the Procurement and Financial duties where both units need to report directly to the PMU Director	PMU	08/2020
<b>Special Committee for Procurement</b>  Establishing a Special Committee for Procurement at the level of MOA and limit the Procurement reviews to this committee without the need to pass by the steering committee.	MoA	08/2020
<b>Procurement process</b>  Expedite the procurement process of vehicles or propose an alternative solution	MoA/PMU	08/2020
<b>Technical Committee</b>  Involvement of the Technical Committee in the preparation/review of the terms of Reference and Technical Specification	MoA and PMU	08/2020
<b>Technical evaluation</b>  The Technical evaluation report needs to be more detailed in accordance with the guidance given in IFAD Procurement Handbook	PMU	08/2020
<b>Planning and coordination</b>  Better Planning and coordination must be observed at the level of Project implementation in order to avoid cancellation of the Procurement process at the level of Contract Award	PMU/MOA	08/2020
<b>Bidding process</b>  Results of bidding process need to be communicated directly to the Bidders.	PMU	08/2020

<b>Contract implementation</b> The Contract implementation time needs to be better estimated	PMU	08/2020
<b>Procurement files</b> The Procurement files must be organized in accordance with IFAD Procurement Handbook	PMU	08/2020
<b>Review the PIM</b> Review the PIM – Procurement Section	IFAD	08/2020
<b>Amendment of the LTB</b>	IFAD	08/2020
<b>Recruit additional staff</b> Additional staff needs to be recruited/seconded to the PMU in order to help in the Procurement and Contract management in case more than one IP is selected for the implementation of the Graduation Program	MoA and PMU	09/2020
<b>Procurement training</b> Delivery of a series of Procurement training	IFAD	12/2020

#### e. Key SIS Indicators

<b>Likelihood of Achieving the Development Objective</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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##### Justification of rating

The project starts showing some evidence that its objective is going to be met, but this remains conditioned by the effective start-up of some activities.

<b>Assessment of the Overall Implementation Performance</b>	<b>Rating: 3</b>	<b>Previous rating: 4</b>
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##### Justification of rating

The project has experienced major delays in implementation: Component 1 (Investment in farmer services) has started but is behind schedule, and component 2 (Graduation and access to finance) has not been launched yet. In order to overcome the issues around implementation, clear guidance and recommendations on how to proceed with implementation over the next couple of months. MTR mission has been anticipated to early 2021 in order to verify the implementation status and take appropriate action if needed. Over the next couple of months, close monitoring will be done on the project implementation progress.

#### f. Additional Aspects

##### COVID-19

Jordan reported the first case of COVID-19 on 2 March. The COVID-19 pandemic adds an additional strain on the Jordanian economy and increased the number of Syrian refugees and poor Jordanians in need of immediate and medium to long-term food assistance. IFAD and the Ministry of Planning decided to repurpose some activities under SIGHT to react to the COVID-19 situation on 1 June 2020. The total value of the repurposed activities amounts to USD 1.5 million financed from the FARMSE grant and an Open Society Grant, which were initially allocated to finance component 2.1. From this amount, food baskets will be purchased and distributed by the Jordanian Hashemite Cooperation (JHCO). In total, 3,650 household should be targeted under this component. 30% of beneficiaries will be Syrian refugees and 70% poor Jordanians. In order to select the final beneficiary households the SIGHT PMU shared some initial guidance with JHCO. Based on this guidance, JHCO will establish a list of targeted beneficiaries to be cross-validated with NAF and UNHCR. Currently, the SIGHT project team and JHCO are finalizing the MoU to be sent to IFAD for no-objection. The mission urges the project to finalize the MoU as a matter of urgency. IFAD remains available to assist JHCO and the project with the smooth implementation of the repurposed activities. According to WHO, Jordan has reported around 1179

cases of COVID-19 and 10 deaths as a result since the pandemic started. However, the WHO still warns of the possibility of a second wave across the world and calls for normalizing precautionary measures in daily life routines. Hence, SIGHT project shall make use of its capacity building activities in target areas to help raise awareness of good practices related to health and hygiene.”

## F. Relevance

<b>Relevance</b>	<b>Rating: 4</b>	<b>Previous rating: 5</b>
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### Justification of rating

The current design is generally consistent with the needs of the target groups and with Government policies and national priorities. Proposed interventions or implementation modalities for component 1 are appropriate and have proven being adequate during these first years of implementation. Component 2 is still highly relevant in the context of persistence of poverty pockets in Jordanian population, and continuation of the Syrian crisis, these factors being aggravated by the COVID-19 crisis. However, implementation modalities proposed at design, which were probably highly relevant from an effectiveness point of view, didn't match the Government vision and had to be revised.

### Main issues

The approach proposed at design for the breeding programme is still fully relevant. Its implementation is hampered only by procurement and logistics problems, but the approach based on two layers of breeders (stations and breeding partners) is solid.

The Geographical Indication activity is the only activity under component 1 for which the strategic approach needs to be reconsidered and adjusted. Investments in a breeding station and provision of breeding stock do not appear necessary to achieve the expected results and other priorities related to market assessment, product differentiation and ownership and management of the brand should be priorities.

The Graduation Approach did not start because of inadequate implementation modalities proposed at design. This led to delays and ended in a situation where the component has not started yet the project enters in its third year of implementation. A re-design of the activity had to be envisaged and has been initiated by the PMU, pursued by this mission, and will have to be finalized by the PMU, with technical assistance from IFAD.

The rural finance activity was also affected by issues related to implementation setup. The implementing partner foreseen at design (CBJ) appeared to be inadequate and had to be replaced (by ACC).

The mission has identified issues that would require major adjustments (technical and budgetary) and could be addressed at MTR. The list of these issues can be found as an annex.

## G. Project Modifications

Responsibility	Modification type	Description
IFAD	Other	Further to an internal stocktake, SIGHT was identified as a project that has the possibility to become nutrition sensitive. However, as there was limited implementation progress so far under component 2.1 which would include nutrition sensitive activities, the project team requested that SIGHT would not be classified as a NS project. For that reason, the section on Nutrition will be rated from MTR onward and the NS related indicators (see above) are removed from the logframe.
IFAD/PMU	Logical Framework	Two indicators previously included in the Logframe, namely the Outcome indicator 1.2.8 Women reporting minimum dietary diversity (MDDW) and the Output indicator 1.1.8 Households provided with targeted support to improve their nutrition have been removed. IFAD projects including those indicators in the Logframe are considered as nutrition sensitive, a label that entails a specific set of activities not envisaged by SIGHT.  When available, data of 2018 and 2019 not previously provided in the Logframe have been added.

## H. Lessons Learned

### Graduation Approach

The lesson that can be learned from the implementation challenges faced for the Graduation Approach, are that implementation modalities need to be validated scrupulously with Governments at design finalization, and during negotiations of FA. There is often a temptation at design, to opt for implementation modalities that offer the highest level of guarantees in terms of efficiency, technical soundness and flexibility. When implementation capacities of national institutions are considered as too weak, the option of using international or national NGOs, international organizations, is often considered by design teams. This choice is also sometimes encouraged by the existence of MoUs between IFAD and these organizations. These aspects can be overlooked during the design wrap up, the review of design documents by the Government, and the final negotiation, and become a problem only once implementation starts. The government may favour implementation through national institutions rather than external implementing partners, for various reasons including political reasons, willingness to strengthen their national institutions, or to remain in control of funds and activities. If this policy option is in contradiction with the design, implementation will be affected. This has been the case for the Graduation Approach under SIGHT, but similar examples exist for other IFAD funded projects in the region.

It is therefore very important, at design stage and during negotiations, to ensure that these aspects did not go unnoticed, and are fully acceptable by all parties.

### Importance of having a clear communication and Outreach Plan

It is very important for a project to have a clear road map and a properly costed plan for outreach and communication for the key stakeholders and beneficiary communities. Identifying a focal point for communication at the project level and at the governorate level will aid the process of communication and facilitation. In addition, each component lead, needs to have a clear communication plan built in as an integrated part of its implementation strategy. Projects needs to follow more than one strategy for communication especially for some segments of the population for whom it is difficult to travel. For women a two-pronged strategy has to be followed at times such as communicating with women at the sub-district level as well as a mechanisms to reach those not easily able to travel outside their village.

### Terms of Partnership with public and private sector partners prior to any investment

There is need to have written terms of partnership with all partners to clarify expectations and the commitment of each for engagement in the project. Several IFAD projects have suffered including SIGHT from failure of the partners to provide their share of inputs during implementation, despite the commitment during design. In SIGHT, NARC was expected to provide the budget for equipping the training centre with furniture and audio-visual equipment. FAO was expected to participate with the project more closely by providing technical assistance paid by the project. However, they have indicated that they cannot accept any funds of less than USD 500,000 as they have a preference for working through a project mode. Thus, it would be better to discuss these details at design and clarify the arrangements prior to finalization of design. Preference would be to sign written MOUs.

### Timely Procurement

The SIGHT project has suffered already due to delay in the procurement of many of the key inputs which is going to have a knock-on impact on subsequent activities planned. As such a key lesson is that projects need to initiate the steps for procurement as soon as possible to avoid delays in the implementation and properly estimate the time needed for each step in the procurement of goods and services including all the approvals required at each stage.

## I. Agreed Actions

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
<b>Overview and Project Progress</b>		
<b>Animal Traceability Workplan</b> Prepare a detailed work plan for animal traceability and contract international expert to visit the country	Livestock Directorate/MoA, Programme Officer/PMU	08/2020
<b>Breeding Plan</b> Roll out breeding plan as agreed	PMU, NARC, MoA	08/2020



<b>Breeding partners</b>  Increase number of BPs to increase outreach of breeding programme	PMU, MoA, NARC	08/2020
<b>Geographical Indication</b>  No need to create animal stock at HFBD station. Focus on market study, product characterization, development of specifications, institutional setup and recruit consultant to clarify GI roadmap	PMU, MoA, HFBD	08/2020
<b>Evaluation of rangelands reserves</b>  Update the evaluation report with the main reasons for decline in vegetation.	Rangelands team	08/2020
<b>Rangelands reserves sites</b>  Rangeland activities to be transferred from Al Faisalya Reserve to the Ma'in Reserve in Madaba.	IFAD and PMU	08/2020
<b>Exchange visits on reserves</b>  Conduct exchange visits with other reserves that were rehabilitated through previous projects (e.g. World Bank project).	PMU	08/2020
<b>Policy expert</b>  Fastrack recruitment of policy expert (consultant)	PMU, MoA	08/2020
<b>Support on Graduation Approach</b>  Recruitment of a consultant to support kick start of preparation phase	IFAD	08/2020
<b>Project Implementation Manual</b>  Update PIM to reflect redesign modalities of subcomponent 2.1.	PMU/ IFAD	08/2020
<b>Overall and Annual Work Plan</b>  Preparation of an overall workplan for the entire duration of the project and a more detailed annual workplan with support of a consultant secure approval from the SC	PMU – GA expert	08/2020
<b>Develop a Communication plan</b>  Outreach to potential beneficiaries (eligibility, terms and conditions, application process, feedback mechanism) using flyers, pamphlets, brochures	PMU with support from ACC	08/2020
<b>Develop Standard Operating Procedure (SOP) for rural financing</b>  Guidance document to be used and referenced by Field teams; listing eligibility criteria, beneficiary selection, application process, monitoring mechanisms and others	PMU/ACC	08/2020

<b>Rehabilitation of stations</b>  Close follow up of contractors for Stations rehabilitation	PMU	09/2020
<b>Farmers Field Schools</b>  Consider FFS under Comp 1 for less vulnerable farmers, in parallel to conventional training, and use BPs as facilitators and aggregation points for access to services and markets	PMU, MoA, NARC	09/2020
<b>Feed pilots</b>  Do not restrict target groups to coops (also farmers groups or 4Ps)	PMU, MoA	09/2020
<b>Development of a targeting strategy</b>  Comprehensive and implementable targeting guidelines have been developed in line with the provisions in the project design documents adhering to pre-existing agreements on the targeting of Syrian Refugees and Poor Jordanians	PMU/FST with support from IFAD	09/2020
<b>Farmer Field Schools</b>  The curricula for small ruminant production, small scale dairy processing and food processing have been developed. Facilitators, extension agents and elite farmers as facilitators have been trained with the FFS approach being rolled out	PMU and the extension department	09/2020
<b>IP Selection</b>  An Implementing Partner for off-farm related trainings around financial inclusion, social empowerment (coaching and life skills training), targeting, market assessment has been selected	PMU with IFAD support	09/2020
<b>Setup a monitoring and feedback system for loans by PMU</b>  Setup a feedback mechanism for approved and rejected loans	PMU/ACC	09/2020
<b>Develop a workplan for loan provisioning</b>  Develop a comprehensive workplan detailing activities along with roles and responsibilities of PMU & ACC	PMU/FTs	09/2020
<b>Coaching</b>  A clear training and coaching plan should be developed (PMU, extension department and the selected NGO).	PMU with IFAD support).	10/2020
<b>Purchase of goat breeding stock</b>  Purchase goats from Cyprus to start goat programme and purchase few bucks from elite flocks to reduce inbreeding at Walah	PMU, MoA	11/2020

<b>Artificial Insemination</b>  Upscale Artificial Insemination to increase dissemination of improved genetics and consider mobilizing external SPs for Artificial Insemination If qualified AI service providers are not available, envisage training some	PMU, NARC, MoA	11/2020
<b>Quarantine budget</b>  Consider re-allocation of budget strategically, either for additional investments in stations, or for disease surveillance. PMU to develop proposal for repurposing of quarantine funds to submit to SC and IFAD	SC, MoA, NARC	11/2020
<b>Animal traceability</b>  Recruit international expert to support animal traceability system upgrade	PMU	11/2020
<b>Implementation of training and coaching</b>  kick start the training and coaching program for those who received unconditional cash transfer for the Jordanian and the Syrian refugees.	PMU, extension department and the selected NGO)	11/2020
<b>Develop a terms of reference for FAO</b>  FAO will assist in developing ToR and an external consultant will be hired (a contract with FAO won't be signed) 07/2020	Project Director and FAO	12/2020
<b>Rehabilitation of Animal Sheds in Khanasarah</b>	PMU/NARC	12/2020
<b>Policy Agenda</b>  Livestock expert to be hired, ToR are being developed; 07/2020 Policies to be adjusted till 12/2020	Project Director	12/2020
<b>Water harvesting</b>  Selection of water harvesting sites must follow the geological studies (yet to be conducted) and the evaluation study for vegetation cover to target areas with high vegetation.	MoA and MoW	12/2020
<b>Assessment</b>  Undertake a quick assessment of the progress and prepare a report to be shared with the donors	IFAD	12/2020
<b>Development Effectiveness</b>		
<b>Further operationalize the Gender and Youth Action Plan</b>	PMU	09/2020
<b>Refine the targeting strategy</b>  The targeting strategy to include the selection criteria, beneficiary prioritization schemes and profiling Develop scoring tools for beneficiary selection	PMU	10/2020

<b>Develop an Outreach and Targeting workplan</b>	PMU	10/2020
<b>Annual Review of Targeting Action Plan</b> Review the Targeting Action Plan on a regular basis to make any adjustments or modifications based on field experience and lessons learned	PMU/FTs	12/2020
<b>Refresher training on gender targeting, mainstreaming and, social cohesion</b>	PMU	12/2020
<b>Target for Women</b> The target of 30 per cent involvement of women in project activities should be seen as a minimum and the project should capitalize on opportunities to increase the involvement of women, where possible.	Gender and Livelihood Officer/Project Officer	
<b>Ensuring Adequate Management</b> It is critical to ensure that there is a proper system of management of the reserve either by the local communities or government prior to making any investments in the selected reserves to ensure sustainability.	PMU/MOA/local communities	
<b>Project Management</b>		
<b>Tracking Output Costs</b> The Financial Management Specialist and the M&E Specialist need to work together to track the input-output cost ratios.	FMS and M&E Specialist	09/2019
<b>Set up a proper M&amp;E system and recruit an M&amp;E Specialist</b> The PMU should recruit an M&E Specialist as soon as possible	PD	08/2020
<b>Role of steering committee</b> Role of SC should be restricted to strategic guidance and approval of AWPB as mentioned in the FA and PIM	MoA - SC	08/2020
<b>Recruitment process</b> PMU should request a waiver to continue recruitment despite Martial Law	MOA	08/2020
<b>CB of PMU in implementation of development projects</b> Resume capacity building for PMU on project management cycle for development projects as suggested in project support mission in December 2019	PMU - IFAD	08/2020
<b>Recruitment committee</b> MOPIC and civil bureau should participate in recruitment committee	MOA	08/2020

<b>Address mobility challenges of PMU und FSTs</b>  Authorize and fast track purchase of vehicles Need a temporary arrangement : agreement with agricultural directorate for assigning cars and drivers (SIGHT in charge of fuel and additional drivers if needed)	MOA	08/2020
<b>Improvement of the M&amp;E section in the PIM</b>	PMU	08/2020
<b>Fill-in the database developed by the IFAD M&amp;E specialist during the current mission with all data available on project activities</b>	PMU	08/2020
<b>M&amp;E Action Plan</b>  Comply with the actions decided in the M&E Action Plan developed with the IFAD M&E specialist during the current mission	PMU	08/2020
<b>Environmental and Social Management Plan (ESMP)</b>  ESMP to be developed and inserted into PIM.	IFAD	08/2020
<b>Grievance and Redress Mechanism (GRM) Development</b>  GRM to be developed and inserted into the PIM.	IFAD and PMU	08/2020
<b>COVID-19 re-purposing</b>  Finalize MoU between JHCO and government for COVID-repurpose activities has not yet been concluded.	MoA and JHCO	08/2020
<b>Revision of PIM on TC role</b>  The PIM needs to be revised with clear description of roles & responsibilities	PMU - IFAD	09/2020
<b>Additional Staff for comp 2.1 on PMU level</b>  Recruited advisor for graduation approach Recruited Outreach and targeting specialist <sup>2</sup>	PMU/special recruitment committee	09/2020
<b>Allowances</b>  Pay performance-based allowances to GFTs; using the awards and incentives committee within MoA	PMU/MoA	09/2020
<b>Hiring of the M&amp;E and KM officer</b>	MoA	09/2020
<b>Grievance and Redress Mechanism (GRM) Dissemination</b>  GRM should be disseminated to all IPs, stakeholders and beneficiaries.	PMU	09/2020

<b>COVID-19 Prevention</b>  Integrate public health awareness, proper waste management and hygiene issues in all capacity building activities of the project especially FFS.	PMU and IPs	09/2020
<b>Amendment of Technical Committee</b>  At least 2 experts on graduation approach to be included in TC for technical guidance on implementation of comp 2.1.	PMU	11/2020
<b>Secondment of staff</b>  Until new staff is recruited vacant positions should be filled by seconded staff from MoA	MoA - PMU	11/2020
<b>Procure Strong Technical Capacity to Document Lessons to prepare KM plan</b>  There is need to ensure that all service providers and implementing partners properly document the experience of the key aspects of the project such as breed improvement, GIAS, animal traceability, partnership with private sector in breed and nutrition improvement, rangeland improvement and the graduation approach. Develop a KM plan for the project with well-defined responsibilities and budget. This should be linked to the M&E system, and there should be a method in place to ensure documentation of lessons learned and their sharing. Ideally, each project staff member should be responsible for contributing to the overall project KM, while a designated staff member (ideally the M&E officer) would be responsible for keeping track of the respective activities as identified in the KM plan.	PMU with key service providers and implementing partners	
<b>Tracking VFM Metrics</b>	The Financial Management Specialist needs to track some key VFM metrics on economy in procurement and in assessing any cost overruns in the planned budget.	
<b>Agree key Monitoring Indicators with all key IPs and Field Staff</b>  The PMU should agree key indicators with all implementing agencies and Field staff and frequency of reporting	PMU	
<b>COVID-19 Prevention</b>  Ensuring that service providers follow national health and safety regulations at workplace.	PMU and IPs	
<b>Financial Management &amp; Execution</b>		

<b>Procurement steps</b>  Actual time intervals between different procurement steps set in the planned rows of the PP need to be respected in actual operations.	MoA	08/2020
<b>Segregation of duties</b>  Segregation of the Procurement and Financial duties where both units need to report directly to the PMU Director	PMU	08/2020
<b>Special Committee for Procurement</b>  Establishing a Special Committee for Procurement at the level of MOA and limit the Procurement reviews to this committee without the need to pass by the steering committee.	MoA	08/2020
<b>Procurement process</b>  Expedite the procurement process of vehicles or propose an alternative solution	MoA/PMU	08/2020
<b>Technical Committee</b>  Involvement of the Technical Committee in the preparation/review of the terms of Reference and Technical Specification	MoA and PMU	08/2020
<b>Technical evaluation</b>  The Technical evaluation report needs to be more detailed in accordance with the guidance given in IFAD Procurement Handbook	PMU	08/2020
<b>Planning and coordination</b>  Better Planning and coordination must be observed at the level of Project implementation in order to avoid cancellation of the Procurement process at the level of Contract Award	PMU/MOA	08/2020
<b>Bidding process</b>  Results of bidding process need to be communicated directly to the Bidders.	PMU	08/2020
<b>Contract implementation</b>  The Contract implementation time needs to be better estimated	PMU	08/2020
<b>Procurement files</b>  The Procurement files must be organized in accordance with IFAD Procurement Handbook	PMU	08/2020
<b>Review the PIM</b>  Review the PIM – Procurement Section	IFAD	08/2020
<b>Amendment of the LTB</b>	IFAD	08/2020

<b>Follow up with MOPIC on submission of banking instructions of ACC to IFAD; and submit withdrawal application of the first tranche to ACC</b>	Finance Manager	08/2020
<b>Propose sufficient and realistic budget along with solid justification for approval by government</b>	Finance Manager and Project Director	08/2020
<b>Government and beneficiary in-kind contributions</b> Implement a process to quantify all government and beneficiary in-kind contributions and record in the accounting system. Record all outstanding contributions from project inception to date and include them in the financial report. ( deadline has been extended)	Financial Manager and technical team	08/2020
<b>Budget monitoring</b> Capture the approved AWP&B in QuickBooks and prepare monthly budget to actual expenditure comparisons for the purposes of supporting management in monitoring progress	Financial Manager	08/2020
<b>Recruit additional staff</b> Additional staff needs to be recruited/seconded to the PMU in order to help in the Procurement and Contract management in case more than one IP is selected for the implementation of the Graduation Program	MoA and PMU	09/2020
<b>Strengthening of internal controls and PIM revision</b> Define internal controls for identified weaknesses and gaps in internal control system and document in the PIM. Obtain IFAD no-objection for revision. (specifically document 1) different type of expenditures, and controls/processes related to component 2 managed by an implementing partners and 2) document retention requirements related to the EU Grant).	Financial Management with IFAD support	10/2020
<b>Training on IFAD and EU procedures and requirements</b> All finance staff to complete IFAD Financial Management e-learning. Submit completion certificates to IFAD and to be trained on EU's requirement as soon as it become effective.	Financial Manager and Project Accountant/ IFAD	10/2020
<b>Procurement training</b> Delivery of a series of Procurement training	IFAD	12/2020



## **Jordan**

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### **Small Ruminants Investment and Graduating Households in Transition Project Supervision Report**

#### **Logical Framework**

Mission Dates: 1-15 July 2020  
Document Date: 10/08/2020  
Project No. 2000001478  
Report No. 5467-JO

