

Project Evaluation of Area C Development Programme in the West Bank – Package II

Ref.: ENPI/2016/381-621

Assignment # 5.4

Final Report

Prepared By: Farhat Majadbeh

Submitted to:

Municipal Development and Lending Fund (MDLF)

December 2019

Contents

ACRONYMS	4
EXECUTIVE SUMMARY	5
1 INTRODUCTION	7
1.1 Background	7
1.2 Package II briefing	7
1.3 Objectives of the assignment.....	11
1.4 Scope of the Assignment.....	11
1.5 Methodology	11
1.5.1 Consultant activities in the inception phase.....	12
1.5.2 Site visits and interviews with projects owners	12
1.5.3 Meeting stakeholders	13
2 FINDINGS.....	15
2.1 Summary	15
2.2 Input level performance	16
2.3 MDLF assessment of programme results and achievements	17
2.3.1 Assessment of the output performance	17
2.3.2 Assessment of the overall and specific objectives of the programme	17
2.4 Projects relevance.....	21
2.5 Process efficiency.....	24
2.6 Project effectiveness.....	29
2.7 The impact of the interventions.....	32
2.8 Projects sustainability.....	34
3 RECOMMENDATIONS.....	36
ANNEXES.....	37
A. Key Evaluation Questions for interview	37
B. SOURCES.....	40
C. Meetings.....	41
D. Terms of Reference (TOR)	42

ACRONYMS

PA	Palestinian Authority
MDLF	Municipal Development and Lending Fund
EU	European Union
LGU	Local Government Units
MEHE	Ministry of Education & Higher Education
MoLG	Ministry of Local Governance
NGO	Non-Governmental Organisation
PCBS	Palestinian Central Bureau of Statistics
DRO	Danish Representative Office
ESMP	Environmental and Social Management Plan
LTC	Local Technical Consultant
GIA	Grant Implementation agreement
PP	Procurement Plan
NCB	National Competitive Bidding
FA	Financing Agreement
AASHTO	American Association of State Highway and Transportation Officials
CEP	Citizens Engagement Plan
ICA	Israeli Civil Administration

EXECUTIVE SUMMARY

The main objectives of this evaluation services are to provide MDLF and the interested stakeholders with an overall independent assessment of the social infrastructure interventions under Area C Development Programme in the West Bank – Package II, paying particular attention to the result of the projects against its objectives; Key lessons learnt and recommendations to improve current and future actions.

The evaluation started in the desk review phase with collecting relevant data about the programme and its objectives, review of the available documents, followed by the construction of the intervention logic and the implicit theory of change in addition to the set-up of the evaluation inquiries and procedure. During the field phase, the consultant conducted a set of site visits for five sample projects and interviewed main stakeholders and implementation partners to collect relevant evaluation data and information. The collected data and information were then analysed to determine the projects' relevance, effectiveness, efficiency, impact, and sustainability as per the assignment TOR. In some cases, and due to the lack of precise projects' outcomes data, the evaluator was obliged to use qualitative measures, his own experience, and knowledge of the local practices and social structure to complete the evaluation process.

In general, the Programme seems to be aligned with the Palestinian national policy, agenda and priorities as described in the PA recent strategic framework for Area C. MoLG indicated that the programme and its approach boosted the Palestinian Government role in Area C and enabled them to invest in implementing other projects in the area through the Governmental budget and other Arab funds such as Kiewit and Saudi Funds.

Additionally, review of the programme implementation procedure and practices revealed that MDLF and partners set out and implemented standardized criteria for choosing the beneficiaries and sub-projects which ensures that the selected sub-projects were suited to the priorities of the target groups and the policy of implementing party and donor.

Based on the evaluation results, the Area C Development Programme in the West Bank – Package II (the programme) achieved its expected results. Nine sub-projects in eight different localities had been constructed and furnished. Those include two roads 2.2 Km long; two schools' buildings of 930 square meters; four public buildings of 1,030 square meters; in addition to a public park. The price rate of the executed works was on the higher side of the national construction cost scale, which is acceptable taking into considerations the challenges of area C

The planned time frame of the programme was not sufficient and has been modified from 15 months to 39 months due to several challenges related to the coordination between partners, landownership problems, contractor performance and mainly the access restrictions, stoppage and demolishing orders of the ICA. However, despite the huge delay, MDLF managed to maintain the budget as allocated utilizing the budget contingencies which were about 2% of the Package amount.

During the site visits, all sub-projects seemed to be functional and utilized for the purpose that they have been designed for. The level of use and utilization differs between localities and projects sectors. The school buildings are among the most used and maintained facilities with

little spaces that are not fully utilized, while the roads are the least used and maintained facilities. On the other hand, use and space utilization of the public buildings are not frequent, especially for the multi-purpose halls component.

A precise measurement of the intervention impact was not possible as the short-term project outcomes were not collected in a quantitative manner by the utility's owners or operators. However, based on the consultant interviews with several projects' stakeholders in addition to the consultant observations at the site and his experience most of the implemented projects had a positive impact on access to infrastructure utilities and improved to a certain extent the quality of life of the area C communities.

For future programmes its recommended ensuring more the involvement of local communities. In this respect, MDLF can acquire the social specialist services directly in a separate contract rather than being part of the LTC team.

Moreover, it is recommended improving the design quality of the infrastructures to increase benefits for the cost and to devise instruments to collect sub-project data related to facility users and short outcomes indicators in order to allow a reliable assessment of effectiveness and impact.

1 INTRODUCTION

1.1 Background

Under the interim Oslo Accords negotiated by the Israelis and Palestinians in the mid-1990s, land in the West Bank was divided into three areas: 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.

Area C is a very resource-rich area. The restrictive planning and permitting systems imposed by Israel prevent Palestinians to have access to the land and the resources in the area. 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 Programme in the West bank. Accordingly, a financing Agreement ENPI/2012/023-776 (FA) was signed between the European Union and the Palestinian National Authority on 19 March 2013 and was amended on 24 August 2015. One of the components that have been covered by the agreement is improving 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 for maintaining Palestinian presence in Area C and for the development of the Palestinian economy. The specific objective of the action is to 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”.

1.2 Package II briefing

The package targeted eight (8) marginalized localities in Area C including Umm Rihan, Daher Al 'Abed, Imreiha, Khirbet Jubara, AlHalqum, Al Manshiya, Idna North, and Marah Ma'allah to provide basic services and infrastructures such as access roads, educational facilities, and multi-purpose services centers as shown in Table 1. The targeted localities were selected from a long list of 60 localities based on specific eligibility and competitive criteria sited out by MDLF in cooperation with MOLG. The criteria were discussed and approved by the EU.

The package was funded through a European Union (EU) grant of about 2 M Euros with a contribution from the Danish Government under the agreement signed between the Palestinian National Authority (PNA) and the European Union (EU) on March, 19th 2013.

The package aimed to enhance the living conditions of 6,547 inhabitants in the targeted localities through the implementation of the following projects:

- Roads. Construction and rehabilitation of two road projects with a total length of 2.2 Km in Idna North and Al Halqum.
- School buildings. Expansion and development of the elementary school in Khirbet Jubara and expansion of the secondary co-ed school in Al Manshiya with a total built-up area of about 900 SQM.
- Public Buildings. Construction, finishing, and furnishing of four multi-purposes buildings in Umm Rihan, Daher Al 'Abed, Imreiha, and Marah Ma'allah with a total built-up area of 1,030 SQM.
- Public Parks. Construction of a public park in Daher Al 'Abed with a total area of 1000 SQM.

Time Frame

The implementation of package II was started at the end of 2016 and expected to finish at the end of 2019. The original time schedule of 15 months was extended through three time-extension addendums to 39 months due to several challenges during the implementation including:

- Land ownership. initially proposed project sites in Marah Ma'laa and Imreiha had to be relocated to new locations at the start of the design phase due to land ownership problems and ICA demolition order respectively. Additionally, the objection of the local landowners in Al-Halqum to the proposed road alignment hindered the progress of the project despite their initial knowledge and approval of the planned right-of-way.
- Contractor underperformance. The original signed contract of Daher Al 'Abed project was terminated due to contractor underperformance. consequently, a new contract was signed with another contractor. This led to considerable delays in project construction.
- Stoppage and demolition orders. Israeli civil administration (ICA) issued a stoppage and demolition order for Imreiha project and confiscated the contractor's equipment at the site. A year later, the works were resumed and completed. This required a great effort from MDLF in liaising with MOLG, the Ministry of Civil Affairs, PA legal advisor and the EU.
- Obstacles and difficulties in accessing some of the targeted sites. Entrance to the sites behind the separation wall such as Um-Rihan requires a permit from the Israeli. The delay in issuing such permits led to an irregular supply of construction materials, equipment, and labors. consequently, hindered the progress of the sub-project for a long time.

Allocated budget

The total allocated budget of the Package is Euro 2,010,211.88. As shown in Table 2, the cost of the infrastructure sub-item exceeds the allocated amount of this item, however, the total budget was not altered and the cost difference was covered from the surplus resulted from the LTC, the legal fee and the visibility sub-items in addition to the provision for contingency reserve.

