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[...]

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Onze referentie
Min-BuZa.2020.5650-20

Datum 19-08-2020

Betreft Uw Wob-verzoek tot verstrekking kopie due diligencebeleidsdocumenten van het ministerie van Buitenlandse Zaken in het algemeen, en aangaande UAWC over de periode 2013-2021

Geachte [...],

In uw brief van 3 juni 2020, verzonden per e-mail op 8 juni 2020, heeft u met een beroep op de Wet openbaarheid van bestuur (hierna: Wob) informatie verzocht over het due diligencebeleid dat door het ministerie van Buitenlandse Zaken/voor Buitenlandse Handel en Ontwikkelingssamenwerking wordt gevoerd en hoe dit specifiek is toegepast op de Union of Agricultural Workers Committee (UAWC) in de periode 2013-2021.

U verzoekt concreet verstrekking van kopie van *due diligence reports*, gebruikte selectiecriteria, checklists en audits die gebruikt zijn voor de totstandkoming van de *contributing agreements* met de UAWC voor de periodes 2013-2016 en 2017-2021.

De ontvangst van uw verzoek is, per e-mail, bevestigd op 10 juni 2020. Op 1 juli 2020 is de beslistermijn, per e-mail, met vier weken verdaagd.

Met betrekking tot uw verzoek om informatie bericht ik u als volgt.

Wettelijk kader

Uw verzoek valt onder de reikwijdte van de Wob. Voor de relevante Wob-artikelen verwijs ik u naar de bijlage 1.

Inventarisatie documenten

Op basis van uw verzoek zijn in totaal 18 documenten aangetroffen. Deze documenten zijn opgenomen in een inventarislijst, die als bijlage 2 bij dit besluit is gevoegd. In dit besluit wordt verwezen naar de corresponderende nummers uit de inventarislijst, zodat per document duidelijk is wat is besloten.



Zienswijzen

Derde-belanghebbenden bij de openbaarmaking van de documenten zijn in de gelegenheid gesteld hierover hun zienswijze te geven.

De zienswijzen van de derde-belanghebbenden heb ik in mijn belangenafweging meegenomen.

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Besluit

In zijn geheel openbaar

Ik heb besloten zeven van de aangetroffen documenten in zijn geheel openbaar te maken op grond van de Wob.

(Deels) openbaar

Ik heb besloten negen van de aangetroffen documenten (gedeeltelijk) openbaar te maken op grond van de Wob. Zoals u in de inventarislijst ziet, heb ik bij het niet openbaar maken van informatie uit deze documenten artikel 10, tweede lid, aanhef en onder e en g, en artikel 11 van de Wob toegepast.

Niet openbaar

Ik heb besloten twee van de aangetroffen documenten integraal niet openbaar te maken op grond van de Wob. Ik heb bij deze documenten artikel 10, tweede lid, aanhef en onder g, van de Wob toegepast.

Voor de motivering verwijs ik naar het onderdeel 'Overwegingen' van dit besluit.

Overwegingen

Algemene overweging: openbaarheid t.a.v. een ieder

Allereerst wil ik u wijzen op het volgende. Ingevolge artikel 3, vijfde lid, van de Wob, wordt een verzoek om informatie ingewilligd met inachtneming van het bepaalde in de artikelen 10 en 11 van de Wob.

Het recht op openbaarmaking op grond van de Wob dient uitsluitend het publieke belang van een goede en democratische bestuursvoering. Het komt iedere burger in gelijke mate toe. Daarom kan ten aanzien van de openbaarheid geen onderscheid worden gemaakt naar gelang de persoon of de bedoeling of belangen van de verzoeker. Bij de te verrichten belangenafweging worden dan ook betrokken het algemene belang bij openbaarmaking van de gevraagde informatie en de door de weigeringsgronden te beschermen belangen, maar niet het specifieke belang van de verzoeker.

Evenmin kent de Wob een beperkte vorm van openbaarmaking. Dit betekent dat openbaarmaking van de gevraagde documenten uitsluitend aan u op grond van de Wob niet mogelijk is. Indien ik aan u de betreffende documenten verstrek, moet ik deze ook aan anderen geven indien zij daarom verzoeken. In dat licht vinden de onderstaande belangenafwegingen dan ook plaats.

De eerbiediging van de persoonlijke levenssfeer



Op grond van artikel 10, tweede lid, aanhef en onder e, van de Wob blijft verstrekking van informatie achterwege voor zover het belang daarvan niet opweegt tegen het belang dat de persoonlijke levenssfeer wordt geëerbiedigd.

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In 11 van de 18 aangetroffen documenten staan persoonsgegevens. Dit betreft namen, functies, e-mailadressen, telefoonnummers, en rekeningnummers. Deze gegevens maak ik niet openbaar. Ik ben van oordeel dat ten aanzien van de genoemde persoonsgegevens de privacy van betrokkenen prevaleert boven het belang van openbaarmaking. Hierbij heb ik in de beoordeling meegewogen of de betrokken personen vanuit hun functie regelmatig in de openbaarheid treden. De genoemde persoonsgegevens heb ik verwijderd uit de documenten.

Uit de documenten heb ik ook handtekeningen en parafen verwijderd. Dit heb ik onder andere gedaan met het oog op het voorkomen van identiteitsfraude. Ik ben van oordeel dat dit belang zwaarder weegt dan het belang van openbaarheid.

Het voorkomen van onevenredige bevoordeling of benadeling

Op grond van artikel 10, tweede lid, aanhef en onder g, van de Wob blijft verstrekking van informatie achterwege voor zover het belang daarvan niet opweegt tegen het belang van het voorkomen van onevenredige bevoordeling of benadeling van bij de aangelegenheid betrokken natuurlijke personen of rechtspersonen dan wel van derden.

Ik weiger twee documenten integraal vanwege onevenredige benadeling van bij de aangelegenheid betrokken natuurlijke personen dan wel rechtspersonen. Dit betreft de documenten met nummers 4 en 9. In dit geval is er sprake van heersende wet- dan wel regelgeving omtrent accountants en een contractuele relatie tussen de accountant en de UAWC die zich verzet tegen openbaarmaking van documenten die in het kader van het uitoefenen van de accountantsfunctie zijn opgesteld. Openbaarmaking door mij zou de noodzakelijke vertrouwelijkheid tussen de contractspartijen blijvend schaden.

In de documenten die ik (gedeeltelijk) openbaar maak, wordt de bij de aangelegenheid betrokken rechtspersoon, dan wel worden natuurlijke personen, onderworpen aan onderzoek ter voorbereiding op subsidieovereenkomsten. Dit betreft de documenten met nummers 2, 3, 5, 6, 7, 8, 10, 11 en 12. Uit de gegevens die voortkomen uit dit onderzoek blijkt tot in detailniveau hoe de bedrijfssituatie en arbeidssituatie van betrokkenen eruit ziet. Gezien de lastige werkomgeving waarin de rechtspersoon en natuurlijke personen zich begeven zou het onevenredig benadelend zijn om alle details hiervan vrij te geven. Betrokkenen kunnen dan niet langer op dezelfde wijze functioneren, hetgeen hen onevenredig schaadt in hun dagelijkse levens.

Persoonlijke beleidsopvattingen in een stuk voor intern beraad

Artikel 11, eerste lid, van de Wob bepaalt dat in geval van een verzoek om informatie uit documenten, opgesteld ten behoeve van intern beraad, geen informatie wordt verstrekt over daarin opgenomen persoonlijke beleidsopvattingen.



Uit de wetsgeschiedenis blijkt dat onder het begrip "documenten opgesteld ten behoeve van intern beraad" onder meer moeten worden begrepen: nota's van ambtenaren en hun politieke en ambtelijk leidinggevend, correspondentie tussen de onderdelen van een ministerie en tussen ministeries onderling, concepten van stukken, agenda's, notulen, samenvattingen en conclusies van interne besprekingen en rapporten van ambtelijke adviescommissies.

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Ten aanzien van deze stukken moet uitdrukkelijk blijken dat het de bedoeling is om ze als stukken voor intern beraad te beschouwen, of men moet deze bedoeling redelijkerwijs kunnen vermoeden. Deze beperking op de informatieverplichting is in de Wob opgenomen omdat een ongehinderde bijdrage van ambtenaren en van hen die van buiten bij het intern beraad zijn betrokken bij de beleidsvorming en -voorbereiding gewaarborgd moet zijn. Zij moeten in alle openhartigheid onderling en met bewindspersonen kunnen communiceren. Staatsrechtelijk zijn slechts de standpunten die het bestuursorgaan voor zijn rekening wil nemen relevant.

Onder persoonlijke beleidsopvattingen worden verstaan: meningen, opinies, commentaren, voorstellen, conclusies met de daartoe aangevoerde argumenten.

Eén document is opgesteld ten behoeve van intern beraad en bevat persoonlijke beleidsopvattingen. Dit betreft het document met nummer 3. Hierin geeft de betrokken ambtenaar meningen over de met de subsidie uit te voeren projecten. Ik verstrek geen informatie over persoonlijke beleidsopvattingen. Ik acht het niet in het belang van een goede en democratische bestuurvoering indien de standpunten van ambtenaren zelfstandig worden betrokken in de publieke discussie. Ik zie dan ook geen aanleiding om met toepassing van artikel 11, tweede lid, van de Wob in niet tot personen herleidbare vorm informatie te verstrekken over deze persoonlijke beleidsopvattingen.

Wijze van openbaarmaking en plaatsing op internet

De documenten die door mij openbaar worden gemaakt op grond van de Wob, treft u bij dit besluit in kopie aan. De openbaar gemaakte documenten en dit besluit worden geplaatst op www.rijksoverheid.nl, zodat ze voor een ieder beschikbaar zijn.

Mocht u naar aanleiding van dit besluit vragen hebben, kunt u contact opnemen met de directie Juridische Zaken via WOB@minbuza.nl.

De minister voor Buitenlandse Handel en Ontwikkelingssamenwerking,

e Noord-Afrika en Midden-Oosten,

[...]

Dave van den Nieuwenhof



Tegen dit besluit kunt u binnen zes weken na de dag waarop dit is bekend gemaakt een bezwaarschrift indienen, gericht aan de minister voor Buitenlandse Handel en Ontwikkelingssamenwerking, t.a.v. directie Juridische Zaken, postbus 20061, 2500 EB Den Haag.

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Bijlage 1 – Relevante artikelen uit de Wob

Artikel 3

1. Een ieder kan een verzoek om informatie neergelegd in documenten over een bestuurlijke aangelegenheid richten tot een bestuursorgaan of een onder verantwoordelijkheid van een bestuursorgaan werkzame instelling, dienst of bedrijf.
2. De verzoeker vermeldt bij zijn verzoek de bestuurlijke aangelegenheid of het daarop betrekking hebbend document, waarover hij informatie wenst te ontvangen.
3. De verzoeker behoeft bij zijn verzoek geen belang te stellen.
4. Indien een verzoek te algemeen geformuleerd is, verzoekt het bestuursorgaan de verzoeker zo spoedig mogelijk om zijn verzoek te preciseren en is het hem daarbij behulpzaam.
5. Een verzoek om informatie wordt ingewilligd met inachtneming van het bepaalde in de artikelen 10 en 11.

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Artikel 10

1. Het verstrekken van informatie ingevolge deze wet blijft achterwege voor zover dit:
 - a. de eenheid van de Kroon in gevaar zou kunnen brengen;
 - b. de veiligheid van de Staat zou kunnen schaden;
 - c. bedrijfs- en fabricagegegevens betreft, die door natuurlijke personen of rechtspersonen vertrouwelijk aan de overheid zijn meegedeeld;
 - d. persoonsgegevens betreft als bedoeld in paragraaf 2 van hoofdstuk 2 van de Wet bescherming persoonsgegevens, tenzij de verstrekking kennelijk geen inbreuk op de persoonlijke levenssfeer maakt.
2. Het verstrekken van informatie ingevolge deze wet blijft eveneens achterwege voor zover het belang daarvan niet opweegt tegen de volgende belangen:
 - a. de betrekkingen van Nederland met andere staten en met internationale organisaties;
 - b. de economische of financiële belangen van de Staat, de andere publiekrechtelijke lichamen of de in artikel 1a, onder c en d, bedoelde bestuursorganen;
 - c. de opsporing en vervolging van strafbare feiten;
 - d. inspectie, controle en toezicht door bestuursorganen;
 - e. de eerbiediging van de persoonlijke levenssfeer;
 - f. het belang, dat de geadresseerde erbij heeft als eerste kennis te kunnen nemen van de informatie;
 - g. het voorkomen van onevenredige bevoordeling of benadeling van bij de aangelegenheid betrokken natuurlijke personen of rechtspersonen dan wel van derden.

[...]

Artikel 11

1. In geval van een verzoek om informatie uit documenten, opgesteld ten behoeve van intern beraad, wordt geen informatie verstrekt over daarin opgenomen persoonlijke beleidsopvattingen.
2. Over persoonlijke beleidsopvattingen kan met het oog op een goede en democratische bestuursvoering informatie worden verstrekt in niet tot personen herleidbare vorm. Indien degene die deze opvattingen heeft geuit of zich erachter heeft gesteld, daarmee heeft ingestemd, kan de informatie in tot personen herleidbare vorm worden verstrekt.

[...]



