

Evaluation of Area C Development Program in the West Bank “Package IV”

ENI/2017/384-622

DFID Envelop

Final Report



Municipal Development and Lending Fund



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Prepared for Municipal Development and Lending Fund

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TABLE OF CONTENTS

| | | |
|-----|---|----|
| 0 | EXECUTIVE SUMMARY | 5 |
| 1 | INTRODUCTION | 6 |
| 1.1 | Overview | 6 |
| 1.2 | Package IV briefing | 7 |
| 1.3 | Project-Financing & Time Frame | 7 |
| 1.4 | Objectives of the Assignment | 8 |
| 1.5 | Scope of the Assignment | 9 |
| 1.6 | Objectives of this Report | 9 |
| 2 | METHODOLOGY | 9 |
| 3 | MAIN FINDINGS | 12 |
| 3.1 | Summary | 12 |
| 3.2 | Input level performance | 13 |
| 3.3 | MDLF assessment of program results and achievements | 13 |
| 3.4 | Consistency of Project Design/Project Relevance | 14 |
| 3.5 | Efficiency | 15 |
| 3.6 | Project Effectiveness | 16 |
| 3.7 | Project Sustainability | 20 |
| 4 | RECOMMENDATION | 21 |

ANNEXES

| | |
|--|----|
| Annex 1A: List of Localities and sub- Projects (DFID Envelope) | 23 |
| Annex 1B: List of Localities and sub- Projects (AFD Envelope) | 24 |
| Annex 2: Proposed Evaluation Matrix | 25 |
| Annex 3: Key Evaluation Questions for interview | 26 |
| Annex 4: List of consulted persons and their positions | 29 |
| Annex 5A: Cost per m ² for building/Km length for rehabilitation of road (DFID) | 30 |
| Annex 5B: Cost per m ² for building/Km length for rehabilitation of road (AFD) | 30 |
| Annex 6A: Photos - DFID Envelope | 31 |
| Annex 6B: Photos - AFD Envelope | 34 |

LIST OF TABLES

| | |
|--|----|
| Table 1: Breakdown Budget – Area C Development Program –Package IV | 8 |
| Table 2A: Sample of the implemented sub-projects “DFID Envelope” | 10 |
| Table 2B: Sample of the implemented sub-projects "AFD Envelope" | 11 |
| Table 3: Assessment of the Outcomes Performance | 13 |
| Table 4: Assessment of the Outputs Performance | 14 |

0 Executive Summary

This consultancy aims to evaluate and assess to what extent the project objectives and accomplishments has been relevant, efficient, effective and sustainable, and based on the findings, obstacles, challenges lessons learned, and recommendations are highlighted to be considered for the upcoming phases of the Area C development program.

The evaluation approach relied on both qualitative and qualitative methods to collect and analyze data. The evaluation tools include revising of related documents, carrying out interviews, and conducting field visits to the six project locations for direct observations in addition to interviews with officials from LGUs, EU, MoLG, and the local technical consultant. Observation checklists in a form of questionnaire was prepared to solicit the required information to facilitate the data collection process.

The Findings of the projects' evaluation can be summarized as follows:

- The program achieve its aim of aligning with the national agenda targeting the marginalized communities "Area C Strategy Framework and Action Plan for Area C" produced by the Palestinian Cabinet.
- The design and tendering process of the infrastructure sub-projects has been taken place on time except for some delays.
- All five sub-projects were successfully completed except for Furush Beit Dajan School which received stopping orders.
- All projects, based on project type, resulted in improving the educational conditions, transportation services and community social and health situation in the targeted communities.
- In all cases the LGUs were involved during the projects' design and contributed to modifications that suit the functionality of the projects. The contractor's obligation and quality of work is also satisfactory.
- All projects appear properly maintained. No clear plan and budget have been prepared or allocated by LGUs. At present, Except for Ein Shibli, to some extent the LGUs are vulnerable localities and it will be difficult for them to secure funding for operation and maintenance (O&M).

MDLF in coordination with the MoLG should develop and disclose all information about the program to raise awareness with the program policy, eligibility and community participation. Disclosure of information should include: (i) stakeholder engagement process, highlighting the ways in which stakeholders can participate; (ii) time and venue of any proposed public consultation meetings, and the process by which meetings will be notified, summarized, and reported and; (iii) the process and means by which grievances can be raised and will be addressed. To ensure effective community involvement and mobilization, MDLF should hire a separate Local Technical Consultant (LTC) to produce specific packages of work such as stakeholder engagement, needs analysis, and community mobilization in liaison with the project management to improve the service. For accurate evaluation of the performance of the project, for better evaluation of the projects impact, it is recommended to develop key indicators and gather the data from the target LGUs after the completion of the projects. To improve ownership of the project, it is recommended that MDLF is to prepare and implement Citizens Engagement Plan (CEP) and ensure implementation of community complaint system. To build LGUs' capacity on O&M, it's

recommended that the supervision consultants' task include additional activity on how to prepare operation and maintenance plans and find ways for financing.

1 Introduction

1.1 Overview

According to Oslo interim Accords between the Israelis and Palestinians in 1990s, land in the West Bank has been divided into three political areas A, B, and C. Area C is the division where Israel assumed responsibility for most civil affairs and has full security control. The area represents 64 percent of the land including the economically strategic area of the Jordan Valley. It is the only major contiguous area of territory in the West Bank and is home to more than 250 Palestinian communities.

Through their control of the urban planning processes and construction permitting, Israel ignores the needs of the local population and strictly limits construction and development in this area. This policy led the local population to subsist in very rudimentary living conditions, denied any legal avenue to build homes or develop their communities and facing the constant fear of home demolishing, and displacement.

The restrictive planning and permitting constraints imposed by Israel prevent Palestinians in area C to have access to their lands and the resources. According to The World Bank's comprehensive study of October 2013, the potential impact of the inaccessibility of Palestinian populations to the agricultural land and natural resources in Area C caused a loss of about US\$ 3.4 billion or 35% of the Palestinian GDP in 2011.

Given its economic importance, the expanded development of Area C by Palestinians is critical for the future viability of the Palestinian economy and the possibility of the two-state solution. Based on that the EU decided to invest in Area C through the Area C Development Program in the West bank. Accordingly, on 17th of March 2015 an agreement was signed between the European Union (EU) and the Palestinian Authority (PA) and amended on 13th of July 2016 to implement Area C Development Program in the West Bank "Access to Essential Social and Public Infrastructure in Area C - ENI/2014/032-783". Among other issues, the agreement is intended to improve access to basic infrastructure in Area C.

According to the agreement, the overall objective of the action is to improve the social and economic conditions of Palestinian communities in Area C which is crucial in particular for maintaining Palestinian presence in Area C and for the development of the Palestinian economy in general. The specific objective of the action is to improve access to basic infrastructure through supporting the communities with basic services including community development projects, small scale infrastructure, social infrastructure projects, and educational facilities.

The EU and PA agreed on the following approach with regard to projects implementation in Area C: "the Implementation of infrastructure projects in communities in Area C may start once a statutory outline plan has been formally approved by the Israeli authorities or is considered as tacitly approved if no major objection has been raised within 18 months following the submission of the plan by the Village Councils to the ICA".