Near East, North Africa and Europe Division  
Programme Management Department



## Small Ruminants Investment and Graduating Households in Transition Project

### Logical Framework

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
<b>Outreach</b>	1.b Estimated corresponding total number of households members										
	Household members		19 072	57 216	269	6 735	11.8				
	1.a Corresponding number of households reached										
	Households		3 973	11 920	56	1 403	11.8				
	1 Persons receiving services promoted or supported by the project										
	Females		9 536	28 608	42	577	2				
	Males		9 536	28 608	14	826	2.9				
	Young		4 768	14 304		0	0				
	Not Young		14 304	42 912		0	0				
	Total number of persons receiving services		19 072	57 216	56	1 403	2.5				
<b>Project Goal</b> To contribute to reduce poverty and enhance national food security in Jordan.	% of population below the international poverty line.							DoS and HIES Surveys. Mid-term and Completion Surveys	MTR and completion	PMU M&E unit	Political stability Marco-economic conditions remain stable or improve.
	Population below international poverty line	33	10	25	0	0	0				
<b>Development Objective</b> To increase the income of around 11,920 vulnerable households through providing sustainable production capacity.	Percentage increase in net income of vulnerable households targeted by the project.							Mid-term, Annual Outcome and Completion Surveys	MTR and completion	Project Director and M&E officer	Political stability Marco-economic conditions remain stable or improve.
	Increase in net income of vulnerable households		12	30	0	0	0				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
<b>Outcome</b> Outcome 1: Strengthened public and private sector capacity to enhance productivity of smallholder livestock farmers, increase incomes and build resilience.	Number of households reporting adoption of new breeding practices.							Government Stations & DDA records Annual Outcome Surveys	Annually	M&E officer Component officer	
	Households reporting new breeding practices	0	2 200	5 790	17	18	0.3				
	Males		1 500	5 501	16	17	0.3				
	Females		650	290	1	1	0.3				
	Number of households reporting an increase in productivity							Government Stations & DDA records Annual Outcome Surveys	Annually	M&E officer Component officer	
	Households reporting increase in productivity	0	1 800	4 630	0	0	0				
	Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment							Ministry of Agriculture & National Advisory Group	MTR-Completion	M&E unit	
	Number				0	0					
<b>Output</b> 1.1 Enhanced productivity in the small ruminant stock without increasing the number of animals	1.1.3 Rural producers accessing production inputs and/or technological packages							M&E reports	annual	M&E Unit	
	Females		750	2 300	1	10	0.4				
	Males		1 750	5 420	16	25	0.5				
	Young			1 930		0	0				
	Not Young			5 790		0	0				
	Total rural producers		2 500	7 720	17	35	0.5				
	Establish a registry system of the genotyping of the Jordanian Awassi sheep							M&E system Component reports	Annually	M&E officer Component officer	
	Registry system	0	0	1	0	0	0				

Results Hierarchy	Indicators							Means of Verification		Assumptions	
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency		Responsibility
	Develop a Road Map for the trade mark/ registry system of Awassi sheep							M&E system Component reports	Annually	M&E officer Component officer	
	Develop a road map	0	0	1	0	0	0				
<b>Output</b> 1.2 Conditions for more diversified and sustainable use of natural resources created	1.1.4 Persons trained in production practices and/or technologies							M&E reports	annual	M&E Unit	
	Total number of persons trained by the project				0	570					
	Total number of attendances to training sessions				0	570					
	Men trained in livestock			5 420	0	296	5.5				
	Women trained in livestock			2 300	0	274	11.9				
	Young people trained in livestock					0					
	Not young people trained in livestock					0					
	Total persons trained in livestock		3 000	7 720	0	570	7.4				
	Males trained at least once by the project			5 420	0	296	5.5				
	Females trained at least once by the project			2 300	0	274	11.9				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
<b>Outcome</b> Outcome 2: Strengthened rural poor people's productive capacities, market access and resilience through an approach which graduates them out of poverty and provides access to financial services.	Number of jobs (full time or temporary) /enterprises created or expanded for Syrian refugees and host communities. (disaggregated by gender/ age/ location/ income)							Service Providers, M&E system Component reports	Semi-annually	M&E officer Component officer	
	Jobs/enterprises created	0	1 000	3 650	0	0	0				
	Males			1 825	0	0	0				
	Females			1 825	0	0	0				
	Young			913	0	0	0				
	Not Young			2 738	0	0	0				
	1.2.5 Households reporting using rural financial services							Central Bank of Jordan - M&E system reports	semi-annual	M&E Unit	
	Households			5	0	0	0				
	Total number of household members			2 640	0	0	0				
	Males			2 475	0	0	0				
	Females			165	0	0	0				
	Young			660	0	0	0				
	Not Young			550	0	0	0				
	Households		200	550	0	0	0				
<b>Output</b> 2.1 Grant-based income-generating packages available for on-farm and off-farm enterprises.	Number of Syrian Refugees and members of host communities accessing Graduation packages and engaged in at least one new income generating activities (disaggregated by income and gender)							CBJ, Service Providers, M&E system Component reports	Semi-annually	M&E officer Component officer	
	Syrian Refugees and members of host communities accessing graduation packages	0	1 500	3 650	0	0	0				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
<b>Output</b> 2.2 Loans provided for the purchase of small ruminants for breed improvement and on-farm and off-farm MSMEs	Number of rural enterprises and FSPs accessing business development services (disaggregated by gender/age)							CBJ, Service Providers, M&E system Component reports	Semi-annually	M&E officer Component officer	
	Rural enterprises and FSPs accessing business dev. services	0	200	550	0	0	0				

## **Jordan**

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### **Small Ruminants Investment and Graduating Households in Transition Project Supervision Report**

#### **Appendix 1: Financial: actual financial performance; by financier by component and disbursements by category**

Mission Dates: 1-15 July 2020  
Document Date: 10/08/2020  
Project No. 2000001478  
Report No. 5467-JO

Near East, North Africa and Europe Division  
Programme Management Department





## Appendix 1: Financial: actual financial performance by financier; by component and disbursements by category

**Table 1A: Financial performance by financier as on May 31, 2020**

Financier	Appraisal (USD )	Disbursements (USD)	Per cent disbursed
IFAD loan	8,400,000	1,420,244	17%
IFAD grant	500,000	263,015	53%
FARMS grant	3,900,000	1,135,041	29%
SDC Supplementary Grant	2,315,000	750,000	32%
OSFL Supplementary Grant	950,000	250,000	26%
Government	4,690,000	57,476	1%
<b>Total</b>	<b>20,755,000</b>	<b>3,875,776</b>	<b>18.7%</b>

**Table 1B: Financial performance by financier by component (USD '000) as on May31, 2020**  
(Actual expenditure)

Comp	IFAD loan			IFAD grant			FARMS grant			OSFL Supplementary grant			SDC Supplementary grant			Government			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
1	3,623	364.8	10	500	13.6	2	539	33.8	6				314	-	-	4,122	4.3	0	9,098	416.5	4.5
2	3,900	-	0				2911	0.7	0	950	-	0	1,867	3.7	0	228	-	0	9,856	4.37	0
3	877	145.6	17				450	158.1	35				134	1.5	1	340	53.1	16	1,801	358.3	20
	8,400	510.4	6	500	13.6	2	3,900	192.5	5	950	-	0	2,315	5.17	0	4,690	57.4	1	20,755	779.1	3.7

1 = Investment in Farmers services; 2 = Livelihood Investment and access to financial services; 3 = Project Management

**Table 1C.1: IFAD loan disbursements (USD '000) as at 31 May 2020**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
1	Consultancies	1,110		123	19	968	11%
2	Credit, Guarantees Fund	3,510		-	-	3,510	0%
3	Equipment and material	1,770		179.8	40.6	1549.6	10%
4	Goods and services	405		3.9	0	401.1	1%
5	Grants and subsidies	-		-	-	-	0%
6	Workshop and trainings	85		24.1	0.7	60.2	28.3%
7	Works	130		-	-	130	0%
8	Salaries, allowances and OC	550		89.5	29.9	430.6	16.2%
	Unallocated	840		-	-	840	0%
	Initial advance			1,000		(1,000)	0%
<b>Total</b>		<b>8,400</b>		<b>1,420.3</b>	<b>90.2</b>	<b>6,889.5</b>	<b>17%</b>

**Table 1C.2: IFAD grant disbursements (USD '000) as at 31 May 2020**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
1	Consultancies	150		-	-	150	0%
6	Workshop and trainings	300		13.6	-	286.4	4.5%
	Unallocated	50			-	50	0%
	Initial advance			250		(250)	0%
<b>Total</b>		<b>500</b>		<b>263.6</b>	<b>-</b>	<b>250</b>	<b>53%</b>

**Table 1C.3: IFAD FARMS grant disbursements (USD '000) as on May31, 2020**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
1	Consultancies	490	490	51.8	33.7	486	10.5%
5	Grants and subsidies	2,810	2630	-	-	2,810	0%
8	Salaries, allowances and operating costs	210	390	83.3	23.9	182	21.3%
	Unallocated	390	390	0	-	390	0%
	Initial advance			1000		(1000)	0%
	<b>Total</b>	<b>3,900</b>	<b>3,900</b>	<b>1,135.1</b>	<b>57.6</b>	<b>3,868</b>	<b>29%</b>

**Table 1C.4: SDC supplementary grant disbursements (USD '000) as on May 31, 2020**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
1	Consultancies	314		0	3.67	310.33	0%
5	Grants and subsidies	1,867		0	-	1,867	0%
8	Salaries, allowances and operating costs	134		0	-1.5	132.5	0%
	Initial advance			750		(750)	
	<b>Total</b>	<b>2,315</b>		<b>750</b>	<b>5.17</b>	<b>1,565</b>	<b>32%</b>

**Table 1C.5: OSFL supplementary grant disbursements (USD '000) as on May 31,2020**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
	Grants and subsidies	950		-	-	950	0%
5	Initial advance	250		250		(250)	
	<b>Total</b>	<b>950</b>		<b>(250)</b>		<b>700</b>	<b>26%</b>

## **Jordan**

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### **Small Ruminants Investment and Graduating Households in Transition Project Supervision Report**

#### **Appendix 2: Physical progress measured against AWP&B**

Mission Dates: 1-15 July 2020  
Document Date: 10/08/2020  
Project No. 2000001478  
Report No. 5467-JO

Near East, North Africa and Europe Division  
Programme Management Department



Country - Implem. Instt Hashemite Kingdom of Jordan - MOPIC -MOA  
Project: Small-ruminants Investment and Graduating Households in Transition (SIGHT)  
Loan/ Grant no. IFAD Loan No-20000001945; IFAD GRANT No-  
Document Annual Work Plan & Budget (AWP&B)  
Reporting Period (Nbr.months) 01 Jan 2020 – 31 Dec 2020 (12 months)  
Version v 201805.01

version v 201805.01

Description					Timeline: Activities/ Input Schedule and Quantities											
Reference	Code	(Sub) Component	Category	Component/ Output/ Activities/ Inputs		Target	2020				2020				Overall project (cumulative)	Comments
					Unit	2019	Q1	Q2	Q3	Q4	Physical target 2020	Physical achievement 2020	% against the 2020 target	% against the project target	Physical target - overall project	
1.0.0-00	1.0.0	C1-FC	Cat.	Component 1. Investment in Farmer Services												
C1-1-01				C1- I. Investment Costs Comp.1											-	
1.1.0-00	1.A.0-00			Subcomponent 1.1- Enhancing public services											-	
				Output 1.1.: Strengthened public and private sector capacity to enhance productivity of smallholder livestock farmers, increase incomes and build resilience. II											-	
1.1.1-00	1.A.1.0			Act.1.1.1- Enhancing public services											-	
1.1.1-01	1.A.1.a	C1-FS	[ 3 ]	a.Rehabilitation of stations and training centre(3 stations):	station										-	
				i- Al-Khanasrah New Sheds	station	3	1	-	1	1	1	0	0%	0%	1	In progress
				ii- Al-Wallah station rehabilitation	station	1	-	-	1	-	1	0	0%	0%	1	The works completed but not finally delivered
				iii- Al-Fujji station rehabilitation	station	2	1	-	1	-	1	0	0%	0%	1	The works completed but not finally delivered
				iv- Training Center (Furniture)	station	1	-	-	-	1	1	0	0%	0%	1	specifications sent for Cabinet for approval
1.1.1-02	1.A.1.b	C1-FS	[ 3 ]	b.Stations operating and maintenance costs GOJ (Water - electricity - maitainance)	lumpsum	12	3	3	3	3						This is continuously paid as cost share from MoA
1.1.1-03	1.A.1.c	C1-FS	[ 3 ]	c.Small-ruminants investment		800	200	200	200	200						
				i- Awassi sheep purchase	heads	600	150	150	150	150	600	240	40%	40%	600	In progress. 240 delivered, more are in the breeder farm in quarantine. They will be payed upon delivery.
				ii- Shami goat purchase		200	50	50	50	50	200	0	0%	0%	200	Delayed
1.1.1-04	1.A.1.d	C1-FS	[ 3 ]	d.Small-ruminants operating costs GOJ /b	per year											This is cost share from MoA and NARC and they sent commitment that these will be provided for the purchased animals
				I - MoA (Medicine - Feed)		1	1	-	-	-						
				ii - NARC (Medicine - Feed)		1	1	-	-	-						
1.1.1-05	1.A.1.e	C1-FS	[ 3 ]	e.Diagnostic laboratories and artificial insemination labs /c	lumpsum	-	-	-	-	-	1	0	0%	0%	4	-
1.1.1-06	1.A.1f	C1-FS	[ 3 ]	f.Quarantine and certification facility	lumpsum	-	-	-	-	-	1	0	0%	0%	2	-
1.1.1-07	1.A.1.g	C1-FS	[1]	g.Geographic indication	lumpsum	1	-	-	-	1	1	0	0%	0%	1	-
1.1.1-08	1.A.1.h	C1-FS	[1]	h.Activities at Breeding Partners farms	lumpsum										0	14 rams bought by the breeding partners from the Al-Khanasrah station. Money is for the station not for sight.
				i. Scales for smal-ruminants	lumpsum	12	-	-	12	-	12	0	0%	0%	12	
				ii. Measurment tools	lumpsum	12	-	-	12	-	12	0	0%	0%	12	
				iii. Records printing	lumpsum	1	-	-	1	-	200	0	0%	0%	400	
				iv. Breeding software	lumpsum	1	-	-	1	-	0	0			1	
				v. Tags and tagging tool (5000 tag and 12 tools)	lumpsum	1	-	-	1	-	5 012	0	0%	0%	5 012	
				vi. Microchips and their readers (500 chip and 6 readers)	lumpsum	1	-	-	-	-	0	0			506	
				vii. Artificial Insemenation materials (Sponges/hormones/sheaths/Iodine/etc...)	lumpsum	1	-	-	1	-	1	0	0%	0%	3	
				Subtotal Act. 1.1.1.							6 044	240	3%	3%	6 757	
1.1.2-00	1.A.1.0			Act.1.1.2- Technical Assistance												
1.1.2-01	1.A.1.a	C1-FS	[1]	a.Technical support and trainings for staff												-
				i- Technical support: workshops and consultancies	per year	10	1	-	-	2						-
				1. Partnership between Public and Private sector	Workshop	1	-	-	-	1	1	0	0%			Postponed to Q4
				a. Expert	Person	3	-	-	-	3	3	0	0%			
				b. Hotel	Attendance	50	-	-	-	50	50	0	0%			

Description					Timeline: Activities/ Input Schedule and Quantities										Comments		
Reference	Code	(Sub) Component	Category	Component/ Output/ Activities/ Inputs	Unit	Target	2020					2020				Overall project (cumulative)	
							2019	Q1	Q2	Q3	Q4	Physical target 2020	Physical achievement 2020	% against the 2020 target			% against the project target
				2. Climate change and livestock	Workshop	1	-	-	-	-	0	0				Delayed to 2021	
				a. Expert	Person	4	-	-	-	-	0	0					
				b. Hotel	Attendance	70	-	-	-	-	0	0					
				3. New practices for improving small-ruminant production	Workshop	2	-	-	-	-	0	0				Delayed to 2021	
				a. Expert	Person	8	-	-	-	-	0	0					
				b. Food	Attendance	100	-	-	-	-	0	0					
				4. Alternative feeds and by-products	Workshop	2	-	-	-	-	0	0				Delayed to 2021	
				i. Expert	Person	4	-	-	-	-	0	0					
				ii. Food	Attendance	100	-	-	-	-	0	0					
				5. Legislations in Livestock sector	Workshop	1	-	-	-	-	0	0				Delayed to 2021	
				i. Expert	Person	2	-	-	-	-	0	0					
				ii. Food	Attendance	70	-	-	-	-	0	0					
				Reality and challenges for raising Small-ruminants	Workshop	1	-	-	-	1	1	0	0%			Postponed to Q4	
				i. Expert	Person	1	-	-	-	5	5	0	0%				
				ii. Hotel	Attendance	120	-	-	-	120	120	0	0%				
				7. Rural lending Effect on Generating outcomes	Workshop	1	-	-	-	-	0	0				Delayed to 2021	
				A. Expert	Person	3	-	-	-	-	0	0					
				B. Hotel	Attendance	40	-	-	-	-	0	0					
				8. Brain storming about artificial insemination	Workshop	1	1	-	-	-	1	1	100%			Completed	
				i. Expert	Person	1	1	-	-	-	1	1	100%				
				ii. Food	Attendance	40	40	-	-	-	40	40	100%				
				ii- Training for staff		9	-	-	3	2						Delayed to 2021	
				1. Silage	per year	1	-	-	-	-	0	0					
				a. Trainer		12	-	-	-	-	0	0					
				b. Food (3days)		50	-	-	-	-	0	0					
				c. Transportation (3 days)		50	-	-	-	-	0	0					
				d. Training Needs Materials (Silage materials)		1	-	-	-	-	0	0					
				2. Livestock farms Biosecurity	per year	2	-	-	-	-	0	0				Delayed to 2021	
				a. Trainer		2	-	-	-	-							
				b. Food		60	-	-	-	-							
				c. Transportation		60	-	-	-	-							
				d. Training Needs Materials		1	-	-	-	-							
				3. Computer programs in Feed formulation	per year	2	-	-	1	1	2	0	0%			Postponed to Q3	
				a. Trainer		4	-	-	2	2							
				b. Food		80	-	-	40	40							
				c. Transportation		80	-	-	40	40							
				d. Computer software & installation		1	-	-	1	-							
				4. Graduation approach	per year	1	-	-	-	-	0					Delayed to 2021	
				a. Trainer		1	-	-	-	-							
				b. Food		60	-	-	-	-							
				c. Transportation		60	-	-	-	-							
				5. Meat Production and Quality		1	-	-	-	1	1	0	0%	0%	1		Postponed to Q4
				a. Trainer	1	-	-	-	1								
				b. Food	30	-	-	-	30								
				c. Transportation	30	-	-	-	30								
				6. Artificial Insemination	2	-	-	2	-	2	0	0%			Postponed to Q3		
				a. Trainer	4	-	-	4	-								
				b. Food (5 days/Training)	30	-	-	30	-								
				c. Transportation (5 days/Training)	30	-	-	30	-								
				7. ToF - Farmer field school	2	-	-	-	-	0						Delayed to get PSC Approval	
				a. Trainer	2	-	-	-	-								
				b. Food (5 days)	40	-	-	-	-								
				c. Transportation (5 days)	40	-	-	-	-								
1.1.2-02	1.A.1.b	C1-FS	[6]	b.Trainings to government breeding stations' staff	per year	1	-	-	1	-	1	0	0%				Postponed to Q4
				i. Computer programs in Feed formulation	per year	1	-	-	1	-	1	0	0%				
				a. Trainer		2	-	-	2	-							
				b. Food (3 days)		10	-	-	10	-							
				c. Transportation (3 days)		10	-	-	10	-							
1.1.2-03	1.A.1.c	C1-FS	[6]	c.Trainings for GFTs and FSTs	Per Year	1	-	-	-	1	1	0	0%			-	
				d. Stationary	lumpsum	1	-	-	1	-	1	0	0%				
				Subtotal Act. 1.1.2.							231	42	19%	0%	1		
1.1.3-00				Act.1.1.3. Improving animal traceability													
1.1.3-01	1.A.1.a	C1-FS	[3]	a. Equipment /d	lumpsum		-	0	-	-							
				1. Tablets		65	-	-	65	-	65	0	0%	0%	65	in Progress	



Description					Timeline: Activities/ Input Schedule and Quantities										Comments	
Reference	Code	(Sub) Component	Category	Component/ Output/ Activities/ Inputs	Unit	Target	2020				2020					Overall project (cumulative)
							2019	Q1	Q2	Q3	Q4	Physical target 2020	Physical achievement 2020	% against the 2020 target		% against the project target
				2. Readers		12	-	-	12	-	12	0	0%	0%	12	in Progress
1.1.3-02	1.A.1.b	C1-FS	[1]	b. Technical assistance	lumpsum											inprogress
				i- Expert (study the animal treaceability situation in Jordan)	lumpsum	1	-	-	1	-	1	0	0%	0%	1	
				ii- Workshops (to present the outputs)		1	-	-	0	1	1	0	0%			
				1. Attendance (Hotel)	lumpsum	120	-	-	0	120		0				
				2. Prints (Banner, Roll-up... etc)	lumpsum	1	-	-	0	1						
				Subtotal Act.1.1.3.							79	0	0%		78	
C14-02				Subtotal Act 1.1							6 354	282	22%	1%	6 836	
1.2.0-00	1.A.0-00			Subcomponent 1.2- Enhancing public services												
				Output 1.2:Conditions for more diversified and sustainable use of natural resources created												
1.2.1-00	1.B.1			Act. 1.2.1. Improving community and private sector services												
1.2.1-01	1.B.1.a	C1-FS	[1]	a.Farmer support teams	salaries per person per month	9	27	27	27	27	108	36	33%	7%	540	3 positions remained
1.2.1-02	1.B.1.b	C1-FS	[3]	b.Farmer support teams operating costs /a (Laptops+Computers)		14	-	-	14	-						in progress
				1. Computers + 1 laptop	FT Units and BS	9	-	-	9	-						-
				2. laptops	per FST	5	-	-	5	-						
1.2.1-03	1.B.1.c	C1-FS	[3]	c.Vehicles FSTs /b	vehicle	2	-	-	-	6						Waiting for Cabinet Approval
1.2.1-04	1.B.1.d	C1-FS	[1]	d.Farmer support teams allowances /c	per year	36	9	9	9	9						
1.2.1-05	1.B.1.e	C1-FS	[4]	e.Allowances for GFTs /d	per year	2	-	1	-	1						on performance
1.2.1-06	1.A.1f	C1-FS	[4]	f.Other allowances /e	per year	4	1	1	1	1						on going payments
				Subtotal- Act.1.2.1							108	36	33%	3%	540	
1.2.2-00	1.B.2	C1-FS		Act.1.2.2- Trainings, studies and technical assistance								0				
1.2.2-01	1.B.2.a	C1-FS	[6]	a.Technical support to cooperatives and farmers' groups	per year											-
				i. Farmer Field Schools establishment (10 SchoolsX20 farmersx10 meetings/year)												Ceased upon PSC decision
				Transportation	per year	2 000	-	-	-	-						-
				Food	per year	2 000	-	-	-	-						-
				Facilitator		10	-	-	-	-						-
1.2.2-02	1.B.2.b	C1-FS	[6]	b.Trainings of beneficiaries (Farmer field schools & individuals trainings)												-
				i. Farmer field schools trainings within each school	per year											Ceased upon PSC decision
				1. Trainers	per year	200	-	-	-	-						
				2. Training materials upon the school requierments	package	10	-	-	-	-						
				3. Prints (Leaflets, Flyers, Banners, Roll-up, note books, bags & caps)	per school	10	-	-	-	-						
				4. Renting (Buses, meeting rooms or tents, Chairs and tables)	per school	10	-	-	-	-						
				ii- Training for individuals		20					20	0	0%			
				1. Artificial Insemination for private sector		1					0	0				Delayed to 2021
				a. Trainer	per year	2	-	-	-	-						
				b. Food (5 days)		15	-	-	-	-						
				2. Using by-products as alternative feeds		2					0					Delayed to 2021
				a. Trainer	per year	4	-	-	-	-						
				b. Food		60	-	-	-	-						
				c. Transportation		60	-	-	-	-						
				3. Silage making for private sector		2					0					Delayed to 2021
				a. Trainer	per year	4	-	-	-	-						
				b. Food (3 days/Training)		30	-	-	-	-						
				c. Transportation (3 days/Training)		30	-	-	-	-						
				d. Training Needs Materials (Silage materials)		1	-	-	-	-						
				4. Raising livestock at family level		12					12	0	0%			Postponed to Q3 & Q4
				a. Trainer	per year	36	-	-	18	18						
				b. Food		360	-	-	180	180						
				c. Transportation		360	-	-	180	180						

