

CTB



**ANNUAL REPORT- STUDY,
CONSULTANCY AND
EXPERTISE FUND FOR THE
YEAR 2013**

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Acronyms

BTC	Belgian Development Agency
CB	Capacity Building
M&E	Monitoring and Evaluation
PC	The Partner Committee
MOPAD	Ministry of Planning and Administrative Development
(MoTIT)	Ministry of Telecoms and IT
NSP	National Spatial Plan
TVET	Technical Vocational Education Training



1 Intervention at a glance

1.1 Intervention form

Intervention name	The Study, Consultancy and expertise Fund-ICP 2012-2015
Intervention Code	PZA 1002711
Location	Palestine
Budget	1,701,829 Euro
Partner Institution	Ministry of Planning and Administrative Development (MOPAD)
Date of Specific Agreement	29/08/2012
End date Specific Agreement	28/08/2016 (4 year from the date of signature)
Objective	<p>The objectives of the Fund are:</p> <ol style="list-style-type: none">1. to enhance the capacities of Palestinian public institutions in order to support the priority sectors of the Belgian-Palestinian bilateral cooperation,2. the preparation process of future Palestinian-Belgian Indicative Cooperation Programs and3. the implementation of principles on harmonization and alignment as per the "Paris Declaration on Aid Effectiveness".

1.2 Budget execution

Total Budget (Euro)	Expenditure year 2013 (Euro)	Balance	Total Disbursement rate
1,701,829	32,570.78	1,669,258.22	1.91%

National execution official	BTC execution official
<p data-bbox="371 376 587 405">Ms. Dana Erekat</p> <p data-bbox="371 472 823 568">Special Advisor to the Minister/ Head of Aid Management and Coordination Directorate (MOPAD)</p>  <p data-bbox="451 701 675 734">Feb 25, 2014</p>	<p data-bbox="877 392 1110 421">Dr. Willy Demeyer</p> <p data-bbox="877 479 1198 508">Resident Representative</p>  <p data-bbox="986 678 1198 734">25/2/2014</p>

2 Context

2.1 General context

The change in the Government in 2013: Although it didn't directly impact the performance under the Fund, however, certain activities, though approved, were not implemented [please see below the two experts under table 3.2.1 which were supposed to be recruited for the Ministry of Telecoms and IT (MoTIT)]

The change of the Head of Aid Management and Coordination Directorate at MOPAD, (acting as the Fund Manager) in March 2013, had positive influence in terms of reaching agreement on the manual of procedures for the FUND and expediting the process of implementing activities under the agreement. More coordination has also been noted in terms of discussion with MOPAD on the Capacity building component, better progress is anticipated for 2014.

2.2 Management context: Execution modalities

The execution modalities are appropriate. The fact that the agreement allows for revising certain modalities subject to the approval of the Partner Committee adds flexibility to its implementation.

The mechanism of review and approval of activities under the Fund by both the manager and co-manager, and the No Objection of the Head of Cooperation proved to be prompt and efficient. The Coaching by the BTC in procurement also facilitated the process.

2.3 Harmo-context

The start-up of business incubators in Palestine is an opportunity which was identified through a study under the Fund in 2013. This was done in coordination with the EU and was later formulated by an EU Consultant with the help of two consultants under the Fund (please refer to paragraph 3 below). Both the identification and the formulation missions met with other donors active in the field and coordinated with the Ministry of Economy in order to ensure harmonization and effective implementation afterwards. Linking the Incubators to the TVET intervention was taken into consideration during the identification and formulation processes. On the other hand, the Capitalization exercise for the Belgian funded TVET project has started in December 2013. The outcome of this exercise will certainly advise on how to utilize and build on the results achieved under the TVET project nationally and in coordination with other donors in order to ensure harmonization and alignment with the PA strategy in this field.

The UNDP and UN HABITAT support the National Spatial Plan (NSP), in terms of creating a planning vision (Palestine 2050) and aid in the preparation of the NSP for Palestine 2025. The two studies that will be conducted shortly under the Fund (please see paragraph 3 below) for which the TORS were prepared and approved in 2013, will contribute to achieving the objectives of sustainable development and economic growth in Palestine.

