

## **Jordan**

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

#### **Main report and appendices**

Mission Dates: 10-21 June 2019  
Document Date 22/07/2019  
Project No. 2000001478  
Report No. 5098-JO

Near East, North Africa and Europe Division  
Programme Management Department

## Abbreviations and Acronyms

<b>ACC</b>	Agricultural Credit Corporation
<b>AWPB</b>	Annual Work Plans and Budget
<b>CBJ</b>	Central Bank of Jordan
<b>COSOP</b>	Country Strategic Opportunities Project
<b>CSPM</b>	Context Specific Project Management
<b>DAs</b>	Designated Accounts
<b>DEF</b>	Development and Employment Fund
<b>DOS</b>	Department of Statistics
<b>ERR</b>	Economic Rate of Return
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organisation
<b>FARMS</b>	Facility for Refugees, Migrants, Forced Displacement and Rural Stability
<b>FSP</b>	Financial Service Providers
<b>FSTs</b>	Farmer Support Teams
<b>GI</b>	Geographical Indication
<b>GEF</b>	Global Environment Facility
<b>GoJ</b>	Government of Jordan
<b>HH</b>	Household
<b>HIES</b>	Household Income & Expenditure Survey
<b>IFAD</b>	International Fund for Agricultural Development
<b>IUCN</b>	International Union for Conservation of Nature
<b>JD/JOD</b>	Jordan Dinar
<b>JOHUD</b>	Jordan Hashemite Fund for Human Development
<b>JUST</b>	Jordan University for Science and Technology
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MFI</b>	Microfinance Institution
<b>MoA</b>	Ministry of Agriculture
<b>MoE</b>	Ministry of Environment
<b>MOF</b>	Ministry of Finance
<b>MoPIC</b>	Ministry of Planning and International Cooperation
<b>MSME</b>	Micro, Small and Medium Enterprises
<b>MTR</b>	Midterm Review
<b>NAF</b>	National Aid Fund
<b>NAIS</b>	National Animal Identification System
<b>NARC</b>	National Agricultural Research Centre
<b>NGO</b>	Non-Governmental Organisation
<b>ONBP</b>	Open Nucleus Breeding Programme
<b>PBAS</b>	Performance Based Allocation System
<b>PMU</b>	Project Management Unit
<b>PSC</b>	Project Steering Committee

<b>REGEF</b>	Rural Economic Growth and Employment Project
<b>SA</b>	Special Account
<b>SIGHT</b>	Small Ruminant Investment and Livelihood Improvement Project
<b>SME</b>	Small and Medium Enterprises
<b>SOE</b>	Statement of Expenditure

## A. Project Overview

Region:	Near East, North Africa and Europe Division	Project at Risk Status:	Not at risk
Country:	Jordan	Environmental and Social Category:	B
	Small Ruminants Investment and Graduating Households in Transition Project	Climate Risk Classification:	2
Project Name:		Executing Institution:	not available yet
		Implementing Institutions:	not available yet
Project ID:	2000001478		
Project Type:	Credit and Financial Services		
CPM:	Mohamed Abdelgadir		
Project Director:	not available yet		
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:	21/06/2019
Entry into Force Date:	07/11/2017	Number of SIS Missions:	1
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>	Facility for Refugees, Migrants, Forced Displacement and Rural Stability	\$950,000
	Facility for Refugees, Migrants, Forced Displacement and Rural Stability	\$3,900,000
	IFAD	\$8,400,000
	Near East, North Africa and Europe Division	\$500,000
	Facility for Refugees, Migrants, Forced Displacement and Rural Stability	\$2,315,000
<b>Domestic Financing breakdown</b>	National Government	\$4,690,000
<b>Co-financing breakdown,</b>	To be determined	\$3,236,000
<b>Project total financing:</b>		<b>\$23,991,000</b>

## Current Mission

Mission Dates:	10-21 June 2019
Days in the field:	2

Mission composition: Dr. Mohamed Abdelgadir, IFAD Country Director-  
Ms. Maliha Hussein, Team Leader and Rural Development Specialist-  
Mr. Faisal Awawdeh, Livestock Expert-  
Ms. Shazreh Hussain, Targeting and Gender Specialist-  
Mr. Aziz Al-Athwari, Finance Officer, FMD-  
Ms. Ermina Kulovac, Procurement Specialist-  
Ms Olga Tomilova, Rural Finance Specialist.

Field sites visited: Irbid and Mafraq

## 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		4

<b>Effectiveness and Developmental Focus</b>	<b>4</b>	<b>Project Management</b>	<b>3</b>
Effectiveness	4	Quality of Project Management	3
Targeting and Outreach	4	Knowledge Management	4
Gender equality & women's participation	4	Value for Money	4
Agricultural Productivity		Coherence between AWPB and Implementation	2
Nutrition	4	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	3
Partnership-building	5	Quality of Financial Management	4
Human and Social Capital and Empowerment	4	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	4		
Potential for Scaling-up			

<b>Relevance</b>	<b>5</b>
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## C. Mission Objectives and Key Conclusions

### Background and Main Objective of the Mission

A mission from the International Fund for Agriculture Development (IFAD) visited the Hashemite Kingdom of Jordan from June 10<sup>th</sup> to 21<sup>st</sup>, 2019 to assess the progress of the Small Ruminants Investment and Graduating Households in Transition Project (SIGHT) in its second year of implementation. The mission reviewed the progress in the establishment of the implementation arrangements which the PMU has put in place for the implementation of the various project components, coordination with key partners such as NARC, Range Land Department, Livestock Department, breeding stations, etc., procuring the services of service providers and technical assistance, making arrangements for the training of small-herders, selection of breeding partners and selection of feed producers, financial management, procurement, monitoring and evaluation, etc. The mission also reviewed the projects' physical and financial progress against the first year's Annual Work Plan and Budget (AWPB) and the performance in implementing the recommendation of the previous implementation support missions in November 2018 and February 2019. The mission worked closely with the PMU 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.

The mission held meetings with the Project Management Unit, the Ministry of Agriculture (MoA), the National Centre for Agricultural Research (NARC), Department of Rangeland Development, the Central Bank of Jordan (CBJ), the Agriculture Credit Cooperative, the Jordan Cooperative Corporation, the Open Society Foundations, UNHCR, ILO and the selected implementing partner for the graduation programme namely Caritas. The mission visited Irbid and Mafrq and met with field staff, small herders, agriculture cooperatives, staff of breeding stations, potential breeding partners and members of local communities and Syrian Refugees in the target Governorates. The mission also held detailed meetings with the staff of the PMU and the relevant staff in the Ministry of Agriculture (MoA) to discuss project progress and the key constraints and how best to resolve them.

This report summarises the mission's main findings and recommendations that were presented and discussed at a wrap-up meeting with MoPIC on June 20th, 2019 and the key stakeholders. 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 mission was impressed to see that many key activities under the project had been undertaken which included the hiring of all key project staff including dedicated procurement and financial management staff. However, there is need to strengthen the capacity of some of the staff and ensure that they are dedicated to the project on a full-time basis and are funded through sources agreed in the financing agreement. The mission found that the PMU was functioning as a well-knit team and understood the various aspects of the project and was committed to the achievement of overall project objectives. While the overall physical and financial performance of the project is considerably behind schedule and extremely low in some cases, this was found to be due mostly to the lengthy approval processes within the MoA, under-estimation of the time needed to complete the procurement processes for several key activities, delay in the implementation of some of the activities such as rehabilitation of the breeding stations and lack of adequate financial allocation in the current year for some of the project activities which had to be shifted forward to the next year such as the quarantine facilities.

There has been some progress under component 1 designed to improve livestock production through a comprehensive approach. The project has signed agreements with NARC for breed improvement in the Khanasarah station. The mission was pleased to see that the arrangements had been made to provide the additional staff needed as well as to provide for the fodder and water requirements at the station. However, the lack of staff in some of the other selected breeding stations like Al Fujij raises questions about the utility and the sustainability of the investments envisaged under the project. There are concerns regarding the loss of the current mating season due to the delay and the need to see a clear work plan with timelines. It is of the utmost importance that the system of breed improvement is strengthened to ensure that the investments made by SIGHT yield the expected results. As far as rangeland activities are concerned, NARC has initiated its assessment of the selected reserves and investment plans will be prepared. However, there are concerns regarding the lack of initiation of contact with the local communities and tribes in the selected reserves and assess their willingness and commitment to participate in the project.

For component 2, the Project has selected the implementing partner for the implementation of the Graduation approach and is in the process of signing an agreement with the selected consortium led by Caritas. However, there has been little progress in the implementation of the arrangements for the provision of financial services by the Central Bank of Jordan (CBJ) due to the fact that an agreement has not yet been signed between MoPIC, CBJ and SIGHT. Meanwhile, MoA has indicated its preference for channelling of SIGHT funds to ACC based on its outreach to the rural areas and lending for the agriculture sector. Meanwhile, MoA has indicated its preference for channelling of SIGHT funds to ACC based on its outreach to the rural areas and lending for the agriculture sector. The Mission discussed with ACC the financial indicators of performance that would be required for a partnership with IFAD and provided a list to the Director General of ACC. The mission also recommended that MoPIC and ACC agree on the terms of partnership and clearly indicate how

ACC would contribute to the objectives of SIGHT.

The key mission agreements and conclusions centre around the following issues; (i) The approval of all activities at the start of the year by the Steering Committee as part of the AWP&B to ensure that adequate funds and timely approval is obtained without needing to go back to the MOA for each activity; (ii) Preparation of an 18 month procurement plan and initiation of all preparatory activities to ensure that no further delays are caused on account of delays in procurement; (iii) Ensuring the provision of counterpart investments and commitment from participating institutions and communities (breeding stations and rangeland reserves) prior to any project investments to ensure that investments will be effectively utilised; (iv) There is need for MoPIC, ACC and PMU to discuss the terms of partnership of ACC in the project and reach agreement on including ACC for the disbursement of the micro-loans as soon as possible.



## D. Overview and Project Progress

### Component 1: Investment in Farmer Services

There has been some progress under component 1 which is designed to improve livestock production through a comprehensive approach of breed improvement for small-ruminants through provision of a range of services and strengthening the public and private sector systems. The requisite field staff from the Government has been assigned to the targeted Governorates and most of the staff for the Field Support Teams (FST) have been recruited and deployed to support field level activities. The project has agreed with NARC to implement the programme for breed improvement in the Khanasarah station and the analysis of the bio-diversity and vegetative cover in the selected reserves and work has been initiated with the Rangeland Department of the MoA for engagement with local communities for rangeland management. The preliminary survey has been initiated to determine the phenotype and genotype of the Awassi sheep and results are expected soon. However, the purchase of improved stock of Awassi has been delayed due to the need to first identify the required specifications and traits. There are concerns regarding the loss of the current mating season due to the delay and the need for initiation of the breed improvement by expediting the selection of elite farmers. NARC needs to develop a clear strategy and action plan to demonstrate how it will achieve the breakthrough in the development of the breeding programme. There is need for the PMU, NARC, MoA to work together with the private sector breeders to develop a plan and implement it jointly.