Description					Timeline: Activities/ Input Schedule and Quantities										Comments	
Reference	Code	(Sub) Component	Category	Component/ Output/ Activities/ Inputs	Target	2020					2020					Overall project (cumulative)
						2019	Q1	Q2	Q3	Q4	Physical target 2020	Physical achievement 2020	% against the 2020 target	% against the project target		Physical target - overall project
				5. Marketing and quality control	per year	1					0	0				Delayed to 2021
				a. Trainer		2	-	-	-	-						
				b. Food		30	-	-	-	-						
				c. Transportation		30	-	-	-	-						
				6. Wool handicrafts	per year	2					0	0				Delayed to 2021
				a. Trainer		2	-	-	-	-						
				b. Food (3 days/Training)		44	-	-	-	-						
				c. Transportation (3 days/Training)		44	-	-	-	-						
				d. Training materials (wool, coloring pigments, ...)		1	-	-	-	-						
				iii- Booklets and Leaflet	lumpsum	8	-	-	4	4	8	0	0%			in progress
1.2.2-03	1.B.2.c	C1-FS	[1]	c.Short-term technical assistance (Animal breeder)	per year	1	-	-	1	-	1	0	0%			in progress
				SubTotal Act.1.2.2							41	0	0%	0%	0	
1.2.3-00	1.B.3	C1-FS		Act.1.2.3. Pilot investments in rangeland reserves												-
1.2.3-01	1.B.3.a	C1-FS	[1]	a.Rangeland reserves baseline assessment /g	per reserve											-
				i. Allowances for assessment teams		3	1	1	1	-						upon performance
				ii. Trainings on rangelands reserves assesment												
				1. Vegetation cover evaluation and grazing cabacity measurments	per year	2					2	0	0%			Postponed to Q3
				i. Trainers		4	-	-	4	-						
				ii. Food (2 days/Training)		30	-	-	30	-						
				iii. Transportation (2 days/Training)		30	-	-	30	-						
				iv. Training materials	package	2	-	-	2	-						
				iv. Renting Bus	package	2	-	-	2	-						
				2. Plant taxonomy + seed collection	per year	2					2	0	0%	0%	3	Postponed to Q3
				i. Trainers		2	-	-	2	-						
				ii. Food (2 days/Training)		30	-	-	30	-						
				iii. Transportation (2 days/Training)		30	-	-	30	-						
				iv. Training materials		package	2	-	-	2	-					
1.2.3-02	1.B.3.b	C1-FS	[1]	b.Participatory rangeland reserves management plan /h (training for committees around the reserves)	per reserve		1	1	1	1						-
				i. Awareness session about rangelands managements		1	-	-	-	1	1	0	0%	0%	3	Postponed to Q4
				1. Food		50	-	-	-	50						
				2. Transportation		50	-	-	-	50						
				ii. Trainings for committees around reserves												
				1. Gender, Communication skills and Conflict resolution	per year	2	-			2	2	0	0%	0%	3	Postponed to Q4
				i. Trainers		4	-	-	-	4						
				ii. Food (2 days/Training)		20	-	-	-	20						
				iii. Transportation (2 days/Training)		20	-	-	-	20						
				2. Medecinal Plant	per year	2	-	-	-	2	2	0	0%		3	Postponed to Q4
				i. Trainers		4	-	-	-	4						
				ii. Food (2 days/Training)		20	-	-	-	20						
				iii. Transportation (2 days/Training)		20	-	-	-	20						
				iv. Training materials (plantlets)		package	2	-	-	-	2					
				3. Water harvesting environmental and social effects on developing rangelands		2	-	-	2	-	2	0	0%	0%	3	Postponed to Q3
				i. Trainers		6	-	-	6	-						
				ii. Food (2 days/Training)		20	-	-	20	-						
				iii. Transportation (2 days/Training)		20	-	-	20	-						
				iv. Training materials (plantlets)	package	2	-	-	2	-						
				iv. Renting Bus	per reserve	2	-	-	2	-						
1.2.3-03	1.B.3.c	C1-FS	[4]	c.Reserves restoration /i	per year	2	-	-	1	1	3	0	0%	0%	3	in progress
1.2.3-04	1.B.3.d	C1-FS	[7]	d.Hafir/wells construction	per year	4	-	-	2	2	3	0	0%	0%	3	in progress
				Subtotal- Act.1.2.3							17	0	0%	0%	21	
1.2.4-00	1.B.4	C1-FS		Act.1.2.4.Enhancing livestock nutrition												postponed to Q4
1.2.4-01	1.B.4.a	C1-FS	[4]	Enhancing crop livestock nutrition	Per year		0	0	0	1						
				i. Grants		8	0	0	0	2	2	0	0%	0%	20	
				Subtotal- Act.1.2.4							2	0	0%	0%	20	
1.2.5-00	1.B.5	C1-FS	[8]	Act.1.2.5.Recurrent Costs												
1.2.5-01	1.B.5.a	C1-FS	[8]	Government field teams (GFTs)	Per year	4	1	1	1	1						on going - Contribution

Description					Timeline: Activities/ Input Schedule and Quantities										Comments	
Reference	Code	(Sub) Component	Category	Component/ Output/ Activities/ Inputs	Unit	Target	2020				2020					Overall project (cumulative)
							2019	Q1	Q2	Q3	Q4	Physical target 2020	Physical achievement 2020	% against the 2020 target		
				Subtotal- Act.1.2.5 Total Recurrent Costs							0	0	0%	0%	0	
subTot	bTot SubCo			Subtotal- Subcomponent 1.2							168	36	7%	1%	581.0	
1.3.0-00	1.B.0	C1-FS	[8]	Subcomponent 1.3- Support to policy engagement												
				Output 1.3: Policy support provided												
1.3.0-01	1.B.1	C1-FS	[8]	Activity 1.3: policy support engagment	lumpsum											
				i- Expert		1		0	0		1	0		0%		in progress
				ii- Workshop (Hotel)		140		0	0	0	140	1	0		0%	postponed to Q4
				Subtotal- Subcomponent 1.3							2	0		0%	0	
				Total Component 1							6 524	318		9%	1%	7 417
2.0.0-00	2.0.0			Component 2. . Business Development and Access to Financial Services												
C2-I-01				Investment Costs C2.1												
2.1.0	2.A.0			Subcomponent 2.1- Grants for graduation into sustainable livelihoods												
				Output 2.1:Grant-based income-generating packages available for on-farm and off-farm enterprises												
2.1.1-00	2.A.1.0			Act.2.1.1. Ultra poor graduation /a										0%		1 000
2.1.1-01	2.A.1.a	C2-FIN.	[5]	Grants to women	package	50		-	-		50					
2.1.1-01a	2.A.1.a1	C2-FIN.	[5]	Grants to youth (men)	package	5		-	-		5					
2.1.1-01b	2.A.1.a2	C2-FIN.	[5]	Grants to men	package	5		-	-	-	5					
				Subtotal subAct 2.1.1							0	0		0%		1 000
2.1.2-00	2.A.1.0			Act.2.1.2.a Fast track graduation(a. Grants to Syrian refugees)										0%		1 325
2.1.2a-01	2.A.2.a	C2-FIN.	[5]	Grants to women	package	10		-	-		10					
2.1.2a-02	2.A.2.a1	C2-FIN.	[5]	Grants to youth (men)	package	5		-	-		5					
2.1.2a-03	2.A.2.a2	C2-FIN.	[5]	Grants to men	package	5		-	-		5					
				Subtotal subAct 2.1.2.a							0	0		0%		1 325
2.1.2-00	2.A.1.0			Act.2.1.2.b.Grants to residents of host communities										0%		1 325
2.1.2b-01	2.A.2.b	C2-FIN.	[5]	Grants to women	package	10		-	-		10		0			
2.1.2b-02	2.A.2.b1	C2-FIN.	[5]	Grants to youth (men)	package	5		-	-		5		0			
2.1.2b-03	2.A.2.b2	C2-FIN.	[5]	Grants to men	package	5		-	-		5		0			
				Subtotal subAct 2.1.2.b							0	0		0%		0
2.1.3-00	2.A.1.0			Act. 2.1.3 Implementation support												
2.1.3b-01	2.A.3.b	C2-FIN.	[1]	a. Implementation support and TA	per year	1		-	-	-	1					
2.1.3b-02	2.A.3.b1	C2-FIN.	[1]	b. Research and support for graduation approach	per year	1		-	-	-	1					
2.1.3b-03	2.A.3.b2	C2-FIN.	[1]	c. Market assessments	study	1		-	-	-	1	1	0		0%	in progress
				Subtotal subAct 2.1.3							1	0		0%	0%	0
2.1.4				Act 2.1.4 Rapid Response to COVID 19	lumpsum	1		-	-		1	1 500 000		0%	0%	1 500 000
				Subtotal subAct 2.1.4							1 500 000			0%	0%	1 500 000
				Subtotal sub Act 2.1							3 000 002	0		0%	0%	3 005 975
2.2-00				Sub component 2.2: Lending facility for rural businesses							1 000 000			0%	0%	3 500 000
2.2.1-00	2.B.1	C2-FIN.	[2]	Loans for breed improvement	Loan	60		0	0		30	30				in progress
2.2.2-00	2.B.2	C2-FIN.	[2]	Loans for rural micro businesses	loan	38		0	0		18	20				in progress
2.2.3-00	2.B.3	C2-FIN.	[2]	Loans for rural small businesses	loan	36		0	0		18	18				in progress
				Subtotal subAct 2.2							1 000 000			0%	0%	3 500 000
				Total Investment Costs Comp.2							4 000 002	0		0%	0%	6 505 975
3.0.0-00	3.0.0			Component 3. Project management												
C3-I-01				Investment Costs - Comp.3												
3.1.0-00	3.A.0.0			Subcomponent 3.1- MOA Project Managment Unit (PMU)												
3.1.1-00	3.A.1			Act. 3.1.1- Surveys, Workshops and Audit												
3.1.1-01	3.A.1.a	C3-MG	[6]	Start-up workshop	Workshop	0		0	0	0	0	0	0		0%	1
3.1.1-02	3.A.1.b	C3-MG	[1]	Baseline survey	survey	1		1	0	0	0	1	1	100%	100%	1
3.1.1-03	3.A.1.c	C3-MG	[1]	Impact survey	survey	0		0	0	0	0	0	0			1
3.1.1-04	3.A.1.d	C3-MG	[1]	M&E studies	2	2		0	0	0	2	1		0%		4
3.1.1-04a	3.A.1.d.1	C3-MG	[1]	a: Evaluation of the breeding program	per year	1		0	0	0	0	0	0		0%	3
				i- Expert		1		0	0	0	0					
				ii- Workshop (Hotel)		100		0	0	0	0					

Description					Timeline: Activities/ Input Schedule and Quantities										Comments			
Reference	Code	(Sub) Component	Category	Component/ Output/ Activities/ Inputs	Unit	Target	2020					2020				Overall project (cumulative)		
							2019	Q1	Q2	Q3	Q4	Physical target 2020	Physical achievement 2020	% against the 2020 target		% against the project target	Physical target - overall project	
3.1.1-04b	3.A.1.d.2	C3-MG	[1]	b. Study COVID 19 Impact on Livestock	lumpsum	1		0	0	0	0	1	1		0%	0%	1	in progress
				KM & M&E workshops, stakeholder consultations, annual stakeholder workshops /b	event	1		0	0	0	0	1	1	0	0%	0%	4	Postponed to Q4
3.1.1-06	3.A.1.f	C3-MG	[6]	Gender and targeting workshop /c	event	2		1	0	0	0	1	2	1	50%			partially completed
3.1.1-07	3.A.1.g	C3-MG	[1]	Annual audit	lumpsum	1		0	0		1	0	1	0	0%	0%	4	postponed to Q3
				Subtotal- Act.3.1.1														
3.1.2-00	3.A.2			Act. 3.1.2- Technical Assistance														-
3.1.2-01	3.A.2.a	C3-MG	[1]	Short-term technical assistance	per year	4		0	0	0	0	0						Due to covid 19 no travels are allowed
				Subtotal- Act.3.1.2														
3.1.3-00	3.A.1			Act. 3.1.3- Vehicles & Equipment														-
3.1.3-01	3.A.3.a	C3-MG	[3]	a.Office Space Rent for PMCU in 2018	per month	1		3	3	3	3	3	12	6	50%	10%	60	On going payments
3.1.3-02	3.A.3.b	C3-MG	[3]	b.Office furniture	set	1		0	0	0	0	0						delayed to 2021
3.1.3-03	3.A.3.c	C3-MG	[3]	c.Computers	set	0		0	0	0	0	0						delayed to 2021
3.1.3-04	3.A.3.d	C3-MG	[3]	d.Printers, scanners, data-show	lumpsum	1		0	0	0	0	1						Need Cabinet Approval
3.1.3-05	3.A.3.e	C3-MG	[3]	e.Vehicle	lumpsum	1		0	0	0	0	2						Need Cabinet Approval
				Subtotal- Act.3.1.3														
				Subtotal- Subcomponent 3.1.														
C3-R-01 Tot				Tot. Investment Costs - Comp.3.2														
C3-R-01				Recurrent Costs- Comp.3.2														
3.2.1-01	3.B.1.a	3-MGT	[8]	Project Director	pers. month	1		3	3	3	3	3	12	6	50%	8%	72	On going payments
3.2.1-02	3.B.1.b	C3-MG	[8]	Programme Officer	pers. month	1		3	3	3	3	3	12	6	50%	8%	72	On going payments
3.2.1-03	3.B.1.c	C3-MG	[8]	M&E Specialist	pers. month	1		3	3	3	3	3	12	6	50%	8%	72	not yet - until hiring one
3.2.1-04	3.B.1.d	C3-MG	[8]	Financial Management Specialist /e	pers. month	1		3	3	3	3	3	12	6	50%	8%	72	On going payments
3.2.1-05	3.B.1.e	C3-MG	[8]	Procurement Specialist	pers. month	1		3	3	3	3	3	12	6	50%	8%	72	On going payments
3.2.1-06	3.B.1.f	C3-MG	[8]	Gender and Livelihood Specialist	pers. month	1		3	3	3	3	3	12	6	50%	8%	72	Stopped until hiring one
3.2.1-07	3.B.1.g	C3-MG	[8]	2 Drivers	pers. month	2		6	6	6	6	6	24	6	25%	4%	144	one driver payments are ongoing
3.2.1-08	3.B.1.h	C3-MG	[8]	Accountant	pers. month	1		3	3	3	3	3	12	6	50%	8%	72	On going payments
subTot.				Subtotal- Act.3.2.1														
3.2.2-00	3.C.2			Act.3.2.2: Meetings and Allowances														-
3.2.2-01	3.C.2.a	3-MGT	[8]	a.Allowances for government staff /g(Allowances for procurement and financial management specialist)	per year	1		1	1		1	1						-
3.2.2-02	3.C.2.b	3-MGT	[8]	b.Meetings and allowances	per year	12		3	3	3	3	3						On going payments
3.2.2-03	3.C.2.c	3-MGT	[8]	c.Trainings and capacity building for PMU staff	per year							10	0	0%				postponed to Q3 & Q4
				i- Internal trainings		4		0	0	0	0	4						postponed to Q3 & Q4
				ii- External trainings		6		0	0	0	0	6						postponed to Q3 & Q4
subTot.				Subtotal- Act.3.2.2														-
3.3.3-00	3.C.3.0			Act.3.3.3- Operation and maintenance														-
3.3.3-01	3.C.3.a1	C3-MG	[VI]	Vehicles and travel costs /h( It includes maintenance of farmer support teams cars under component 1)	per year	12		0	0	6	6	6						On going payments
3.3.3-02	3.C.3.a2	C3-MG	[VI]	Other office operating and indirect costs	per year	1		1	1	1	1	1						On going payments
subTot.				Subtotal- Act.3.2.3														
subTot.				Subtotal- Subcomponent 3.2														
C3-R-01 Tot				Total Recurrent Costs- Comp.3														
				Total Component 3								137	56	30%	9%	727		-
				Grand Total								4 006 663	374	13%	3%	6 514 119		-

## **Jordan**

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### **Small Ruminants Investment and Graduating Households in Transition Project Supervision Report**

#### **Appendix 3: Compliance with legal covenants: status of implementation**

Mission Dates: 1-15 July 2020  
Document Date: 10/08/2020  
Project No. 2000001478  
Report No. 5467-JO

Near East, North Africa and Europe Division  
Programme Management Department



### Appendix 3: Compliance with legal covenants: status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
<b>Schedule 1, para 9</b>	A Mid-Term Review (MTR) to be carried out jointly by the Borrower and IFAD.		n/a	Not yet due. MTR is planned for Feb 2021
<b>Section 4.01</b>	PCU to open and maintain a Project Account		Compliant	
<b>Section 7.01.b (i)</b>	AWPB to be submitted to the Fund, for its review and comments	Continuous	Compliant	With some delays
<b>Section 7.05</b>	Procurement financed by the proceeds of the loan to be carried out in accordance with the provisions of the borrower procurement regulations.	Continuous	Compliant	
<b>Section 7.08</b>	Insurance all goods and building used by the project against such risks and such amount as shall be consistent with sound commercial practices.	Continuous	Compliant	Only applicable for vehicles
<b>Section 8.03, (a)</b>	Progress reports to be submitted to IFAD on a semi-annual basis.	Continuous	Compliant	The financial reports are submitted on timely basis, and narrative reports are submitted with some delays. The delays to the fact that M&E position is vacant
<b>Section 9.03, (b)</b>	Audit report submitted to IFAD.	Continuous	n/a	First report was due on 30 June 2020, and has been extended upto 30 September 2020 due to Covid 19
<b>Section 11.01.(a)</b>	Project to be exempted from all import duties, excise taxes and value added tax (VAT) on investment expenditures	Continuous	Compliant	GoJ is currently paying applicable taxes
<b>Letter to borrower</b>	Register of the contracts to be submitted to IFAD on monthly basis.	Monthly basis	Not complaint	

## **Jordan**

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### **Small Ruminants Investment and Graduating Households in Transition Project Supervision Report**

#### **Appendix 4: Technical background analysis**

Mission Dates: 1-15 July 2020  
Document Date: 10/08/2020  
Project No. 2000001478  
Report No. 5467-JO

Near East, North Africa and Europe Division  
Programme Management Department





## Appendix 4: Technical background analysis

### Annex 4.A. Field visits report

Dr Faisal Awawdeh, National livestock specialist; IFAD Consultant.

Several field visits were conducted to assess the progress in implementations of the breeding program at the field level; the visits included Khanasreh and Wallah stations and few breeding partners (BP) in the targeted governorate. FST and GFS were joined me in the field visits, PMU director and SIGHT focal point at the MOA were participate in Madaba field visit.

#### 1- Mafraq Unit: Visited 2 BP and Khanasreh station.

**1.1. Visit Suliman abu Muharib farm, BP**, he is animal production specialist, he believes in the breeding program and keeping animals' records, applied adequate animal feeding and animal health programmes and owned 500 head. FST recorded milk production for 100 ewes in bimonthly basis; weights of birth and at 3 months of age were recorded as well. The collected data not analyzed yet so can't advice the BP which ewes have to cull and which of ewes are the superior. Also, SIGHT singe the MOU at December where the ewes were in late pregnancy, usually herders not grouping ewes at mating season, rams mixed with ewes a year around.

**1.2. Visit Hashim Khzaleh'** : Herd size 300 ewes, he well cooperative with SIGHT, milk production were recorded for all ewes and birth and weaning weights as well. Similar to Suliman the collected data not analyzed yet and rams were mixed with ewes at last mating season. SIGHT inseminate 100 ewe lambs from his herd by AI at December 2019, 12 gave birth and he is happy with the birth weight and the phenotype of the offspring. He asked for more Vet visits.

He has pit complain from the ram purchased from Khanasreh; he prefer rams above 2 years of age.

#### **1.3. Khanasreh station:**

- Budget for purchasing furniture and audio-visual equipments for the training center were allocated in 2020 finance plan, it is expected to announce for bidding soon.

- Construction work for animal sheds and parlour is resumed after Covid-19 lockdown. However, what has been accomplished till now is estimated at 15% of the total work. This delay put the station in a hard position to host the 400 ewes which will be purchased by SIGHT; 240 head already delivered to the station.

- AT activity postponed to September as the needed consumable materials not secured yet.

- Fujij breeding data sent to Khanasreh station for analysis, but not on the agreed format, may be the results of its analysis unhelpful for the breeding program. **It is recommended sending the Fujij manager to Al-Khansareh for a week to train in recording the required data for the breeding program or sending Khanasreh breeder to Fujij for the same purpose.**

- Breeding value of Khanasreh rams were calculated, average of breeding value for annual milk production is 97kg/ ewe; only rams above the average will sell to herders.

- Khanasreh has 330 ewes, 35 rams will sell to herders; 14 out of them for BP.

- Khanasreh has 330 ewes introduced to rams in 2019 season; 240 ewes gave birth, lambing rate 72% this is a low fertility or may be for other reasons; 132 male and 141 female were weaned. In addition to the original stock the station delivered 240 out 400 ewes purchased by SIGHT project.

- Selling 35 improved rams is low number as the flock size is 330 mature ewes; producing about 80 rams from this number of ewes seems reasonable.

- SIGHT sign 5 MOU with BP from Mafraq; 1 sent her flocks about 200km away from Mafraq so the FST didn't record any data. No data collected from the other 2 BP due to lack of equipments and Covid-19 crises.

- Recorded breeding data of Walla station delivered to Khanasreh with much delay.

**1.4. Meeting with director of Mafraq agriculture directorate**, Dr. Fayz Al Khawaldeh. Progress and challenges facing SIGHT implementation were discussed. He indicated that the GFT and drivers working with SIGHT did not receive an incentive yet. Same note raised by Khanasreh staff as well. The Director of Agriculture believes that there is no need to rehabilitate the veterinary quarantine because the ministry is building a new one in Mafraq.

It is recommended that this matter to be studied carefully by the PMU and the MOA to reach a mutual agreement on cancelling the rehabilitation, and to take advantage of the allocated budget for other activities

## **2. Irbid unit:** Irbid unit cover Irbid, Ajlun and Jerash governorate

**2.1. Zuhir Saidien:** BP from Irbid city own 200 head of sheep, FST and GF measured milk production one time during 2019/2020 milking season; very few ewes produce 1-1.2 kg/day, 0.5 kg/day is the flock average. He believes his rams better than Khanasreh' rams. Zuhair judge his flocks on milk production, birth weight, size of animal and the color, dark brown is preferable by herders as he said. FST, assigned 50 ewes treated with progesterone and will record all the needed measurements in the coming season.

**2.2. Hassan Alaisa:** Bp from Irbid has 380 ewes, FST recorded milk production twice in last season, bought one ram from Khanasreh station. He has ewes produce more than kg milk per day.

**2.3. Khalid Rwah:** BP from Ajlun city, own 400 ewes, FST recorded birth weight for limited number of animals and recorded milk production twice last season. Khalid has about 100 ewes produce more than 1 kg milk/ day/ewe.

**2.4. Yousef Twalbeh:** BP from Ajlun, has 250 head of sheep and 300 head of goats (Baldi and cross bred goats), FST didn't record any data from the flock.