Table 1: List of Localities and sub- Projects

No.	Locality	LGU	Governorate	Project	Brief Description
1	Umm Rihan	Umm Rihan Village Council	Jenin	Renovation of the Existing Village Council (VC) Premises and Construction of Additional Floor	Renovating the existing VC premises and adding a second floor with a total area 130 SQM. The project will provide basic furniture to make the building functional. The scope of the project, also, includes external works for the surrounding area for a total of 150 SQM including boundary walls and pavement.
2 (S1)	Daher Al 'Abed	Daher Al 'Abed Village Council	Jenin	Construction of Multipurpose Building and Public Park	The project consists of the construction of two floors 150 SQM each. The building will be utilized a multi-purpose building including the VC premises, community hall, and sports club. The project will provide basic furniture to make the building functional. The scope of the project will, also, consist of a public park.
3	Imreiha	Ya'bad Mun.	Jenin	Construction of Multipurpose Building	The project consists of the construction of two floors 150 SQM each. The building will be utilized a multi-purpose building including the VC premises, community hall, and sports club. The project will provide basic furniture to make the building functional.
4 (S2)	Khirbet Jubara	Al Kafriyat Mun.	Tulkarem	Expansion and Development of the Elementary School	The project consists of adding 4 classrooms, computer lab and science lab with a total are 465 SQM. The furniture and equipment will be provided by MEHE.
5	Al Halqum	Tequ' Mun.	Bethlehem	Rehabilitation of Internal Roads	The project consists of reconstruction and rehabilitation of about 1.4 Km of internal roads. The works will include excavation, leveling, retaining walls, concrete shoulders/sidewalks and road furniture. The roads' width is 5.5 m of asphalt and 1.5 m sidewalks each side.
6 (S3)	Al Manshiya	Marah Rabah Village Council	Bethlehem	Expansion of the Secondary co-ed School	The project consists of adding 4 classrooms, a library, a lab, and a sanitary unit (toilets and septic tank). The project will be an extension to the existing secondary mixed school horizontally, meaning that there will be earth and foundation works for this extension. The additional classrooms will be served as a secondary school. The furniture and equipment will be provided by MEHE.
7 (S4)	Idna North	Idna Mun.	Hebron	Construction of Internal Roads	The project consists of the construction of 0.8 Km of a new road. The works will include excavation, leveling, concrete shoulders/sidewalks, and road furniture. The roads' width is 6 m of asphalt and 2 m sidewalks each side.
8 (S5)	Marah Ma'allah	Marah Ma'allah Village council	Bethlehem	Construction of Multipurpose Building	The project consists of construction two floors 150 SQM each. The building will be utilized a multi-purpose building including a VC premise and a community hall. The project will provide basic furniture to make the building functional. The scope of the project also includes external works.

Table 2 Estimated budget of package II after modification

Item	Estimated Budget (Euro)	Modified Budget (Euro)
1- MDLF management fees (indirect cost) = 7% of direct eligible cost	129,150	131,509.19
2- Total Direct Eligible Cost	1,845,000	1,878,702.69
2.1 Other Costs and Services	45,000	33,526
Expenditure Verification/Audit	5,000	5,000
Evaluation Cost	15,000	11,000
Visibility Actions	25,000	17,526
2.2 Other	1,800,000	1,845,17 6.69
Legal Fees	30,000	5,204.4
Cost of Infrastructure Sub-Projects	1,660,000	1,775,222.29
Local Technical Consultancy for Design and Supervision (Approximately 7% of the cost of infrastructure sub-projects)	110,000	64, 750
3- Provision for contingency reserve	36,061.88	00
Total Cost of the Action	2,010,211.88	2,010,211.88

1.3 Objectives of the assignment

The main objective of this evaluation is to assess achievements, challenges, and opportunities of the projects implemented in Area C, Package II, through an in-depth evaluation of results achieved.

Projects' relevance, efficiency, effectiveness, and sustainability have been investigated to identify to what extent the implemented projects improved access to basic infrastructure in Area C and supported the targeted communities 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 have been presented for future improvements.

1.4 Scope of the Assignment

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

- Assess the achievements of intended outcomes and outputs.
- Assess the relevance of the proposed projects to the national policy agenda and priorities, in addition to relevance with the requirements of the beneficiaries,...etc.
- Assess the efficiency and effectiveness of the projects in achieving its expected results through the analysis of the actual outcomes and outputs against the expected targets.
- Assess the implemented infrastructure sub-projects in terms of functionality, usability, and utilization, in addition to unintended results if any.
- Assess the operation and maintenance arrangements, monitoring and evaluation and the sustainability of the implemented sub-projects.
- 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.
- 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”.
- Assess the cost efficiency and the value of money, by comparing the estimated and final benefits of the project (before vs after the implementation).

1.5 Methodology

The evaluation methodology was based on the TOR main evaluation criteria including the relevance, effectiveness, efficiency, impact, and sustainability of the project objectives and accomplishments.

Based on the desk review of the project documents, the consultant reconstructed the logic of the intervention in the basic infrastructure and the corresponding implicit theory of change and prepared the evaluation matrix accordingly as shown in Table 4. Based on the matrix the consultant prepared a set of evaluation questions and inquiries that have been used during the

evaluation process to collect relevant data about the evaluated projects as shown in appendix A.

In particular, the following activities were carried out through the assignment.

1.5.1 Consultant activities in the inception phase

- The Consultant familiarizes himself with program objectives 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 reconstructed logic matrix (Table 3) that has been discussed with MDLF during the kick-off meeting on September 8, 2019.
- Updating of the logic matrix based on the meeting and creating observation checklists, questionnaires, and other data gathering formats to solicit the required information. The format of the project checklist (evaluation questions) that will be used during the site visits is attached to this report in Annex A.
- Coordination with MDLF staff to identify and finalized a sample list of the sub-projects that will be evaluated during the study, the list includes five sub-projects covering all sectors of construction in different locations within the West Bank. The sample sub-projects (S1-S5 in Table 1) are:
 1. Construction of Multipurpose Building and Public Park in Daher Al ‘Abed – Jenin
 2. Expansion and Development of Elementary School in Khirbet Jubara – Tulkarem.
 3. Expansion of the Secondary Mixed School in Al Manshiya – Bethlehem.
 4. Construction of Internal Roads in Idna North – Hebron
 5. Construction of Multipurpose Building in Marah Ma’allah – Bethlehem.

1.5.2 Site visits and interviews with projects owners

A site visit was organized, in cooperation with the MDLF representative, for each project in the sample as shown in Table 3.

Table 3 Site visits schedule

No	Date		Project
D1	October 6, 2019	Sunday	Daher Al ‘Abed; Khirbet Jubara
D2	October 9, 2019	Wednesday	Al Manshiya; Marah Ma’allah; Idna North

During the visit, and based on the prepared evaluation questions form, the base information has been collected through meetings with the LGUs representatives and beneficiaries. The discussions focused on the community needs related to project and how they have been identified; the project selection process; the LGU role and contribution during the project design and construction, in addition to the community perception and acceptance. Additionally, the consultant also inspected the project to determine the frequency and volume of usage in addition to the quality of works and materials used in the construction. Furthermore, notes were collected about the activities or changes in the project influence zone which can indicate the long-term impact of the project. After visiting all sample sub-projects, the consultant rechecked, organized, and analyzed the data collected to draw out the evaluation results and conclusions

1.5.3 Meeting stakeholders

Besides the MDLF staff, the consultant contacted the main stakeholders including the MoLG, targeted LGUs representatives, the contractors, the local technical consultants in addition to the representative of the EU. For full list of interviewed stakeholders refer to annex C.

