

Palestine

Resilient Land and Resource Management Project Supervision Report

Mission Dates: 01/11/2020 18/11/2020

Document Date: 16/12/2020

Project No. 2000001771

Report No. 5582-PS

Near East, North Africa and Europe Division
Programme Management Department

Abbreviations and Acronyms

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AWPB	Annual Work Plans and Budgets
BDS	Business Development Services
CA	Conservative Agriculture
EQA	Environment Quality Authority
ESD	Extension Service Department/MoA
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GBV	Gender Based Violence
GCF	Green Climate Fund
Ha	Hectare
HH	Household(s)
ICARDA	International Center for Agricultural Research in Dry Areas
IFAD	International Fund for Agricultural Development
IsDB	Islamic Development Bank
KM	Knowledge Management
KOICA	Korea International Cooperation Agency
M&E	Monitoring and Evaluation
MFIs	Microfinance Institutions
MoA	Ministry of Agriculture
MEF	Micro Entrepreneurship Facility
MoFP	Ministry of Finance and Planning
MRPs	Multi Stakeholder Rural Platforms
MSMEs	Micro, small & medium sized enterprises
MTR	Mid Term Review
NAP	National Adaptation Plan
NARC	National Agricultural Research Center
NGOs	Non-Governmental Organizations
PA	Palestinian Authority
PARC	Palestinian Agricultural Relief Committees
PIM	Project Implementation Manual
PLA	Palestinian Land Registration Authority
PMU	Project Management Unit
PP	Procurement Plan
RELAP	Resilient Land and Resource Management Project
RPSF	Rural Poor Stimulus Facility
SECAP	Social, Environmental and Climate Assessment
USD	United States Dollar
VAT	Value-added Tax
WFP	World Food Programme

A. Project Overview

Region:	Near East, North Africa and Europe Division	Project at Risk Status:	Not at risk
Country:	Palestine	Environmental and Social Category:	B
Project Name:	Resilient Land and Resource Management Project	Climate Risk Classification:	2
Project ID:	2000001771	Executing Institution:	Ministry of Agriculture
Project Type:	Agricultural Development	Implementing Institutions:	Ministry of Agriculture
CPM:	Umit Mansiz		
Project Director:	not available yet		
Project Area:	not available yet		

Approval Date:	17/04/2018	Last audit receipt:	14/04/2020
Signing Date:	10/05/2018	Date of Last SIS Mission:	18/11/2020
Entry into Force Date:	10/05/2018	Number of SIS Missions:	4
Available for Disbursement Date:	21/08/2018	Number of extensions:	0
First Disbursement Date:	21/08/2018	Effectiveness lag:	1 month
MTR Date:	not available yet		
Original Completion Date:	30/06/2024		
Current Completion Date:	30/06/2024		
Financial Closure:	not available yet		

Project total financing

IFAD Financing breakdown	Rural Poor Stimulus Facility	\$273,712
Domestic Financing breakdown	National Government	\$7,736,000
	Beneficiaries	\$4,899,000
	Other Domestic	\$240,000
Co-financing breakdown,	To be determined	\$23,000,000
	OPEC Fund for International Development	\$1,000,000
	West Bank Trust Fund	\$4,566,136
Project total financing:		\$41,714,848

Current Mission

Mission Dates: 01/11/2020 18/11/2020

Days in the field:

Mission composition: Mr. Umit Mansiz, acting country director; Ms. Rikke Grand Olivera, senior technical specialist, NRM and PTL; Mr. Steven Jonckheere, IFAD senior technical specialist - gender and social inclusion; Ms. Stefania Gnoato, social inclusion expert, Peter Frøsløv Christensen, consult team leader, Thierry Lassalle, value chain expert, Youssef Saad, procurement expert and, Carlo Spinello, financial management specialist

Field sites visited:

B. Overall Assessment

Key SIS Indicator #1	Ø	Rating	Key SIS Indicator #2	Ø	Rating
Likelihood of Achieving the Development Objective		4.0	Assessment of the Overall Implementation Performance		4.5
Effectiveness and Developmental Focus		4	Project Management		4
Effectiveness		4	Quality of Project Management		4
Targeting and Outreach		4	Knowledge Management		3
Gender equality & women's participation		4	Value for Money		4
Agricultural Productivity		N/A	Coherence between AWPB and Implementation		4
Nutrition		N/A	Performance of M&E System		4
Adaptation to Climate Change		4	Social, Environment, and Climate Standards requirements		5
Sustainability and Scaling-up		4	Financial Management and Execution		5
Institutions and Policy Engagement		4	Acceptable Disbursement Rate		
Partnership-building		3	Quality of Financial Management		5
Human and Social Capital and Empowerment		4	Quality and Timeliness of Audit		6
Quality of Project Target Group Engagement and Feedback		5	Counterparts Funds		5
Responsiveness of Service Providers		4	Compliance with Loan Covenants		4
Environment and Natural Resource Management		4	Procurement		5
Exit Strategy		4			
Potential for Scaling-up		4			
Relevance					5

C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

The Resilient Land and Resource Management Project (RELAP) was approved by the IFAD Executive Board on 17 April 2018. Its original total cost is USD 31 million. However, the project has started with a significant financing gap of USD 23 million (both figures exclude in-kind contributions).

The project started in July 2018 with completion and financial closure scheduled for 30 June 2024 and 31 December 2024 respectively. However, given the financing gap, an earlier closing date may become relevant if full disbursement is achieved earlier but also with a view to ease fund mobilisation for future projects. This is subject to further discussion between IFAD, PMU, MoA and MoF.

The goal of RELAP is to improve the resilience and incomes of rural producers' households in the West Bank. **The development objective** is to increase climate resilience, land productivity, agricultural production and marketing opportunities for smallholders and landless rural poor people.

Project area and target group. The RELAP original target area comprises Areas B and C in the 11 governorates of the West Bank. The number of governorates has for the time being been reduced to 3. Project activities have been designed to benefit: (i) smallholders and small-scale farmers; (ii) poor, landless and unemployed youth and women; and (iii) livestock keepers.

Components. RELAP's two main components are: 1) climate-resilient land development and; 2) market linkages for the rural poor. The planned component 3 is not being implemented due to funding shortfall. Programme management is the fourth component.

Financing Gap Expected co-financing from GCF, KOICA and IsDB failed to materialise. Consequently, the project is downscaled from originally planned 11 governorates to 3 Governorates (Jenin, Hebron and Nablus). The revised cost structure preserves the RELAP's Theory of Change without incurring any material deviation from the development objectives. Overall, the budget remains flexible in case no additional funds are secured, and the complete disbursement of the currently confirmed approx. USD 6.87 million may be foreseen by 2022. Disbursement rate is 38% for the IFAD Grant, and 25% for the OFID Grant.

The **main focus** of the supervision was to provide support to the project and to provide an assessment of the current progress and challenges. Due to mobility restrictions the supervision mission was conducted remotely, but nevertheless managed to engage with multi stakeholder rural platform (MRP) members including farmers, potential grant beneficiaries and farmers selected to receive inputs from the COVID-19 Rural Poor Stimulus Facility (RPSF). In addition the team also had conversations with the PMU, MoA, EQA, MOF, NGOs and consultancy firms and contractors. The team thanks the PMU and the governorates for their assistance in organising the meetings and providing relevant information

Key Mission Agreements and Conclusions

The overriding conclusion is that the RELAP should work *to achieve a better balance of workload and competencies between PMU and service providers* While the current minimalist project governance set-up is highly efficient and staffed with dedicated and competent persons, it is nevertheless compromising implementation quality, not least in component two, which is a comparatively new area for the PMU, where other competencies and networks are needed to be leveraged. It is hence recommended that efforts are made to identify a service provider that can work with the clusters in order to realise their business potentials. The service provider should be able to focus on the component beyond the management of grants and collection centres, driving increased engagement with business development service providers and accelerating cooperation with chambers of commerce. This may also release resources for the PMU core activities.

The rural poor are particularly affected by the corona pandemic and Relap's ability to assist them has also suffered due to the mobility restrictions. Most training and capacity development activities have consequently been suspended. Hence it was agreed that the PMU should explore options to *do training, sensitization and business planning support virtually*, learning from other countries and sectors. IFAD can provide guidance based on successful examples elsewhere.

Related to the urgent need to mitigate the impact of the coronavirus pandemic is the agreement that MoA should *engage with IFAD to ensure Palestine benefits from a second round of RPSF, with speedy implementation procedures*. As discussed above the support to farmers affected has been much needed as they face an unprecedented situation with complex challenges stemming from a combination of the COVID 19 and wider challenges of economic and security deterioration. But while the support is much needed, the procedures will have to allow for speedy implementation processes as the agricultural calendar will have to be respected. To speed up identification, RELAP beneficiaries should be considered eligible for support.

Finally, there has been good progress in initiating the multi-stakeholder rural platforms (MRPs) which aim to mobilise all market stakeholders to develop a shared vision on land development and agricultural product bulking and facilitation of market linkages. IFAD and MoA agreed to accelerate the *involvement of MRP stakeholders in market development*. The project should thus rapidly familiarise the MRP stakeholders with the conclusions and recommendations of the study on the collection centers and involve them in the market development processes.

D. Overview and Project Progress

Component 1: Climate resilient land development

The mission appreciates the continued progress in supporting farmers with land development investments with the MRPs involved in the selection process of farmers applying the selection criteria, and the territorial cluster approach. Targets planned in the 2020 AWPB seem to be on track to be achieved in terms of donum developed under the different farming systems; orchards, wadis, rangeland, and conservation agriculture (CA) in wheat, barley and other fodder crops systems. At this advanced stage it is now more urgent to make the testing and monitoring program of resilience benefits and cost effectiveness of the different land development practices operational in order to generate systematic evidence. Also the support for land registration for women, land titling training and legal support for farmers in area C is delayed due to COVID19 restrictions.

Sub-component 1.1: Testing and monitoring of resilience benefits of land development practices

Limited progress has been made in this subcomponent since the March 2020 project support mission. The stocktake study of land development practices used in Palestine has taken longer than expected and the final report is expected by the end of December. It was agreed that the draft report will be shared when available to allow for IFAD comments before finalization. The results are expected to be presented at a workshop inviting stakeholders involved in land development (NGOs, development agencies and partners, farmers, EQA, etc) in December 2020. It is important to finalize the stocktake without further delay, in order for promising resilience building and cost effective practices to be included in RELAP land development interventions with farmers, in 2021.

Some progress has been made in defining indicators for the systematic testing, monitoring and documentation of resilience benefits, food and economic benefits for the farming household, and cost-effectiveness of new climate resilient practices such as CA in crop livestock systems and other new practices used in orchards, wadis and rangeland rehabilitation. The mission worked with the MoA specialists and the PMU M&E officer to define indicators for rangeland rehabilitation and for CA systems. It was agreed that the protocols, and responsible persons (including local MoA staff and farmers) for data collection for these indicators and their baseline will be established as soon as possible to allow for monitoring of achievements. It was also agreed that similar indicators, their protocols and responsible persons for data collection and their baselines will be established for orchards and wadis. Regarding orchards a sample of farmers will be selected representing different practices, cropping systems, slopes and agroecological zones and based on their willingness to participate in the monitoring program. A database needs to be developed for the recording and analysis of the collected data, which should also include local rainfall and temperatures in each cropping season to allow for resilience analysis. The mission also referred the PMU to the PDR for relevant indicators, highlighted as well in paragraphs 19 and 20 of the *Aide Memoire* of the March 2020 project support mission.

Sub component 1.2: Resilient land development.

The mission appreciates the consistent progress made in land development investments. From the virtual meetings with the farmers in the first three MRPs (selected in 2019) it is perceived that the farmers are satisfied with these investments. Their buy-in can also be seen in their reporting of own cash contributions being beyond the mandatory 5%, which needs to be captured in the project's M&E system as discussed in the previous mission. It seems like farmer's technical assistance and training needs are still not being systematically assessed and addressed which is partially due to the COVID19 restrictions. It was suggested to the PMU that on-line videos and material are developed and remote extension tools are used to the extent possible.

The mission and MoA staff discussed in more details the rangeland development approach. While farmers have been informed and have agreed to the three years closure for grazing of the rangeland rehabilitation area (400 dunum) on stateland in Nablus, rangeland management committee's have not been formed with the livestock keepers who will be using the land in the future. The mission recommends that these committees are formed as early as possible in the process to allow livestock keepers to be involved in rehabilitation activities. They should also receive training in climate change impacts, rangeland degradation processes, rehabilitation and sustainable management practices, and their discussions on governance and management rules and agreements on the future use of the rangeland should be facilitated to avoid repeated degradation. The stateland area for rangeland rehabilitation in Nablus is in area B and has been selected based on its classification as rangeland and technical suitability and its outreach to poor livestock keepers.

In Hebron 250 dunum rangeland in the Eastern slopes will be rehabilitated on communal rangeland owned by Beduin tribes. These lands were selected based on a call for applications and the criteria: heads of animals; number of livestock keepers benefitting; and agreement to MoA's conditions for the rehabilitation process. Agreements have been signed with the local Council for the rehabilitation process and the Council will sign an agreement with each benefitting tribe. As for the site in Nablus, it is important the livestock owners in Hebron are involved in the rehabilitation activities and are supported in their organization and training for the future governance and management of the rangelands to avoid re-degradation and elite capture.

The mission also discussed the CA activities with the MoA specialist including the need for identifying and starting to address opportunities for strengthening the economic sustainability and up-scaling of the activity. This may include inviting farmers in the area, not directly benefiting, to training sessions, organizing field days to demonstrate to other farmers and phasing out the subsidies. It was also agreed that further integration with livestock benefits may be achieved with better balancing the needs between biomass for fodder and for mulching. IFAD will contact ICARDA, currently having a grant with IFAD working on integrated crop-livestock CA systems addressing this issue, to organize a remote training session for MoA and NARC.

Sub-component 1.3: Investment in agricultural roads

In total 21 km of agricultural roads have been selected and implemented exceeding the 20 km planned. Municipalities and local councils have been involved in the selection based on the criteria to serve as many dunums as possible in the clusters of developed lands. The Councils have in some cases provided co-financing, and they are committed to the maintenance of the roads. The cumulative outreach for the roads recorded in the project's M&E is 900 households covering an estimated 5400 people.

Component 2: Market linkages for the rural poor

The mission recognises the pro-active role played by the MRPs as direct interlocutors with the RELAP team who interact with them as a precious interface to access targeted people in a genuine participatory way. However, when it comes to market development issues, the MRPs have not yet developed their own vision and momentum as it had been expected following their successful emergence.

According to the PDR, MRPs are neither a project entity nor a sole tool to reach out to targeted people, it is a genuine local forum that must have its own momentum and life and that is locally anchored in the agricultural commodities value chains.

The PMU is still following up on the recommendation from the last supervision mission of 2019 to recruit service providers (e.g. consultancies / NGOs) to support market development activities. This is important as the RELAP team found itself short of professional human resources to effectively facilitate and support the visioning and the involvement of the MRPs in market development process, clustering and connecting value chains. It will be important to include this recruitment in the AWPB and PP for 2021.

It will be critical that the service providers have a participatory focused process approach, building and augmenting on the feasibility study for the collection centers that has been commended to an external consultant whose report is expected to be released by January 2021.

Subcomponent 2.1. Rural bulking of agricultural products

Limited progress has been made regarding market development, partly because the six MRPs have not been sufficiently utilised, despite their proven capability to engage with the community (see component 1). Through the discussions held with MRP leaders during this mission, it seems that the focus on marketing issues and agricultural trade of agricultural products has been diluted as no reference to such development was mentioned by any MRP leaders (as opposed to the 2019 supervision mission when MRPs claimed that they wanted to be consulted to develop marketing activities).

The project launched a feasibility study to identify the locations of the 3 sites for the collecting centres to be built in the targeted governorates. The final report is expected to be available in January 2021. The mission had the opportunity to exchange with the consultant and the draft version was shared. The three sites have been identified against 3 criteria – concentration of small-scale farmers in the area, the distance with existing wholesale markets and the diversity of the productions. Up to now, MRPs have not been consulted. The mission recommended to rapidly familiarise them with the conclusion and recommendations of the study and involve them in the market development process. It will also be important that the service provider for this component, engage with the MRPs and connect these with the clustering and value chain activities, as well as the collection centers. This is further detailed in the draft ToR for the service providers, shared with the PMU.

Subcomponent 2.2: Inclusive entrepreneurship development support

After launching the first call for proposals under the micro-entrepreneurship development facility (MEF), the project received around 450 applications. An initial list of 45 grantees have been prepared, but no grants have yet been rewarded, since their applications still need to be developed into business plans. The mission expects that with the contracting of the service providers, the project will finally be able to provide this support to accelerate the progress on rewarding the first round of grants. This will be crucial for the project to be able to see real socioeconomic impacts from this important activity for women and youth from poor households. A second call is expected to be launched in November 2020 for 65 additional matching grants.

The project successfully created a technical committee under the MRPs involving the ministry of agriculture, and the Chamber of Commerce and the ministry of social affairs. This committee, in interaction with other MRP members, reviewed the applications and visited the applicants to assess the validity of their application. After a first screening that removed all applicants who were not complying with the MEF criteria, it is expected that the remaining applicants are supported in developing a business plan for the committee to select them on the basis of the quality of their proposal.

The mission reminded the PMU that it was planned to mobilise business development services BDS in collaboration with the Chambers of Commerce to support applicants to build their business plans and their financing plans. For the financing plan it is important to note that VAT (for those not having registered their business) and the cash contribution of 15% of the amount is to be financed by the applicant.

As observed during the March 2020 support mission, several MRP members mentioned USD 5000 is a small grant that will not allow for the creation of a viable business. The PMU has designed the selection criteria to accommodate investments in group activities. The Jenin women's club therefore suggested investing in group activities to achieve higher grant amounts for each micro business. The mission supports this approach also envisaged in the MEF implementation manual. The PMU was recommended to review and keep updated the MEF manual.

Rural Poor Stimulus Facility (RPSF, for C19 affected)

Already a society characterized by high levels of fragility and climate change vulnerability, Palestine has suffered significantly from the outbreak of the covid 19 pandemic with mobility restrictions reducing both production and trading ability of farmers. In addition, both official and private money transfers have declined and clearance revenues from Israel were stopped. The latter normally contribute to around 74% of the government's revenues. Against this background IFAD has granted support to over 1000 affected farmers, and the PMU is currently (end-November) tendering for the procurement of seeds, fertilisers and pesticides that will be subsequently distributed to the farmers. There is a short but achievable window for delivering the inputs in time for the planting season, but with no room for delays. Going forward, with eventual additional financing for alleviating the impacts of COVID19, it will be important for IFAD and the PMU to ensure a speedy procurement process using e.g. direct award, subject to IFAD changing its regulation.

The PMU has spent considerable time in preparing both the procurement processes and identifying the correct beneficiaries as well as calculating their input needs. This is done to comply with the RPSF requirements as well as ensuring appropriate targeting. The rural households have an acute lack of cash due to their income streams being affected by the mobility restrictions. The provision of seeds and other inputs for the upcoming planting season is therefore crucial. There is also an argument to be made for including RELAP beneficiaries, including those not owning land but part of the food value chain, without compromising the simplicity and comparatively easy procurement process.

Agreed Action	Responsibility	Agreed Date
Provide training for MOA and other government staff Provide training for MOA and other government staff in: i) IFAD M&E guidelines and ORMS system; ii) economic and financial feasibility assessments and development of business plans; and iii) understanding and monitor progress in building resilience capacities of rural households.	IFAD depending on availability of funds	12/2020
Data collection and baseline for all land development systems. Establish indicators, protocols, and responsible persons (including local MOA staff and farmers) for data collection and baseline for all land development systems.	PMU with MOA/NARC specialists	12/2020
Recruit a service provider (firm or NGO) to provide human capital building activities Recruit a service provider (firm or NGO) to provide human capital building activities aiming at accompanying the implementation of the Component 2: Rural bulking of agricultural products and inclusive entrepreneurship development support. Tentative detailed terms of references have been shared.	PMU	02/2021
Learning event on integrated crop-livestock CA systems. Connect PMU/NARC with ICARDA to conduct a learning event on integrated crop-livestock CA systems.	IFAD	04/2021
Land development practices and systems testing and monitoring A consultancy company should develop a database for recording, analysing, testing and monitoring data of land development practices and systems.	PMU with MOA/NARC specialists	05/2021
MEF implementation manual Update, detail and formally adopt the MEF implementation manual to guide the team and ensure that the targeted and most vulnerable people are effectively reached with support of a service provider.	PMU	02/2022
Rangeland management Facilitate the formation of rangeland management committees and train and involve livestock keepers in rangeland rehabilitation activities and in the establishment of common rules for governance and management of the rangeland.	MOA Rangeland and Forestry Department	
Rewarding of the first round of grants Accelerate the progress on finally rewarding the first round of grants engaging with local BDS and Chambers of Commerce for business support.	PMU	
Rural Poor Stimulus Facility (C19 support) Apply for a second round for funding with speedier modalities.	IFAD/PMU	

E. Project implementation

a. Development Effectiveness

Effectiveness and Developmental Focus	
Effectiveness	Rating: 4

Justification of rating

Component one has gained good traction with many land development and rehabilitation initiatives being implemented despite mobility restrictions. In addition to all planned dunums of orchards developed, conservation agriculture is gaining pace now in the second planting season. Works for wadis development are about to start and areas for rangeland rehabilitation have been selected and discussed with livestock keepers. Component two has suffered more from the mobility restrictions, but progress has nevertheless been achieved in terms of MRP mobilisation that played a key-role in the MEF applicants screening process (promotion, identification, applicant site visit).

Log-Frame Analysis & Main Issues of Effectiveness

The mission provided support for fine tuning the log frame and ensuring alignment with IFAD corporate requirements. Additional indicators for the COVID facility support have been added to reflect the new activities implemented under the RPSF funding. It was agreed a revision of targets in the log frame will be undertaken during MTR to reflect any eventual permanent downscaling in activities as a result of the existing financing gap.

The log frame reports mostly on outputs as the project is still at early implementation stage. The analysis below refers to the project cumulative achievements in 2019 and 2020 against the original targets for 11 governorates. At outreach level the new beneficiaries of the RPSF (1382 households) have also been added to the target. Hence in assessing the achieved targets it should be kept in mind that because of the financing gap the project has only been able to start in three governorates.

According to data provided by the PMU, the Project has reached 6895 direct beneficiaries (out of 158,296), representing 1352 households (out of 31,382). According to the M&E system review, these should be accurate estimates which exclude double counting. Overall, considerable progress has been registered over the reporting period. Log frame results by components report the following:

Under Component 1 (Climate resilient land development), at outcome level 89 households report a reduction in water shortage with regards to production needs. At output level, 135.2 ha of land (of 1450 ha appraisal target) have been rehabilitated or reclaimed; and 135.2 ha of land (of 1800 ha appraisal target) have been brought under climate-resilient practices. At outcome level, around 900 individuals (of 4500) reported improved physical access to markets. A total of 21 km of rural roads (of 100km) has been constructed and rehabilitated. The outputs achieved, as well as those under implementation on land development and agricultural roads contribute to both land tenure, economic and climatic resilience of the beneficiaries. These outputs also promote rural economic activity by enhancing territorial integrity and improving connectivity. With the legal support in progress for land registry for women and title recognition and the actual development and cultivation of the land, ownership is better secured. Moreover better resilient agricultural practices (including CA), water management (wadis, cisterns and irrigation technologies) also contribute to the key ambition of RELAP to increase productivity and profitability. Rural roads have been rehabilitated with a bigger financial involvement of the municipalities than foreseen allowing for a longer lineage.