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

**Rehabilitation of Breeding Stations:** Rehabilitation of Khanasarah training center has been completed, but the center needs furniture and audio-visual equipment for which the Government has not provided any budget. The mission noticed that the rehabilitation of three selected breeding stations is behind the scheduled plan. While the rehabilitation of Al Wallah station was started, the Khanasarah and Fujij rehabilitation bids have not yet been announced. The reason for the delay in Khanasarah is the insistence of NARC to transfer sheds from Ramtha to Khanasarah. In case the cost of the foundation works and the cost of transportation of the sheds is higher than the cost of new construction, the mission recommends that the existing sheds should be improved and rehabilitated including construction of some new civil works in the station. In addition to the rehabilitation of Khanasarah sheds, the milking parlours need rehabilitation and its capacity needs to be expanded to accommodate 48 ewes from the current 24 and there is need for a new milking machine. Rehabilitation of the Mafraq quarantine and the Veterinary Laboratories has been postponed to 2020 due to the shortage in the allocated budget for 2019.

**Breeding program.** Geographical indication is envisaged as a joint programme between SIGHT, HFDJB and MoA. The first step in the process is the characterization of Awassi sheep which has been initiated and is expected to be completed by July, 2019. The Mission appreciated the achievements in the initiation of the work to determine the phenotypic and genotypic characterization of Awassi sheep and Shami goats. Blood samples from 1400 head were collected and phenotypic measurements on 3200 head of animals were recorded. The study covered 11 Jordanian governorates (Aqaba Governorate was excluded because of the small numbers of small ruminants). Improved genetic materials in the form of 15 rams were transferred from Khanasarah station to Fujij station as part of the Open Nucleus Breeding Programme (ONBP). Purchase of 600 head of Awassi sheep (400 for Khanasarah and 200 for Fujij) and 200 Shami goats for Walla station is under process. The purchase will take place after the completion of the characterization study. Importing Shami goats from Cyprus is an alternative choice in case the local market lacks pure goats.

**Technical Assistance for Development of Strategy and Action Plan** To support and sustain the SIGHT breeding program, MoA has formulated a national small ruminant breeding committee from the private and public sector which is led by the SIGHT Director. PMU has held many awareness meetings with the livestock team with the aim to enhance the understanding regarding the Project objectives and approach. Initial contacts have also been established with herders who have potential and interest to be partners in the ONB program. In addition, the most important steps in achieving the objectives of the project is the preparation of an overall strategy for breed improvement by Khanasarah and the other breeding stations which elaborates an action plan for overall outreach showing the annual targets both in terms of number of herders and animals to be targeted. This plan needs to be developed jointly with the PMU, Agriculture Directorate staff and private sector breeders. Linked to this is the preparation of an implementation plan with clear timelines and a road map for the GI activity together with the Hashemite Fund for Development of Badia (HFDB). The PMU should assist the breeding stations and the GIAs through technical assistance.

**Improving animal traceability:** The progress in implementations of improvement of animal traceability is slow. The project has to purchase 75 electronic tablets and 12 readers to assist with recording information. However, the purchase request has been sent to the Cabinet for approval. There is urgent need to expedite the overall approval processes so that the recording of the animals can begin as soon as possible. The mission would also like to endorse the PMU suggestion that an international expert from a regional country who has expertise in establishing a system of animal identification and traceability should be selected and invited to Jordan instead of the proposed study tour planned for two or three staff members.

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

**Establish field teams.** The PMU assigned the required GFT from the Agriculture Directorate of the 6 targeted

governorates. The PMU has hired some of staff for the field support team and is in the process of hiring remaining specialists. PMU has prepared folders for the field teams including key items to be used by them as guidelines during project implementation. Criteria for the evaluation of the performance of the field teams have been prepared. The mission noted that several workshops have been held at the Directorate level to ensure familiarization and understanding of the project activities by the field team. The mission recommends that the PMU hold a yearly workshop for the field team to share project achievements and challenges.

**Training and capacity building.** The PMU has undertaken the assessment of training needs for the technical staff and now needs to make a training manual for the purpose. Several short trainings for the Government Field Teams and the Field Support Teams and animal station staff were conducted on small ruminant management and breeding, using alternative feeds recourses in animal nutrition. The total participants of trainees were 105 men and 69 women. The training included both Jordanian and Syrian herders in farm management and included 15 breeders (8 men and 7 women out of whom 8 were Syrian). In view of the training workload, it is recommended that the PMU designate a Training Specialist who can oversee the training programme. The Training Specialist should prepare a training plan for the next four years which shows how many trainings they would be able to conduct on an annual basis. The training programme should form a key part of the AWP&B and approved at the start of each Financial Year. The PMU is confident that together with the Directorates of Agriculture and other resource persons they would be able to organize effective trainings.

**Pilot investment in rangeland reserves:** Three localities from each of the targeted rangeland reserves have been identified by MoA and NARC and field analysis on the sites has been conducted based on random selection. Data has been collected on vegetative cover, bio-diversity and the ecosystem. After analysing the collected data, the biomass productivity and the carrying capacity for each targeted reserve will be determined. Initial assessment of the three reserves showed that: (i) Daba' reserve has many localities with almost virgin ecosystems and floral elements and some areas are vulnerable and degraded due to intensive grazing over time; ii) The uppermost parts of Rajib reserve area appears disturbed because of grazing and human intervention like planting alien trees (*Eucalyptus* sp) as well as the leakage of sewage pipes resulting in changing nutrients levels favouring certain weeds like *Malva sylvestris* and iii) Faisaleyah has poor species in abundance. However, upon sampling the areas near the top and bottom of the furrow shows interesting floral community some of which exhibit typical Mediterranean elements and seem to be exotic for the location. The water harvesting team conducted several field trips to the targeted reserves to identify potential areas and appropriate approaches for water harvesting techniques. A geologist was also included in the assessment. The Jordan Valley Authority will be consulted to select the final sites. It is critical that prior to any assessment in the reserves, the Rangeland Department approach local communities in each reserve and assess their willingness for participation in project activities and agree with them the terms of partnership and roles and responsibilities of the communities, NARC, the Rangeland Department and the PMU.

**Enhancing livestock nutrition.** A workshop was held to introduce the idea of using alternative feed resources beyond the traditional practices of herders who feed their animals barley and wheat bran. An assessment of viability and distribution of alternative feed resources is on-going and the PMU is working for the preparation of a leaflet for sharing the use of by-products for small ruminant feeding. SIGHT has plans to support associations, groups of farmers and individuals in the production and sale of alternate feeds. The mission recommends that the PMU form a small national committee with the aim to discuss and suggest ideas and proposals for investment in alternative feed resources and invite bids from private producers or farmer groups and cooperative to bid for grants from the project as specified in the project design.

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

The project had expected to provide resources to FAO to identify one or two key policy areas in collaboration with the Government and undertake the preparatory studies and policy briefs required and then host the policy dialogues for dissemination and advocate policy reform. However, according to current FAO procedures, it is unable to accept any funds unless it receives them through a project mode which has to have a minimum investment size of USD 500,000. Thus, it was agreed that the PMU would initiate a discussion with the Livestock Department to refine the policy agenda from among topics that could be pursued such as impact of feed subsidy. The PMU would procure a consultant who would undertake the analysis of the existing policy, its impact and the changes required to serve the interest of the small holder. The PMU would use the good offices of FAO to help provide technical assistance in developing the Terms of Reference and in disseminating the results of the policy analysis for advocacy and reform. It was also expected that the project would collaborate with FAO through the established National Agriculture Advisory Group whose role is to undertake dialogue, analysis and propose policy engagement paths that will ensure that the small ruminant sector remains a profitable and sustainable business. In case, FAO is able to provide some funds from its own resources, it would help supplement the project resources and facilitate the process of policy dialogue with the Government and key stakeholders.

### **Component 2. Livelihood Investments and Access to Financial Services**

For component 2, the Project has selected the implementing partner for the implementation of the graduation approach which has been approved by the MoA and the PMU is in the process of signing an agreement with the selected consortium. The PMU, with generous support from SDC, has undertaken the preparation of a targeting plan, a gender action plan, and the preliminary assessments regarding Context Sensitive Project Management (CSPM) as recommended by the Swiss Development Cooperation (SDC) such as risk analysis, do-no-harm analysis, identification of key

stakeholders relevant to the project, etc. However, there has been little progress in the implementation of the arrangements for the provision of financial services by the Central Bank of Jordan (CBJ). The MoA has reservations about using the CBJ for disbursing project funds. Thus, an alternate will have to be found for channelling the funds under the programme.

### Subcomponent 2.1: Grants for Graduation into Sustainable Livelihoods

The Mission was pleased to see that the MoA has approved the selection of the consortium of partners led by Caritas. The mission noted that Trickle-Up which is one of the originators of the Graduation approach is part of the Caritas consortium. The mission believes that with the selection of such a strong partner, there is no need at the moment to hire an additional service provider for technical assistance for implementing the Graduation programme. The design of the SIGHT Project envisages that the contract with Caritas will include the lumpsum payment for the services to be provided by the implementing partner. In addition, Caritas will directly administer the funds for the graduation programme which includes mentoring, skills development and the graduation packages which include protection and asset transfer. The mission was particularly pleased to see that Caritas has committed to providing USD 1.8 million as a grant from their own resources for the SIGHT Project. This is a significant contribution and shows the commitment of Caritas and would lead to further ensuring the success of the approach. Both UNHCR and ILO are prepared to work closely with the Implementing partner to share their experience. The mission would like to recommend that the agreement with Caritas is signed and implemented as soon as possible. In addition, the mission recommends that Caritas prepare a detailed plan for approval both for the inception phase, pilot phase and the upscaling of the plan in the selected Governorates. The mission was reassured in meetings with Caritas that it has mechanisms in place to incorporate social safeguards conflict sensitive measures, grievance redress mechanisms important for IFAD, SDC and Open Society Foundations, as well as the financial and audit arrangements to ensure proper delivery of the programme.

### Subcomponent 2.2: Lending Facility for Rural Businesses

At design the project had considered the use of several financial institutions including both ACC and DEF and found that for one reason or another these agencies were at that time not interested in using the facility available under the project (DEF) or did not have the financial indicators that gave confidence in their selection. The Central Bank of Jordan had expressed an interest in partnering with SIGHT and using its experience of disbursing the credit line made available under the World Bank MSME Development project through commercial banks. However, there are concerns about the value added of using CBJ for disbursing the funds available under SIGHT. The MoA feels that using CBJ leads to adding too many institutional tiers which adds to the cost of the loans to the target beneficiaries. The Government is concerned about loans becoming too expensive for the target group leading to high indebtedness as happened recently in the case of the *Gharimat*. Additionally, the framework agreement between MOPIC and CBJ (currently signed for the REGEP project with the idea to be used as a model for the SIGHT project) needs to be revised to better reflect the relationships between the parties, as now the conditions for CBJ are not consistent either with the timing or the volume of funds they received and instead are linked to the timing and volume of funds received by MOPIC from IFAD. As a result, CBJ is obliged to start repayment of funds to MOPIC while it has not even yet fully received the whole amount or disbursed the funds. Under these conditions, CBJ is reluctant to sign another agreement.