Table 4 Programme evaluation matrix

INPUT	PROCESS EFFICIENCY	OUTPUT EFFECTIVENESS	SHORT-TERM OUTCOMES (IMPACT)	SUSTAINABILITY	OUTCOMES
1. Stakeholders agreement (Doners (EU); MoLG, MDLF, LGUs, ...) 2. Preparing programme proposal and implementation strategy/ criteria 3. Review of master and action plans of targeted localities.	1. Project identification and Scoping. 2. Community mobilization activities (Community Needs, perception and acceptance) 3. Programme relevance to national policy 4. Process concurrence with MDLF requirements and procedures 5. Projects Design & Construction quality 6. Process time frame 7. Stakeholders roles/ challenges during implementation	1. Results/ achievements 2. Projects functionality: how the projects have been used after construction - by whom - since when 3. Project utilization: # of Beneficiaries, users, frequency of use, employment generation 4. Cost-effectiveness: evaluation of construction cost/ is the cost per direct beneficiary acceptable	Schools Projects • Level of school attendance • Students achievement • Number of students in classes • Impact on student health • Cost of education Roads Projects • 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 ... Public Buildings • 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	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? 4. Is the project has a clear impact on the Community/ area • Level of Ownership • Further induced urban development after the project. • Capacity building components	Construction of New social infrastructures that: • Improve access to infrastructure utilities • Improve the quality of life • Improve Social and economic conditions

2 FINDINGS

2.1 Summary

The evaluation was carried out based on the evaluation matrix shown in Table 4. 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 programme impact represented by the short-outcome of the package 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:

1. In the initial stage, MDLF and partners identified and prepared the required input to ensure the successful implementation of the programme. This includes the identification of the stakeholders' roles; the coordination procedure; the methodology and work plan; in addition to the beneficiaries/ sub-projects selection procedure. The prepared input was sufficient and reflects a mature understanding of the project requirements and challenges. However, it is recommended to review and upgrade the proposed programme indicators to enable more accurate verification of the outcomes or overall objective of the programme.
2. 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/ Donors requirements and procedures. The sub-projects design and construction were acceptable based on the local standard and norms, however, there is room for enhancement of the design processes to reflect a modern and cost-effective design. In some cases, the consultant noticed that the LTC did not contribute effectively to the community mobilization activities; in this respect, the consultant believes that community mobilization activities can be better handled by specialized socio-economic specialists hired in a separate contract. The Package time frame was extended from 15 months to 39 months; although this is acceptable due to the uncertainties encompass the works in Area C, additional efforts are required to control the time frames of upcoming Packages.
3. In the output level, all projects that had been identified in the grant proposal were constructed and currently functional and utilized for the purposes that they have been designed for except for the public building of Imreha that will be utilized at the end of 2019. The construction cost of the projects lay within the national average except for the public buildings where the cost seems to be a little higher compared with the average without any functional gains.
4. The consultant was not able to collect quantitative data that can prove the positive impact of the implemented sub-projects. however, the beneficiaries' narratives in addition to the consultant field observations and personal's experience enable him to assume that most of

the implemented projects positively impacted the concerned localities, eased their access to the essential services and improved their life quality to some extent.

5. Most of the projects still in the defect liability period. 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 the implemented project and may need further support from MDLF in this respect. The good conditions of the projects demonstrate the interest of the beneficiaries and their satisfactory sense of ownership, however, up to date, most of the projects did not induce any further development in their zone of influence as they are mainly small basic services projects.
6. The consultant was not able to collect the necessary quantitative data to prove that the projects will contribute to improving the socio-economic conditions of the targeted localities. However, it is obvious through the comparison between before and after that, the intervention has improved access to basic services and enhanced the quality of life in one way or another. Here it must be noted that the targeted localities are small and isolated societies and that for many years, they had not received any important support from abroad, however, they managed in some cases to find solutions for their needs and challenges internally. The interviewed representatives of target localities expressed their pride and satisfaction in what had been accomplished and explained how the intervention raised their hope and ability to deal with the Israeli restrictions and reconnect them with the bigger Palestinian society and the world. This feeling and understanding meet the primary goal of the program, which is to maintain the two-state solution by enhancing the resilience of the Palestinian population in Area C.

2.2 Input level performance

Based on the reviewed programme documents and progress reports, the preparation for package II started early in 2016 where MDLF developed specific criteria for beneficiaries and sub-projects selection. Additionally, field visits from MOLG/MDLF were conducted to verify the description of the candidate sub-projects as well as the estimated cost. The EU and the DRO joined some of these visits to the communities that will be targeted under the DRO envelope. The selected beneficiaries and criteria were endorsed by the programme steering committee in 30-6-2016.

In December 2016, MDLF prepared the "Grant Proposal for the Area C Development Programme in the West bank - "Package II" - ENPI/2016/381-621". In this document, MDLF identified the concept and the methodology to implement the interventions including the selection criteria for localities and projects, targeted beneficiaries, the objectives, and expected results of the action in addition to the proposed activities, time frame, risks, challenges, and the estimated budget. Additionally, MDLF created a Logical Framework for the action that summarized the programme objectives and the performance indicators. Based on the grant proposal a grant contract between EU and MDLF for package II was signed at 16-12-2016.

After the signing of the grant contract, MDLF started the coordination with the key stakeholders effectively (EU, the MOLG and the target LGUs) to meet the planned targets and to avoid any miss communication during the implementation.

Additionally, MDLF prepared TOR and acquired local consultancy services for the design and the supervision work of package II. The LTC was contracted on 19th April 2017. Following the signature of the LTC contract, joint field visits were conducted to inspect and verify the sub-projects sites.

At this stage, MDLF also prepared a communication and visibility plan, modified procurement plan (PP), and grant implementation agreement (GIA).

In general, the MDLF grant proposal and implementation methodology utilized the lessons learned from previous interventions effectively and reveals a deep understanding of the programme requirements and components and reflects MDLF's broad experience in implementing similar actions and activities. However, the consultant noticed that in spite of the extensive efforts and coordination to verify the locations, suitability, and ownership of the proposed sub-projects sites, two of the proposed sites had to be relocated during construction in Imreha and Marah Ma'allah due to the objection of the ICA in the first and land ownership issues in the other.

2.3 MDLF assessment of programme results and achievements

As mentioned in section 2.1, MDLF prepared a Logical Framework for package II that summarized the programme objectives and performance indicators (see Annex #1: logical framework of the Grant Proposal for the Area C Development Programme in the West bank - "Package II" - ENPI/2016/381-621).

2.3.1 Assessment of the output performance

MDLF assessment of the output performance was based on the number of 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. These include four public buildings with a total area of 1023 SQM; two school buildings as an addition to existing schools with a total area of 950 SQM; one 1400 SQM public park and two internal roads 2.4 Km length. All projects are currently functional except for the public building of Imreha that will be utilized at the end of 2019. The programme output is discussed in detail in sections 2.5 and 2.6.

2.3.2 Assessment of the overall and specific objectives of the programme

According to the Grant Proposal for Package II, the overall objective of the programme is to improve the social and economic conditions of Palestinian communities in Area C which is critical for the future viability of the Palestinian economy. While the specific objective of the programme is defined as improving access to basic infrastructure in Area C including schools, public buildings, public parks, and internal roads.

Additionally, and as shown in Table 6, the Proposal identified the achievements indicators for the overall objective of the programme by the number of direct and indirect beneficiaries (19,000 indirect beneficiaries and 6,547 direct beneficiaries consisting of 3,088 females and 3,339 males), and the indicators for the specific objective by the number and size (area or length) of the implemented sub-projects. Moreover, the Proposal identified the evaluation report as one of the sources and means of indicators verification.

Table 5 Assessment of the Output Performance (MDLF progress report #2)

Results/Outputs	Indicator	Target	Achieved	Percentage of Achievements
R1: New public facilities implemented in Area C including: (schools, public buildings, public parks).	# of GIAs signed between MDLF and LGUs	6	6	100%
	# of Contracts signed for Contractors to implement public facilities.	6	6	100%
	% of disbursement	100%	94%	94%
R2: New basic infrastructure implemented in Area C mainly roads.	# of GIAs signed between MDLF and LGUs	2	2	100%
	# of Contracts signed for Contractors to implement basic infrastructure sub-projects.	2	2	100%
	% of disbursement	100%	100%	100%

Table 6 Assessment of the Outcomes Performance (MDLF progress report #2)

Overall Objective	Indicator	Target	Achieved	Sources and Means of Verification
O1: To Improve social and economic conditions of Palestinian communities in Area C which is critical for the future viability of the Palestinian Economy	Number of indirect beneficiaries Number of direct beneficiaries	19,000 (indirect beneficiaries) 6,547 (direct beneficiaries) Disaggregated by sex 3088 females 3339 males	The project is still undergoing and expected to benefit 19,000 inhabitants (indirectly) and 6,547 inhabitants (directly) once being functional and fully operated.	- Local technical consultant report - Evaluation Report - LGU's Reports
Specific Objective	Indicator	Target	Achieved	Sources and Means of Verification
To Improve Access to Basic Infrastructure in Area C including: -Schools -Public Buildings -Public Parks -Roads	Indicator 1: # & Sq.m of schools developed or expanded	2 schools, 900 sq.m	2 schools were constructed with a total area (952 sq.m)	- Local technical consultant report - Evaluation Report - LGU's Reports
	Indicator 2: # & sq.m of public buildings constructed.	4 public buildings, 1,030 sq.m	Three subprojects were completed, area 713 sq m; Imreha ongoing	
	Indicator 3: # & Sq.m of public parks constructed	1 public park, 1000 sq.m	The park is completed of area 1400 sq m	
	# & Km of roads constructed/rehabilitated	2 roads, 2.2 Km	2 roads were completed with a total length of 2.3 Km	

Project Beneficiaries

The proposal does not provide a clear definition for the direct and indirect beneficiaries and how they have been determined. However, the listed numbers and the discussion with MDLF in this respect indicate that those are the total population of the targeted localities.