**2.5. Mohamad Al-Hanatileh:** BP from Jarash city, has 30 head of Shami goats, FST recorded some data on weights at birth and 6 month of age and recorded milk production twice.

**2.6. Meeting with Abed Allwalli and Raed Al Shorman:** They are the directors of Arbid and Ajloun agriculture directorates. Challenges facing SIGHT implementation were discussed; both are fully supportive to the project.

**3. Madaba Unit:** This unit covers Madaba governorate and Amman Skirt area.

**3.1. Faisal AlAramin:** BP from Madaba, he is a big herders own several sheep flocks in different areas of Jordan, 700 head are in Madaba, some ewes produce 1.5kg of milk/day, he said, no data were recorded, performance of his flock looks very good, he believes his flock produce better the Khanasreh sheep.

**3.2. Ratib Rtaimeh:** BP from Al Mwagar (Amman skirt), own 250 head, bought 1 ram from Khanasreh, he start working with SIGHT this season; 2020.

**3.3. Kamel Al Hammad:** BP from Al Mwagar, bought 1 ram from Khanasreh, own 300 ewes, and this is the first season working with SIGHT.

### **3.4. Al Walleh station:**

-Meeting with Director of Theban agriculture department and Al walleh station manager; implementation of SIGHT activities in Madabs were discussed and the breeding program at Alwalleh station as well.

-Rehabilitation of Al Walleh station is finished.

- Data recorded on the station Shami goat flock didn't send to Khanasreh for analysis in proper time.

- The station flock is suffering from the inbreeding, so its productivity is decreasing by time.

- The station has training center but lack furniture and equipments; also more rehabilitation is needed for the station. It is agreed that the station manger will determine the station needs with approximate estimation the cost of the rehabilitation and send it to SIGHT, SIGHT will check for budget availability and request IFAD no objection.

- As tender for purchasing Shami goats is facing problems and there is big necessity for introducing new blood for the station, SIGHT will contact an elite Shami goats herder seeking for purchasing bucks for the station or collect semen and inseminate Wallah goats.

## **4. Conclusions:**

- All the BPs is interested in the program; some of them have high experience in sheep management and apply breeding program without records, selection best animals based in their criteria and knowledge.

- SIGHT has to record and consider the BPs indigenous knowledge in animal management and phenotypic characterization they prefer for their animals

- One of SIGHT objectives is to evaluate the performance of male and female BP' flocks in order to maintain the highest productivity animals and cull the unproductive animals, and maintain individual records for it, this requires grouping the flock and mating each group with specific ram. That is, the BP is a mini-station and will be given a certificate stating the productivity of his animals.

What is happening now, 2020 season, is choosing 50 ewes and using the progesterone hormone for synchronization and after 12 days introduce the rams. The breeding plan at BP should be done in the same way as in the Khanasreh with some adjustments to suit the conditions of the breeder.

- Al wallah station needs more rehabilitation and training center need furniture as well.
- The agreed incentives for the GFT not received yet.

### **Illustrations**



Khansreh station



Wallah station



BP, Ajlun



BP, Irbid



BP, Skirt of Amman



BP, Skirt of Amman



BP, Jarash



BP, Mafraq

## **ANNEX 4.2. Working Paper on Component 1**

Dr Faisal Awawdeh, National livestock specialist; IFAD Consultant.

### **Background:**

The mission reviewed the progress in the implementation of SIGHT activities since IFAD supervision in June 2019 till June 2020. The assessment includes the achievements and the arrangements which the PMU has put in place for the implementation of the various project activities, coordination with key partners such as NARC, ACC, Range Land Department, Livestock Department, breeding stations, etc., procuring technical assistance, making arrangements for the training of small-herders, selection of breeding partners and enhancing the animal nutrition and policy engagement. The project achievements evaluated against the Annual Work Plan and Budget (AWPB) and the performance in implementing the recommendation of the 2 previous implementation support missions in June 2019 and December 2019. The mission worked closely with the PMU, NARC, and the Ministry of Agriculture (MoA) to identify the key constraints and challenges faced by the PMU and its partners and how best to overcome them. Field visits were conducted by the mission's national team member to Khanasreh and Walla stations, and Directors of the agriculture directorate and 9 breeding partners at the targeted governorate. FST and GST participated in the field visits.

- The mission is highly concerned about the project inability to achieve the goals of the breeding program to reach 7200 families benefiting from component1 and producing the targeted number of improved animals during the remaining period of the project, estimated at 40 months from now, given that what has been achieved so far is very little. For example, with the project's mid-term, planned to reach 2,200 household benefiting from the breeding program, only half a year ahead to this date

### **Overview and Project Progress**

- **Component 1: Investment in Farmer Services**

Since the previous supervision mission in June 2019, there is some progress under component 1 which is aimed to improve small ruminant productivity through a comprehensive approach of breeding improvement through strengthening the public and private sector systems. The preliminary survey to determine the phenotype and genotype of the Awassi sheep and Shami goat's characterization has been completed and waiting for the DNA results which are expected soon, the scientific paper of the result of this study was sent for publication. The purchase of stock of Awassi with high specific criteria of phenotypic and productivity has been started and 240, out of 600, head were transferred to Khanasreh station. Due to the Covid-19 crises, the purchase suspended and it is expected to resume soon. However, the purchase of Shami goats delayed very much, thus the Shami goat breeding program is under threat especially the Walla station produce very few improved bucks and suffer from inbreeding effects. The mission is pleased to see the registered Awassi and Shami goat as Jordanian breeds and official registration of Awassi GI under the logo of Awassi JO is at the final stage. SIGHT signed MOU with 12 breeding partners which are an essential step to achieve the ONBP objectives. There is a big concern regarding not achieve the entire aims of the breeding program as planned in the project document due to the delay in purchasing the Awassi and Shami goats and the low number of improved animals produced and distributed to herders by the breeding stations. To enhance the public private partnership in reserves rehabilitation, the PMU succeeded in formulating 2 committees from Rajeb and Daba'a reserves beneficiary's communities. Although good progress was achieved in the analysis of the bio-diversity and vegetative cover in the targeted rangeland reserves, their real groundwork, regarding the re-plantation and water harvesting activities are behind the plan.

Rehabilitation of Fujij and Walla stations almost done while rehabilitation the main station, Khanasreh is considerably behind the schedule, this delay will put the station' manager in front of a major challenge to provide sufficient space to house 400 sheep that will be purchased

### **Sub-component 1.1. Enhancing Public Services**

The objective of this subcomponent is to increase the productivity and competitiveness of the small ruminant flocks in the country by strengthening the national breeding program led by the MoA and NCARE and complementary public support systems needed in health services, strengthening the system of quarantine and animal traceability through selected investments in infrastructure and capacity building.

**Rehabilitation of Breeding Stations:** The training center at Khanasreh station not supplied with the needed furniture and audio-visual equipment yet, however, the budge is allocated in SIGHTAW&B 2020 and the purchasing of the needed equipment is expected with the end of 2020. The mission noticed that the rehabilitation of three selected breeding stations is behind the scheduled plan. However, the rehabilitation of Wallah and Fujij is finished. Progress in shed rehabilitation in the main station, Khanasreh, is very slow and limited; the rehabilitation at Khanasreh estimated at 15%. This delay will put the station' manager in front of a major challenge to provide sufficient space for hosting the 400 sheep that will be purchased, knowing that 240 heads were already delivered to the station. Also, the rehabilitation of Khanasreh milking parlors not finished yet, and there is a need for a new milking machine. MOA/NARC not allocated budge in 2020 to purchase new milking machine. The mission noticed the delay in start implementation of improving diagnostic animal health laboratories and AI as well, and the rehabilitation of the MoA Quarantine and Animal Health Certification Facility at Mafraq governorate postponed to 2021. However, MOA officially informed the PMU there is no need to rehabilitate the quarantine because the MOA is building a new one in Mafraq.

Delay in the rehabilitation of the above-said assists harms the beneficiaries who targeted to receive the services that enhance the productivity of their flocks.

The mission believes that the Corona crises are a reason in delay and slow progress in rehabilitation during the period March-July 2020,

#### **Recommendations:**

- PMU has to close follow up with the MOA to put high pressure on the contractor of rehabilitation the Khanasreh station to accelerate the construction work, and with NARC and MOA to allocate the needed budget in 2020 finance plane to purchase new milking machine and accelerate the process of purchasing the furniture and equipment needed for the training center. Also, allocate the needed budget for rehabilitation of the AI and animal disease diagnostic labs.
- Agree with MOA to transfer the Mafraq quarantine' allocated budget to other activities.

### **Geographical Indication and Breeding program.**

The Geographical indication is a joint program between SIGHT, HFDJB, and MoA; HFDJB is the main implementer. The Mission appreciated the achievements of finishing the study to determine the phenotypic and genotypic characterization of Awassi sheep and Shami goats. Blood samples from 1400 head under the process of DNA analysis. The characterization is initial step for producing pure certified animals. The project succeeded in registration officially the Awassi sheep and Shami goats as Jordanian breeds depending on the results of the characterization study. MOA applied to the ministry of Industry, Trade, and supply to register GI for Jordanian Awassi under the trademark of Awassi JO.

By registering the trademark Awassi JO which is expected to achieve before the end of 2020, the SIGHT project has been accomplished the major of its role in the GI activity. As mentioned in the

project document, the HFDJB and the ministry of Agriculture are their responsibility to carry out the rest of the work and conduct the necessary studies for the marketing and meat quality of Awassi sheep, and the purchase of Awassi sheep for Sabha station from HFDJB budget. SIGHT responsibility is to support the GI program through technical assistance to the breeding program and training needs for HFDJB staff. Besides, SIGHT will enhance the capacity, raise the institutional and public awareness, and support the administrative and technical capacity of the GI Division in MoA.

The Steering Committee of GI which is headed by the Minister of Agriculture suggests that there isn't a need to establish a separate breeding line for meat production at Sabha station; instead, produce improved Awassi sheep for meat production at Khansarah station in addition to the agreed breeding program; and SIGHT will conduct the meat quality studies while HFDJB will perform the market study. Implementing this suggestion needs to assess the capacity of Khanasreh station in terms of space, labors and staff to host more sheep to produce the needed improve animals for GI.

### **Recommendation**

- i) Clear detailed action plan are needed to proceed forward in GI activity “**post-registration plan for GI**”.
- ii) Sign MOU between SIGHT and NARC with HFBD to define the function of each partner in GI implementation and institutionalize the partnership.
- iii) Hire international expert in GI is needed as Jordan lack experiences in GI aspect.
- iv) Conduct studies on; evaluate the meat quality of Awassi sheep; best rations and rangeland plants that produce favorable quality and tasty meat and; a market study in aim to search the opportunity for marketing the Awassi meat and its dairy products in the local, regional and international markets. v) Choose a group of breeders and associations who willing to participate in Awassi JO within the required meat specifications.

### **Breeding Program:**

The project managed several meeting and field visits were conducted to small ruminant' herders aiming to choose the elite farmers (breeding partners) to participate in the ONBP. As a result, 17 breeding partners, 1 out of them is female, were selected, MoA signed MOU with 12 of them; 3 are Shami goats and 9 sheepherders. One sheepherder quit the program in spring2020. However, Minimal data in 2019 season was collected on the BP flock's productivity, and even not analyzed yet. There is a delay in assessing the performance of rams and ewes owned by the BP, to select the best animals for the 2020 mating season. Thus, season 2019, can be considered as a preparatory and training season the BP.

The plan is the FST and GFT to work closely with BPs to screen their flock in order to select the best animals and cull the low producer ones at the end of each season, and maintain individual records for it; this requires grouping the flock and mating each group with a specific ram. That is, the BP is a mini-station and will be given a certificate stating the productivity of his animals. What is happening in 2020 season, is choosing 50 ewes and using the progesterone hormone for synchronization and after 12 days introduce the rams , this methodology doesn't recognize the ONBP objectives. The breeding plan at BP should be done in the same way as in the Khanasreh with some adjustments to suit the conditions of the breeder.

It is noted that the reporting system and technical information exchange between stations, between FSTs and stations, doesn't take place effectively and timely as agreed between PMU and other parties.

The tender for purchase of Awassi sheep has been rewarded, and 240 out of 400 heads have been handed over to the Al-Khanasreh station, and 200 heads to be sent to Al-Fuji station. The purchase has been suspended due to the Covid-19 Virus crisis and expected to resume soon.

As for the purchase of Shami goats, it was announced for the second time and the bid was rewarded to a trader before the end of 2019, but he did not supply any head for the meantime on the pretext that the local markets not have Shami goats within the specifications required by the project. This delay in purchasing Shami goats and the lack numbers produced at the Walla station exposes the program of improving Shami goats to great risk.

Data recorded from the Shami goat flock from Wallah station sent recently to Khanasreh for analysis and not analyzed yet, also the station' flock is suffering from the inbreeding, so its productivity is decreasing by time.

The number of improved rams produced at Khanasreh station for this season does not exceed 40 rams, 17 of which were allocated to the SIGHT breeding partners (BP). Also, BP didn't produce improved animals for this season due to the evaluation of their animals not assessed by the project yet and it is not known how many lambs will be raised and sold as improved rams next year. The rest of the produced rams in Khanasreh station will sell to non-BP herders, SIGHT field team has to follow-up these rams and collect minimal data to assess its performance. The mission is highly concerned about not a success to produce 5400 improves rams and ewes and inseminates 5000ewes by AI as planned in the document during the remaining period of the project, estimated at 40 months from now, given that what has been achieved so far is very little.

Development of Strategy and Action Plan: To support and sustain the SIGHT breeding program, MoA has formulated a national small ruminant breeding committee (advisory committee) from the private and public sector which is led by the SIGHT director in aim to assist and advice in preparing and implementation a national strategy for improving the small ruminant (sheep, Shami goats, and local/Baldi goats). The national breeding program will build on SIGHT project experiences and targeted all Jordanian governorates. The outcome of this committee will be included in the MOA plan and will support the sustainability of the SIGHT project after its termination. However, the committee held one meeting so far, it is too early to assess its effectiveness.

### **Stations business plan**

The PMU worked closely with the managers of the three stations and held several meetings in aim to unify the business plan and they agree on the registry and analysis data for the breeding, the nutrition, and the health programs, and the other management aspects. However, the business plans need more improvements to include some elements rather than the technical aspects, such as i) Projection plan for the number of improved animals which will be produced in the coming 5- 10 years, ii) To who the improved animals will be sold, the sale prices of the improved animals are affordable by smallholder farmers and plan to follow its performance, iii) An assessment of the prevailing market conditions to maximize on the returns on investment and to develop and maintain financial self-sufficiency through sales of animals iv) Plan to sustain the ONB beyond the SIGHT closing date.

**Recommendations:** To produce the planned number of improved animals the PMU advice to:

- Importing Shami goats from Cyprus is a choice in case of the local market lacks pure Shami goats.



- Use the AI as much as could to compensate for the shortages of producing improved rams and bucks, The source of sheep semen is limited to Khanasreh station while the source of improved Shami goats semen would be from Wallah station, Elite herders who keep pure Shami goats and/or imported from Cyprus.
- AI service provider from universities and privet sector.
- As tender for purchasing Shami goats is facing problems and there is a big necessity for introducing new blood for the station, SIGHT advised for purchasing few bucks from well known Shami goats herders and/or collect semen as a quick response to overcome the inbreeding problem in Walla station.
- Increase number of breeding partners
- Providing the Fujij station with the necessary technical staff to produce improved Awassi sheep
- An alternative plan is needed to overcome the expected problem of securing enough space for 400 heads of sheep that will deliver to Khanasreh soon because of the delay in the rehabilitation of the station sheds. PMU, NARC, and MOA have to investigate the possibility to transfer all or part of the 400 head to Fujij station till finishing Khanasreh rehabilitation. However, considering this plan needs to secure suitable staff and labors, animal feed and most important ensure collecting the required data for the breeding program while the animals at Fujij station.
- PMU has to prepare a detailed work plan for producing the targeted number of the improved animals during the remaining period of the project life.
- Transfer of genetic materials from stations should not be limited to selling rams and bucks but included ewes and female goats (doe) as well; SIGHT has to be part of selling the improved animals for BP and other herders as SIGHT has to follow up the performance of these animals under herder's conditions.
- A plan is needed to benefit from the results of DNA analysis to give a certificate showing that the Awassi and Shami goats produced by BP are pure and improved
- Copy of monthly recorded date from stations and BP have to be sent directly to Khanasreh station for analysis beside the agreed channels of communications between FSTs, SIGHT focal points of NARC and MOA, PMU, and stations.
- Revise and update the stations' business plan considering the missing issues in the current plan
- SIGHT has to record and consider the BPs indigenous knowledge in animal breeding and phenotypic characterization they prefer for their animals
- Establish number of FFS for animal breeding targeted the small and medium herders, BP will play facilitator role and exchange their experiences with them. FSS would enhance the members to establish associations/cooperatives for small ruminant breeding including Mzyan (beauty) Shami goats.

### **Improving animal traceability**

As part of this activity, the project has to purchase 75 tablets and 12 electronic readers, but the progress in implementations of improvement of animal traceability is slow and no significant progress has been achieved since June 2019 supervision mission. A tender was announced for purchasing the readers and Tablets but the budget presented from all bidders was above the budget allocated in the 2019 finance plan. However, MOA received the tablets and it is expected to receive the readers during this summer. In June 2020 the MOA announced for hiring an expert in animal traceability to enhance the capacity of MOA animal identification staff to improve the animal traceability system in the country, on the other hand, the local market may be lack qualified expert in animal traceability.

### **Recommendation:**

- PMU has to closely follow up with the MOA to complete the procedures of purchasing the required readers and appoint the traceability expert to ensure that the activity is carried out without further delay.
- Hiring International expert in case of didn't find qualified expert in local market.

### **Sub-component 1.2. Improving Community and Private Sector Services**

**Field Support Teams (FSTs):** The main purpose of establishing FSTs was to establish a system of a public-private partnership to support the project in enhancing its outreach to the target groups. The Field Teams composed of 3 Farmer Support Teams (FSTs) that are hired full-time by the project (9 staff in total) and the 6 Government Field Teams (GFTs) who are government employees dedicating part of their time fully to the project (15 staff in total).

There has been no change in the staff number of FST or GFT staff since June 2019, and the three FST specialists have not been appointed yet in Irbid and Mafraq units. A load of work on field teams during the past year was limited as 12 were chosen as breeding partners and contracts were signed with them at the end of 2019. FST and GFT conducted very few field visits to BP due to the Covid-19 crises which started at mid-March 2020 and achievements of these visits are minor. It is necessary to complete the appointment of FST specialists because the workload will increase for the team to follow up and collect the required data of the breeding program, and it is expected that the implementation of the animal nutrition activity, which targets 12 beneficiaries, will be started in few months. Also, it is expected to start implementing the lending activity during this summer, which will be carried out by ACC and targets 550 beneficiaries, the FSTs is responsible for selecting beneficiaries, as well as responsible for monitoring the beneficiaries' achievements in cooperation with the ACC staff to ensure the quality of implementation.

The missions of June 2019 and December 2019, strongly suggest hiring an M&E officer as soon as possible to ensure the set up of the monitoring system, meanwhile, the mission requested the support of the M&E officer of REGEP to help the project to prepare monitoring and evaluation action plan. The PMU was unable to hire an M&E officer or benefited from the REGEP M&E officer as well. The gender and livelihood specialist at PMU is resigned at first of Jun 2020, this resignation will affect negatively in the project achievements.

Without qualified M&E specialist in the PMU loses the project's ability to evaluate the implementation of activities on time with the required quality as planned. THE efficient M&E system is a prerequisite to establishing strong and sustains PPP.

The PMU has weak capacity due to resigning both the M&E and G&L specialists and the weak technical capacity of both the training coordinator and project officer of component 1. Any delay in overcoming these shortages and weaknesses in PMU staff will cause more delays and affect the quality of the project achievements.

Since June 2019, PMU made satisfactory progress in PPP at institutional and individual levels; signed an agreement with ACC to implement the lending component; signed MOU with 12 BP; In response to Covid-19 crises, the PMU will assign soon with Jordan Hashemite Charity Organization (JHCO), JCHO will deliver immediate food basket to 11,500 poor and extreme poor Jordanian and 4,250 Syrian refugees' families to ensure that basic consumption needs are met. The implementation of the proposed activities will be done in collaboration with the National Aid Fund (NAF). In addition to that, 2 privet- public committees formulated; one committee for the small ruminant breeding and the second for animal feeding, members of these committees are from MOA, NARC, universities and privet sector.

The FST in cooperation with MOA facilitate the outreach for the local communities of the 3 targeted rangeland reserves; 285 beneficiaries ( 87 out of them are female) of the three local communities were participated in meetings to select their representative committees as partners in the implementation the rangeland management However, Rajeb and Daba'a elected their representative committees, while AlFaysaliah not yet, these committees didn't hold any meeting yet.

The mission pleased the achievements of training and outreach meetings performed by the SIGHT project during the period June -December 2019. 896 beneficiaries were attended these activities, 321 out of them are female. Because the PMU lack monitoring and evaluation system at the meantime, it is difficult to be certain that the BP and training were chosen according to the specifications agreed in the project document and the other set by the PMU.

June's mission, 2019 recommended the PMU to designate a Training Specialist and prepare an overall training program and seek approval for the annual training program as part of the AWP&B. SIGHT staff prepared the training program and included it in the AWB,2020, and approved by the SC.

SIGHT project has not yet been able to purchase the vehicles mentioned in the project document due to the instructions of the Jordanian government, the FST will face a major problem in following up the activities carried out by the beneficiaries, especially when starting activities of nutrition, rangeland, lending, and training programs and component2. Without transportation, the completion of the project will be negatively affected

**Recommendations:**

- It is vital to hire M&E and G&L officers and the rest of the FST officers very soon.
- The PMU should hire a training specialist/ short consultancy to revise the training program and assist in the preparation and evaluation of each training course.
- -PMU to search for part-time M&E and G&L specialists from MOA or hire consultants for a short time until hire permanent officers.
- It is essential to provide cars for the PMU and the FSTs in any possible way: purchase cars, rent, allocate cars from MOA to work with the SIGHT in full time
- The project officers of component one specialty and experience do not fit with the requirements of this component. It is recommended to support the PMU with livestock specialist either by appoint a new employee with appropriate expertise and specialization, or taken an expert from the MOA or NARC on a full time basis.

**Enhancing livestock nutrition:**

The mission noticed there is a little progress in this activity since the supervision mission Jun 2019. A committee was formulated from MoA, universities, and privet sector to approve the proposal which will be submitted by the beneficiaries of this activity. The PMU prepared the criteria required for giving the grant for beneficiaries and approved by the alternative feed resources committee, and has approved by the SC. To proceed in the implementation PMU needs an approval from the cabinet use part of the loan as grant for the beneficiaries.

**Recommendations:**

- The PMU has to start the implementation this activity as soon as possible considering that any financed project should be able to show results within the duration of the project and should not exceed the SIGHT period, so the PMU recommended to:
- Expedite obtaining the approval of the Prime Minister to use part of the loan as a grant for those targeted beneficiaries of this activity.
- Prepare an indicative list of projects that can be accepted for funding, and announce this list to the targeted beneficiaries, to submit their proposals' projects to the PMU.
- Establish a mechanism to follow up on the implementation of the financed projects, and whether the amount of money will be paid in one payment or according to progress in achievements.
- Giving grant to cooperatives/associations is the first priority, then group of farmers in FFS. Also invest in by products is the first priority, then feed processing such as silage.

- Sign an agreement/MOU between the PMU and the beneficiary stating the commitment of each party and the action that can be taken if the beneficiary does not commit to the agreement.

### **Sub-component 1.3. Policy Support**

PMU achieved satisfactory progress in this activity;

The MOA requested preparing policies for small ruminants and extension, accordingly, the PMU held several meetings with Livestock and Extension Directorates in the MoA and agreed on the refinement of the key research needed for policy analysis and reform, and procures the services of a consultant to prepare the policy briefs.