MoPIC and MoA have indicated their preference for ACC being used as the project partner instead of CBJ in SIGHT. ACC has also indicated its interest and commitment to disbursing the line of credit for providing funding to micro and small enterprises with loans for on-farm and off-farm activities, including loans for the purchase of small ruminants for breed improvement, feed supply and other ancillary activities. At the same time, ACC were concerned about interest rates at which they could get the funding as well as about certain IFAD reporting requirements (such as regular reporting on the portfolio performance – the portfolio at risk (PAR) over 30 and 180 days). On their part, the mission was concerned about the lack of basic financial performance indicators of ACC (such as PAR, return on equity, return on assets etc.). The mission has requested ACC for this mission as part of its financial due diligence. Given that there are limited choices for partnering with a financial service provider in the country. The mission recommends initiating a discussion with ACC and reach agreement on the terms and conditions of their participation in the project. This needs to be done as soon as possible with IFAD no objection secured to ensure that funds are effectively utilised within the project period.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Overview and Project Progress</b>		
<b>South-South Collaboration</b>  The PMU would like to learn from the experience of countries regarding animal traceability, open breeding system and silage production.	IFAD	12/2018

<b>Develop a terms of reference for FAO</b>  The PD and FAO will develop a TORs for FAO to provide policy support for SIGHT.	Project Director and FAO	12/2018
<b>Initiate the process of agreement preparation between MOPIC and CBJ</b>  for the provision of funding to CBJ for on-lending to financial institutions. Include requirements from Annex 5.3 of SIGHT PDR in the agreement with CBJ.	PMU Director	12/2018
<b>Tripartite Agreement</b>  MOPIC, IFAD and FAO to sign a tripartite agreement that will define FAO's support role, timelines and budget for both SIGHT and REGEF in one agreement.	IFAD, MOPIC and FAO	01/2019
<b>Policy Agenda</b>  The PMU would interact with the Livestock Department in the MoA to further refine the key research needed for policy reform and the analysis needed and procure the services of a consultant to prepare the policy briefs with assistance of FAO.	Project Director	03/2019
<b>Procurement Plan</b>  Prepare a procurement plan for the next 18 months to ensure that all required steps are followed and procurement does not become a hindrance to progress	Procurement Officer	07/2019
<b>Initiate discussions with local communities for participation in Rangeland Reserve Plans</b>  Initiate discussion with local communities to assess their willingness to participate in the development of the rangelands.	Water harvesting department/MoA, /PMU/Jordan Valley Authority (JVA)	07/2019
<b>Selection of a financial service provider</b>  MoPIC, ACC and PMU should discuss the terms of partnership of ACC in the project and reach agreement on including ACC for the disbursement of the micro-loans as soon as possible. This should also include ACC's agreement to report key IFAD-required performance indicators.	MoPIC, ACC, PMU/MoA/IFAD	09/2019
<b>Rehabilitation of Animal Sheds in Khanasarah</b>  Evaluate the cost of transferring the free sheds to Khanasarah from GCC with the cost of building new sheds and adopt the option which adds Value for Money and better addresses the station needs	PMU/NARC	09/2019
<b>Training Plan</b>  The PMU should designate a Training Specialist and prepare an overall training programme and seek approval for the annual Training programme as part of the AWP&B.	Training Specialist/PD	09/2019

<p><b>Initiate a discussion with ACC and reach agreement on the terms and conditions of their participation in the project</b></p> <p>The PMU should facilitate the approval of MoA to include ACC to serve as the service provider and finalise all agreements with them by September 2019 including IFAD No Objection to the change. This should include, but not limited to, ACC's agreement to provide all IFAD-required financial performance indicators and the terms of the agreement.</p>	PMU/MoA/IFAD	09/2019
<p><b>Provide technical Assistance for preparation of Road Map for certification Programme:</b></p> <p>Road map with timeline for implementation of the GI and Awassi certification programme in collaboration with HFBD.</p>	PMU/HFBD/MoA	10/2019
<p><b>Initiate timely Procurement</b></p> <p>Preparation of the procurement needed documents for bids of AI and animal health labs and Mafrq quarantine rehabilitation.</p>	Bidding directorate/MoA, Programme Officer/ PMU	11/2019
<p><b>Animal Traceability Workplan</b></p> <p>Prepare a detailed work plan for animal traceability and contract international expert to visit the country</p>	Livestock Directorate/MoA, Programme Officer/PMU	11/2019
<p><b>Feed Supplement Grants</b></p> <p>Prepare a Workplan for the Provision of the Grants for alternate feed improvement with Public-Private Partnership (PPP)</p>	Gender & Livelihood Officer/PMU	12/2019
<p><b>Timely approval and adequate allocation</b></p> <p>Approval of all project activities and adequate budgets as part of the AWP&amp;B at the start of the financial year.</p>	Steering Committee	
<p><b>Prior commitment of counterpart institutions and communities</b></p> <p>No investments will be made by the project in breeding stations or rangeland reserves until Government is able to provide requisite staff and ensure other arrangements to ensure that investments will be effectively utilised.</p>	NARC, Rangeland Department and PMU	
<p><b>Hiring of Technical Assistance for Graduation</b></p> <p>The Mission recommends that with the selection of a strong consortium of partners for the GP there is no need to hire additional technical assistance for the purpose because Trickle-up who are graduation specialists are part of the consortium.</p>	PMU	
<p><b>Overall and Annual Caritas Work Plan</b></p> <p>Caritas and its partners should prepare an overall work plan for the entire duration of the project and a more detailed annual workplan to secure all approvals from the MoA/PMU as soon as possible</p>	Caritas	
<p><b>SECAP Principles and Grievance Redress Mechanisms</b></p> <p>The integration of SECAP principles and grievance redress measures in the approach that is adopted by the IP in the GP.</p>	Caritas	

<p><b>Reporting on Log-Frame and RIMS Indicators</b></p> <p>The IP need to provide regular reports on the progress including the indicators in the Log-Frame and RIMS indicators.</p>	<p>Caritas</p>	
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## E. Project implementation

### a. Development Effectiveness

#### Effectiveness and Developmental Focus

##### Effectiveness

Rating: 4

##### Justification of rating

While it is too early at this stage to comment on the development effectiveness of the project, as many of the activities have not yet been initiated on the ground, based on the progress so far, the project can be expected to achieve many of its objectives, such as the strengthening of the public sector system of breed improvement and the graduation programme. However, some components are lagging behind such as animal traceability, the GIAS and the provision of financial services. Some important outcomes such as the breed improvement may not succeed in all the stations and there are likely to be issues with the management of some of the rangeland reserves unless corrective measures are taken. However, at this stage, it would be safe to project that at least 70% of the main outputs and physical targets are going to be met.

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

The project has recently started some of its activities on the ground and some of its outputs are gradually being realised such as the completion of the training centre, the study on the rangelands is expected by the end of July, 2019 and the study on GIAS is also expected in mid-July, 2019. The Context Sensitive Project Management studies have been completed including a Gender Action Plan. The FSTs, and GFTs have initiated their contact with the local communities and held a range of workshops to increase awareness and conducted very limited training sessions. The project has only recently completed the selection of the agency which will implement the Graduation Programme and work is expected to begin after an inception phase has been completed by the end of October, 2019.

#### Development Focus

##### Targeting and Outreach

Rating: 4

##### Justification of rating

SIGHT is well prepared with its targeting strategy but implementation has just begun and outreach is very limited. A targeting and gender action plan has been prepared and the PMU is using the Context Specific Project Management (CSPM) approach (participatory risk analyses, do no harm analyses, mapping of relevant stakeholders and community assessments with a focus on gender, poverty and youth) to refine and strengthen the targeting strategy. Mapping of potential beneficiaries for Component 1 and meetings to introduce SIGHT are being carried out. Under Component 2, the IP selected has a high level of expertise in the graduation approach and in working with the poor, especially refugees. The IP has shared a rigorous and comprehensive methodology for targeting and selection of beneficiaries.

##### Main issues

The project has yet to initiate activities with beneficiaries so the rating is based on preparatory activities undertaken in support of targeting. A basic targeting plan has been prepared. The mission provided support in developing a template for further detailing the targeting action plan. The criteria for targeting each activity and the specific strategies that will be used to achieve the targets for inclusion of women, youth, Syrian refugees and host communities will be further elaborated. It is recommended that the targeting action plan should incorporate the gender action plan and strategies for inclusion of youth. The targeting plan should be treated as a living document and refined and updated as the project goes into implementation.

The mission facilitated a discussion on targeting with PMU staff and Caritas. A key targeting issue discussed was the distribution of beneficiaries across the Governorates, i.e. how much and who will be targeted in each governorate. The following three criteria for distribution of beneficiaries were agreed: (i) the size of the Jordanian population of the province (ii) the size of small ruminant farmers with up to 200 sheep and (iii) the size of Syrian refugee population. The PMU will use the data provided by UNHCR, MoA and Department of Statistics to determine the ratio of beneficiaries between Governorates. In order to promote synergies between Component 1 and 2, the PMU and Caritas will jointly determine the districts in which the graduation programme will be implemented in keeping with the criteria in the design and any additional considerations important for implementation.

The arrangements for tracking the targeting performance, including the plan for participatory monitoring of services needs to be elaborated. Currently, the project is in process of hiring an M&E officer and it is recommended that these plans should be outlined as soon as a candidate has been selected.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Development Effectiveness</b>		
<b>Beneficiary Distribution</b> Determine the distribution of beneficiaries across governorates based on Jordanian population and population of small ruminant farmers (herds of up to 200 sheep) and number of Syrian refugees	Project Director /Gender and Livelihood Officer	06/2019
<b>Selection of Districts</b> Determine and propose districts for the grants for graduation intervention	Caritas/PMU	07/2019
<b>Targeting Plan</b> Develop and detail a targeting plan by elaborating strategies for targeting, incorporating the Gender Action Plan and strategies for inclusion of youth	Gender and Livelihood Officer/Project Officer	08/2019
<b>Participatory &amp; Targeting M&amp;E Plan</b> Elaborate M&E plan for tracking targeting and participatory monitoring	M&E officer	09/2019
<b>Periodic 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.	Gender and Livelihood Officer/Project Officer/	

#### **Gender equality & women's participation**

**Rating: 4**

#### **Justification of rating**

The project has undertaken preparatory activities to mainstream gender equality in keeping with the design document. CSPM workshops included a range of stakeholders and focussed on gender and targeting issues. A Gender Action Plan has been prepared for activities outlined under each component. The PMU has a Gender and Livelihood Officer with required expertise in place. The gender balance in PMU and MOA staff involved in implementing SIGHT is remarkable with women comprising 50 per cent of the team. The PMU and field teams have been proactive in identifying and meeting with women farmers and understanding the gender issues. So far, forty-three per cent of the participants of trainings in animal husbandry and nutrition have been women. The performance is considered moderately satisfactory.