Under Component 2 (Market linkages for the rural poor), 6 MRPs have been established. Even though most indicators remain unchanged, and in spite of COVID19 restrictions, the project managed to set up a multi-sector technical committee under the MRPs involving non traditional partners such as the Chamber of Commerce and the Ministry of Social Affairs to screen, in a transparent and targeted way, the very successful call for applicants for the MEF (around 450 applicants in 2020). A feasibility study to inform about the site identification for building the collecting centres is almost complete, allowing for starting the works for the centers in 2021.

Development Focus		
Targeting and Outreach	Rating: 4	Previous rating: 4

Justification of rating

Targeting and outreach is rated moderately satisfactory. RELAP has put in place a strong targeting system that secures outreach to the intended target groups. MRPs are adequately engaging village communities in project activities in a participatory manner with good representation of most vulnerable groups (youth and women). However, the lacking engagement and marketing vision of MRPs has limited potential gains in social empowerment of beneficiaries in market development activities. Moreover, analytical insights on beneficiaries' actual cash contributions in land development activities, and proper tracking of grant youth beneficiaries' age will be needed to ensure optimal social inclusion and an adequate poverty focus in RELAP targeting strategy.

Main issues

RELAP is implemented in 20 villages in Jenin, Hebron and Nablus governorate, and has so far benefitted a total of 6895 individuals and 1352 households. The project has succeeded in engaging with the intended target groups at village level through the 6 MRPs established within the 3 governorates. MRPs are a true conduit of social empowerment for local communities, as evidenced by their active participation in setting project support priorities and their high contribution to land development activities. MRPs have created linkages with local leaders and established administration and financial committees with representation of youth and female members above targets (50-60% vs. 40%). However, their lacking marketing vision and anchoring to agricultural value chains, have so far limited their potential gains in economic and social empowerment.

In terms of overall targeting approach, the project benefits from a well-designed targeting strategy detailed in the PDR and a committed, capable PMU. *Beneficiaries selection* is comprehensively carried out through the use of the existing targeting mechanisms diligently applied by the PMU, with a participatory rural appraisal and community mobilization approach through the MRPs. Project activities are properly and timely announced in public places and workshops, also through the distribution of information material. The assessment of applications for support for land development (rehabilitation or reclamation) and small entrepreneurship grants for unemployed women and youth is performed transparently in joint sessions with the participation of PMU staff, regional MoA, and MRPs representatives.

Following the last mission recommendation to secure poorer smallholders' inclusion in land development activities, the PMU has been working on the preparation of a cost analysis (to be submitted to IFAD) on actual beneficiary contributions for each farmer supported in land development. Last mission had observed that the costly nature of land development works and the 5% in cash beneficiary co-financing required up front put restraints for the poorest smallholder farmers to apply. The analysis is to be integrated with insights from the stocktake study, so as to provide a comprehensive picture of the cost and benefits (environmental, climate resilience and economic) of land development approaches. The stock-taking study is expected to be ready by December 2020 whereas the full cost-analysis will be ready in mid-2021. Based on the analysis findings, the project targeting strategy may be reassessed to secure more inclusive outreach to the poorer households in the target villages. IFAD will follow up closely on this matter and provide the necessary support.

Youth. The mission is pleased with progress under the entrepreneurship grant programme for unemployed women and youth (18-40 age), where direct targeting ensures 50% youth participation, as well as with their high representation in MRPs (50-60%). As an effort to increase project youth focus, the PMU has foreseen to collect more data on youth through the support of the Palestinian Bureau (PCBS) to better identify the youth percentage in the target households of RELAP and track their inclusion. The mission highlights the importance of ensuring adequate inclusion of the youngest segment (18 to 25 years) of the 'youth beneficiaries' (which goes up to 40 years) in the small grant selection process. The PMU should focus on analyzing applicants data to be able to evidence and track their inclusion.

As a best practice tool, and in order to facilitate gender and youth outreach and their monitoring, the mission has prepared a draft gender and youth action plan to be finalized and adopted by the PMU in the implementation of future project activities.

Actions	Responsibility	Deadline	Status
Agreed Action		Responsibility	Agreed Date
Reassess targeting strategy for C1		PMU/IFAD	06/2021
Reassess targeting strategy for C1, if/as needed on the basis of the land beneficiaries' contribution analysis.			
Monitoring of youth inclusion		PMU	
Monitor the inclusion of the 18 to 25 years old beneficiaries in the small grant selection process.			

Gender equality & women's participation

Rating: 4

Previous rating: 4

Justification of rating

RELAP has made significant progress in promoting gender equality and women's participation despite not having a gender strategy nor a gender action plan. The activities foreseen by the project that specifically target women (inclusive entrepreneurship development support under subcomponent 2.2. and support for land registration under component 1) have not led to any concrete results yet. So far, lists of potential beneficiaries for these activities have been compiled. Women currently make up 27 percent of the direct beneficiaries under the land development component. Significant efforts have been made to ensure women and their organisations (cooperatives and clubs) are represented in the MRPs (46 percent of members).

Main issues

The gender strategy foreseen in project design has not yet been done. It is therefore important that a gender and youth action plan be developed as soon as possible, to ensure RELAP maximises its contribution to gender equality, women's empowerment and youth inclusion. Since October 2019 a part-time national gender focal point is responsible for ensuring gender issues are addressed by the project in a crosscutting manner. During last year's supervision mission it was agreed to appoint gender focal points at governorate level. This still has to happen, but MoA gender focal points are in place in all three governorates.

Women currently make up 27 percent of the total number of persons receiving services under Component 1. They make up 13 percent of the direct beneficiaries under sub-component 1.2 on land development, which is above the original target of 10 percent. Under this sub-component, it was foreseen to support women in registering their land, activities include sensitization campaigns, provision of legal services, and financial/technical support to prepare documentation for land registration or succession. This has not happened yet, but a list of potential beneficiaries has been put together.

Subcomponent 2.2 on inclusive entrepreneurship development support specifically targets women. Unfortunately, no grants have been awarded so far. Women do make up 71 percent of the initial list of 45 validated potential grantees for the first round where 15 grants will be awarded. Significant efforts have been made by the MRPs and the PMU to reach out to women, encouraging them to apply and to supporting them in filling out their grant application forms.

By effectively involving women's cooperatives and clubs, the project has been successful in enabling women and men to have equal voice and influence in the MRPs. They currently make up 46 percent of the MRP committee members. Women are also represented in the MRP's administration and finance committees, although to a lesser extent: 33 and 17 percent respectively. It is recommended to encourage more equal representation in these two committees as to strengthen women's influence in decision-making. Specific gender training for the MRPs still needs to take place.

While the elements are in place for the project to promote women's economic empowerment (enabling them to participate in and benefit from profitable economic activities) and strengthen their voice and influence in rural institutions and organizations, more attention should also be given to achieving a more equitable balance in workloads and in the sharing of economic and social benefits between women and men. Reports show that protracted humanitarian crises has impacted gender and family dynamics and exacerbated gender-based violence (GBV) in Palestine (i.e. WFP – Participatory Gender Analysis). This could be given more attention. Sensitisation on addressing and mitigating GBV could be done in training sessions. RELAP could explore closer collaboration on this with the Ministry of Women's Affairs and other experienced agencies, such as UNFPA and WFP.

Agreed Action	Responsibility	Agreed Date
Gender and Youth Action Plan	IFAD/PMU	02/2021
Develop a Gender and Youth Action Plan		

Agricultural Productivity

Rating: N/A

Main issues

There is still no data available on agricultural productivity on the developed land. The orchard trees will take 4-5 years before they produce. The mission worked with the MoA specialist to define indicators for the different crop and rangeland systems being developed. These include indicators on productivity to be collected from 2021. Data on productivity has been collected from the first harvest from the lands under CA systems, but these are still to be analysed.

Nutrition

Rating: N/A

Adaptation to Climate Change

Rating: 4

Justification of rating

The project is implementing new practices in land development increasing farmers' resilience in their different crop and livestock systems. In particular cisterns for rainwater harvesting are constructed, adoption of drip irrigation is promoted, and soil water storage and fertility capacities are being improved both in orchards and field crops. It is now important to operationalize the testing and monitoring system of climate resilience benefits of the various land development practices to generate systematic learning and knowledge for further adaptations and upscaling. Data for generating the baseline of the project's household resilience index, which includes a climate resilience sub-index, have been collected as part of RELAP's baseline survey.

Main issues

The project is implementing new practices in land development for orchards to increase the rainwater infiltration and storage in soils by reducing the removal of rocks, contributing to water infiltration, and avoiding the removal of top soils building retention walls without land levelling on moderate sloping lands. In addition to building cisterns for rainwater harvesting and promoting the adoption of drip irrigation, these are all practices that contribute to the climate resilience of orchard land development.

For rainfed wheat, barley and other fodder crop cultivation systems farmers have been supported in adopting conservation agriculture (CA) practices beneficial for restoring soil water storage capacities buffering against prolonged dry periods and at the same time improving soil fertility. There is room for further improvement on the overall crop-livestock productivity of these practices by better balancing between the use of biomass for mulching and for fodder via stubble grazing in a limited period. IFAD will facilitate a linkage with ICARDA to provide training of MOA and NARC staff in models and tools to optimize this balancing.

Rangeland rehabilitation interventions are also underway and should be combined with training of livestock keepers in the impacts of climate change on rangeland biomass reproduction rates and degradation and rehabilitation processes and options for adaptive measures in rangeland management and governance.

For the project to improve on its systematic learning and knowledge generation on the resilience benefits of different practices the monitoring and testing system supported in subcomponent 1.2 needs to be implemented as recommended in the project progress section of this report. Data for generating the baseline of the project's household resilience index, which includes a climate resilience sub-index have been collected as part of RELAP's baseline survey. The PMU's M&E officer and the mission met with the consultants doing the baseline study to review the data and provided written guidance on the calculation of the resilience index.

Agreed Action	Responsibility	Agreed Date
Household resilience index Follow up with the consultants doing the baseline study on the calculation of the household resilience index	PMU M&E officer supported by IFAD	12/2020
Train livestock keepers in climate change Train livestock keepers in climate change impacts on rangeland and options for adaptive measures in rangeland governance and management.	MOA Rangeland and Forestry Department	

b. Sustainability and Scaling up

Institutions and Policy Engagement	Rating: 4
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Justification of rating

The RELAP has a strong focus on capacity development of MoA through a learning-by-doing process, complemented by training and policy dialogue. Thus MoA is now directly responsible for implementing land development activities (where previously NGOs were used) which has so far made good progress. MRPs are also manifesting themselves as effective and inclusive territorial institutions at local level leveraging social policies with land development and economic inclusion interventions. There is still room for strengthening MRPs lead on market development.

Main issues

There is a strong focus on supporting capacities of mandated government institutions (as opposed to other donors only funding NGOs in Palestine) enhancing sustainability, and creating a policy dialogue entry point on how to strengthen MoA's policies and practices within e.g. land development and value chains. The stock taking exercise on land development practices used in Palestine will have strong engagement on MoA's land development policies and practices strengthening wider knowledge on resilience benefits and cost-effectiveness to facilitate up-scaling. The catastrophic reduction in government's revenue combined with the hardship imposed by the pandemic makes the IFAD approach to institutional development even more critical at this important juncture in the history of Palestine.

The involvement of other non traditional institutional partners through the MRPs (e.g ministry of social affairs and the local chambers of commerce) in the implementation process (targeting, business support) paves the way for public multi-sectoral interventions in connection with municipalities and strengthens the engagement of permanent and mandated institutions in the project.

Partnership-building	Rating: 3	Previous rating: 3
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Justification of rating

Despite ambitious designs on donor partnerships limited cooperation has materialised. This has been caused by factors and politics outside the control of the PMU. However, MoA is clearly attempting to ensure complementarity with other partners, even if many of these do not implement through the ministry. Crucial expertise and experience partnerships with service providers for market development have still not materialized. Potentially more positive are the engagements with local Chambers of Commerce which may help to expand to partnerships with BDSs. There is thus a robust platform for strengthening private sector partnerships. Partnerships and collaboration with municipalities have also proven to be key for local sustainability and mobilise matching funding for infrastructure.

Main issues

The MoA is competent at building and maintaining partnerships with both NGOs and donors, although the latter often prefer non-binding partnerships. However, IFAD has been able to forge more binding partnerships in the project (including with the OPEC fund). With the current budget shortfall and the dire straits of the PA, there is clearly a need to identify new sources of finance, which would allow RELAP (or a successor project) to scale and reach more beneficiaries.

Outside the financing issue the current partnerships with NGOs and donors clearly has potential for forging even stronger partnerships around land development practices. Partnerships with chambers of commerce, BDSs and an experienced service provider for market development activities is crucial for the success of component 2 and should be intensified during the remaining time of the RELAP.

Human and Social Capital and Empowerment	Rating: 4	Previous rating: 4
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Justification of rating

Human and social capital and empowerment is moderately satisfactory. RELAP has a strong focus on building the capacities and the social capital of beneficiaries, also collectively. Despite the inevitable slowdown in capacity building due to COVID-19, the project has achieved significant results through the 6 MRPs established and their agency in empowering local communities to voice their needs and priorities in a participatory manner. MRPs have succeeded also in creating linkages with local leaders and establishing thematic committees with representation of youth and female members well-above targets (50-60% vs. 40%). However, their lacking marketing vision and anchoring to agricultural value chains, have limited their potential gains in economic and social empowerment.

Main issues

Most training and capacity development activities have been suspended due to mobility restrictions. In this context the PMU is encouraged to explore other avenues for engagements with beneficiaries such the use of video and online training and information platforms.

IFAD can provide guidance on how to strengthen capacities and empowerment in market development activities based on successful examples elsewhere and particularly with projects developing similar approaches in the NEN region (Montenegro RCTP) with multi-stakeholder platforms linking small-scale producers to stable and higher value market outlets.

Quality of Project Target Group Engagement and Feedback	Rating: 5
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Justification of rating

Quality of beneficiaries' participation is rated satisfactory. Beneficiaries' participation is secured through the support of the 6 active and enthusiastic MRPs established by RELAP in the target villages. Through organization of sensitisation campaigns by MRPs, potential beneficiaries are informed about the project, and their needs are identified. MRP committee meetings ensure regular consultations with beneficiaries are held to orient services more to their needs, when necessary. The expected beneficiaries' contribution in the inclusive entrepreneurship grant (15%) is satisfactory, while it has even exceeded expectations in the case of civil works activities for land development under Component 1.

Responsiveness of Service Providers	Rating: 4
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Justification of rating

Responsiveness of Service Providers was not evaluated in the earlier mission. This remote mission evaluated service providers primarily based on documentation and some indicators such as timeliness, claims-man-ship, complaints, and overall quality of outputs. In the reviewed transactions (qty = 5), no protests, claims, or quality rejections were spotted. Delays were attributable justifiably to COVID-19 restrictions. Thus the commercial service providers responded reasonably well.

Main issues

The recruitment for a service provider to make a feasibility study for the collection center was satisfactory though due to COVID19 the final report, tentatively needed for July will only be available in December-January due to an intense report review process between the project and the service provider.

In addition, 5 contracts were reviewed involving two consultants, two contractors and one supplier. Both consulting contracts (Market Study and Baseline Study) were delayed due to COVID-19, but progress has been achieved nevertheless. The supplier was very prompt in delivering the contracted computer equipment earlier than required. Works contracts were affected by a strike by the syndicate of Palestinian contractors refraining from participating in government-launched tenders. Despite the above, the two tenders that were launched succeeded and the awarded contractor progressed with implementation. One contract was completed on time while only 32% was invoiced and paid. The review revealed no protests, claims or objections from service providers signalling a trust relationship with the Ministry. Reviewed acceptance reports revealed no deviations or snags in the completed works (e.g. Land rehabilitation and Agricultural Roads - W07) signalling acceptable quality.

Environment and Natural Resource Management	Rating: 4
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Justification of rating

Improving natural resource management practices is at the core of RELAP. It is supporting farmers to adopt new ways of less invasive land development practices avoiding removal of topsoils and rocks on moderate slopes and promoting mulching and CA practices to reduce the use of chemical fertilizers and improve soil health and services. Investments in soil and water retention structures and water harvesting in cisterns are other important measures in the water scarce West Bank. Areas of highly degraded rangelands have been selected for rehabilitation with a diversity of native species benefiting not only the availability of nutritious fodder for livestock but also rangeland biodiversity. Efforts are under way to monitor and increase environmental benefits of land development practices.

Main issues

Land development has traditionally been highly invasive, disruptive and costly as it involved heavy machinery aiming to create uniform terraces regardless of initial soil and landscape conditions. RELAP is introducing less invasive and cheaper methods that still improves land quality and suitability for agricultural production. The continued learning and adapting as experiences are emerging and captured through the testing and monitoring system of the various practices in subcomponent 1.1 will be important.

As land is coming under production it will be important to also train farmers in integrated pest management practices to reduce the need for synthetic pesticides and promote organic cultivation practices.

Water availability for agriculture is critical in the West Bank marked by low and erratic rainfalls. This makes RELAP's assistance to farmers in retaining and storing water in the soil and in cisterns and promoting water-use efficiency through drip irrigation some of the most important land development interventions. Also the wadis development, which has now started, will provide production as well as environmental benefits for local biodiversity.

Exit Strategy	Rating: 4
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Justification of rating

The project is still in its initial phase and is thus rightly focused on getting traction, also in terms of overcoming the restrictions imposed by the pandemic. However, both components have strong exit strategies in-built. Component 1 is clearly working with land development practices that can be used by NGOs, contractors and land owners, by offering new methods that lower costs and limit environmental damage. In component 2 the project has a clear exit strategy with the MRPs in place as a remaining platform where activities are planned and the way forward is defined, together with development partners. The expected results are the existence of robust linkages between rural economic actors and development partners that will accelerate inclusive economic growth.

Main issues

After mid-term review, there will be a need to more explicitly discuss the exit strategy and possible ways of continuing the activities and scale to other governorates. MoA is already internalising many of the learnings and this is arguably one of the most effective means of ensuring robust exit and also a testament to the benefits of working through the government, rather than in parallel. The timing of the exit should also be conditioned on optimising co-financing opportunities, e.g. if some donors have a clear preference for financing new, as opposed to ongoing, projects and vice versa.

Potential for Scaling-up	Rating: 4	Previous rating: 4
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Justification of rating

There is a good upscaling potential across components and forthcoming studies on both practices and cost-benefits ratios are expected to be able to more accurately estimate how and where upscaling can be done. There is also strong scalability potential in the non-grant aspects of component 2, not least concerning the MRPs and the model being pioneered for local participation and territorial targeting, coordination and articulation of policies. PMU and the wider MoA has shown robust interest in pursuing such scaling.

Main issues

A main issue that RELAP is focused on addressing is the need to reduce costs of land development utilising less invasive methods that are also more environmentally friendly. This could have a transformative impact for future land development projects. The forthcoming stock taking on land development practices will leverage this upscaling potential as more information on cost-benefits as well as resilience benefits will be made available and disseminated to stakeholders that can replicate and upscale. This is also the case in rangeland management, where unit costs are being lowered, increasing the scalability potential.

The MRPs have reached out to a wider group of stakeholders and new types of value chain actors also demonstrating a scalability potential. However, there may be issues of ensuring the realisation of the full demonstration effect as the project is now only active in 3 governorates (as opposed to the planned 11). Here the MoA will need to ensure wide dissemination of experiences and benefits from establishing and working in MRPs as the Ministry has nationwide reach, but at the same time also under severe resource constraints.

c. Project Management

Quality of Project Management	Rating: 4	Previous rating: 4
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Justification of rating

The PMU team continues to implement the project with dedication and competence and has demonstrated its prowess in handling the roll out of complex land development initiatives, relying strongly on its own capacities, whereas it previously relied on NGOs. This has contributed to increased learning and better management competencies in the PMU, but clearly also imposing an administrative burden. The RPSF has added to these administrative burdens (see above) and given the fiscal constraints of the government, the recommendations from the March 2020 support mission to hire a deputy project coordinator who could oversee the coordination of activities on a day-to-day basis has not been implemented.

Main issues

Consistent with the AWPB for 2020, three field agriculture engineers (one per each governorate) have been recruited. They are responsible for directly supervising the field activities and act as interlocutors between the PMU in Ramallah and the stakeholders in the MRPs and the governorates. Considering the revocation of the NGO implementation modality for component 1, the regional agriculture engineers are needed to ensure quality and timely delivery on the ground of activities.

Beyond their support for the quality implementation of land development activities, the regional agriculture engineers need to be firmly engaged in systematically detecting and addressing farmers' technical and capacity building needs to improve production practices and outcomes in the field. Likewise they need to be engaged in the data collection for the various indicators in the testing and monitoring system of land development practices (subcomponent 1.1).

Component 2 will now need to be implemented by an experienced service provider with the right competencies and track record especially on market development, clustering and value chain strengthening. The mission team has developed draft ToR for further adjustment by the PMU. Once the service provider has been selected and recruited, a more normal and appropriate workload of the PMU can be expected. The PMU will at that point probably be adequate staffed to manage the project.

Agreed Action	Responsibility	Agreed Date
Follow-up and implementation of all component 1 activities Engage and make the three regional agriculture staff responsible for systematic follow-up and implementation of all component 1 activities including TA to farmers and data collection as part of subcomponent 1.1	PMU and regional agriculture staff	
Strike a better balance between PMU provided TA services to component 2 and using consulting service Strike a better balance between PMU provided TA services to component 2 and using consulting service, with a view to attract external competencies and relieve PMU from excessive workloads	PMU	

Knowledge Management	Rating: 3	Previous rating: 3
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Justification of rating

There has so far been no final knowledge products and a knowledge management (KM) strategy has not been developed. The first potential knowledge product will be derived from the stocktake on land development practices which is well advanced. There are also events planned that are robust platforms for the dissemination of knowledge products, even if the project is not framing them as such. There is thus a need to be more explicit and clear on the planning of the development and dissemination of knowledge products in a knowledge management plan.

Main issues

Until now only limited efforts have been invested in KM, but as the project is starting to produce interesting results (which the M&E system is mostly capturing), these should be systematized and shared with a wider audience. The first important knowledge product will be the stocktake study on land development practices used in Palestine and their resilience and socio economic benefits. Other potential knowledge products for sharing could be on the household resilience capacity building and monitoring and on the experience with establishing MRPs as a territorial platform for rural development. The work on the resilience scorecard and index will yield new insights into understanding, monitoring and evidencing resilience, that will need to be disseminated. Similarly with the work on conservation agriculture where important learnings are being generated.