Bijlage 2 – Inventarislijst

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Nr.	Document	Beoordeling	Wob
1.	Template Auditprotocol (English)	Openbaar	n.v.t.
2.	Routing Form BEMO	Deels openbaar	10.2.e, 10.2.g
3.	UAWC COCA	Deels Openbaar	10.2.e, 10.2.g, 11
4.	UAWC 2012 Audit Results	Niet Openbaar	10.2.g
5.	Land and Water Resource Management	Deels openbaar	10.2.g
6.	Appraisal document for financial adjustment	Deels openbaar	10.2.g
7.	Activity Appraisal doc	Deels openbaar	10.2.e, 10.2.g
8.	UAWC BEMO Memo Approval	Deels openbaar	10.2.e, 10.2.g
9.	Organisational Capacity Assessment/Pre-Award Assessment van UAWC n.a.v. COCA subsidieovereenkomst 2017-2021, final draft report	Niet openbaar	10.2.g
10.	UAWC Top up 2017 Bemo Final signal	Deels openbaar	10.2.e, 10.2.g
11.	Pre-award Assessment of UAWC	Deels openbaar	10.2.g
12.	UAWC Bemo O-staff Fiche 07sept16	Deels openbaar	10.2.g
13.	EN BEMO ODA 1 million euros or more	Openbaar	n.v.t.
14.	ORIA Template ToR to execute a ORIA by a third party	Openbaar	n.v.t.
15.	ORIA Template	Openbaar	n.v.t.
16.	ORIA integrity update form	Openbaar	n.v.t.
17.	Quality at Entry (Q@E)	Openbaar	n.v.t.
18.	Supplier Registration Form	Openbaar	n.v.t.

Explanatory notes to the audit protocol template for audit and assurance engagements awarded by BZ

Select = The budget holder must select one of the options presented.

Complete = The budget holder must enter specific data.

Optional text = Text that can be included in the protocol at the budget holder's discretion.

All highlights, **explanatory notes in blue** and this explanatory note must be removed from the final protocol.

This document is a audit protocol template. It must be supplemented with specific information and/or requirements relating to the activity concerned. The audit protocol template ('the protocol'):

- has been drawn up in accordance with the Audit Protocol Style Guide of the COPRO Working Group of the Royal Netherlands Institute of Chartered Accountants (NBA);
- is designed to obtain an opinion on both expenditures and receipts. The auditor may have difficulty providing assurance on the completeness of receipts. In certain situations BZ has not set specific requirements regarding receipts. The opinion can then be limited to the accuracy of expenditures. The protocol and the prescribed text of the audit opinion should be amended accordingly;
- is the budget holder's responsibility. Any use of this template should be carefully considered. The final version must be tailored to the particular circumstances. The Financial and Economic Affairs Department (FEZ) should be consulted before awarding an engagement under part 3.B;
- may raise questions for the auditor of the contribution recipient/grant recipient/contractor. If so, request the auditor to consult with the budget holder, and/or request assistance from FEZ and/or the Central Government Audit Service (ADR) if required. FEZ or ADR will contact COPRO if necessary.

Explanatory notes on the individual sections of the protocol:

1. This section relates to the grant decision/contribution agreement/engagement covered by the protocol.
2. This section defines the audit subject. A distinction is made between:
 1. part A: financial statements, on which the auditor must issue an audit opinion;
 2. part B: possible agreed-upon procedures arising from the budget holder's analysis of an activity's risks.

Standards are presented that the auditor must meet in their financial audit (part A) or specific audit work (part B).

3. This section lays down the minimum requirements regarding the audit scope, which may be expanded with specific requirements if required.

Part A. The audit opinion is based on the activities specified in part A. If an audit opinion is required, implicitly, the auditor will also review the design, existence and operation of the processes that underlie the financial statements and are relevant to the auditor's opinion. Therefore, these activities do not need to be specified in part A. In case specific aspects of certain processes must be audited, or if certain processes are of less or no relevance to the audit opinion, the budget holder should name them in part B and request a report of factual findings in accordance with International Standard on Related Services (ISRS) 4400. The required agreed-upon procedures (what, when and how) must be described in detail.

If the audit activities specified in part A are carried out to provide additional assurance on specific aspects, the contracting authority¹ must also set the standards by which the auditor must audit.

Part B. This part details the agreed-upon procedures that the auditor must perform. These can arise from the budget holder's analysis of the risks attached to a certain activity.

Specific grant/contract conditions can also lead to an auditor being awarded an additional engagement to carry out specific procedures. If specific activities are required, the auditor will prepare a report of findings in accordance with International Standard on Related Services (ISRS) 4400. The report will not provide assurance, an opinion or a conclusion. The contracting authority itself must consider the findings and draw its own conclusions.

4. The text prescribed for the audit opinion must meet the requirements set in the audit protocol. Take care how you word the finding that the grant conditions have been satisfied and pay particular attention to the optional, additional text. It applies if, for example, we want the auditor to give an opinion on a particular grant condition, such as the 25% own contribution requirement.

¹ Contracting authority is the Dutch ministry of Foreign Affairs or any department/ budget holder related to this ministry.

Model audit protocol for audit and assurance engagements

Appendix to **decision/contribution agreement/engagement agreement**

1. Introduction

This protocol must be followed in auditing the annual financial statements prepared in respect of the **grant/contribution/engagement** awarded under **decision/contribution agreement/engagement agreement**

This audit protocol sets out the applicable audit principles and requirements and explains how the audit findings must be reported.

The external auditor is engaged by the **grant recipient / counterparty / contractor**, After consultation, the Minister may request that a review be conducted to ascertain that the auditor has complied with the audit protocol.

2. Audit subject and standards

The audit subjects are:

A.	the grant recipient's/counterparty's/contractor's financial statements for the applicable year;
B.	the activities listed under 3.B on which a report of findings must be issued in accordance with ISRS 4400.

The following standards apply to the **grant/contribution/engagement**.

If a grant has been awarded, include the following text:

- **Decision awarding grant**, including related appendices.

The following documents provide further information on these standards:

- letter to parliament
- policy framework and application form
- partnership agreement

Documents a) and b) can be found on www.rijksoverheid.nl. Document c) is held by the grant recipient.

If a contribution has been awarded, include the following text:

- **Agreement awarding contribution**, including related appendices.

The following documents provide further information on these standards:

- letter to parliament
-

If an engagement has been awarded, include the following text:

- **Agreement awarding engagement**, including related appendices.

3. Engagements of the auditor

Part A. Activities to audit annual financial statements

If the **grant/contribution/engagement** exceeds 50% of the grant recipient's/counterparty's total receipts, an audit opinion on the annual financial statements may suffice. In such cases, the contribution agreement/grant decision/contract will include this as one of the organisation's reporting requirements.

Include the following text:

The auditor must establish that the audit opinion on the organisation's annual financial statements covers the receipts and expenditures arising from the activity financed by the Ministry of Foreign Affairs on at least a pro rata basis relative to the total expenditures and receipts.

Part A. Auditing annual financial statements

The audit must be carried out in accordance with generally accepted auditing standards and in particular the auditing standards (*International Standards on Auditing*; ISAs) of the International Auditing and Assurance Standards Board (IAASB).

The auditor must audit the financial statements to establish that they meet the requirements laid down in section 2 of this protocol. The auditor will ascertain that:

1. expenditures and receipts are accurate and complete;
2. expenditures and receipts relate to the activities referred to in section 1 of this protocol;
3. expenditures are legitimate and comply with the criteria laid down in points a) to e).

The auditor must establish that:

- a. expenditures are corroborated by supporting documents;
- b. the organisation keeps project records and other documents such as timesheets for allocating personnel costs to projects. The auditor must also ascertain that the information in the project records agrees with the information in the financial accounts;
- c. suppliers were selected objectively and threshold amounts were respected in accordance with the EU public procurement rules laid down in EU Directives 2004/17/EC and 2004/18/EC. Where appropriate, the auditor will review compliance with local legislation, as laid down in, for example, the Public Procurement Act 2012 (as amended);
- d. tax and social insurance remittances have been made in accordance with the tax laws of the country where the organisation is established and for the period to which the audit opinion relates;
- e. invoices are settled on the basis of actual costs or lump sum amounts set in accordance with the organisation's internal policies.

The minimum reliability level for audit purposes is 95%. The auditor will accordingly plan and conduct the audit to obtain reasonable assurance that the accounts contain no material misstatements or uncertainties.

The type of opinion will be determined by the following materiality levels, based on the amount funded.

Type of audit opinion	Unqualified	Qualified	Disclaimer	Adverse
Accounting errors	See table below	≤ 6%	-	≥ 6%
Audit uncertainties	See table below	≤ 10%	≥ 10%	-

The auditor should also take account of the following permitted tolerances.

Amount funded	Permitted tolerance
Less than €1.5 million	3% of the grant amount
Greater than or equal to €1.5 million but less than €5 million	€50,000
Greater than or equal to €5 million	1% of the grant amount

The auditor determines materiality for a multiyear activity on an annual basis. The table above shows how the permitted tolerance is calculated for the costs incurred and accounted for during the year.

The auditor draws up its report in accordance with the requirements set in section 4 of this audit protocol. If the auditor detects both errors in the accounts and uncertainties in the audit, it will take them both into account when forming its opinion.

Supplementary activities to the audit are:

If a grant has been awarded, include the following text:

The auditor must establish that management specifically confirms in the letter of representation that they have complied with *article ... of the grant decision*: 'The grant recipient must not offer to third parties or seek or accept from or be promised by third parties, for itself or for any other party, any gift, remuneration, compensation or benefit of any kind whatsoever, if this could be interpreted as an illegal or corrupt practice.'

If a management report is issued with a narrative report, include the following text:

The auditor will not give an opinion on the narrative part of the management report but will carry out a limited review in accordance with ISA 720 (The auditor's responsibility for other information) to establish that the narrative and financial sections of the report agree with each other and contain no contradictions.

The auditor must report any information that came to its notice during the audit which is relevant to the grant provider in finalising the grant award. Findings relating to the requirements referred to in this section may be relevant to the grant provider.

Part B. Agreed-upon procedures (ISRS 4400)

If the engagement is an International Standard on Related Services (ISRS) 4400 engagement, it should be performed as follows.

In an ISRS 4400 engagement the auditor does not provide assurance but reports only its factual findings. This protocol describes the main points of the engagement. The user of the report must form its own opinion and draw its own conclusions. The auditor should agree the nature, timing and scope of the specific activities with the contracting authority and disclose the findings in the report of findings (see ISRS 4400, paragraphs 11 and 18). The auditor's activities and their scope must be clearly understood. The auditor is not expected to express an opinion on the adequacy and appropriateness of the activities performed in relation to the purpose of those activities or any other purpose.

The auditor must carry out the following procedures:

If the auditor must perform specific activities, include the following text (the list is not exhaustive but provides examples of how activities should be described):

- The auditor must describe the procedures and internal policies put in place by the organisation (counterparty) for the implementing organisations. The auditor must in any event describe:
 - how the counterparty assesses the implementing organisations' management capacity; the auditor must describe how this assessment was carried out for at least 5% of the implementing organisations and a minimum of three;
 - how the counterparty imposes sanctions on implementing organisations that fail to meet with their obligations. If a sanction is imposed, the auditor will check that the sanctions procedure was observed.

- The auditor must describe the organisation's procedures and internal policy regarding the procurement of goods and services.
 - The auditor must in any event establish that the organisation has a procurement policy that is physically or digitally documented. The auditor must also state whether the policy is available to the staff and/or whether the staff are aware of it.
 - The auditor must describe how the organisation selected the suppliers/service providers objectively. It must ascertain whether more than one person was involved in the selection of a supplier/service provider and whether bids were assessed before being accepted or rejected.
 -

If the budget holder wishes to ascertain the efficiency of processes and IT systems, include the following text:

- The auditor must describe the use made of IT systems and application controls, stating the extent to which systems-based audits of the financial statements in part A of this audit protocol can be carried out.

If the counterparty works with local staff or self-employed persons who are responsible for remitting tax, consider having the following activities carried out:

- The auditor must describe the organisation's policy and procedures to ensure that locally hired staff who must remit their own salaries tax and social insurance contributions satisfy their tax liabilities.

If the counterparty receives benefits in kind, include the following text:

- The auditor must describe the benefits in kind received by the counterparty.
- The auditor must then describe how benefits in kind are recorded and how they are recognised in the financial accounts.

If the auditor does not wish to include benefits in kind in its report, BZ must be consulted in advance.

4. Reporting

This section explains how the auditor must report on its activities.

Audit opinion

The auditor must issue an audit opinion on the activities described in part 3.A in accordance with the requirements of ISA 800/805. A model opinion is available on the IAASB's website.

The auditor must also devise a suitable way of identifying the financial statements it audits.

Report of findings

The auditor must report on the activities described in part 3.B in accordance with the requirements of ISRS 4400. A model report is available on the IAASB's website.

Routing Form Bemo, commitment & contract

Project Name & No: RAM LWRM Program - 25565

Contract No.: RAM 0117024

Commitment No.: 2013089932

	Officer	Action Paper	Action Piramide	Paraaf	date
1	BM	Draft Bemo. Insert in orange folder.	-	10 2 e	26/06/13
2	APO		Put activity and budgets in Piramide.		28/6/13
			Change to status 02.		28/6/13
3	BM	Check entry into Piramide.			28/6/13
4	APO		Change to status 03.		28/6/13
5	SBOS	Assess Bemo, attach decision trees.			28/6
6	HBV	Assess Bemo.	Approve in Piramide. 10 2 e		8/6
7	HOS	Assess Bemo.	Approve in Piramide (status 04).		28/6/13
8	CdP	Assess Bemo			29/6/13
	ARCH	Make files for archive			
10	BM/APO	Draft contract/arrangement/MoU.	Enter contract into Piramide	10 2 e	28/8/13
11	SBOS	Assess contract.		10 2 e	
12	HBV	Assess contract.			
13	APO	Print final contract.			
14	HBV	Final check contract and initials.			