The Municipal Development and Lending Fund (MDLF) has been nominated for implementation of basic infrastructure in Area C based on (i) the recommendation letter of the Ministry of Local Government (MoLG) on 20th of April 2016 and (ii) compliance to eligibility of the European Union (EU), PA (Palestinian Authority), MDLF and of other donors

financing the action was formed as an organizational set-up of implementing this program. The steering committee endorsed the selection criteria and the endorsement of the proposed localities as well. The selection criteria¹ is composed of sub-criterion starting from the high-level eligibility and screening, followed by a competitive scoring of the eligible localities, and ending with competitive selection criteria for projects. Then, the MoLG and MDLF technical teams and the EUREP, the French Development Agency (AFD) and the United Kingdom's Department for International Development (DFID) also participated in part of these site visits visited the shortlisted localities and respective projects. Later, the Steering Committee endorsed the selected social infrastructure projects under this act on 28th of November 2017 concerning the AFD envelope and on 6th of December 2017 concerning the DFID envelope. The proposed projects by localities are based on the statutory outline plans (accompanied by detailed planning packages for transport, water, and wastewater networks as well as action plans for essential social and public infrastructure projects). These plans were developed in a participatory manner by the target communities and were supported by Non-Governmental Organizations (NGOs) or private urban planning firms.

1.2 Package IV briefing

Package IV targeted seven (7) marginalized localities in Area C (Annex 1) through the implementation of 10 sub-projects as follows: DFID envelop: Khirbet Ad-Deir 1,523, Al-Rifa'yya 1,460, Al Masqoufa 307, and Khashem Ad Daraj 1,586 (2 sub-projects); and the AFD envelop: Ein Shibli 139 (2 sub-projects), Furush Beit Dajan 906 (2 sub-projects), and Jiftlik 3,337.

- Roads: Construction and rehabilitation of 5 different road's projects with a length of 5.3 KM.
- Schools: Development and expansion of existing schools in three different localities. The total area is about 1,070 SQM.
- Public Buildings: Construction, finishing, and furnishing of a multipurpose building at a locality with a total area of 250 SQM in addition to the construction of village council premise in another locality with a total area 150 SQM.
- Capacity development of the concerned LGUs and community mobilization activities with regards to social public infrastructure implemented under the EU program in Area C.

All the projects in package IV are completed except one project in Frush Beit Dajan (AFD envelop) which was subject to Stop Working Order by the ICA.

The selected projects in the target communities were identified based on the action plans developed with the community participation including women, youth and the elderly in the community.

1.3 Project-Financing & Time Frame

The Municipal Development & Lending Fund "MDLF" signed four contracts with the European Union (EU) to support the development of Area C in the West Bank as part of a comprehensive programme agreed upon and coordinated with the Palestinian Authority. The MDLF has received a grant from the Agence Française de Développement (AFD) a total of 850,000 Euro

¹ For more details on the selection criteria please see section 2.1.3 of the grant proposal.

and from the United Kingdom’s Department for International Development (DFID) a total of 970,000 Euro with a total number of 10 projects implemented in the targeted localities. Table 1 illustrates the budget breakdown.

Table 1: Breakdown Budget – Area C Development Program –Package IV

| Item | Budget (Euro) |
|---|---------------------|
| 1. MDLF management fees (indirect cost) = 7% of direct eligible cost | 143,500 |
| 2. Total Direct Eligible Cost | 2,050,000 |
| 2.1 Other Costs and Services | 45,000 |
| Expenditure Verification/Audit | 5,000 |
| Evaluation Cost | 10,000 |
| Visibility Actions | 30,000 |
| 2.2 Other | 2,005,000 |
| Legal Fees | 50,000 |
| Cost of Infrastructure Sub-Projects (Component 1 - AFD envelope) | 850,000 |
| Cost of Infrastructure Sub-Projects (Component 1 - DFID envelope) | 970,000 |
| Local Technical Consultancy for Design, Supervision and Communities Mobilization Activities | 135,000 |
| 3. Provision for contingency reserve | 26,028.72 |
| Total Cost of the Action | 2,219,528.72 |

The agreement was signed on December 26th, 2017 for 13.5 months and subject to two addendums. Firstly it was amended until 31-12-2019 amended and then it was amended until 19-2-2020 to cope with the challenges and obstacles associated to the implementation including:

- Coordination: the coordination with MoLG took more time than anticipated, specifically for the verification of sub-projects locations.
- Delay in design: the design of the two sub-projects (Al-Masqufa multipurpose building and Al Khansa’ elementary school) were subject to substantial delays during the design phase.
- Stoppage order: the road sub-project in Al-Jiftlik (AFD envelop) was orally stopped by ICA on 12/12/2018. This issue was followed up by the LGU and Ministry of Civil Affairs (MOCA). Finally the ICA informed MOCA that the work is allowed with shortening the two road segments.
- Stoppage orders: The road sub-project in Frush Beit Dajan (AFD envelop) is suspended upon the oral stop order by ICA on 17/10/2018. This issue has been followed by the LGU in consultation with MOCA with none response so far.

1.4 Objectives of the Assignment

The main objectives of this evaluation are to assess achievements, challenges, and opportunities of the projects implemented in Area C, Package IV, through an in-depth evaluation of results achieved. Project relevance, efficiency, effectiveness, and sustainability will be investigated to identify to what extent the project improve access to basic infrastructure in Area C through supporting the communities there with basic services including “community development projects, small scale infrastructure, social infrastructure

projects, and educational facilities”. Based on the finding of this assignment, lessons learned will be presented for future improvements.

1.5 Scope of the Assignment

To meet the objective of the assignment, the scope of work includes the following:

- To assess the achievements of intended outcomes and outputs;
- To assess the relevance of the project to the national policy agenda and priorities, relevance with the requirements of the beneficiaries, etc.;
- To assess the efficiency and effectiveness of the project in achieving its expected results. This will entail analysis of the delivery of actual outcomes, outputs against the expected targets;
- To assess the implemented infrastructure sub-projects in terms of functionality, usability, and utilization, in addition to unintended results if any;
- To assess the operation and maintenance arrangements, monitoring and evaluation and the sustainability of the implemented sub-projects;
- To review and assess the processes and the manner, in which the sub-projects have been implemented, norms, specifications construction quality, soundness of the design, quality control, physical progress, compliance with social and environmental safeguard measures;
- To identify the problems/challenges faced by each stakeholder in fulfilling their roles in the implementation of the sub-projects, particularly “Municipality, contractor, MDLF, LTCs, Beneficiaries, etc.; and
- To assess the cost efficiency and the value of money, by comparing the estimated and final benefits of the project (before vs after the implementation).

1.6 Objectives of this Report

The **Specific Objectives** are to provide evaluation of the projects for the following criteria (i) performances of the sub-projects (ii) effectiveness of processes/procedures and guidelines; (iii) key issues, lessons learnt and recommendations to MDLF for future improvements, (iv) the compliance with guidelines, procedures and specifications, and (v) specific measures to be taken to improve overall operational efficiency/effectiveness. The impact of the projects will be assessed mainly by using both qualitative and quantitative measures by taking into account the perception of beneficiaries and stakeholders. Based on the intervention logic and the implicit theory of change, the consultant prepared a conceptual evaluation matrix (Annex 2) that was discussed with MDLF during the kick-off meeting on September 8, 2019.