As stated in the PIM's KM section, the PMU should develop a simple KM plan with the objective to identify and capture the most important learnings, intervention approaches and practices from the project that have wider relevance, and ensure systematic capitalization and their professional dissemination to those that can benefit from this learning and approaches. The plan could be a matrix with: products to be developed and through what means; who will be responsible; who else should be involved/consulted; when will their development start and finalize; and how and through what means will they be disseminated. The plan could have a few reflections on: who will be the main audience who can benefit from the insights produced in the different knowledge products; the potential of the different knowledge products to contribute to policy dialogues and eventual adjustments; and likewise their potential for contributing to mainstreaming and upscaling processes. The production of certain KM products may need to be assisted with external professional assistance (e.g. a researcher, consultant, journalist etc). IFAD will explore opportunities to help in devising and financing some aspects of KM activities and products.

Agreed Action	Responsibility	Agreed Date
Make a simple KM plan and engage with a professional for KM product development	PMU/ IFAD support / finance	05/2021
Make a simple KM plan and engage with a professional for KM product development		

Value for Money **Rating: 4**

Justification of rating

Price review of contracted items (works and consulting services) has demonstrated that the agreed prices were the result of acceptable competition levels and the price/output analysis reflects ratios compatible with the AWPB estimates. All awarded contracts were within estimates and compared favorably with market prices.

Main issues

As the mission was conducted remotely, it was not possible to verify the quality of the outputs being generated in terms of roads and developed land, etc. The document based review reveals that the prices are consistently within budgeted figures and in some instances, award prices are much lower than market prices (e.g. Wadis). A comparison between similar item prices in two works contracts reveals a high degree of similarity in pricing which is also consistent with comparable prices elsewhere. In both works contracts reviewed (Wadis and Roads), the pricing mechanism is a combination of input-based (e.g. prices per hour of use of equipment) as well as parametric pricing (e.g. gabions, retaining walls, roads, etc.). For example, Gabions are procured at US\$ 60 per cubic meter; Retaining walls at US\$ 10-17 per cubic meter; and base course at US\$ 27 per cubic meter.

Concerning Consulting Services, the *Market and Collection study* was contracted at US\$ 18,917 to the consultant offering best value for money (highest ranked both technically and financially) and at a price 21% lower than the next ranked competitor. Review of the work-in-progress of the consultant confirmed value for money through the qualifications of the experts and the quality of service so far.

The *Baseline study* was contracted at US\$ 19,800 (0.8 standard deviations from the average of prices quoted) which reflects a competitive price. The final study was not reviewed during the mission to validate quality. However a draft version was reviewed that reflected that the content of deliverables were acceptable.

Coherence between AWPB and Implementation **Rating: 4**

Justification of rating

Implementation has suffered from the severe mobility restrictions in place in Palestine, and its main markets and transit countries. Especially Component 2 activities (such as training, workshops, planning and learning events) had to be either cancelled or postponed, yielding a low budget execution (17%) by end October, however with potential for increase to 38% by year end. Generally, the PMU has achieved good progress in consolidating MRPs. In addition to 2020 AWPB, the PMU is also successfully implementing the RPSF, in response to Covid19 affected farmers, placing a further workload on staff who are already overstrained. Progress has also been satisfactory in Component 1, with 35% (of annual target) land reclaimed/rehabilitated, 62% (of annual target) roads built.

AWPB Inputs and Outputs Review and Implementation Progress

The AWPB submission to IFAD is generally timely and in compliance with the provisions of the FA. Financial progress reached 40% execution, of 2020 AWPB, in Component 1 with noticeable physical progress in land development (35%) and road construction (62%). Financial execution in Component 2 however remained at 0% as affected by Covid19. Furthermore, the Project did not include in 2020 budget provisions for hiring the service provider for effectively support the implementation of Component 2, as recommended in 2019. Since this provision is still relevant and key, the Project may start the early selection process, in order to be ready when the 2021 AWPB is approved. Moreover, the mission noted that MEF matching grants have yet to be disbursed, despite 45 grants already budgeted in 2019 and 65 in 2020. The lack of, and further delays in grant awarding could affect the credibility of the project and its inclusive approach, and moreover its time ability to accompany the grant recipients during their initial business development, with professional services such as BDS (also planned and budgeted but not yet mobilised).

Performance of M&E System **Rating: 4** **Previous rating: 4**

Justification of rating

The M&E system is well advanced and shows high quality in: i) the forms developed for data collection and provided to the MRPs; ii) distribution of roles for data collection; and iii) detailed excel sheets developed for data recording and analysis. Given that the M&E officer is performing many project implementation tasks in addition to M&E, he has insufficient time for data analysis. It is foreseen that the 3 support staff newly appointed (one in each governorate) will be engaged and mentored to support data collection, validation and reporting to the central PMU, relieving the M&E officer of some of the current workload. The mission recommends that the excel sheets are developed into a programmed database (Excel). IFAD will provide virtual guidance and examples to use.

M&E System Review

The project has a fully dedicated and highly capable M&E Officer also managing the Unit. However given the limited time he has available to keep records up to date and undertake the necessary analysis, the mission suggested the 3 support staff newly appointed, one in each governorate, to be engaged and mentored to support data collection, validation and reporting to the central PMU, relieving the M&E officer of some of the current workload.

While the M&E system is well advanced and shows high quality in: i) the forms developed for data collection and provided to the MRPs; ii) distribution of roles in data collection; and iii) detailed excel sheets developed for data recording, it would now be now key to develop a simple Excel database to store data and allow more systematic analysis and articulated reporting, as needed.

The mission worked with the M&E Officer to integrate the RPFS indicators in the Log frame, and to fine-tune indicators providing clarifications on the disaggregation of some targets by age and sex and other data presentation requirements.

The mission and the PMU's M&E Officer met with the consultants doing the baseline study and discussed the data analysis based on the first draft report shared with the mission. Detailed recommendations were also provided in writing on: i) removing non RELAP target households from the sample (non poor farmers with large land holdings); ii) excluding responses that are not responding to all questions in the case of linked questions in order to avoid distorted findings; iii) checking the quality of the findings against official statistics in case of significantly deviating results; and iv) next step guidance on analysis of the resilience data and calculating the resilience sub-indices and the overall resilience index.

Agreed Action	Responsibility	Agreed Date
Develop a database (Excel) for the M&E Unit.	PMU/M&E Officer	02/2021
Develop a database (Excel) for the M&E Unit.		

Social, Environment, and Climate Standards requirements **Rating: 5**

Justification of rating

The project implementation is in compliance with social and environmental risk management measures included in the SECAP. As described in the targeting and gender sections of this report, the project is applying a careful and participatory process for selecting beneficiaries under transparent criteria for social inclusion. The project has so far also exceeded targets for the inclusion of women in local planning and decision processes under the MRPs. As described in the climate change, environment and NRM sections the project is supporting farmers with land development practices through enhanced climate resilience and environmental performance.

SECAP Review

The project implementation is in compliance with social and environmental risk management measures included in the SECAP. The PIM annexes for selection of land for land development take into account poverty and unemployment criteria of the benefitting villages and farmers as well as biophysical and environmental criteria for land suitability including <40% slope, <40% rocks, the annual rainfall, access to irrigation water, and depth of topsoils (PIM annex 4, 6, 7).

These criteria build on MoA's technical guidelines for land development as well as enhanced criteria for climate resilience and environmental conservation being applied in RELAP. To reduce the environmental evasiveness, when possible, land leveling using heavy machinery derocking and removal of topsoils is replaced by using contour stonewalls (without land leveling), v-shape and half moon structures and planting trees directly between the rocks. Water scarcity vis-a-vis crop needs and rainwater harvesting potentials are used to determine land suitability and dimensioning cisterns for water harvesting. The selection and design of road investments take into account mitigation of environmental and climate change risks and the road's contribution to enhance resilience (PIM annex 5).

See also the sections on targeting, gender, climate change, and environment and NRM.

d. Financial Management & Execution

Acceptable Disbursement Rate	Rating:
Fiduciary aspects	
Quality of Financial Management	Rating: 5 Previous rating: 5

Justification of rating

The PMU fiduciary risk is deemed low. Financial operations are satisfactorily carried out by a qualified, experienced and solid Finance Manager. An effective accounting systems/software is in place which allows for adequate booking/reporting. Segregation of duties is properly implemented ensuring control over expenditures. Funds can flow timely on request. The level of the authorized allocations to the DAs, both IFAD/OFID, as amended at beginning of 2019, secure adequate liquidity to execute 2019 budgets during second half.

Main issues

Project budget is part of the national envelope as approved by the Palestinian government (responsibility of MoFP). Budget is aggregated bottom up at beneficiary/village level and recorded in the Bisan Accounting Software on the basis of a Chart of Accounts that enables detailed expenditure booking/reporting by component/category/financier, as well as bank accounts reconciliations (monthly). Supporting documentation to transactions is available on request, although the level of expenditure is still very limited (start up phase). Commitments are available from the system and also the fixed asset register is maintained in Bisan (proper tagging is implemented). Accounting basis is IPSAS/cash, and book maintenance as well as payment transactions are performed in USD. A minor level of local currency (equivalent of about 100 USD) is used as petty cash and recorded in Bisan. Transaction/payment are tax exempted and so the invoices received, however the exempted quota is recalculated and booked in Bisan allowing for the tracking of the Government in-kind contribution. Funds flow through separate Designated Accounts for IFAD and OFID grants which are held at the commercial Bank of Palestine in USD in the name of the MoFP, as well as relevant two Project Accounts in USD in the name of the MoA for operational purposes (payments) together with another two operational accounts for the Government and Beneficiary contributions respectively. Funds are withdrawn through the IFAD Client Portal (ICP). Payments are executed through government system/approval procedure. Interim Financial Reports (IFR) are prepared quarterly, reworked off-line using IFAD templates (inclusive of a detailed report on the government in-kind contribution, as per Bisan) and timely submitted to IFAD. Due to limited capacity at the MoA the internal audit function may be delegated to the MoFP (but not carried out yet) First set of financial statements is expected to be prepared by end 2019. A sound Financial Manual in the PIM has been prepared, in Arabic, and no-objection provided by IFAD: it is advised that also an English version is made available for facilitating future supervisions of the project.

Agreed Action	Responsibility	Agreed Date
3. Respect financing rules into RELAP/bisan Proper booking of payments into RELAP/Bisan based on the financing rules agreed in the AWPB.	PMU	11/2020
1. IFAD to recover undue amounts Undue amounts WA4-IFAD and WA2-OFID to be deducted in the next WAs. Accounting book to be amended accordingly.	PMU	12/2020
7. Appoint external auditor Conclude ongoing tender and finalize contract before year-end.	PMU	12/2020
5. Fund cross-transfers Allow quarterly/yearly fund transfers among PMU bank accounts for reconciliation purposes in RELAP/Bisan and reliable IFR - FS preparation.	MoA/MoFP/PMU	12/2020
4. Quarterly/yearly bank reconciliation in RELAP/bisan Achieve bank reconciliation through meticulous cash management based on modulation of payments from the available accounts.	PMU	12/2020
6. Amend and translate FM manual (PIM) (I) Incorporate procedural improvements and (II) translate document into English.	PMU	03/2021
2. Explore MoA/bisan customization Explore customization to enable proper booking and execution compliant to agreed financing rules.	PMU	03/2021

Quality and Timeliness of Audit	Rating: 6
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Justification of rating

Audit report received on time. Quality is satisfactory.

Main issues

The audited financial statements were received by the end of March 2020, as per agreement with IFAD Financial Management's Team which demonstrates the strong fiduciary capacities of the finance Team of the PMU. Financial statements were established in accordance to IFAD requirements and the International Standards. The auditors conducted their works similarly and no major issues were observed in the review of the financial statements or major weakness in the internal control environment.

Counterparts Funds	Rating: 5	Previous rating: 5
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Justification of rating

The total amount of the Government counterpart CASH contribution, as stated in the Financing Agreement, has been entirely transferred to the relevant RELAP operational project bank account. Government In-kind contribution booking and tracking is also properly performed.

Main issues

Other non-government contributions to RELAP, both cash and in-kind, will be provided by the beneficiaries/farmers. The value of their contribution (mainly Works for land reclamation/rehabilitation and roads) will be upfront assessed by a technical committee led by PMU coordinators and detailed, both cash and in-kind, into a contract PMU/Beneficiary. Prior the start of the implementation activities, the farmer will have to up-front deposit the cash contribution into a bank account (opened in the name of the elected representative of the multi-stakeholder rural platform MRP to which he/she belongs in the concerned district/village) as requested/authorised by the PMU/MoA to the bank. An evidence (bank slip) of such deposit will have to be provided by the farmer to the PMU as pre-condition to activity implementation. Cash contribution will then be transferred to the Beneficiary Contribution bank account of the PMU.

Compliance with Loan Covenants	Rating: 4	Previous rating: 4
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Justification of rating

Project is compliant with the financial management covenants. However, it is required to upgrade the accounting system to allow proper management of transactions by financier. The PIM-FM manual will be updated accordingly as well as translated into English. It is reminded to provide timely full year un-audited FS within four months after end of fiscal year.

Main issues

As above

Procurement		
Procurement	Rating: 5	Previous rating: 4

Justification of rating

Despite the limited number of planned procurement transactions vis-a-vis the AWPB 2020 (27.13% by value) and the additional limitation of contracted activities (11% of PP 2020 by value), the PMU has demonstrated in the 5 reviewed transactions very good competence and compliance with the LTB/R provisions. Furthermore, the procurement planning and registry of contracts are very well conducted using up-to-date templates that are duly filled and regularly updated.

Procurement Review

The PMU handles all project-related procurement up to a threshold which must be procured centrally. Project procurement committees are formed by the Minister who approves outcomes of evaluation and signs contracts. Limited spending in 2020 is primarily caused by staff overload and COVID-19 restrictions. The October version of the 2020 PP included primarily 7 activities (4 goods, 2 works and 1 consulting service), two of which are signed as of the date of the mission. During the mission, full procurement documentation review was conducted for 5 procurement activities (total: US\$322,696).

Procurement Risk assessment was conducted and the PRM updated revealing an inherent risk rating of 2.53 and a Net risk rating of 2.69.

The procurement procedures are generally in line with IFAD Procurement Guidelines and Procurement Handbook; some minor issues were identified as per the Post Review Checklist. These were discussed with the Project Procurement Specialist and agreed on their adoption. The Overall Procurement Rating is Satisfactory (5).

Procurement Planning (4) follows IFAD Template and complies with IFAD's Project Procurement Guidelines and Handbook. Apart from the difference between the scope of procurement between the PP and AWPB (PP 2020 constitutes 16.5% of AWPB 2020), the remainder of the Planning exercise is Satisfactory.

Bidding Processes and Procedures (5) followed agreed templates that were correctly filled; terms and conditions were in compliance with IFAD's guidance and Handbook. Given that the project has not yet received access to the central procurement portal (Shiraa.gov.ps) from the HCPPP, no online notices are being published. Some enhancements and suggestions were identified to enhance some aspects such as qualification criteria, bid security, insurance clauses, liquidated damages, delivery times, variants, etc. No prequalification for Goods and Works was conducted during the review period. Competition levels were acceptable with average of (3) bidders across the 5 reviewed procurement activities.

Evaluation (5) was conducted based on criteria declared in solicitation documents and included the use of very well detailed templates. Committees were adequately formed and staffed with diverse competencies and experiences. It was suggested to enhance financial evaluation through using bid spreads especially for activities with large numbers of items to enable assessing abnormally low or unbalanced bids. Furthermore, the requirements for Post-Qualification were explained. The project adopts the required NoITA and NoA templates and allows sufficient standstill time to answer debriefs and protests; however, no online publication of award notices is done.

Contract Management (4) witnesses delays in processing payments apart from delays in execution due to COVID-19 measures. Addenda to contracts extending the periods of implementation were not signed during the validity of contracts. Implementation supervision capacity is limited due to human resource limitations and that the majority of vendors contracted were small in size with limited experience in contract management too. It is recommended that the project's technical specialists engage in contract management training. PMU capacity can be augmented by recruiting Engineers/Supervisors as Individual Consultants to overlook construction works.

Records (5) maintained by the project are thorough and complete where the PMU availed all required remote review documentation very promptly in a very well organized manner. All documents related to pre-contract and post-contract review were available. The previous mission's recommendation to establish a special requisition template was not complied with given that the requisition used is in the form of an internal memorandum approved by the Minister.

Agreed Action	Responsibility	Agreed Date
Freely accessible website/portal for publication of procurement notices The project should publish all REOI and NCB specific procurement notices and award notices on a freely accessible website/portal.	PMU Procurement Specialist	11/2020
2021 PP preparation The PP 2021 should be prepared based on the AWPB 2021 and submitted for IFAD's N.O. to ensure timely N.O. in January 2021.	PMU	11/2020
PMU staff involved in the technical supervision of contracts should build their capacities in Contract Management. PMU staff involved in the technical supervision of contracts should build their capacities in Contract Management. The Procurement Specialist should assume more involved contract management responsibilities especially in approving addenda and payments.	PMU	03/2021
Qualification criteria Qualification criteria should preferably be formulated in a quantifiable manner and verified through documentary evidence checking for the successful bidder during Post-Qualification.	PMU Procurement Specialist	
Bid security The bid security should range from 1.5 to 3% of the cost estimate.	PMU Procurement Specialist	
Insurance Insurance clauses for Third Party Liability should always be required "with an unlimited number of occurrences". Contractor All risk Insurance should also be consistently required for works or goods with installation with a sufficient cover.	PMU Procurement Specialist	
Liquidated Damages clauses coordination Liquidated Damages clauses should be coordinated with the time limit entitling the Ministry to terminate the contract for delay where the entitlement to termination occurs when the maximum amount of liquidated damages is reached.	PMU Procurement Specialist	
Publicizing of bid submission deadline extension Any extension of bid submission deadline should be publicized in the same manner the original bid was announced.	PMU Procurement Specialist	

e. Key SIS Indicators

Likelihood of Achieving the Development Objective	Rating: 4.0	Previous rating: 4.0
Assessment of the Overall Implementation Performance	Rating: 4.5	Previous rating: 4.0

F. Relevance

Relevance	Rating: 5
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Justification of rating

The relevance of the project is still high and has, if anything, increased during the time of implementation. The West Bank's rural territorial viability is increasingly being threatened by a multiplicity of both manmade and natural threats that is undermining agriculture as one of the key pillars of the national economy. Against this background and based on the past robust achievements, RELAP is assisting in increasing the resilience, adaptability and productivity of the rural economy at a time characterized by transformation, increasing challenges from climate change, threats and mobility restriction both due to the pandemic but also due to heightened security threats.

Main issues

The core theory of change of RELAP remains relevant and is based on providing sustainable pathways out of three interlinked challenges: First and most fundamentally, land ownership and access is increasingly being challenged, with traditional tenure system under pressures, threatening not only the rural economy by marginalising farmers, but also undermining the upstream value chains. Worse, loss of land and very limited access to groundwater resources also weakens the territorial integrity of the nascent and fragile state, with fewer contiguous areas and only 20% of groundwater resources accessible for Palestinians making economic and social life increasingly difficult. Especially marginal rural lands (in what is known as Area C) are being contested, new water related infrastructures needed to cope with increasing water stress are rarely being allowed and it is recognised by most development partners that urgent action is needed.

The main issue for the project to improve relevance is to ensure scaling and replication in more governorates and reaching out to more potential beneficiaries. The most cost-effective avenue is likely to be through informing, adapting and mainstreaming RELAPs learnings into MoA's practices. However it will also increase relevance if additional finance could be mobilized to expand beyond the three governorates either using RELAP as a vehicle or a possible successor project.

The COVID19 pandemic and its consequences in terms of mobility restrictions, showed also how relevant is the RELAP approach aiming at improving the agricultural commodities supply to urbanised centres with neighboring producing areas through the development of collecting centres. The MRPs are demanding to be supported to face this challenge and the coming year should be decisive in translating into business and trade practices the implication of a wide range of business oriented actors in MSPs.