#### **Main issues**

The project is to be commended for having held gender workshops for staff and prepared a Gender Action Plan (GAP). Staff implementing SIGHT has a clear understanding and commitment to achieving gender targets. The project has not only involved a high percentage of women in training held so far but has also included women in training for a non-traditional subject like Artificial Insemination.

The mission reviewed the Gender Action Plan and provided support to develop it further in discussion with the SIGHT team. The mission recommends that the PMU include targets and strategies for the inclusion of youth and elaborate the Gender Action Plan into Gender & Youth Action Plan (GYAP).

In the GYAP for Component 1, a definition of women beneficiaries, key to achieving the gender equality targets, has been incorporated. Women beneficiaries for the purposes of the project will include not only women who own livestock but also women who are co-managing farms with their husbands or involved as processors in the small-ruminant value chain. SIGHT needs to recognize that differentiated strategies may be required for women's inclusion in the different governorates as gender norms, women's needs and interests can vary in different areas. The mission also recommended that SIGHT stipulate women's inclusion in community committees formed for the pilot rangeland reserves intervention. These suggestions have been incorporated in the GAP. SIGHT will undertake further detailing of gender strategies for Component 1 in consultation with field teams.

In Component 2, the GYAP for delivering the graduation packages will be developed by the IP, Caritas by the end of the



inception phase. It will be particularly important to specify the protection measure that will be put in place. A draft GAP will be prepared by Caritas in time for sharing in the Gender and Targeting Workshops planned by them. As far as rural finance activities are concerned, there will be a clear stipulation that the partner selected for implementation will have a minimum target of reaching thirty per cent women for disbursing micro and small enterprises loans for on-farm and off-farm activities. The strategies that will be used by them will be elaborated at the outset and incorporated by the PMU in the GYAP.

As the project moves towards implementation, it should not be limited by the initial targets and should capitalize on opportunities to increase the involvement of women, where possible. The target of 30 per cent involvement of women should be seen as a minimum. The target for women semi-elite breeders currently proposed in the GYAP is 30 per cent. The mission noted the PMU's concerns about achieving this target and recommends that the target should be finalized after the FST/GFTs have provided feedback on ground realities in the selected Governorates.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Development Effectiveness</b>		
<b>Detail Gender and Youth Action Plan</b> Detail strategies to be used for inclusion of women and Youth small-ruminant farmers further for activities under Component 1	Gender and Livelihood Officer/Project Officer	07/2019
<b>GYAP for Graduation</b> Submit detailed GAP for graduation	Caritas	01/2020
<b>Strategy for Rural Finance for Women</b> Specify strategy for achieving 30 per cent target for women in loans for micro and small enterprises.	PMU/ACC	01/2020
<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: 4**

#### **Justification of rating**

The SIGHT project will be working with small herders and will, in particular, assist women in the production and marketing of dairy products. Under the Graduation Programme, Caritas will work with extremely poor and poor households. Part of the support for these households will be for consumption support especially for households unable to meet their food needs. Caritas is planning to provide training on nutrition-sensitive interventions. However, the project has not yet initiated its nutrition related activities due to the delay in the initiation of the project activities.

#### **Adaptation to Climate Change**

**Rating: 4**

#### **Justification of rating**

The project aims to assist the small-holders in the adoption of improved breeds of small ruminants, with the aim of reducing the excessive number of animals (better breeds with higher feed efficiency) and thus reduce the stress on natural pastures. The project has commissioned NARC to undertake assessments of some of the selected reserves and demonstrate pilot interventions in and around rangeland reserves to improve pasture management and to overcome water scarcity through the installation of rainwater harvesting systems. However, these interventions have not yet been initiated and it is too early to rate the performance of the project with reference to climate change adaptation measures. However, the preparations for the implementation of these activities has begun.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Development Effectiveness</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**

#### **Justification of rating**

At design, the project identified several aspects of the existing Government policy that were assessed to require some modification in order to provide greater support for the small ruminant producers. The specific areas that were identified at that stage were a review of the Government policy on rangeland governance, the impact of the feed subsidy on herd size, feed production and use and the regulatory environment governing agriculture cooperatives, etc. However, while a way forward had been identified in collaboration with FAO no specific progress has been made in the selection of the policy agenda. It is therefore too early to report on the policy impact of the project.

### **Partnership-building**

**Rating: 5**

#### **Justification of rating**

The project has done well since the design to initiate partnerships in the country with UNHCR and ILO with respect to the graduation programme for the Syrian refugees. UNHCR has agreed to share the data on the Syrian Refugees and sign data protocols with relevant IPs. The project plans to closely liaise with UNHCR to draw and share lessons from this first graduation experience in the country. ILO has also been extremely forthcoming in sharing information on the existing regulation regarding employment opportunities available for the refugees and has agreed to the use of its employment centres for identifying employment opportunities. FAO has agreed to work with the PMU and provide technical guidance in taking the policy agenda forward. The partnerships with the private sector for breed improvement are being established.

### **Human and Social Capital and Empowerment**

**Rating: 4**

#### **Justification of rating**

The project has not yet initiated its field activities with the beneficiaries and as such it is premature to measure at this stage the potential of the project to enhance the human and social capital of its target beneficiaries. Some initial training sessions have been conducted with the staff of the public sector institutions dealing with small-holder farmers. However, the activities for strengthening the institutional capacity of the public sector breeding stations has been initiated with the provision of improved infrastructure for the station in Khanasarah which will provide training to small-ruminant holders for animal productivity enhancement through improved breeds, animal feed, animal health, etc.

### **Quality of Beneficiary Participation**

**Rating: 4**

#### **Justification of rating**

The project approach provides for consultation with target households and local communities. Participation in the activities is expected to be demand driven and tailored to the specific needs of the communities. The project has undertaken some initial contacts with the smallholder farmers and local communities to identify breeding partners for the small-ruminant programme. The implementing partners for the graduation programme have been recently selected and their activities with beneficiaries are expected to be initiated as soon as the MoA approves the selection. There is keen interest to participate in the programme but activities have not yet been initiated on the ground and as such it is premature to assess project performance fully in this regard.

**Responsiveness of Service Providers****Rating: 4****Justification of rating**

The project has engaged with several service providers such as NARC for the breed improvement and rangeland improvement, it has recently selected a consortium of NGOs and consulting firms for the implementation of the graduation programme and identified the Central Bank of Jordan for the lending facility. While NARC has initiated several of the activities under the project, the progress has been delayed due to long approval procedures. It is too early to assess the performance of the other service providers as the arrangements for implementation have not yet been finalized. The Geographic Indication for the Awassi Sheep (was to be jointly implemented by the Hashemite Fund for the Development of Jordanian Badia (HFDJB) but the Fund has not yet provided the support expected from it.

**Environment and Natural Resource Management****Rating: 4****Justification of rating**

It is premature to measure the positive or negative changes on the natural resources base as a result of project interventions as most of the field activities have not yet started. However, the project is expected to have several significant and positive impacts on the natural resource base by helping to improve the small-ruminant breeds and reduce the pressure on range lands by improving the quality of animals and reducing their number. The project is expected to improve the quality of selected rangelands by investments in water harvesting infrastructures and better rangeland management and restoration practices, etc. The civil works and construction activities of the project are of a limited nature and are not expected to have any negative impact on the natural environment.

**Exit Strategy****Rating: 4****Justification of rating**

There is a strong element of sustainability incorporated into the project design to ensure a smooth exit of project support. SIGHT is building the capacity of the breeding stations and improving the system of breed improvement. NARC has provided additional staff and resources to make sure it can continue to sustain the investments in Khanasarah. The same is expected of the other stations. While there is no project wide exit strategy, the conditions established for participation of institutions and communities in the various project components include these aspects. The Graduation approach is expected to provide a sustainable source of livelihood support to families and help them graduate out of needing further project assistance by helping them enhance their skills, assets and incomes.

**Main issues**

There are some aspects of the investments that are being considered for some of the breeding stations and rangeland reserves which leave some room for concern with regards to future sustainability of the investments. For example, while the rehabilitation of Khanasarah training center has been completed and NARC has provided the resources to invest in fodder supply for the breeding stock and the water supply at the station, the center still needs furniture, media equipment and a milking machine which were expected to be provided by the Government. However, there appears to be an extreme shortage of Government funds and these funds will either have to be provided by the Government or the SIGHT project to ensure that the investments made are effectively utilised. Similarly, there are concerns that there is not adequate staff at the Fujij station to manage the new flocks expected to be donated to the station. There are also concerns regarding the Al-Faysaliah reserve which is not protected due to lack of guards and is threatened by uncontrolled sheep grazing. Thus, any improvement inside it will not be sustainable. All investments at public Government facilities need to be accompanied by a clear plan and commitment of the complementary investments to be provided by the Government through its normal allocation or through investments by the Project provided funds are available. No commitments should be made prior to a clear plan of action and commitments by one or the other.

**Potential for Scaling-up****Rating:****c. Project Management****Quality of Project Management****Rating: 3****Justification of rating**

The PMU has recruited the full contingent of staff which appears to be committed and proactive in identifying issues and trying to seek solutions but it has to deal with the long and arduous approval and disbursement procedures that the MoA has in place. The PMU needs to undertake procurement processes well ahead of time and be given some measure of financial flexibility to meet unanticipated costs. The Project Steering Committee (PSC) meets regularly but is unable to expedite the approval process. The number of members in the PSC have been reduced from 18 to 9 to allow for smoother implementation. However, the project has spent less than 2% of its resources and achieved few of its physical targets.

### Main issues

The PMU housed in the MoA has to abide by the approval procedures and financial rules of the Ministry of Agriculture. The PD has to go back to the MOA for approval repeatedly each time there is an activity entailing expenditure. Approvals are considerably delayed and have contributed to delays in implementation of many key activities. In case the current trend continues the project is unlikely to meet its objectives. It would be preferable for the PMU to secure the approval of all activities at the start of the financial year in as much detail as possible so that there is no need for securing repeated approvals. At the moment, there does not seem to be any scope for including a contingency budget or adjusting the approved budget to meet the implementation needs on the ground in case of any unanticipated expenditures or to adjust plans based on changes that would help to better meet project objectives.

The PMU has also undertaken many activities for which its internal capacity is limited such as training of the small-herders in livestock production and animal husbandry. The limited financial autonomy afforded to the PMU, the delay in the approval and disbursement of activities such as training, and the procedure to release the DSA to the participants after the training programme has been completed, is likely to lead to significant issues in the future when the project has to pick up speed. As such, a more effective strategy would be for the project to outsource the training and as many of the other activities as is appropriate to a service provider to by-pass some of these issues.

<i><b>Agreed Action</b></i>	<i><b>Responsibility</b></i>	<i><b>Agreed Date</b></i>
<b>Project Management</b>		
<b>Recruitment of Field Support Teams</b> Hire the remaining staff for the FSTS namely animal breeding, veterinary, plant production and M&E specialists	PD/PMU, HR/MoA	08/2019
<b>Approval of Detailed AWP&amp;B at start of FY</b> The PMU should prepare a detailed Annual Work plan and Budget which is approved by the PSC and MoA at the start of each FY.	PD	11/2019

### Knowledge Management

**Rating: 4**

### Justification of rating

The project and its partners have some capacity to document the learning and knowledge that emerges from the project, however, the current capacity will need to be strengthened through technical assistance or dedicated staff. A more explicit direction would need to be given to the implementing partners such as NARC, Rangeland Department of the MoA and the implementing partner of the Graduation Approach to document the key lessons from their experience. The project would need to develop a plan on how to disseminate the knowledge that it has generated in discussion with its partners. The project does not have an explicit Knowledge Management strategy or plan at the moment and will need to develop one with specific responsibilities assigned to its staff and partners.