2 Methodology

The evaluation methodology was based on the main evaluation criteria (Annex 2) including the relevance, effectiveness, efficiency, impact, and sustainability of the project objectives and accomplishments. The evaluation was conducted by applying the following methodologies:

Desk Review: Review the following documents which have been received from MDLF to be familiar with the project context, objectives, the role and responsibilities of different actors, contractual compliance matters in which sub-projects are selected and implemented:

- Grant Proposal for the “Area C Development Programme in the West Bank Package IV”
- ENI/2017/384-622
- Grants Implementation Agreements signed between MDLF and the target LGUs.
- Progress reports of the project
- Selection Criteria for Target Communities in Area C
- Grand Contract of package IV
- Addendum no.1 to grant contract of package IV
- Communication and Visibility Plan
- Simplified procurement arrangements; Annex III
- Area C Strategy Framework and Action Plan for Area C, Cabinet Strategy
- Presentation on MDLF Interventions in Area C
- Proposed Program Evaluation Matrix

Site Visits and Interviews: The evaluation covered the following sample of the implemented sub-projects (Table 2) which can be considered as case studies where the findings can be generalized to the overall package as agreed upon with MDLF. Interviews were conducted with the relevant stakeholders, including “LGUs staff (**West Bank**), MDLF staff, EU staff, Contractor, and Beneficiaries” to get their feedback and to verify the gathered information as well. List of consulted persons and their positions is shown in Annex 4.

Table 2A: Sample of the implemented sub-projects “DFID Projects”

| No. | Locality | LGU | Governorate | Recommended Project |
|-----|------------------|---|-------------|---|
| 1 | Khashem Ad Daraj | Khashem Ad Daraj Village Council | Hebron | Construction of Multipurpose Building |
| 2 | Khashem Ad Daraj | Khashem Ad Daraj Village Council | Hebron | Construction of Internal Roads |
| 3 | Khirbet Ad Deir | Khirbet Ad Deir Village Council –Tuqu' Municipality | Bethlehem | Development and Expansion of Al Khansa' Elementary Mixed School |
| 4 | Al Masqoufa | Deir Al Ghsoun Municipality | Tulkarm | Construction of Multipurpose Building |

Table 2B: Sample of the implemented sub-projects “AFD Projects”

| No. | Locality | LGU | Governorate | Recommended Project |
|-----|-------------------|-----------------------------------|-------------|--|
| 1 | Ein Shibli | Ein Shibli Village Council | Nablus | Construction of additional classrooms for Ein Shibli mixed school |
| 2 | Ein Shibli | Ein Shibli Village Council | Nablus | Construction of internal road including the construction of water pipeline in Ein Shibli |
| 3 | Furush Beit Dajan | Furush Beit Dajan Village Council | Nablus | Construction of Internal Road |
| 4 | Furush Beit Dajan | Furush Beit Dajan Village Council | Nablus | Construction of new classrooms with a total area of 380 Sq. m. |

The sample covers geographical areas, projects eligible sectors types, and projects size. The complete list of projects are shown in Annex 1.

The evaluation will be based on the five main evaluation criteria including relevance, effectiveness, efficiency, impact, and sustainability as shown in the evaluation matrix (Annex 2). It will further assess: (i) the value added by the intervention by comparing the estimated and final benefits of the project (before vs after the implementation); (ii) the coherence of the interventions with the policies and strategies of the donors and MDLF. To achieve the objectives of evaluation, a questionnaire was prepared to cover all relevant issues (Annex 3).

- The Consultant familiarizes himself with program objective and principles, the role and responsibilities of different actors, contractual compliance matters in which sub-projects are selected and implemented. For this purpose the consultant, review the major available documents concerning the program procedures including the grant agreement documents (signed between MDLF and the EU); MDLF operation Manual which was customized for the small LGUs throughout the implementation; the grants Implementation Agreements signed between MDLF and the target LGUs; in addition to the Progress and previous evaluation reports of the program.
- Based on the previous review and after understanding of the intervention logic and the implicit theory of change, the consultant prepared a conceptual evaluation matrix (Annex 2) that has been discussed with MDLF during the kick-off meeting on September 8th, 2019.
- Updating the evaluation matrix based on the meeting and creating observation questionnaires for data gathering formats to solicit the required information. The format of the project questionnaire that was used during the site visits is shown in Annex 3.

Coordination with MDLF staff to identify and finalized a list of sub-projects that will be evaluated during the study (Table 2), the list includes five sub-projects covering all sectors of construction in different locations within the West Bank. Annex 1 show details of the whole projects in Package 4.

Through reviewing the project’s documents and meetings with MDLF staff, the following stakeholders have been identified who were shared the information and discussed the project

matters at all project phases to get their feedback and to verify the gathered information as well:

- LGU representative
- MDLF representative;
- MoLG representative;
- EU representative;
- Consultant representative;
- Contractors representative; and
- Sample of beneficiaries.

3 Main Findings

3.1 Summary

The evaluation was carried out based on the evaluation matrix shown in Annex 2. The process started with the evaluation of the programme activities that had been conducted in the preparation phase (i.e. the input), then the consultant reviewed the implementation process efficiency considering beneficiaries and sub-project identification and relevance; the community mobilization activities; the design & construction quality; the process time frame in addition to the stakeholders' roles and challenges. The results and output were also checked to identify sub-projects functionality, utilization, and cost-effectiveness. Special attention was given to the program impact represented by the package outcome, intermediate outcomes as stated in the progress report and the sustainability of the output in order to give a clear independent vision of the consultant relevant to the overall objectives of the programme. The findings of the evaluation process are summarized as follows:

- The program achieved its aim of aligning with the national agenda targeting the marginalized communities “Area C Strategy Framework and Action Plan for Area C” produced by the Palestinian Cabinet.
- The design and tendering process of the infrastructure sub-projects has been taken place on time except for two sub-projects (Al-Masqufa multipurpose building and Al Khansa’ elementary school) were subject to substantial delays during the design phase of the projects.
- At the beginning of project implementation, MDLF, MoLG and the Donors identified the required input including identification of the stakeholders' roles, coordination procedure, methodology and work plan, and sub-projects selection procedure. The input was sufficient and reflects a good understanding of the project requirements and challenges. However, improvement of program indicators could result in more accurate outcomes of the program.
- The efficiency of the implementation process was satisfactory. Sub-projects were selected from the localities action plans, were relevant to the national policy and implemented in concurrence with MDLF requirements and procedures. The sub-projects design and construction were acceptable based on the local standard and norms. In all cases the LGUs were involved during the projects’ design and contributed to modifications that suit the functionality of the projects. The contractor’s obligation

and quality of work is also satisfactory. The Package time frame was extended from 13.5 months to 23 months due to stopping orders by ICA and delays in design of sub-projects.

- At the output level, all projects that had been identified in the grant proposal for DFID envelop were constructed and currently functional and utilized for the purposes they have been designed for. The construction cost of the projects is slightly higher due to increase in transportation costs for personnel and materials in area C.
- All benefiting communities and localities expressed their satisfaction for achieving the objectives of the implemented projects. It is also noticed that all projects, based on project type, resulted in improving the educational conditions, transportation services and community social and health situation in the targeted communities.
- All visited projects seem to be properly maintained, however, some minor deficiencies that required immediate interventions were observed and recorded. Most of LGUs do not prepare a specific operation and maintenance plans for their projects.