10 2 e

	Officer	Action paper	Action Piramide		Date
15	APO	Have contract signed by HOS/CDP and send. Copy for SBOS.			
16	SBOS		Enter commitment. 2013 082932		1/7
17	HBV		Approve commitment and contract.		
18	HOS		Approve commitment and contract.		1/7
19	APO	Enter activity into DARP.			1/7
20	APO	Upon receipt signed contract, make two copies of Bemo and contract. One for SBOS: F-files. One for A-file. Original to COMPT for contract register.			
21	HBV		Confirm receipt signed contract.		
22	SBOS	Prepare first payment.			

OS Beleidsgegevens

Budgethouder	RAM	Ramallah (EPA) Ambassade
SBE	0610S13	Voedselzekerheid (decentraal)

Uitvoerende Org. type/code		
Naam / afkorting Engels		
Naam / afkorting Frans		
BZ Relatie naam / nummer	UNION OF AGRICULTURAL WORK COMMITTEE	798023
Hulpmodaliteit	OvgHlp	Overige hulp (NonCore)
Donorrol	Single	Single donor
Technische assistentie	TA<10	Minder dan 10 % van het activiteitsbudget
Land begunstigde	OT	Palestijnse Autoriteiten
Specificatie landregio	NM	
CRS Sector	310	AGRICULTURE, FORESTRY AND FISHING
CRS Subsector	311	Agriculture
CRS Code	31120	Agricultural development

Beleidskenmerken			
Selecteren	Code	Omschrijving	Gewicht
<input checked="" type="checkbox"/>	GikhMV	Bevordering gelijkheid tussen mannen en	Belangrijk
<input checked="" type="checkbox"/>	InsOntw	Institutionele ontwikkeling en capaciteits	Belangrijk
<input checked="" type="checkbox"/>	VdsZek	Voedselzekerheid	Zeer belangrijk

Afleid

Specifieke toezeggingen

Eigen kenmerken

Ok

Activity appraisal document (€300,000 or more)

This document concerns the appraisal and approval of the activity referred to below (click on the links to view the explanatory notes; these explanatory notes can be deleted once you have filled in the form).

I. Requested decision concerns:

Activity number: 25565

Name of activity: Land and Water Resource Management for Agricultural Development in the West Bank Program

Contract party: UAWC (Union of Agricultural Work Committees)

Implementation by: Consortium comprising of 4 NGOs: UAWC, 10 2 g

Legal relationship: Contribution agreement

Total amount: US \$ 10,006,549 = EUR 8.005.240

Chargeable to SBE: 0610S13

Period: Start date: 01.07.2013

End date: 31.12.2016

For other key information, see appendix 1 (printout of data in Piramide)

II. Outcomes and outputs

A. General description

This appraisal document requests approval for US \$ 10,006,549 to support the implementation of the 'Land and Water Resource Management for Agricultural Development in the West Bank Program' (hereafter: LWRM Program). The goal of this program is to improve food security and reduce poverty in vulnerable rural areas of the West Bank through comprehensive development of available agricultural resources including land, water and human capacity. Simultaneously, the goal is to promote farmers' perseverance and attachment to their land, especially regarding land in Area C, with a view to contributing to maintaining a prospect for a viable and contiguous future Palestinian state.

1. State the envisaged outcomes

- 1) Improve, organize and build a dynamic data base for land and agricultural resources at the MoA which will allow decision makers in developing policies, strategies and options for systemic development of agricultural resources (land and water).
- 2) Develop land and water resources for increased agricultural production towards targeted farmers for enhanced food security, increased value of marketed crops, increased income and reduced poverty.
- 3) Empower women's capacities and strengthen women's land ownership right to enhance their involvement and participation in land development and agriculture.

4) Build capacities and empower local civil society, both at the level of implementing organizations and at beneficiary level

2. Describe the strategy

The program is carried out under a so-called guiding quadrant comprising of the following elements:

(a) Creating an **enabling environment** for land development and agribusiness. This includes for instance heavy land leveling and/or construction of new terraces, the opening of agricultural roads, enhanced access to water for agricultural use via irrigation works, and improved water demand management.

(b) A **community approach**, focusing on the works and activities that serve the community as a whole in larger geographical areas rather than doing the work on behalf of the individual farmers in their own lands. This means that the focus is on groups of farmers, organized under associations, cooperatives or at village level, rather than individual producers.

Selection of the larger geographical areas has been done on the basis of land development opportunities coherently considering amongst others: land suitability, overall impact vis-à-vis cost effectiveness, socio-economic factors; availability of water (rainfall, irrigation); costs of land development, potential benefits of land development (e.g. marketing of produce, and introduction of business plans). This holistic approach will enhance the establishment of linkages between land development work and other (rural) development opportunities in the same area. Furthermore, a community approach in larger geographical areas links very well with point (a), the creation of an enabling environment.

(c) Building upon and stimulating **ownership and commitment** on the side of farming communities and farmers. This implies that this program will fund works that farmers themselves cannot take up such as heavy infrastructure land development work (construction of agricultural roads, land leveling, removal heavy rocks, construction of common terraces to support roads, provision of post-harvest facilities, etc.), while the works that farmers can do themselves are to be implemented and financed (if applicable) by the farmers themselves. Hence, the program will NOT contribute towards lighter land development works such as removal of small rocks, rehabilitation of terraces, fencing and drip irrigation systems on farmers' own land. The communities and farmers are themselves responsible for providing the resources and carrying out this lighter land development work.

(d) **Coordination with the government** (such as MoA and other related bodies) is a prerequisite and essential to achieve the final goal of support the sustainable development of the agriculture sector. Coherence with the Agricultural Sector Strategy "Shared Vision" and its Action Plan is of importance as well. The MoA has been part and parcel of the development of the new approach to land development as described under a, b and c.

3. State the envisaged outputs

Result 1: A **dynamic database** for land and agricultural resources – Palestinian Land Development Database System (PLDD) - is functional, and hosted, operated and managed by the MoA

Result 2: **3,000 dunums** of land are sustainably developed and accessible through **land reclamation, communal cisterns, and agriculture roads** + **33,750 dunums of lands** made accessible by 250 km of **newly built agricultural roads**

Result 3: **3,010 dunums of land has been made arable (200 dunums) or has been developed (2,810 dunums)** due to **water management and infrastructure interventions** (pond rehabilitation, cisterns, pipes, pumps, storage tanks/reservoirs etc.).

Result 4: **3,860 dunums** of land are developed via **various pilot projects**: (a) Well Artificial recharge to harvest runoff water for use in irrigation; (b) The use of treated wastewater for irrigation of developed agriculture; (c) The use of solar energy for agricultural purposes; (d) Climate change adaptation (CCA) through water harvesting and crop diversification; (e) plant coverage skill development of farming households related to CCA; (f) water harvesting techniques; and (g) planting deep-rooting crops. The dunum coverage per pilot intervention is as follows:

- 450 dunums irrigated by artificial recharged wells.
- 150 dunums irrigated by treated wastewater effluent.
- 150 dunums irrigated through pumping water from wells via solar energy utilization.
- 2,000 dunums of land delineated and desertification combated through CCA.
- 350 dunums enhanced through plant coverage utilizing CCA.
- 400 dunums of land enhanced through water harvesting techniques.
- 360 dunums of land enhanced through planting of deep-rooting crop techniques

Result 5: The **crop volume and value** on the newly developed land has by the end of the program increased by **39,999 tons (which averages 13,333 tons per annum)** and with **USD 23,225,940 (equaling USD 7,741,980 per annum on average)**.

Result 6: The **income that farming households earned** on the 43,620 dunums of developed agricultural lands has **increased with USD 4,645,188 by the end of the project, equaling USD 1,548,396 per annum**.

Result 7: **Women farmers have been empowered** to maximize their involvement in agriculture by including 10% female beneficiaries for land reclamation; 15% female beneficiaries for agricultural roads; 12.5% female beneficiaries for pond **10 2 g** 10% female beneficiaries for the **10 2 g**; 3.5% female beneficiaries for construction of irrigation development system; and 15% female beneficiaries for the pilot interventions. Overall, **14.2% of beneficiaries are female beneficiaries** (see table below). With regard to training and capacity building sessions concerning new methods and technologies to adapt to climate change, 20% of the beneficiaries are female. **Concerning legal rights for women to own and manage land, 450 women have been informed of these legal rights and 150 women have received assistance towards their legal rights to own and manage land.**

Activity	Total beneficiaries	Number of women	Number of men	% women
Land Reclamation	500	50	450	10
Opening agricultural roads	11,250	1,687	9,563	15
Pond 10 2 g	40	5	35	12.5
10 2 g	100	10	90	10
Construction irrigation development system	649	23	626	3.5
Pilot Interventions	762	115	647	15
TOTAL	13,301	1,890	11,411	14.2

Result 8: **Local civil society has been empowered** in the targeted communities as follows:

- 4 Consortium member organizations with improved institutional capacity.
- 8 Local committees will be activated or formed for this project, benefiting from on-job capacity building in project management and implementation.
- 10 Farmer cooperatives/collectives/groups manage and maintain water resources and irrigation systems, as well as agricultural roads, terraces and other related structures.

4. State the performance indicators for the outputs

See above under '3. State the envisaged outputs'.

5. State the performance indicators for sustainability / lasting impact

Indicator 1: Farmers continued to cultivate the reclaimed and developed land (43,620 dunums) after completion of the program.

Indicator 2: Farmers have been able to at least retain or further enhance the increased crop production, value of marketed crops and income after completion of the program.

Indicator 3: Community organisations have continued to function after completion of the program and they are able to cover their own running costs from member contributions or otherwise.

Indicator 4: The created or rehabilitated structures such as ponds are well maintained by the beneficiaries and their community organisations as a consequence of which they remain functional after completion of the program.

Indicator 5: More women have legal titles to their land and they are able to hold to these titles after completion of the program.

Indicator 6: The dynamic data base for land and agricultural resources at the MoA continues to enable decision makers to develop policies, strategies and options for systemic development of agricultural resources (land and water) after completion of the project.

These sustainability indicators will be the focus of a future evaluation, which is to be undertaken after the completion of the program.

B. Supplementary description

6. Project Appraisal Board

The project proposal was presented to the NRO's O-Staff. After discussion amongst the policy staff, the proposal was approved. AS1ECO followed up on the remarks and suggestions made in the O-Staff by sharing them to the implementing consortium. These remarks were then factored into the final proposal.

7. Additional information

not applicable

C. Appraisal

8. Appraise the activity in terms of policy

The proposed activity is fully compatible with the policy frameworks. Within the Multi-Annual Strategic Plan (MASP), food security is one of the focus areas for the PT. The Netherlands Representative Office has defined the following strategic goal, outcomes and outputs for food security in the PT: "The NRO wishes to contribute to a situation in which the Palestinian people within the PT have access to sufficient, safe and nutritious food, while Palestinian farmers, including smallholders, have the capacity to compete with their products at national and international markets."

One of the strategic outcomes identified is sustainable increase in food production to the benefit of the Palestinian people through improved access to and use of land and water for food production. At output level, the NRO aims at increased availability and use of land and water for food production.

The MASP's sections on Food Security, in its turn, are fully compliant with the Agriculture Sector Strategy "A Shared Vision". Improved management of land and water resources is a key priority for the MoA. Furthermore, the NRO has worked with donors, the MoA and implementing organizations to develop a common approach to land and water resource

management for agricultural usage, by funding a needs assessment in 2012, which not only provided the foundation for this project but also led to the establishment of a common approach to land development initiated by NRO and embraced by the EU Delegation, France, Italy and Spain, which was endorsed by the MoA and presented to the Agriculture Sector Working Group on the 26th of June 2013.

In terms of cost effectiveness, it should be mentioned that the overhead costs of the program are round 20%. This is a relatively low percentage, and compares well to the official guidelines as endorsed by the Agriculture Sector Working Group on the 26th of June 2013, in which the MoA presented a set of Guidelines to Land Development, which included a recommendation to ensure that no more than 25% of the project cost is spent on overhead, including salaries. As a matter of fact, the 20% figure is the result of the fact that the consortium has been prudent and measured when determining the salary figures.

The proposed activity has a gender component: yes. If yes, please explain what it entails.

The implementing consortium considers gender mainstreaming and empowerment a key component of this project. This includes quota in certain activities, support in land development dedicated to female farmers who are heads of households and/or primary caretakers, as well as pursuing rights to registration of land titles. Since this is a community based project, the focus is on working in large geographic locations and not with individual farmers. Therefore female land owners in the selected geographic locations (clusters) are automatically included. This applies to their inclusion in communal water resources as well the benefit from making agricultural land accessible. Furthermore, women inclusion will be given highest priority in the collective marketing of their produce, thus ensuring increased income.

An interesting initiative is the pursuing of rights to registration of land titles. This component of the project is dedicated to empowering women to demand their rights to land inheritance according to law and from an Islamic perspective. In this regard the following interventions are planned:

- Women will be provided legal counseling about their specific situation and if they desire to take their case to court, paperwork for their case will be prepared by the legal advisor thus empowering them to take it to court.
- Campaigns to increase awareness of women on their rights to land deeds and inheritance. Women Community Based Organization will educate women on this topic.
- Awareness raising at community level on women inheritance and land deed rights from a religious and law perspective.
- Mukhtars, mosque imams and highly regarded elders will be engaged in promoting the rights of women to inheritance from a religious perspective. Furthermore, they will be encouraged to intervene in the event that families find difficulty in accepting women speaking out for their legitimate rights, thus supporting them and being on their side.