### Main issues

There is a need to ensure that a **KM plan is in place with defined responsibilities and budget** linking data from project M&E; and documenting of lessons learned and sharing thereof. The system in place should document the lessons from the various key investments of the project such as the breeding programme, the GIAS studies and findings, the animal traceability by the NIAS, the impact of the water harvesting investment in the productivity of the range reserves, the experience of breed and feed improvement in partnership with private sector breeders and feed producers, the efficacy of the Graduation Approach in sustaining livelihoods and building social cohesion among host and refugee communities, etc. This would require that the PMU ensure strong capacity for documenting the experience. The responsibility to produce high quality technical reports on each of these aspects will be the responsibility of the key technical service providers and partners implementing these activities with technical expertise provided by the PMU as and when required and agreed.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Project Management</b>		
<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	

#### Value for Money

**Rating: 4**

#### Justification of rating

The inclusion of several Government partners such as NARC ensures that the Government will be able to utilize its existing technical capacity more fully and build long term capacity for effective utilization of public sector resources as well. The processes that the project has put in place for procurement are undertaken based on quality and cost-based selection (QCBS) which ensures that the project has taken a strong VFM approach in its procurements. The partners selected appear technically strong and will be able to deliver strong value. The ability of SIGHT to attract grant financing from several additional donors has led to a loan-grant ratio of 1:\*\* percentage and is already yielding dividends for the Government.

#### Main issues

#### Value for Money Review

The project has not yet started producing any outputs and as such there is no data on input to output cost ratios. The initial budget for the construction of the training centre and animal sheds are likely to be exceeded because of the change in the approach to shifting pre-existing sheds rather than purchasing new ones. This decision was made because of the insistence of NARC on following this modality. However, the project has already realized some savings by not hiring additional technical assistance for the graduation programme. In order to track VFM metrics, the M&E and financial management system will have to be structured to provide this information. The M&E and Financial Management Specialist will need to be given the joint responsibility to track output costs and in subsequent years of the project to track the cost of the various project outcomes.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<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>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: 2**

### Justification of rating

There are major problems in adherence to the AWP&B mainly due to the fact that many of the activities could not be undertaken because of approvals pending from the Government (vehicles, computers), delay in procurement, delay in implementation by some of the partners such as NARC in the case of rehabilitation of the facilities in Khanserah, the need to first undertake several measures prior to the purchase of sheep and goats, etc. As a result, project implementation has been negatively affected and only a fraction of the targets planned for the year have been met. The current execution rate is only 1 %/.

### AWPB Inputs and Outputs Review and Implementation Progress

The financial and physical progress of the project are quite dismal at this stage which represents the middle of the current financial year and represent under 1% of the overall outreach of physical targets and the financial targets on a cumulative basis in terms of outreach of households and . However, one of the key reasons for this delay is that the project had a delayed start. The PD was hired in May 2018 with limited resources available at that stage to initiate project activities on a full-fledged basis. The Project started in full earnest on February 15, 2019 with a budget of JD 1 million and thus has only been in operation with all its staff and most of its agreements in place for the last four months only. During the current year, the PMU had planned the rehabilitation of the stations and training centre. The training centre in Khanasarah has been completed. Other rehabilitation works are expected to be undertaken soon. The purchase of small ruminants is awaiting the GI for Awassi sheep with some initial steps undertaken for purchase of Shami goats. The field work for the baseline study of the analysis of the vegetative cover and carrying capacity of rangeland reserves has been completed and the report is expected within the next four weeks. However, the PMU is still awaiting approval of the MoA for the purchase of the equipment for animal traceability and project vehicles for PMU and FTs in the targeted governorates. The selection of the implementing partner for the Graduation Programme has only recently been completed with the approval of the MoA still awaited to the selection. The Central Bank of Jordan is unwilling to accept SIGHT resources with the current terms and conditions from IFAD and has not signed any agreement. This has delayed the start of all the activities under the financing facility for rural businesses from the for and the first

### Performance of M&E System

Rating: 3

### Justification of rating

The project has produced an initial report covering the period from May 2018 to December 2018. However, the report lacks proper structure and depth and does not provide a comprehensive analysis of the performance or the key challenges and issues faced. A baseline survey has been commissioned and the final report is expected to be finalized by the end of August 2019. The report is expected to provide more in-depth information on the project areas, the socio-economic characteristics of the beneficiaries and will inform the refinement of the project logical framework and setting up of a comprehensive M&E system. The PMU currently lacks an M&E Officer who resigned recently. There is also no evidence that the project has an MIS system to track and record the beneficiaries but information is available on the location, gender and refugee status of beneficiaries who have been provided some animal husbandry training. Some of the IPs have strong capacity to report progress such as NARC and the agency selected for the Graduation Programme. However, reports have not yet been submitted as their work is at an initial stage or not yet begun.

### M&E System Review

In the absence of an M&E Specialist, it was difficult to determine the M&E plan for the project. The PMU is awaiting the appointment of a new specialist to put a system in place. The project has only produced one report and there is a need to ensure that an annual report is produced at the end of the current financial year. Some of the information dissemination meetings and training activities of the Project have been initiated and the data on these activities is being collected by the component lead with the help of the Field Support Teams. However, the attributes of the MIS system and the type of information which is going to be collected have not been fully elaborated. There is urgent need to ensure that the PMU puts in place a system that tracks all key indicators of performance regarding all key elements of the livestock breed improvement, GIAS, animal traceability, rangeland development and graduation programme. Project staff and implementing partners need to agree on key indicators that will be provided for each component. Caritas will undertake monitoring at the household level and reporting to the Government and IFAD on agreed reporting formats. The project will report on the on line system which lists all projects and programmes working with Syrian Refugees. SIGHT will register on this system and report on its activities.



<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Project Management</b>		
<b>Set up a proper M&amp; E system and recruit M&amp;E Specialist</b> The PMU should recruit an M&E Specialist as soon as possible	PD	08/2019
<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**

#### **Justification of rating**

A comprehensive SECAP was prepared during the project design and some of the measures proposed are being used to enhance the social, environmental and climate opportunities and reduce any potential adverse impacts. The project is designed to strengthen the resilience of local communities to environmental risks and improve natural resource management especially of rangelands and the capacity of smallholder ruminant farmers. The project approach is designed to encourage close working relationships between the Syrian Refugees and the Jordanian host communities as part of the graduation programme. The project has conducted several studies as part of the Context Sensitive Project Management approach recommended by SDC and has undertaken a risk assessment and do no harm analysis.

#### **SECAP Review**

The Project produced a SCEAP review note during design. However, there does not appear to be a need for any of the other documents related to SECAP such as ESMP or ESIA, etc based on the nature of project activities and investments. All activities are expected to have a positive impact on the environment and the targeted communities. The project will work to improve the breeds of small ruminants so that herders are encouraged to keep fewer higher productivity animals thereby reducing the pressure on the rangelands. The project will also work on selected reserves to implement a rotation-resting system within the reserves, with the temporary exclusion of grazing in defined sections, that will be reinforced with the installation of movable fences, the enrichment planting or sowing of valuable pasture species making use of innovative soil preparation techniques that promote runoff water accumulation in the planted areas and the construction of rainwater harvesting reservoirs. The project will build on the successful experience of the Beni Hashem Hima Reserve supported by IUCN-ROWA in Zarqa municipality, and on the successfully tested micro-catchment planting techniques for rainwater harvesting to restore vegetation in rangelands implemented by ICARDA under ARMP IFAD project. The water investments being considered under the project are water harvesting structures will be approved by the Jordan Valley Authority.

The project will be working with Syrian Refugees and host communities in a manner that serves to build social cohesion and reduce any source of potential conflict. The project has hired a consortium skilled in working on the graduation approach. The consortium plans to work in a participatory manner that takes into consideration the needs and concerns of the Syrian Refugees and the host communities and encourage partnership between them.

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

#### **Disbursement by financier**

<b>Type</b>	<b>Name</b>	<b>Current Amount</b>	<b>Disbursed Amount</b>	<b>Actual Rate</b>
<b>Domestic Financing breakdown</b>	National Government	\$4,690,000		
<b>Co-financing breakdown,</b>	To be determined	\$3,236,000		

#### **Acceptable Disbursement Rate**

**Rating: 3**

### Justification of rating

Automated rating based on IFAD disbursement data

### Main issues

**Lack of planning:** The low disbursement rate is partly attributable to a lack of a detailed procurement plan which underpins the approved AWP&B.

**Delays in appointing implementing partner for graduation approach and lending facility for rural finance service provider (component 2):** Component 2 (Livelihood Investment and access to financial services) which relates to the graduation approach and is to be managed by a service provider or implementing partner. Approximately \$ 9 million or 43% of the total project cost is for the Graduation Programme and thus any further delay will have a significant impact on overall project implementation progress. However, the project has selected the Implementing Partner in June, 2019 and is in the process of finalizing the agreement regarding the type of contract, targeting, workplan and key deliverables, flow of funds, procurement, monitoring and evaluation arrangements, etc. The mission facilitated several meetings between the PMU and Caritas to discuss some of these aspects and expedite the finalization of the process. The project is in the process of preparing withdrawal applications to request the initial advances from the SDC and OSFL Supplementary Grants. Related project expenditures are anticipated once the service provider for the graduation approach has been formally contracted. Furthermore, the project has not yet signed an agreement with the Central Bank of Jordan due to the reservations of MoPIC and MoA of using the Bank as a partner.

**Outstanding withdrawal applications;** The project submitted withdrawal applications for the initial advances from the IFAD Loan, IFAD Grant and FARMS Grant approximately 12 months ago. However, only 10% of these advances have since been utilised. There are several withdrawal applications which are outstanding and while these do not create a cashflow constraint for the project, they are nevertheless required to be submitted to meet IFAD requirements.

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
<b>Financial Management &amp; Execution</b>		
<b>Submit outstanding withdrawal applications</b> Submit overdue withdrawal applications for the IFAD Loan, IFAD Grant and FARMS Grant.	Financial Manager	06/2019
<b>Request initial advance for SDC / OSFL and follow up on their approval by Ministry of Planning</b> Request initial advances for the SDC and OSFL grants.	Financial Manager	06/2019
<b>Finalize choice of Partner for Lending Facility</b> It is recommended that the choice of lending partner should be finalized as soon as possible and agreement executed with it to expedite implementation	Project Director/PSC	07/2019
<b>Sign Contract with implementing partner (component 2)</b> Sign a contract with implementing partner for component 2. The agreement should clearly define flow of funds arrangements and financial management roles and responsibilities (reporting, document retentions, auditing, budgeting process etc.).	Project Director	07/2019

### Fiduciary aspects

#### Quality of Financial Management

Rating: 4

### Justification of rating

Quality of financial management is moderately satisfactory. Although major shortcomings were noted, this has not significantly impacted negatively on implementation given the early stage of the project life and the level of expenditures incurred up-to date. However, if shortcomings remain unresolved project implementation might be hindered and increase project fiduciary risks.