3.2 Input level performance

Based on the reviewed programme documents and progress reports, the preparation for package IV included the development of specific criteria for beneficiaries and sub-projects selection, verification of the candidate sub-projects as well as the estimated cost, preparation of Logical Framework for package IV summarizing the program objectives and performance indicators. It can be concluded that the MDLF grant proposal and implementation methodology utilized fairly well the lessons learned from previous interventions, good understanding of program requirements and the accumulated experience of MDLF from similar previous interventions.

3.3 MDLF assessment of program results and achievements

3.3.1 Results at the Outcome Level

The Proposal identified the achievements indicators for the overall objective of the program by the number of direct and indirect beneficiaries, and the indicators for the specific objective by the number and size (area or length) of the implemented sub-projects is shown in Table 3. Moreover, the proposal identified the evaluation report as one of the sources and means of indicators verification.

Table 3: Assessment of the Outcomes Performance

| Specific Objective | Indicator | Target | Achieved |
|--|--|---|--|
| SO 1: To improve access to essential and public infrastructure in Area C: -Schools -Public Buildings -Roads | # & Sq.m of schools developed or expanded, # & sq.m of public buildings constructed. # & Km of roads constructed/rehabilitated | 3 Schools, 1070 sq.m 2 public buildings, 400 sq.m 5 roads, 5.3 Km | 2 schools, 710 Sq.m 2 public buildings, 450 Sq.m 5 roads, 5.1 Km |

| | | | |
|---|---|---------------|---|
| SO 2: To strengthen the Palestinian institutions' capacity to deliver essential social and public infrastructure in Area C. | Action plans are updated in participatory manner (Yes / No)- where needed % of inhabitants participated in the mobilization activities | Yes 5% | Achieved achieved (7 % in average) |
|---|---|---------------|---|

3.3.2 Results at the Output Level

MDLF assessment of the output performance (Table 4) was based on the number of Grant Implementation Agreements (GIAs) signed between MDLF and LGUs and the number of contracts signed for contractors to implement the sub-projects in addition to the percentage of disbursement. Based on the evaluation results, all projects that had been identified in the grant proposal were constructed.

Table 4: Assessment of the Outputs Performance

| Results/Outputs | Indicator | Target | Achieved | Percentage of Achievements |
|--|---|--------|----------|----------------------------|
| R1: New public facilities implemented in Area C including: (schools, public buildings and roads). | # of GIAs signed between MDLF and LGUs regarding the sub-projects. | 7 | 7 | 100% |
| | # of Contracts signed for Contractors to implement public facilities. | 10 | 10 | 100% |
| | % of disbursement | 100% | 71% | 71% |

3.4 Consistency of Project Design/Project Relevance

The relevance shows the extent to which the objectives of a development intervention are consistent with the LGUs' requirements, their needs and priorities, and strategic alignment with the national policies.

The intervention is strategically aligned with the national agenda targeting the marginalized communities "Area C Strategy Framework and Action Plan for Area C" produced by the Palestinian Cabinet. The intervention translates the national policies and strategies into implementable programs and projects concerning the marginalized communities in area C. According to the MoLG and MDLF, the implementation of the intervention enhances the roles of the Palestinian Government in the development of area C. It encourages the Government to invest in implementing other projects from the Governmental budget and other Arab funds such as Kiewit and Saudi Funds.

Since late 2014, MoLG and MDLF collaboratively have initiated the implementation of social and public infrastructure in Area C. Afterwards and since 2016, MoLG and MDLF intervention in area C has been developed to feature a programmatic approach including (i) creating steering committee (SC) to approve and endorse localities and projects, (ii) harmonization the intervention with other programs (iii) geographical distribution of available funds to ensure fairness as much as possible, (iv) focusing on community mobilization to complement the

infrastructure components, (v) alignment with national agenda for targeting the marginalized communities.

Effective communication has been achieved among the LGUs, MDLF and the local technical consultant for design and supervision. The LGUs (Municipalities and Village Councils) have played a crucial and prominent role in success implementation of the projects.

MDLF and MOLG conducted clear and transparent procedures for project screening and selection. First screening includes the 18 month criteria and the availability of action plans was conducted. Then the number of eligible localities per geographical area was identified and the scoring per locality was concluded. Accordingly, the localities with the highest scores were selected for funding. MoLG and MDLF succeeded in targeting communities that lack sufficient services through working on implementation of infrastructural projects despite the political complications, meaning that the projects are relevant to basic needs of the target communities.

The projects were designed in concurrence with MDLF requirements and procedures which includes special clauses for implementation of projects in area C and simplified procurement arrangements annex prepared for the development of area C (2017). According to the LTC, the design is conducted using the above mentioned manual and annex. The design is made to take into consideration the functionality of the project and the surrounding context. The construction quality was checked and seems appropriate. Few observations have been noticed including the architectural entrance of clinic which was the LTC vision of design for the Multipurpose Building in Al Masqoufa.

3.5 Efficiency

The design and construction quality is verified by visual inspection and interviews by MDLF staff. In general, the design was prepared by the LTC and verified by the LGU and MDLF. In all cases the LGUs were involved during the projects' design and contributed to modifications that suit the functionality of the projects. The contractor's obligation and quality of work is also satisfactory. In few cases, the standards for entrance of public building, stairs dimensions in schools and the dimensions of facilities based on its function and actual use/function need to be checked and ensured.

The cost of construction/unit in area C is found to be slightly higher by less than 2% than that in area A and/or area B. Cost analysis is shown in Annex 5. It was found that the increase in cost in area C is probably because of the increase in transportation costs for personnel and materials or due to worker's scarcity in project vicinity and not because the contractors increase their cost to cover the risks associated with construction in area C including risk of confiscating equipment or delay due to stopping order.

Most projects have been implemented within the planned timeframe without much noticeable delays. In some cases, there were delays resulted from increasing the scope of work mainly because of surplus budget from the implementation of other projects. Delay is also caused by Israeli stopping orders such as the case in Furush Beit Dajan and Al-Jiftlik (AFD Envelop) which received stopping order after construction of the foundation for the school in

Frush Beit Dajan as well as the oral stop order from the Israeli Authorities for roads in Frush Beit Dajan and Al-Jiftlik. As for Frush Beit Dajan School, the LGU decided not to take the risk and resume the work without having the subproject officially licensed. The LGU sought the service of GELAK to follow up the project licensing from the Israeli Civil Administration. Accordingly, the project was suspended for one year and recently it has been resumed despite the stop working order.

During the implementation of projects, LTC provided fair and acceptable level of effort to ensure compliance with the environmental and social procedures, preparation of forms, and producing the necessary reports. All contractors confirmed the compliance of the construction activities to the prepared ESMPs. Checklists and record of reporting are made properly and are in place. However couple of observations were worth mentioning: (i) the land parcel next to Al Masqoufa project which is very close to the kindergarten, there is an abandoned scrap car site. This site has a potential risk, from rodents, reptiles, snakes and scorpions on workers during construction and kids during operation, which should have been evaluated during the preparation of the project's ESMP and appropriate mitigation measures should have been put in place. The risk on kids is still present, (ii) LGUs still not well engaged or familiar with the environmental and social safeguards policies and procedures and they still need support in these issues in the future.