3 Analysis of progress made

3.1 Studies

3.2 Progress of studies

Progress of studies ¹	A	B	C	D	Comments (only if the value is C or D)
1 Preparation of identification file for Start-up incubators in Palestine (for the benefit of the Ministry of National Economy), carried out by two consultants- international and local. Completed		X			
2 Contribution to the formulation of Start-up incubators in Palestine (above), by two consultants- international and local under the Fund. The formulation was mainly conducted by consulting firm recruited by the EU. Completed		X			
3. Capitalization assignment for Technical Vocational Education Training (TVET) in Palestine. It is being conducted by international consulting firm assisted by a local consultant – both recruited under the Fund. On-going		X			
4 Preparation of an analytical study Extracting stone in Palestine. Followed up by the Spatial Department in MOPAD			X		Delay in launching the selection process after receiving the approval for conducting the study (approval was granted in November 2013). Request for expressions of interest was launched in January 2014 (Aid management unit will follow up closely with the Spatial department in MOPAD to avoid further delays in the future)
5 Preparation of an analytical study Urban development Followed up by the Spatial Department in MOPAD			X		Delay in launching the selection process after receiving the approval for conducting the study (approval was granted in November 2013). Request for expressions of interest was launched (Aid management unit will follow up closely with the Spatial department in MOPAD to avoid further delays in the future)

¹ A: Ahead of schedule
 B: On schedule
 C: Delayed, corrective measures are required.
 D: Seriously delayed (more than 6 months). Substantial corrective measures are required.

3.2.1 Analysis of studies completed

Title of study:	
1 Preparation of identification file for Start-up incubators in Palestine (for the benefit of the Ministry of National Economy), carried out by two consultants- international and local.	The assignment was successfully completed on time, with complete identification report.
Have the studies been used as intended?	Yes (please see below)
To what did the study contribute?	Contributed to the formulation process as mentioned under table 3.2
Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?	The identification report was used as basis for preparation of the TOR for the consultant who conducted the formulation process. The formulation process also used elements from the identification file.
2 Contribution to the formulation of Start-up incubators in Palestine (above), by two consultants- international and local under the Fund. The formulation was mainly conducted by consulting firm recruited by the EU	The assignment was successfully completed (or more accurately: 'almost completed' as a small part was not done due to the passing away of the local consultant).
Have the studies been used as intended?	Yes (please see below)
To what did the study contribute?	Contributed to the formulation process
Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?	Effective contribution to the formulation process

3.2.2 Expertise

Progress of expertise ²	A	B	C	D	Comments (only if the value is C or D)
1 IT Security Expert Consultant for The Ministry of Telecoms and IT (MoTIT)				X	Contract was not signed, though the approval on the selection process and the draft contract was granted in August 2013. <i>Cancelled, as not needed</i>
2 Strategy planner expert for The Ministry of Telecoms and IT (MoTIT)				X	The approval for launching the selection process was given; The selection process was not completed by MTIT <i>Cancelled, as not needed</i>
3 Aid Coordination Expert at the Aid Management and Coordination Directorate (AMC) - the Ministry of Planning and Administrative Development (MOPAD)- contract for six months, started in November 2013		X			
4. Aid coordination expert to help in enhancing the capacities of the directors within the AMC unit				X	Approval on launching the selection process was granted in July 2013. MOPAD changed its plan regarding the need/recruitment of this expert

² A: Expertise completed in year N
 B: Expertise ongoing
 C: Expertise in preparatory phase: preparation going as planned (writing ToR, procurement procedure, etc.)
 D: Expertise planned but delayed

3.3 Progress of expertise

3.3.1 Analysis of expertise

Title of expertise – name of expert:	
Aid Coordination Expert at the Aid Management and Coordination Directorate (AMC) - the Ministry of Planning and Administrative Development (MOPAD) Mr. Mohammed Khanfar	Contract for six months, started in November 2013 To assist in the implementation of the strategic objectives of the AMC, and to work with the Head of AMC on enhancing the aid management project cycles, harmonization, as well as alignment of aid with the national priorities.
To what extent is the expertise delivering results?	The expert has been delivering results as requested.
To what has the expertise contributed?	The expert has developed the TOR for the archiving system needed by AMC, and is working with the various units in the Ministry on developing the CD workplan to be used for the BTC CD project at MoPAD
Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did these impact the expertise and the result of this expertise	N/A

3.4 Budget execution

The "Budget versus current Report, which includes the data up to 31/12/2013 is attached under Annex 5.1.