## Main issues

**Organisation and staffing:** The Financial Manager seconded from MoA and based at the ministry allocates approximately 2 days a week to the project. This is not sufficient as the project is financed by multi-donors and could represent a significant risk for the project when activities pick up speed. The newly appointed project accountant has limited accounting experience and does not have previous experience with IFAD procedures. The mission recommends that the Finance Manager should be seconded to the project on a full-time basis and should be based in the PMU. The Finance Manager should manage the finances of the project including coordination and follow up with finance team at MOA. The Project Accountant should report to the Financial Manager who should further guide and train him.

**Graduation approach (component 2) implementation arrangement:** The Graduation Programme was designed with a financing gap. While some additional finances have been raised through the OSFL, EU and Caritas has also indicated that it will provide additional funds of USD 1.8 million as their contribution, there is still a shortfall of USD 3.3 in the financing of this sub-component. The contract which is currently signed with Caritas should be up-to the available amount only. In addition, financial management roles and responsibilities should be clearly defined in the proposed agreement with Caritas to ensure that overall project fiduciary risk is managed. Project should obtain IFAD prior clearance on the agreement with Caritas before signing.

**Financial reporting:** The financial reporting should be improved to meet IFAD requirements as outlined in the IFAD Handbook on Financial Reporting and Auditing of IFAD-financed projects. The first annual financial report is due by April 2020 (unaudited) and the mission has shared an Excel-based template to assist the finance team in their first-time preparation of this report to meet IFAD requirements.

**EU requirements:** The EU grant is expected to become effective in late 2019. 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 and hence they should be trained along with other team member by an expert in EU's requirements as soon as EU financing become effective.

**Strengthening of internal controls and PIM revision:** The processing of payments is handled 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 can strengthen the following control areas:

- Periodic preparation of bank reconciliations and review/approval thereof
- Maintenance of a contract register and monitoring of contract payments
- Maintenance of a fixed asset register and periodic verifications of details, tagging of assets
- Defined IT back-up procedures, business continuity with regards to QuickBooks access

The project implementation manual requires a revision once the above process/procedures are defined. In addition, the PIM should be updated to reflect relevant EU funding requirements, once EU financing become effective and all risks and obligations under EU financing should be reflected in the agreement with selected implementing partner.

**Budget control and monitoring:** The cumulative actual expenditures is very low compared to the budget. The approved AWP&B is not recorded in the accounting system. There is a lack of periodic preparation and review of budget to actual performance by project management. In addition, project should carefully review funds availability by source and category before making any commitments or incurring any expenditure.

**Lengthy payment processes:** The mission met with the finance team of MOA and concerned staff to discuss how to expedite the approval and payment processes, particularly those related to petty expenditures, training and other small value expenditures. An agreement was reached on procedures which are to be followed and these have been documented in minutes of meeting for future reference and for updating PIM.

**Government and beneficiaries contribution in-kind:** Current Government contributions to the project is estimated to be \$50,000 (refer Appendix 1) but is understated as not all government salaries are quantified and recorded in the accounting system. Similarly, although a process has been developed to quantify beneficiary in-kind contributions, this is not recorded in the accounting system. This results in a misstatement of the sources and uses of project funds. The project has committed to capture all outstanding beneficiary contributions and report them in the next interim financial report due by mid-Aug 2019.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Financial Management &amp; Execution</b>		
<b>Budget monitoring</b> Capture the approved AWP&B in QuickBooks and prepare regular budget to actual expenditure comparisons for the purposes of supporting management in monitoring progress.	Financial Manager	06/2019
<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	06/2019
<b>Financial reporting</b> Prepare financial reports for submission to IFAD in line with the requirements of the IFAD Handbook on Financial Reporting and Auditing of IFAD-Financed projects	Financial Manager	08/2019

#### Quality and Timeliness of Audit

Rating:

#### Counterparts Funds

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 2019, Government's cumulative contribution is \$50,000 which is equal to 19% of the overall project expenditure and in line with Government's commitment to the project and current project implementation progress. To date, Government has made their contributions in a timely manner.

#### Main issues

The estimate of the current cumulative Government of Government does not quantify and record the full amount of in-kind Government contribution in the accounting system. It is recommended that this process should be initiated. The Government contribution should also include the tax exemptions which the Government is expected to pay. MoPIC will prepare a letter to indicate that all IFAD financed projects are exempt from tax payments and provide this letter to the PMU for suppliers.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Financial Management &amp; Execution</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 before submission of the interim financial report which is due for the period ending June 2019.	Financial Manager	07/2019
<b>Budgeting the Tax share to be paid by Government in MoA Budget</b> The Government contribution should also include the tax exemptions which the Government is expected to pay MoPIC will prepare a letter to indicate that all IFAD financed projects are exempt from tax payments and provide this letter to the PMU for suppliers.	Financial Manager/MoPIC	

#### Compliance with Loan Covenants

Rating: 4

### 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 and procurement arrangements. The monitoring and evaluation system needs to be strengthened to provide the required reports to IFAD. The audit arrangements need to be put in place for the next Financial Year.

### Procurement

#### Procurement

Rating: 3

### Justification of rating

Procurement performance is moderately unsatisfactory given the following weakness in the procurement management. The number of procedures carried out is relatively small so far. The PMU has procured only four contracts worth JOD 162,200, out of which 2 are for works through the National Competitive Bidding (NCB method) and the other two are for consultancy services applied through the Quality and Cost Based Selection (QCBS) method. There are two procurements for works (NCB) and one for consultancy (QCBS) in progress. In general, procurement procedures have been carried out using the suitable methods according to the thresholds defined in the Letter to the Borrower (LTB). However, the system of filing of procurement records needs improvement with transmission of a monthly register of contracts to IFAD.

### Procurement Review

The evaluation of the execution of procurement tasks and the application of the procurement procedures was done on the basis of interviews with the procurement staff, their communications with the MoA and limited review of the documents since these are mostly in Arabic. The procurement tasks of SIGHT are being handled by the PMU jointly with the MoA Tenders & Procurement Department (TPD) under the Financial & Administrative Section. Two procurement officers have been recently employed in the PMU but are not yet familiar with IFAD's procurement procedures. The mission provided technical support to the procurement officers on IFAD's procurement procedures. However, there is still a need for additional training and development and the two officers should be included in the next regional procurement workshop organized by IFAD. It is also important that the procurement officers from the PMU and the procurement officer from MoA are included in the Technical Evaluation Committee and the Financial Evaluation committee to ensure that the committees follow the procedures are followed and there is compliance to IFAD and Government procedures.

There are no thresholds for non-consulting services in the PIM or LTB. It is important to specify the threshold for international invitation for consulting contracts, and add other acceptable selection methods for consulting contracts under the project. Bidding documents for the procurement of goods and works are prepared by the MoA using their templates. These documents need to be improved by adding clear conditions about qualifications, technical evaluation criteria and award criteria, terms of payment any criteria that is relevant for technical and commercial evaluation. For consultancy services, the PMU is using adjusted standardized forms of bidding documents according to IFAD procurement guidelines. All original documents are archived with different staff in the MoA. However, the correct procedure is to keep one copy in PMU office to allow easy access to the procurement officers.

The IFAD procurement Handbook specifies a detailed procedure for informing all bidders both successful and unsuccessful about the outcome of the bid. However, according to the procedures of the MoA, only the successful bidder is informed about the results of the evaluation. The results are displayed on the white board in the meeting room in the MoA. The advertisement for the bid informs all bidders that this is the procedure that will be followed. In case of the cancellation of any tender, this information is also displayed on the Board and in addition, PMU informs all bidders by phone but not through an official letter. There is need to clarify which procedure will be adopted going forward.

PMU has not established a Register of Contracts which includes all relevant data that is required to be sent to IFAD on a monthly basis as stated in LTB. The numbering of contracts follows serial numbers, but it is recommended to codify contracts with a combination of numbers and letters that would indicate the project title or number, type of purchase, project component and original number of contracts. It is recommended to re-establish Register and List of Contract in a format that has been provided to the PMU. Procurement documentation should be more systematically grouped and filed (each procurement activity should have its own file/ e-folder where records are kept properly coded in chronological order).

For all office supplies, the PMU has to contact MoA to request funds. This system could be improved by contracting one supplier with a yearly contract or work with an existing supplier of the MoA for a Long-Term Agreement (LTA) to purchase stationery items and find mechanism to facilitate this process using the existing MoA procedures.

Agreed Action	Responsibility	Agreed Date
Financial Management & Execution		

<b>Develop and M&amp;E database for SIGHT</b>  M&E specialist will develop an M&E data base in line with IFAD requirements for ORMS to record the available data for SIGHT and share it with IFAD.	M&E Officer	12/2018
<b>Updating Procurement Plan</b>  Continuous update of the procurement plan to present the actual implementation against the planned schedule.	PMU	12/2018
<b>LTB revision to reflect recommendations for Procurement</b>  Revise the LTB to reflect the above mentioned recommendations.	IFAD	01/2019
<b>Procurement Filing System</b>  Establish a dedicated procurement filing system, where all procurement related documents are maintained.	PMU	01/2019
<b>Procurement Training</b>  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.	PMU	02/2019
<b>M&amp;E Capacity Enhancement</b>  The capacity building of staff to be included in 2019 AWPB.	PMU	06/2019
<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	PMU, IFAD	06/2019
<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
<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
<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	

<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	
<b>Bidding Document Formats</b>  Adopt the standard bidding documents for the procurement of goods and works in compliance with IFAD procurement guidelines	PMU	

## F. Agreed Actions

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
<b>Overview and Project Progress</b>		
<b>South-South Collaboration</b>  The PMU would like to learn from the experience of countries regarding animal traceability, open breeding system and silage production.	IFAD	12/2018
<b>Develop a terms of reference for FAO</b>  The PD and FAO will develop a TORs for FAO to provide policy support for SIGHT.	Project Director and FAO	12/2018
<b>Initiate the process of agreement preparation between MOPIC and CBJ</b>  for the provision of funding to CBJ for on-lending to financial institutions. Include requirements from Annex 5.3 of SIGHT PDR in the agreement with CBJ.	PMU Director	12/2018
<b>Tripartite Agreement</b>  MOPIC, IFAD and FAO to sign a tripartite agreement that will define FAO's support role, timelines and budget for both SIGHT and REGEP in one agreement.	IFAD, MOPIC and FAO	01/2019
<b>Policy Agenda</b>  The PMU would interact with the Livestock Department in the MoA to further refine the key research needed for policy reform and the analysis needed and procure the services of a consultant to prepare the policy briefs with assistance of FAO.	Project Director	03/2019
<b>Procurement Plan</b>  Prepare a procurement plan for the next 18 months to ensure that all required steps are followed and procurement does not become a hindrance to progress	Procurement Officer	07/2019
<b>Initiate discussions with local communities for participation in Rangeland Reserve Plans</b>  Initiate discussion with local communities to assess their willingness to participate in the development of the rangelands.	Water harvesting department/MoA, /PMU/Jordan Valley Authority (JVA)	07/2019