Defining the direct beneficiaries as those who will participate directly in the project, and thus benefit from its existence (i.e all persons who will be employed by the project, supply it with raw materials or other goods and services, or who will use in some way the output of the project), and the indirect beneficiaries as those living within the zone of influence of the project, the consultant reconstructed the possible direct and indirect beneficiaries as shown in Table 7. The estimate differs significantly from MDLF estimate especially with respect to indirect users. this is often the case using this type of indicator as there is no clear line separating those influenced by a project from those beyond this zone, as the boundary will depend on the person and the degree of need or importance of the project output.

Additionally, the overall and specific objectives of the programme are the long term outcomes that can not be attributed only to the number of beneficiaries, as it is necessary to identify the quality of the provided benefits and how it affects the socio-economic conditions of the targeted groups. For example, the schools' projects in Package II were requested due to the lack of classrooms and having to place two different classes in the same room. So, although the number of beneficiaries does not change, the provided spaces may reflect positively on students' achievement and commitment, which will increase their chances of better education that can provide for promising economic opportunities for the individuals and the community.

Accordingly, it is recommended to develop measurable short-term outcomes for the sub-projects in the coming packages similar to those shown in Table 4, the short-outcomes column, and to modify the GIAs with the beneficiaries to ensure the timely collection and reporting of the relevant short-outcomes measures in each sub-project.

Table 7 Consultant estimate of the sub-project direct and indirect beneficiaries

Project	Locality	Population ¹	Population in the zone of influence ²	Direct Beneficiaries ³	Indirect Beneficiaries
Renovation the existing VC premise and construction an additional floor to the VC premise	Umm Rihan	447	100	500	100
Construction of Multipurpose Building and Public Park	Daher Al 'Abed	467	500	500	500
Construction of Multipurpose Building	Imreiha	329	100	400	100
Expansion and Development of the Elementary School	Khirbet Jubara	313	100	350	100
Rehabilitation of Internal Roads	Al Halqum	266	100	300	100
Expansion of the Secondary co-ed School	Al Manshiya	533	300	600	300
Construction of Internal Roads ⁴	Idna North	26009	3000	100	4000
Construction of Multipurpose Building	Marah Ma'allah	1072	500	1150	500
	Total	29436		3,900	5,700

¹ Population as per PCBS general census of population, housing and establishments of 2017.

² The population within 5km of the project that may use it at some point in the future (depending on how easy access and the absence of similar services in their area).

³ Locality population in addition to the consultant estimate of those who may be employed by the project, supply it with raw materials or other goods and services.

⁴ The road is a local internal road located in a new area to the north of the city. The objective of the sub-project is to induce urban development in the northern area of the city by encouraging residents to move and build in the new area. Up to date, no new construction was observed in the road zone of influence, however, the consultant estimated that about 4000 residents may move to the area within the lifetime of the road.

2.4 Projects relevance

Project relevance is a measure of the extent to which the project is suited to the priorities and policies of the target group and donor.

Conceptually, building in area C is a highly complicated issue. Palestinians are only permitted to build within the boundaries of Israeli-approved plans (within the blue line). If exist, these plans only cover already built-up areas leaving little space for expansion or development. Even within the blue line, the building process requires a costly and lengthy permitting procedure that most probably end with rejection for different reasons. As a result, the Palestinian Authority and international funding agencies hesitated or even avoided initiating and funding any important programs in area C.

In this context, the EU intervention in area C without acquiring building permits from the Israeli side supported the area C population and improved their access to basic infrastructures that they had been deprived of for a long time.

On the other hand, the EU intervention concurs with the PA recent Strategic Framework for Area C "Support Resilience and Development" for 2018-19 which is based on the principle of preserving Palestinian right to control, live and invest in area C, and provide protection, basic services and elements of resilience to the people living there. According to the MoLG and MDLF, the implementation of the program enhances the roles of the Palestinian Government in the development of area C. The program also encourages the Government to invest in implementing other projects from the Governmental budget and other Arab funds such as Kiewit and Saudi Funds.

Localities and Sub-projects Selection

MDLF in cooperation with MOLG developed and implemented a transparent and clear screening and selection procedure to ensure that the intervention will target the best proposals in the most vulnerable localities. The procedure was shared and discussed with financing partners (EU, DFID, DRO, AfD) and approved by the Steering Committee (SC) on 30 June 2016.

In the first stage (screening phase) the eligible localities were identified based on the availability of the statutory outline plan that either approved or tacitly approved (if no major objection has been raised within 18 months following the submission of the plan by the Village Council to the ICA (18-month criteria)), in addition to the availability of the action plan/development priorities in the candidate locality.

In phase two and after the identification of the eligible localities list, a scoring mechanism was conducted based on several measures to identify the final list of the candidate localities. The scoring measures included the location of the locality and its strategic importance; locality population and vulnerability based on the OCHA assessment procedure (see Table 8 and Table 9)

Table 8 Scoring mechanism and criteria (extract from MDLF Localities and Sub-projects Selection presentation to the 2nd SC)

Sub-Criteria	Source of Verification	Score	How to calculate the scoring Per LGU?
strategic issue/projects related to Area C in compliance with Ministerial Committee for area C development.	Ministerial Committee Decision	20 points	20 points will be given to the LGUs with high interest from the ministerial committee, which could be considered as a strategic issue, or if there is a joint project that could serve neighborhood localities. (this has to be done in a transparent manner)
No. of Population for each LGU within each cluster	PCBS + Action Plans (needs assessment)	20 points	The higher population will have a total score (20) and the scoring for the remaining localities will be calculated proportionally.
Vulnerability for LGUs within each cluster	OCHA vulnerability assessment	30 points	The high vulnerable locality will have a total score (30) and the scoring for the remaining localities will be calculated proportionally.
Distance from the main city/town where the LGU is served with the services)	MOLG-Planning Department	15 points	Farthest locality from the main city in the Governorate will have a total score (15) and the scoring for the remaining localities will be calculated proportionally.
Separation wall, direct adverse impact on the community within each cluster	MOLG/ Planning Department + Secondary Resources	15 points	(Yes/No) - The localities that are subject to direct adverse impact by the separation wall will have a total score (15). - The localities that are not subject to direct adverse impact by the separation wall will have a zero score.

Table 9 scoring results for Package II sub-projects (see reference above)

No.	Locality	Governorate	Project	MDLF Score
1	Umm Rihan	Jenin (North)	Renovation of the Existing Village Council (VC) Premises and Construction of Additional Floor	52
2	Daher Al 'Abed	Jenin (North)	Construction of Multipurpose Building and Public Park	40
3	Imreiha	Jenin (North)	Construction of Multipurpose Building	40
4	Khirbet Jubara	Tulkarem (North)	Expansion and Development of the Elementary School	54
5	Al Halqum	Bethlehem (South)	Rehabilitation of Internal Roads in	43
6	Al Manshiya	Bethlehem (South)	Expansion of the Secondary co-ed School	43
7	Idna North	Hebron (South)	Construction of Internal Roads	61
8	Marah Ma'allah	Bethlehem (South)	Construction of Multipurpose Building	46

In the third phase, a technical committee from MDLF and MOLG revisited the action plans of the candidate communities and investigated the proposed sub-projects taking into consideration site readiness, location of the sub-projects (shall be fully located in Area C and within the outline plan) and the priorities of the targeted community, in addition to other secondary competitive sub-criteria such as the project gender, youth, and children sensitivity, environmental impact, and cost-effectiveness.

Furthermore, MDLF emphasized the importance of the social context of the program and required the local technical consultant (LTC) to carry out comprehensive community mobilization activities to ensure that the candidate projects are at the top of the local community priority list (Request for proposal: selection of consulting services for local technical consultant for design, supervision, and community mobilization activities, July 2017).

During the field visits, the consultant discussed with the LGU representative the action plans of the community that have been prepared during the master planning phase, the community needs assessment methodology and the criteria that have been used for the sub-project selection. Additionally, the representatives were also asked about the community mobilization activities that have been conducted by the LTC.

Most of the interviewed representatives indicated that they did not have a copy of the action plan nor a clear knowledge of its details. Related to the sub-projects' selection criteria in the LGU level, the representatives clarified that their communities are small and closely related, which makes it easy for them to contact most of the community members and assess the needs and priorities accordingly, especially as the needs are usually basic and obvious. Here, it shall be noticed that the planning process usually takes a long time (3-6 years) and within this period many of the LGUs representatives leave their positions due to the frequent LGUs elections or reorganization process. Accordingly, the consultant believes that the obtained responses above may need further investigation.

With respect to the community mobilization activities, Package II interviewed representatives mentioned that the LTC did not specifically organize community mobilization activities or workshops during sub-project implementation. To acquire more information with respect to the LTC role in the community mobilization process, the consultant interviewed First Option (LTC of Package IV) in 24-11-2019. During the meeting, First Option provided activities reports and photos to prove the involvement of their team in community mobilization activities for all sub-projects that they were working on during the design phase. According to the social specialist, the activities included workshops with the LGUs designated staff and the citizens to enhance their capacity in setting up the community priorities and to raise awareness about the action plan and update the communities' priorities in a participatory manner.