III. Context

A. General description

1. Describe the risks (explicitly address the risk of fraud and corruption)

The MASP 2012-2015 identifies the following risk dimensions pertaining to the food security

interventions of NRO:

(a) Political-security risks, including violent conflict eruptions, implosion of the PA, and tighter restrictions within the Access & Movement regime;

(b) Environmental risks, including drought or outbreaks of pests and diseases; and

(c) Governance and corruption risks within related public institutions and implementing partners.

Furthermore, the following risks were identified specifically for this program:

(d) When the project ends, the results of the program will fade away. For instance, farmers will stop cultivating developed land, created or rehabilitated structures such as irrigation ponds will not be maintained and stop functioning and community organisations will stop functioning.

(e) A risk in terms of the need to get clarity on the results achieved lies with the fact that the LWRM program will invest heavily in the opening of agricultural roads. While this intervention will make thousands of dunums of agricultural or arable land accessible to farmers through the 'opening up' of these lands by the construction of roads, the consortium is less involved with the way and the intensity with which the farmers will start to cultivate these lands. This contrasts with the 'core area' of 3,000 dunums of land reclamation. Therefore, given this lighter involvement the consortium may not be able to measure and record the results and impact of the opening of agricultural roads per indicator (dunums used, volume produced, value of the production, employment effects) as precisely as the NRO would want to see reflected in the reports.

(f) Damages inflicted by Israeli authorities and/or settlers to rehabilitated land or related structures. This includes blocking access to land and structures for the consortium NGOs and farmers.

(g) The UAWC-led consortium has adopted a salary policy which ensures that overhead costs do not get out of hand. While this is positive in terms of directing the NRO funds more toward actual impact on the ground, it also runs the risk of not being able to recruit PMU staff that is completely suitable to do the job. This could negatively impact the quality of the project management.

B. Supplementary description

2. Additional information

not applicable

3. Opinions and advice given by third parties

not applicable

C. Assessment

4. Assess the risks

These risks are acceptable / will be mitigated by the following measures:

(a) As the political-security dimension is seen as having the highest impact on the effective implementation of the programs also within the food security spearhead. The activities, including this program, have been and will be designed in such a way that they can be effectively implemented within the context of the first three scenarios. In order to be able to deal with the 4th scenario – an implosion of the PA – this program will be redesigned or adjusted to adapt to changing circumstances, with a view to preserving results achieved and tailoring activities according to actual needs and circumstances on the ground. Since the MoA is most involved in the development of the GIS Database, NRO could then opt for a repositioning of this database, for example within the Project management Unit or within the realms of the consortium member most involved in the database development, being LRC.

(b) This program aims to address the drought risk. First and foremost, water resource management is part and parcel of the project, with water management techniques included at all cluster areas. On top of this, several pilot projects have been included which focus heavily on water management and adaptation to climate change. One of the pilots is called ‘Climate change adaptation through water harvesting and crop diversification’. This intervention aims to (1) via soil conservation work protect lands from (drought) erosion and repair drought erosion that already occurred; (2) optimize water harvesting structures and techniques to maximize availability of water; and (3) use drought tolerant or resistant crops.

With regard to the outbreak of pests and diseases, in all likelihood NRO will support a MoA Capacity Building program focused on the establishment of Sanitary and Phytosanitary Standards (SPS) that will start later this year (2013). This project will, amongst others, aim to enhance MoA’s capabilities to prevent outbreaks of pests and diseases. In spite of these measures, a certain level of environmental risks of course remains but the expected results and impact of this program are worth running these risks.

(c) With regard to public institutions, that risk is minimal as this program is almost entirely carried out by a consortium of 4 civil society organizations (NGOs). The only element where the PA government has a direct role is the setting up of a database at MoA. 10 2 g

See also the comment under 4 (a).

The assessment of the risk of corruption by implementing partners will be discussed under Chapter IV. Implementing organization.

(d) In the selection of geographic intervention areas/clusters – and therefore beneficiaries - for the program there has been profound interaction with these beneficiaries. The principles of the program – donor does heavy reclamation, beneficiaries have to take care of lighter land development work - were explained to the beneficiaries. If the beneficiaries did not express their commitment to engage with the consortium based on these principles they were not included in the program. It is this level of commitment that is also expected to ensure that beneficiaries/farmers will continue to cultivate the land that has been developed. Furthermore, UAWC also has an excellent track record in this regard. In the areas where it has earlier carried out land reclamation work farmers have almost without exception continued to cultivate the land and have even developed/reclaimed additional land using their own resources.

With regard to the created structures, community organisations will assume responsibility for the maintenance of these structures. If required fees towards this maintenance will be collected from the beneficiaries. Furthermore, these community organisations will also have

the responsibility to monitor and ensure that all beneficiaries can fairly and equally benefit from the structure. This pertains for instance to the distribution of water from an irrigation pond.

Since the consortium will in most circumstances work with existing community organisations (e.g. existing co-operatives) the risk that these community organisations will disband after completion of the project is minimal. In certain cases new community organisations may have to be established. In these cases the consortium will provide these new community organisations with the required support to establish themselves properly and to continue functioning beyond the program period.

(e) The consortium will prepare a detailed PME methodology to ensure that the results and impact of opening of agricultural roads on farmers and their land will be properly captured.

(f) First of all, in the selection of geographic intervention areas this risk has been taken into account. Areas where there was a very high risk of blocked access or demolition were not considered.

Secondly, the program will have an inbuilt legal component that will enhance early warning and immediate follow up. For instance, a demolition order can only be stalled /challenged when there is an instantaneous response on behalf of the involved farmer.

Thirdly, where necessary NRO can also exert its influence to prevent demolitions or blocking access.

Finally, lessons from earlier NRO supported land development interventions have shown that although demolitions have occurred, the caused damages have been minimal in comparison with the program budgets and therefore these demolitions have not jeopardised realisation of objectives.

(g) The consortium has by now recruited most of the PMU staff. The NRO has been involved in the selection of staff, and so far the members that have been recruited seem well qualified to perform their duties. The main challenge so far has been to find a suitable general project manager. The consortium has therefore retendered the vacancy announcement and also reached out to persons who would be capable to do the job. It seems that this additional effort will be sufficient to attract the right person. However, in case this would still not result in the right person, the NRO will allow an increase in salary that would trigger interest among qualified candidates who would then be willing to consider the position for the increased salary fee.

IV. Implementing organisation

A. General description

1. Explain the choice of organisation

Initially NRO released a tender for the Land and Water Resource Management for Agricultural development in the West Bank Program. Three consortia, headed by UAWC, PARC (the lead organisation for the previous land development programs) and PWEG respectively submitted a proposal. However, unfortunately none of these three proposals met the standards that NRO had set for this program. The main problem was that none of the three proposals had a focus on land development in larger geographical areas. The proposals still focused on development of land of individual farmers, an approach that NRO wants to move away from.

Subsequently, it was decided not to release a new tender but instead to invite a few NGOs to jointly prepare a new proposal. This approach would also provide NRO with the much appreciated opportunity to provide comments and feedback on draft proposals submitted by the NGOs, something which the tender regulations do not allow.

After ample deliberations NRO decided to invite four NGOs to jointly submit a proposal on land development. These NGOs were UAWC, 10 2 g [REDACTED] UAWC was invited to be the lead organisation. This was because UAWC is the largest of these four organisations, has the highest turnover and is very all-round when it comes to the sub-themes that are covered in this specific program. Furthermore, all four NGOs have expertise and experience when it comes to land development but they also have their own areas of expertise. 10 2 g [REDACTED]

[REDACTED] 9 has long standing expertise on water management. 10 2 g [REDACTED] has built a lot of expertise on producing maps to facilitate land development interventions. 10 2 g [REDACTED] has expertise on community mobilisation and building/strengthening community organisations. And, as stated, UAWC has all-round expertise and experience on land development. So from this it can be concluded that this is a complementary group of NGOs which was a very important reason to select and invite them.

2.1 [REDACTED]
0 [REDACTED]
2 [REDACTED]
[REDACTED]

10 2 g [REDACTED]
[REDACTED]
10 2 g [REDACTED]
[REDACTED]

10 2 g [REDACTED]
[REDACTED] 10 2 g [REDACTED]
[REDACTED]
[REDACTED]

d) The Israeli NGO Shurat HaDin (Israel Law Centre) wrote to World Vision Australia (WVA) in February 2012 claiming that an AusAID-funded agricultural development project with the Palestinian organisation – the Union of Agricultural Work Committees (UAWC) – violated Australian and US counter-terrorism legislation because, they claimed, UAWC is an arm of the proscribed terrorist organisation the Popular Front for the Liberation of Palestine (PFLP). Shurat HaDin alleged that WVA's financial assistance to the UAWC 'directly or indirectly makes assets available to the PFLP'. This allegation also made it to the media.

e) The option of the consortium falling apart because of internal rife and disagreement as to the way of implementing the project or due to external factors, is also a risk that should be mentioned.

B. Supplementary description

3. Additional information

not applicable

4. Opinions and advice given by third parties
not applicable

C. Assessment

5. Assess the risks

a) These risks are acceptable and will be mitigated by the following measures:

- First of all the program is implemented by a consortium of four NGOs. The other 3 NGOs also take care of part of the expenditure with alleviates the burden on UAWC.
- Secondly, based on NROs COCA assessment UAWC in principle has the financial systems and procedures in place to adequately implement this program.
- Furthermore, to further enhance quality NRO has made the formulation of a separate procurement policy and manual conditional.
- Moreover, in the first few months of the program all four NGOs (UAWC, 10 2 g [REDACTED]) will undergo a financial stock taking appraisal during which their financial systems and procedures will be thoroughly checked by a reputed and independent chartered accounting company. This financial stock taking appraisal will result in specific recommendations for improvement for all four organizations, with a time line for implementation. This will also address this risk.
- Finally, UAWC has from the start shown a very positive attitude towards enhancing its financial systems and procedures. The organization has for instance welcomed the idea of a financial stock taking appraisal as an opportunity to strengthen the organization. This positive attitude is an asset and a factor that will contribute to mitigating the risk.

b) With regard to the risk of fraud or corruption by the involved NGOs:

- in the first few months of the program all four of them will undergo a financial stock taking appraisal during which their financial systems and procedures will be thoroughly checked by an reputed and independent chartered accounting company (also mentioned under a). This financial stock taking appraisal will result in specific recommendations for improvement for all four organizations, with a time line for implementation.
- Furthermore, NRO has already made its own COCA assessment of the consortium's lead organization UAWC, which is also the contract holder. The COCA has reassured the NRO in the sense that UAWC currently has satisfactory procurement regulations in its financial manual, and no incidents have been discovered. But still, in order to minimize the risk with regard to third party contracting as much as possible, the NRO has made the formulation of a separate procurement policy and manual conditional. This procurement policy and manual will be used for all UAWC interventions (not just for this program) and the other three consortium members will also follow this UAWC procurement policy and manual for their interventions under this program, since the revised manual will be used by the consortium's Project Management Unit (PMU), which will be the main responsible entity for the implementation of the project.

c) With regard to the selection of beneficiaries, the NRO has mitigated this risk by identifying clear and elaborate eligibility criteria for farmers and communities to be taken into account for the program. This has led to a transparent selection process with full involvement of all 4 consortium partners, while looking for sites that would yield the best results in terms of outputs as mentioned under Chapter II. A. 3.

d) WVA and AusAID both took Shurat HaDin's allegations seriously and undertook their own investigations. In late May 2012, AusAID publicly announced that it had dismissed all Shurat HaDin's claims against UAWC. AusAID based its conclusions upon its consultations with security and counterterrorism agencies such as the DFAT Sanctions and Transnational Crimes Section, the AFP and ASIO. AusAID also stated that its legal advice from the Australian Government Solicitor was that no offence had been identified and that the AFP had advised there would be no further criminal investigation.

In addition, WVA conducted its own extensive enquiry into the UAWC organisation and systematically investigated each detail of Shurat HaDin's allegations. WVA requested an independent Israeli legal expert to conduct the investigation. His conclusion of May 2012 was that there is no reliable indication to corroborate Shurat HaDin's allegations and that, in fact, there are many indications – in deed and in word – to refute them.

The NRO was in touch with AusAID in spring 2012 to discuss this issue. Based upon this as well as upon the findings of AusAID and WVA, NRO has come to the conclusion that it agrees with AusAID and WVA's findings, and as a consequence, sees no obstacle in contracting UAWC. This conclusion is further corroborated by the fact that the Israeli authorities themselves have expressed their satisfaction with the bona fides of the UAWC, approve of its on-going agricultural activities and accept donors' project partnership with UAWC.

e) Regarding the risk of the consortium falling apart, it should be mentioned that UAWC as a lead organisation has an open and transparent organisational culture, with the opportunity for feedback and discussion. This attitude is of great importance for the internal functioning of UAWC itself but definitely also for the functioning of the established consortium that will implement the proposed activity. As lead organisation it is crucial that UAWC provides space to the other three consortium members **10 2 e** so that the Land Development Program becomes a truly joint intervention throughout the entire chain of planning, prioritisation, implementation and monitoring & evaluation. Up to now UAWC's performance in this regard has been excellent. In meetings and interactions within the consortium UAWC has taken maximum efforts to ensure that the other three consortium members get the required space and opportunities to provide their ideas and inputs.