<b>Selection of a financial service provider</b>  MoPIC, ACC and PMU should discuss the terms of partnership of ACC in the project and reach agreement on including ACC for the disbursement of the micro-loans as soon as possible. This should also include ACC's agreement to report key IFAD-required performance indicators.	MoPIC, ACC, PMU/MoA/IFAD	09/2019
<b>Rehabilitation of Animal Sheds in Khanasarah</b>  Evaluate the cost of transferring the free sheds to Khanasarah from GCC with the cost of building new sheds and adopt the option which adds Value for Money and better addresses the station needs	PMU/NARC	09/2019
<b>Training Plan</b>  The PMU should designate a Training Specialist and prepare an overall training programme and seek approval for the annual Training programme as part of the AWP&B.	Training Specialist/PD	09/2019
<b>Initiate a discussion with ACC and reach agreement on the terms and conditions of their participation in the project</b>  The PMU should facilitate the approval of MoA to include ACC to serve as the service provider and finalise all agreements with them by September 2019 including IFAD No Objection to the change. This should include, but not limited to, ACC's agreement to provide all IFAD-required financial performance indicators and the terms of the agreement.	PMU/MoA/IFAD	09/2019
<b>Provide technical Assistance for preparation of Road Map for certification Programme:</b>  Road map with timeline for implementation of the GI and Awassi certification programme in collaboration with HFBD.	PMU/HFBD/MoA	10/2019
<b>Initiate timely Procurement</b>  Preparation of the procurement needed documents for bids of AI and animal health labs and Mafrag quarantine rehabilitation.	Bidding directorate/MoA, Programme Officer/ PMU	11/2019
<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	11/2019
<b>Feed Supplement Grants</b>  Prepare a Workplan for the Provision of the Grants for alternate feed improvement with Public-Private Partnership (PPP)	Gender & Livelihood Officer/PMU	12/2019
<b>Timely approval and adequate allocation</b>  Approval of all project activities and adequate budgets as part of the AWP&B at the start of the financial year.	Steering Committee	

<b>Prior commitment of counterpart institutions and communities</b>  No investments will be made by the project in breeding stations or rangeland reserves until Government is able to provide requisite staff and ensure other arrangements to ensure that investments will be effectively utilised.	NARC, Rangeland Department and PMU	
<b>Hiring of Technical Assistance for Graduation</b>  The Mission recommends that with the selection of a strong consortium of partners for the GP there is no need to hire additional technical assistance for the purpose because Trickle-up who are graduation specialists are part of the consortium.	PMU	
<b>Overall and Annual Caritas Work Plan</b>  Caritas and its partners should prepare an overall work plan for the entire duration of the project and a more detailed annual workplan to secure all approvals from the MoA/PMU as soon as possible	Caritas	
<b>SECAP Principles and Grievance Redress Mechanisms</b>  The integration of SECAP principles and grievance redress measures in the approach that is adopted by the IP in the GP.	Caritas	
<b>Reporting on Log-Frame and RIMS Indicators</b>  The IP need to provide regular reports on the progress including the indicators in the Log-Frame and RIMS indicators.	Caritas	
<b>Development Effectiveness</b>		
<b>Beneficiary Distribution</b>  Determine the distribution of beneficiaries across governorates based on Jordanian population and population of small ruminant farmers (herds of up to 200 sheep) and number of Syrian refugees	Project Director /Gender and Livelihood Officer	06/2019
<b>Selection of Districts</b>  Determine and propose districts for the grants for graduation intervention	Caritas/PMU	07/2019
<b>Detail Gender and Youth Action Plan</b>  Detail strategies to be used for inclusion of women and Youth small-ruminant farmers further for activities under Component 1	Gender and Livelihood Officer/Project Officer	07/2019
<b>Targeting Plan</b>  Develop and detail a targeting plan by elaborating strategies for targeting, incorporating the Gender Action Plan and strategies for inclusion of youth	Gender and Livelihood Officer/Project Officer	08/2019

<b>Participatory &amp; Targeting M&amp;E Plan</b>  Elaborate M&E plan for tracking targeting and participatory monitoring	M&E officer	09/2019
<b>GYAP for Graduation</b>  Submit detailed GAP for graduation	Caritas	01/2020
<b>Strategy for Rural Finance for Women</b>  Specify strategy for achieving 30 per cent target for women in loans for micro and small enterprises.	PMU/ACC	01/2020
<b>Periodic 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.	Gender and Livelihood Officer/Project Officer/	
<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>Recruitment of Field Support Teams</b>  Hire the remaining staff for the FSTS namely animal breeding, veterinary, plant production and M&E specialists	PD/PMU, HR/ MoA	08/2019
<b>Set up a proper M&amp; E system and recruit M&amp;E Specialist</b>  The PMU should recruit an M&E Specialist as soon as possible	PD	08/2019
<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>Approval of Detailed AWP&amp;B at start of FY</b>  The PMU should prepare a detailed Annual Work plan and Budget which is approved by the PSC and MoA at the start of each FY.	PD	11/2019



<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	
<p><b>Tracking VFM Metrics</b></p>	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.	
<p><b>Agree key Monitoring Indicators with all key IPs and Field Staff</b></p> <p>The PMU should agree key indicators with all implementing agencies and Field staff and frequency of reporting</p>	PMU	
<b>Financial Management &amp; Execution</b>		
<p><b>Develop and M&amp;E database for SIGHT</b></p> <p>M&amp;E specialist will develop an M&amp;E data base in line with IFAD requirements for ORMS to record the available data for SIGHT and share it with IFAD.</p>	M&E Officer	12/2018
<p><b>Updating Procurement Plan</b></p> <p>Continuous update of the procurement plan to present the actual implementation against the planned schedule.</p>	PMU	12/2018
<p><b>LTB revision to reflect recommendations for Procurement</b></p> <p>Revise the LTB to reflect the above mentioned recommendations.</p>	IFAD	01/2019
<p><b>Procurement Filing System</b></p> <p>Establish a dedicated procurement filing system, where all procurement related documents are maintained.</p>	PMU	01/2019

<b>Procurement Training</b>  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.	PMU	02/2019
<b>M&amp;E Capacity Enhancement</b>  The capacity building of staff to be included in 2019 AWPB.	PMU	06/2019
<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	PMU, IFAD	06/2019
<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
<b>Submit outstanding withdrawal applications</b>  Submit overdue withdrawal applications for the IFAD Loan, IFAD Grant and FARMS Grant.	Financial Manager	06/2019
<b>Request initial advance for SDC / OSFL and follow up on their approval by Ministry of Planning</b>  Request initial advances for the SDC and OSFL grants.	Financial Manager	06/2019
<b>Budget monitoring</b>  Capture the approved AWP&B in QuickBooks and prepare regular budget to actual expenditure comparisons for the purposes of supporting management in monitoring progress.	Financial Manager	06/2019
<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	06/2019
<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
<b>Finalize choice of Partner for Lending Facility</b>  It is recommended that the choice of lending partner should be finalized as soon as possible and agreement executed with it to expedite implementation	Project Director/PSC	07/2019

<b>Sign Contract with implementing partner (component 2)</b>  Sign a contract with implementing partner for component 2. The agreement should clearly define flow of funds arrangements and financial management roles and responsibilities (reporting, document retentions, auditing, budgeting process etc.).	Project Director	07/2019
<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 before submission of the interim financial report which is due for the period ending June 2019.	Financial Manager	07/2019
<b>Financial reporting</b>  Prepare financial reports for submission to IFAD in line with the requirements of the IFAD Handbook on Financial Reporting and Auditing of IFAD-Financed projects	Financial Manager	08/2019
<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	
<b>Budgeting the Tax share to be paid by Government in MoA Budget</b>  The Government contribution should also include the tax exemptions which the Government is expected to pay MoPIC will prepare a letter to indicate that all IFAD financed projects are exempt from tax payments and provide this letter to the PMU for suppliers.	Financial Manager/MoPIC	
<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	
<b>Bidding Document Formats</b>  Adopt the standard bidding documents for the procurement of goods and works in compliance with IFAD procurement guidelines	PMU	

## 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 (2018)	Cumulative Result (2018)	Cumulative Result % (2018)	Source	Frequency	Responsibility	
Outreach	1.b Estimated corresponding total number of households members										
	Household members		19 072	57 216	0	0	0				
	1.a Corresponding number of households reached										
	Non-women-headed households		358	1 073	0	0	0				
	Women-headed households		3 616	10 847	0	0	0				
	Households		3 973	11 920	0	0	0				
	1 Persons receiving services promoted or supported by the project										
	Females		9 536	28 608	0	0	0				
	Males		9 536	28 608	0	0	0				
	Young		4 768	14 304	0	0	0				
	Not Young		14 304	42 912	0	0	0				
	Indigenous people		16 152	48 456	0	0	0				
	Non-Indigenous people		2 920	8 760	0	0	0				
	Total number of persons receiving services		19 072	57 216	0	0	0				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2018)	Cumulative Result (2018)	Cumulative Result % (2018)	Source	Frequency	Responsibility	
<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				
<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 an increase in productivity							Government Stations & DDA records Annual Outcome Surveys	Annually	M&E officer Component officer	
	Households reporting new breeding practices	0	2 200	5 790	0	0	0				
	Males										
	Females										
	• 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										

Results Hierarchy	Indicators							Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2018)	Cumulative Result (2018)	Cumulative Result % (2018)	Source	Frequency	Responsibility
<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						
	Males		1 750	5 420						
	Young									
	Not Young									
	Total rural producers		2 500	7 720						
	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		0	0				
	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		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
	Men trained in livestock			5 420						
	Women trained in livestock			2 300						
	Young people trained in livestock									
	Not young people trained in livestock									
	Indigenous people trained in livestock									
	Non indigenous people trained in livestock									

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2018)	Cumulative Result (2018)	Cumulative Result % (2018)	Source	Frequency	Responsibility	
	Total persons trained in livestock		3 000	7 720							
	Males										
	Females										
<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							
	Females			1 825							
	Young										
	Not Young										
	1.2.5 Households reporting using rural financial services							Central Bank of Jordan - M&E system reports	semi-annual	M&E Unit	
	Total number of household members										
	Households										
	Males										
	Females			165							
	Young										
	Not Young										
	Households		200	550							

Results Hierarchy	Indicators							Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2018)	Cumulative Result (2018)	Cumulative Result % (2018)	Source	Frequency	Responsibility
<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			
	Number of persons/households provided with targeted support to improve their nutrition (disaggregated by gender)							CBJ, Service Providers, M&E system Component reports	Semi-annually	Semi-annually
	Persons/households provided with targeted support	0	1 500	3 650	0	0	0			
	1.1.8 Households provided with targeted support to improve their nutrition							CBJ, Service Providers, M&E system reports	semi annual	M&E Unit
	Males									
	Households		1 500	3 650						
	Females									
	Young									
	Not Young									
<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**