G. Project Modifications

Responsibility	Modification type	Description																																																																																																																																																						
IFAD and PMU	Logical Framework	<p>The mid-term targets logical framework were provisionally reduced to account for the unconfirmed funds that has until new "To Be Confirmed Resources" are in place and the goal of RELAP remain unchanged.</p> <p>The following changes have been made in the LF in ORMS:</p> <ul style="list-style-type: none">At Development Objective level:<ul style="list-style-type: none">The following CI 3.1.4 "Land brought under climate-resilient practices" is an Output indicator for IFAD and cannot therefore be used at outcome level just before the 2 specific indicators related to rangelands rehabilitated and Reclaimed/rehabilitated land that became suitable for agriculture use (Under Outcome 1, the specific indicator: "Developed land reaching a productivity per dunum at least 20% higher than the average for similar crops and livestock the start of land development activities" has been added.Under Output 1.2, the following indicator "Individuals provided with legal support to obtain formal land title" has been converted to IFAD Core Indicator 1 rights over natural resources have been registered in national cadaster and/or geographic information management systems"Under Outcome 4: the following CI indicator has been added: 2.2.1: No of jobs created, and a specific indicator has been added: Individuals receiving investUnder Outcome 3: the specific indicator: "Individuals or groups with signed contracts to market their products" has been added.Under Outcome 5: the following CI 3.1.2 Persons provided with agro-climate services has been added. The MTR target for this indicator has been aligned: output indicator: No of farmers receiving technical advices by topic as the total males + females is 30,000. A specific output indicator has been added: "Agro-c																																																																																																																																																						
IFAD and PMU	Reallocation	<p>The total Program cost including physical and price contingencies have been re-estimated at EUR 35.9 million over a 6-year period. A reduction of 5.5 million USD w of 41.4 million USD.</p> <p>The updated Financing Plan (Annex 1) covers: i) an IFAD grant of USD 4.6 million, ii) OFID grant of USD 1 million (iii) To Be Confirmed (TBC) funds of USD 18 million v) in-kind contribution from GoP of USD 6 million, vi) cash contribution from beneficiaries estimated at USD 1 million vii) in-kind contribution from beneficiaries contribution from village council estimated at USD 0.2 million.</p> <table><tr><th>No.</th><th></th><th colspan="2">Budget initially allocated /a</th><th colspan="2">Updated scenario (variances) /b</th><th colspan="9">Updated Project costs as per 13/08/2019</th></tr><tr><th></th><th>Category</th><th>IFAD grant</th><th>OFID grant</th><th>IFAD %</th><th>OFID %</th><th>IFAD</th><th>OFID</th><th>Govt. (cash)</th><th>Govt. (in-kind)</th><th>Village Council</th><th>Beneficiaries (in-kind)</th><th>Beneficiaries (cash)</th><th>Other Entities</th><th>Tot</th></tr><tr><td>1</td><td>Consultancies</td><td>1 075.00</td><td>90.00</td><td>59.00</td><td>100.00</td><td>632.00</td><td>90.00</td><td>139.00</td><td>752.00</td><td></td><td></td><td></td><td>3012</td><td>625</td></tr><tr><td>2</td><td>Goods, Services and Equipment</td><td>420.00</td><td>5.00</td><td>61.00</td><td>100.00</td><td>256.00</td><td>5.00</td><td>-</td><td>296.00</td><td></td><td>24.00</td><td></td><td>1 179.00</td><td>196</td></tr><tr><td>3</td><td>Training & Workshops</td><td>660.00</td><td>35.00</td><td>33.00</td><td>100.00</td><td>216.00</td><td>35.00</td><td></td><td>192.00</td><td></td><td></td><td></td><td>702</td><td>145</td></tr><tr><td>4</td><td>Works</td><td>920.00</td><td>845.00</td><td>278.00</td><td>100.00</td><td>2 553.00</td><td>845.00</td><td>299.00</td><td>3 316.00</td><td>182.00</td><td>3 978.00</td><td></td><td>9 252.00</td><td>2 425</td></tr><tr><td>5</td><td>Salaries, Allowances and Operating Costs</td><td>1 260.00</td><td>25.00</td><td>72.00</td><td>100.00</td><td>909.00</td><td>25.00</td><td>175.00</td><td>1 452.00</td><td></td><td></td><td>298.00</td><td>603.00</td><td>462</td></tr><tr><td>6</td><td>Unallocated</td><td>231.00</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>-</td></tr><tr><td>7</td><td>Grants and subsidies</td><td></td><td></td><td></td><td></td><td></td><td></td><td>553.00</td><td>-</td><td></td><td></td><td>672</td><td>3 257.00</td><td>867</td></tr><tr><td></td><td>TOTAL</td><td>4 566.00</td><td>1 000.00</td><td>100.00</td><td>100.00</td><td>4 566.00</td><td>1 000.00</td><td>1 166.00</td><td>6 008.00</td><td>182.00</td><td>4 002.00</td><td>970.00</td><td>18 005.00</td><td>35</td></tr></table>	No.		Budget initially allocated /a		Updated scenario (variances) /b		Updated Project costs as per 13/08/2019										Category	IFAD grant	OFID grant	IFAD %	OFID %	IFAD	OFID	Govt. (cash)	Govt. (in-kind)	Village Council	Beneficiaries (in-kind)	Beneficiaries (cash)	Other Entities	Tot	1	Consultancies	1 075.00	90.00	59.00	100.00	632.00	90.00	139.00	752.00				3012	625	2	Goods, Services and Equipment	420.00	5.00	61.00	100.00	256.00	5.00	-	296.00		24.00		1 179.00	196	3	Training & Workshops	660.00	35.00	33.00	100.00	216.00	35.00		192.00				702	145	4	Works	920.00	845.00	278.00	100.00	2 553.00	845.00	299.00	3 316.00	182.00	3 978.00		9 252.00	2 425	5	Salaries, Allowances and Operating Costs	1 260.00	25.00	72.00	100.00	909.00	25.00	175.00	1 452.00			298.00	603.00	462	6	Unallocated	231.00												-	7	Grants and subsidies							553.00	-			672	3 257.00	867		TOTAL	4 566.00	1 000.00	100.00	100.00	4 566.00	1 000.00	1 166.00	6 008.00	182.00	4 002.00	970.00	18 005.00	35
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H. Lessons Learned

As a lesson learned it might have been more efficient with farmers being provided cash to do the purchase themselves since the availability of inputs in the market does not seem to have been affected as firstly assumed. The approach of having centrally MoA determined and procured inputs delivered to farmers may not be the most efficient delivery method (the private sector is specialised in doing so and proved surprisingly resilient in the first wave) and may also undermine the agency of farmers themselves. Indeed, available evidence from the first wave points to the need to give beneficiaries more flexibility in procuring inputs that they deemed relevant and at the right time for them, with their preferred suppliers (who often also provide other services, such as extension advice).^[1] It is important to stress that there is still a need to alleviate the extremely severe impact of the pandemic (and hence a second round of RPSF finance) but the modalities of the financing could be considered changed to allow for fewer transactions costs on behalf of the PMU, more agency on behalf of farmers and faster provision of support to beneficiaries. The onus is clearly on IFAD to learn from this experience and other development partners that have provided emergency assistance during a time of crisis.

^[1] At a global level this has been thoroughly evidenced by the High Level Panel on Humanitarian Cash Transfers and its report [Doing cash differently - How cash transfers can transform](#)

I. Agreed Actions

Agreed Action	Responsibility	Agreed Date
Overview and Project Progress		
Provide training for MOA and other government staff Provide training for MOA and other government staff in: i) IFAD M&E guidelines and ORMS system; ii) economic and financial feasibility assessments and development of business plans; and iii) understanding and monitor progress in building resilience capacities of rural households.	IFAD depending on availability of funds	12/2020
Data collection and baseline for all land development systems. Establish indicators, protocols, and responsible persons (including local MOA staff and farmers) for data collection and baseline for all land development systems.	PMU with MOA/NARC specialists	12/2020
Recruit a service provider (firm or NGO) to provide human capital building activities Recruit a service provider (firm or NGO) to provide human capital building activities aiming at accompanying the implementation of the Component 2: Rural bulking of agricultural products and inclusive entrepreneurship development support. Tentative detailed terms of references have been shared.	PMU	02/2021
Learning event on integrated crop-livestock CA systems. Connect PMU/NARC with ICARDA to conduct a learning event on integrated crop-livestock CA systems.	IFAD	04/2021
Land development practices and systems testing and monitoring A consultancy company should develop a database for recording, analysing, testing and monitoring data of land development practices and systems.	PMU with MOA/NARC specialists	05/2021
MEF implementation manual Update, detail and formally adopt the MEF implementation manual to guide the team and ensure that the targeted and most vulnerable people are effectively reached with support of a service provider.	PMU	02/2022
Rangeland management Facilitate the formation of rangeland management committees and train and involve livestock keepers in rangeland rehabilitation activities and in the establishment of common rules for governance and management of the rangeland.	MOA Rangeland and Forestry Department	
Rewarding of the first round of grants Accelerate the progress on finally rewarding the first round of grants engaging with local BDS and Chambers of Commerce for business support.	PMU	
Rural Poor Stimulus Facility (C19 support) Apply for a second round for funding with speedier modalities.	IFAD/PMU	
Development Effectiveness		
Household resilience index Follow up with the consultants doing the baseline study on the calculation of the household resilience index	PMU M&E officer supported by IFAD	12/2020
Gender and Youth Action Plan Develop a Gender and Youth Action Plan	IFAD/PMU	02/2021
Reassess targeting strategy for C1 Reassess targeting strategy for C1, if/as needed on the basis of the land beneficiaries' contribution analysis.	PMU/IFAD	06/2021
Monitoring of youth inclusion Monitor the inclusion of the 18 to 25 years old beneficiaries in the small grant selection process.	PMU	
Train livestock keepers in climate change Train livestock keepers in climate change impacts on rangeland and options for adaptive measures in rangeland governance and management.	MOA Rangeland and Forestry Department	
Project Management		
Develop a database (Excel) for the M&E Unit. Develop a database (Excel) for the M&E Unit.	PMU/M&E Officer	02/2021
Make a simple KM plan and engage with a professional for KM product development Make a simple KM plan and engage with a professional for KM product development	PMU/ IFAD support / finance	05/2021
Follow-up and implementation of all component 1 activities Engage and make the three regional agriculture staff responsible for systematic follow-up and implementation of all component 1 activities including TA to farmers and data collection as part of subcomponent 1.1	PMU and regional agriculture stass	
Strike a better balance between PMU provided TA services to component 2 and using consulting service Strike a better balance between PMU provided TA services to component 2 and using consulting service, with a view to attract external competencies and relieve PMU from excessive workloads	PMU	

Financial Management & Execution		
Freely accessible website/portal for publication of procurement notices The project should publish all REOI and NCB specific procurement notices and award notices on a freely accessible website/portal.	PMU Procurement Specialist	11/2020
2021 PP preparation The PP 2021 should be prepared based on the AWPB 2021 and submitted for IFAD's N.O. to ensure timely N.O. in January 2021.	PMU	11/2020
3. Respect financing rules into RELAP/bisan Proper booking of payments into RELAP/Bisan based on the financing rules agreed in the AWPB.	PMU	11/2020
1. IFAD to recover undue amounts Undue amounts WA4-IFAD and WA2-OFID to be deducted in the next WAs. Accounting book to be amended accordingly.	PMU	12/2020
7. Appoint external auditor Conclude ongoing tender and finalize contract before year-end.	PMU	12/2020
5. Fund cross-transfers Allow quarterly/yearly fund transfers among PMU bank accounts for reconciliation purposes in RELAP/Bisan and reliable IFR - FS preparation.	MoA/MoFP/PMU	12/2020
4. Quarterly/yearly bank reconciliation in RELAP/bisan Achieve bank reconciliation through meticulous cash management based on modulation of payments from the available accounts.	PMU	12/2020
PMU staff involved in the technical supervision of contracts should build their capacities in Contract Management. PMU staff involved in the technical supervision of contracts should build their capacities in Contract Management. The Procurement Specialist should assume more involved contract management responsibilities especially in approving addenda and payments.	PMU	03/2021
6. Amend and translate FM manual (PIM) (I) Incorporate procedural improvements and (II) translate document into English.	PMU	03/2021
2. Explore MoA/bisan customization Explore customization to enable proper booking and execution compliant to agreed financing rules.	PMU	03/2021
Qualification criteria Qualification criteria should preferably be formulated in a quantifiable manner and verified through documentary evidence checking for the successful bidder during Post-Qualification.	PMU Procurement Specialist	
Bid security The bid security should range from 1.5 to 3% of the cost estimate.	PMU Procurement Specialist	
Insurance Insurance clauses for Third Party Liability should always be required "with an unlimited number of occurrences". Contractor All risk Insurance should also be consistently required for works or goods with installation with a sufficient cover.	PMU Procurement Specialist	
Liquidated Damages clauses coordination Liquidated Damages clauses should be coordinated with the time limit entitling the Ministry to terminate the contract for delay where the entitlement to termination occurs when the maximum amount of liquidated damages is reached.	PMU Procurement Specialist	
Publicizing of bid submission deadline extension Any extension of bid submission deadline should be publicized in the same manner the original bid was announced.	PMU Procurement Specialist	

Palestine

Resilient Land and Resource Management Project Supervision Report

Logical Framework

Mission Dates: 01/11/2020 18/11/2020
Document Date: 16/12/2020
Project No. 2000001771
Report No. 5582-PS

Near East, North Africa and Europe Division
Programme Management Department

Resilient Land and Resource Management Project

Logical Framework

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
Outreach Outreach	1 Persons receiving services promoted or supported by the project							Project records	Annually	PMU	Volatile economic and political situation disrupt project implementation. Severe droughts may cause low agricultural productivity or production. Mobility restrictions may disrupt production and marketing.
	Females		658	3 138	394	689	22				
	Males		5 924	28 244	3 548	6 206	22				
	Young		1 909	9 101	1 143	1 999	22				
	Total number of persons receiving services		5 200	31 382	3 942	6 895	22				
	1.a Corresponding number of households reached							Project records	Annually	PMU	
	Households		5 200	30 000	773	1 432	4.8				
	1.b Estimated corresponding total number of households members							Project records	Annually	PMU	
	Household members		26 000	150 000	3 942	7 896	5.3				
Project Goal To improve the resilience, land security and livelihoods of rural producers' households in selected villages of the West Bank	Number of beneficiaries reporting an increase in agricultural revenues of:							(i) Baseline and impact surveys; (ii) Sample of farmers' records	(i) Y1, Y3 and Y6; (ii) Annually	PMU	Sudden increase in prices may cause an increase in households' expenditures and override economic resilience benefits.
	At least 20%		1 015	3 375							
	Number of targeted households (all components) with enhanced resilience to climate change							Baseline and impact surveys	Y1, Y3 and Y6	PMU	
	Households		5 200	24 000	719	1 308	5.5				
	Number of investment grant beneficiaries reporting a monthly income of at least NIS 2,293 from small businesses							(i) Baseline and impact surveys; (ii) Sample of farmers' records	(i) Y1, Y3 and Y6; (ii) Annually	PMU	
	Number of investment grant beneficiaries		90	630							

Results Hierarchy	Indicators							Means of Verification		Assumptions	
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
Development Objective To increase climate resilience, land productivity, agricultural production and marketing opportunities for smallholders and landless rural poor	1.2.4 Households reporting an increase in production							Annual Outcome Surveys	Annually, starting Y2	PMU	Volatile economic and political situation disrupt project implementation. Severe droughts may cause low agricultural productivity or production. Mobility restrictions may disrupt production and marketing.
	Households		260	1 590							
Outcome 1: Enhanced smallholders' and livestock keepers' access to productive agricultural land and water	1.2.3 Households reporting reduced water shortage vis-à-vis production needs							AOS	Annually	PMU	Delays in the selection or contracting of implementing partners may cause implementation delays. Political interference in the local beneficiaries' selection process may cause mis-targeting.
	Total number of household members		200	2 120							
	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices							AOS	Annually	PMU	
	Total number of household members		0	2 120							
	Developed land reaching a productivity per dunum at least 20% higher than the average for similar crops and livestock systems in the West Bank five years after the start of land development activities										
	developped land area		0	1 855							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
Output 1.1: Unproductive land is developed using climate-resilient techniques.	Number of ha of reclaimed or rehabilitated land areas (both agricultural land and rangeland) that became suitable for agricultural use							Implementers' activity reports	Annually	PMU and implementers	Delays in the selection or contracting of implementing partners may cause implementation delays. Political interference in the local beneficiaries' selection process may cause mis-targeting.
	Hectares of land		200	1 450							
	Rangeland rehabilitated										
	Total		65	350							
	Livestock owners accessing rehabilitated rangeland										
	Total individuals		35	200							
	3.1.4 Land brought under climate-resilient practices										
	Hectares of land		265	1 800		162.3	9				
Output 1.2: Smallholders are provided with legal support to obtain land property titles.	1.1.1 Persons whose ownership or user rights over natural resources have been registered in national cadasters and/or geographic information management systems										Social or family pressure prevents women from seeking project support. Long court delays
	Total persons					0					
	Females		10	20		0	0				
	Males		10	20		0	0				
	Young					0					
	Not Young					0					
Outcome 2: Enhanced smallholders' physical access to markets	Number of farmers whose land holdings are connected to constructed or rehabilitated road							AOS	Annually	PMU and implementers	Difficulties in identifying land development beneficiaries living close to one another may inflate costs or result in lack of road access for some Component 1.1 benef.
	Males		675	2 250							
	Females		675	2 250							
	Young										
	Total		1 350	4 500							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
Output 2.1: Market-access rural roads are constructed or rehabilitated.	2.1.5 Roads constructed, rehabilitated or upgraded							Implementers' activity reports	Monthly	PMU and implementers	Difficulties in identifying land development beneficiaries living close to one another may inflate costs or result in lack of road access for some Component 1.1 benef.
	Length of roads		30	100		7	7				
Outcome 3: Increased marketing and business opportunities for farmers, rural producers and traders	Number of traders, rural producers and brokers with improved marketing opportunities							AOS	Annually	PMU and implementers	Farmers' reluctance to use new marketing channels Traders' reluctance to join competitors in MRP may hinder results
	Males										
	Females										
	Young										
	Total		1 815	6 655							
	Individuals or groups with signed contracts to market their products										
	Number of individuals										
	Groups		410	1 500							
Output 3.1: Multi-stakeholders' rural platforms (MRP) are established and facilitated.	2.1.1 Rural enterprises accessing business development services							Implementers' activity reports	Monthly	PMU and implementers	Lack of facilitation skills by implementers may jeopardize MRP's success.
	Size of enterprises		170	616		0	0				
	Males		85	308		0	0				
	Females		85	308		0	0				
	Young					0					
	MRP established										
	Total of MSP		3	11							

Results Hierarchy	Indicators							Means of Verification		Assumptions	
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
Output 3.2: Village-level collection centres are rehabilitated/constructed, with functional management bodies.	2.1.6 Market, processing or storage facilities constructed or rehabilitated							Implementers' activity reports	Monthly	PMU and implementers	Difficulties in identifying suitable municipal land Political influence may result in selection of unsuitable location.
	Total number of facilities					0					
	Storage facilities constructed/rehabilitated		3	11		0	0				
Outcome 4: Enhanced income-generating capacities for poor, unemployed and landless rural youth and women	2.2.2 Supported rural enterprises reporting an increase in profit							Annual outcome surveys	Annually	PMU and implementers	Social or family pressure prevents women from seeking project support. Husbands' capture of women's benefits.
	Number of enterprises		630	1 572							
	2.2.1 New jobs created										
	Job owner - men										
	New jobs										
	Job owner - women										
	Job owner - young										
	Farm										
	Non-farm										
Output 4.1 Targeted, poor rural youth and women provided with investment grants and business skills training.	Number of persons receiving investment grants							Grants' management committee reports	Monthly	PMU and implementers	The lack of reliable data on applicants' income, may cause mistargeting.
	Males										
	Females										
	Young										
	Total		130	900							
Output 4.2: Business skills training and capacities development support provided to targeted poor rural youth and women	2.1.1 Rural enterprises accessing business development services							AOS	Annually	PMU	
	Rural enterprises					0					
	2.1.2 Persons trained in income-generating activities or business management							AOS	Annually	PMU	

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
	Females					0					
	Males					0					
	Persons trained in IGAs or BM (total)					0					
Outcome 5: Enhanced access by farmers and rural producers to practical agro-meteorological information	Beneficiaries reporting accessing and using agro-climate information bulletins							AOS	Annually	PMU	Difficulties in tracking the total number of households accessing agro-meteorological information in the project target area, may be an obstacle to the proper measurement of results.
	Total		15 000	30 000							
	Males		13 500	27 000							
	Females		1 500	3 000							
Output 5.1: New weather stations installed and equipped, with relevant staff trained in their proper operation	Number of agro-metrological stations installed and equipped							Implementers' activity reports	Monthly	PMU and implementers	Difficulties in tracking the total number of households accessing agro-meteorological information in the project target area, may be an obstacle to the proper measurement of results.
	Total		0	12							
	3.1.2 Persons provided with climate information services										
	Females			3 000		0	0				
	Males			27 000		0	0				
	Young					0					
	Not Young					0					
	Persons provided with climate information services			30 000		0	0				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2020)	Cumulative Result (2020)	Cumulative Result % (2020)	Source	Frequency	Responsibility	
Output 5.2: Farmers have received technical advices in their adoption of climate resilient agriculture practices and are provided with regular agro-climate information.	Number of farmers receiving technical advices, by topic							Implementers' activity reports	Monthly	PMU and implementers	Difficulties in tracking the total number of households accessing agro-meteorological information in the project target area, may be an obstacle to the proper measurement of results.
	Total		3 000	30 000							
	Males		16 062	27 000							
	Females		1 785	3 000							
	Young										
	Agro-climate bulletins issued annually										
	Total units		0	36							
Outcome 6: Strengthened institutional and technical capacities for the implementation of the "Action Plan for improving the Institutional Framework for CC in Palestine"	Percentage of action plan activities fully implemented							Implementers' activity reports	Quarterly	PMU and implementers	Insufficient cooperation between MoA, EQA and FAO could jeopardize results.
	Action plan activities		0	70							
Output 6.1: MoA and governorates are capacitated to mainstream climate change adaptation measures in working/operational procedures.	Percentage of municipal or village councils that have included climate change adaptation measures in annual planning, budgets, programs, and monitoring							Implementers' activity reports	Monthly	PMU and implementers	Insufficient cooperation between MoA, EQA and FAO could jeopardize results.
	Municipal and village councils			11							

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

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RELAP (Palestine)- FINANCIAL PERFORMANCE (as at 31 Oct 2020)

Table 1A: Financial performance **by FINANCIER** (USD 000, as at 31 Oct 2020)

FINANCIER:	7 884			
	Original Appraisal (USD 000)	Revised Appraisal (USD 000)	Disbursement (USD 000)	Disbursed %
IFAD grant	4 566	4 566	1 740	38%
OFID grant	1 000	1 000	250	25%
IFAD RPSF grant		274		0%
Government	1 165	1 166	1 166	100%
Beneficiaries	1 280	970	14	1%
Village Councils	240	182	0	0%
sub-total CASH	8 251	8 158	3 170	38.9%
Government	6 570	6 008	330	5%
Beneficiaries	3 619	4 002	243	6%
sub-total IN KIND	10 189	10 010	572	5.7%
SUB TOTAL (confirmed)	18 440	18 168	3 742	21%
SUB TOTAL (gap t.b.c.)	23 000	18 005	0	0%
TOTAL INVESTMENT	41 440	36 173	3 742	10.3%

additional financing for COVID-19 (IFAD Rural Poor Stimulus Facility)

to cover VAT, salaries of seconded staff, office space and utilities

Table 1B: Financial performance **by COMPONENT** (USD 000, as at 31 Oct 2020)

COMPONENT:	IFAD Loan			OFID grant			RPSR grant			Government (cash)			Beneficiaries (cash)			Village Councils			TOTAL CASH			Gov (in-kind)			Benef (in-kind)			TOTAL IN-KIND		
	Appraisal (USD 000)	Actual (USD 000)	%	Appraisal (USD 000)	Actual (USD 000)	%	Appraisal (USD 000)	Actual (USD 000)	%	Appraisal (USD 000)	Actual (USD 000)	%	Appraisal (USD 000)	Actual (USD 000)	%	Appraisal (USD 000)	Actual (USD 000)	%	Appraisal (USD 000)	Actual (USD 000)	%	Appraisal (USD 000)	Actual (USD 000)	%	Appraisal (USD 000)	Actual (USD 000)	%	Appraisal (USD 000)	Actual (USD 000)	%
1. Climate resilient land development	2 619	316	12%	786	187	24%			#DIV/0!	377	0	0%	157	14	9%	57	0	0%	3 996	517	13%	973	41		876	243		1 849	284	
2. Market linkages for the rural poor	756	0.5	0%	173	0	0%	274		0%	553	0	0%	239	0					1 995	0	0%	204						204	0	
3. Improved public services for upscaling climate resilient agricultural land use and production systems		0			0						0		574	0	0%	125	0		699	0		3 353	0		3 126	0		6 479	0	
4. Project management	1 191	255	21%	41	0	0%			#DIV/0!	236	21	9%					0		1 468	276	19%	1 478	289			0		1 478	289	
sub-total (programme expenditure)	4 566	571	12%	1 000	187	19%	274	0	0%	1 166	21	2%	970	14	1%	182	0	0%	8 158	793	9.7%	6 008	330	5%	4 002	243	6%	10 010	572	5.7%
<i>Outstanding advance</i>		1 170			63						1 145			19			13			2 409									0	
Total CASH Confirmed (disbursement)	4 566	1 740	38.1%	1 000	250	25.0%	274	0	0.0%	1 166	1 166	100%	970	33	3.4%	182	13	7.0%	8 158	3 202	39%	6 008	330	5.5%	4 002	243	6.1%	10 010	572	5.7%

Table 1C: IFAD GRANT disbursement (USD 000, as at 31 Oct 2020)

CATEGORY:	Original Allocation (USD 000)	Revised Allocation (USD 000)	Disbursement (USD 000)	W/A not yet issued. (USD 000)	Balance (USD 000)	% Disbursed*
I Consultancies	1 075	632	10	0	622	2%
II Goods, Services and Equipment	420	256	87	0	169	34%
III Trainings & Workshops	660	216	4	0	212	2%
IV Works	920	2 553	262	10	2 291	10%
V Salaries, Allowances and Operating Costs	1 260	909	178	21	731	20%
Unallocated	231	0			0	#DIV/0!
Initial Allocation DA			1 200		-1 200	
TOTAL	4 566	4 566	1 740	30	2 826	38.1%