Also, the 4 organisations know each other very well and have cooperated with one another on numerous occasions, including through previous activities funded by the NRO (such as the previous Land Development Programs). The risk of collapse of the consortium is therefore considered low.

V. Implementation

A. Inputs

1. Summary

Total budget for the activity		12,084,050
Implementing organisation's and partners' contribution	2,077,500.99	
Firm commitments by donors (besides the Ministry)	0	
Ministry's contribution	10,006,549.01	
Still to be financed (= A – (B+C+D))	10.006.550	0

10 2 e

Soft commitments from other donors		0
Uncovered balance (= E – F)		0

(all amounts in US \$)

2. SBE from which the Ministry contribution will be funded:

0610S13

3. Additional information

not applicable

B. Prepayments

1. Is the Dutch contribution earmarked?

yes, in the sense that NRO is the only donor for this program. Apart from the NRO contribution the budget also includes own contributions from beneficiaries.

2. Are other donors' contributions earmarked?

not applicable, NRO is the only donor.

3. Payments do / do not count as prepayments

Payments do count as prepayments.

4. Reporting information required to close prepayments:

There will be one (integrated) narrative and financial progress report for the contribution per year. The first report will be semi-annual (1/7/2013 – 31/12/2013). Prepayments will be closed based on the yearly audit reports.

5. Payment schedule

The NRO will make advance payments for a maximum of 6 months ahead, upon the submission of an itemized payment request from the contract party. When needed, the contract party can submit another payment request for the next 6 months, based upon the same principle.

The first payment will be USD 1.250.000 (equalling EUR 1.000.000). UAWC's estimation for the expenditures for the first 6 months was slightly higher, but given the NRO's internal expenditure projections, as well as the fact that experience shows that the inception phase of these kind of projects often result in slight underexpenditure, the amount was adjusted downward.

The NRO will make payments up to 95% of the total amount of the budget. The final 5% will be paid upon approval of the final financial and narrative reports, as well as the final audit report.

C. Monitoring

1. Arrangements for monitoring progress (narrative and financial reports)

UAWC will provide NRO with annual narrative reports that should at least indicate (in a SMART way) progress against the specific objectives and targets. UAWC will also provide NRO with annual financial reports.

2. Monitoring timetable

Period	Report	Due Date
01/07/2013 - 31/12/2013	Semi-annual narrative and financial report	31/03/2014
01/07/2013 - 31/12/2013	Semi-annual audit report	31/03/2014
01/01/2014 - 31/12/2014	Annual narrative and financial report	31/03/2015
01/01/2014 - 31/12/2014	Annual audit report	31/03/2015
01/01/2015 - 31/12/2015	Annual narrative and financial report	31/03/2016
01/01/2015 - 31/12/2015	Annual audit report	31/03/2016
01/01/2016 - 31/12/2016	Annual audit report	31/03/2017
01/07/2013 - 31/12/2016	Final narrative and financial report <i>(including the final year of the program)</i>	31/03/2017

3. Evaluations

Arrangements have been agreed on evaluations, namely a financial stock taking appraisal will be carried out for all four involved organisations: UAWC, 10 2 g. During this appraisal the financial systems and procedures will be thoroughly checked by a reputed and independent chartered accounting company. This financial stock taking appraisal will result in specific recommendations for improvement for all four organizations, with a time line for implementation.

The NRO intends to undertake a mid-term review of the food security program under the current MASP, covering all 4 programs. This review will be undertaken by the end of 2014/ early 2015.

The NRO also intends to undertake an evaluation of the 4 programs upon completion of the activities, in order to measure the overall results, impact, sustainability and effectiveness of the food security program. The evaluation will also identify best practices and lessons learnt for future interventions.

4. Additional information

The following should be prepared and shared by the consortium **on or before 01.10.2013**:

1. Action plan: detailed action plan for the project, preferably on a monthly basis.
2. Detailed business plan (cost-benefit analysis) for the pilots as well as for the project activities such as land and water interventions.
3. Establishing more detailed base line data with regard to all activities. In this regard specific attention should be given to the targets (volume, value, income, employment) to be achieved on agricultural/arable land to be made accessible by agricultural roads.
4. Detailed Monitoring and Evaluation Methodology on measuring actual achievements, in particular against the targets on agricultural/arable land to be made accessible by the construction of agricultural roads. This is of course relevant for other activities as well but as agricultural roads will make accessible an enormous quantity of agricultural land where the consortium's intervention is much lighter in comparison with the 'core area' of 3,000 dunums, it is of great importance that a M&E methodology will be in place ASAP.
5. Maps: preparing detailed land use map for each project site.
6. Procurement Manual UAWC.
7. Administration and Financial Manuals, also to be approved and used by the other consortium members.

D. Contractual matters

1. Contract party
UAWC (Union of Agricultural Work Committees)

2. Type of legal relationship:
Contribution agreement

- ### 3. Duration

Start date: 01.07.2013

End date: 31.12.2016

4. Additional information
not applicable

E. Role of the mission / Ministry in The Hague

- ## 1. Arrangements

In case project sites come under threat of demolition, the NRO and the NL MFA will be activated to approach the Israeli authorities and lobby for non-execution of their orders. This is a continuation of previous practices established under the Land Development III program.

VI. Approval

The activity appraised in this document satisfies the applicable requirements concerning regularity, efficiency and effectiveness.

Position	Name	Date	Initials
<u>Policy officer</u>	10 2 e [REDACTED]	27/06/13	10 2 e [REDACTED]
<u>Administrative officer</u>	[REDACTED] [REDACTED]	10 2 e [REDACTED]	28/6/13
<u>Head of Admin Affairs</u>	10 2 e 10 2 e 1 [REDACTED]	[REDACTED]	28/6/13
<u>Head of division</u>	10 2 e [REDACTED]	[REDACTED]	29/6/13
<u>Budget holder</u>	Birgitta Tazelaar	[REDACTED]	29/6/13

Cc:

n/a

Appendices

Mandatory:

1. Printout of activity from Piramide
2. Final version of application or proposal + amendments
3. The organisational analysis used (COCA)
4. Draft contract

Activiteiten Overzicht

Beheersgegevens

Behandelend bureau : RAMALLAH EPA
 Nummer activiteit : 25565 Naam : RAM LWRM Program
 Project type : OS
 Fase : 03 OVERGANG NAAR Sinds : 28-JUN-2013
 UITVOERING
 Begindatum : 01-JUL-2013 Einddatum: 30-JUN-2018
 Doelstelling : Land and Water Resource Management for Agricultural
 Development in the West Bank Program
 Sub-BE : 0610S13 Voedselzekerheid
 (decentraal)
 Budgethouder : RAM Ramallah (EPA)
 Ambassade
 BZ relatie nummer : 798023
 BZ relatie naam : UNION OF AGRICULTURAL WORK
 COMMITTEE
 Uitvoerende organisatie type :
 Uitvoerende organisatie naam Engels :
 Uitvoerende organisatie naam Frans :
 DAC Channel code :
 Ontvangstdatum projectvoorstel :
 Evaluatie plannen? : Nnb Nog niet bekend
 Stand van zaken : Vrije tekst van max. 150 posities
 is hier mogelijk.
 Datum adviesaanvraag :
 Datum evaluatie gepland :
 Datum evaluatie uitgevoerd :
 Datum ontvangstbevestiging :
 Organisatie Toeliching EN :
 Organisatie Toeliching NL :
 Uitvoerende organisatie afkorting :
 Engels
 Uitvoerende organisatie afkorting :
 Frans

Medewerker naam

Rol

Medewerker naam	Rol
1 [REDACTED]	Goedkeurder activiteit
0 [REDACTED]	Behandelend medewerker
2 [REDACTED]	Financieel medewerker
e [REDACTED]	Administratief medewerker
	Vaststeller Waardering

Activiteiten Overzicht

Beleidsgegevens	Code	Omschrijving	
Hulpmodaliteit	OvgHlp	Overige hulp	
Donorrol	Single	Single donor	
Technische assistentie	TA<10	Minder dan 10 % van het activiteitbudget	
Land van allocatie	OT		
CRS code	31120	Agricultural development	
Beleidskenmerken en gewicht	VdsZek	Voedselzekerheid	Zeer belangrijk
	InsOntw	Institutionele ontwikkeling en capaciteitsopbouw	Belangrijk
	GlkhMV	Bevordering gelijkheid tussen mannen en vrouwen en empowerment van vrouwen	Belangrijk

Budgettaire gegevens

Jaar	Verplicht.budget	Kasbudget
2013	8,005,240.00	1,000,000.00
2014	0.00	2,300,000.00
2015	0.00	2,300,000.00
2016	0.00	2,405,240.00
Totaal	8,005,240.00	8,005,240.00

Activiteiten Overzicht

Behandelend medewerker naam :

Datum :

Handtekening :

COCA UAWC¹

1.1 General and contact information *

Organisation: Union of Agricultural Work Committees (UAWC)

Organisation code : UAWC

Budget holder code: RAM

Full address: 10 2 e

Email/fax: 1

Director: * 10 2 e

Contact person:* 10 2 e

Position: 10 2 e

Activity coordinator / executive officer:* 10 2 e

Contact person for budget holder of Dutch government:*

Name: 10 2 e

Position: 10 2 e

1.2 Legal framework

1.2.1 a. Is the organisation legally registered? *

☒ YES

☐ NO

b. Reasons *

UAWC was established in 1986 in response to the urgent needs of Palestinian farmers. There was an urgent need to: (a) protect agricultural land (against settlement development) and (b) provide technical and input support to enhance livelihoods of farmers who were facing severe economic and other problems.

Initially UAWC worked with volunteers. These volunteers established the so called farmers' unions. Later on the structure got formalised and unions developed into local committees. Currently there are more than 100 local committees in the West Bank. Some of these committees got registered as co-operatives. UAWC works in close conjunction with the committees that function as an entry point into the communities.

1.2.2 Type of organisation (select an option) *

☐ Association/foundation

☐ Government body

¹ Fields with an asterisk (*) are mandatory.

- ☐ Network/other
☒ NGO/foundation

☐ UN or World Bank
☐ Private sector

1.2.3 Parent/subsidiary/sister organisations * NONE

Part of: Sponsored by:

1.3 Previous working relationship with government of the Netherlands? Where? *

Country code: RAM

Previous experience of implementing activities sponsored by the Dutch government

Activity code	Area/Country code	Period
High Value Crops Program as part of FAO led consortium	RAM	01.12.2012 – 31.05.2016
Land development 3 as part of PARC led consortium	RAM	01.10.2009 – 30.09.2012
Land development 2 as part of PARC led consortium	RAM	01.09.2007 – 30.06.2009

1.4 Mission

Describe the organisation's mission:

Empowering the farmers and their families and strengthen their resilience on their land, by a public agricultural development framework.

With regard to 'strengthen their resilience on their land' this refers to several matters. First of all support for farmers to defend their land against settlement construction and expansion. Secondly, ensure that farmers have proper access to their land and water. This also links to addressing drought related problems. To prevent farmers from leaving their agricultural land as a consequence of drought, UAWC facilitates access to amongst other water and fodder, especially in the eastern slopes of the West Bank and in Gaza. Thirdly, UAWC stimulates the Ministry of Agriculture of the PA to take its responsibility in supporting farmers so that these farmers can continue to cultivate and therefore stay on their agricultural land.

The 'agricultural development framework' expresses UAWC's desire to provide structural, long term solutions as opposed to short term alleviation provided by emergency relief work. UAWC acknowledges that in certain circumstance emergency relief work is unavoidable, as UAWC also provides emergency relief work itself. However, wherever possible UAWC

wants to move beyond that and provide farming families with new developmental opportunities towards structural and sustainable enhancement of their livelihoods.

Assess the organisation's mission against the following criteria: clarity, relevance, legitimacy in terms of satisfying the needs of the users/target groups and contribution to structural poverty reduction:*

- ☐ Highly Satisfactory
☒ Satisfactory
☐ Unsatisfactory
☐ Highly Unsatisfactory

Give your reasons.*

11 [REDACTED]

The relevance and legitimacy of UAWC's mission are undisputed, as farmer resilience and combating drought are key challenges for the agricultural communities in the Palestinian Territories. The activities are highly needed and provide a structural response to poverty in the rural areas of the West Bank and Gaza.

1.5 Strategy

Is there a policy or strategy document in which the organisation's mission is operationalised? Describe the main priorities/goals, sub-goals, instruments and achievements of the strategy in the relevant sector or programme area linked to staff and financial inputs.

In its Strategic Plan 2011-2013 UAWC does operationalize its mission, especially under section 12 *Program and Activities*.

UAWC has formulated four strategic goals (plus sub goals):

I. Improving the standards of living for small farmers and strengthening their steadfastness on their lands (Total Planned Budget for 2013 is US \$ 7.9 million).

I.A Improve the income generation abilities of small livestock breeders:

- Improve the production capacity of small animal breeders.
- Building managerial and technical capacities of small livestock breeders to effectively manage productive resources.
- Increase market access effectiveness to improve marketing capabilities of small livestock breeders.

I.B Improve the income generation abilities of small farmers:

- Improve the production capacity of small farmers
- Building managerial and technical capacities of small farmers to effectively manage productive resources.
- Increase market access effectiveness to improve marketing capabilities of small farmers.

I.C Improve the income generation abilities of small farmers as well as accessing using and maintaining natural resources:

- Rehabilitation of threatened, marginalized and destroyed lands.
- Rehabilitation of water sources in threatened areas and for marginalized groups.
- Improve the production and provision of original Palestinian seeds

II. Protecting the rights of small farmers and activating their national role Total Planned Budget for 2013 is US \$ 6.4 million).