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Programme Management Department

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

**Table 1A: Financial performance by financier as at 31 May 2019**

Financier	Appraisal (USD '000)	Disbursements (USD '000)	Per cent disbursed
IFAD loan	8,400	1,000	12%
IFAD grant	500	250	50%
FARMS grant	3,900	1,000	26%
SDC Supplementary Grant	2,315	-	0%
OSFL Supplementary Grant	950	-	0%
Government	4,690	50	1%
<b>Total</b>	<b>20,755</b>	<b>2,300</b>	<b>11%</b>

**Table 1B: Financial performance by financier by component (USD '000) as at 31 May 2019**

	IFAD loan			IFAD grant			FARMS grant			OSFL Supplementary grant			SDC Supplementary grant			Government			Total		
Comp	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
1	3,623	81	2	500	3	1	539	4	1				314	-		4,122	2	0	9,098	90	1
2	3,900	-	0				3,091	1	0	950	-	0	1,867	-		228	-		10,036	1	0
3	877	93	11				270	26	10				134	-		340	48	14	1,621	167	10
	8,400	174	0	500	3	0	3,900	31	0	950	-	-	2,315	-		4,690	50	0	20,755	258	1%

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 2019**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
1	Consultancies	1,110			61	1,110	0%
2	Credit, Guarantees Fund	3,510			-	3,510	0%
3	Equipment and material	1,770			25	1,770	0%
4	Goods and services	405			0	405	0%
5	Grants and subsidies	-				-	0%
6	Workshop and trainings	85			14	85	0%
7	Workshop and trainings	130			-	130	0%
8	Salaries, allowances and operating costs	550			73	550	0%
	Unallocated	840			-	840	0%
	Initial advance			1,000		(1,000)	0%
	<b>Total</b>	<b>8,400</b>		<b>1,000</b>	<b>174</b>	<b>7,400</b>	<b>12%</b>

**Table 1C.2: IFAD grant disbursements (USD '000) as at 31 May 2019**

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			3	300	1%
	Unallocated	50				50	0%
	Initial advance			250		(250)	0%
	<b>Total</b>	<b>500</b>		<b>250</b>	<b>3</b>	<b>250</b>	<b>50%</b>

**Table 1C.3: IFAD FARMS grant disbursements (USD '000) as at 31 May 2019**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
1	Consultancies	490			4	490	0%
5	Grants and subsidies	2,810			-	2,810	0%
8	Salaries, allowances and operating costs	210			28	210	0%
	Unallocated	390			-	390	0%
	Initial advance	1000		1000		(1000)	0%
	<b>Total</b>	<b>3,900</b>		<b>1000</b>	<b>32</b>	<b>2,900</b>	<b>26%</b>

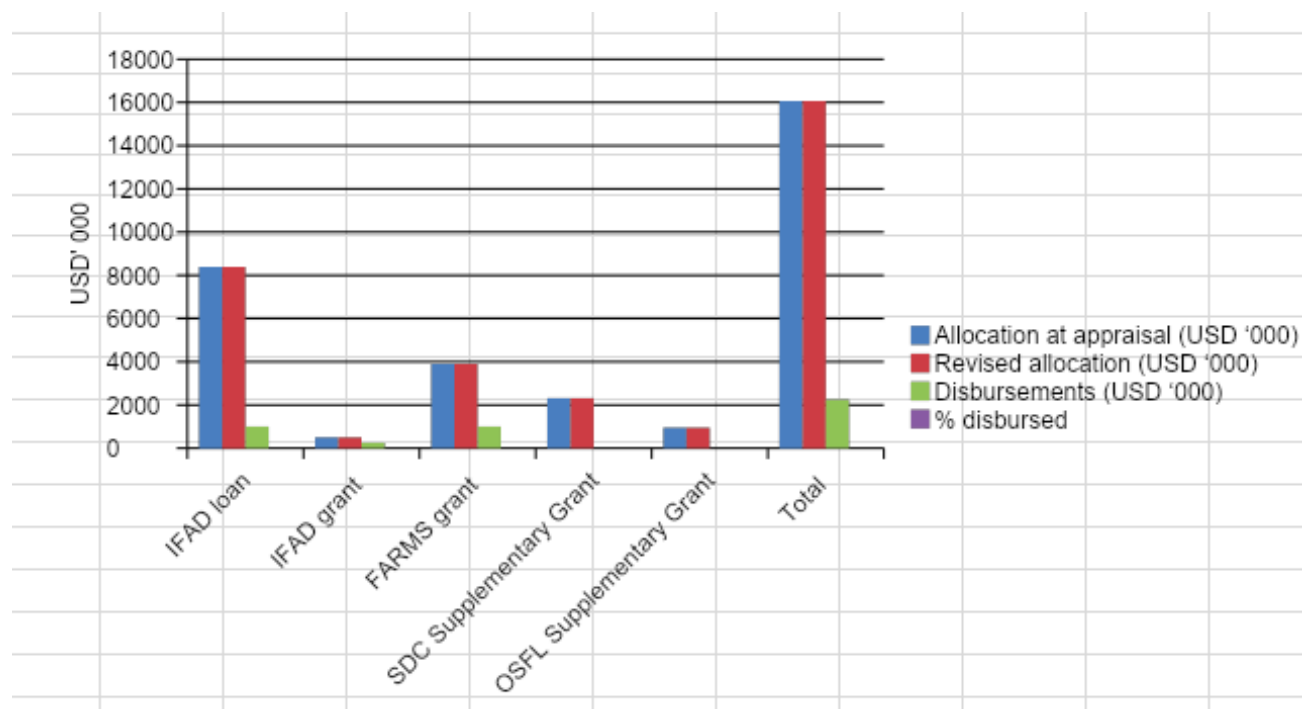
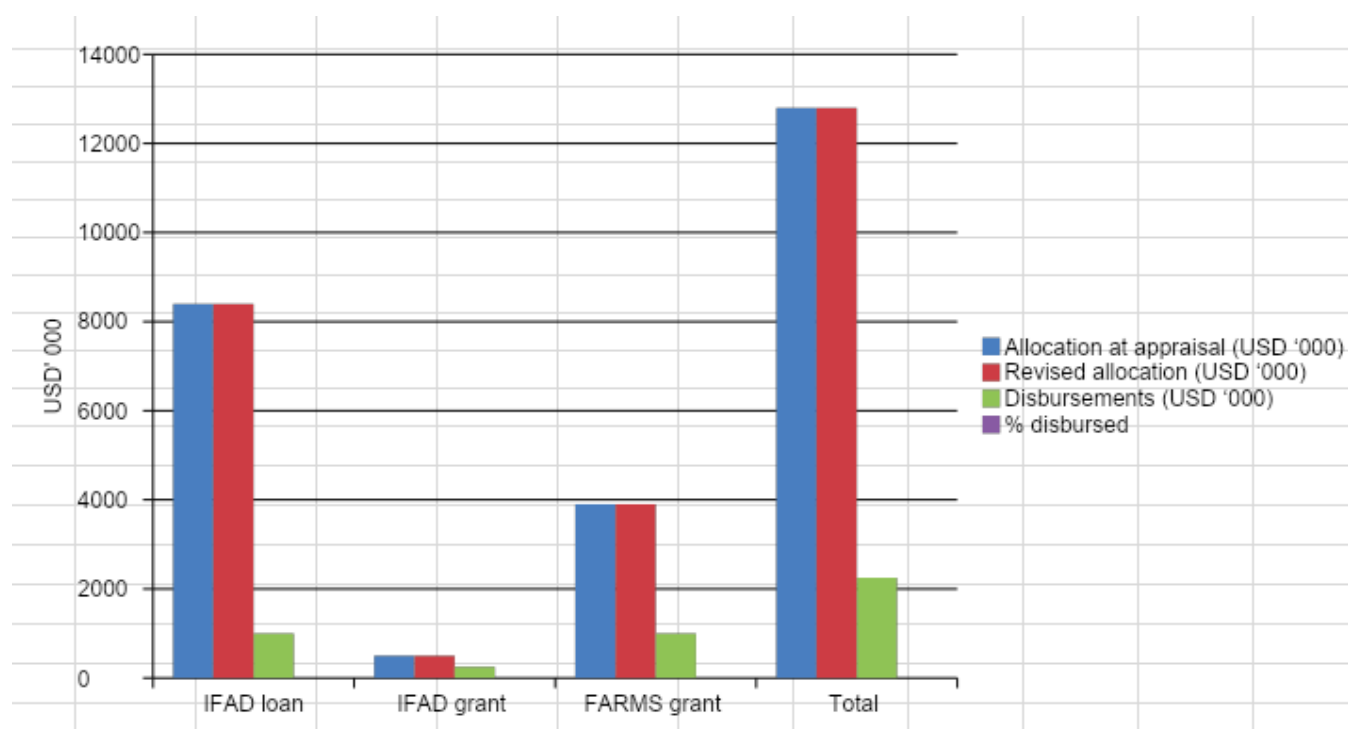
**Table 1C.4: SDC supplementary grant disbursements (USD '000) as at 31 May 2019**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
1	Consultancies	314				314	0%
5	Grants and subsidies	1,867				1,867	0%
8	Salaries, allowances and operating costs	134				134	0%
	Initial advance	0				0	0%
	<b>Total</b>	<b>2,315</b>				<b>2,315</b>	<b>0%</b>

**Table 1C.5: OSFL supplementary grant disbursements (USD '000) as at 31 May 2019**

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

**Figure 1: IFAD loan/grant disbursement, comparisons between original and revised allocations and actual disbursement as of 31 May 2019**



## **Jordan**

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

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

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

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## **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**

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

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
<b>Section 4.01</b>	PCU to open and maintain a Project Account		Compliant	
<b>Section 4.03</b>	Procurement of goods, works and services carried out in accordance with the procedures laid down in Schedule 3		Compliant	
<b>Section 4.04</b>	Insurance of vehicles, equipment and civil works financed from the loan proceeds to be consistent with sound commercial practice.		Compliant	
<b>Section 4.05, section 11.10(b)</b>	Audit report submitted to IFAD.		n/a	First report due June 2010
<b>Section 4.06</b>	Progress reports to be submitted to IFAD on a semi-annual basis.		Partly compliant	The first report was been prepared at the end of December and the second one is going to be late due to the resignation of the M&E Officer.
<b>Schedule 4, para 7</b>	AWPB to be submitted to the Fund, for its review and comments		Compliant	With some delays
<b>Schedule 4, para 8(a)</b>	A Mid-Term Review (MTR) to be carried out jointly by the Borrower and IFAD.		n/a	Not yet due
<b>Schedule 4, para 16</b>	Project to be exempted from all import duties, excise taxes and value added tax (VAT) on investment expenditures		Compliant	Government exemption for tax and customs duties has not been obtained yet . GoJ is currently paying applicable taxes
<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.	On going	Compliant	
<b>Section 7.05</b>	Register of the contracts to be submitted to IFAD on monthly basis.	Monthly basis	In progress	