Two workshops for SWOT analysis of both sectors situation in Jordan were held in late October and the beginning of November 2019, FAO has participated in some of these workshops and meetings. The results of both SWOT workshops will be presented for an expert to be hired in 2020 to conduct those policies. TOR for hiring an expert for the small ruminant policy was prepared in cooperation with FAO, request for expression of interest was announced for hiring the expert before the end of 2020. Formulated the national committee for small ruminant breeding is a supportive aspect in preparing the new small ruminant policy.

SIGHT project has a good opportunity to engage more in the agriculture policies:

- There is a gap in the MOA law and regulation needed for animal genetic resource protection and registration. Upon the request of PMU, the MOA start the process for amendment the agriculture law No 13, 2015 to include items for animal genetic resources conservation and registration. Although there is a Jordanian law for geographical indication No 8, 2000, the law needs amendment and there is no instruction and clear policy for registration GI.
- MOA has no subsidy policy to enhance the investment in using the alternative feed resources in animal feeding. Giving loans with no fees might be an effective tool to enhance investment in the alternative feed resources
- Extension policy needs to be revised.
- Traceability policy need enhancement, the current policy for traceability is directed mainly for animal tagging with the aim of counting animals to adjust the amount of subsidized feed sold to herders. The animal identification and traceability system serve animal disease surveillance and include live animal market and slaughterhouses.

### **Recommendations:**

- Both agriculture and geographical laws have to be an amendment and establishing the regulation for animal registration and GI registration as well.
- Policy for enhancing the investment in alternative feed resources is needed
- Policy of animal traceability needs to be revised.
- A deep discussion between IFAD and MOA, and MOPIC to overcome the procurement policy.

### **Response to Covid -19 virus crisis:**

As a response to Covid-19, in mid of March, the Jordanian government announced and enforced a National Lockdown in all of Jordan. Thus, livestock breeders initially faced a problem in providing animals' feed and medicines as well as marketing their products.

Several SIGHT planned activities were forced to suspend such as training and capacity building activities, field visits to the Breeding Partners (BPs), farms and exchange visits between the BPs and the animal breeding stations, **activity** to perform the vegetation cover evaluation and the grazing measurements and management, and several procurements were put on hold.

The mission valued the few actions had taken by the PMU to assist herders in the coup with the Covid-19 crises. i) FSTs continued the communication and the follow up with BPs to sustain the breeding program on the right track. ii) Posted some extension letters and videos through social media to direct

the sheep owners to manage herds in terms of nutrition, health, and processing dairy products during the crisis. iii) In collaboration with IFAD and MOA, the PMU prepared a proposal to provide urgent assistance to the poor in the targeted governorates by SIGHT project and to the BP as well, each BP will receive a package of inputs such as medicines, feed supplement and tools and equipment valued \$1000, iv) Draft a questioner to study the impact of the Covid-19 crisis on sheep breeders and to know the adaptation measures have been taken by herders.

## Recommendations

- Conduct a study investigates the effect of Covid- 19 on sheep-herders.
- Preparing a crisis management plan for the PMU by an expert in this regard with the technical support from IFAD to ensure the functionality of the project in case of a continuation Covid-19 crisis or exposure to a similar crisis.
- Enhance the capacity of PMU in remote project management including following up the implementation of SIGHT activities by BP and other beneficiaries, in case of a new lockdown or facing a crisis similar to the Covid-19 crises.

**Main Conclusions:** Although SIGHT achieved some progress in implementing the activities of component1 since the June 2019 mission, the total progress still beyond the planned achievements:

Awassi sheep and Shami goats characterization study completed and both breeds were registered accordingly, GI for Awassi will officially be registered before the end of 2020. Purchase of Awassi sheep is started, 240 head was secured to Khanasreh station and it is expected to receive the rest 360 head during this summer. SIGHT signed MOU with 12 BP in December 2019. Transfer of improved genetic materials was achieved by selling 14 rams to BP and the other 23 rams will be sold to not BP herders.

Despite the essential progress in the implementation of the breeding program which mentioned above, it is not expected to recognize the aims of the breeding program during the remainder period of SIGHT project for several reasons: i) Number of produced rams is very limited, 0 bucks produced and capacity of AI is low. ii) Purchasing of Shami goats is delay and not expected to purchase it before 2021. iii) The purchased Awassi will be evaluated in the season 2021. iv) Staff capacity of Fujij and Wallah stations is low. v) Collected data from Fujij and Wallah not analyzed yet, the breeding season started in both stations as used to be before the SIGHT project. vi) The minimal data collected from BP has not reached Khanasreh station for analysis yet. vii) Delay in the rehabilitation of Khanasreh sheds will create a space problem to hold the newly purchased animals.

There is a delay starting the implementation of improving diagnostic animal health laboratories, AI capacity, rehabilitation of the MoA Quarantine and Animal Health Certification Facility in Mafraq, and animal traceability. This delay harms the beneficiaries who targeted to receive the services that enhance the productivity of their flocks.

The delay in rehabilitation of stations and the purchase of animals and other necessities does not mean that the PMU did not make much effort to achieve the procurement plan, but the long and bureaucratic procedures in the ministry are behind this delay. An example of this is the purchase of Shami goats where the bid was announced for the first time and no one submitted an offer on the pretext of the local market lack Shami goats that match the required specifications. Then the MOA announced for purchase from Cyprus, and an offer was made at quite reasonable prices. On the recommendation of the MOA internal auditor, the tender canceled, and a re-tender to purchase from the local market was announced for the third time and rewarded, and it seems the rewarded trader may be withdrawn due to the lack of Shami goats in the local market. These procedures lasted about a year

SIGHT achieved valuable progress in determining the green forage productivity and the grazing capacity at the targeted rangeland reserves stations. Also, the project assists the 2 local communities to elect their representative committees to work with SIGHT and MOA in managing the reserves. However, there is a delay in starting fieldwork of the water harvesting and re-plantation rangeland shrubs and/or seeds to improve the green forage productivity at the targeted reserves. Little progress was achieved in enhancing livestock nutrition since the supervision mission Jun 2019. The PMU has to start the implementation this activity as soon as possible considering the needs of Prime Minister Approval to use part of the loan as a grant for those targeted beneficiaries of this activity.

PMU prepared general targeting plan for SIGHT activities as recommended by June 2019 supervision mission. The targeting plan must be reflected in SIGHT AWP&B, indicating the numbers of targeting beneficiaries per activity, whether they are individuals or institutions, and by this, it is possible to mentor and evaluate what has been accomplished from the plan at the end of each fiscal year. Since June 2019, PMU made satisfactory progress in PPP at institutional and individual levels; signed agreement with ACC to implement the lending component, signed MOU with 12 BP, some training, and outreach/awareness meetings for the beneficiaries. However, services introduced to beneficiaries such as improved genetic materials, AI, diagnostic animal diseases, enhancing animal traceability, and enhancing herder's capacity in small ruminant management is low, continuation in the same current trend the PMU will not be able to reach the number of beneficiaries mentioned in the document at the end of the project.

The challenges facing the progress in the implementation of the project activities mentioned by the previous two missions (not purchase the project cars, the lengthy bureaucratic and administrative processes that counteract a smooth and efficient project implementation, weak capacity of the PMU) are still there.

SIGHT has a good opportunity to engage more in agriculture policy such as the instruction and regulation for animal registration and protection of animal genetic resources, and GI; establish a subsidy policy to enhance the investment in processing the alternative feed resources as animal feeding, enhance extension policy and animal traceability as well.

#### Annex 4.C: Comparative analysis of Implementation scenarios for the Graduation Approach

Graduation Approach Activities	Pros	Cons
<b>Implementation by MoA</b>	<ul style="list-style-type: none"> <li>The MoA would fully implement the GA without Implementing partners</li> <li>geographical presence in all governorates in Jordan</li> <li>existing data sharing agreement with UNHCR &amp; NAF</li> </ul>	<ul style="list-style-type: none"> <li>The Ministry does not have all required technical capacity to implement the Graduation approach in particular for <ul style="list-style-type: none"> <li>Targeting: the GA is a highly complex approach which requires an excellent understanding of vulnerability concept, precise selection of beneficiaries based on an analysis of predefined vulnerability criteria, statistical knowledge.</li> <li>Outreach/Coaching: up to 50 additional staff with a specific livelihood support profile; additional training for coaches on their support</li> <li>Training on non -agribusiness related activities: <ul style="list-style-type: none"> <li>handicrafts, tailoring, blue collar/industrial jobs</li> <li>soft skills trainings &amp; financial inclusion</li> </ul> </li> </ul> </li> </ul> <p>The PMU does not have sufficient staff to strategically steer the implementation of the GA – up to 4 additional staff to be hired: 1) livelihood officer/Graduation Approach expert, 2) softskills training expert/gender &amp; social inclusion expert, 3)TVET expert, 4) expert on coaching responsible for the supervision of the coaches. The hiring of the staff would delay the project by approx. 1 additional year.</p> <p>the current moratorium on the hiring of staff hampers the project implementation hiring processes for up to 50 coaches and their trainings will take a lot of time and will delay the implementation</p> <p>internal strong coordination and cooperation among all different departments would pose a challenge on the PMU</p> <p>the internal long administrative processes within the MoA particular procurement processes hamper a timely implementation of the graduation approach (procurement of goods which need cabinet approval)</p>
<b>Mixed Implementation by MoA and IP</b>	<p>The MoA would strategically steer the project and implement the activities of the graduation approach where the MoA has the capacity/ thematic knowledge/mandate and will be supported by an implementation partner for activities where its capacity is limited.</p>	<ul style="list-style-type: none"> <li>stakeholder management, coordination between MoA and IP will need to be clearly elaborated and followed,</li> <li>well sequenced procurement will be necessary but difficult to achieve with the procurement processes within MoA</li> <li>tender process and hiring of IP could cause delays until the project can start</li> </ul>

	<p>Implementation by MoA:</p> <ul style="list-style-type: none"> <li>Responsible for the procurement through the installation of a special procurement committee           <ul style="list-style-type: none"> <li>Contracts</li> <li>Livelihood packages including Assets /seed capital</li> </ul> </li> </ul> <p>Consumption support: distribution of unconditional cash assistance to beneficiaries</p> <p>Farmer Field School implementation by extension department in small ruminant sector &amp; food processing for extreme poor/poor Jordanians and Syrian refugees</p> <p>NARC on agricultural marketing</p> <p>NARC for specific trainings on agriculture small ruminant sector not covered by the FFS approach</p> <p>involvement of rural development department in agricultural fairs/markets on local level to promote home-based businesses of Jordanians and Syrian Refugees</p> <p>IP will be responsible for</p> <ul style="list-style-type: none"> <li>assist PMU in targeting</li> <li>hiring and training the coaches/coaching</li> <li>supervision of the coaches</li> <li>softskills training</li> <li>financial inclusion</li> <li>Non agribusiness related trainings</li> <li>mentoring</li> </ul> <ul style="list-style-type: none"> <li>Capacity Building for the MoA in areas where the MoA either has weaknesses or are not related to the mandate of the MoA e.g. softskill training, coaching, targeting, financial inclusion, implementation of a complex project</li> </ul>	
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	<ul style="list-style-type: none"><li>• Implementation partner will support M&amp;E system of SIGHT through provision of own M&amp;E data, reports and other relevant information</li><li>• Implementing partners usually have a Grievance and Redress mechanism, which can be used by SIGHT</li><li>• there are well experienced local NGOs in Jordan for the graduation approach which</li></ul>	
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#### **Annex 4.D. Integration of Farmer Field School (FFS) in component 2.1. Graduation Approach**

##### **Rationale**

- Farmer Field Schools (FFS) have proven to be a effective and efficient approach to build capacities of smallholder farmers. The FFS approach is demand driven and interactive. Its curriculum covers all steps of a production cycle (in the case of dairy animals, a reproduction cycle) and is based on experimental (learning by doing) participatory, hands on work.
- Under Component 1 (Act.1.2.2- Trainings, studies and technical assistance), the project had planned to establish 20 FFS to train 400 farmers on various technical topics related to SR production. This proposal was not approved by the SC since it was not part of the initial design. This activity has thus been suspended.
- FFS is a popular and well known training and extension method in Jordan. It has been introduced by FAO and implemented successfully by MoA for crops. Master trainers and experienced facilitators exist, which would reduce the initial investment and time necessary for preparation in case the approach is used by SIGHT.
- There are several examples of successful association of FFS with graduation approaches under IFAD projects. Synergies between FFS and graduation approaches are multiple (see below). For SIGHT, implementing FFS with a focus on the small ruminant sector (production and milk processing), under the graduation approach, would support the integration of poor households supported under SC 2.1 in the small ruminant value chain, would thus create synergies and complementarities between both components, and would ultimately improve the global coherence of the project.

##### **Proposed approach**

- The project will established approx. 60 FFS in which 1200 extreme poor/poor Jordanians and Syrian refugees will be trained. Each FFS group will be composed of 15 – 20 women and men, special women FFS groups will be established. The FFS will be facilitated during a one year cycle for poor and longer for extreme poor by a trained facilitator. A lump sum will be attributed to each FFS to apply and showcase technical innovations. The content of the curriculum and the type of experiment will depend on the demand and the knowledge gaps of the group. For the small ruminant dairy production, the FFS will focus mostly on feeding aspects (link to component 1 fodder production), herd management, milk hygiene, quality and processing of milk.
- FFS will support social cohesion among participants through working in groups. Extreme poor and poor Jordanians and Syrian refugees who are faced by multidimensional poverty and exclusion will be enabled to create networks.
- The FFS will be integrated into the graduation approach as one possible livelihood option for Jordanians and Syrian refugees. It will be supplemented by savings training on local level, asset transfer/seed capital and soft skills training. Both, poor and extreme poor are possible target groups of the FFS.
- FFS will be created around existing interest groups. By doing this, it is expected that FFSs will benefit from existing group dynamics. On the other hand, it is also expected that FFS group that show the best collective dynamics could be supported to undertake

other types of activities together, some FFS groups could be for instance supported to become aggregation points for access to market, or access to services. Some could even be upgraded to a formal status such as an association.

- The content of the FFS will entail the small ruminant production, as well as other aspects of the value chain, in particular processing of small ruminants dairy products. Other livestock production such as poultry, and other food processing could also be considered. Depending on the regulations related to animal ownership and land use for Syrian refugees, FFS for them will be distinct and will focus on food processing only, in particular processing of small ruminants' dairy products. If Syrian refugees don't own small ruminants they will have to buy milk from farmers directly, traders, or on the local market.
- For agricultural on farm production the FFS will include climate smart techniques for agricultural production.
- Focusing some of the FFS on the small ruminant dairy processing will allow targeting poor women, including women refugees, who will be empowered as their responsibility is milk processing and milk selling.
- Assets building: Women involved in small ruminants FFS will be provided with high quality small ruminants produced under component 1 by Elite farmers. Through the provision of a several heads of animals to women or informal women groups as e.g. asset, they are given ownership of the animals, which normally lies with the husbands. In case of divorce or death of husbands, this does not deprive them of the right of ownership of the animals and thus of their livelihood. In order to increase outreach and build sustainability of assets building, women in groups will be encouraged to implement "pass on the gift" systems whereby the first beneficiaries of animals in a group then pass the ewes or goats born from their animals, to second level beneficiaries, and so on. This system also contributes to group cohesion.
- In addition to supplying initial stock, the elite breeders supported under component 1 will also provide mentoring services to groups, and facilitate their access to inputs (feed), services (AI) and market. This will enable the integration of the supported farmers in the value chain.
- The formation of (informal) self-help groups of women will be encouraged to have a better option producing quality products and accessing the market. As a group the women can buy better processing equipment e.g. fridge, storage, pasteurization machine.
- Since only a small number of animals is involved, the impact on possible resource use conflicts (especially land) and tensions at the community level is minor, but cannot be excluded. A careful context analysis will have to be done for each community to ensure a do no harm approach. As Syrian refugees cannot register their animals formally, they can't access subsidized fodder for their animals and have to buy it on the market. Water for animals has to be bought privately by both - Jordanians and Syrians.
- The extension directorate of the MoA is the responsible institution within the MoA for FFS in Jordan. It will be responsible for the implementation of the FFS for component 2.1. It will be supported through the coaches for soft skills trainings. Till date no FFS has taken place for the small ruminant sector and food processing. Specific Curricula and manuals will need to be developed, and Master Trainers and FFS facilitators will need to be recycled (additional facilitators may also need to be trained by Master Trainers). The MoA currently has 1 Master Trainer. He could take the lead role in

training the facilitators for the FFS. The 110 extension agents of the MoA act as facilitators of the FFS. They would need to be trained in the newly developed FFS curricula. Either NARC or FAO, which has a good experience in Livestock FFS in the region, could support/backstop the extension directorate in the development of curricula and trainings.

**Next steps, knowledge gaps questions**

- FFS is a mechanism that requires a certain time to take off and become fully operational. The existence of trained Master Trainers and Facilitators will shorten the preparation time but beginning of implementation is not expected to be immediate.
- Entering into MoUs with FAO can be cumbersome and lengthy. This should not be a precondition to start implementation
- FFS is now implemented under component 1. The approach proposed consists in integrating FFS in the GA and therefore implementing it under SC 2.1. However, should a parallel batch of FFS remain under component 1 to target less vulnerable producers that are not eligible under GA?

#### **Annex 4.E. COVID-19 response**

To contain the infectious COVID-19 virus, a royal decree was issued on 17 March 2020. The decree imposed curfews, closed businesses and placed restriction on the movement of people. After the curve flattened in April 2020, Jordan decided to ease its lockdown restrictions in several of the Southern provinces where no cases were recorded. Analysts considered that the country reported a relatively low number of cases as it was able to implement the restrictions quite smoothly<sup>1</sup>.

However, just as in many other countries, COVID-19 related restrictions had significant negative effects on the country's economic situation and significantly impacted the livelihoods of the country's most vulnerable communities. The NGO Action Against Hunger surveyed 2,140 respondents to inform the COVID-19 response in the country<sup>2</sup>. The survey was conducted in the Irbid, Jerash, Madaba and Zarqa provinces and 60% of the respondents were Syrian. The survey showed that 75% of the respondents were affected in some way by COVID-19. 58% out of the 75% respondents said that the outbreak affected their financial situation either by losing aid, cash assistance or their daily income as daily worker or not being able to reach the bank and withdraw their salaries. In addition, 14% out of the 75% responded indicated that they now lack the resources to purchase basic needs including but not limited to food. In order to cope with the immediate effects of COVID-19, Action Against Hunger found that respondents (i) reduced food consumption, by skipping meals or reducing the amount of food, (ii) got into debts, (iii) reduced expenditures, (iv) sold assets, (v) used savings, (vi) borrowed food and non-food items from neighbours, relatives and friends, (vii) shared housing and food with other families. (viii) borrowed or skip taking medication and (iv) skipped paying rent.

The SIGHT July 2020 mission agrees with the findings of Action Against Hunger. During the mission, multiple stakeholders and the project shared their insights on the COVID-19 pandemic on Jordan. First of all, the projects stated that timing of the COVID-19 coincided with the lambing season during which beneficiaries usually require additional assistance. The project indicated that it tried to provide this additional assistance using telephone and camera. Second, UNHCR shared an interesting observation on the employment opportunities for Syrian refugees. Prior to the COVID-19 crisis, Syrian refugees were hesitant to work in industrial jobs, as this would require them to contribute to the social welfare system. Due to the COVID-19 however, Syrian refugees realised the importance of contributing to the welfare system. UNHCR expects that for this reason, industrial jobs will employ more Syrian refugees in the future. Finally, the Norwegian Refugee Council confirmed the majority of the statements made by Action Against Hunger. Namely, the COVID-19 crisis pushed a lot of families in poverty and in need of both food as well as cash assistance. This is inline

Further to discussions between the Government of Jordan and IFAD, some activities under SIGHT were re-purposed to respond to the ongoing COVID-19 crisis. On 1 June 2020, IFAD signed a final memo to utilise USD 1.5 million from the FARMSE grant and an Open Society Grant (under component 2.1) to provide food baskets to 3,650 families. 30% of beneficiaries will be Syrian refugees and 70% poor Jordanians. Households will be selected on (i) the size of the household, (ii) number of females in the household (18+), (iii) number of beneficiaries 18 + Potential income earners, (iv) gender of the head of household, (v) number of household owners, (vi) number of children under 10 years old, (vii) number of household members with special needs. The Jordan Hashemite Charity Organization (JHCO) was assigned by the government to be in charge of all COVID-19 emergency operations including. Consequently, JHCO will also be in charge of the IFAD activities. Shortly after the IFAD memo was approved, the project and JHCO started to negotiate a draft memo to arrange the activities, which will be concluded shortly. JHCO immediately contact UNHCR and the National Aid Fund who will play an important role with selecting the final beneficiaries based on the criteria above and together with additional selection criteria.

As is currently foreseen, although this modality can still be fine-tuned when the MoU is concluded, JHCO will start a micro tender in order to select a supplier out of the best 3 prices offered. JHCO will designate a project manager who will be in charge to execute the repurposed activities. Under his or her command, a warehouse liaison officer will be in charge of delivering food parcels to local distribution centers according to a distribution list. Three governorate site officers, for distribution centers in (i) Amman

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<sup>1</sup> <https://www.aljazeera.com/news/2020/04/jordan-flattening-covid-19-curve-200422112212466.html>

<sup>2</sup> See full report: <https://usaideallearninglab.org/library/covid-19-awareness-phone-calls-final-report>

and Madaba, (ii) Irbid and Ajloun and (iii) Marfira and Jerash will liaise with NAF and UNHCR to create a final target list of Jordanian and Syrian beneficiaries. Afterwards, volunteers will contact the beneficiaries to verify their eligibility before handing over the food parcel to the beneficiaries. A data entry officer will maintain a log after recipient and assure that there will not be any overlap. JHCO aims to start these activities as soon as possible and conclude them within 6 months.

Finally, in addition to the repurposed activities, the mission recommends to integrate multiple health and hygiene activities in existing interventions. For example, the mission recommends to integrate public health awareness, proper waste management and hygiene issues in all capacity building activities of the project especially FFS. As 95% of the respondents from the Action Against Hunger stated that they have information about the COVID-19 preventive measures, yet only 23% showed an accurate level of information about the preventive measures, this seems an appropriate intervention.

## **Annex 4.F. Proposed SIGHT's Grievance and Redress Mechanism (GRM)**

### **1. IFAD's Environment and Social Accountability**

IFAD's Complaints Procedure ensures that appropriate mechanisms are in place to allow individuals and communities to contact IFAD directly and file a complaint if they believe they are or might be adversely affected by an IFAD-funded project/programme not complying with IFAD's Social and Environmental Policies and mandatory aspects of the Social, Environmental and Climate Assessment Procedures (SECAP). Environmental and Social Accountability will be assessed based on: (i) the ability of beneficiaries to voice complaints and provide feedback through a well-established GRM; (ii) dissemination of information by SIGHT to the intended beneficiaries' relevant communities; and (iii) the monitoring mechanisms of the implementing partners. For more information on IFAD's accountability and complaints procedures, please visit <https://www.ifad.org/en/accountability-and-complaints-procedures>.

### **2. Grievance and Redress Mechanism (GRM)**

Grievance redress mechanisms provide an avenue to express concerns, achieve remedies for communities, promote a mutually constructive relationship and enhance the achievement of project development objectives. Grievance redress mechanisms are increasingly important for development projects where ongoing risks or adverse impacts are anticipated. They serve as tools to monitor compliance to SECAP and a way to prevent and address community concerns, reduce risk, and assist larger processes that create positive social change. They support building strong and effective relationships with all those directly impacted by project activities. The management of grievances is therefore a vital element of stakeholder management and an important aspect of risk management for the project.