An amount of 120,000 was budgeted for expenditure during 2013. The expenditures till end 2013 are 32,571 Euro, thus reaching an execution rate of 27.14%. This low execution rate is due to the following:

- The cancellation of the recruitments of three experts: two experts for the MoTIT with an estimate of estimated 13,200 & 15,400 Euro and one expert for MoPAD with an estimate 8,800 Euro as explained above.
- The delay by the MoEHE in submitting the request for conducting a study on Schools satisfaction survey, with an estimate of 69,000 Euro that was planned to start in 2013
- The formulation process for the start-up incubators in Palestine by the EU consultant took longer than expected; and accordingly, the deliverables by two consultants who were recruited to contribute to the formulation process were completed by end of 2013 and payments have been

requested in 2014

3.5 Quality criteria

On the basis of the elements above, attribute a simple A, B, C or D score³ to the following criteria

Relevance: The degree to which studies and expertise are in line with local and national priorities

Efficiency: Degree to which studies and expertise have been executed on time and on budget.

Effectiveness: Degree to which studies and expertise actually contribute to their intended objectives

Studies:

Criteria	Score
Relevance	A
Efficiency	B The identification and contribution to the formulation of the start-up incubators were performed on time; while there was delay in launching the selection process for other two studies (please see details in table 3.1.1 above)
Effectiveness	A The two completed studies effectively contributed to the identification and formulation of the start-up incubators in Palestine. The other two which faced delay in launching were planned to be completed in 2014, and yet their effectiveness will be judged during 2014

Expertise

Criteria	Score
Relevance	A
Efficiency	C Only one expertise at MOPAD was successfully recruited , while other 3 assignments were cancelled, two of them at an advanced stage (after being approved- please see details under table 2.3.1 above

³

- A: Very good performance
- B: Good performance
- C: Performing with problems, measures should be taken
- D: Not performing/ having major difficulties: measures are necessary

If a criterion cannot be assessed (e.g. because the intervention has only just started), attribute the criteria with an 'X' score. Explain why the criterion has not been assessed.

	A
Effectiveness	The expert at MOPAD started in November, so far he has been contributing positively to the improvement of the aid management unit.

3.6 Risk management

Risk Identification		Risk analysis				Risk Treatment			Follow-up of risks	
Description of Risk	Period of Identification	Risk category	Probability	Potential Impact	Total ⁴	Action(s)	Resp.	Deadline	Progress	Status
Delay in determining the needs for Capacity building at MOPAD	2013	development	Medium	high	C	Finalize the needs assessment	MOPAD	Q1-2014	Assessment of the needs are under preparation	progressing
Noncompliance with the new Project Manual of Procedures	2013	Reputational and development	low	high	B	Respecting the approval and No Objection requirements as well as the procurement and financial procedures	MOPAD, PA ministries and institutions, BTC	Continuous	Continuous	Continuous

4

Potential impact		Probability			
	High	B	C	D	
	Medium	A	B	C	
	Low	A	A	B	
		Low	Medium	High	

4 Steering and Learning

4.1 Recommendations

Recommendations	Source	Actor	Deadline
<i>Description of the recommendation</i>	<i>The sub-chapter to which the recommendation refers</i>	<i>The person responsible for recommendation</i>	
Assess the need for any activity prior to seeking the No Objection for its implementation (to avoid cancellation at later stage)	3.2.2	The PA ministries and institutions benefiting from the Fund	Continuous
Timely completion of assessments and planning (activities under capacity building component)	3.6	MOPAD	Q2 2014
Beneficiaries, MOPAD and BTC	3.2.2	Beneficiaries, MOPAD and BTC	Continuous

4.2 Lessons Learned

Lessons learned	Target audience
Close coordination and cooperation between MOPAD, the Head of Cooperation and the BTC, witnessed during 2013 has resulted in improvements in preparation and implementation of activities under the Fund	MOPAD, BTC and the Head of Cooperation
Harmonization and alignment whenever possible, in order to maximize the benefit from the outputs of the activities	Beneficiaries, MOPAD and BTC

5 Annexes

5.1 "Budget versus current (y – m)" Report

Please see next page

5.2 Decisions taken by the Partner Committee and follow-up

Decision to take		Action				Follow-up			
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Finalizing the Manual of Procedures	2012	2013		BTC and MOPAD	Drafting the Manual	BTC	Q4-2013	Completed	Done
					Discussing the draft and agree with MOPAD	BTC and MOPAD	Q4-2013	Completed	
Approval of the Manual of procedures Submitting a plan for MOPAD CB component	2013	2013		BTC and MOPAD to submitte the Manual to the PC	Approval of the Manual of procedures	Partner Committee	Q4-2-13	Approved on October 9 th 2013	Done
					Assessing the needs and completing the plan accordingly				