Moreover, the Interviewed LGUs representatives and beneficiaries expressed their satisfaction with the new infrastructure that had been provided through the intervention. However, no numeric data are yet available on increased frequentation of the newly provided services.

To summarize, there were standardized criteria for choosing the beneficiaries and sub-projects which ensures that the selected sub-projects were suited to the priorities of the target groups and the policy of implementing party and donor. However, it seems that some of LTC did not implement the MDLF requirements properly.

Finally, the projects were designed and implemented in concurrence with MDLF requirements and procedures as specified in the technical manual (2009) 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.

2.5 Process efficiency

Proposed/completed projects

The package aimed to enhance the living conditions of 6,547 inhabitants in the targeted localities through the implementation of the following projects:

1. Roads. Construction and rehabilitation of two road projects with a total length of 2.2 Km in Idna North and Al Halqum.
2. School buildings. Expansion and development of the elementary school in Khirbet Jubara and expansion of the secondary co-ed school in Al Manshiya with a planned total built-up area of about 900 SQM. (total area constructed 952 SQM.)
3. Public Buildings. Construction, finishing, and furnishing of four multi-purposes buildings in Umm Rihan, Daher Al 'Abed, Imreiha, and Marah Ma'allah with a total built-up area of 1,030 SQM.
4. Public Parks. Construction of a public park in Daher Al 'Abed with a total area of 1400 SQM.

All projects have been completed as planned during the design stage. In Imreiha, the location of the project has been altered slightly to overcome the ICA stoppage and demolition orders. In Al Halqum, the road width had to be reduced in specific locations to avoid existing buildings and olive trees. In Marah Ma'laa the local council was not able to acquire the initially proposed land, accordingly, a new land with difficult topography was proposed. This led to a reduction in the proposed building area to provide for the extra cost needed for the new site development.

Time Frame

The implementation of package II started at the end of 2016 and expected to finish at the end of 2019. The original time schedule of 15 months was extended through three time-extension addendums due to several challenges during the implementation including:

- Coordination. The coordination with the MOLG took more time than anticipated, especially for the verification of the sub-projects locations.
- Land ownership. The originally proposed site in Marah Ma'laa had to be relocated at the start of the design phase due to land ownership problems. Additionally, the local landowners in Al Halqum opposed the construction of the roads based on the original design in spite of their initial knowledge and approval of the planned right-of-ways. The above-mentioned problems significantly hindered the progress of the programme in these localities.
- Contractors underperformance. The original construction contract of Daher Al 'Abed sub-project was terminated due to contractor underperformance. Consequently, a new contract was signed with another contractor. This led to considerable delays in sub-project construction.

- Stoppage and demolition orders. Israeli civil administration (ICA) issued a stoppage and demolition order for Imreiha project and confiscated the contractor's equipment at the site. A year later, the works were resumed after slight modifications to the building's location within the proposed site. This required a great effort from MDLF in liaising with MOLG, the Ministry of Civil Affairs, PA legal advisor and the EU.
- Obstacles and difficulties in accessing some of the targeted sites. Access to sites behind the separation wall such as Um-Rihan requires a permit from the Israelis. The delay in issuing such permits led to an irregular supply of construction materials, equipment, and labors.

Relevant to the programme time frame, the contractors that have been interviewed indicated that the MDLF initial time frame for sub-projects construction was less than that usually scheduled for similar projects.

In spite of the huge delay of the programme (duration modified from 15 – 39 months), the allocated total amount was not changed. however, MDLF modified the budget breakdown using the contingency amount and other savings as shown in Table 2. This indicates that the claims of the contractors due to delay were not existed or relatively small.

Costs effectiveness

Based on the data obtained from the MDLF interim narrative reports of package II,

Table 10 summarizes the sub-projects estimated and actual cost.

Table 10 Summary of package II sub-projects cost

Project	Locality	Area/ Length	Allocated Budget	Tender Price	Revised cost at completion	%Allocated / Actual	Cost/ m ² or Km
Renovation the existing VC premise and construction an additional floor to the VC premise	Umm Rihan	130	€ 112,000	€ 80,132	€ 71,482	156.68%	€ 550
Construction of Multipurpose Building and Public Park*	Daher Al 'Abed	300	€ 290,000	€ 252,703	€ 272,340	106.48%	€ 624
Construction of Multipurpose Building	Imreiha	300	€ 195,000	€ 235,065	€ 225,000	86.67%	€ 750
Expansion and Development of the Elementary School	Khirbet Jubara	465	€ 180,000	€ 176,771	€ 173,806	103.56%	€ 374
Rehabilitation of Internal Roads	Al Halqum	1.4	€ 230,000	€ 248,454	€ 280,000	82.14%	€ 200,000
Expansion of the Secondary co-ed School	Al Manshiya	450	€ 225,000	€ 237,339	€ 233,382	96.41%	€ 519
Construction of Internal Roads	Idna North	0.8	€ 200,000	€ 219,506	€ 219,506	91.11%	€ 274,383
Construction of Multipurpose Building	Marah Ma'allah	300	€ 195,000	€ 215,131	€ 200,368	97.32%	€ 668
Total	P. Buildings**	1030	€ 707,000	€ 698,031	€ 684,189	103.33%	€ 664
	Schools**	952	€ 405,000	€ 414,110	€ 407,188	99.46%	€ 428
	Roads**	2.3	€ 430,000	€ 467,960	€ 499,506	86.09%	€ 217,177
	All Projects		€ 1,627,000	€ 1,665,101	€ 1,675,883	97.08%	

*The project consist of two packages, the building and the Park. It is assumed that the cost of the Park is 85,000 Euro of the total amount shown.

** The total built area and length of the sub-projects were taken from the programme achievements results.

As shown in the cost summary, the average cost of school buildings was about 374 (Jubara) and 519 (Al Manshiya) Euro/ m² with an average of 428 Euro/ m². The cost difference between Jubara and Al Manshiya is due to Jubara being an additional floor while Al Manshiya was a separate building including footings. The previous rates fall within the current national level of costs for such buildings.

The cost per square meter of public buildings was about 664 Euros. The previous rate can be considered high compared with the local rate of similar buildings given the quality of the executed works and the functionality of the buildings. This may be attributed to the difficult sites, the security concerns of the contractors and the costly architectural details of the external facades.

The average rate of roads per kilometer was about 217,000 Euro which falls on the high side of the national average (150,000 - 250,000 \$) for similar roads.

The interviewed contractors (only three contractors attended the meeting) indicated that MDLF is among their preferred clients as they have reliable financial resources and accountable procedures; although they realize the risks of working in area C without a permit they do not include any related risk margin in the tender prices. However, they attributed what seems to be higher cost rates to the safety requirements of MDLF and the difficulties they faced in attracting craftsmen and skilled labors at the time of construction.

Design & Construction quality

The design and construction quality is verified by visual inspection and interviews with 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. MDLF oversaw the process, reviewed the work quality and followed up the schedule based on the LTC term of reference.

The school buildings were designed based on the Ministry of Education and Higher Education (MEHE) design approach. Accordingly, it can be considered that the delivered quality corresponds to the local standard and expected quality. However, the consultant believes that current schools' design practices need to be changed and more modern design shall be encouraged in future cycles in cooperation with MEHE.

Specifically, the design of Khirbet Jubara school was not effective, as the designer create a full-scale classroom (about 42 m²) for a small number of students (4-8 in each class) (see Figure 1). In Al Manshiya school, the designer approach was more realistic, the specific requirements were better understood and reflected, and smaller classrooms were proposed providing for more rooms and creating a better educational environment.

The public buildings in Daher Al 'Abed and Marah Ma'allah serve small communities (total population 476, and 1072 in Daher Al 'Abed and Marah Ma'allah respectively) and consequently assumed to have simple functions such as VC premises and community halls. However, the buildings were designed using external stone cladding and with several architectural unfunctional features that increased the cost of the buildings significantly (see Figure 2). Relative to their surroundings, the buildings look unique and distinguishable. The consultant believes that neither the building area nor the architectural design was harmonized with the needed functions of the utilities.



Figure 1 Large classroom for small numbers of the students in Jubara school



Figure 2 External façade of Marah Ma'allah (left) and Daher Al 'Abed (right) buildings

Regarding the road projects, MDLF considered that the current design shall be considered as an initial phase towards achieving the full width of the roads as decided in the outline plans. Accordingly, it was permitted to design and construct roads with a width less than that specified in the plans. According to MDLF instructions the final design shall address the road safety measures, adverse impacts on the environment and shall be cost-effective. the interviewed LTC (First Option) indicated that design was based on AASHTO requirements for low volume roads and included geometric design, pavement design, drainage design in addition to traffic and structural design.