### **3. SIGHT's GRM**

#### **Stage 1**

Grievances shall be addressed at the field level by the FTU which will be the first layer of redress mechanism. The FTU should help the complainants (a minimum of two) to fill a complaint form explaining the concerns/reasons upon which he/she is filing the complaint. The FTU should discuss the solution with the complainants and try to reach an agreement.

#### **Stage 2**

If the grievance is not resolved at the field level, it should be escalated to the PMU and the Steering Committee. The PMU should discuss in consultation with the Steering Committee a possible proposal to settle the grievance to be discussed with the complainants.

#### **Stage 3**

If the PMU's response is not effective according to the complainants, the matter can be brought to IFAD's attention by the PMU who will be responsible for ensuring adequate addressing of grievances related to violations of SIGHT's SECAP. The issue may be brought straight to IFAD if the complainants feel they might be subject to retaliation if they went to the PMU directly. IFAD can choose to conduct a fact-finding mission to verify the claims made through the complaint and then provide guidance on how to approach the settlement. However, the main responsibility of addressing complaints lies with the PMU and the project's implementing partners. If the grievance is concerning an activity funded by another co-financer (i.e. FARMS, SDC, OSFL and EU), it should follow the same GRM and it should be reported to the donor and IFAD as part of the usual reporting process. In all cases, if the complainants disagree with IFAD's response, they may submit a request to [SECAPcomplaints@ifad.org](mailto:SECAPcomplaints@ifad.org) and request that an impartial review be carried out by the Office of the Vice-President. The Office of the Vice-President will decide on the steps to be taken to examine such complaints, including, if necessary, contracting external experts to review the matter. The complainants will be informed of the results of the review. IFAD's GRM shall be fully explained by the PMU to stakeholders and beneficiaries during the programme's activities.

### **Documentation and Reporting**

The PMU and the implementing partners should document all grievances received and the details of the actions taken to resolve them. In this regard, the PMU shall ensure that the complaints received and actions taken to address them are all included in the progress reports to IFAD.

#### **4. Anticipated Grievances**

In the context of SIGHT's activities and target areas, the following are potential grievances:

- Conflict over natural resources among communities including between Syrian refugees and host communities;
- Elite capture of rural finance;
- Overgrazing of rangelands and spread of livestock diseases due to the increased availability of water as a result of project activities;
- Exclusion of the most vulnerable groups (e.g. women, youth and Syrian refugees) from some of the project's activities;
- Sexual harassment incidents because of mobilizing women for project's activities;
- Procurement and recruitment complaints.

#### **5. Grievances Prevention**

In order to prevent grievances, the PMU and implementing partners should adhere to a few measures:

- Explaining the GRM to all partners and stakeholders during project's activities;
- Complying to the SECAP as well as Environmental and Social Risk Matrix and the Integrated Project Risk Matrix (developed during the 2020 supervision mission).
- Taking a participatory approach in the implementation of all activities;
- Strictly applying the project's targeting strategy;
- Establishing communication channels with the beneficiaries of the project.

#### **6. Timeframe**

There is no standard model for grievance resolution. Grievances are most efficiently solved in most cases through local mechanisms that take into account the specific cultural context, local customs, and project conditions and scale. In its simplest form, the response can be broken down into the following components:

- Receipt and register of a complaint
- Conduct a fact-finding mission
- Formulate a response by PMU (in consultation with IFAD in case the complaint was escalated)
- Select a resolution approach, based on consultation with affected person/group.
- Implement the approach
- Track and evaluate results
- Learn from the experience and communicate back to all parties involved.



#### Annex 4.G. Proposed Environment and Social Management Plan (ESMP)

Intervention	Environmental/ Social Impacts	Recommended Mitigation/ Enhancement measures	Public Activities	Consultation	Responsible Institution in Implementation Phase	Means of Verification	Frequency of Verification	Cost Estimate
						(Monitoring and reporting)		
All Interventions	All possible adverse environmental and social impacts as a result of the SIGHT’s activities.	(1) Apply strictly the Grievance Redress Mechanism (GRM) to ensure SECAP compliance.	All stakeholder meetings.	PMU and FTU	(1) Review of the number of complaints received.	Monthly	No extra budget needed	
		(2) Ensure dissemination of the GRM to local communities			(2) Review of the number of complaints solved, the mechanisms used and the time it took to solve them.			
		(3) Maintain solid documentation for the received complaints during the operation of the project and track the level of responsiveness (provision of feedback).						

All Interventions	<b><u>Social:</u></b> Under representation of a specific group in project activities (women, youth, PwDs..etc)	Beneficiary data for each activity is analysed on a quarterly basis to identify whether any specific groups are currently under-represented in each governorate.	FGD in targeted governorates and districts	PMU	Review analysed reports Review FGD reports	Quarterly	No extra budget needed.
		Beneficiaries are consulted at least twice a year on whether or not there are any groups in the community who are unable to access program activities.	FGD in targeted governorates and districts	PMU	Review FGD reports	Bi-annually	No extra budget needed.
		Assessments have been conducted to ascertain the most suitable time for, and duration of activities, and activities are adjusted to fit the findings.	Needs assessment conducted	PMU	Assessment Reports	Annually	No extra budget needed.

	<p><b><u>Social:</u></b> Social tensions with host communities because of perceptions of favouritism towards youth, women or refugees. This could result in disruptions to project implementation or denial of access to certain beneficiaries.</p>	<p>Implementation of the project with local partners enhances the legitimacy of the intervention in the eyes of local communities and secures greater buy-in.</p> <p>Ongoing dialogue with local communities, community leaders, municipalities, authorities and CBOs further facilitates legitimacy.</p>	<p>FGD in targeted governorates and districts</p> <p>Dialogue tables with stakeholders and local authorities</p>	<p>PMU and/or IP</p>	<p>FGD report analysis</p> <p>Dialogue tables Minutes of meeting</p>	<p>Annually</p>	<p>No extra budget</p>
All Interventions	<p><b><u>Environmental:</u></b> The project’s activities unintentionally aggravate public health concerns in the target areas including COVID-19</p>	<p>(1) Public health awareness, proper waste management and hygiene issues mainstreamed in all capacity building activities of the project especially FFS.</p>	<p>All meetings with stakeholders and communities.</p>	<p>PMU, FUT and IPs.</p>	<p>(1) Review reports of Capacity building workshops to ensure health issues were discussed.</p>	<p>Annually</p>	<p>No extra budget needed.</p>
		<p>(2) Ensuring that service providers follow national health and safety regulations at workplace.</p>			<p>(2) Review complaints by workers during execution.</p>		
Component 1: Investment in Farmer Services							

Improving Community and Private Sector Services	<b>Environmental:</b> Water harvesting wells might lead to overgrazing in target rangelands due to the increased grazing activities near water sources.	Capacity building activities will include the calculation of the rangelands capacity.	Training activities to local communities under the rangelands sub-component.	PMU and IPs.	Review workshop reports for training activities done to ensure that this topic has been covered.	After each workshop.	No extra budget needed.
	<b>Environmental:</b> Risk on the emergence of animal diseases	(1) The project's interventions on rehabilitation of livestock quarantine and veterinary labs shall mitigate this risk.  (2) Mainstream animal disease risk prevention and control into FFS and other training activities.	Consult other agencies working on disease surveillance (e.g. FAO and EU).	PMU and IPs	Review training workshop reports.	After each workshop	No extra budget needed
<b>Component 2: Business Development and Access to Financial Services</b>							
Grants for into Sustainable Livelihoods	<b>Social:</b> Inappropriate selection of targeted	Quantitative and qualitative assessment of the aspirations of Syrian refugees and poor	(1) Community focus groups at baseline.	IP	Collect and monitor disaggregated evaluation data.	At baseline	No extra budget needed

	beneficiaries under component 2.1.	Jordanians to inform the graduation approach and appropriately select target group.	(2) Verification with UNHCR/NAFO				
Targeting	<u>Social:</u> Lack of civil documentation is a barrier to accessing project activities	Clear messaging to targeted beneficiaries (i.e. refugees) of project activities and eligibility  Support Refugees in obtaining the required civil documentation during implementation	Communication Plan  Coordination with NGOs in the targeted locations for clear dissemination of targeting information	IP	Review outreach sessions attendance	Ongoing	No extra budget
	<u>Social:</u> Lack of access to project activities and cash support	Barriers preventing certain groups (e.g. older persons, Syrian refugees, or persons with disabilities) accessing cash services are identified through consultation with a cross section of the community and an action plan is developed and implemented to remove or reduce these barriers.	Community consultations and action plan	IP	Risk assessment		No extra budget
	<u>Social:</u> Increased social tensions in households due to inclusion of women and youth in project activities	Beneficiaries are informed that SIGHT may need to inform the authorities if field staff believes a child is being abused or a person is at risk of significant harm.	Interviews with beneficiaries	IP	Risk Assessment	Ongoing	No extra budget

	<p><b><u>Social:</u></b>                      Host community members refuse to engage with Syrian refugees in different project activities</p>	<ul style="list-style-type: none"> <li>• Strong outreach and communication campaigns are designed</li> <li>• Socially cohesive activities are introduced to reduce tension</li> </ul>	Focus Groups discussions in targeted communities	IP	FGD reports and analysis	Ongoing	No extra budget
	<p><b><u>Social:</u></b>                      Youth are not interested in or drop out of the Graduation Program due to its high level of commitment in length and intensity</p>	<ul style="list-style-type: none"> <li>• Strong outreach and detailed information about the program will be provided to youth.</li> <li>• The intervention will establish a technical committee to contextualize the graduation approach and develop specific targeting criteria.</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic consultation with participants to receive their feedback on the program.</li> <li>• Coaching and support groups can be established throughout the project with dedicated staff members in order to reduce the probability of dropouts</li> </ul>	IP	Consultation reports Review Support groups Minutes of Meeting	Before project starts Quarterly consultations	No extra budget
Lending Facility for Rural Businesses	<p><b><u>Environmental</u></b>                      Loans being used for projects that may have adverse environmental impacts or cause unsustainable use of water resources.</p>	Strictly follow the loan criteria annexed in project supervision report 2020.	Consultation among SC and ACC.	ACC, SC and PMU.	Loan requests data from ACC	Every 6 months.	No extra budget needed.

COVID-19 Repurpose COVID repurpose	<b><u>Social:</u></b> Food baskets do not reach the most vulnerable households.	Apply targeting strategy for social inclusion	Verification through UNHCR and NAF	IP (JHCO)	(1) JHCO received targeting guidance from PMU to be fine-tuned and optimized with UNHCR and NAF database.	Ongoing	No extra budget needed
					(2) Assure that JHCO has complaint redress mechanism in place and deal with complaints and any emerging conflict issue in compliance with GRM.		
	<b><u>Environmental:</u></b> Increased waste due to the distribution of food baskets.	As mentioned above, integrate proper waste management and hygiene issues in all capacity building activities.	All meetings with stakeholders and communities.	PMU, FUT and IPs	(1) Review reports of Capacity building workshops to ensure health issues were discussed.	Annually	No extra budget needed.

## Annex 4. H. Proposed inclusion and exclusion criteria for lending facility

### 1. Introduction

The following document provides the guidance needed in order to select individuals to be part of the rural lending component. This approach is in-line with IFAD's vision to ensure sustainable livelihoods for beneficiaries.

The following document highlights the points that should be taken into consideration when selecting beneficiaries and has been built on lessons learned from other IFAD projects implemented in Jordan.

### 2. Loans Prioritization Criteria

The table below highlights the projects/business ideas that will be prioritized as part of the Rural Lending component, however, the following does not necessarily exclude other beneficiaries' ideas that do not contribute to positive environmental practices or resolving issues. This document will support the PMU in making successful referrals of ideas that would contribute to SIGHT's overall objective.

Inclusion	Exclusion
Crops and products of high market value for the domestic or export outlets	Use of municipal water even for minimum supplementary irrigation is a condition for exclusion
Crops and products with lowest water consumption and highest ratio of value to consumed water	Use of groundwater for irrigation is a condition for exclusion
Crops and products that use increase water use efficiency (e.g. drip, hydroponic, etc.) or use non-traditional water resources (e.g. grey water, treated wastewater, etc.	
Investments for value addition: increase of quality and safety standards, packaging, labelling, processing, improved market access, transition to Organic Farming	
Technologies to utilize renewable energy consumption (solar, wind, etc.)	
Means of production that reduce cost of production	
Investments that adopts Jordan GAP (upcoming), Global GAP, and quality/safety standards Certification	
Investments that employ vulnerable groups: women, youth, refugees	



#### Annex 4.I. Issues to be addressed at MTR

Issue /Observation as of July 2020	Possible options to consider at MTR
<p>The budget initially allocated to the rehabilitation of the quarantine (USD250,000) is not needed anymore since Government has built a new quarantine on its own resources.</p> <p>On the other hand, there are major gaps in rehabilitation of stations (milking machines, sheds)</p>	<p>Consider reallocation of quarantine budget to:</p> <ul style="list-style-type: none"> <li>• Additional budget for rehabilitation of stations</li> <li>• Or additional investments in disease surveillance (in partnership with EU funded twinning project, FAO) to contribute to mitigate sanitary risk on small ruminant value chain</li> </ul>
<p>The scope of animal feed pilots (12 projects) is limited, while the need for valorizing local feed resources, to reduce the dependency on imports, is significant.</p>	<p>Consider upscaling the feed activity if the pilots are conclusive</p>
<p>Some BPs already complain about market access problems; this problem may be exacerbated by the breeding activities that will increase productivity and probably production</p>	<p>Consider activities supporting access to market and value chain organization, such as small-scale processing (in line with GI activity), or creation of marketing groups.</p>

### **COVID-19 response:**

To contain the infectious COVID-19 virus, a royal decree was issued on 17 March 2020. The decree imposed curfews, closed businesses and placed restriction on the movement of people. After the curve flattened in April 2020, Jordan decided to ease its lockdown restrictions in several of the Southern provinces where no cases were recorded. Analysts considered that the country reported a relatively low number of cases as it was able to implement the restrictions quite smoothly<sup>3</sup>.

However, just as in many other countries, COVID-19 related restrictions had significant negative effects on the country's economic situation and significantly impacted the livelihoods of the country's most vulnerable communities. The NGO Action Against Hunger surveyed 2,140 respondents to inform the COVID-19 response in the country<sup>4</sup>. The survey was conducted in the Irbid, Jerash, Madaba and Zarqa provinces and 60% of the respondents were Syrian. The survey showed that 75% of the respondents were affected in some way by COVID-19. 58% out of the 75% respondents said that the outbreak affected their financial situation either by losing aid, cash assistance or their daily income as daily worker or not being able to reach the bank and withdraw their salaries. In addition, 14% out of the 75% responded indicated that they now lack the resources to purchase basic needs including but not limited to food. In order to cope with the immediate effects of COVID-19, Action Against Hunger found that respondents (i) reduced food consumption, by skipping meals or reducing the amount of food, (ii) got into debts, (iii) reduced expenditures, (iv) sold assets, (v) used savings, (vi) borrowed food and non-food items from neighbours, relatives and friends, (vii) shared housing and food with other families, (viii) borrowed or skip taking medication and (iv) skipped paying rent.

The SIGHT July 2020 mission agrees with the findings of Action Against Hunger. During the mission, multiple stakeholders and the project shared their insights on the COVID-19 pandemic on Jordan. First of all, the projects stated that timing of the COVID-19 coincided with the lambing season during which beneficiaries usually require additional assistance. The project indicated that it tried to provide this additional assistance using telephone and camera. Second, UNHCR shared an interesting observation on the employment opportunities for Syrian refugees. Prior to the COVID-19 crisis, Syrian refugees were hesitant to work in industrial jobs, as this would require them to contribute to the social welfare system. Due to the COVID-19 however, Syrian refugees realised the importance of contributing to the welfare system. UNHCR expects that for this reason, industrial jobs will employ more Syrian refugees in the future. Finally, the Norwegian Refugee Council confirmed the majority of the statements made by Action Against Hunger. Namely, the COVID-19 crisis pushed a lot of families in poverty and in need of both food as well as cash assistance. This is inline

Further to discussions between the Government of Jordan and IFAD, some activities under SIGHT were re-purposed to respond to the ongoing COVID-19 crisis. On 1 June 2020, IFAD signed a final memo to utilise USD 1.5 million from the FARMSE grant and an Open Society Grant (under component 2.1) to provide food baskets to 3,650 families. 30% of beneficiaries will be Syrian refugees and 70% poor Jordanians. Households will be selected on (i) the size of the household, (ii) number of females in the household (18+), (iii) number of beneficiaries 18 + Potential income earners, (iv) gender of the head of household, (v) number of household owners, (vi) number of children under 10 years old, (vii) number of household members with special needs. The Jordan Hashemite Charity Organization (JHCO) was assigned by the government to be in charge of all COVID-19 emergency operations including. Consequently, JHCO will also be in charge of the IFAD activities. Shortly after the IFAD memo was approved, the project and JHCO started to negotiate a draft memo to arrange the activities, which will be concluded shortly. JHCO immediately contact UNHCR and the National Aid Fund who will play an important role with selecting the final beneficiaries based on the criteria above and together with additional selection criteria.

As is currently foreseen, although this modality can still be fine-tuned when the MoU is concluded, JHCO will start a micro tender in order to select a supplier out of the best 3 prices offered. JHCO will designate a project manager who will be in charge to execute the repurposed activities. Under his or her command, a warehouse liaison officer will be in charge of delivering food parcels to local distribution centers according to a distribution list. Three governorate site officers, for distribution centers in (i) Amman and Madaba, (ii) Irbid and Ajloun and (iii) Marfira and Jerash will liaise with NAF and UNHCR to create a final target list of Jordanian and Syrian beneficiaries. Afterwards, volunteers will contact the beneficiaries to verify their eligibility before handing over the food parcel to the beneficiaries. A data entry officer will maintain a log after recipient and assure that there will not be any overlap. JHCO aims to start these activities as soon as possible and conclude them within 6 months.

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<sup>3</sup> <https://www.aljazeera.com/news/2020/04/jordan-flattening-covid-19-curve-200422112212466.html>

<sup>4</sup> See full report: <https://usaidearninglab.org/library/covid-19-awareness-phone-calls-final-report>

Finally, in addition to the repurposed activities, the mission recommends to integrate multiple health and hygiene activities in existing interventions. For example, the mission recommends to integrate public health awareness, proper waste management and hygiene issues in all capacity building activities of the project especially FFS. As 95% of the respondents from the Action Against Hunger stated that they have information about the COVID-19 preventive measures, yet only 23% showed an accurate level of information about the preventive measures, this seems an appropriate intervention.

## **Jordan**

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### **Small Ruminants Investment and Graduating Households in Transition Project Supervision Report**

#### **Appendix 5: Mission preparation and planning, TORs, schedules, people met**

Mission Dates: 1-15 July 2020  
Document Date: 10/08/2020  
Project No. 2000001478  
Report No. 5467-JO

Near East, North Africa and Europe Division  
Programme Management Department



## Annex V Terms of Reference for Consultants and other persons hired by IFAD to participate in missions under a non-staff contract

MISSION DETAILS	
<b>Country of Assignment/Location:</b>	Jordan
<b>Mission Name:</b>	Remote Supervision mission for the Small-Ruminants Investments and Graduating Households in Transition project (SIGHT)
<b>Mission Start Date:</b>	1 July 2020
<b>Mission End Date:</b>	15 July 2020
<b>Division/Department:</b>	NEN/PMD
<b>Reports to (name and title):</b>	Mohamed Abdelgadir, Country Director, NEN

MISSION COMPOSITION (Team members' full name and specialization)	
<b>Name:</b>	<b>Specialization:</b>
<b>Mr. Alban Bellinguez</b>	Team Leader and livestock Specialist
<b>Mr. Aziz Al-athwari</b>	Finance Officer, FMD
<b>Ms. Tala Malakha</b>	Targeting and Gender Specialist
<b>Ms. Saskia Bauer</b>	Institutional development Expert
<b>Ms. Nathalie Gebrayel</b>	Senior Procurement officer, NEN
<b>Ms Alisia Sansoni</b>	M&E Specialist, NEN
<b>Mr Faisal Awwadeh</b>	Livestock Specialist

MISSION SCHEDULE
Remote Supervision mission

BACKGROUND
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The Small-ruminants Investments and Graduating Households in Transition project will be implemented over a 6-year period. The development goal of the project is to contribute to reducing poverty and enhancing national food security in Jordan by improving the productivity of small-ruminants and to assist Syrian Refugees and host communities to graduate out of poverty. The development objective is to increase the income of targeted households through providing sustainable production capacity. The SIGHT Project consists of two main components: (i) Investment in Farmer Services, and (ii) Livelihood Investments and Access to Financial Services. The project is implemented six northern and central Governorates of Mafraq, Irbid, Jerash, Ajloun, Madaba and the outskirts of Amman. However, the institutional and technical support will target the public services in all governorates of Jordan.

The project entered into force in July 2017 and effective implementation started in May 2018 following the satisfactory adherence to conditions precedent to first withdrawal of funds and subsequent to the start-up workshop held in Amman on 23 April 2018. IFAD and SDC fielded more than three implementation support missions in 2019. The first supervision mission reported little has taken place in terms of physical investments and utilizations of project proceeds. This particularly evident in the lagging behind in the implementation of the graduation approach.

### MISSION OBJECTIVES AND OUTPUTS

This supervision mission will assess the project relevance, effectiveness in achieving the objectives, effectiveness of the project's targeting and gender mainstreaming strategy, efficiency in project implementation and the PMU capacity, the expected impact on food security and incomes of the rural poor including the Syrian Refugees as well as on equitable benefits accruing to women. The mission should prepare an AM summarizing its findings and recommendation to be presented to the Minister of Agriculture and in a final wrap up at MOPIC.

The mission will be under the overall supervision of IFAD Country Director for Jordan. Field visits will be undertaken by the team to selected areas of the project, as per schedule to be prepared by the PMCU and PIU.

**IFAD Country Director for Jordan**, will oversee the work of the mission members to ensure coherence and the development of concrete recommendations. He will lead the negotiations with the Government of Jordan for an agreement on findings and recommendations for the supervision mission. The detailed scope of work of the other mission members is described here below:

### INDIVIDUAL RESPONSIBILITIES, EXPECTED OUTPUTS AND REQUIRED COMPLETION DATES

<b>Full Name</b>	Mr. Alban BELLINGUEZ, Tem leader and Livestock specialist
<b>Expected Start Date of Assignment:</b>	1 July 2020
<b>Expected End Date of Assignment:</b>	15 July 2020
<b>Total number of working days (max. 240 in a 12-month period):</b>	15

### GENERAL DESCRIPTION OF TASK(S) AND OBJECTIVE(S) TO BE ACHIEVED

#### Expected Activities:

**Mr Bellinguez** will be responsible for assessing the relevance, effectiveness, efficiency, impact and sustainability of the project as well as the progress of the investment in Farmers Services component. More specifically, he will undertake the following tasks:

- Review the projects' physical and financial progress against the AWPBs and performance in implementing the recommendation of the supervision mission and implementation support missions in 2019;
- Review the capacity of the FST in rendering the technical aspects of the project;
- Review the progress in the rehabilitation of the training and breeding centers;
- Review the progress made in the TA related to phenotypic and genetic characterization of local Awassi sheep and Shami goats;
- Document progress related to the improvement in animal traceability and pilot investments in rangeland reserves.
- In collaboration with the institutional analysis, review the support provided by the Steering Committee, The Ministry of Planning and International Cooperation (MOPIC) and the Ministry of Agriculture (MOA) and advise on how these institutions can be supportive rather than hindering the project activities;
- Coordinate the work of the mission members to ensure coherence in the findings of the supervision mission and development of concrete recommendations as to the achievement of project activities;
- Consolidate the team members contributions to reporting on lessons learnt in implementing project activities and in the context of Jordan; and
- Lead the preparation of the aide-memoire and the supervision report following IFAD guidelines and delineating the main findings.