MDLF has good safeguards documentation including screening reports, ESMPs, and environmental and social reports. At the beginning of each project, the LTCs received proper instructions provided to them through the MDLF on the MDLF/ ESMF Manual including: (i) environmental and social screening, consultation, monitoring and supervision and, reporting. LGUs acknowledged the importance of the safeguards for the benefit of all parties including LGUs, citizens and their rights, contractors, and the environment.

3.6 Project Effectiveness

Project functionality: how the project has been used after construction - by whom - since when...

Sample of DFID Projects

1- Construction of Village Council and rehabilitation of the existing road in Khashem Ad Daraj

Before the implementation of Khashem Ad Daraj project, there was no headquarter for village council in Khashem Ad Daraj. The existing kindergarten was in a bad condition and in need to urgent rehabilitation. The maintenance of kindergarten and the construction of Khashem Ad Daraj Village Council Premises resulted in improving the environmental condition for more than 50 kids using the kindergarten. The village council premises has provided a decent place that is currently used for regular LGU council meetings, encourages the meeting with residents, and social activities.

The road in Khashem Ad Daraj serves approximately 45% of residents of the area and, 30% of the residents are served by another existing road, and the remaining 25% are lacking proper access road.

2- Development and Expansion of Al Khansa' Elementary Mixed School in Khirbet Ad Deir

Before the development and expansion of Al Khansa' Elementary Mixed School in Khirbet Ad Deir, the classrooms in the school the existing classrooms were partitioned with Gibson boards to accommodate two classes in the same time. The classrooms were crowded and the partitions of classrooms didn't prevent the loud voices to transfer between the two classes. This resulted to negatively impact the educational process and students' performance. There was dear need to additional classrooms in the school. The development and expansion of Al Khansa' Elementary Mixed School in Khirbet Ad Deir resulted in solving the above mentioned problems in addition to the following:

Shortening the distance that the student used to walk when they used to go to the other school in the village. Keeping the students in Al Khansa' School resulted in relieving suffering of the students from crossing the road. This road was causing disturbance and announce to students by the Israeli settlers using the road.

Increasing the visits of students' relatives to the school to follow up the progress of their children.

Conduct more curricula and non-curricula activities as a result of available additional space. According to the school discipline, the additional classrooms resulted in improving the students' performance and psychological health.

The classrooms are utilized effectively. It was observed that each new classroom accommodate 22 to 38 students.

The classrooms are properly constructed except for the following issues: the tile quality is not good. It was observed that the surface of the tile is rough and has been deteriorated. The stairs are relatively narrow and are not designed according to the standard dimensions for school stairs. The newly constructed fence wall is not well connected with the existing retaining wall. There is an opening at the corner edge of the two walls.

3- Construction of Multipurpose Building in Al Masqoufa, Deir Al Ghsoun

The Multipurpose Building provides a clinic and kindergarten to the residents of Al Masqoufa. The works include the landscaping of the external garden including a boundary wall. The project provides basic furniture and equipment to make the building functional.

The evaluation findings are as follows:

The project provides services not only for Al-Masqoufa but also for the surrounding communities.

Unlike other locations in areas C, no risk was anticipated on the contractor and no noticeable delay was practiced.

The project is used at least twice a week. The project is used in several activities such as medical activities including the medical testing days which are held frequently, and community gathering activities.

The Multipurpose Building project in Al Masqoufa is properly constructed and maintained except for the following issues: the entrance of the building is relatively narrow. Some of the

electricity plugs are not properly installed. The satellite wires are laid externally and the connection of the satellite and the ceiling is also not properly installed which caused rain water to leak into the building.

Sample of AFD Projects

4- Construction of additional classrooms for Ein Shibli mixed school

Before the construction of additional classrooms for Ein Shibli mixed school, the 12 grade students was receiving their education at Al Aqrabaneh high school which is 4 to 5 kilometer away from Ein Shibli and in a bad shape which is in need to urgent rehabilitation. In addition, the classrooms in Ein Shibli were crowded and there was dear need to additional classrooms in the school. Because of the far distance to Al Aqrabaneh School the majority of the female students stopped their education and thereafter their higher education.

The construction of additional classrooms in Ein Shibli School resulted in solving the above mentioned problems to the following:

- Female students have been able to join Ein Shibli School and continue their education where some of them are currently enrolled at the Al-Najah University.
- Shortening the distance that the student used to walk when they used to go to the other school in the village. Keeping the students in Ein Shibli School resulted in relieving suffering of the students from crossing the roads.
- Increasing the visits of students' relatives to the school to follow up the progress of their children.

The design of toilet units for the kids was not properly designed by the LTC. The proposed units were for adults. The LGU draw the attention of the designer to modify the design which caused a delay in implementation. The toilet design was modified and kids toilet were installed Although school construction time is not less than 6 months, the project should have been implemented during the summer holidays to avoid the risk on students associated with the construction activities. Despite the proper mitigation measure taken into consideration including the assistant from the LGU, construction during schooling year is not recommended. Ein Shibli school serves not only the residents from Ein Shibli but also the all the surrounding Bedouin communities. During this year, the number of students has been increase after the construction of additional classrooms from 176 in 2018 to 224 this year. The new classrooms are in the fourth floor and harmony with the existing condition. The classrooms environment is comfortable, which according to the school's director, resulted in improving the educational process and students' performance.

5- Construction of internal road including the construction of water pipeline in Ein Shibli

The construction of water pipeline has resulted in providing adequate and safe source of water to the residents at less cost. The residents were using tankers for water supply and pay 20 NIS/m³, but now the water is provided directly to the households and the cost is approximately 3 NIS/m³.

The projects in Ein Shibli, the smallest village within Nablus Governorate with a population of 139 residents, has contributed to the improvement of severely under-developed community. The construction of three additional classrooms and 600 LM road and water pipeline along the road resulted in better access to transportation system and connection to adequate and safe water supply.

6- Construction of additional new classrooms for Furush Beit Dajan School

Construction of additional classrooms for Furush Beit Dajan School received two stopping orders from the Israelis after construction of the foundation. The LGU and the contractor decided not to take the risk and resume the work without having the subproject officially licensed. Despite the encouragement of the MDLF to the contractor and LGU and its support in retuning back the contractor's confiscated equipment, the LGU and the contractor refused to resume the work. The LGU sought the service of GELAK to follow up the project licensing from the Israeli Civil Administration. So far, the project licensing is still ongoing.

The construction site for classroom has been left by the contractor without any proper safety measures. The site is next to the playing yard of the school and the risk on kids is high. Currently, the contractor pull out of the site including the safety measures for the site and submit a claim for MDLF which is still pending resolution.

7- Construction of internal roads in Furush Beit Dajan

The road with the highest priority for Furush Beit Dajan which serves the community more effectively has been stopped by Israeli stopping order. Rehabilitation of another road was selected by the LGU as an alternative. Despite this road was the second priority for the village, it still serve the community in different issues including; (i) shortening the distance and time of travel to the school as students and cars was using alternative longer roads, (ii) improve the entrance of the village, (iii) provide traffic signs which improve transportation safety on the road, and (iv) it serves all surrounding communities.

The road is also used by farmers and traders. Before rehabilitation, the road was causing disturbance to the residents from the generated dust and mud transported by cars and agricultural equipment to road network during the rainy seasons.