- Developing and implementing a defense mechanism to advocate against forced farmers' displacement.
- Developing and implementing a defense mechanism against the occupation restrictions on movement of goods and people.
- Developing and implementing a defense mechanism to advocate for the right of using natural resources.
- Building public awareness among farmers and the Palestinian community on the rights of farmers.
- Creating pressure groups to develop agricultural policies that advocate for farmers rights.

III. Strengthening the Union's capacity and capability to respond to emergency situations, developments on the land and uncertainty (Planned Total Budget for 2013 is US \$ 1.0 million).

Building public awareness among farmers and the Palestinian community on the rights of farmers.

- Developing and implementing a response mechanism in two cases: rapid response in relief cases and responsive and effective response to small farmers needs during emergency situations.
- Increasing networking with local and international donors and bodies to support the union in emergency situations (including financial).

IV. Strengthening the Union's sustainability and its financial and administrative effectiveness, and increasing its contribution in addressing national issues (Total Planned Budget US \$ 0.6 million).

IV.A Strengthen and activate the role of the governing body internally and nationally:

- Drawing and implementing strategic policies of the union.
- Develop and implement investment and fund raising strategies.
- Activate the union's role in public collations locally and internationally.

IV.B Strengthen the administrative body capacity in implementing the union's strategies:

- Efficient management of financial policies.
- Efficient public relations management.
- Efficient program implementation by designing annual work plans.
- Strengthen the relationship between the union and the agricultural committees, to insure activating their national role.

With regard to *I. Improving the standards of living for small farmers and strengthening their steadfastness on their lands* small farmers is defined in terms of land ownership (max 10 dunums) and number of cattle.

Concerning II. *Protecting the rights of small farmers and activating their national role* Total Planned Budget for 2013 is US \$ 6.4 million) small farmers are stimulated to play a role and exert influence at the national level. For instance, small farmers could jointly advocate for VAT exemption with the PA. There are committees at three levels: local, district and national. Representatives from local committees are delegated to district committees and representatives of district committees are delegated to the national committee. It is the national committee that will approach the authorities to present and negotiate on small farmers' demands.

On strategic goal III. *Strengthening the Union's capacity and capability to respond to emergency situations, developments on the land and uncertainty*, UAWC wants to strengthen its capacity to respond to both natural (droughts, floods) as well as man made (evictions, demolitions) hazards.

With regard to achievements, please see Annex 1. In Annex 1 UAWC has summarised these achievements that represent the backbone of UAWCs work. The presented 'achievement fields' are: (1) Development of agricultural lands; (2) Establishment of a national local seed bank; (3) Establishment of feed centers; (4) Increase agricultural areas that rely on irrigation and provide irrigation sources; (5) Establishment of livestock associations; (6) Increase the effectiveness by accessing markets and improving marketing capabilities of farmers; (7) women empowerment; and (8) Grazing area.

How do you rate the operationalisation of the mission into goals, sub-goals and outputs in relation to the activities proposed for sponsoring (select an option)?

- ☒ Highly Satisfactory
☐ Satisfactory
☐ Unsatisfactory
☐ Highly Unsatisfactory

Give your reasons.

UAWC's mission is '*empowering the farmers and their families and strengthen their resilience on their land, by a public agricultural development framework*'. In the activity proposed for sponsoring (*land and water resource management for agricultural development in the West Bank*) this mission has been very well translated into goals, sub-goals and outputs. The goals, sub-goals and outputs strongly address the farmers' *resilience on their land*. Farmers are empowered in several ways amongst others via working via and strengthening their community organizations. And the *agricultural development framework* is clearly factored in, in the sense that this program aims to achieve structural, sustainable changes instead of only short term alleviation.

1.6 External factors and relations

1. What is the impact of external factors on the functioning of the organisation?

The occupation is the major external factor. And with regard to the occupation the situation has worsened in the last few years. Israel's policy of taking over more land in the West Bank and increased and well organised settler aggression have made life harder for Palestinians in the West Bank. Amongst others because of limited farmers' access to their agricultural land and frequent demolitions it has become more difficult for UAWC to achieve its objectives.

As a consequence of the above, increasingly there is fatigue visible in the Palestinian community. People are losing faith that a better future is possible. This means that UAWC has to make many efforts to convince people that it is worthwhile to get engaged in UAWC's programs.

A positive point is that there is increased attention for area C, which is mainly agricultural land. This increased attention for area C creates opportunities for UAWC and other agricultural NGOs. In relation to this, the international community often exerts influence to protect projects that are being implemented in areas with high sensitivity.

Climate changes is another important issue. Temperatures are increasing and rainfall is dropping creating less favourable conditions for agriculture which makes it more difficult for UAWC to achieve its objectives. Hence mitigating the impact of climate change is one of UAWCs priorities.

The positioning and policies of the PA are not always contributing to progress. For instance, the PA often takes a populist approach to agricultural needs and development. An element of this populist approach is that certain items are provided free of cost to farmers. This undermines initiatives of NGOs such as UAWC aimed at economic viability and farmers self sustainability. An example is the feed centres that UAWC has initiated via which farmers can jointly purchase fodder for their livestock at a lower price. Free hand outs from the PA undermine the viability of these feed centres.

On a positive note, the donors and the PA are increasingly coordinating their efforts, resulting for example in a common approach/guidelines to land development. This is expected to generate higher impact and effectiveness.

UAWC indicated that there was great influence of some external factors on a lot of local NGOs, in particular UAWC, to enhance its administrative and technical capacities. And partnership between local and international institutions contributes towards reaching sustainable development.

2. Describe the organisation's local counterparts (partner organisations) and the nature of the cooperation.

UAWC does not have partner organisations. It works with local committees and these local committees are the first entry point for UAWC in the field.

UAWC contributes in the establishment of MGO (Mount of Green Olives) as a kind of specialized company for marketing olive oil. UAWC has worked for more than 15 years in supporting farmers in exporting their olive oil, but when the work has expanded in this field, UAWC decided to move this component to a separate business oriented body, in order to focus more on contributing in developing the Palestinian society and agriculture sector. Based on this trend, UAWC supported the idea of founding the MGO by a group of investors, and kept a strong relationship with it as one of its local partners.

3. Describe relevant relations and forms of cooperation with other organisations/actors in the sector (national and international).

UAWC has a good working relationship with many NGOs in Palestine. UAWC co-operates and co-ordinates with several other NGOs amongst others in program consortia. UAWC is

also an active member of PNGO (Palestinian Network of NGOs) that is there for NGO dialogue and joint action. UAWC also does joint lobby and advocacy work with other NGOs, sometimes via PNGO and sometimes in other (temporary) groups and networks. UAWC also engages with many international actors such as FAO, Oxfam Italia and UNDP. UAWC is part of Via Campesina, which provides various opportunities to enhance farmers sovereignty (inter alia a seed bank).

4. Describe the public support base of the organisation and its relevance and effectiveness.

UAWC has lots of support from the grassroots, mostly via the local committees/co-operatives. This has a very positive impact on UAWC's capacity to achieve the objectives of its programs. UAWC also has an excellent working relationship with local municipalities.

Alleged links with PFLP

The Israeli NGO Shurat HaDin (Israel Law Centre) wrote to World Vision Australia (WVA) in February 2012 claiming that an AusAID-funded agricultural development project with the Palestinian organisation – the Union of Agricultural Work Committees (UAWC) – violated Australian and US counter-terrorism legislation because, they claimed, UAWC is an arm of the proscribed terrorist organisation the Popular Front for the Liberation of Palestine (PFLP). Shurat HaDin alleged that WVA's financial assistance to the UAWC 'directly or indirectly makes assets available to the PFLP'. This allegation also made it to the media.

WVA and AusAID both took Shurat HaDin's allegations seriously and undertook their own investigations. In late May 2012, AusAID publicly announced that it had dismissed all Shurat HaDin's claims against UAWC. AusAID based its conclusions upon its consultations with security and counterterrorism agencies such as the DFAT Sanctions and Transnational Crimes Section, the AFP and ASIO. AusAID also stated that its legal advice from the Australian Government Solicitor was that no offence had been identified and that the AFP had advised there would be no further criminal investigation.

In addition, WVA conducted its own extensive enquiry into the UAWC organisation and systematically investigated each detail of Shurat HaDin's allegations. WVA requested an independent Israeli legal expert to conduct the investigation. His conclusion of May 2012 was that there is no reliable indication to corroborate Shurat HaDin's allegations and that, in fact, there are many indications – in deed and in word – to refute them.

The NRO agrees with AusAID and WVA's conclusions, and as a consequence, sees no obstacle in contracting UAWC. This conclusion is further corroborated by the fact that the Israeli authorities themselves have expressed their satisfaction with the bona fides of the UAWC, approve of its ongoing agricultural activities and accept donors' project partnership with UAWC.

5. Assess how external factors and relations with relevant stakeholders influence, positively or otherwise, the realisation of outputs and contribute to the sustainability of the organisation's activities.

- ☐ Highly Satisfactory
- ☒ Satisfactory
- ☐ Unsatisfactory

☐ Highly Unsatisfactory

1.7 Outputs/results and impact

1. Describe examples of objectives achieved by this organisation. Describe how the relevant needs of the users are covered by the services delivered by the organisation.

As stated above, in Annex 1 UAWC has summarised its achievements that represent the backbone of UAWCs work. The presented 'achievement fields' are: (1) Development of agricultural lands; (2) Establishment of a national local seed bank; (3) Establishment of feed centers; (4) Increase agricultural areas that rely on irrigation and provide irrigation sources; (5) Establishment of livestock associations; (6) Increase the effectiveness by accessing markets and improving marketing capabilities of farmers; (7) women empowerment; and (8) Grazing area.

These achievements provide very useful insight. One achievement that UAWC itself wanted to highlight is the seed bank. Via the seed bank the food sovereignty of farming families has been enhanced. The seed bank also addresses climate change as it looks into new varieties of wheat that are more drought tolerant. FAO also has its seeds tested by the seed bank.

In some cases however the achievements document could have provided more information on impact. For instance, how have the interventions and results impacted households' livelihoods. In response to queries UAWC did provide additional information regarding positive impact on households: (a) provision of jobs; (b) saved many families from homelessness and displacement; and (c) provision of adequate quantities and variety of food for thousands of poor families.

2. Assess the sustainable impact of the activities of the organisation on users/target groups (select an option). *

- ☐ Highly Satisfactory
☒ Satisfactory
☐ Unsatisfactory
☐ Highly Unsatisfactory

Give your reasons.

When sustainable impact on users/target group is viewed from a land development point of view, UAWC's interventions have on average achieved significant sustainable impact. Almost all reclaimed sites are still in use and farmers expand the reclaimed area on their own.

Also other UAWC interventions appear to have achieved sustainable impact for users/target group. A few examples will be given. With regard to UAWC's interventions on 'Grazing Area', the 15 created pasture reserves in area C will provide alternative feed for 50,000 sheep, which will have a positive sustainable impact on the livelihoods of herders. Concerning irrigation, UAWC's interventions have resulted in increased community access to water for irrigation (and other purposes) which has had a sustainable impact on livelihoods of users/target group. And the establishment of the national local seed bank and the feed centres have both resulted in the continuous availability of quality seeds and feed for the users/target group, which has had a positive sustainable impact. Furthermore, UAWC's investment in social capital – establishing, building up and continuous training of community organisations – is not as visible as several other interventions but at least as important as enabling the

users/target groups to further their own causes contributes tremendously to sustainable impact.

1.8 Structure and culture *

1. Use an organisation chart to describe the hierarchic structure, the administrative organisation and internal control structure. Specify staff numbers for each division of the organisation chart. Specify the position of the controller within the organisation and specify which part of the organisation will be directly involved with the proposed activity.

On top of the UAWC organisational structure (see attachment) sits the General Assembly (GA). This general assembly elects a Boards of Directors. The BoD has 13 members, 6 from the Gaza Strip and 7 from the West Bank. For UAWC it is very important to guard this balance between Gaza and West Bank to ensure equal representation. The BoD works intensively with two Executive Directors, one for Gaza and one for the West Bank (the Executive Director from the West Bank also functions as acting General Director). From these Executive Directors downwards, UAWC has separate organisational structures for Gaza and West Bank. For the purpose of this COCA, which is meant for an activity in the West Bank, the focus will be on the West Bank branch of UAWC.

BoD members are elected for a period of two years and they can serve a maximum of two terms (of two years). This election takes place in the Annual Meeting of the GA. It has to be added however that this is not strictly observed. There are BoD members that have been elected for a third term.

The GA also decides upon the to be hired external auditor (chartered accountant). There is also an internal auditor (10 2 e) who comes 2 to 3 days a week. The internal auditor mainly works with the Finance and Admin. department but reports directly to the General Director.

Four departments report to the General Director: (1) Operations and Development; (2) Public Policies, Lobbying & Advocacy; (3) Financial and Admin; and (4) Monitoring & Evaluation. Every department has a Director. Currently there is one vacancy.

The Operations and Development department has 30 plus staff. The Public Policies, Lobbying & Advocacy department has 4 staff. The Financial and Admin department has 8 staff. And the Monitoring and Evaluation department has 3 staff.

With regard to the proposed activity, the lead role will be taken by the Operations and Development department but to make the proposed activity successful the support from the other three departments is of significant importance.

2. Describe how the management style and organisational culture contribute to the performance of the organisation. Specify decision-making and advisory mechanisms (formal and informal) in the organisation.