During the site visits phase, the consultant was able to visit Idna north project only. The road is internal local road 0.8 Km long, 6 m wide with two-meter concrete shoulders/sidewalks on each side. Taking into consideration that the road was constructed to encourage urbanization of a new area, there was room to improve the alignment significantly. Moreover, the consultant noticed that the implemented drainage system of the road was preliminary and lacking important crossings at some of the sag curves as shown in Figure 3



Figure 3 Idna road - limited sight distance curve (left) and major watercourse without culvert (right)

With respect to construction quality, it was noticed that the contractor's obligation and quality of work were satisfactory in all of the visited projects. In a few cases, some minor deficiencies were observed such as water seepage and moisture damage, an eccentric external wall at the emergency door in Jubara school, in addition to some tiles deficiencies in Al Manshiya school (see Figure 4).



Figure 4 Eccentric wall and water damage at Jubara school (left) and tiles deficiencies at Al Manshiya school (Right)

2.6 Project effectiveness

Project effectiveness is a measure of the extent to which the project attains its objectives, especially its specific objectives (or purpose). Under the effectiveness three topics shall be explored, they are (1) project functionality or how the project has been used after construction, by whom and since when; (2) Project utilization concerned with the number of beneficiaries, users, frequency of use, and employment generation; (3) Cost-effectiveness or the evaluation of the cost per each direct beneficiary.

Due to the lack of quantitative data, the team will consider the project's functionality and utilization only - for the projects that have been visited - in a qualitative manner based on the basic data/ information that has been collected during the site visits, mainly, from the LGUs representatives.

Construction of Multipurpose Building and Public Park in Daher Al 'Abed

Before the implementation of the project, there were no premises for the village council of Daher Al' Abed, the village council meetings were usually conducted in one of the members' homes when possible. Moreover, the village was lacking a public hall that can be used for public gatherings and workshops. The constructed building provided a decent place for the council meetings, facilitated service providing and communication with the citizens and promoted several and frequent social and cultural activities. The building is properly constructed and maintained.

Before the construction of the Public Park, Daher Al 'Abed and the surrounding villages lacked any form of community recreational outlets; the children of the village used to play in the streets subject to through traffic from adjacent villages. The construction of the Park provided a safe recreation space for the children and mothers of the village and the surrounding area and

attracts a considerable percentage of the village youth to gather and communicate in a healthy environment.

Currently, one of the building rooms is occupied by the electricity charging employee; the park is used daily after school hours, while the hall is usually used at least once per week for 3-5 hours.

Expansion and Development of Elementary School in Khirbet Jubara

Before the development and expansion of the School in Khirbet Jubara, teachers used to combine two different classes in the same room at the same time. This resulted in negatively impact the educational process and students' performance.

The development and expansion of the School ease the congestion of classrooms by providing a separate classroom for each class that makes room for a healthier learning environment. Furthermore, the added spaces enabled the school to conduct more curricula and non-curricula activities utilizing the additional space. The building is properly constructed and maintained.

Currently, the school is used daily for 6 - 8 hours. However, during the site visit, it was noticed that some of the provided space are is not utilized effectively due to the low number of students in each classroom (from 4-8 students), and the new computer lab room is not functional due to lack of computers. In this respect, the school headmaster indicated that one of the village residents donated to provide the required computers soon.

Expansion of the Secondary Mixed School in Al Manshiya

Before the development and expansion of Al Manshya Secondary Mixed School, the existing classrooms in the school were partitioned by gypsum boards to accommodate two classes at the same time (see Figure 5). The classrooms were crowded and the partitions in between didn't prevent the loud voices to transfer between the two classes. This resulted to negatively impact the educational process and students' performance. Additionally, the project was deemed urgent for the village of al-Manshyeh where the new classrooms will enable upgrading the school to the secondary level, benefiting the local students by providing alternatives to the long and costly travel they used to do in order to continue their secondary education.

The new classrooms and spaces are utilized effectively. It was observed that each new classroom accommodates 10 to 15 students and the new classrooms were smaller than the standard MEHE classrooms. The interviewed schoolmaster shows great satisfaction with the project indicating that the additional classrooms resulted in improving the students' performance and psychological health. The building is properly constructed and maintained except for the tiles' works and quality in limited locations.

It was noticed that the new extension was built on the schoolyard that was already small and inappropriate resulting in a significant reduction of the available external space with the increase of the student number.

Currently, the school is used daily for 6 - 8 hours



Figure 5 The dual classroom in Al Manshiya school before the extension

Construction of Internal Roads in Idna North

Idna Municipality requested the construction of the road as they desire to expand the city horizontally toward new areas in area C due to the over-population and the huge increase of real estate prices in Area A. The Municipality considers the road area as the only available space for future expansion.

However, and after more than 1.5 years of project completion, the road did not induce any urban development in its influence zone. Moreover, the consultant noticed that the road is local and does not serve any through traffic.

the Municipality attributed the lack of urbanization in the area until now to the hesitation and fear of the citizen from the Israeli homes demolishing policy.

Taking into consideration that roads can function properly for a short period and need continuous maintenance to survive this intervention may be considered risky. It needs to be followed up with the Municipality to ensure that the road is properly maintained until approval of the area master plan and urbanization started.

The consultant noticed that most of the road signs were removed, and the road needs immediate maintenance and cleaning works.

Construction of Multipurpose Building in Marah Ma'allah

Before the implementation of the project, the village council in Marah Ma'allah was functioning from a rented room at the village center and the village was lacking a public hall that can be used for public gatherings and workshops.

The constructed building provided a decent place for the council meetings, facilitated service providing and communication with the citizens and promoted several and frequent social, educational and cultural activities. The building is properly constructed and maintained except

for the following issues: water leak and moisture damages in the hall in addition to some cracks in the external sidewalks

Currently, the building is open daily from 9 AM - 12 PM as one of the building rooms is occupied by the electricity charging employee and the village council accountant. The hall is usually used at least once per week for 3-5 hours.

The initially proposed site of the building was changed due to problems in land ownership. Due to the mountainous topography of the new site the multipurpose hall was built under the frontage road. The hall entrance is relatively narrow and steep which may impact some of the elderly users.

2.7 The impact of the interventions

Related to this assignment, the impact of the interventions (the infrastructure component) is defined as the positive and negative changes induced by the construction of the social infrastructure projects in area C - package II, as measured against socio-economic, environmental and other development indicators as shown Table 4 "Reconstructed logic of the investments in basic infrastructure" of this report.

Stakeholders perception

All stakeholders that have been met relating to Package II projects including LTC, contractors, MDLF and MOLG staff expressed their satisfaction and support for the program. In the meeting with the MOLG representative on 17-11-2019, he indicated that area C interventions contributed to the consolidation of interconnection between area C population and the Palestinian Authority and attracted other donors and international organizations to fund further development projects in area C based on EU formula. In a personal meeting with one of the LTCs engineers, the engineer explained how he feels proud to work in such a project, according to him " although we provided basic and simple services, I feel that it is more important than my previous assignments in what is called "the big projects", as our services were delivered to those who are in dear need for it".

On the other hand, all community representatives that had been interviewed either on-site or in the general meeting with the LGUs representative at MDLF headquarter on 3-11-2019 showed their satisfaction for the program and the new infrastructures.

The social infrastructures built are Usable

Based on the consultant site visit for the sample projects and the data that have been gathered through the meetings with several stakeholders, all projects are currently used for the purpose that they have been designed for.

In general, the amount and frequency of use differ from locality to another and from sector to sector based on local demand and the nature of the project sector. For example, the educational buildings are the most used while the multi-purpose ones are relatively less used. Additionally, the use and utilization of Al Manshiya school based on the number of students per classroom is better than that of Khirbet Jubara, as the demand in Al Manshiya is more than that in Jubara due to the difference in population between the two villages. However, the consultant noticed that the teachers in Jubara School utilized the available space effectively to personalize and enhance the learning environment which can improve the students' performance. (Figure 6)

Furthermore, even for projects that seem to have low usability levels such as Idna North road, the utilization is expected to rise in the near future after the completion of the master plan of the area and residents realized that the risk of buildings demolishing by the Israelis has been decreased.



Figure 6 Example of space utilization in Jubara School classrooms

Impact indicators

After commencement, the Consultant prepared a list of quantitative indicators that can identify and prove the impact of the implemented project. The indicators are listed in Table 4 in the short-term outcome column. During the site visits, the consultant sought and tried to collect records and documents that can provide sufficient information about the impact of the project. Unfortunately, the interviewed beneficiaries were not able to provide numbers but only narratives or opinions that the consultant was not able to check it all.

In schools projects (Al Manshiya and Khirbet Jubara), the interviewed headmasters were not able to provide processed data with respect to the level of school attendance, students achievement and the improvement on students general health after project construction, however, they insisted that the students rate of attendance was improved and the quality of the educational process was enhanced after the new classrooms addition. With respect to the number of students in classes, it was clear that after the additions the student/ area ratio was improved significantly providing more space to the students.