The rehabilitation of the road encourages the residents to rehabilitate their abandoned houses and resettle in the area along the road. According to the head of LGU, four families have been resettled along the road during the last month. Since the rehabilitation of the road, no accidents have been recorded and residents' satisfaction is tremendous. It minimizes the dust and have positive impacts on their health. It also relive impacts on farmers, livestock, and shepherded.

3.7 Project Sustainability

Sustainability evaluates the continuation of benefits from the program after completing the activities.

All projects appear properly maintained. Officials of LGUs and Municipalities responsible for the projects have ideas about operation and maintenance, but no clear plan and budget have been prepared or allocated. At present, Except for Deir Al Ghsoun Municipality, Tuqu' Municipality, the LGUs are vulnerable localities and it will be difficult for them to secure funding for operation and maintenance (O&M).

LGUs mentioned that to ensure project's O&M, the O&M expenses especially schools and multipurpose building are covered either from the LGU budget or from compensation in return for use by residents. For village council premises, the O&M cost will be covered by the LGU budget. To ensure sustainability, O&M budget should be secured by preparation short term and long term of adequate operation plan.

The evaluation reveals that the capacity development of the concerned LGUs in the fields of project requirements, needed documents, following up procedure and community mobilization activities with regards to social public infrastructure implemented is satisfactory to some extent. The LGUs have good relationships with the MDLF and MoLG, experience in project documentation/archiving, and environmental and social requirements. Project documentation file including designs, maps, project bidding documents, contracts, progress reports are not available at the LGUs.

The intervention focuses on citizens' engagement and community mobilization, and on-job training for the LGUs as a soft component which complements the hard component of the intervention. Citizens' engagement and community mobilization were engaged by conducting Focus group meeting during the preparation of the master plan and action plan. However, community engagement to discuss project components activities and influences has not been appropriately achieved. Citizen engagement during project construction and operation is lacking.

MDLF Technical Department and Strategic Planning Department prepared Communication and Visibility Plan for the intervention and implemented it properly. A brochure was prepared including the following information about the project: background information, overall and specific objectives, program financing, selection criteria, targeted localities, and expected results. MDLF developed live videos/spots on MDLF Facebook Page to promote the program. Field visits were conducted by MDLF, DFID and EU to the project areas with media coverage. Sign boards were erected to ensure visibility including project name, implementing and financing agencies, communications information.

The rehabilitation of the road in **Khashem Ad Daraj**, based on observations and according to the head of the council, contributes to increase on the land price, improves communication among residents, encourages people to buy cars, and contributes to the increase of the visitors from Yatta and other areas to the stunning views of the desert.

The operation and maintenance of Al Khansa' Elementary Mixed School in **Khirbet Ad Deir** will be covered from the education tax collected by Taqou' Municipality, therefore the O&M

cost will be covered from the Municipality budget. Despite the low collection cost of revenues by Municipality, the Municipality is committed to give maintain the school in a good shape. The operation and maintenance of Multipurpose Building in **Al Masqoufa** will be covered from Deir Al Ghsoun Municipality budget. Also, the users of the building are paying fees which is currently used for paying the electricity and cleaning cost.

The maintenance of the road and the operation and maintenance cost for **Ein Shibli** Mixed School will be covered from the revenues of water and electricity services collected by Ein Shibli LGU. Ein Shibli LGU supports the school with approximately 20,000 NIS/year.

4 Recommendations

- It is recommended that MDLF in coordination with the MoLG develops and disclose all information about the program to raise awareness with the program policy, eligibility and community participation. Disclosure of information should include: (i) stakeholder engagement process, highlighting the ways in which stakeholders can participate; (ii) time and venue of any proposed public consultation meetings, and the process by which meetings will be notified, summarized, and reported and; (iii) the process and means by which grievances can be raised and will be addressed.
- The LGU should include the project in their annual budget to cover the maintenance activities, where needed, as well as operational expenses. It is also recommended to include solar system as integrated part of the financed project, as a technical solution to reduce operation cost. This could ensure more sustainability for the project.
- To ensure effective community involvement and mobilization, it is recommended that MDLF hires in a separate contract a separate LTC to produce specific packages of work such as stakeholder engagement, needs analysis, and community mobilization in liaison with the project management.
- Improve the service through the implementation of community complaint system: all projects are strongly encouraged to implement a complaint system that enable LGU to ensure proper resolution for better community service.
- For accurate short term and long term evaluation of the performance of the project, MDLF is to develop performance indicators in which the LGU should collect the relevant data and use appropriate Key Performance Indicators (KPIs) at the timely manner.
- To improve ownership of the project, it is recommended that MDLF is to prepare and implement Citizens Engagement Plan (CEP). The aim of the CEP is to define a program for citizens' engagement, including public information disclosure and consultation, throughout the construction and operation of the proposed project. The CEP outlines the ways in which the LGU and contractor will communicate with citizens and includes a mechanism by which people can raise concerns, provide feedback, or file complaints.
- During project preparation, the environmental and social management plan should be prepared taking into consideration the nearby environment. Appropriate mitigation measures should be put in place.
- LGU should include the project in their annual budget to cover the operation and maintenance activities. The LGU should also prepare short term and long term operation plan for O&M cost.

- To build LGUs' capacity on O&M, it's recommended that the supervision consultants' task include additional activity which is conducting two to three visits to LGU during the warranty period to educate them on how to prepare operation and maintenance plans and find ways for financing.

Annex 1A: List of Localities and sub- Projects (AFD Envelope)

| No. | Locality | LGU | Governorate | Recommended Project | Brief Description | Contracted Amount EURO | status |
|--------------|-------------------|-----------------------------------|-------------|--|--|------------------------|---|
| 1 | Ein Shibli | Ein Shibli VC | Nablu | Construction of additional classrooms for Ein Shibli mixed school | The project consists of adding 4 new classrooms (vertical expansion), as per the following: <ul style="list-style-type: none"> - 3 classrooms for students. - 1 Services Room (storeroom) Additionally, the work includes external expansion of the existing sanitary unit (3 Toilet units - skeleton & Finishing) The proposed area for construction is estimated at 210 square meters. | 106,000 | Completed |
| 2 | Ein Shibli | Ein Shibli VC | Nablu | Construction of internal road including the construction of water pipeline in Ein Shibli | Construction of 600 LM roads, the work includes road excavation & levelling, 6 m base course material, and 5.25 m asphalt, concrete shoulders where needed, and road furniture, work also includes construction of water pipeline of 600 LM of 2" diameter alongside the road. | 96,950.0 | Completed |
| 3 | Furush Beit Dajan | Furush Beit Dajan Village Council | Nablu | Construction of additional new classrooms for Furush Beit Dajan School | Construction of new classrooms with a total area of 380 Sq. m. (horizontal expansion) The project consists of the following: <ul style="list-style-type: none"> - 2 classrooms. - 1 Computer lab. - 1 Resources room. - Staircase, toilet units. - External works (Rehabilitation of the existing yard and school entrance, sidewalks, yard shades) | 310,035 | Stopped by ICA. It was recently resumed where the contractor decided to take the risk |
| 4 | Furush Beit Dajan | Furush Beit Dajan Village Council | Nablu | Construction of internal roads in Furush Beit Dajan | Construction of the entrance of Furush Beit Dajan, (0.85 km road of 6.5 m base course and 5.5 m asphalt), the work also includes excavation works, concrete shoulders, and kerbstone, interlock tiles (as needed), guardrails, and road furniture. | 108,007 | Completed |
| 5 | Al Jiftlik | Al Jiftlik Village Council | Jericho | Rehabilitation of internal roads in Al Jiftlik | Rehabilitation of 1.55 km length (2 segments), the work includes excavation and levelling works, 6.5m base course, 5.5 m asphalt, concrete shoulders where needed, box or pipe culvert, and road furniture. | 239000 | Completed |
| Total | | | | | | 875,615 | |