<b>KEY PERFORMANCE INDICATORS</b>	
<b>Expected Outputs (please include any travel if applicable):</b>	<b>Required Completion Date:</b>
Prepare related section of SV Report	15 July

<b>INDIVIDUAL RESPONSIBILITIES, EXPECTED OUTPUTS AND REQUIRED COMPLETION DATES</b>	
<b>Full Name of Consultant:</b>	<b>Ms Tala Malakha, Targeting and Gender Specialist</b>
<b>Expected Start Date of Assignment:</b>	1 July 2020
<b>Expected End Date of Assignment:</b>	15 July 2020
<b>Total number of working days (max. 240 in a 12-month period):</b>	15
<b>GENERAL DESCRIPTION OF TASK(S) AND OBJECTIVE(S) TO BE ACHIEVED</b>	
<p><b>Ms Malakha</b> will be responsible for assessing the relevance, effectiveness, efficiency and sustainability of the targeting and gender mainstreaming approach, In particular she will do the following tasks:</p> <ul style="list-style-type: none"> <li>Analyze the validity of the described projects target groups and socio-economic characteristics in relation to the following indicators: family size, farm size, small ruminant ownership distribution, income level and sources of income, unemployment level, incidence and causes of rural poverty, and means of addressing these constraints;</li> <li>Conduct an assessment on poverty, gender and targeting approach followed and provide advise on how to ensure the Syrian refugees are included and equally treated;</li> <li>Carry-out an analysis of the role of women in rural communities and households dependent on rural activities in the projects area, and associated gender issues;</li> <li>Conduct a detailed assessment of the implementation progress of the graduation and approach so far particularly the recruitment of the service providers.</li> <li>Perform any additional relevant tasks assigned to him by the mission leader and</li> <li>Contribute to the write up of the aide-memoire delineating the main findings and an action plan for the adjustment of the component, to the extent needed</li> </ul>	
<b>KEY PERFORMANCE INDICATORS</b>	
<b>Expected Outputs (please include any travel if applicable):</b>	<b>Required Completion Date:</b>
Prepare related section of SV Report	15 July

INDIVIDUAL RESPONSIBILITIES, EXPECTED OUTPUTS AND REQUIRED COMPLETION DATES	
Full Name of Consultant:	Ms. Saskia Bauer: Institutional development specialist
Expected Start Date of Assignment:	1 July 2020
Expected End Date of Assignment:	15 July 2020
Total number of working days (max. 240 in a 12-month period):	14
GENERAL DESCRIPTION OF TASK(S) AND OBJECTIVE(S) TO BE ACHIEVED	
<p><b>Ms. Bauner</b> will be assessing the institutional and management set up and will support the mission in meeting with all partners as well as participate in the presentation of the mission findings with the Minister. He will particularly look into the following:</p> <ul style="list-style-type: none"> <li>• Review the support provided by the Steering Committee, The Ministry of Planning and International Cooperation (MOPIC) and the Ministry of Agriculture (MOA) and advise on how these institutions can be supportive rather than hindering the project activities;</li> <li>• Review the operations and performance of IFAD PIU and the FSU at the governorates levels;</li> <li>• In collaboration with the targeting and gender specialist conduct a detailed assessment of the implementation progress of the gradation and approach and advise on alternate procedures to expedite the implementation of this subcomponent</li> <li>• In collaboration with other team members identify the main implementation issues and advise no how overcome them;</li> <li>• Assess the overall capacity of the Ministry of the Agriculture in the implementation of all the project component within the project lifespan;</li> <li>• Perform any additional relevant tasks assigned to him by the mission leader and</li> <li>• Contribute to the write up of the aide-memoire delineating the main findings and an action plan for the adjustment of the component, to the extent needed</li> </ul>	
KEY PERFORMANCE INDICATORS	
Expected Outputs (please include any travel if applicable):	Required Completion Date:
Prepare related section of SV Report	15 July

INDIVIDUAL RESPONSIBILITIES, EXPECTED OUTPUTS AND REQUIRED COMPLETION DATES	
Full Name of Consultant:	Mr Aziz Al-Athwari, Finance officer, FMD
Expected Start Date of Assignment:	1 July 2020
Expected End Date of Assignment:	15 July 2020
Total number of working days (max. 240 in a 12-month period):	15
GENERAL DESCRIPTION OF TASK(S) AND OBJECTIVE(S) TO BE ACHIEVED	
<p><b>Mr Al-Atwari</b> will be responsible for assessing the relevance, effectiveness, efficiency, impact and sustainability of the fiduciary aspects of SIGHT projects, in particular he will:</p> <ul style="list-style-type: none"> <li>Review project financial management, accounting system, for SIGHT in light of the multiple donors and advise if the arrangement in the design is still relevant;</li> <li>Review project expenditure loan disbursement, Grants (FARMS, SDC, OSF) and Government contribution;</li> <li>Review the status and utilization of the Special Account. Grants Accounts and Project Accounts and carry out a thorough review of expenditures;</li> <li>Assess the adequacy of the accounting system in use at the PIU and FST to reliably record all receipts and expenditures from all financing sources and attribute these to multiple financing sources. This includes cash contributions from co-financiers, beneficiaries, borrower/counterpart and PFIs;</li> <li>Validate compliance of transactions project subsidiary agreements (rural finance component. NCARE...etc.)</li> <li>Assess adequacy of disbursement arrangements and authorized allocations after considering the approved AWPBs and in light of the restriction made by the MoA;</li> <li>Complete a verification of a sample of Statements of expenditures;</li> <li>Review and confirm compliance with PIM on fiduciary aspects;</li> <li>Contribute to the write up of the aide-memoire in particular, inputs to the main body of the aide-memoire: on (a) Financial Management; (b) Disbursement; (c) Counterpart funds and (d) contribute to the section lessons learnt on financial management, delineating the main findings and an action plan for any relevant adjustments.</li> </ul>	
KEY PERFORMANCE INDICATORS	
Expected Outputs (please include any travel if applicable):	Required Completion Date:
Prepare related section of SV Report	15 July

INDIVIDUAL RESPONSIBILITIES, EXPECTED OUTPUTS AND REQUIRED COMPLETION DATES	
Full Name of Consultant:	Ms. Nathalie Gebrayel, Procurement Specialist, NEN
Expected Start Date of Assignment:	1 July 2020

<b>Expected End Date of Assignment:</b>	15 July 2020
<b>Total number of working days</b> <i>(max. 240 in a 12-month period):</i>	10
<b>GENERAL DESCRIPTION OF TASK(S) AND OBJECTIVE(S) TO BE ACHIEVED</b>	
<p><b>Ms Gebrayel</b> will be responsible for assessing the relevance, effectiveness, efficiency, impact and sustainability of the Procurement aspects of the in particular he will:</p> <ul style="list-style-type: none"> <li>• Review Government compliance with the financing agreements;</li> <li>• Review procurement actions and procedures applied to determine compliance with IFAD procurement guidelines;</li> <li>• Provide technical support to the PIU, and in particular the procurement specialist on IFAD's procurement management standard operational procedures;</li> <li>• Perform any additional relevant tasks assigned to her by the mission leader and</li> <li>• Contribute to the write up of the aide-memoire and inputs to the main body: (a) Procurement, and; (b) Financing Covenants.</li> </ul>	
<b>KEY PERFORMANCE INDICATORS</b>	
<b>Expected Outputs (please include any travel if applicable):</b>	<b>Required Completion Date:</b>
Prepare related section of SV Report	15 July

<b>INDIVIDUAL RESPONSIBILITIES, EXPECTED OUTPUTS AND REQUIRED COMPLETION DATES</b>	
<b>Full Name of Consultant:</b>	<b>Ms. Alisia Sansoni, M&amp;E Specialist, NEN</b>
<b>Expected Start Date of Assignment:</b>	1 July
<b>Expected End Date of Assignment:</b>	15 July
<b>Total number of working days</b> <i>(max. 240 in a 12-month period):</i>	10
<b>GENERAL DESCRIPTION OF TASK(S) AND OBJECTIVE(S) TO BE ACHIEVED</b>	

**Ms Sansoni** will be responsible for the following:

- Review the implementation of the recommendation of the last supervision mission with regard to M&E
- Review the M&E action plan;
- Review the role of the FST vis-à-vis the M&E function at the governorates levels;
- Review the M&E capacity (human and processes) at the PMU and FST Unit and advise on how these capacities can be improved;
- Review and document any KM product and lesson learnt;
- Update the project logframe in light of the impact of covid-19
- Perform any additional relevant tasks assigned to him by the mission leader and
- Contribute to the write up of the aide-memoire and the related section of the supervision mission report.

#### **KEY PERFORMANCE INDICATORS**

<b>Expected Outputs (please include any travel if applicable):</b>	<b>Required Completion Date:</b>
Prepare related section of SV Report	15 July

INDIVIDUAL RESPONSIBILITIES, EXPECTED OUTPUTS AND REQUIRED COMPLETION DATES	
Full Name of Consultant:	Dr. Faisal Awwadeh, Livestock Specialist
Expected Start Date of Assignment:	1 July 2020
Expected End Date of Assignment:	15 July 2020
Total number of working days (max. 240 in a 12-month period):	15
GENERAL DESCRIPTION OF TASK(S) AND OBJECTIVE(S) TO BE ACHIEVED	
<p>Dr Awwadeh will be responsible for the following:</p> <ul style="list-style-type: none"> <li>Assess public and private partnership to ensure that project beneficiaries receive the services that enhance the efficacy of small-scale livestock production systems;</li> <li>Review the technical and methodological support, the project is rendering, with the support of the MOA and NARC, to strengthening the national breeding programme of Awassi sheep and Shami goat;</li> <li>Assess the PIU processes in improving community and private sector services, related to: (a) Establishing of Field Teams (private and government staff); and (b) Enhancing livestock nutrition activities;</li> <li>Assess the PIU and MOA endeavour in the areas of policy environment and identify more opportunities for policy engagement;</li> <li>Assess critically the project progress made in the implementation of the recommendation of the last supervision implementation support mission,</li> <li>Advise the PIU with regard to the preparation of the progress report for the supervision mission;</li> <li>Being in country, assist in the organization of the different virtual meeting and ensure all the progress report and support documentation are shared with mission team,</li> <li>Contribute to the write up of the AM, the final supervision report and prepare end of mission report.</li> </ul>	
KEY PERFORMANCE INDICATORS	
Expected Outputs (please include any travel if applicable):	Required Completion Date:
Prepare related section of SV Report	15 July

Please note: add further INDIVIDUAL RESPONSIBILITIES, EXPECTED OUTPUTS AND REQUIRED COMPLETION DATES tables as required.

DOCUMENTATION

Clearance by COM if TORs include communication activities (see section 4.7.iii):

**Name:** ..... **Signature:** ..... **Date:** .....

Clearance by ACD if TORs include financial management responsibilities:

**Name:** ..... **Signature:** ..... **Date:** .....

**IMPORTANT NOTE:**

IFAD will accept only reports that have been properly formatted by using the template, which will be provided separately. The team leader is responsible for preparing the main report and annexes in the required format, and ensuring that the working papers submitted by the individual team members are consolidated in one single document and in the correct format. S/He will compile the full report, including her/his own contributions and those of all the mission members into one consistent final and complete report and submit it to IFAD on or before the agreed deadline.

### Agenda / IFAD – Remote SV Mission 1-5 July

Day	Date	Time	Activity	Attendant	Place
Wednesday	July 1 <sup>st</sup>	10:00	1. Mission team Meeting, at SIGHT office: revise the schedule.  2. Implementation of the previous mission recommendations.		
Thursday	July 2 <sup>nd</sup>	10:00-11:00	MoA Secretary General	Eng. Mahmoud Jamaani	SIGHT office
		11:00-12:00	ACC General Director	Eng. Mohammad Hyari	SIGHT office
		12:00-13:00	NARC General Director	Dr. Nizar Haddad directoroffice@narc.gov.jo	His office
		13:00-14:00	DRC ( Economic Recovery Manager)	Mr. Rahul Mitra	SIGHT office



Agenda / IFAD – Remote SV Mission / Remaining days (6-15 July 2020)

Day & Date	Time	Meeting / Topic	Participants			
			Mission	PMU	Others	Emails
Monday July 6 <sup>th</sup>	9-10	Targeting	Ms. Saskia Ms. Tala Ms. Christa Dr. Awawdeh Alban Dr. Mohamed Ms. Alisia	Dr. Faisal Savinaz		<a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:savinaz_hb@yahoo.com">savinaz_hb@yahoo.com</a> <a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a>
	10-11	UNHCR	Tala Christa Saskia Mohamed Alban Nathalie	Dr. Faisal Savinaz	Ms. Najwan Dorgham	<a href="mailto:aldorgha@unhcr.org">aldorgha@unhcr.org</a> <a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:savinaz_hb@yahoo.com">savinaz_hb@yahoo.com</a> <a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a>
	11-12	Alternative Committee	Dr. Alban Dr. Awawdeh Mr. Tarek Dr. Mohamed	Dr. Faisal	Eng. Iyad Saleh	<a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a> <a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:iyadsaleh@yahoo.com">iyadsaleh@yahoo.com</a> <a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a>
	12-13	GI Committee	Dr. Alban Dr. Awawdeh Mr. Tarek Dr. Mohamed	Dr. Faisal Savinaz	Mr. Jamal Al-Fayez Eng. Khaled Marafe Eng. Ali Abu Nukta	<a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a> <a href="mailto:abu_nukta@hotmail.com">abu_nukta@hotmail.com</a>
	13-14	Rural development Department	Dr. Alban Dr. Awawdeh Ms. Saskia Ms. Tala Mr. Tarek Dr. Mohamed	Dr. Faisal Savinaz	Eng. Lama Al-Shamaileh	<a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a> <a href="mailto:savinaz_hb@yahoo.com">savinaz_hb@yahoo.com</a>
	15-16	Procurement meeting	Nathalie, Saskia, Tala, Christa, Alban, Faisal, Mohamed, Aziz	Dr. Faisal Savinaz Mr. Suleiman Marah		
Tuesday July 7 <sup>th</sup>	9-10	NARC training center	Dr. Alban Dr. Awawdeh Ms. Saskia Ms. Tala Mr. Tarek Mohamed Christa	Dr. Faisal Savinaz	Dr. Nizar Haddad Dr. Mohammed Qasim	<a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:savinaz_hb@yahoo.com">savinaz_hb@yahoo.com</a> <a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a>
	10-11	Technical Comm. (Agri. Dir.)	All Mission Members	Dr. Faisal Savinaz		<a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a>
	11-12	Rangeland Team	Dr. Alban Dr. Awawdeh Mr. Tarek Dr. Mohamed	Dr. Faisal	Dr. Khaled Abu laila Eng. Rana Abu Sa'da Dr. Ja'afar Wedyan Eng. Rana Muhaisen Eng. Ahmad Qawab'a Eng. Areej Al-Arabyyat	<a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:kabulaila@gmail.com">kabulaila@gmail.com</a> <a href="mailto:ranaomuhaisen@yahoo.com">ranaomuhaisen@yahoo.com</a> <a href="mailto:widyanj@yahoo.com">widyanj@yahoo.com</a>
	11-12	Caritas	Ms. Saskia Ms. Tala Dr. Mohamed Alban Christa	Mr. Suleiman Savinaz Marah	Mr. Omar Abawi Mr. Waleed Masa'adeh	<a href="mailto:omara@caritasjordan.org">omara@caritasjordan.org</a> <a href="mailto:waleedm@caritasjordan.org">waleedm@caritasjordan.org</a>

						<a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a> <a href="mailto:savinaz_hb@yahoo.com">savinaz_hb@yahoo.com</a>
	12-13	FTU	All Mission Members	All PMU		<a href="mailto:solaiman.ziadat@gmail.com">solaiman.ziadat@gmail.com</a> <a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a> <a href="mailto:streamgakj@yahoo.com">streamgakj@yahoo.com</a> <a href="mailto:abuzaitounayat@gmail.com">abuzaitounayat@gmail.com</a> <a href="mailto:samibanikhalid@yahoo.com">samibanikhalid@yahoo.com</a> <a href="mailto:yusra.rawahneh@gmail.com">yusra.rawahneh@gmail.com</a> <a href="mailto:redsnow209@yahoo.com">redsnow209@yahoo.com</a>
	13-14	JUHUD	Ms. Saskia Dr. Awawdeh Ms. Tala Mr. Tarek Christa Dr. Alban	Dr. Faisal Savinaz	Mutassim Hiyari	<a href="mailto:nrmp@johud.org.io">nrmp@johud.org.io</a> <a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a>
	15-16	Management component	All Mission Members	All PMU		<a href="mailto:solaiman.ziadat@gmail.com">solaiman.ziadat@gmail.com</a> <a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a> <a href="mailto:savinaz_hb@yahoo.com">savinaz_hb@yahoo.com</a>
Day & Date	Time	Meeting / Topic	Participants			
			Mission	PMU	Others	Emails
Wednesday July 8 <sup>th</sup>	8-9	Training coordinator	Ms. Tala	Dr. Faisal Savinaz Ruba		<a href="mailto:Sightproject@yahoo.com">Sightproject@yahoo.com</a>
	9-10	Animal Traceability	Dr. Alban Dr. Awawdeh Mr. Tarek Dr. Mohamed	Dr. Faisal Marah	Eng. Majdi Al-Amro	<a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:savinaz_hb@yahoo.com">savinaz_hb@yahoo.com</a>
	10-11	FFS meeting	Dr. Alban Dr. Awawdeh Mr. Tarek Dr. Mohamed Nathalie	Dr. Faisal Savinaz Ruba	Dr. Maweyah Mufti / Extension SG Assistant Eng. Nayel Kawaleet / Master trainer for FFS	<a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:savinaz_hb@yahoo.com">savinaz_hb@yahoo.com</a> <a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a> <a href="mailto:nayel2005@yahoo.com">nayel2005@yahoo.com</a>
	11-13	Stations ONBP + BP	Dr. Alban Dr. Awawdeh Dr. Mohamed Mr. Tarek Saskia Tala	Dr. Faisal Savinaz	Dr. Mustafa Shdeifat Eng. Nadri HAbahbeh Dr. Yaser Jammaein Eng. Ahmed Amarin  BP: Eng. Suleiman Muhareb Mr. Hashem Khaza'leh Dr. Zuhair S'aedeen Mr. Khaled Momani	<a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:mustafa.shdaifat@yahoo.com">mustafa.shdaifat@yahoo.com</a> <a href="mailto:streamgakj@yahoo.com">streamgakj@yahoo.com</a> <a href="mailto:abuzaitounayat@gmail.com">abuzaitounayat@gmail.com</a> <a href="mailto:samibanikhalid@yahoo.com">samibanikhalid@yahoo.com</a>

	12-13	NRC	Tala Christa Saskia Dr. Mohamed Alban Nathalie	Savinaz	Amy Schmidt	<a href="mailto:amy.schmidt@nrc.no">amy.schmidt@nrc.no</a> <a href="mailto:savinaz_hb@yahoo.com">savinaz_hb@yahoo.com</a>
	13-14	JRF	Tala Christa Saskia Dr. Mohamed Alban Nathalie	Dr. Faisal Savinaz Mr. Suleiman Marah	Ms. Maram Abu Damous Mr. Nizar Al-Suleibi	<a href="mailto:m.abudamous@jrf.org">m.abudamous@jrf.org</a> <a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:savinaz_hb@yahoo.com">savinaz_hb@yahoo.com</a>
	14-16	M&E and KM	Alisia	Dr. Faisal Savinaz		<a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a>

Thursday July 9 <sup>th</sup>	9-10	Component 1 – 2 <sup>nd</sup> meeting	Alban Dr. Awawdeh Dr. Mohamed Tarek	Dr. Faisal Savinaz		<a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:savinaz_hb@yahoo.com">savinaz_hb@yahoo.com</a> <a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a>
	9-10	Financial manager	Tala Mr. Aziz	Mr. Suleiman		<a href="mailto:solaiman.ziadat@gmail.com">solaiman.ziadat@gmail.com</a>
	10-11	FAO	All Mission Members	Dr. Faisal Savinaz	Dr. Wafa'a Ramadneh	<a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:savinaz_hb@yahoo.com">savinaz_hb@yahoo.com</a>
	11-12	FST	All Mission Members	All PMU		<a href="mailto:solaiman.ziadat@gmail.com">solaiman.ziadat@gmail.com</a> <a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:sightproject@yahoo.com">sightproject@yahoo.com</a> <a href="mailto:streamgakj@yahoo.com">streamgakj@yahoo.com</a> <a href="mailto:abuzaitounayat@gmail.com">abuzaitounayat@gmail.com</a> <a href="mailto:samibanikhalid@yahoo.com">samibanikhalid@yahoo.com</a> <a href="mailto:yusra.rawahneh@gmail.com">yusra.rawahneh@gmail.com</a> <a href="mailto:redsnow209@yahoo.com">redsnow209@yahoo.com</a>
	12-14	Minister of Agriculture	All Mission Members	Dr. Faisal Savinaz Mr. Suleiman Marah		<a href="mailto:saleh.kharabsheh@moa.gov">saleh.kharabsheh@moa.gov</a> <a href="mailto:falbarakeh@yahoo.com">falbarakeh@yahoo.com</a> <a href="mailto:solaiman.ziadat@gmail.com">solaiman.ziadat@gmail.com</a> <a href="mailto:savinaz_hb@yahoo.com">savinaz_hb@yahoo.com</a> <a href="mailto:marahalkaabneh@yahoo.com">marahalkaabneh@yahoo.com</a>

Friday and Saturday 10-11<sup>th</sup> – Weekend

Sunday July 12 <sup>th</sup>	_____	Mission Meeting				
Monday July 13 <sup>th</sup>	_____	Mission Meeting				
Tuesday July 14 <sup>th</sup>	_____	Mission Meeting				

Wednesday July 15 <sup>th</sup>	11:00	Wrap-up meeting (MoPIC/MoA?)	All Mission Members	All PMU		
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## **Jordan**

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### **Small Ruminants Investment and Graduating Households in Transition Project Supervision Report**

#### **Appendix 6: Procurement**

Mission Dates: 1-15 July 2020  
Document Date: 10/08/2020  
Project No. 2000001478  
Report No. 5467-JO

Near East, North Africa and Europe Division  
Programme Management Department



**Technical Annex 6 – Procurement Review Working Paper**  
**SIGHT - JORDAN**  
**July – Supervision Mission**

During the period July 1-15 2020, a remote supervision mission was conducted for SGIHT Project - Jordan. As part of the mission, a procurement review was conducted including a Procurement Risk Assessment (PRM) and filling the Post Review Checklist. This Working Paper summarizes the findings of the mission.

**I. Review of Procurement Plan**

The activities in the Procurement Plan are consistent with AWPB to a certain extent. The Procurement Plan received IFAD's No Objection on January 22, 2020 however no upgrades were sent to IFAD after that. The review of the actual dates mentioned in the updated plan prepared by the project revealed that the time estimates that were cleared by IFAD were not respected especially in what relates to the period given for the preparation of bids where the actual period allowed for the submission of bids is 10 days in average which is considered very low and limits competition.

The procurement Plan is updated with some minor errors. The selection of procurement methods is in compliance with the provisions of the Letter to the Borrower. The Procurement packaging is not being respected since bids are launched with an estimated amount much less than the one mentioned in the Procurement plan resulting in a bigger number of procurement packages in the long run. The Procurement Plan contains Contracts signed in previous fiscal period especially the Works activities. These contracts need to be removed from the current Procurement Plan.