With respect to public buildings (Daher Al 'Abed and Marah Ma'allah), the LGUs representatives indicated that the quality of the municipal electricity services was improved as a special office has been allocated for the electricity charging employee who was not available at a definite location before the project. Additionally, they also indicated that the number and frequency of the village council meetings were improved significantly. Moreover, and always according to LGUs representatives, at least two weekly social or cultural events had been conducted in the multi-purpose hall of the building since completion. Such events were rare

and less frequent before the projects. However, the VC did not prepare and maintain an official record for the hall use.

For roads project, Idna North road did not induce any urban development in its influence zone up to date, nor have any measurable impact such as the reduction of accident rate, vehicle operation cost and travel time. however, the road provided easier access to the farms in the area.

2.8 Projects sustainability

Sustainability evaluates the continuation of benefits from the program after completing the activities. The consultant addressed the sustainability of the sample projects through the following question and inquiries.

1. Is there a transparent and adequate operation and maintenance plan has been prepared.
2. Is the project appear properly maintained?
3. Does the project have a clear impact on the Community? (Level of Ownership and capacity building components)

Most of LGUs do not prepare a specific operation and maintenance plans for the implemented project and may need further support from MDLF in this respect. however, the LGUs representatives have a clear perception of the project maintenance and operation and even some of them discussed the issue with the LTC in the early design stage.

Some of the LGUs such as Daher Al 'Abed Village Council and Marah Ma'allah Village council has a limited revenue that can be obtained from the distribution of electricity. Thus the LGUs are planning to allocate part of this revenue for the maintenance and operation budget. Furthermore, taking into consideration that the beneficiary communities are small highly related communities, it is usually easy for the LGUs members to obtain the required operation and maintenance budget as a donation from their financially capable relatives or friends.

With respect to school projects, the responsible body for the operation and maintenance is the MEHE. Actually, the Ministry fully endorses and grants new built schools' performance for the next 5 years. No problems with staffing or equipment were perceived in all visited schools, equipment was available and teachers were present and active.

In the localities that are attached to Municipalities such as Idna North, the budget of these municipalities usually includes allocations for operation and maintenance of public buildings and other infrastructure.

All of the sample projects seem to be properly maintained. Actually most of the projects still in the contractors' defect liability period. However, some minor deficiencies that required immediate interventions were observed in Idna North road and Daher Al 'Abed Park (Figure 7).

In Idna North, a side stone wall was partially damaged due to what seems to be a traffic accident and most of the traffic signs have been removed or stolen. In Daher Al 'Abed some of the park swings were broken and were maintained poorly, so it needs proper fixation.



Figure 7 Deficiencies in Idna North Road and Daher Al 'Abed Park

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 a great extent. The LGUs have good relationships with the MDLF and MoLG, experience in project documentation/archiving/keeping records, and environmental and social requirements.

The program 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 program. Citizens' engagement and community mobilization were engaged by conducting focus group meetings during the preparation of the master plan and action plan. However, community engagement to discuss project components' activities and influences have not been properly achieved. Citizen engagement during project construction and operation is lacking.

3 RECOMMENDATIONS

- 1) Conducting workshops for the local community during the different programme phases to foster their ownership of the project and familiarize them with the role of the MoLG, MDLF, and LGU is crucial.
- 2) To ensure effective community involvement, it is recommended that MDLF hires in a separate contract specialized consultant to produce specific packages of work such as stakeholder engagement needs analysis, and community mobilization in liaison with the project management.
- 3) Ensure sufficient time and resources to verify and investigate the sub-projects sites. For example, it was possible to avoid delays in some projects if the proposed sites have been properly checked and investigated.
- 4) Exploring the possibility to avoid underperforming consultants and construction Firms.
- 5) Improve the design quality of infrastructures to increase benefits for the cost. Some of the designers provided good engineering services but irrelevant to the actual needs and challenges of the serviced community.
- 6) To improve ownership of the project, it is recommended that MDLF is to prepare and implement a 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.
- 7) The LGU should include the project in its annual budget to cover the maintenance activities, where needed, as well as operational expenses. It is also recommended to include a solar system as an integrated part of the financed project, as a technical solution to reduce operation costs. This could ensure more sustainability for the project.
- 8) During project preparation, the environmental and social management plan should be prepared to take into consideration the nearby environment. Appropriate mitigation measures should be put in place.

ANNEXES

A. 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 the 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 sports 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 strengthening the institutional set-up and the capacity building of LGU staff</u>	
	<u>Other Comments / Notes</u>	

B. SOURCES

- Area C Development Programme in the West Bank – Package II – Grant Contract, ENPI/2016/381-621, and its amendments.
- Area (C) Development Programme in the West Bank - Grant Implementation Agreement (GIA).
- Annex 1 to the Steering Committee Minutes of Meeting #2 “ List of localities and sub-projects to be included in the DRO envelope.
- MDLF Grant Proposal for the Area C Development Programme in the West bank – Package II.
- Area C Development Programme in the West Bank – Package II, INTERIM NARRATIVE REPORT, April 2018.
- Area C Development Programme in the West Bank – Package II, INTERIM NARRATIVE REPORT, December 2018.
- Area C Development Programme in the West Bank – Communication and Visibility Plan, Package II and III, MDLF.
- Francesco Badioli, Mahmoud Daqqah, and Sonja Spruit, Midterm Evaluation of the European Union Programme in Area C, West Bank, Palestine, March 2019.

C. Meetings

MDLF

Nizar Samhan

Ahmad Zayed

Naim Noubani

Adnan Zahran

MoLG

Jihad Rabaya

EU

Ammar Al Khateeb

LGUs Representatives

Tareq Amarneh, Daher Al'Abed Village Council, Jenin.

Husam Awad, Jubara Village Council, Tulkarem.

Hisham Sbeah, Headmaster of Al Manshiya School, Al Manshiya, Bethlehem.

Khaled Abu Shaqra, Marah Ma'allah Village Council, Bethlehem.

Tal'at Awaad, Idna Munacaipaity, Hebron

Ahmad Gawanmeh, Al Jiftlik Village Council, Jericho

Azem Al haj Mohammad, Furush Beit Dajan Village Council, Nablus.

Fatima Brajeah, Al Musara Village Council, Bethlehem.

LTC - First Option

Aida Al Tarter

Mohammad Gazaouneh

Contractors

Atya Eid, Brothers

Akram Abu Ayash, Samrqund

Jamal Hamdan, Al Hamdan contracting.

D. Terms of Reference (TOR)

Municipal Development and Lending Fund

Terms of Reference

“Individual Consultant for Project Evaluation”

Area C Development Programme in the West Bank – Package II
Ref.: ENPI/2016/381-621

Assignment # 5.4

July 2019



1. Background on the project:

This action is based on the Financing Agreement (FA), ENPI/2012/023-776 Land Development and Access to Basic Infrastructure in Area C. The Financing Agreement (FA) was signed between the European Union and the PA on 19th March 2013 and was amended on 24th August 2015.

The EU and PA agreed on the following approach with regard to project 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 LGUs to the ICA”.

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. The statutory outline plans and the detailed planning packages were submitted to the PA and to the Israeli Civil Administration (ICA). At the Israeli Civil Administration, the plans were registered and processed through a complex and cumbersome authorization process. The communities developed the statutory outline plans and the action plans for essential social and public infrastructure in a participatory inclusive mode, taking into account the demographic and socio-economic development needs for the next 20 years.

The FA identified MDLF as an implementing agency for the second component, “Implementation of Basic Infrastructure in Area C”. The addendum no.1 to the FA states that a Steering Committee composed of the European Union (EU), PA (Palestinian Authority), MDLF and of other donors financing of the action shall be formed as an organizational set-up of this component. The scope of the Steering Committee is to discuss and endorse the localities as well as the selected projects to be implemented in the target localities in Area C.

As preparatory activities for this action, a Steering Committee was formed and composed of the EU, Ministry of Local Government (MOLG), MDLF and the Danish Representative Office (DRO). Two steering committee meetings were held on 20th of April and 30th of June 2016, respectively. The steering committee endorsed the selection criteria on 30th of June 2016. Then, the MoLG and MDLF technical teams visited the shortlisted localities and respective projects. The EUREP and DRO participated in part of these site visits. Later, the technical teams discussed all nominated localities and projects and finally the Steering Committee approved the selected localities and the proposed infrastructure projects on 8th of November 2016 (8 localities and 9 projects).

It is worth noting that the projects 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).

Accordingly, a set of projects proposed in this action were suggested and identified by the local communities with the view to improve the quality of life for the inhabitants within those

communities. These projects were re-confirmed during the identification phase of this action including approvals from the respective governmental bodies or ministries.

➤ **Objectives and Expected Results (as per the agreement)**

The overall objective of the action is to improve the social and economic conditions of Palestinian communities in Area C which is critical for maintaining Palestinian presence in Area C and for the development of the Palestinian economy.

The specific objective of the action is to 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”.

The approved sub-projects were identified based on the community needs in response to the urgent needs for improving the services delivery. These sub-projects will focus on covering the basic services for the target communities such as “building schools/ adding classrooms, parks and recreation, construction of multipurpose buildings, and roads construction”.