* excluding WAs to be issued

Table 1C: OFID Grant disbursement (USD 000, as at 31 Oct 2020)

CATEGORY:	Original Allocation (USD 000)	Revised Allocation (USD 000)	Disbursement (USD 000)	W/A not yet issued. (USD 000)	Balance (USD 000)	% Disbursed*
I Consultancies	90	90	0	0.0	90	0%
II Goods, Services and Equipment	5	5	0	0	5	0%
III Trainings & Workshops	35	35	0	0	35	0%
IV Works	845	845	13	175	833	1%
V Salaries, Allowances and Operating Costs	25	25		0	25	0%
Initial Allocation DA			238		-238	
TOTAL	1 000	1 000	250	175	750	25.0%

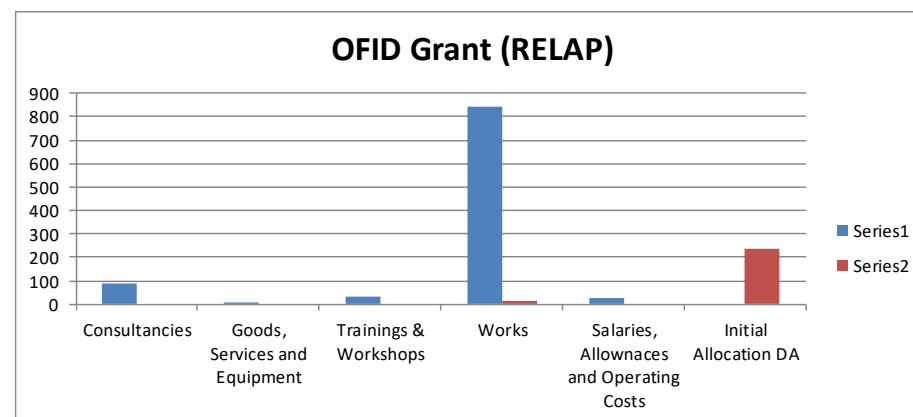
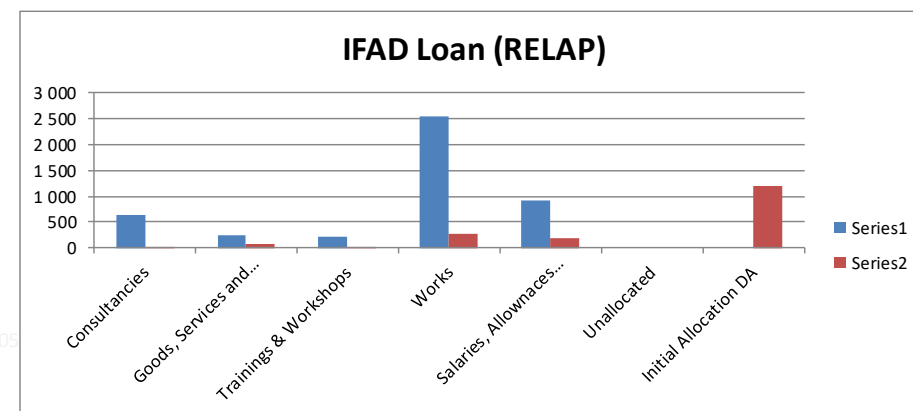
* excluding pending WAs

OVERALL Disbursement (IFAD+OFID) as per FA	5 566	5 566	1 990	205	3 576	35.8%
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Table 1C: RPSF Grant disbursement (USD 000, as at 31 Oct 2020)

CATEGORY:	RPSF (USD 000)	Disbursement (USD 000)	W/A not yet issued. (USD 000)	Balance (USD 000)	% Disbursed*
I Consultancies					
II Goods, Services and Equipment	274			274	0%
III Trainings & Workshops					
IV Works					
V Salaries, Allowances and Operating Costs					
Initial Allocation DA					
TOTAL	274	0	0	274	0%

* excluding pending WAs



Status of contacts @ 30 Oct - all financiers

SIGNED - cumulative
PAID - cumulative
OUTSTANDING COMMITMENTS

Forecast expenditure till end 2020

SUPPLIERS	FARMERS	total
858	1006	1864
274	302	576
584	704	1288
450	300	750

FORECAST till end 2020

cumulative expenditure till Oct 2020
forecast expenditure Nov-Dec 2020
- suppliers
- farmers/beneficiaries
- project management costs
Cumulative expenditure till 2020
% cum expenditure rate

IFAD Grant	OFID Grant	IFAD total
571	187	758
600	170	770
450		450
130	170	300
20		20
1 171	357	1 528
26%	36%	27%

LIQUIDITY till end 2020

total advanced
total replenished
Was on hold for submission
SOURCES OF FUNDS
USES OF FUNDS
BALANCE residual
FORECAST
LIQUIDITY REQUIREMENTS

IFAD Grant	OFID Grant
1 200	238
540	13
	175
1 740	425
571	187
1 170	238
600	170
covered	covered

about to be submitted during this mission

START UP COSTS details - latest update (USD)

INPUT

ACTUAL expenditure at 30/10/2020	RESIDUAL planned to be spent (by Oct 2019)	TOTAL	ALLOCATION	BALANCE
--	--	-------	------------	---------

(as of today)

categories:

cost description:

Salaries, Allowances and Operating Costs	recruitment of the PMU contracted staff	0	0	0
Training & workshops	start up workshops	144 945	0	144 945
Goods, services and equipments	installation of the accounting software	2 665	0	2 665
Salaries, Allowances and Operating Costs	drafting of the PIM	4 390	0	4 390
Goods, services and equipments	procurement of the IT equipment	10 000	0	10 000
Goods, services and equipments	procurement of project vehicles	6 200	0	6 200
	selection of the implementing partners NGOs	31 800	0	31 800
	baseline survey	0	0	0
Consultancies	baseline survey	0	0	0
	TOTAL START UP COSTS	200 000	0	200 000
			200 000	0

Summary categories (USD 000)

Consultancies	10	0	10
Goods, Services and Equipment	42	0	42
Trainings & Workshops	3	0	3
Works		0	0
Salaries, Allowances and Operating Costs	145	0	145
TOTAL	200	0	200

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Appendix 2: Physical progress measured against AWP&B

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Appendix 2: Physical progress measured against AWP&B

Component/Outcome Sub-component or Output		Indicator	Unit	Period: 1 Jan 2020 to 1 October 2020			Cumulative Actual	Appraisal Target	
				AWP&B	Actual	%			
Component 1									
Outcome 1	Enhanced smallholders' and livestock keepers' access to productive agricultural land and water	1.1 Households reporting reduced water shortage vis-à-vis production needs	Total number of H.H	79	24	30%	89	2120	4%
		1.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices	Total number of household members - Number of people	0	0	0	0	2120	0
		1.3 Developed land reaching a productivity per dunum at least 20% higher than the average for similar crops and livestock systems in the West Bank five years after the start of land development activities	developed land area - Area (ha)	0	0	0	0	1855	0
Output 1.1:	Unproductive land is developed using climate-resilient techniques.	1.1.1 Number of ha of reclaimed or rehabilitated land areas (both agricultural land and rangeland) that became suitable for agricultural use	Hectares of land - Area (ha)	99.3	34.5	35%	1352	1450	93%
		1.1.2 Rangeland rehabilitated	Total - Area (ha)	65.0	0	0	0	350	0
		1.1.3 Livestock owners accessing rehabilitated rangeland	Total individuals' household	0	0	0	0	200	
		1.1.4 Land brought under climate-resilient practices	Hectares of land - Area (ha)	164.3	34.5	21%	0	1800	1.9 %
Output 1.2:	Smallholders are provided with legal support to obtain land property titles.	1.2.1 Persons whose ownership or user rights over natural resources have been registered in national cadasters and/or geographic information management systems	Females - Number of persons	0	0	0	0	20	
			Males - Number of persons	0	0	0	0	20	
			Femal-young	0	0	0	0		
			male- young	0	0	0	0		
Outcome 2:	Enhanced smallholders' physical access to markets	2.1 Number of households reporting improve physical access to market	Males - Number	1691	1040	62%	1951	2250	87%
			Females - Number	1624	1000	62%	1874	2250	83%
			Young - Number	0	0	0	0		
			Total - Number of people	3315	2040	62%	3825	4500	85%
Output 2.1:	Market-access rural roads are constructed or rehabilitated.	2.1.1 Roads constructed, rehabilitated or upgraded	Length of roads - Length (km)	13	8	62%	15	100	15%
Outcome 3:	Increased marketing and business opportunities for	3.1 Number of traders, rural producers and brokers with improved marketing opportunities	Males - Number	0	0	0	0		
			Females - Number	0	0	0	0		
			Young - Number	0	0	0	0		

	farmers, rural producers and traders		Total - Number of people	0	0	0	0	6655	
		3.2 Individuals or groups with signed contracts to market their products	Number of individuals						
			Groups - Number					1500	
Output 3.1:	Multi-stakeholders' rural platforms (MRP) are established and facilitated.	3.1.1 Rural enterprises accessing business development services	Males - Number	0	0	0	0	0	0
			Females - Number	0	0	0	0	0	0
			Young - Number	0	0	0	0		
		3.1.2 MRP established	Total of MRP - Number	3	3	100 %	6	11	55%
Output 3.2:	Village-level collection centres are rehabilitated/constructed, with functional management bodies.	3.2.1 Market, processing or storage facilities constructed or rehabilitated	Storage facilities constructed/rehabilitated - Number	0	0	0	0	11	
Outcome 4:	Enhanced income-generating capacities for poor, unemployed and landless rural youth and women	4.1 Supported rural enterprises reporting an increase in profit	Number of enterprises - Number	65	0	0	0	1572	
		4.2 Jobs created (including self-employed micro-entrepreneurs)	Total Jobs - Number	65	0	0	0		
		4.3 Individuals receiving investment grants and BDS	Total Individuals	65	0	0	0	900	
Output 4.1	Targeted, poor rural youth and women provided with investment grants and business skills training.	4.1.1 Number of persons receiving investment grants and receiving BDS	Males - Number	0	0	0	0		
			Females - Number						
			Young - Number						
			Total - Number of people					900	
Output 4.2:	Business skills training and capacities development support provided to targeted poor rural youth and women	4.2.1 Rural enterprises accessing business development services	Rural enterprises - Number					900	
		4.2.2 Persons trained in income-generating activities or business management	Females - Number	0	00		0		
			Males - Number	0	0	0	0		
outcome 5	Percentage of households successfully adapting the production inputs and/or technological packages	5.1 percent of household adapting		0	0	0	0	1175	
output: 5.1	Number of rural producers receiving production inputs and/or technological packages to mitigate effects of COVID-19 crisis	5.1 Number of individuals		0	00	0	0	1382	

	Total land cultivated with the provided inputs by the initiative	5.2 Total of cultivated land Area (ha)		0	00	0	0	238	
Outcome 6:	Enhanced access by farmers and rural producers to practical agro-meteorological information	6.1 Beneficiaries reporting accessing and using agro-climate information bulletins	Total - Number of people	n.a	n.a	n.a	n.a		
			Males - Number	n.a	n.a	n.a	n.a	27000	
			Females - Number	n.a	n.a	n.a	n.a	3000	
Output 6.1:	New weather stations installed and equipped, with relevant staff trained in their proper operation	6.1.1.Number of agro-metrological stations installed and equipped	Total - Number	n.a	n.a	n.a	n.a	12	
		6.1.2 Persons provided with climate information services	Females - Number	n.a	n.a	n.a	n.a	3000	
			Males - Number	n.a	n.a	n.a	n.a	27000	
			Young - Number	n.a	n.a	n.a	n.a		
			Not Young - Number	n.a	n.a	n.a	n.a		
			Persons provided with climate information services - Number	n.a	n.a	n.a	n.a		
Output 6.2:	Farmers have received technical advices in their adoption of climate resilient agriculture practices and are provided with regular agro-climate information.	6.2.1 Number of farmers receiving technical advices, by topic	Total - Number of people	n.a	n.a	n.a	n.a	30000	
			Males - Number	n.a	n.a	n.a	n.a	27000	
			Females - Number	n.a	n.a	n.a	n.a	3000	
			Young - Number	n.a	n.a	n.a	n.a		
		6.2.2 Agro-climate bulletins issued annually	Total units - Number	n.a	n.a	n.a	n.a	36	
Outcome 7:	Strengthened institutional and technical capacities for the implementation of the "Action Plan for improving the Institutional Framework for CC in Palestine"	7.1 Percentage of action plan activities fully implemented	Action plan activities - Percentage (%)	n.a	n.a	n.a	n.a	70	
Output 7.1:	MoA and governorates are capacitated to mainstream climate change adaptation measures in working/operational procedures.	7.2 Percentage of municipal or village councils that have included climate change adaptation measures in annual planning, budgets, programs, and monitoring	Municipal and village councils - Percentage (%)	n.a	n.a	n.a	n.a	11	

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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
LtR.C.13	The project shall open 2 designated accounts in USD		Complied with	
LtR.D.16.revised	Project will open separate operational Project bank accounts in USD to receive IFAD, OFID and Government resources respectively		Complied with	
FA.E.1.a	PIM prepared and submitted to IFAD		Complied with	
FA.E.1.b	Accounting software installed and running		Complied with	
LtR.G.24	All financing sources, cash and in-kind, to be duly valued and accounted for in the Project Financial Statements		Complied with	
LtR.G.25	Submission of quarterly Interim Financial Report (IFR)		Complied with	
Section 4.05, section 11.10(b)	Audit report submitted to IFAD.		Complied with	On time
LtR.G.26	External auditor appointed in advance of the start of the period to be audited.		Partly completed	Appointment process is ongoing. Tender started but not completed yet. Contract to be signed before year end.
GC.7.01(b)	AWPB to be submitted to the Fund, for its review and comments		Complied with	Reminder: AWPB 2021 will have to be finalised before end of 2020.
GC.9.02	Submit un-audited FS to IFAD within first 4 months of fiscal year		Partly completed	Partly completed in the submission of IFR Q4

Compliance with loan covenants previous)

Rating: 4 (as

Justification of rating

Project is compliant with the financial management covenants. However, it is required an upgrade of the accounting system to allow proper management of transactions by financier. The PIM-FM manual will be updated accordingly as well as translated into English. It is reminded to provide timely full year un-audited FS within four months after end of fiscal year.

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Appendix 4: Technical background analysis

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Appendix 4: Technical Analysis

Brief Description RCTP, Montenegro

Rural Clustering and Transformation Project

<https://www.ifad.org/en/web/operations/project/id/2000001076>

1. The overall goal of the Rural Clustering and Transformation Project (RCTP) is to contribute to the transformation of smallholders' livelihoods in northern Montenegro, enabling them to become more competitive and resilient to climate change.
2. The development objective is to increase the participation of poor smallholders in inclusive, profitable and environmentally sustainable value chains, and to enhance the benefits they derive from these. The RCTP's three outcomes are: (i) improved commercial relations between smallholders, suppliers and buyers, supported by relevant public actors, which will catalyze increased investment in the selected value chains; (ii) improved access by smallholders to resilient water schemes and farm access roads that support the selected value chains; and (iii) gradual incorporation of lessons from successful project approaches into national practices and policies.
3. RCTP also developed 3 knowledge products (KP) in 2020 on (i) the Approach through Multi-stakeholders platforms (KP1), (ii) Targeting and supporting primary target groups (KP2) and (iii) Cooperation with Municipalities (KP3). These KPs are about to be printed and would provide an inspiration for RELAP.

Proposition for a webinar

4. Both projects, though in a different context, share similar approach regarding multi-stakeholder platforms and matching grants approaches to support the most vulnerable producers in target areas.
5. On the basis of the positive Montenegro RCTP mid-term review and in the context of COVID19 hampering any physical movements, the mission suggests to organize a mini webinar between the two teams on the aspects with a presentation by RCTP and direct concrete interactions with the RELAP team and eventually the creation of a mini network of practitioners amongst them. Preliminary contacts have been made with the RCTP

Draft template Matrix of volumes for marketed products

6. In order to estimate the volume of marketed agricultural products, a tool is proposed to be filled with MRPs including all various stakeholders. It is based on the assumption that no established data actually exist and rely on the estimation of the stakeholders. This assessment will then serve as a basis to plan for the size of the collecting center to be built.
7. The matrix is divided in 3 main parts corresponding to the 3 areas in the 3 governorates (sites to be specified once the feasibility study is completed). Then each of the three part is again divided into 3 different sources or villages but this number may be increased according to each specific reality. It depends on the number of villages that supplying the considered collecting center to be built. If it is more than three, new lines have to be added accordingly (simple copy/paste existing lines).
8. In terms of columns, the first part indicates the harvesting season and when are the peak period (just tick) or the half peak (choose $\frac{1}{2}$) ; this estimation is linked to the climatic season that is roughly estimated below with a 0 to 3 rain range. This will provide a number of peak months and half peak months.
9. The second set of columns estimates the type of vehicles (e.g. Pick-up, lorry...) and their loading size (in tons), the number and the proportion of the commodity if there is a mixed load (e.g. If 50% tomatoes 50% egg plant; just consider 50% tomato on the tomato line). This estimation is based on the contradictory assessment between market stakeholders actually involved in the agricultural trade.
10. This part provides an estimated volume per vehicle.
11. The following columns estimate the number of days, either per market days (if there are specific market days, or weekly and that monthly). The aim is to focus on the number of days when it is easy to count the number of vehicles, that is why the size of the week is chosen. This will provide the annual volume of agricultural commodities.
12. The following columns estimate a projection being given an estimated growth with the existence of the collecting center. This percentage of growth may also be discussed amongst the stakeholders.
13. The two main estimation (before construction and after construction of the collection centres will be used to assess the profitability of the collecting center with another tool (see estimates of the IRR).
14. The following matrix shows how the XL matrix looks like with all cells in light green to be informed when the others are automatically calculated.

FIDA - Government of Palestine - Supervision Mission 2020																																		
Matrix of transactions in volumes per territorial unit (Economic development cluster)																																		
SEASON	☞ ☞ ✖														VEHICLES		current							projected										
Months of Production	1	2	3	4	5	6	7	8	9	10	11	12	nb of months in peak prodction	nb of month in production but not peak	basic unit (vehicles)	size of vehicle (in tons)	quantity	load share	total volume per market	nb of markets / week	total per week	total per month	current annual total	targeted growth	total per market	total per week	total per month	projected annual total						
Hebron																																		
	J	F	M	A	M	J	J	A	S	O	N	D	100 %	50 %										1,30										
olives													0	0				100 %	-	1,00	-	-	-	1,30	-		-							
almond													0	0				100 %	-	1,00	-	-	-	1,30	-		-							
grapes													0	0				100 %	-	1,00	-	-	-	1,30	-		-							
													0	0				100 %	-	1,00	-	-	-	1,30	-		-							
													0	0				100 %	-	1,00	-	-	-	1,30	-		-							
													0	0				100 %	-	1,00	-	-	-	1,30	-		-							
													0	0				100 %	-	1,00	-	-	-	1,30	-		-							
climate: 0-1-2-3 rain	3	2	2	2	1	0	0	0	1	1	2	3	3	0					-	1,00	-	-	-	1,30	-		-							
Total																			-				-	1,30	-		-	-						

Note that not appearing on the previous matrix:

- Then, follow four columns allowing to relate the traded quantities to areas (in ha or dunums) through an average yield for the considered commodity with deduction of the auto-consumption (particularly high for olive oil). This estimation clearly shows the linkage between component 2 and 1 in RELAP.
- Finally, the last part is automatically estimated regarding the previously informed data on market to estimate when the busiest week of the year, this is on this basis that the size of the infrastructure is to be calculated.

Matrix to assess Collecting centre profitability

15. In order to assess the collecting centre profitability, a tool has been developed with the following logic :

- i) on the basis of the market volume matrix (see specific tool) the current volume of transactions is compared to the projected volume
- ii) this traded volume is monitored through each market stakeholder that add value through a specific service and impact on the price
- iii) the specific added costs to cover the collective centres management set-up is calculated in a specific matrix (other costs can be added)

Market and Collection Centre Management Organisation

Income and expenditures	month	quantity	unit price	amount	%	categories
Expenditures						
market director	12	1	3 000	36 000	21%	Salaries
accountant	12	1	2 500	30 000		
cleaning	24	1	1 500	36 000		
security	12	3	1 500	54 000		
contribution to management board costs	12	7	100	8 400	1%	Allowances
water	12	1	200	2 400	4%	Running costs
electricity	12	1	1 000	12 000		
communication	12	1	100	1 200		
stationaries	12	1	100	1 200		
petty maintenace	1	1	1 000	1 000		
transportation cost (market promotion)	12	1	300	3 600	3%	Publicity
audit	1	1	10 000	10 000		
open days	2	100	100	20 000	3%	Publicity
Total expenditures				215 800	29%	
Incomes						
market management fee				378 378		Market & storage fees paid by traders
storage fees (>1 week)				378 378		
Total incomes				756 756	100%	
Net margin	investment	years	depreciation	540 956	71%	
Depreciation building	1 000 000	25	40 000	40 000		
Depreciation equipment	150 000	5	30 000	30 000		
Benefit				470 956	62%	

- iv) generated data are used to calculate the IRR in a separate sheet.

Matrix to assess MEF grant profitability

16. In alignment with the proposed procedure detailed in the MEF draft implementation manual, the following tool is proposed to rapidly evaluate the profitability of the investment by potential applicants.. (this tool has been transmitted to RELAP on an XL file).

17. The tool is developed for any investor who may or may not have an already existing activity that the MEF Grant complement.

- v) in case the MEF grant complement an already existing activity, the first line in light orange is to be filled with the monthly inflows (MI) representing all current expenses. The last column sums up the activity for the whole year.
- vi) The second line in green, shows the monthly outputs (MO) that is also to be filled on a monthly basis and the sum is provided in the last column.
- vii) The difference provides a net position ($MO - MI = NP_{Y0}$) on a monthly basis.

This first part reflect the current activity without any RELAP grant. It also shows whether the activity is seasoned, or disseminated all along the year. It also therefore show when cash shortage may occur due to delay between costs to be invested and incomes to be available and how revolving funds may be crucial in up-scaling a business. This also provides an indication of the best period to target to inject the grant and have a direct impact on incomes. (eg a grant for seeds made available after the sowing period window would be disastrous!)

The second part of the matrix aims at measuring the tentative impact of the investment through anticipated additional result

- viii) the first line in light orange is to be filled with the anticipated additional monthly inflows (AC_{Y1}) representing all additional expenses. The last column sums up all expenses for the whole year.
- ix) The second line in green, shows the anticipated additional monthly outputs (AO_{Y1}) that is also to be filled on a monthly basis and the sum is provided in the last column.

The difference provides a tentative impact position ($AO_{Y1} - AC_{Y1} = TI_{Y1}$) on a monthly basis.

The net position (NP_{Y1}) is then obtained by adding the net position (NP_{Y0}) to the tentative impact (TI_{Y1}) that is equivalent to the MEF profitability.

In a third part of the tool, the amount of the matching grant is included (in this example USD 5,000) as well as the investor's contribution (15% in cash in this example) and the VAT that apply to both the matching grant and the investor's contribution.