UAWC describes its management style as interactive. UAWC is not a very hierarchical organisation. The leadership consults with the staff and provides staff with ample opportunities for feedback. Otherwise in decision making the organisational (finance and admin) manuals and by-laws are being followed.

10 2 g, 11

Obviously there are hindrances here that UAWC

cannot directly influence but still maximum effort should be made (by the BoD) to enhance the linkages between UAWC staff in Gaza and West Bank.

UAWC indicates that it is keen to learn and to enhance its performance. Therefore, the organisation has also embraced the to-be-carried out Financial Stock Taking exercise within the framework of the new Land Development project, as it sees this as an opportunity to learn and improve.

3a. Assess the suitability of the organisational structure, leadership style and organisational culture: do these effectively contribute to achieving the organisational goals (are their structure and culture ‘fit for purpose’?)

- ☐ Highly Satisfactory
☒ Satisfactory
☐ Unsatisfactory
☐ Highly Unsatisfactory

3b. Reasons *

UAWC presents itself and appears to be an organisation with a consultative (as opposed to top down) leadership style. The organisational culture is open and transparent and staff is given ample opportunity to provide feedback regarding vision, mission and policies. This attitude is of great importance for the internal functioning of UAWC itself but definitely also for the functioning of the established consortium that will implement the proposed activity. UAWC will be the lead organisation of this consortium and it is crucial that as lead organisation UAWC provides space to the other three consortium members **10 2 g** so that the Land Development Program becomes a truly joint intervention throughout the entire chain of planning, prioritisation, implementation and monitoring & evaluation. Up to now UAWCs performance in this regard has been excellent. In meetings and interactions within the consortium UAWC has taken maximum efforts to ensure that the other three consortium members get the required space and opportunities to provide their ideas and inputs. Furthermore, the organisational structure, leadership style and organisational culture have also contributed to UAWCs reputation of being one of the strongest NGOs in Palestine when it comes to interventions at grassroots level. UAWC is known to have qualified and committed staff that spends ample time in the field and has an excellent rapport with the targeted communities and their community organisations. So one can conclude that the structure and culture of UAWC are indeed fit for purpose.

1.9 Inputs

1. Describe the staff composition (quantity and qualifications) and its performance in key functions of the organisation, both in the present situation and in relation to its future activities.

All together UAWC has around 45 staff. Prior to recruitment the qualifications for the job at hand are formulated. In most cases UAWC is capable of recruiting staff with the required qualifications and experience. Sometimes the recruitment process is difficult as UAWC is experiencing competition from other institutions in Palestine who are ‘fishing in the same pond’.

Every year performance assessments of all staff are carried out amongst others to check if quality-wise the staff meets the required standards. The qualifications that UAWC is looking

for include: management; technical agricultural qualifications (agronomists, irrigation experts etc.); lobby and advocacy; secretary/admin, finance/accounting, monitoring and evaluation.

2. Describe other inputs relevant to the achievement of the organisation's objectives (buildings, support systems, existing methodologies, internal auditing etc.).

With regard to the West Bank Branch, UAWC has five offices, a head office in Ramallah and four field offices Jericho, Jenin, Tulkarim and Hebron. A database has been prepared for all UAWC data (except finance) by the IT officer with inputs from all staff and departments.

With regard to finance, UAWC uses BISAN, a software accounting program. UAWC has an internal auditor who reports to the General Director. Furthermore, there is a Monitoring and Evaluation department that provides continues feedback to various parts of the organisation.

3. Give the following relevant financial information on the organisation:

- equity and reserves / annual staff and overhead budget
- financial ratios (liquidity/solvency)
- share of DGIS income / total income
- main sources of income during the last 3-5 years.

Equity:	NIS 4,015,207
Reserves:	NIS 2,565,925
Liquidity:	1.58
Solvency:	1.64

Share of DGIS income / total income:

2011: NIS 2.9 million / NIS 29.4 million (9.9% DGIS income, indirect via PARC?)

2012: NIS 922,000 / NIS 14.3 million (6.4% DGIS income, indirect via FAO?)

Main sources of income in the last 3 to 5 years:

10 2 g, FAO,
10 2 g, NRO 10 2 g
10 2 g
UNRWA 10 2 g, UNDP,

4. Indicate which part(s) of the organisation is/are involved in the activities proposed for financing or cofinancing by the Netherlands.

All departments are involved. The Operations and Development department is implementing and is supported/facilitated by the other departments of UAWC.

1.10 Monitoring, evaluation and quality management

1. Describe the internal monitoring, evaluation and quality management systems and how these contribute to good, accountable performance of the organisation. Specify the main features of the management information system in relation to the achievement of the organisational goals.

The Monitoring & Evaluation department was established in 2011. The main purpose of the M&E department was and is to measure whether the goals and objectives as captured in the

strategy are being achieved. A functional relation has been established between the M&E department and the Operations and Development department to feedback findings.

Every UAWC staff function has its own responsibilities with regard to M&E. Supervisors prepare quarterly achievement reports for the Co-ordinators who in turn prepare quarterly achievement reports for the Directors of the departments. The Directors of the respective departments report to the General Director.

In the quarterly achievement reports the difference between planning (goals and objectives) and realisation is captured, if relevant accompanied by recommendations how to get back on course. Apart from monitoring against organisational goals and objectives, also monitoring occurs against the individual staff plans that are prepared for all staff.

UAWC also arranges for external evaluations on certain key topics. And internal evaluations are carried out to draw lessons learnt. Focus of these internal evaluations is amongst others on the sustainability of UAWC activities. In this regard the feedback of the committees (farmers' representatives) is also of great importance. Ascertained shortcomings and weaknesses are reported and addressed.

The M&E department also makes use of the UAWC Database that has been established. With regard to sharing M&E findings, this amongst others occurs during the administrative meetings in which the four Directors of the UAWC departments meet. Here the M&E department Director presents findings and recommendations to the Operations and Development department Director or the other Directors if relevant.

2. For intermediary organisations, describe the organisational capacity analysis of the counterpart and any sanctions applied in cases of non-performance.

Not relevant, no counterparts.

3. Does the organisation have an anti-corruption policy, and does it include sanctions? If so, is it possible to express an opinion on its implementation?

The focus areas given below should serve as a guide when answering question 3.

- a) Describe the organisation's policy on preventing and/or combating corruption and indicate what sanctions for fraud and corruption the organisation imposes in cases involving employees and in cases involving local implementing organisations.
- b) Indicate how policy at head office level is reflected in anti-corruption/anti-fraud policy at field office level.
- c) Describe the specific situation of the field office and its relationship with its head office if the contract party is a field office of an NGO or the UN.

UAWC has an Anti-Corruption Committee (ACC) in place. The ACC includes the General Director and members of the BoD. The Chairman of the Board of Directors heads the ACC. Whenever there is a case of (suspected) corruption, this case will be brought before this ACC which will then decide what needs to be done. UAWC has sanction regulations in place that stipulate what action needs to be taken in case corruption is proven. This ranges from a warning to the suspension and discharge of the involved staff. These sanctions will be further developed in UAWC's anti-corruption policy which is being formulated (see below).

Currently, anti-corruption policies in UAWC are embedded in other policies. For instance, the procurement policy prescribes that staff is prohibited from receiving gifts from a supplier. Furthermore, staff cannot participate in tender released by UAWC.

It has also been decided that a complaint box will be put in front of all offices of UAWC to give people the opportunity to provide their feedback and complaints. Also anonymous complaints will be taken up by the ACC¹¹

UAWC is of the intention to prepare a separate anti-corruption policy. This is part of the Finance and Admin department plan for 2013. The intention is to have this anti-corruption policy signed off by 31.12.2013

With regard to the West Bank branch, at field office **10 2 g** level the same policies apply as for the head office.

4a. Assess the organisation's internal monitoring and quality management systems (select an option).*

- ☐ Highly Satisfactory
☒ Satisfactory
☐ Unsatisfactory
☐ Highly Unsatisfactory

4b. Reasons *

UAWC has taken several commendable initiatives to come to a sound M&E system that enables UAWC to become or remain a learning organisation that constantly takes lessons learnt and best practices into account. With regard to anti-corruption, UAWC has taken some important steps in the right direction. An anti-corruption committee is in place and anti-corruption policies are factored into various UAWC policies. **10 2 g**

NRO funds a to be fielded external audit (or financial stock taking) which will address various issues (including the ones mentioned in this paragraph) and will formulate practical recommendations. UAWC is very willing to undergo this financial stock taking, in fact the organisation has indicated it sees this as an excellent opportunity to further strengthen its systems, procedures and policies.

1.11 Financial and administrative management

1. Describe procedures for allocating, acquiring and spending resources and for procuring goods and services. Give the name of the organisation responsible for independent auditing and specify how audit recommendations are being followed up. For intermediary organisations: does the organisation require audits of counterparts or impose other obligations on the quality of their financial management? For government bodies: assess the quality, independence and capacities of the supreme audit institution (Auditor General).

First of all UAWC has recently adopted a new Finance Manual and a new Admin & HR manual. Currently both manuals are only available in Arabic but English translations will be available soon.

Regulations are in place with regard to allocating, acquiring and spending resources. Allocation is based on the budget of approved programs. Funds are mostly acquired from institutional donors. Spending is based on internal procedures. **10 2 g**
All expenditure is prepared in the head office in Ramallah and is done via cheques. Quarterly monitoring on expenditure takes place. In response to this expenditure monitoring, adjustment of the budget or reallocation of budget can take place.

Grants and contributions received from the donor must be recorded on the presence or absence of restrictions on its use by the donor. With regard to financial management of

project grants: there must be a separate bank account for each project and the expenditure is made under the supervision and control of the Board and on the basis of the financial manual. For example, with regard to projects expenditures the mechanism of expenditure is as follows: The process of expenditure is implemented according to a "payment Request" appended and signed by the applicant, area coordinator or project coordinator, and Director of the operations and development department. The Financial Department reviews and audits the financial request. Then the prepared expenditure order is signed by the General Director or the GD representative. Subsequently cheques will be prepared by the authorized persons.

Concerning procurement, section 9 of the new Finance Manual is on procurement policy. There will be a separate central committee for procurement. The central committee comprises of the General Director, 1 member of the BoD, the chairman of the BoD, the Finance and Admin department Director, the tenders & procurement officer. As the amount increases more members of the central committee will have to be involved. The brackets that UAWC applies are:

US \$ 100,000 and above
 US \$ 50,000 to US \$ 100,000
 US \$ 10,000 to US \$ 50,000:
 US \$ 1,501 to US \$10,000
 US \$ 1,500 and below

Nevertheless, given the importance of procurement for all programs and especially the Land and Water Resource Management for Agricultural Development in the West Bank program – where a large part of the budget is reserved for heavy land reclamation work to be carried out by contractors – NRO recommends that UAWC prepares a separate Procurement Manual that can be used for this and other programs. The NDC procurement manual could be used as a starting point.

With regard to the Finance Manual and HR & Admin Manual (Arabic versions), both manuals lack the signature and stamp of the Head of the Board of Directors. Furthermore, in both manuals frequent reference is made to certain forms that need to be filled out as part of a procedure. For instance, payment request form, leave request form etc. It is recommended that UAWC attaches copies of all these forms to the manuals – currently only very few copies of forms have been attached. Finally, both manuals need to be edited as the current versions contain numerous spelling and grammar mistakes.

The independent chartered accountant that UAWC involves is **10 2 e**

2a. Assess the quality of the organisation's financial management in terms of: *

- **Accountability and transparency**
 - **Existing internal and other regulations related to financial management**
 - **Record of achieving previous budget targets**
 - **Supervision of counterpart organisations**
 - **Fulfilling contractual reporting obligations (quality, overdue reports etc.)**
- (select an option) ***

- Prepayment policy (if the organisation uses the accrual accounting system)

- ☐ Highly Satisfactory
☒ Satisfactory

- ☐ Unsatisfactory
☐ Highly Unsatisfactory

2b. Reasons *

The quality of UAWCs financial management is sufficient to be able to successfully implement the Land and Water Resource Management for Agricultural Development in the West Bank program. There are a few matters that require follow up. NRO recommends the formulation of a separate Procurement Policy and Manual that can be used for this and other programs.

UAWC claims that it reports timely and provides the required quality. However, earlier feedback from other sources was that UAWC is strong in the field but not so strong in reporting so this is something to monitor carefully. With regard to expenditure, UAWC indicates that is experiences on average 5 to 10% under-expenditure.

Prepayment policy

When a Dutch organisation has been engaged which itself awards grants to third parties, prepayments are closed based on the payments made by the organisation in respect of the grants it has awarded. This means that you must appraise the organisation's prepayment system by checking:

- that the organisation's prepayments are based on liquidity requirements and that its prepayment system does not result in higher prepayments than the Ministry's;*
- how much of earlier prepayments are repaid in a year (this information can usually be derived from the profit and loss account or the statement of source and application of funds in the organisation's annual accounts; sometimes expressed as a percentage); relatively high return payments may suggest that activities were too generously budgeted, prepayments were too high, or that there was insufficient insight into liquidity requirements. Other explanations are also possible;*
- the sum of outstanding prepayments (see the balance sheet in the organisation's annual accounts) which, in relation to the sum of grants awarded and their average duration, gives an indication of whether the prepayment system is based on reliable estimates of future expenditure.*

The matter of prepayments is almost non-applicable for UAWC. UAWC indicates that it in principle does not make prepayments. It only makes payments upon completion of service or receipt of supplies – in both cases including provision of all required documents. The only exceptions are:

- Payments stipulated under the Palestinian Laws such as insurance and taxes.
- If the agreements with partners allow prepayment.
- Advance payment for urgent purposes as travel
- Subscription fees, rental expenses.
- Payments permitted by the Internal Regulations for the organization without contradicting the financial Policies.