➤ **Target Areas and Beneficiaries**

This action will be implemented in eight localities in Area C. The target localities are as follows:

- | | |
|---------------------------------------|-----------------------|
| - Umm Rihan, Daher Al'Abed, Imreiha | Jenin Governorate |
| - Khirbet Jubara | Tulkarm Governorate |
| - Al Halqum, Al Manshiya, Marah Malla | Bethlehem Governorate |
| - Idna North | Hebron Governorate. |

The projects are almost completed and MDLF -as the delegated implementation agency- intends to use part of the (EU) Fund to contract an individual consultant to conduct the evaluation for the project.

3. Objective of the Assignment:

The objective of the assignment is to assess to what extent the project objectives and accomplishments has been relevant, efficient, effective and sustainable, and based on the findings, the consultant is requested to recommend lessons learnt for future improvements.

4. Scope of the Assignment:

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

Mainly, the evaluator is requested to do 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 delivery of actual outcomes, outputs against the expected targets.
- To assess the implemented infrastructure sub-projects in terms of (functionality, usability and utilization, 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”.
- As part of the sub-projects feasibility, the consultant has 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).
- To Identify the problems/challenges faced by each stakeholder in fulfilling their roles in the implementation of the sub-projects, particularly “LGUs, contractor, MDLF, LTCs, Beneficiaries.....etc”.
- Based on the findings and observations made in the field, the consultant is requested to recommend ways and lessons learnt for future improvements.

The evaluation is expected to assess achievements, challenges and opportunities of the project through an in depth evaluation of results achieved. The evaluation analysis should be based on Theory of Change of the projects by outlining the results chain to be integrated with the project’s logical framework.

5. Evaluation Methods:

The evaluation will be conducted by applying the following methodologies:

- ✓ **Desk Review:** before the commencement of the study, the Consultant should 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. For this, the following are the major documents to be reviewed by the consultant.
 - Grant agreement documents (signed between MDLF and the EU).
 - MDLF operation Manual which was customized for the small LGUs throughout the implementation.
 - Grants Implementation Agreements signed between MDLF and the target LGUs.
 - Progress reports of the project
 - Based on the review, the consultant should prepare observation checklists, questionnaires and other data gathering formats to solicit the required information.

Moreover, to facilitate the **assessment**, the consultant is required to propose an appropriate methodology and work plan for conducting the evaluation.

- ✓ **Field Visits and Interviews:** During the evaluation, the consultant **shall conduct interviews** with the relevant stakeholders, including “LGUs staff (**West Bank**), MDLF staff, Contractors, Beneficiaries, ...etc)”, to get their feedback and to verify the gathered information as well.

The evaluation will cover a sample of the implemented sub-projects– **(to be agreed and decided)**, where the sample should be stratified to cover (geographical areas, projects eligible sectors¹, projects size). The consultant could not substitute the sample of sub-projects without adequate justification and prior approval **from** MDLF.

6. Qualifications:

The consultant should have the following skills and qualifications:

- At least Master Degree in Civil Engineering.
- At least 10 years working experience in design/construction of related eligible sectors.
- Previous working experience in the community development projects
- Previous experience in evaluation studies and researches of demand driven community infrastructure sub-projects.
- Previous experience in evaluation methods including (qualitative and/or quantitative methods)
- Previous experience in the local government sector
- Demonstrated ability to approach complex problems and successfully implement similar projects.
- Excellent communication and writing skills and critical thinking.

7. Reporting and Deliverables:

The consultant is required to submit the reports in the following four stages:

(i) Inception Report: The consultant is required to submit an inception report, (10) ten days after signing the contract. The report should include:

- preliminary findings based on the desk study/review
- a strategy to carry out the evaluation, including the suggested field survey formats, questionnaires; analytical methods and reporting formats;
- A work plan with the list of selected sub-projects and field visits schedule.

(iii) Draft Evaluation Report: The consultant is required to submit a draft report, 8 weeks after the commencement date. The report should include a description of the findings in areas of (i)

¹ The eligible sectors for MDP-W1 infrastructure sub-projects are as follow: roads, water, wastewater, electricity, public facilities, and solid waste.

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.

(iv) Final Evaluation Report: The consultant is required to submit a final report, (7) seven days after receiving the comments/suggestions from MDLF on the draft report.

8. Time Frame and Level of Effort:

All deliverables of this assignment should be completed within a period of **2.5 months** from the commencement of the assignment. The expected level of effort for the assignment is **25 working days**. The consultant shall bear all cost associated with logistics, communication, and travel.

Deliverables Breakdown and Schedule

ID	Deliverable Name	Expected Date
1.	Inception report	10 (ten) days after the commencement date.
2.	Draft Evaluation Report	7 weeks after the commencement date.
3.	Final Evaluation Report	7 (seven) days after receiving the comments on the draft report

9. Contract Type and payments schedule

This contract is a lump-sum contract. Payments will be arranged according to the following:

- **20%** of the contract value upon the submission of the inception report acceptable to the client.
- **50%** of the contract value upon the submission of the draft report acceptable to the client.
- **30%** of the contract value upon the submission of the final report acceptable to the client.

The Municipal Development and Lending Fund (MDLF) invite Qualified Consultants to express their interest for the assignment. Interested Individuals must provide information indicating that they are qualified to perform the requested service.

10. Project Administration:

The Municipal Development and Lending Fund (MDLF) will be responsible for the coordination of activities with the consultant, receiving and approving invoices for payments and for acceptance of the deliverables.

The contact person for this project is **Eng. Nizar Samhan**, **Manager of Strategic Planning Department/M&E Specialist**. His address is:

Address is:

**Main Office: Al-Amal Bldg.
Mecca Street,. Al-balou' Road,
Al-Bireh, Palestine**

Tel: 02- 2426610 ext. 131 , Fax: 02-2426617

E-mail: nsamhan@mdlf.org.ps



No.	Localit y	LGU	Governora te	Project	Brief Description	Estimated Cost (EUR) ²
1	Umm Rihan	Umm Rihan Village Council	Jenin	Renovation of the Existing Village Council (VC) Premises and Construction of an Additional Floor to the VC Premise	Renovating the existing VC premises and adding a second floor with a total area 130 SQM. The project will provide basic furniture to make the building functional. The scope of the project, also, includes external works for the surrounding area for a total of 150 SQM including boundary walls and pavement.	125,000
2	Daher Al 'Abed	Daher Al 'Abed Village Council	Jenin	Construction of Multipurpose Building and Public Park	The project consists of construction of two floors 150 SQM each. The building will be utilized a multipurpose building including the VC premises, community hall, and sport club. The project will provide basic furniture to make the building functional. The scope of the project will, also, consist of a public park.	300,000
3	Imreiha	Ya'bad Municipality	Jenin	Construction of Multipurpose Building	The project consists of construction of two floors 150 SQM each. The building will be utilized a multipurpose building including the VC premises, community hall, and sport club. The project will provide basic furniture to make the building functional.	200,000

² Excluding VAT and the estimated cost might change upon the final design of the projects which will be conducted by the local technical consultant..



No.	Localit y	LGU	Governora te	Project	Brief Description	Estimated Cost (EUR) ²
4	Khirbet Jubara	Al Kafriyat Municipality	Tulkarem	Expansion and Development of Elementary School	The project consists of adding 4 class rooms, computer lab and scientific lab with a total are 465 SQM. The furniture and equipment will be provided by the MEHE.	180,000
5	Al Halqum	Tequ' Municipality	Bethlehem	Rehabilitation of Internal Roads in Al- Halqum	The project consists of reconstruction and rehabilitation of about 1.4 Km of internal roads. The works will include excavation, levelling, retaining walls, concrete shoulders/sidewalks and roads furniture. The roads' width is 5.5 m of asphalt and 1.5 m sidewalks each side.	230,000
6	Al Manshi ya	Marah Rabah Village Council	Bethlehem	Expansion of the Secondary Mixed School	The project consists of adding 4 class rooms, library, lab, and sanitary unit (toilets and septic tank). The project will be an extension to the existing secondary mixed school horizontally, meaning that there will be earth and foundation works for this extension. The additional class rooms will be served as a secondary school. The furniture and equipment will be provided by the MEHE.	225,000
7	Idna North	Idna Municipality	Hebron	Construction of Internal Roads	The project consists of construction of 0.8 Km of a new road. The works will include excavation, levelling, concrete	200,000



No.	Localit y	LGU	Governora te	Project	Brief Description	Estimated Cost (EUR) ²
					shoulders/sidewalks, and roads furniture. The roads' width is 6 m of asphalt and 2 m sidewalks each side.	
8	Marah Ma'allah	Marah Ma'allah Village council	Bethlehem	Construction Multipurpose Building	of The project consists of construction two floors 150 SQM each. The building will be utilized a multipurpose building including VC premise and a community hall. The project will provide basic furniture to make the building functional. The scope of the project also includes external works.	200,000
TOTAL ESTIMATED (Excluding VAT)						1,660,000