The return on investment is then obtained by dividing the MEF_{Y1} by the total investment (tax included) and transform it into a percentage (49%) in this case.

A test is then done by the tool with a green light if the RI_{Y1} is superior to 20%, a yellow light if the RI_{Y1} is between 15% and 20%, and a red light if the RI_{Y1} is lower than 15%. Note that the tool allow to modulate this 3 levels to have a more selective test.

description	formula	months												total
economic viability		1	2	3	4	5	6	7	8	9	10	11	12	Y0
Monthly inflows (all direct costs)	MI	50	50	50	50	50	50	50	50	50	50	50	50	600
Monthly outflows (all direct incomes)	MO	500	500	500	500	500	500	500	500	500	500	500	500	6000
Net position	MO-MI=NP.Y0	450	450	450	450	450	450	450	450	450	450	450	450	5400
Tentative Impact														
anticipated suppl costs	AC.Y1	20	20	20	20	20	20	20	20	20	20	20	20	240
anticipated suppl revenu	AR.Y1	300	300	300	300	300	300	300	300	300	300	300	300	3600
	TI.Y1	280	280	280	280	280	280	280	280	280	280	280	280	3360
Net posiiton	NP.Y0 + TI.Y1=NPY1	730	730	730	730	730	730	730	730	730	730	730	730	8760
MEF profitability	NP.Y1-NPYO	280	280	280	280	280	280	280	280	280	280	280	280	3360
grant														5000
investor contribution	15% X grant	15%												750
VAT investor	INV=grantx 15%x20%)	20%												1 150
grant total	MEF+inv+VAT													6 900
Total investor		28%												1 900
return on investment	RI.Y1%	49%												
t	RIY1 > 20%	20%												
	RIY1> 15%	15%												
	RUY1<15%	14%												

Palestine

Resilient Land and Resource Management Project Supervision Report

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

Mission Dates: 01/11/2020 18/11/2020
Document Date: 16/12/2020
Project No. 2000001771
Report No. 5582-PS

Near East, North Africa and Europe Division
Programme Management Department

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

Date	Action	Participant	Time	E-mails (Participants)
01-Nov-2020 Sunday	Team Meeting	All Mission Members	10:00-12:00	u.mansiz@ifad.org peter@devas.dk r.olivera@ifad.org tjlassalle@gmail.com sgnoato@gmail.com youssef.saad@gmail.com s.jonckheere@ifad.org carlo.spinello@hotmail.com
	Informal briefing with team and Ammar (or Sunday)	Team+Ammar	13:00 – 14:00	IFAD Team + ammar_salahat@yahoo.com
02-Nov-2020 Monday	Meeting with Laila Sbeih /General Director of international relationship and Projects / MOFP	MoFP+Ammar + Mission Members	10:00-11:00	IFAD Team + ammar_salahat@yahoo.com mofirdg@palnet.com manal.alatrash.ird@gmail.com lsbaih@yahoo.com
	Introductions and Mission Agenda/Finalization/Requirements /Surveys	All Mission + PMU	11:30-12:30	IFAD Team + ammar_salahat@yahoo.com fadih.relap@gmail.com murad.relap@gmail.com motasem.relap@gmail.com
	PMU presentation and meeting with the Mission incl. PMU follow-up to recommendations from 2019 and 2020 Supervision Missions.		13:30-16:30	
03-Nov-2020 Tuesday	Intro w. MoA governorate office, parallel meetings Beneficiaries +MRP, Nablus	All Mission, PMU + Beneficiaries	09:30:00-13:00	IFAD Team + ammar_salahat@yahoo.com murad.relap@gmail.com + the regional offices
	Intro w. MoA governorate office, parallel meetings w. Beneficiaries +MRP, Jenin	All Mission, PMU + Beneficiaries	13:30-16:00	IFAD Team + ammar_salahat@yahoo.com murad.relap@gmail.com + the regional offices

04-Nov-2020 Wednesday	Intro w. MoA governorate office, parallel meetings w. Beneficiaries +MRP, Hebron	All Mission, PMU+ Beneficiaries	09:30-13:00	IFAD Team + ammar_salahat@yahoo.com murad.relap@gmail.com + regional offices
	Meeting with the RPSF Beneficiaries (covid-19 response)	All Mission+PMU+ Beneficiaries	13:30-16:00	IFAD Team + ammar_salahat@yahoo.com murad.relap@gmail.com + regional offices
05-Nov-2020 Thursday	Mission consultant meetings with PMU counterparts (M&E, Gender and Social Inclusion, PMU Management, incl. seconded agribusiness officer and implementing partners from component 2)	<i>Consultant +PMU Counterpart</i>	10:00-12:30	Each IFAD consultant to organize his/her own meeting with the counterparts.
	Meeting with GPR / IFAD	IFAD Mission + GPR	13:30-15:30	IFAD Team + k.abdalla@ifad.org
06-Nov-2020 Friday	Report Writing, analysis, desk review etc.			
07-Nov-2020 Saturday	Report Writing, analysis, desk review etc.			
08-Nov-2020 Sunday	Meeting with the PMU to discuss the initial observations	IFAD Mission+PMU	10:00-12:30	IFAD Team + ammar_salahat@yahoo.com fadih.relap@gmail.com murad.relap@gmail.com motasem.relap@gmail.com
	Aide Memoire Drafting	IFAD Mission	13:30-15:30	
09-Nov-2020 Monday	Meeting with the EU representatives	IFAD Mission+EU	10:00-11:00	Organised by IFAD

	*Meeting with the EQA officials on Kyoto protocol and Adaptation Fund	IFAD Mission+ IFAD ECG Team+PMU +EQA	13:00-14:00	IFAD Team, n.tremblay@ifad.org l.leclerc@ifad.org ammar_salahat@yahoo.com EQA officials
10-Nov-2020 Tuesday	Meeting with Local NGOs	IFAD Mission+ NGO	10:00-11:30	
	Meetings with other donors	IFAD mission	11:30 - 13:00	Organised by IFAD
	Meeting with Oxfam	IFAD Mission+Oxfam	13:30-14:30	Organised by IFAD
	Mission consultant meetings with PMU counterparts (M&E, Gender and Social Inclusion, PMU Management)	Consultant +PMU Counterpart	14:30-15:30	IFAD Team + ammar_salahat@yahoo.com fadih.relap@gmail.com murad.relap@gmail.com motasem.relap@gmail.com
11-Nov-2020 Wednesday	Aide Memoire - drafting	IFAD Mission		
12-Nov-2020- Thursday	Wrap Up meeting with PMU	IFAD Mission+PMU	10:00-12:00 13:00-15:00	
13&14-Nov-2020, Fri-sat	Finalize Aide Memoire and SM Report	IFAD Mission+PMU	IFAD Mission+PMU	
18-Nov-2020 Wednesday	*Wrap Up with H.E. The Minister of Agriculture, Riad Attary & Dept. minister of Agri. Abdullah Lahlouh.	IFAD Mission+PMU	IFAD Mission+PMU	

Palestine

Resilient Land and Resource Management Project Supervision Report

Appendix 6: Procurement

Mission Dates: 01/11/2020 18/11/2020
Document Date: 16/12/2020
Project No. 2000001771
Report No. 5582-PS

Near East, North Africa and Europe Division
Programme Management Department

Procurement Review Working Paper

Country: Palestine

Mission Dates: 18 October – 19 November 2020

Reviewer: Youssef Saad, Procurement Specialist

Main PIU Counterparts: Mr. Fadi Alhaj Ibrahim

In the period 18 October – 19 November 2020 (procurement review commenced earlier and ends later), a remote supervision mission was conducted to support the RELAP project. As part of the mission, a procurement review was conducted including risk assessment (PRM) and filling the Post Review Checklist. This Working Paper is structured following the IFAD Procurement Manual¹ (M IV Annex 2). To facilitate review of this working paper, the key questions or issues subject to review under each main heading are retained and the review features in “RED” color in a box.

The review is based on the following:

- **Procurement Plan 2020 (revision 14 October 2020);**
- **Contract Register 2020;**
- **Full procurement documentation review of 5 procurement activities (total: US\$322,696); and**
- **Interview questionnaires and stocktaking of achievement of previous agreed actions.**

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Procurement Risk Matrix (PRM) under a separate cover.

¹ “IFAD PROCUREMENT MANUAL FOR IFAD STAFF AND CONSULTANTS ADDRESSING PROCUREMENT IN COSOP AND CSN DEVELOPMENT, PROJECT DESIGN, SUPERVISION, AND AT COMPLETION”, OPRD, June 2020

Procurement Review Working Paper

I. Review of Procurement Plan

- a. Consistency with the latest approved AWPB:
- i. Do the nature and quantity of goods/works/services appear consistent with the activities in the AWPB?

The initial PP of 2020 was considerably resized due to the restrictions associated with COVID-19 and in particular for consulting services (reduction from 7 assignments to 1 assignment; reduction of 82% by value).

- ii. Is the procurement schedule consistent with the implementation schedules in the AWPB (does the delivery of goods, works and services correspond to targets in the AWPB)?

AWPB 2020 budgeted procurement for about US\$ 2,603,388.4 (IFAD/OFID); the initial PP 2020 included activities budgeted at US\$ 706,467 (27.13% excluding RPSF and study tours).

- iii. Is the procurement budget adequate?

The budgeted figures are commensurate with the procurement activities planned. Most of the contract awards for reviewed files were within budget limits.

- b. Is the selection of procurement methods in compliance with the provisions of the Letter to the Borrower?

Yes

- c. Do the time estimates indicated seem realistic?

Yes, as per PP automatic time calculator.

- d. Adequacy of procurement packaging:

- i. Are the procurement activities systematically and logically grouped according to the categories of the procurement (goods/works/services)?

Yes

- ii. Has packaging been done in a way that generally facilitates the use of the most competitive and efficient procurement method, that ensures the best value for money and that avoids pseudo-packaging?

Yes, for goods and works; for reviewed files (2 works, 2 services and 1 goods), works and goods were properly packaged. Consulting services originally planned were in 7 packages. These packages could be preferably merged together into more concentrated, effective and efficient technical assistance across components and subcomponents.

- e. Progress in implementing and updating and upgrading the PP, including identifying significant delays and causes, proposing adjustments to the PP and recommending improvements relating to planned/ongoing procurement processes (e.g. in the preparation of the bidding documents):

Planned: 4 goods; 3 works and 7 consulting services (US\$ 732,500)

Upgraded: 4 goods, 2 works, 1 consulting services (US\$ 749,712)

Actual Contracts signed (as of Oct. 2020) = 1 works and 1 goods = US\$ 75,346 (10% of the 2020 PP)

Procurement Review Working Paper

II. Review of Prequalification and Bidding Processes

- a. project procurement processes conform with national procurement laws and regulations and are consistent with the IFAD Project Procurement Guidelines and Procurement Handbook, any ancillary IFAD Procurement Documents/Templates, and other applicable policies and procedures:

The procurement procedures are generally in line with IFAD Procurement Guidelines and Procurement Handbook; some minor issues were identified as per the Post Review Checklist. These were discussed with the Project Procurement Specialist and agreed on their adoption.

- b. identification of good practices and lessons learned from implementing procurement:

Some good practices were recommended, discussed and agreed with the Project Procurement Specialist as elaborated below.

- c. evidence-based updating of the PRM assessment:

The PRM has been updated with an inherent risk rating of 2.53.

- d. identification of mitigating measures to correct procurement deficiencies or deter future deficiencies and recommend them to the Borrower/Recipient and/or for action by IFAD:

The below mitigation measures have been identified in the PRM:

- Elaborate the PIM to include detailed provisions especially on aspects where national law contradicts with IFAD Procurement Guidelines;
- Through implementation support and supervision, IFAD will closely monitor procurement implementation and ensure compliance with the principles of procurement;
- The project will use the HCPMP portal and will ensure publication for ICB and internationally advertised activities on IFAD and UNDB websites. The project will pursue HCPMP to receive credentials to access and use the portal;
- The project will use IFAD's complaints (Debrief and Protest) mechanism elaborated in the revised IFAD Handbook;
- Include in BD's the standard self-certification clause on debarment as per the revised IFAD Handbook;
- Instructions on conducting International Bidding is followed in accordance with IFAD Handbook;
- PMU should secure IFAD's N.O. before opening less than three bids with due justifications;
- All Time limits shall follow the automatically generated time limits of the PP;
- Allow different time limits to ask questions and prescribe deadline to answer: For 30-day submission times: 15 days from deadline to ask and 10 days from deadline to answer;
- Awards shall be published on the MoA website pending receiving access to HCPMP's SHIRAA portal;
- Adopt a Responsibility Assignment Matrix delegating authority to PMU staff;
- The Procurement Specialist should assume more engaged roles and responsibilities in Contract Management;
- Engage RELAP technical specialists in contract management training; and
- The Project will put extra effort to follow up on proper contract completion within time.

- e. identification and reporting of any indications of possible fraudulent, corrupt, collusive, coercive or obstructive practices:

Not applicable

- f. Fill "Post Review checklist":

Please refer to attached checklists for the files subject to review.

Procurement Review Working Paper

III. Review of Evaluation and Contract Award

Out of the five reviewed procurement activities, evaluation was done based on criteria stated in bidding documents; award was preceded by notification of the intent to award (following the WB template for open competition); Awards, however, were not publicized. No protests were received for the reviewed files.

IV. Review of Contract Administration and Management

- a. **Contract register review.** This ensures that the contract register is fully up-to-date and complete. The contract register should provide information on all the awarded contracts for the whole life of the project up to the time of the procurement review. In line with the Letter to the Borrower, projects should use IFAD's Contract Register template, however, other templates may be accepted as long as they include all the information required in IFAD's template:

The Project maintains three registers for contracts that are closed, the ones that are completed and the ones under implementation using acceptable templates. The Contract Monitoring Tool is not being used yet.

- b. **Contract administration review.** Assesses that contract administration is effective and efficient by checking the following:

- i. Advance payment (for Goods and Works): review should include checks for a copy of the advance payment security, acceptability of the format (guarantee, bond, etc.), validity, advance payment recovery plan as captured in the contract, and formal correspondence from issuing bank/financial institution confirming security was issued by them:

The reviewed files did not include the payment of any advances.

- ii. Performance security (for Goods and Works): review should include checks for a copy of the performance security, acceptability of the format (guarantee, bond, etc.), validity (should be valid up to 28 days after contract completion), and formal correspondence from issuing bank/financial institution confirming security was issued by them:

Performance guarantees are consistently required for all types of contracts and are available in the procurement files for the reviewed activities.

- iii. Retention money guarantee (for Works): review should include checks for need for a retention money guarantee as against a retention, validity, and formal correspondence from issuing bank/financial institution confirming security was issued by them:

Instead of retention, the project obtains a maintenance guarantee for 5% of the value of the works or goods valid until completion of the warranty period.

- iv. Timeliness of progress payments:

Payments in the reviewed files is consistently delayed due to weakness in contract management and follow-up on behalf of the technical staff and/or delays in invoicing by vendors.

- v. Validity of insurance policies:

Insurance policies have been presented and inspected for one of two construction contracts (for the second, they were not submitted by the Contractor yet despite reminders). Insurance policies reviewed were in line with contract requirements which could be enhanced.

Procurement Review Working Paper

- c. **Contract management review.** Assesses if contracts are effectively managed by the technical units in charge; and if contracts are executed as per the original schedule:

Contract management is entrusted to technical staff; no disputes or price increases were found in the reviewed files; however, all contracts were extended due to COVID-19. The project admitted challenges in contract management because of workload and competence- a matter that has tangibly affected payment processing.

- d. **Contract payment monitoring form review.** The form which is updated by the contract manager demonstrates the progress of each contract. For a sample of contracts, the review will ensure that this form is fully up-to-date and complete. In line with the Letter to the Borrower, projects should use IFAD's Contract Payment Monitoring Form, however, other templates may be accepted as long as they include all the information required in IFAD's form:

The payments done on reviewed files were minimal as there were excessive delays in reviewing, clearing and processing payments. The contract monitoring form shared along with review files is very well detailed and builds on the contract register to account for contractual progress and changes. In addition, a contract-specific monitoring form is also duly filled.

- e. Identify issues and weaknesses (and the relevant underlying causes of these issues and weaknesses) in contract administration and management and recommend improvements:

Please refer to above.

- f. Fill "Post Review checklist":

Please refer to attached checklists for the files subject to review.

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

Review of project's procurement filing system and the ease of document retrieval. Best practice requires that each procurement case/activity should have its own separate folder where records are kept properly and coded in chronological order. The IFAD Procurement Handbook provides details of what the procurement folders should contain:

The project Procurement Specialist availed all required post review documentation promptly in a well-organized and structured manner.

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

- a. **Review of issues identified in the previous procurement supervision and aide-mémoire, and of procurement related issues identified in project audit reports.** Such review assesses if adequate remedial actions are being taken to address issues or weaknesses raised in the previous procurement supervision, aide-mémoire and in recent project audit reports, as well as identifying any outstanding risk mitigation

Procurement Review Working Paper

actions and other procurement-related issues arising from implementation support and monitoring. Based on such review, further actions to be taken by IFAD, the project or the Borrower/Recipient will be recommended:

Please refer to the below detailed stock of all procurement-related findings in the only previous missions along with the response of the PMU and a commentary by the current reviewer (in RED) wherever needed:

Comments	Update (November 2020) Self-certification in black and Reviewer comments in Red where needed
Supervision Mission – September 2019	
The Procurement Plan must be made Public	The project does not yet have access yet to SHIRAA portal operated by HCPMP. However, due to the correction of the Procurement Manual, the Procurement Plan should not be made Public anymore. Instead, a GPN will be published once the Project start applying the revised IFAD Procurement Handbook 2020
Selection method of Individual consultants must be in line with IFAD's Handbook	No individual consultants selected during 2020
Evaluation criteria set in the bidding document to be respected and Bidders must not be allowed to change the responsive aspects of their bid following bid opening	Yes
Cancellation reasons for a bid should be in line with IFAD's requirements	Yes, no cases happened since then
Bidding Documents to include provisions for IFAD to Audit the contract	Yes
Liquidated Damages to be applied as per the contract's condition	Yes
Signed Requisitions must be received by the Procurement Officer and filed	Official requests and approval letters and instructions by email as well as internal memos are on file; the approved PIM includes the requisition step as an internal memo approved by the Minister. There is no template for a particular requisition form.

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

Periodic review of any significant changes in the Borrower/Recipient's procurement regulatory framework, system and practices, and ensure project procurement procedures and systems are updated accordingly:

The law is dated 2014 with further provisions issued in 2016. Hence, there are no recent changes that mandate review and updating of the PIM.

VIII. Assessment of further procurement staff training needs

Procurement Review Working Paper

Currently procurement is being handled by one person who is well-versed with donor and government-funded procurement and has attended latest IFAD trainings. It is recommended that the PMU staff working on contractual and technical management as well as in consulting services attend the following:

- Consultancy services preparation, bidding and evaluation (all staff);
- Advanced Contract management for works and consulting services (procurement staff and technical staff); and
- Strategic procurement planning (all concerned staff).

IX. Key findings and conclusions from the PRM assessment update

- a. A project's PRM will need to be reviewed and updated every time the procurement performance of a project is supervised. The PRM will be updated in light of evolving conditions or circumstances, for example, with respect to the national procurement system, improvement/deterioration of project procurement performance, overall implementation progress and results delivery. Typically, such updates will involve a relatively light effort:

The PRM was updated as follows:

Previous PRM (July 2020):

Inherent Risk Rating: 2.41

Net Risk Rating: 2.76

Current PRM update (Nov. 2020):

Inherent Risk Rating: 2.53

Net Risk Rating: 2.69

- b. As part of the procurement supervision process, a project's PRM will be reviewed and updated in light of evolving conditions or circumstances, for example, with respect to the national public procurement system, improvement/deterioration of project procurement performance, overall implementation progress and results delivery. As a result, procurement and prior review thresholds may be revised, other existing risk mitigation measures may be adjusted or additional measures may be introduced:

Please refer to the list of mitigation measures above.

- c. Fill PRM:

Please refer to attached PRM dated Nov. 2020.