Annex 1B: Implementation Status of Sub-projects (DFID Envelope)

| No. | Locality | LGU | Governorate | Recommended Project | Brief Description | Contracted amount EURO | status |
|---|------------------|---|-------------|---|--|------------------------|-----------|
| 1 | Khirbet Ad Deir | Khirbet Ad Deir Village Council –Tuqu' Municipality | Bethlehem | Development and Expansion of Al Khansa' Elementary Mixed School | The project consists of adding three (3) classrooms, library premises, laboratory premises, and kitchen. The external works will include a retaining wall with a total length of 140 meters, rehabilitation and landscaping of the school backyard area. The furniture and equipment for the elementary school will be provided by MEHE. | 365,000 | Completed |
| 2 | Al-Rifa'iyya | Khallet Al Maya Village Council | Hebron | Construction of Internal Roads | The project consists of the construction of about 0,3 Km in length. The works will include excavation, levelling, and concrete sidewalks and roads furniture. The roads' width is 5 m and up to 1 m concrete shoulders each side. | 92,760 | Completed |
| 3 | Al Masqoufa | Deir Al Ghsoun Municipality | Tulkarm | Construction of Multipurpose Building | The project consists of constructing a clinic and kindergarten with a total area of 250 SQM. The works will include the landscaping of the external garden including a boundary wall. The project will provide basic furniture and equipment to make the building functional. | 215,497 | Completed |
| 4 | Khashem Ad Daraj | Khashem Ad Daraj Village Council | Hebron | Construction of Internal Roads | The project consists of the construction of about 2 Km length of roads. The roads' with is 4 m of asphalt. The work includes excavation and levelling in addition to concrete shoulders, where needed, and roads furniture. | 186,388 | Completed |
| 5 | Khashem Ad Daraj | Khashem Ad Daraj Village Council | Hebron | Construction of Khashem Ad Daraj Village Council Premises | The project consists of adding a second current kindergarten building with a total area of about 150 SQM. The works will include, also, the external works including a gate and the staircase. The project will provide basic furniture and equipment to make the building functional | 121,270 | Completed |
| Total Estimated Cost (Excluding VAT) | | | | | | 979,004 | |



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Annex 2: Proposed Evaluation Matrix

| INPUT | PROCESS EFFICIENCY | OUTPUT EFFECTIVENESS | SHORT-TERM OUTCOMES (IMPACT) | SUSTAINABILITY | OUTCOMES |
|--|---|---|--|--|---|
| <ol style="list-style-type: none"> 1. Downers, LGUs, Staff (MDLF, LTC). 2. Agreements; 3. Master and action plans | <ol style="list-style-type: none"> 1. Projects identification and Scoping 2. Relevance to national policy 3. Concurrence with MDLF requirements and procedures 4. Design & Construction quality 5. Time schedule and Cost 6. Stakeholders roles/ challenges | <ol style="list-style-type: none"> 1. Project functionality: how the project has been used after construction - by whom - since when 2. Project utilization: # of Beneficiaries, users, frequency of use, employment generation 3. Cost-effectiveness: is the cost per direct beneficiary acceptable | <ol style="list-style-type: none"> 1. Schools Projects <ul style="list-style-type: none"> • Level of school attendance • Students achievement • Number of students in classes • Impact on student health • Cost of education 2. Roads Projects <ul style="list-style-type: none"> • Accident rate/ road safety • Vehicle operation and maintenance cost • Travel time reduction • Environmental and general health impact • Inducement of urban/ economic development • Providing access to farms/ markets/ education ... 3. Public Buildings <ul style="list-style-type: none"> • Improvement in the quality of the municipal, electricity, water services • The number and frequency VC meetings improve • Number of public awareness events • Number and quality of sport activities • Number of health and cultural events 4. Water Pipeline <ul style="list-style-type: none"> • # of households connected to water pipeline and the percentage • Improving access to water service Quality and quality • Health and safety impacts • Compliance with social and environmental safeguard measures | <ol style="list-style-type: none"> 1. Is a transparent and adequate operation plan prepared /implemented for the next 5 years 2. Is the project appear properly maintained 3. Is a Maintenance plan and budget have been prepared and allocated | <p>Construction of New social infrastructures that:</p> <ul style="list-style-type: none"> • Improve access to infrastructure utilities • Improve the quality of life • Improve Social and economic conditions |

Annex 3: Key Evaluation Questions for interview

| A PROJECT INFORMATION | |
|------------------------|--|
| 1 | Project name |
| 2 | Type of facility |
| 3 | Implementing Institution |
| 4 | Currently in charge of the facility |
| 5 | Amount per contract |
| 6 | Scope of Works |
| 7 | Date: F.H.O / Month since completion |
| B PROCESS EFFICIENCY | |
| 1 | <u>Project selection criteria (How the project has been selected)</u> |
| 2 | <u>Community needs as explained by local representatives and locals (why the project is needed)</u> |
| 3 | <u>Concurrence with the master plan</u> |
| 4 | <u>Role of MoLG, MDLF and LTC in project selection and identification</u> |
| 5 | <u>Design quality and completeness</u> |
| 6 | <u>Work completion and construction quality (VS. contract, lacking, deficient)</u> |
| 7 | <u>Project implementation schedule</u> <u>Time as related to the MDLF procedure?</u> <u>Time as related to the LGU follow up and contracting?</u> <u>Time as related to the execution of the project?</u> |
| 8 | <u>Project Costs corresponds to country standard</u> |
| 9 | <u>Stakeholders challenges</u> <u>VC</u> <u>Contractor</u> <u>MDLF & LTC</u> <u>Others</u> |
| 10 | <u>Concurrence with MDLF requirements and procedures</u> |
| C OUTPUT EFFECTIVENESS | |

| | | |
|----------|--|--|
| 1 | <u>Project functionality: how the project has been used after construction - by whom - since when</u> | |
| 2 | <u>How often is the facility in use:</u> | |
| 3 | <u># of direct beneficiaries:</u> | |
| 4 | <u>Employment generation - # of permanent jobs created :</u> | |
| 5 | <u>Is Cost per beneficiary acceptable:</u> | |
| D | SHORT-TERM OUTCOMES (IMPACT) | |
| 1 | <u>Satisfaction of the beneficiary communities for the new infrastructures (project achievements as they describe it - before & after)</u> | |
| 2 | <u>Schools Projects</u> | |
| | School attendance | |
| | Students achievement | |
| | # students/ classes | |
| | Impact on student health | |
| | Cost of education | |
| 3 | <u>Public Buildings</u> | |
| | Municipal services improved | |
| | # and frequency of VC meetings increased | |
| | # of public awareness events increased | |
| | # and quality of sport activities improved | |
| | # of health and cultural events increased | |
| 4 | <u>Roads Projects</u> | |
| | Percentage of households connected to rehabilitated or newly constructed roads increased | |
| | Traffic Volume increase | |
| | Accident rate decrease / road safety improved | |

| | | |
|----------|---|--|
| | Environmental and general health improved | |
| | Inducement of urban/ economic development | |
| | Improving access to farms/ markets/ education | |
| 5 | Water Pipeline | |
| | # of households connected to water pipeline and the percentage | |
| | Improving access to water service Quality and quality | |
| | Health and safety impacts | |
| | Compliance with social and environmental safeguard measures for all sub-projects | |
| E | SUSTAINABILITY | |
| 1 | <u>Is a transparent and adequate operation plan prepared / implemented for the next 5 years</u> | |
| 2 | <u>Does the facility appear properly maintained? Is there a maintenance budget available? Who actually maintaining the facility?</u> | |
| 3 | <u>Comments on construction material durability and quality of construction works</u> | |
| 4 | <u>To what extent did the project contribute to strengthen the institutional set-up and the capacity building of LGU staff</u> <u>Other Comments / Notes</u> | |