After correction of the Plan, the figures can be summarized as follows:

<b>Category</b>	<b>No. of Planned Packages</b>	<b>Planned Values in US\$</b>	<b>Number of Signed contracts</b>	<b>Value of Signed Contracts in US\$</b>	<b>Launched packages</b>	<b>Value of launched packages in US\$</b>
Goods	24	467,470	1	106,400	5	108,800
Consulting services	4	54,300	0	0	4	54,300
Works	0	0	0	0	0	
<b>Total</b>	<b>28</b>	<b>521,770</b>	<b>1</b>	<b>106,400</b>	<b>9</b>	<b>163,100</b>

In total, one contract representing 20.3% of the planned packages was signed and 31.2 % of the planned activities are still in the bidding process while the remaining 48.5% are still not launched yet. Most part of this 48.5% was postponed because of the COVID-19 crisis. The Procurement of vehicles is delayed due to the needed approvals within the government. The PMU needs to find an alternative solution to ensure transportation covering the projects activities (renting, leasing, using the vehicles of the ministry, etc...)

The Graduation Approach which constitutes a big part of the Project expenditures does not show yet in the Procurement Plan. The PMU needs to reflect in the revised Procurement plan to be submitted for IFAD all the packages resulting from the graduation approach new design. It is estimated that the number of procurement packages will increase with the graduation approach being implemented by the Ministry of Agriculture with multiple implementing partners. For this purpose, the PMU should consider recruiting additional Procurement staff to assist the Procurement Specialist in the procurement activities including contract management in order to avoid further delays in implementation.

Currently, the PMU organigram shows that the Procurement Specialist reports to the Financial Manager. This reporting line is a breach of the separation of duties requirement which is clearly

highlighted in the Procurement Risk Matrix adopted by IFAD. Failure to abide by this requirement will put the Project at high risk since it jeopardizes the Accountability and Transparency aspects of the implementation. Part of Contract management includes review of deliverables and reports and initiating the payments requests for contractors/ consultants by the Procurement Specialist. For this reason, it is imperative that the Procurement staff are independent from Financial staff since the latter will review, clear and execute the payment requests.

## **II. Review of Prequalification and Bidding Processes**

Project procurement processes conform with national procurement laws and regulations and are consistent with the IFAD Project Procurement Guidelines and Procurement Handbook, however some discrepancies were noted at the level of the time given for bidders to prepare their bids which is relatively very short (10 days average). Most of the bidding exercises are being re-launched due to the lack of interested bidders and this may be largely due to the short duration that the bidders are given to prepare and present their bids. The Bidding documents are subject to the review of the MOA. This step is taking an average of 10 days.

At the same time, the Project is encouraged to involve the different stakeholders at time of preparation of technical specifications / Terms of Reference including the technical committee members in order to ensure that all the needed requirements are captured and to avoid several relaunching of the same bid.

## **III. Review of Evaluation and Contract Award**

The Bids are received and opened by MOA. The Bids are evaluated by a technical committee established by SIGHT Project Manager including the Procurement Officer. The resulting technical evaluation reports need to be more elaborated to reflect the minimum details of the evaluated detailed in IFAD Procurement Handbook.

The mission reviewed the draft agreement to be signed between the Ministry and JHCO as part of the RPSF initiative for Jordan. Comments were provided to the PMU by NEN SPO and the PMU is following up with JHCO on these comments.

It is noted that the Project Procurement activities are exhibiting major delays which are negatively affecting the whole implementation of the project. The different steps that are being currently implemented for each Procurement process need to be revised and simplified in such a way to ensure efficiency without jeopardizing the proper oversight. Reviews of the steering committees for Procurement decisions can be waived in light of the Special Procurement Committee's review formed at the level of the Ministry.

Many bidding processes are being cancelled at the level of award. Two major cases are noted, the first one relating to the acquisition of the "Shami Goats" and the second to "the implementation of the Graduation Approach". Details can be summarized as follows:

**"Shami Goats" case:** The bid process was launched 4 times starting May 2019. The reasons for relaunching the bid process were as follows:

First round: Only one bid was received; second round: Five offers were received however the lowest acceptable bid was above the estimated budget; third round: the Minister refused to sign the contract given that the goats will be imported from Cyprus; fourth round: A contract was signed following the fourth bidding exercise however, the Supplier is unable to honour the contract.

In order to avoid such cases in the future, the PMU needs to make sure that (i) proper specifications are set in the bidding document; (2) the estimated budget is realistic; (3) enough time is given to



bidders and (4) the country of origin should not be a problem unless there are valid and justifiable reasons.

#### **“Graduation Approach” case:**

The selection process for the Implementation of the Graduation approach was launched in 2019 resulting in recommendations for award to the association of Caritas and “Tickle up”. Following lengthy negotiations, the Ministry decided to cancel the bidding process and to relaunch the bid. The reason behind this cancellation was the decision of the Ministry to handle all the procurement activities involved in the graduation approach instead of delegating it to the Consultant implementing the contract as stipulated in the Request for Proposal and its amendment. This decision should have been studied, analysed and reflected in the launched bid. This would have spared the project huge delays under this component

Finally, it was noted that the results of the bidding processes are not being communicated to the bidders in writing. The PMU needs to make sure that the results of the bidding process are communicated to the Bidders in due time.

#### **IV. Review of Contract Administration and Management**

Most of the contracts signed during the reviewed period experienced delays in implementation. The Project needs to make better estimation time for implementation of contracts before launching the bids.

#### **V. Review of project’s record retention/procurement filing system and the ease of document retrieval**

A big improvement was noted to the project procurement filing systems was noted. The records care comprehensive and includes the procurement documents with some exceptions where not all the files contains the advertisement issued for the bid or a copy of the guarantees submitted as part of the bidding process and contract implementation, and clarifications sent to bidders, copy of acceptance report, payments and invoices.

#### **VI. Review of issues identified in the previous review and aide-mémoire and procurement related issues identified in project audit reports**

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>	<b>Status</b>
<b>Updating Procurement Plan</b> Continuous update of the procurement plan to present the actual implementation against the planned schedule	PMU	12/2018	Done
<b>LTB revision to reflect recommendations for Procurement</b> Revise the LTB to reflect the above mentioned recommendations	IFAD	01/2019	Not Done
<b>Procurement Filing System</b> Establish a dedicated procurement filing system, where all procurement related documents are maintained	PMU	01/2019	Done however, the files still misses important documents like the Contract guarantees, and correspondence with bidders
<b>Procurement Training</b>	PMU	02/2019	The regional training was attended by the

Organize a tailor-made Procurement Training for the Project Procurement staff at the level of the PMU and other technical persons involved in the procurement process covering the areas of preparation of the bidding documents, evaluation process and contract administration. The two PMU officers and the Procurement Officer from MoA should be also included in the next regional procurement training workshop organized by IFAD.			Procurement Staff. Tailor-made procurement training is being prepared also for the project.
<b>Revise PIM and LTB</b> Revise the procurement section of the PIM and LTB to reflect that the different steps to be followed for the Procurement of Consulting services and Non-Consulting services	PIM, LTB	06/2019	Not done, however the project is following IFAD Procurement Handbook instructions in what relates to the selection of Consultants
<b>Establish Proper procurement records and Register of Contracts</b> Copies of all procurement records should be maintained by the PMU and procurement documentation should be more systematically grouped and filed.	Procurement Officers / PD	06/2019	Done
<b>Informing Unsuccessful Bidders and Cancellation of Bids</b> PMU will inform all bidders about the outcome of the bid and also inform interested parties about the cancellation of any bid	PMU/IFAD	07/2019	Not done
<b>Bid Evaluation and Register of contracts</b> Adhere strictly to IFAD guidelines with regard to application of evaluation and post qualification criteria and develop the register of contracts to reflect the above mentioned comments.	PMU		The Project is following IFAD guidelines in what relates to the selection of Consultants. The Project needs to elaborate more the technical evaluation reports.
<b>Participation of Procurement Officers in Evaluation Committees</b> Include procurement officers in the process from the initiation of the procurement through completion through their participation in the various committees constituted for the purpose.	PD/PSC		Done
<b>Bidding Document Formats</b> Adopt the standard bidding documents for the procurement of goods and works in compliance with IFAD procurement guidelines	PMU		Done

**VII. Review of any significant changes in the Borrower/Recipient's procurement system and practices**

A New Procurement law for Jordan was issued on November 1, 2019. There is no manual issued with it however the law is very detailed and based on sound procurement principles. The Ministry of Agriculture is using this new law

#### **VIII. Assessment of further procurement staff training needs**

The mission's review revealed that there is a need for the Procurement staff to be trained on general good practices in Procurement and to become more familiar with IFAD Procurement framework. IFAD shall work on enhancing the capacities of the Procurement staff in particular and the Project staff in general through the delivery of general and customised procurement training and through the review of the procurement section of the PIM. In parallel, IFAD will perform a review to the LTB in light of the Procurement Risk Assessment done for the project during this mission.

#### **IX. Key findings and conclusions from the PRM assessment update**

The preparation of the PRM revealed the following pitfalls:

1. There are no standard bidding Documents for Goods Works and Service. The Project will use IFAD's SBDs once available
2. The PEFA revealed weaknesses in Complaints Management
3. The Ministry of Agriculture does not have staff experienced in donor funded projects however, the PMU Procurement Specialist has got three years of experience with the UN and IFAD systems
4. The Procurement and Financial management functions are not separated at the level of the PMU. The Project was requested to separate these two functions.
5. The number of days for bid advertisement is very low (average 10 days).
6. Most of the time the opening of the bids does not take place within one hour from the bid submission deadline. Sometimes, the bid opening takes place the next day.
7. The bid opening records are published on a board in the ministry only without communicating them to the bidders
8. Delays in Contract implementation

**X. Procurement performance indicator rating and justification**

<b>Procurement Performance Area</b>	<b>Rating (1-6)</b>	<b>Justification</b>
Procurement Planning Process:	<b>3</b>	The Procurement Plan of 2020 follows the updated IFAD template and includes recommended packaging and is in line with the AWPB however major delays are witnessed and this is negatively affecting the implementation of the Project
Processes and Procedures from Prequalification to Bidding:	<b>4</b>	Processes and procedures applied exhibit some gaps and inconsistencies (short bidding period) that have limited impact on project implementation and performance. Implementation support is required, however, prompt resolution of issues/constraints is likely
Processes and Procedures for Evaluation and Contract Award:	<b>3</b>	Two major bidding processes were cancelled at the level of Award. Processes and procedures applied exhibit significant shortcomings and inconsistencies across some of the requirements. Project implementation is negatively impacted and delayed; implementation support is required; resolution of issues/constraints is likely but will take some time.
Contract Management and Administration:	<b>3</b>	Most of the Contracts are experiencing delays in implementation. Project implementation is negatively impacted; implementation support is required; resolution of issues/constraints is likely but will take some time.
Records Retention:	<b>4</b>	The Project Procurement records has been established which is a good improvement at the level of Procurement management however, some important documents are still missing from the files.
Overall Performance	<b>3</b>	The Project Procurement activities exhibit major delays which are negatively affecting the whole implementation of the project. Despite the improvement of the procurement activities management at the level of PMU, the different steps that are being currently implemented for each Procurement process including the reviews and approval of MOA and the steering committee need to be revised and simplified in such a way to ensure efficiency without jeopardizing the proper oversight. Processes and procedures applied exhibit significant shortcomings and inconsistencies across some of the requirements. Project implementation is negatively impacted and delayed; implementation support is required; resolution of issues/constraints is likely but will take some time.

**XI. Recommendations for improvement and follow-up actions for the Borrower/Recipient and/or IFAD**

<b>Title of Agreed action</b>	<b>Responsibility</b>	<b>Deadline</b>
Actual time intervals between different procurement steps set in the planned rows of the PP need to be respected in actual operations.	MoA	July 2020
Additional staff needs to be recruited/seconded to the PMU in order to help in the Procurement and Contract management in case more than one IP is selected for the implementation of the Graduation Program	MoA and PMU	September 2020
Segregation of the Procurement and Financial duties where both units need to report directly to the PMU Director	PMU	July 2020
Establishing a Special Committee for Procurement at the level of MOA and limit the Procurement reviews to this committee without the need to pass by the steering committee.	MoA	July 2020
Expedite the procurement process of vehicles or propose an alternative solution	MoA/PMU	July 2020
Involvement of the Technical Committee in the preparation/review of the terms of Reference and Technical Specification	MoA and PMU	July 2020
The Technical evaluation report needs to be more detailed in accordance with the guidance given in IFAD Procurement Handbook	PMU	July 2020
Better Planning and coordination must be observed at the level of Project implementation in order to avoid cancellation of the Procurement process at the level of Contract Award	PMU/MOA	July 2020
Results of bidding process need to be communicated directly to the Bidders.	PMU	July 2020
The Contract implementation time needs to be better estimated	PMU	July 2020
The Procurement files must be organized in accordance with IFAD Procurement Handbook	PMU	July 2020
Review the PIM – Procurement Section	IFAD	August 2020
Delivery of a series of Procurement training	IFAD	December 2020
Amendment of the LTB	IFAD	August 2020

## Annex 6.1

### Post Review Checklist – Procurement Planning & Contract Registers

#	Description	Check <sup>1</sup>	Remarks
<b>A</b>	<b>Procurement Planning (for entire PP)</b>		
1.	Are there planned dates for all procurements?	Yes	
2.	Are the planned dates consistent with the procurement process and methods?	Yes	
3.	Are the procurement methods consistent with the estimated budget for each procurement?	Yes?	
4.	Is the reviewed Procurement Plan an updated one?	Yes	
5.	How many <b>updates</b> of the current Procurement Plan was submitted for the year?	1	
6.	How many <b>upgrades</b> of the current Procurement Plan was submitted for the year?	1	
<b>B</b>	<b>Contract Register (for entire Project)</b>		
1.	Is there a contract register?	Yes	
2.	Is the register updated?	Yes	

<sup>1</sup> Use Y for Yes, use N for No, and N/A for Not Applicable. All No's should have a remark

## M IV Annex 6.2: Post Review Checklist – Procurement Process

#	Description Procurement of small ruminants (AWASSI)	Check <sup>2</sup>	Remarks
<b>A Bidding Process (for each procurement)</b>			
1.	Is the item in the Procurement Plan?	Yes	It was combined with other contracts all under one package in the Proc Plan. This was corrected in future Proc Plan
2.	Is there a formal Procurement Requisition that initiates the process?	Yes	
3.	Is the Method proposed in the PP used?	NCB	
4.	Is enough done to demonstrate that competition was achieved?	No	The bidding period is very short
5.	Is there time provided for bidders to request and receive clarifications, before the submission deadline?	No	
6.	Is there sufficient time allotted for bidders to prepare quotations, bids and proposals	Yes	11 days only.
7.	Ensure that no late bids were accepted	No	The bid opening report does not mention the time of receipt but in principle the Ministry rejects late bids
<b>B Evaluation Process (for each procurement)</b>			
1.	Was Preliminary Examination done?	Yes	Nothing mentioned in the report about preliminary examination except for bid security.
2.	Are there objective and justifiable reasons for rejections at Preliminary Examination?	N/A	
3.	Was Technical Evaluation done?	Yes	The report has got technical details only for the winning bid who was the lowest
4.	Are there objective and justifiable reasons for rejections at Technical Evaluation?	N/A	
5.	For QCBS and QBS was a Technical Evaluation Report submitted to and no-objected to by IFAD before the Financial Proposal(s) was/were opened?	N/A	
6.	For all advertised procurement, were bidders informed of the (technical) evaluation outcome?	Yes	Via the public board
7.	Were the bidders given sufficient explanation as to their performance at the (technical) evaluation, if one or more requested this information?	N/A	No questions received
8.	Were bidders given enough time to submit a challenge/protest?	Yes	
9.	For consulting services under QCBS, QBS and LCS, was there a formal opening of financial proposals?	N/A	
10.	Was Financial evaluation done and properly?	Yes	No details. Award to the lowest technically acceptable bid
11.	Were corrections to Bidders' financials/prices were done, is there correspondence to show that the bidders were (i) notified and (ii) accepted the correction?	N/A	
12.	Are there objective and justifiable reasons for rejections at Financial Evaluation?	N/A	

<sup>2</sup> Use Y for Yes, use N for No, and N/A for Not Applicable. All No's should have a remark

#	Description Procurement of small ruminants (AWASSI)	Check <sup>2</sup>	Remarks
13.	For consulting services under QCBS, were bidders provided the results of the combined evaluation and accorded sufficient time to challenge/protest?	N/A	
14.	Were challenges/protests received? Were they handled properly?	N/A	Usually, the protests are received verbally. No protests were escalated
<b>C Award and Negotiations (for each procurement)</b>			
1.	Was award done after all challenges/protests were received?	N/A	
2.	Ensure that negotiations were not held for Goods and Works	Yes	No Negotiations
3.	Ensure that negotiations were held for consulting services?	N/A	
4.	Did the negotiations significantly alter (i) the scope, (ii) the duration and (ii) the prices?	N/A	
<b>D Contract, Contract Administration and Management Process (for each procurement)</b>			
1.	Was the Contract signed by both parties? (A copy must be evident in file)	Yes	
2.	Has the contract the standard commercial and contractual terms required for a proper procurement agreement, as per relevant category and method?	Yes	
3.	Is the procurement requirement (terms of reference, description of services, schedule of requirements, technical specifications) expressed in the contract as consistent with the successful bidder's bid, evaluation report and negotiated outcome?	Yes	
4.	Was a Contract amendment made to extend time/add funds/add scope?	No	An amendment is being prepared for the extension. Delays are due to COVID 19. The request for extension is on file.
5.	If the answer to the above is YES, is there an IFAD No-Objection for each amendment that exceeds the contract percentage thresholds (for prior review procurements)?	N/A	The amendment is under preparation.
6.	Were payments done on time as consistent with contract provisions?	N/A	No payments done yet.



## M IV Annex 6.3: Post Review Checklist – Procurement Process

#	Description	Check <sup>3</sup>	Remarks
	<b>Procurement of small ruminants (AL SHAMI)</b>		
<b>A</b>	<b>Bidding Process (for each procurement)</b>		
8.	Is the item in the Procurement Plan?	Yes	
9.	Is there a formal Procurement Requisition that initiates the process?	Yes	
10.	Is the Method proposed in the PP used?	Yes	
11.	Is enough done to demonstrate that competition was achieved?	No	
12.	Is there time provided for bidders to request and receive clarifications, before the submission deadline?		The bidders are informed verbally when they received the bids
13.	Is there sufficient time allotted for bidders to prepare quotations, bids and proposals		9 days only.
14.	Ensure that no late bids were accepted	Yes	
<b>B</b>	<b>Evaluation Process (for each procurement)</b>		
15.	Was Preliminary Examination done?	Yes	Nothing mentioned in the report about preliminary examination except for bid security.
16.	Are there objective and justifiable reasons for rejections at Preliminary Examination?	N/A	
17.	Was Technical Evaluation done?	Yes	The report has got technical details only for the winning bid who was the lowest
18.	Are there objective and justifiable reasons for rejections at Technical Evaluation?	N/A	
19.	For QCBS and QBS was a Technical Evaluation Report submitted to and no-objected to by IFAD before the Financial Proposal(s) was/were opened?	N/A	
20.	For all advertised procurement, were bidders informed of the (technical) evaluation outcome?	Yes	Via the public board
21.	Were the bidders given sufficient explanation as to their performance at the (technical) evaluation, if one or more requested this information?	N/A	No questions received
22.	Were bidders given enough time to submit a challenge/protest?	Yes	5 days
23.	For consulting services under QCBS, QBS and LCS, was there a formal opening of financial proposals?	N/A	
24.	Was Financial evaluation done and properly?	Yes	No details. Award to the lowest technically acceptable bid
25.	Were corrections to Bidders' financials/prices were done, is there correspondence to show that the bidders were (i) notified and (ii) accepted the correction?	N/A	
26.	Are there objective and justifiable reasons for rejections at Financial Evaluation?	N/A	
27.	For consulting services under QCBS, were bidders provided the results of the combined evaluation and accorded sufficient time to challenge/protest?	N/A	
28.	Were challenges/protests received? Were they handled properly?	N/A	

<sup>3</sup> Use Y for Yes, use N for No, and N/A for Not Applicable. All No's should have a remark

#	Description	Check <sup>3</sup>	Remarks
	<b>Procurement of small ruminants (AL SHAMI)</b>		
<b>C</b>	<b>Award and Negotiations (for each procurement)</b>		
5.	Was award done after all challenges/protests were received?	N/A	No protests received
6.	Ensure that negotiations were not held for Goods and Works	Yes	No Negotiations
7.	Ensure that negotiations were held for consulting services?	N/A	
8.	Did the negotiations significantly alter (i) the scope, (ii) the duration and (ii) the prices?	N/A	
<b>D</b>	<b>Contract, Contract Administration and Management Process (for each procurement)</b>		
7.	Was the Contract signed by both parties? (A copy must be evident in file)	Yes	
8.	Has the contract the standard commercial and contractual terms required for a proper procurement agreement, as per relevant category and method?	Yes	
9.	Is the procurement requirement (terms of reference, description of services, schedule of requirements, technical specifications) expressed in the contract as consistent with the successful bidder's bid, evaluation report and negotiated outcome?	Yes	
10.	Was a Contract amendment made to extend time/add funds/add scope?	No	The supplier is not delivering and he sent a letter to cancel the contract
11.	If the answer to the above is YES, is there an IFAD No-Objection for each amendment that exceeds the contract percentage thresholds (for prior review procurements)?	N/A	
12.	Were payments done on time as consistent with contract provisions?	N/A	The Supplier did not deliver the Goods

## Annex 6.4

### Procurement filing checklist

**Review of project's procurement filing system and the ease of document retrieval.** Best practice requires that each procurement case/activity should have its own separate folder where records are kept properly and coded in chronological order.

	YES	NO	Reviewer Comments
Each procurement activity has its own separate file, folder or dossier	Yes		
Procurement records are kept in chronological order for each procurement activity	Yes		
A copy of the published advertisement or shortlist (if applicable) is on file	Yes		Not for all
A copy of the published pre-qualification and bidding documents and any amendments, extensions or clarifications that were requested and issued are on file		No	
a record of tender opening signed by all present is on file	Yes		
a full copy of each bid received and evaluated, plus clarifications requested and responses received are on file	Yes		
A copy of the evaluation report is on file	Yes		
signed minutes of all meetings relating to the procurement, including pre-bid and negotiation meetings where these were held are on file	Yes		
A contract award notice is on file	Yes		
Any letter of tender acceptance to the supplier, contractor or consultant is on file	Yes		
The signed contract document and contract acceptance are on file	Yes		Copy
Any contract amendment is on file			Not applicable yet
All contractual correspondence between the Procuring Entity and a supplier, contractor or consultant is on file	Yes		
Post-contract documents relating to the fulfilment of contract obligations, in particular <u>photocopies</u> of bank guarantees or payment guarantees are on file		No	
Signed minutes of any meetings related to contract management, including contract progress or review meetings are on file	Yes		
Signed delivery documents evidencing delivery of supplies or signed completion certificates in relation to a contract for services or works under the contract including any contract delivery records are on file		NO	
Copies of all invoices for works, services or supplies including work-papers verifying the accuracy of payments claimed and details of the actual payment authorised are on file		No	
Copies of cumulative payment worksheets/records evidencing management of all payments made are on file	Yes		
Copies of all submissions to and all decisions of the appropriate approval authority related to the procurement including the approval of the	Yes		

<b>bidding documents, approval of the evaluation report(s), contract award, approval of contract documents and contract amendments and any decision to suspend or cancel procurement proceedings are on file</b>			
<b>Copies of any claims made by the Procuring Entity in respect of any warranty, non-warranty, short supply, damage and other claims upon the Contracted Vendor or upon the Procuring Entity are on file</b>			Not used Yet
<b>In the case of IFAD prior review, all copies of IFAD's 'no objections' are on file</b>	Yes		
<b>Any other communications relating to the procurement in questions including internal entity correspondence is on file</b>	Yes		