X. Procurement performance indicator rating and justification

- a. The Borrower/Recipient and Lead Project Implementing Agency's performance with respect to procurement is assessed in terms of the **quality, reliability, transparency and efficiency** with which it carries out procurement processes it is responsible for, and the **effects on project implementation and results delivery**. The procurement performance indicator consists of five pillar sub-ratings that **must be averaged (on an equal weight basis) to compute the overall rating**. This indicator will be assessed at least once a year:

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Procurement Performance Area	Rating (1-6)
Procurement Planning Process:	4 Procurement planning follows IFAD Template and complies with IFAD's Project Procurement Guidelines and Handbook. Apart from the difference between the scope of procurement between the PP and AWPB (PP 2020 constitutes 16.5% of AWPB 2020), the remainder of the Planning exercise is Satisfactory.
Processes and Procedures from Prequalification to Bidding:	5 No prequalification was conducted during the review period. Bidding Documents and Requests for Proposals followed agreed templates that were correctly filled; terms and conditions were in compliance with IFAD's guidance and Handbook. Given that the project has not yet received access to the central procurement portal (Shiraa.gov.ps) from the HCPMP, no online notices are being published. Some enhancements and suggestions were identified to enhance some aspects such as qualification criteria, bid security, insurance clauses, liquidated damages, delivery times, variants, etc.
Processes and Procedures for Evaluation and Contract Award:	5 Competition levels were acceptable with average of (3) bidders across the 5 reviewed procurement activities. Evaluation reports were very well detailed using very good templates. Committees were adequately formed and staffed with diverse competencies and experiences. It was suggested to enhance financial evaluation through using bid spreads especially for activities with large numbers of items to enable assessing abnormally low or unbalanced bids. Furthermore, the requirements for Post-Qualification were explained. The project adopts the required NoITA and NoA templates and allows sufficient standstill time to answer debriefs and protests; however, no online publication of award notices is done.
Contract Management and Administration:	4 There are evidenced delays in processing payments apart from delays in execution due to COVID-19 measures. Addenda to contracts extending the periods of implementation were not signed during the validity of contracts. The project clarifies that implementation supervision capacity is limited due to human resource limitations and that the majority of vendors contracted were small in size with limited experience in contract management too. PMU capacity can be augmented by recruiting Engineers/Supervisors as Individual Consultants to overlook construction works.
Records Retention:	5 The project availed all required remote review documentation very promptly in a very well organized manner. All documents related to pre-contract and post-contract review were available. The previous mission's recommendation to establish a special requisition template was not complied with given that the requisition used is in the form of an internal memorandum approved by the Minister.
Overall Performance	5

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

#	Procurement – Agreed Actions	By Who	Deadline
1	The project should publish all REOI and NCB specific procurement notices and award notices on a freely accessible website/portal.	PMU	15/11/2020

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		PMU Procurement Specialist	
2	Qualification criteria should be preferably be formulated in a quantifiable manner and verified through documentary evidence checking for the successful bidder during Post-Qualification.	PMU Procurement Specialist	immediately
3	The bid security should range from 1.5 to 3% of the cost estimate.	PMU Procurement Specialist	immediately
4	Insurance clauses for Third Party Liability should always be required “with an unlimited number of occurrences”. Contractor All risk Insurance should also be consistently required for works or goods with installation with a sufficient cover.	PMU Procurement Specialist	immediately
5	Liquidated Damages clauses should be coordinated with the time limit entitling the Ministry to terminate the contract for delay where the entitlement to termination occurs when the maximum amount of liquidated damages is reached.	PMU Procurement Specialist	immediately
6	Any extension of bid submission deadline should be publicized in the same manner the original bid was announced.	PMU Procurement Specialist	immediately
7	PMU staff involved in the technical supervision of contracts should build their capacities in Contract Management. The Procurement Specialist should assume more involved contract management responsibilities especially in approving addenda and payments.	PMU	30/03/2021
8	The PP 2021 should be prepared based on the AWPB 2021 and submitted for IFAD’s N.O.	PMU	30/11/2020

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Annex 1: Remote Supervision Questionnaire

Questions	PIU Answers
Procurement Risk Matrix	
Please share the link for national standard bidding documents (in English if available).	Sent to you by email
Is there a manual for national public procurement? Please share link.	Sent to you by email
How many days do you usually give bidders for RFQ?	14 days
How many days do you usually give bidders for NCB?	30 days
How many days do you usually give bidders for ICB?	30 days
How many days do you usually give bidders for RFP?	30 days
How many days do you usually give applicants for prequalification?	30 days
Do you post clarifications to questions received from bidders online?	No, Usually I send them via email
How do you safe-keep financial guarantees and where?	All securities and financial guarantees handed to tender department and kept in the safe.
Do you share bid opening meetings with all bidders?	Yes
How many times have you requested extension of bid validity period?	None
For which procurement methods do you publish contract awards online?	I send them via email
What information is included in the award notice?	Date, Name of the contractor, Contract Number, RFB Number, Contract Amount, short description of works, performance security details.
Who are the people (titles) responsible for contract management? How are they organizationally related? Please elaborate role of Procurement Specialist and relationship between PS and technical person.	Project director, he is also the general manager of the General directorate of agricultural land. The procurement officer conducts oversight over the contract in terms of due dates, financial securities and insurance.
Who approves contract amendments? Is it the same person regardless of size of amendment? Please elaborate role of Procurement Specialist and relationship between PS and technical person.	The project director, yes he is the same. The procurement officer role is to prepare the contract amendment.
Who are the people who must approve deliverables/reports/works of contractors?	Usually the ministry formulates committees approved by the Minister.
Who are the people who must approve deliverables/reports/supplies of suppliers?	Usually the ministry formulates committees approved by the Minister.
Who are the people who must approve deliverables/reports of consultants?	Usually the ministry formulates committees approved by the Minister.
Who are the people (functions) that must sign/approve on payment requests? Please explain the process flow for payment, how it starts and who approves for Works and Consultancy services.	Prepared by the RELAP finance officer, approved by the MOA financial manager, approved by the general manager of the administrative and financial department, the

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Questions	PIU Answers
	program manager, the Minister deputy for management and planning, The minister and finally to the financial controller.
Are there any special arrangements for final payments? Please explain the arrangements you take for acceptance committees. Who forms them, who do they contain, etc.	All committees formulated by the Minister, there is no special arrangement for final payments
How many works contracts have been delayed? How many times was the delay the responsibility of the contractor? Did you apply Liquidated Damages?	3 times, none, No
What about for supply contracts?	None
Procurement Review	
How many bid protests have you received so far?	One
For which procurement activities?	RELAP Financial Annual Audit 2019
For each, please advise: Date protest was received: Date protest was answered: Date contract was awarded:	November 26, 2019 November 27, 2019 January 14, 2020
Do you apply national preferences for national goods? How much?	No
Do you apply national preferences for local bidders? How much?	No
In which works contracts were the executed works not compliant with the requirements as evidenced in comments by Engineer, or acceptance committee? Please elaborate the actions taken by PIU in this regard towards the contractor.	None
In which goods contracts were the delivered supplies not compliant with the requirements as evidenced in comments by PIU technical staff or acceptance committee? Please also explain the roles of each of the involved CPIU staff in this process of identifying the defect and addressing it.	None
In which services contracts were the services not compliant with the requirements as evidenced in comments by PIU technical staff?	None
Procurement Plan and Contract Register	
What is the date of N.O. of the 2020 PP?	30 August, 2020
How many updates/upgrades are there for 2020 PP? Please explain your role as PS in the preparation of the PP and in its update and upgrade.	Once upgrade Update on regular basis
How many updates/upgrades are there for 2019 PP?	2 upgrades

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Questions	PIU Answers
PP 2020 shows that all procurement activities are already launched. Please confirm.	Not all of them
If all activities in the 2020 PP are awarded, will there be any funds remaining? How much?	Not all of them awarded
Please provide an update of the PP 2020 with actual dates. If there are any upgrades, kindly include them.	The latest update sent to you on October 14, 2020
What issues (and under which contracts) may prevent you from completing all planned 2020 procurement activities on time?	Covid-19
As of 20 June 2020, what percentage of the total RELAP amount is not yet disbursed?	
Please break down the above by donor/type of fund.	

QUESTIONNAIRE 2

Ref	Questions	Feedback
C16	Kindly share copies of all IFAD's No Objections.	It is a post review contract;
C16	Why didn't the PMU engage in shortlisting based on a REOI?	No REOI made for this consultancy service, we invited Consultants to submit RFP directly, please refer to the Bid advertisement in the evaluation report.
C13	The contract value in the contract differs from the Contract Register. Kindly clarify.	This is because all reports generated through NOTUS, and the system reported in the local currency (Israeli new shekel), I will report this issue to IFAD IT Department, in the meanwhile, I Have uploaded another file to the shared drive under the name "RELAP-ICP CM Data Requirement".
C16 & C13	The contracts do not include the technical proposals (methodologies and CV's of Key experts). Kindly advise.	It is included in the submitted technical proposals.
C16 & C13	Can you please share a copy of the Perf. Security?	Uploaded to the shared drive
C16 & C13	Didn't you hold pre-contract negotiations? Kindly advise.	No, the submitted technical proposals and the assigned teams was adequate and approved by the evaluation committee.
C16 & C13	Kindly share IFAD's N.O. on contract extension.	Uploaded to the shared drive, pleased note that C16 is post review, however I have obtained IFAD N.O. on contract extension.

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W07	Kindly share any of the completed acceptance reports.	I have uploaded a sample reports, if you need all reports please let me know.
W18	The lowest evaluated bidder is abnormally low compared to the other two. Can you kindly advise if the bidder was asked for justifications?	Yes, but it is very close to the estimated costs, therefore we did not investigate this issue or asked the bidder to clarify, the other bidders increased their bid prices because they afraid dealing with contract under the government implementation due to the political situation and the financial crises and the long payment processing within the government bureaucratic system.
W07	Evidence of international publication	No Evidence, published locally
ALL	<i>For ALL post review files shared, please clarify the following and share:</i>	
	any Q&A reports issued before deadline for submission with evidence of dissemination and publication (other than the pre-bid conference)	If applicable it should be attached to the evaluation reports
	any clarification correspondence during bid/proposal evaluation	If applicable it should be attached to the evaluation reports
	Cost Estimates prepared by the PMU before launching	Attached to evaluation report.
	If you are using and filling the Contract Monitoring Form, I would appreciate your kind sharing of the same.	Uploaded to the shared drive for contract # W07 Other contracts not paid yet
	Copies of insurance policies collected from consultants and contractors upon contract signature	Based on the signed contracts the only one applicable is contract # W07, I have uploaded the insurance policy to the shared drive
	The amount disbursed so far under each contract (C13, C16, W07 and W18) if different from the Contract Register	C13: Null C16: Null W07: 66,438.72 USD W18: Null

QUESTIONNAIRE 3

Questions	Feedback
How many years of experience do you have in donor-funded Procurement?	+10 years
Are you assisted by other procurement staff in the project or in the Ministry?	No

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Do you have any hierarchical relationship with the Financial Officer at the PMU?	No
Do you participate in preparing the PP?	Yes
Do you normally obtain signatures of the participants (bidders) on the minutes of bid opening?	If they attend
Please confirm that for all procurement activities, you suffice with notifying bidders of the results and no contract award notices are published online.	Yes, I confirm
For construction works, who supervises contractors (if it a person from the PMU, from the Ministry or a recruited consultant)?	Ministry staff
What contract management records do you file in the procurement team/unit? Do you retain copies of technical reports/deliverables? Do you retain copies of acceptance certificates and reports? Do you retain copies of correspondence with vendors? What about payment documentation?	Contract monitoring form Yes Yes Yes Yes
Can you kindly advise your actual role when it comes to receiving, reviewing and processing invoices?	Just receiving and follow up with vendors/ consultant to insure on time submission I am not involved in reviewing and processing because it is a long cycle within the Ministry internal system, for example for the reviewing process we have to collect 7 signatories and for payment we have 3 signatories.
Can you kindly advise your actual role when it comes to receiving, reviewing and processing contract variations? Is it only administrative arrangement for the amendment or do you have authority to review and comment on the same and possibly reject?	Only administrative
Concerning acceptance committees, please advise if they include staff who participated in evaluation or contract supervision? Does procurement staff normally participate in acceptance committees?	Sometimes yes No
Can you please share a website link where the Ministry or RELAP use to publish procurement-related notices or information?	https://www.shiraa.gov.ps/ relatively it is very new, and I don't have access yet, despite the fact that I have requested an account many times ago.

Questions	Feedback
What is the Number of contracts planned for 2020	Goods: 4 Contracts

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	Works: 2 Consulting Services: 1 contract Non-Consulting: Null
What is the Value of contracts planned for 2020	Goods: USD 360,712 Works: USD 362,000 Consulting Services: 27000 USD Non-Consulting: Null
What is the Number of contracts signed in 2020 from the 2020 PP	Goods: 1 Works: 1 Consulting Services: 0 Non-Consulting: 0
What is the Value of contracts signed for 2020 from the 2020 PP	Goods: 7076 Works: 68,270 USD Consulting Services: 0 Non-Consulting: 0
What are the recurring types of procurement (e.g. training, roads, etc.)?	No date available yet
Comparison between historic prices and new prices?	

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Annex 2: List of Procurement Files Requested for Supervision

Contract Ref. No.	Title	Documentation Required	RELAP PMU Comments
W18-RELAP-2020	Wadis Development	Full Documentation	
W07-RELAP-2019	Land Rehabilitation and Agricultural Roads for Nablus Governorate	Full Documentation	What is the difference between W07, W08 and W09? One contract per governorate
C16-RELAP-2020	Market & Collection Centre study	Full Documentation	
C13-RELAP-2019	Baseline Study	Full Documentation	
G17-RELAP-2020	توريد أجهزة تكنولوجيا معلومات	Full Documentation	The entire file sent to the Ministry of Finance for auditing, this is an internal procedure to approve and register the purchased goods, I will upload the file on google drive and send it to you once I received it.

General Questions:

- Why are all contracts registered as “under implementation” have all been contracted using direct contracting? **Registered as under implementation because the contract still ongoing, not all of them direct contracting (just three with IFAD No Objection)**
- All contracts in the CR have not been amended to increase their value. Kindly confirm. **yes**
- The majority of the contracts under implementation have been extended by more than 6 months? Are all because of COVID-19? Kindly clarify. **Yes**

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Annex 3: Procurement filing checklist

Review of project's procurement filing system and the ease of document retrieval. Best practice requires that each procurement case/activity should have its own separate folder where records are kept properly and coded in chronological order. The below table is a self-certification produced by the RELAP Procurement Specialist:

	YES	NO	Comments
Each procurement activity has its own separate file, folder or dossier	✓		
Procurement records are kept in chronological order for each procurement activity	✓		
A copy of the published advertisement or shortlist (if applicable) is on file	✓		
A copy of the published pre-qualification and bidding documents and any amendments, extensions or clarifications that were requested and issued are on file	✓		
a record of tender opening signed by all present is on file	✓		
a full copy of each bid received and evaluated, plus clarifications requested and responses received are on file	✓		
A copy of the evaluation report is on file	✓		
signed minutes of all meetings relating to the procurement, including pre-bid and negotiation meetings where these were held are on file	✓		
A contract award notice is on file	✓		
Any letter of tender acceptance to the supplier, contractor or consultant is on file	✓		
The signed contract document and contract acceptance are on file	✓		
Any contract amendment is on file	✓		
All contractual correspondence between the Procuring Entity and a supplier, contractor or consultant is on file	✓		
Post-contract documents relating to the fulfilment of contract obligations, in particular <u>photocopies</u> of bank guarantees or payment guarantees are on file	✓		
Signed minutes of any meetings related to contract management, including contract progress or review meetings are on file	✓		
Signed delivery documents evidencing delivery of supplies or signed completion certificates in relation to a contract for services or works under the contract including any contract delivery records are on file	✓		
Copies of all invoices for works, services or supplies including work-papers verifying the accuracy of payments claimed and details of the actual payment authorised are on file	✓		
Copies of cumulative payment worksheets/records evidencing management of all payments made are on file	✓		
Copies of all submissions to and all decisions of the appropriate approval authority related to the procurement including the approval of the bidding documents, approval of the evaluation report(s), contract award, approval of contract documents and contract amendments and any decision to suspend or cancel procurement proceedings are on file	✓		
Copies of any claims made by the Procuring Entity in respect of any warranty, non-warranty, short supply, damage and other claims upon the Contracted Vendor or upon the Procuring Entity are on file	✓		
In the case of IFAD prior review, all copies of IFAD's 'no objections' are on file	✓		
Any other communications relating to the procurement in questions including internal entity correspondence is on file	✓		

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Annex 4: Post Review Checklist

#	Description	Check	Remarks
A. Procurement Planning (for entire PP)			
1.	Is the Plan template consistent with IFAD's?	Yes	The latest version of IFAD's PP is not yet being used (to be issued along with new Handbook).
2.	Did IFAD provide its No Objection on the current version of the Plan?	Yes	30 August 2020; the current version shared with the mission (14 Oct. 2020) is not submitted for N.O. because it does not involve an upgrade.
3.	Are there planned dates for all procurements?	Yes	
4.	Are the planned dates consistent with the procurement process and methods?	Yes	
5.	Are the procurement methods consistent with the estimated budget for each procurement?	Yes	QCBS is the only method for Consulting Services (7 nos. @ 165,000\$; non is awarded yet) NCB for all works (3 nos. @ 430,900; 68,270\$ awarded so far) NCB and Shopping for Goods (7 nos. @ 424,279\$; 7076\$ awarded so far) No Non-consulting services.
6.	Is the reviewed Procurement Plan an updated one?	Yes	Updated 14 October 2020
7.	How many updates of the current Procurement Plan were submitted for the year?	Many	The PP is regularly updated with actual dates. It was upgraded once in 2020.
8.	How many upgrades of the current Procurement Plan were submitted for the year?	1	Latest approval on 30 Aug 2020
B. Contract Register (for entire Project)			
1.	Is there a contract register?	Yes	
2.	Is the register updated?	Yes	

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Implementation Support Mission Reviews

A. Bidding Process (for each procurement)		2019/018 - Market & Collection Centre study
1. Is the item in the Procurement Plan?	Yes	
2. Is there a formal Procurement Requisition that initiates the process?	Yes	Request to Minister on 14 May; approval on 27 May 2019.
3. Is the Method proposed in the PP used?	No	The RFP was issued publically without REOI to save time in such a very small assignment; the updated PP was approved without issuing any REOI.
4. Is enough done to demonstrate that competition was achieved?	No	<p>27 May 2019: Minister Approval</p> <p>13 Oct. 2019: Open advertisement with RFP (due to time consumption in preparing TOR and the limited capacity in MoA in drafting TOR; the market specialist in the project also resigned and functions transferred to seconded MoA Staff)</p> <p>11 Nov. 2019: Deadline for proposal submission (2 were received)</p> <p>11 Nov. 2019: decision to extend deadline</p> <p>25 Nov. 2019: new deadline (no other proposals). Opening of technical proposals by standing annual committee which sends the opening report to Minister to form the technical committee.</p> <p>28 Nov. 2019: Minister formed the Technical Evaluation Committee</p> <p>Proposal Security of 1,000USD was requested in this activity (5% of estimate); the practice of adopting high bid security has stopped and 1-3% are now being requested as advised by the PMU</p> <p>Interested consultants had to purchase the RFP.</p> <p>Payment 100% upon completion.</p>
5. Is there time provided for bidders to request and receive clarifications, before the submission deadline?	Yes	5 days before the deadline → Recommended 1/3 of submission time
6. Is there sufficient time allotted for bidders to prepare quotations, bids and proposals?	Yes	29 days originally extended to 43 days.
7. Ensure that no late bids were accepted	Yes	
B. Evaluation Process (for each procurement)		
1. Was Preliminary Examination done?	Yes	
2. Are there objective and justifiable reasons for rejections at Preliminary Examination?	n/a	Deviations were reported in one proposal as minor (absence of signatory authorization)
3. Was Technical Evaluation done?	Yes	
4. Are there objective and justifiable reasons for rejections at Technical Evaluation?	n/a	Despite missing some aspects of the proposals as highlighted in the report and some criteria not being met (especially with respect to expert qualifications), there is no evidence of requesting clarifications and consequently no evidence of how evaluation was conducted then.
5. For QCBS and QBS was a Technical Evaluation Report submitted to and no-objectioned to by IFAD before the Financial Proposal(s) was/were opened?	n/a	<p>Subject to post review</p> <p>However, there is no evidence of approval of Minister on the technical evaluation (signature is missing as well as other signatures – report dated 16 Dec. 2019. Sometimes Minister may delegate to deputy).</p>
6. For all advertised procurement, were bidders informed of the (technical) evaluation outcome?	Yes	

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7. Were the bidders given sufficient explanation as to their performance at the (technical) evaluation, if one or more requested this information?	Yes	
8. Were bidders given enough time to submit a challenge/protest?	Yes	
9. For consulting services under QCBS, QBS and LCS, was there a formal opening of financial proposals?	Yes	26 Dec. 2019: Financial Opening (no attendance by bidders although they were invited on 23 Dec. 2019) 30 Dec 2019: Financial Opening and evaluation committee was formed by the Minister (decision was dated 26 Dec. 2019, but formally issued 30 Dec.)
10. Was Financial evaluation done and properly?	Yes	Evidence of combined scoring Evidence of Minister approval on the outcome (12 January 2020)
11. Were corrections to Bidders' financials/prices were done, is there correspondence to show that the bidders were (i) notified and (ii) accepted the correction?	n/a	Report did not mention any corrections
12. Are there objective and justifiable reasons for rejections at Financial Evaluation?	n/a	
13. For consulting services under QCBS, were bidders provided the results of the combined evaluation and accorded sufficient time to challenge/protest?	Yes	Notifications of Intention to Award are present on file (stamped but not signed).
14. Were challenges/protests received? Were they handled properly?	n/a	None was reported on file.
C. Award and Negotiations (for each procurement)		
1. Was award done after all challenges/protests were received?	Yes	Letter of acceptance was sent on 28 Jan 2020 (end of standstill period was 27 Jan 2020 as per NoITA).
2. Ensure that negotiations were not held for Goods and Works	n/a	
3. Ensure that negotiations were held for consulting services	No	No negotiations were held by the PMU because "the submitted technical proposals and the assigned teams was adequate and approved by the evaluation committee."
4. Did the negotiations significantly alter (i) the scope, (ii) the duration and (ii) the prices?	n/a	Not held
Contract, Contract Administration and Management Process (for each procurement)		
1. Information about the Contract: C16-RELAP-2020 - Market & Collection Centre study		
1.1 Contractor/Supplier/Consultant name:	Solutions for Development Consulting Co.	
1.2 Original Contract Value:	US\$ 18,917	
1.3 Revised Contract Value:	US\$ 18,917	
1.4 Date of Contract Signature:	02 Feb. 2020	
1.5 Original Contract Completion Date:	15 Jun. 2020	
1.6 Revised Contract Completion Date:	31 Oct. 2020 (amendment signed 21 June 2020; IFAD's N.O. on 29 June). Post review and did not need N.O.	