Annex 4: List of consulted persons and their positions

| No. | Institution/Local ity | Name and Position | Date |
|-----|--------------------------|---|------------------|
| 1. | Khashem Ad Daraj | Ibrahim Eid Al-Hathaleen, Head of LGU | 13/10/2019 |
| 2. | Khirbet Ad Deir | Tyseer Abu Mefreh, Head of Taqou' Municipality Samir Abu Mefreh, Public realation Mahmoud Dar Issa, Municipality Eng. Jameel Salbat, Council memeber | 9/10/2019 |
| 3. | Al Masqoufa | Hazem Omar, Public Relation and Municipality Director Ala' Omar, Municipality Engineer | 9/10/2019 |
| 4. | MDLF | Nizar Samhan, Head of strategic dept. | Several times |
| 5. | MDLF | Naeem Nobani, Head technical dept. | Several times |
| 6. | MDLF | Manal Taha, Environmental Engineer | 3/12/2019 |
| 7. | MoLG | Jehad Rabayeh, Head of planning dept. | 17/11/2019 |
| 8. | EU | Ammar Al Khateeb, Coordinator of projects | 1/12/2019 |
| 9. | MDLF consultant | Adnan Zahran, Technical support expert | Several times |
| 10. | Maalem/LTC | Khaled Salameh, Eng. | 8/12/2019 (Tel.) |
| 11. | Ein Shibli | Mahmoud Abo Zohri, Head of LGU | 4/12/2019 |
| 12. | Furush Beit Dajan | Azim Abo Diya', Council member Tawfeq Mohammad, Head of LGU, by phone | 4/12/2019 |
| 13. | Al Jiftlik | Ahmad Ghawanmeh, Head of LGU | 4/12/2019 |

Annex 5A: Cost per m2 for building and per Km length for rehabilitation of road (DFID Envelope)

| NO. | Project Description | Area (m ²) Length (km) | Revised completion cost (€) | Cost/m ² Cost/Km (€) | Envelope |
|-----|---|--|-----------------------------|------------------------------------|-------------|
| 1 | Development and Expansion of Al Khansa' Elementary Mixed School | 480 m ² + external works | 360,864 | 752 | DFIF |
| 2 | Construction of Internal Roads in Refiya | | 92,760 | | |
| 3 | Construction of Multipurpose Building | 340 m ² | 201,684 | 593 | |
| 4 | Supply of furniture | | 7,500 | | |
| 5 | Construction of Internal Roads in Khashm Addaraj | 2 Km | 186,388 | 93 | |
| 6 | Construction of Khashem Ad Daraj Village Council Premises | 150 m ² | 89,035 | 594 | |
| 7 | Supply of furniture | | 3,951 | | |
| 8 | Supply of furniture | | 6,150 | | |

Annex 5B: Cost per m2 for building and per Km length for rehabilitation of road (AFD Envelope)

| NO. | Project Description | Area (m ²) Length (km) | Revised completion cost (€) | Cost/m ² Cost/Km (€) | Envelope |
|-----|---|--|-----------------------------|------------------------------------|------------|
| 9 | Construction of additional class rooms for Ein Shibli mixed school | 226 m ² sanitary unit 22.2 m ² | 106,000 | 461 | AFD |
| 10 | Construction of internal road including the construction of water pipe line in Ein Shibli | 0.6 km + water pipe line 0.45 Km | 96,950.0 | 162 | |
| 11 | Construction of additional new class rooms for Furush Beit Dajan School | 367 m ² | 310,000 | | |
| 12 | Construction of internal roads in Furush Beit Dajan | 2500 m ² concrete shoulders 0.6 km paved | 104,000 | 173 | |
| 13 | Rehabilitation of internal roads in Al Jiftlik | 1.54 km | 239,000 | 155 | |

Annex 6A : Photos for Implemented Projects - DFID Envelope



Khashm Ad-Daraj Premises



Kashm AD-Daraj Internal Road



Classroom used by students before the project

Khirbet Adeir School

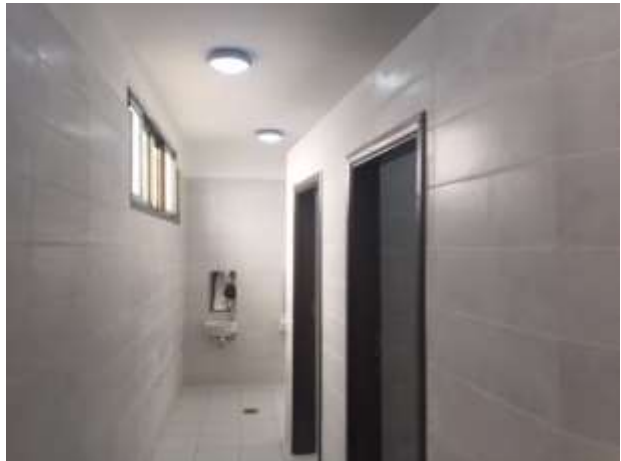


Al Masqoufa Multipurpose Building

Annex 6B: Photos for Implemented Projects under AFD Envelope



Ein Shibli: Adding 4 new classrooms



Expansion of the existing sanitary unit



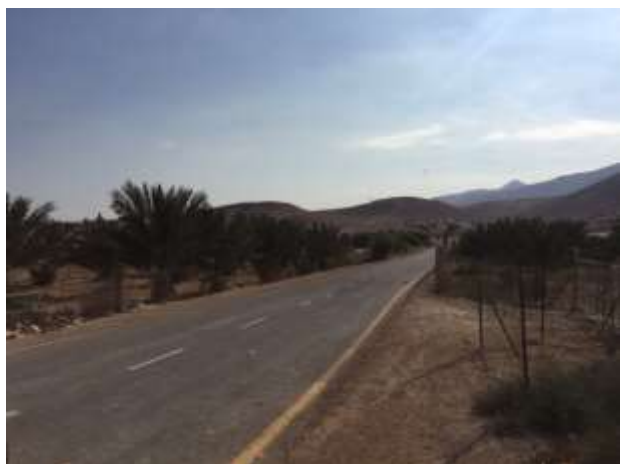
Ein Shibli new classroom



Foundation for the school in Furush Beit Dajan



Internal Road in Furush Beit Dajan



Internal Road in Al Jiftlik