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2. Was the Contract signed by both parties? (A copy must be evident in file)	Yes	
3. Was a Performance Security presented in line with the Contract Requirement	No	Contract requires a P.G. of US\$ 1,892 valid till 30 May 2020 as per Letter of Acceptance (NoA). P.G. was submitted as a banker's cheque.
4. Has the contract the standard commercial and contractual terms required for a proper procurement agreement, as per relevant category and method?	Yes	
5. Is the procurement requirement (terms of reference, description of services, schedule of requirements, technical specifications) expressed in the contract as consistent with the successful bidder's bid, evaluation report and negotiated outcome?	Yes	No Minutes of Negotiation No technical proposal or Expert CV's on account that they are already available in the technical proposal file within the procurement department.
6. Was a Contract amendment made to extend time/add funds/add scope?	Yes	Extension of time due to COVID-19
If the answer to the above is YES, is there an IFAD No-Objection for each amendment that exceeds the contract percentage thresholds (for prior review procurements)?	No	(extension of time is for 100% of the original duration: 4.5 months)
7. Were payments done on time as consistent with contract provisions?	n/a	Not paid yet: 100% upon successful completion
8. Value for payments disbursed up to date	0	
Notes: <ul style="list-style-type: none"> - Launching RFP directly is not in line with IFAD Handbook in force at the time of the procurement , but in line with National procurement law threshold (US\$ 100,000) - Bid Security for Consulting services is not in line with IFAD recommendations, but in line with the threshold to request Bid Securities for Consulting services as per national Law (US\$ 10,000) 		

D. Bidding Process (for each procurement)		2019/009 – Baseline Study
1. Is the item in the Procurement Plan?	Yes	
2. Is there a formal Procurement Requisition that initiates the process?	Yes	Request to Minister on 14 May; approval on 27 May 2019 for a budget of US\$ 49,000
3. Is the Method proposed in the PP used?	Yes	QCBS after REOI
4. Is enough done to demonstrate that competition was achieved?	Yes	17 April 2019: REOI with TOR shared with IFAD 18 April 2019: No Objection 27 May 2019: Minister approval to launch 16 June 2019: REOI advertised 02 July 2019: deadline for EOI (16 EOI's received) 04 July 2019: opening of EOI's 14 July 2019: Minister signed evaluation committee

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		<p>18 July 2019: conclusion of shortlisting 25 July 2019: submission of shortlist and RFP to IFAD 05 Aug 2020: IFAD N.O. on shortlist and RFP 06 Aug. 2019: RFP issued 08 Aug. 2019: notification to non-shortlisted consultants 03 Sep. 2019: deadline (6 proposals received) 10 Sep. 2019: Technical opening by Ministry proc. committee 16 Sep. 2019: Minister formed the Technical Evaluation Committee 30 Sep 2019: submission of technical evaluation to IFAD 28 Oct. 2019: IFAD N.O. on Technical Evaluation 29 Oct. 2019: Fin Proposal Opening</p> <p>Neither the estimated budget nor the effort were included in the Data Sheet 14.1.2 ("Not Applicable" was mentioned): the Ministry staff were reluctant to specify estimate effort or budget.</p> <p>Proposal Security of 2,500USD was requested in this activity (5.1% of estimate) Interested consultants had to purchase the RFP. Schedule of Payments were left blank in the RFP. In the final contract, it was mentioned as 100% upon completion.</p>
5. Is there time provided for bidders to request and receive clarifications, before the submission deadline?	Yes	5 days before the deadline.
6. Is there sufficient time allotted for bidders to prepare quotations, bids and proposals?	Yes	28 days.
7. Ensure that no late bids were accepted	Yes	Two bidders attended public technical bid opening
E. Evaluation Process (for each procurement)		
1. Was Preliminary Examination done?	Yes	
2. Are there objective and justifiable reasons for rejections at Preliminary Examination?	Yes	3 proposals did not include bid security
3. Was Technical Evaluation done?	Yes	Bidders were invited to participate in the Technical Opening.
4. Are there objective and justifiable reasons for rejections at Technical Evaluation?	n/a	
5. For QCBS and QBS was a Technical Evaluation Report submitted to and no-objectioned to by IFAD before the Financial Proposal(s) was/were opened?	Yes	<p>Yes, N.O. 28 Oct 2019</p> <p>However, there is no evidence of approval of Minister on the technical evaluation.</p>
6. For all advertised procurement, were bidders informed of the (technical) evaluation outcome?	Yes	<p>Yes, by email on 28 Oct. 2019 including score breakdown for the three evaluated bidders.</p> <p>Non responsive consultants were also notified of the reasons for their proposal rejection on 28 Oct. 2019.</p>
7. Were the bidders given sufficient explanation as to their performance at the (technical) evaluation, if one or more requested this information?	n/a	There are no records of such clarifications on file

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8. Were bidders given enough time to submit a challenge/protest?	Yes	NOITA was issued on 10 Nov. 2019 with 10 days standstill
9. For consulting services under QCBS, QBS and LCS, was there a formal opening of financial proposals?	Yes	29 Oct 2019: Financial Opening (two bidders attended financial proposal opening) 04 Nov. 2019: committee was formed by the Minister (decision was dated 29 Oct. 2019, but formally issued 04 Nov.)
10. Was Financial evaluation done and properly?	Yes	Evidence of combined scoring Evidence of Minister approval on the outcome (04 Nov. 2019)
11. Were corrections to Bidders' financials/prices were done, is there correspondence to show that the bidders were (i) notified and (ii) accepted the correction?	n/a	Report did not mention any corrections
12. Are there objective and justifiable reasons for rejections at Financial Evaluation?	n/a	However, the prices were as follows: US\$ 24,794 US\$ 39,665 US\$ 19,800 The cost estimate was US\$61,000; there is no evidence of validating the excessively low pricing. The committee confirmed to Fadi that the methodology is acceptable as required.
13. For consulting services under QCBS, were bidders provided the results of the combined evaluation and accorded sufficient time to challenge/protest?	Yes	Notifications of Intention to Award are present on file (stamped but not signed). There is no evidence of their dissemination.
14. Were challenges/protests received? Were they handled properly?	n/a	None was reported on file.
F. Award and Negotiations (for each procurement)		
1. Was award done after all challenges/protests were received?	Yes	Letter of acceptance was sent on 21 Nov. 2019 (end of standstill period was 20 Nov. 2019 as per NoITA).
2. Ensure that negotiations were not held for Goods and Works	n/a	
3. Ensure that negotiations were held for consulting services	No	No negotiations were held by the PMU because "the submitted technical proposals and the assigned teams was adequate and approved by the evaluation committee."
4. Did the negotiations significantly alter (i) the scope, (ii) the duration and (ii) the prices?	n/a	Not held
Contract, Contract Administration and Management Process (for each procurement)		
1. Information about the Contract: C13-RELAP-2020 – Baseline study		
1.1 Contractor/Supplier/Consultant name:	General Consulting & Training	
1.2 Original Contract Value:	US\$ 19,800	
1.3 Revised Contract Value:	US\$ 19,800	
1.4 Date of Contract Signature:	04 Dec. 2019	
1.5 Original Contract Completion Date:	30 March 2020 (4 months compared to 3 months in RFP)	
1.6 Revised Contract Completion Date:	31 Oct. 2020 (amendment signed 02 July 2020; IFAD's N.O. on 24 July)	
2. Was the Contract signed by both parties? (A copy must be evident in file)	Yes	

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3. Was a Performance Security presented in line with the Contract Requirement	Yes	Contract requires a P.G. of US\$ 1,980 valid till 30 March 2020 as per Letter of Acceptance (NoA)
4. Has the contract the standard commercial and contractual terms required for a proper procurement agreement, as per relevant category and method?	Yes	
5. Is the procurement requirement (terms of reference, description of services, schedule of requirements, technical specifications) expressed in the contract as consistent with the successful bidder's bid, evaluation report and negotiated outcome?	Yes	No Minutes of Negotiation No technical proposal or Expert CV's
6. Was a Contract amendment made to extend time/add funds/add scope?	Yes	Extension of time due to COVID-19 However, the amendment did not clarify the updated delivery milestones
If the answer to the above is YES, is there an IFAD No-Objection for each amendment that exceeds the contract percentage thresholds (for prior review procurements)?	Yes	(extension of time is for 175% of the original duration: 7 months)
7. Were payments done on time as consistent with contract provisions?	n/a	Not paid yet (100% upon completion)
8. Value for payments disbursed up to date	0	

Notes:

- The REOI included very generic criteria without a bottom line for passing. This makes judgement and evaluation subjective. The criteria were
 - o The organization profile (core business and years in business [30] → The company should be established for more than 3 years; operating in the consulting sector and registered officially.
 - o Relevant experience (list of contracts performed...) [45] → at least 3 similar assignments in the past 3 years (similarity shall be evaluated based on xxxxx)
 - o Technical and Managerial capability of the organization [25] → Company has a department or a unit dedicated to rural marketing xxx
 - o Financial (not requested on account of simple assignment) → can lower the requirement to bare verification of some form of profitability.
- 13 out of 16 met the minimum REOI score of 75, but only 6 were finally shortlisted (top ranking); the REOI did not mention that the top 6 will be shortlisted from among those who pass. It is worthy to note that the shortlist report shortlist all 13. In its N.O., IFAD highlighted this issue for adoption next time.
- Bid Security for Consulting services is not in line with IFAD recommendations, but in line with the threshold to request Bid Securities for Consulting services as per national Law (US\$ 10,000)
- Minister approved budget is US\$ 49,000; however, budget considered was US\$ 61,000 as mentioned in evaluation report.

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G. Bidding Process (for each procurement)		2019/006 – Land Rehabilitation and Agricultural Roads -Nablus
1. Is the item in the Procurement Plan?	Yes	
2. Is there a formal Procurement Requisition that initiates the process?	Yes	Dated 7 May 2019; approved by Minister of 08 May 2019 and issued internally for launch on 16 June 2019
3. Is the Method proposed in the PP used?	Yes	NCB
4. Is enough done to demonstrate that competition was achieved?	No	<p>09 July 2019: Advertisement 17 July: pre-bid meeting 06 Aug: deadline and opening 29 Sep 2020: IFAD N.O. 02 Oct. 2019: NOA</p> <p>Bid Security 4.7% of estimate Announcement states: "Committee is not bound to accept lowest price and without the need for any justification" (PMU: it is mandated by the Ministry as the template for announcement) Zero percent subcontracting allowed Qualification criteria excluded any financial soundness requirements (PMU: many works contracts are for very small works where the contractors are very small companies or farmers who and would arrange for implementation through acquaintances; they would not have the ability to provide financial documents). Insurance requirements for TPL excluded the need to have an unlimited number of occurrences. Contractor All Risk Insurance is less than the contract value (about 50%)</p>
5. Is there time provided for bidders to request and receive clarifications, before the submission deadline?	Yes	5 days before the deadline
6. Is there sufficient time allotted for bidders to prepare quotations, bids and proposals?	Yes	27 days
7. Ensure that no late bids were accepted	Yes	Only one bid was submitted
H. Evaluation Process (for each procurement)		
1. Was Preliminary Examination done?	Yes	
2. Are there objective and justifiable reasons for rejections at Preliminary Examination?	n/a	
3. Was Technical Evaluation done?	Yes	
4. Are there objective and justifiable reasons for rejections at Technical Evaluation?	n/a	
5. For QCBS and QBS was a Technical Evaluation Report submitted to and no-objected to by IFAD before the Financial Proposal(s) was/were opened?	n/a	

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6. For all advertised procurement, were bidders informed of the (technical) evaluation outcome?	n/a	Only one bidder
7. Were the bidders given sufficient explanation as to their performance at the (technical) evaluation, if one or more requested this information?	n/a	
8. Were bidders given enough time to submit a challenge/protest?	n/a	
9. For consulting services under QCBS, QBS and LCS, was there a formal opening of financial proposals?	n/a	
10. Was Financial evaluation done and properly?	Yes	The price was 30% higher than budget; the committee removed items from the scope
11. Were corrections to Bidders' financials/prices were done, is there correspondence to show that the bidders were (i) notified and (ii) accepted the correction?	No	Adjustment was made by eliminating sub-grade component but there is no correspondence with bidder on this issue
12. Are there objective and justifiable reasons for rejections at Financial Evaluation?	n/a	
13. For consulting services under QCBS, were bidders provided the results of the combined evaluation and accorded sufficient time to challenge/protest?	n/a	
14. Were challenges/protests received? Were they handled properly?	n/a	
I. Award and Negotiations (for each procurement)		
1. Was award done after all challenges/protests were received?	n/a	
2. Ensure that negotiations were not held for Goods and Works	Yes	
3. Ensure that negotiations were held for consulting services	n/a	
4. Did the negotiations significantly alter (i) the scope, (ii) the duration and (ii) the prices?	n/a	
Contract, Contract Administration and Management Process (for each procurement)		
1. Information about the Contract: W07 - Land Rehabilitation and Agricultural Roads -Nablus		
1.1 Contractor/Supplier/Consultant name:	Al-Jarra'i for Contracting and General Commitments	
1.2 Original Contract Value:	US\$ 208,633	
1.3 Revised Contract Value:	US\$ 208,633	
1.4 Date of Contract Signature:	13 October 2019	
1.5 Original Contract Completion Date:	03 Feb 2020 (RFB stated completion date of 2 months: due to occurrence of rainy season at time of signature)	

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1.6 Revised Contract Completion Date:	17 Aug 2020 (second amendment signed 21 June 2020; Request for N.O. sent on 22 June and N.O. granted on 24 June)	
2. Was the Contract signed by both parties? (A copy must be evident in file)	Yes	
3. Was a Performance Security presented in line with the Contract Requirement	Yes	Expired on 06 Oct. 2020. Works completed on 17 Aug 2020
4. Has the contract the standard commercial and contractual terms required for a proper procurement agreement, as per relevant category and method?	Yes	
5. Is the procurement requirement (terms of reference, description of services, schedule of requirements, technical specifications) expressed in the contract as consistent with the successful bidder's bid, evaluation report and negotiated outcome?	Yes	
6. Was a Contract amendment made to extend time/add funds/add scope?	Yes	2 time extensions
If the answer to the above is YES, is there an IFAD No-Objection for each amendment that exceeds the contract percentage thresholds (for prior review procurements)?	Yes	
7. Were payments done on time as consistent with contract provisions?	No	The payment rate is very low compared to the timeline. The project was completed on time (Aug 2020); it is now 2.5 months beyond its completion date and payment is still at 32%.
8. Value for payments disbursed up to date	32% (US\$ 66,438)	There were weaknesses in managing the contract on both sides. Ministry staff do not give attention to documentation and paper work and archiving; they do not always report to office and procurement on emerging site issues. CR sometimes wants to take their payments in one shot and may not issue requests for payment on time. MRP committees handle acceptance of those works and were reluctant to meet and accept. Municipalities and local coordinators also sign on acceptance.

Notes:

- The practice of requiring the successful bidder pay the costs of announcement of the procurement activity (a local practice as per law) is not recommended
- One bidder submitted bids for the three packages (Nablus, Hebron and Jenine); the PIU requested approval to sign a Direct Contract instead of requesting to proceed with award based on a single bid. DS requires financial negotiation. IFAD requested that the PMU uses DC process since the PIU opened the bid before seeking IFAD NO.
- With L.D. clause of 0.05% per day up to 10%, it would take 200 days to reach the maximum (instead of 21 days specified in GCC 57.2 (g)).

J. Bidding Process (for each procurement)		2020/001 – Wadis Development
1. Is the item in the Procurement Plan?	Yes	

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2. Is there a formal Procurement Requisition that initiates the process?	Yes	Dated 13 Feb 2020; approved by Minister of 16 Jun 2020 and issued internally on 11 Feb. 2020 for launch on 23 Feb.
3. Is the Method proposed in the PP used?	Yes	NCB
4. Is enough done to demonstrate that competition was achieved?	No	<p>23 Feb. 2020: Advertisement 04 March: pre-bid meeting followed by site visits 23 March: original deadline 15 Jun 2020: last extended deadline and opening; extension was disseminated on 01 June 2020 (due to COVID-19 lockdown) 16 June 2020: send results of bid opening to bidders 28 July: NOITA 04 Oct. 2020: NOA (why was the NOA delayed: locations for Wadis with surrounding beneficiary lands. Agreements with local councils and municipalities should have been signed; Fadi rejected signing a contract before having beneficiary signatures.)</p> <p>Bid Security 5.1% of estimate Announcement states: "Committee is not bound to accept lowest price and without the need for any justification" Zero percent subcontracting allowed. Qualification criteria excluded any financial soundness requirements. Insurance requirements for TPL excluded the need to have an unlimited number of occurrences. Insurance requirements excluded coverage of the works (CAR)</p>
5. Is there time provided for bidders to request and receive clarifications, before the submission deadline?	Yes	5 days
6. Is there sufficient time allotted for bidders to prepare quotations, bids and proposals?	Yes	29 days and extended
7. Ensure that no late bids were accepted	Yes	
K. Evaluation Process (for each procurement)		
1. Was Preliminary Examination done?	Yes	
2. Are there objective and justifiable reasons for rejections at Preliminary Examination?	No	Two of the three bidders had three major components of the technical offer missing (List of machinery, list of key staff and CV's, and method of work); these were requested with 48 hour time limit.
3. Was Technical Evaluation done?	Yes	
4. Are there objective and justifiable reasons for rejections at Technical Evaluation?	Yes	One bidder had the list of Key staff and list of equipment not compliant and failing.
5. For QCBS and QBS was a Technical Evaluation Report submitted to and no-objected to by IFAD before the Financial Proposal(s) was/were opened?	n/a	
6. For all advertised procurement, were bidders informed of the (technical) evaluation outcome?	Yes	NOITA was sent to all bidders along with reasons for not passing.
7. Were the bidders given sufficient explanation as to their performance at the (technical) evaluation, if one or more requested this information?	No	

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8. Were bidders given enough time to submit a challenge/protest?	Yes	10 days stand still after NOITA
9. For consulting services under QCBS, QBS and LCS, was there a formal opening of financial proposals?	n/a	
10. Was Financial evaluation done and properly?	Yes	Given the differences in pricing, it would have been advantageous to conduct a bid spread to compare the unit prices of all bidders.
11. Were corrections to Bidders' financials/prices were done, is there correspondence to show that the bidders were (i) notified and (ii) accepted the correction?	n/a	
12. Are there objective and justifiable reasons for rejections at Financial Evaluation?	N/A	However, the bid prices were as follows (cost estimate = US\$ 69,300): US\$ 121,640 US\$ 68,270 US\$ 136,340 The lowest bidder is abnormally low compared to others though it is only 0.01% lower than budget. The PMU clarified that they did not inquire about this bid because it is very close to the budget and that the other two bidders inflated their prices because of the associated payment-delay risks and political, and financial risks.
13. For consulting services under QCBS, were bidders provided the results of the combined evaluation and accorded sufficient time to challenge/protest?	n/a	
14. Were challenges/protests received? Were they handled properly?	n/a	No protests were on file, but there was around two months delay between NOITA and NOA (PMU: awaiting signature of MOU's with beneficiaries)
L. Award and Negotiations (for each procurement)		
1. Was award done after all challenges/protests were received?	n/a	No protests were on file
2. Ensure that negotiations were not held for Goods and Works	Yes	
3. Ensure that negotiations were held for consulting services	n/a	
4. Did the negotiations significantly alter (i) the scope, (ii) the duration and (ii) the prices?	n/a	
Contract, Contract Administration and Management Process (for each procurement)		
1. Information about the Contract: W18 – Wadis Development		
1.1 Contractor/Supplier/Consultant name:	Al-Jarra'i for Contracting and General Commitments	
1.2 Original Contract Value:	US\$ 68,270	
1.3 Revised Contract Value:	US\$ 68,270	
1.4 Date of Contract Signature:	11 Oct. 2020	
1.5 Original Contract Completion Date:	15 Dec. 2020	
1.6 Revised Contract Completion Date:	n/a	
2. Was the Contract signed by both parties? (A copy must be evident in file)	Yes	

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3. Was a Performance Security presented in line with the Contract Requirement	Yes	
4. Has the contract the standard commercial and contractual terms required for a proper procurement agreement, as per relevant category and method?	Yes	
5. Is the procurement requirement (terms of reference, description of services, schedule of requirements, technical specifications) expressed in the contract as consistent with the successful bidder's bid, evaluation report and negotiated outcome?	Yes	
6. Was a Contract amendment made to extend time/add funds/add scope?	No	
If the answer to the above is YES, is there an IFAD No-Objection for each amendment that exceeds the contract percentage thresholds (for prior review procurements)?	n/a	
7. Were payments done on time as consistent with contract provisions?	n/a	
8. Value for payments disbursed up to date	0	Recently signed (mobilized to two sites, pending third)

Notes:

- With L.D. clause of 0.05% per day up to 10%, it would take 200 days to reach the maximum (instead of 21 days specified in GCC 57.2 (g))
- The practice of requiring the successful bidder pay the costs of announcement of the procurement activity is not recommended
- Lowest price is 1.13 standard deviations less than the average.
- The extension to bid submission deadline was made more than two months after the original deadline and was not publicized but sent to three companies who probably purchased the RFB. (23 March → 15 June due to closure).
- The committee conducted "post-qualification" for all the submitted bids; in fact, the assessment was part of eligibility and qualification validation. Post-qualification is needed from the lowest evaluated bidder.

M. Bidding Process (for each procurement)		2020/011 – PMU IT Equipment
1. Is the item in the Procurement Plan?	Yes	
2. Is there a formal Procurement Requisition that initiates the process?	Yes	Minister approval on 4 Jun 2020
3. Is the Method proposed in the PP used?	Yes	RFQ Although most of the goods are to be imported or already imported, the INCOTERM used was EXW was transport to final destination; it should be CIP plus transport.

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		RFQ allows submitting variants to be considered only for lowest evaluated bidder without specifying the minimum criteria to be met by variants. RFQ did not include delivery time (left blank)
4. Is enough done to demonstrate that competition was achieved?	Yes	10 Jun. 2020: invitation to 6 firms 29 Jun. 2020: original deadline extended to 08 July and then to 13 July 14 July 2020: opening (three bids) No Bid Security Amendment during bidding to allow award on item-by-item
5. Is there time provided for bidders to request and receive clarifications, before the submission deadline?	Yes	Bidders were furnished by an email for additional inquiries but with no time limits.
6. Is there sufficient time allotted for bidders to prepare quotations, bids and proposals?	Yes	Two extensions were granted
7. Ensure that no late bids were accepted	Yes	
N. Evaluation Process (for each procurement)		
1. Was Preliminary Examination done?	Yes	
2. Are there objective and justifiable reasons for rejections at Preliminary Examination?	No	
3. Was Technical Evaluation done?	Yes	
4. Are there objective and justifiable reasons for rejections at Technical Evaluation?	Yes	Since evaluation was done on item-by-item basis, the committee decided not to award any item for which there were no three offers at least.
5. For QCBS and QBS was a Technical Evaluation Report submitted to and no-objected to by IFAD before the Financial Proposal(s) was/were opened?	n/a	
6. For all advertised procurement, were bidders informed of the (technical) evaluation outcome?	n/a	
7. Were the bidders given sufficient explanation as to their performance at the (technical) evaluation, if one or more requested this information?	Yes	Detailed evaluation outcome was shared with the bidders
8. Were bidders given enough time to submit a challenge/protest?	Yes	Notification of results allowed three days for complaints (preferably to keep 10 days)
9. For consulting services under QCBS, QBS and LCS, was there a formal opening of financial proposals?	n/a	
10. Was Financial evaluation done and properly?	Yes	
11. Were corrections to Bidders' financials/prices were done, is there correspondence to show that the bidders were (i) notified and (ii) accepted the correction?	n/a	

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12. Are there objective and justifiable reasons for rejections at Financial Evaluation?	N/A	
13. For consulting services under QCBS, were bidders provided the results of the combined evaluation and accorded sufficient time to challenge/protest?	n/a	
14. Were challenges/protests received? Were they handled properly?	n/a	No protests were on file.
O. Award and Negotiations (for each procurement)		
1. Was award done after all challenges/protests were received?	n/a	No protests were on file
2. Ensure that negotiations were not held for Goods and Works	Yes	
3. Ensure that negotiations were held for consulting services	n/a	
4. Did the negotiations significantly alter (i) the scope, (ii) the duration and (ii) the prices?	n/a	
Contract, Contract Administration and Management Process (for each procurement)		
1. Information about the Contract: G17 – PMU IT Equipment		
1.1 Contractor/Supplier/Consultant name:	Computer Media Center	
1.2 Original Contract Value:	US\$ 7,076	
1.3 Revised Contract Value:	US\$ 7,076	
1.4 Date of Contract Signature:	24 Aug. 2020 signed by Minister and 29 Sep Signed by Supplier	
1.5 Original Contract Completion Date:	07 Sep. 2020	
1.6 Revised Contract Completion Date:	07 Sep. 2020	
2. Was the Contract signed by both parties? (A copy must be evident in file)	Yes	
3. Was a Performance Security presented in line with the Contract Requirement	Yes	
4. Has the contract the standard commercial and contractual terms required for a proper procurement agreement, as per relevant category and method?	Yes	
5. Is the procurement requirement (terms of reference, description of services, schedule of requirements, technical specifications) expressed in the contract as consistent with the successful bidder's bid, evaluation report and negotiated outcome?	Yes	
6. Was a Contract amendment made to extend time/add funds/add scope?	N/A	
If the answer to the above is YES, is there an IFAD No-Objection for each amendment that exceeds the contract	n/a	

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percentage thresholds (for prior review procurements)?		
7. Were payments done on time as consistent with contract provisions?	Yes	Payment is being processed as of mid November 2020
8. Value for payments disbursed up to date	0	

Notes:

- Supplier signed on 29 Sep by the supplier (by Minister on 24 Aug 2020); delivered the goods on 07 Sep.; accepted on 07 Sep. and invoiced on 20 Sep. (PMU clarified that the date of the supplier is the date of the second signature; the supplier signed in 19 August and scanned the contract; this was not accepted and the supplier was requested to sign again).
- With L.D. clause of 1 % per week up to 10%, it would take 10 weeks to reach the maximum (instead of 21 days specified in article 7 of the Form of Contract).