As a consequence of this UAWC's prepayment expenses in 2011 were NIS 74,848 which is only 0.23% of the total budget. In 2012 UAWC's prepayment expenses were NIS 226.126 which is only 1.15% of the total budget.

2 Overall assessment of organisational capacity

2.1 a. Give your overall assessment of organisational capacity (select an option) *

- ☐ Highly Satisfactory
☒ Satisfactory
☐ Unsatisfactory
☐ Highly Unsatisfactory

b. Reasons *

UAWC does have the required organisational capacity to successfully – in conjunction with the other consortium members – carry out the Land and Water Resource Management for Agricultural Development in the West Bank program. 10 2 g

3 Describe any additional measures/support which are deemed necessary on the basis of this assessment. Specify any conditions that should be fulfilled before approving any activity.

A Financial Stock Taking (FST) exercise was already agreed upon with UAWC in light of the upcoming Land Development Program for which UAWC is going to act as lead organization of the implementing consortium. This FST will provide useful feedback and recommendations on the financial and admin policies and practices of UAWC, to which UAWC has committed itself to implement them.

4 Sources

Specify source documents used and resource persons interviewed.

Resource Persons:

- 10 2 e

Source documents:

- UAWC Strategic Plan 2011 – 2013
- Management Letter to UAWC from 10 2 e (Chartered Accountant)
- Finance Manual UAWC (in Arabic, assessed by 10 2 g)
- HR and Admin Manual UAWC (in Arabic, assessed by 10 2 g)
- UAWC Achievements (shared by UAWC on 21.05.2013)
- UAWC Reply to NRO Queries (shared by UAWC on 17.06.2013)

5 Details of assessment

12.1 Date of assessment: 19.05.2013 to 20.06.2013

12.2 Assessment performed by: 10 2 e

12.3 Assessment approved by:

* mandatory field

- *You should limit yourself to factual observations and then give your overall assessment, noting any points you think need attention for effective risk management of the activity under normal circumstances.*
- *You should also indicate if there are any aspects of management that you are unable to assess properly on the basis of the information available.*

Please read the Work instructions on the Ministry's intranet with regard to entering COCAs in Piramide.

6 COCA Update

Name of activity	: Land and Water Resource Management
Implementation by	: Consortium led by UAWC, with 10 2 g as partners
Amount	: EUR 8.005.240
SBE	: 0610S13
Sector	: Food Security
Period	: 01 July 2013 – 31 December 2016
Project goal	: Improve the food security and reduce poverty in vulnerable rural areas of the West Bank through comprehensive development of available agricultural resources including land, water and human capacity. Simultaneously, the goal is to promote farmers' perseverance and attachment to their land, especially regarding land in Area C.

Project in accordance to the Multi-Annual Strategic Plan of the Netherlands:

The proposed activity is fully compatible with the policy frameworks. Within the Multi-Annual Strategic Plan (MASP), food security is one of the focus areas for the Palestinian Territories (PT). The Netherlands Representative Office has defined the following strategic goal, outcomes and outputs for food security in the PT: *"The NRO wishes to contribute to a situation in which the Palestinian people within the PT have access to sufficient, safe and nutritious food, while Palestinian farmers, including smallholders, have the capacity to compete with their products at national and international markets."*

Activities:

(a) Creating an enabling environment for land development and agribusiness (i.e. by opening agricultural roads, by enhancing access to water for agricultural use via irrigation works, and by improving water demand management). (b) A community approach, focusing on the works and activities that serve the community as a whole in larger geographical areas rather than doing the work on behalf of the individual farmers in their own lands. This means that the focus is on groups of farmers, organized under associations, cooperatives or at village level, rather than individual producers. (c) Building upon and stimulating ownership and commitment on the side of farming communities and farmers. This implies that this program will fund works that farmers themselves cannot take up such as heavy infrastructure land development work (construction of agricultural roads, land leveling, removal heavy rocks, construction of common terraces to support roads, provision of post-harvest facilities, etc.), while the works that farmers can do themselves are to be implemented and financed (if applicable) by the farmers themselves. (d) Coordinating with the government (such as MoA and other related bodies) to achieve the final goal of support the sustainable development of the agriculture sector. Coherence with the Agricultural Sector Strategy "Shared Vision" and its Action Plan is of importance as well. The MoA has been part and parcel of the development of the new approach to land development.

Implementing parties:

After ample deliberations the NRO decided to invite four NGOs to jointly submit a proposal on land development. These NGOs were UAWC, 10 2 g. UAWC was invited to be the lead organisation. This was because UAWC is the largest of these four organisations, has the highest turnover and is very all-round when it comes to the sub-themes that are covered in this specific program. Furthermore, all four NGOs have expertise and experience when it comes to land development but they also have their own areas of expertise. 10 2 g

be concluded that this is a complementary group of NGOs which was a very important reason to select and invite them. For more information on the implementing parties, please visit their websites (<http://uawc-pal.org>, 10 2 g

Donors:

The total budget for this activity is EUR 9.667.241 of which the Netherlands will contribute EUR 8.005.240. The remaining part (EUR 1.662.001) shall be contributed by the implementing organisation's and partner's.

<http://pal.nlmission.org>
<https://www.facebook.com/NLRepOfficeRamallah>

Appraisal Document for financial adjustment of activities

Explanation

For a public appraisal document please remove manually the blue parts.

This bemo format is to be used to appraise all types of financial adjustments during the implementation phase of an activity. This includes:

- Budget increase needed for additional interventions (Max. budget increase of EUR 5 mln. In case the increase is more a new BEMO should be made).
- Budget increase (max. 25 % of amount activity) in case of budget overrun
- Budget increase (max. 25 % of amount activity) and extension requested because of delays in the implementation
- Revised reporting obligations
- Combination of above

In case of an extension of the activity period, only a memorandum with an explanation is needed.

I REQUESTED DECISION CONCERNS

<u>Fixed Activity Data</u>	<u>Copy from Original bemo</u>	
Activity number	25565	
Name of activity	Land and Water Resource Management for Agricultural Development in the West Bank Program	
Brief description	The program provides access to land and water resources for Palestinian farmers, mostly in vulnerable parts of Area C by building agricultural roads, rehabilitating land for agricultural use and building water harvesting systems. The activities under the 2016 top-up to this program consists of building agricultural roads, a water reservoir and installing water meters.	
Budget holder	RAM	
Date of receipt of application	February 4, 2016	
Contract party / Lead party	UAWC (UNION of Agricultural Work Committees)	
Supplier number	798023	
Implementing organisation(s)	10 2 g [REDACTED]	
Activity start date	01.07.2013	
Contract start date	01.07.2013	
<u>Variable activity data</u>	<u>Original bemo</u>	<u>Adjusted bemo</u>
Commitment in foreign currency	USD 10,006,550	USD 10,553,550
Corporate rate	0,80	0,92

Commitment in EUR	EUR 8,005,240	EUR 8,508,480
Annual adjustment CR	EUR 113,214 -/-	EUR 113,214 -/-
Adjusted commitment in EUR	EUR 7,892,026	EUR 8,395,266
Activity end date *	31 Dec. 2016	No Change
Contract end date	31 Dec. 2016	No Change
<u>Changes in policy data, if any</u>	<u>Original bemo</u>	<u>Adjusted bemo</u>
	n/a	n/a

II. APPRAISAL OF THE CONTENTS OF THE ACTIVITY ADJUSTMENT

a.	Describe below briefly the background and the contents of the adjustment of the activity. (why, what and how)
b.	Describe the proposed budget increase and (if applicable) the extension of the activity (why, what and how).
c.	Appraise the rational and need of the request to adjust the activity.

Explanation:

Why: The adjustment of the activities under output 3 and output 4 came as a result of the availability of budget at NRO; and the agreement among EU donors to invest more in Area C. The existing NRO program gives an opportunity to increase investments in existing successful activities. Lastly, there was a demand from farmers to be included in the activities provided by program.

What: Under output 3 there will be an opening of additional 38kms of agricultural roads that will provide access to agricultural lands in north and south WB. The majority of these roads are located in area "C."

The activities proposed under output 4 are (1) building new water intervention in Attouf at Toubas Governorate and it is a promising area for agricultural investment. The activity includes the construction of a 1000m³ steel water tank and installing 4km of steel water pipes, water meters and other fittings. On top of that, an existing steel water reservoir that was constructed by the NRO in 2010 will receive maintenance to improve its performance. (2) Distributing additional water meters to the interventions of the current program because more farmers want to benefit from the intervention.

How: All activities under output 3 and 4 will be implemented through contractors according to the operation and procurement manual of the LWRM program: 10% of the top-up budget will be allocated to operation costs, and overhead (5% administrative cost and 5% transportation).

V. IMPLEMENTATION

5.1 Budget

State the overall cost of the activity and overheads. Indicate the various cost centres (activities and outputs), general operational costs and overhead costs.

Currency:	Original	Adjusted
------------------	-----------------	-----------------

Output 1 (Result 1.1)	220,000	220,000
Output 2 (Result 2.1)	3,718,547	3,718,547
Output 3 (Result 2.2)	1,800,000	2,078,568
Output 4 (Result 2.3)	1,729,471	1,948,171
Output 5 (Result 2.4)	373,313	373,313
Output 6 (Result 3.1)	115,033	115,033
Output 7 (Result 3.2)	16,400	16,400
Operational costs (communication, transportation, salaries, office equipment and supplies, visibility, Overall M&E, operational running cost)	1,885,905	1,927,554
Overhead/AKV (Administrative cost @ 1,5%)	147,880	155,964
Total budget in VV (US \$)	10,006,550	10,553,550
Total budget in euro's		

5.4 Monitoring

5.4.1 Review of reporting obligations

A topping up and/or extension of an activity is good moment to review the reporting obligations. If NO please explain and define actions to be taken.

Based on the experience so far: Are the submission dates still realistic?	YES
Existing audit arrangements adequate to account sufficiently for the funds?	YES
Is there need to reconsider the arrangements for evaluation for this activity?	NO
10 2 g	

Explanation:

5.4.2 Revised Monitoring calendar

Set out the reporting requirements for the remaining period of the activity in the table below. Copy this table in the agreement. (excluding the field visits)

N/a. Reporting obligations remain the same (contract period has not changed).

Report type	Any specific requirements	Period	Submission by
Annual plan			
Narrative report ²			
Financial report ³			

1 [REDACTED]
0 [REDACTED]
2 [REDACTED]

² Narrative: reports on the contributions by third parties (inputs), outputs, outcome, sustainability and the spending of the Dutch contribution in accordance with the latest approved budget.

³ Unaudited financial reports are only needed in case no Auditor's report is required. Key financial data to be included in the narrative report.

Auditor's report			
Other reports			
Field visits			

a.

Activity Appraisal Document ODA

€ 1.000.000 or more

Save / Generate

I REQUESTED DECISION CONCERNS

Explanation of the policy data can be found in on [Rijksportaal](#). For a more detailed description you can find additional information in the [OS-Gegevenswoordenboek \(Dutch\)](#).

For the highlighted subjects in table below the [OS-Gegevenswoordenboek \(Dutch\)](#) and [Rijksportaal \(English\)](#) give further explanation.

Activity number	4000000025
Name of activity	RAM Land and Water Resource Management 2017 - 2020 (LWRM)
Brief description	The LWRM program supports the development of agricultural resources including land, water and human capacity, and aims to increase food security and reduce poverty in vulnerable rural areas of the West Bank 10 2 g 10 2 g such as protecting the land from confiscation and introducing alternative water resources.
Budget holder	RAM
Date of receipt of application	9 June 2016 last updated on 16 December 2016
<u>Contract party / Lead party</u>	Union of Agricultural Work Committees (UAWC)
Supplier number	798023
Implementing organisation(s)	UAWC, 10 2 g 10 2 g
<u>Legal relationship</u>	Contribution
<u>Commitment in foreign currency (if applicable)</u>	USD 11,250,000
Corporate rate	0.9
<u>Commitment in euros</u>	EUR 10,125,000
SBE	0610S13
Activity start date	01 January 2017
Activity end date	30 June 2021
Contract start date	01 February 2017
Contract end date	31 December 2020

<u>Aid modality</u>	Other aid		
<u>Donor role</u>	Single donor		
<u>Technical assistance</u>	TA<10 Less than 10% of the activity budget		
<u>Beneficiary's country/region</u>	Palestinian Territory (PT)		
Countries within the region (if applicable)			
Location within the country (be as specific as possible)	West Bank	Name lo- cation(s)	Working at village and municipality level
<u>CRS Code</u>	31130		
<u>Policy marker weight is 'principal' (no minimum or maximum amount)</u>	VdsZek		
<u>Policy marker weight is 'sig- nificant'. (no minimum or maximum amount)</u>	GikhMV InsOntw KImAdp		
<u>Special pledges made by the Minister or State Secretary</u>	N.a.		
Has an evaluation been planned?	Yes, mandatory (see decision tree in 5.3.6.)		

II. ACTIVITY APPRAISAL

2.1 Contribution made by the activity to BZ policy objectives (policy relevance)

2.1.1 Description policy relevance

The proposed program builds on previous programs in the agricultural sector implemented by the Netherlands Representative Office (NRO). The objectives and outcomes are compatible with the relevant policy frameworks. Within the Multi-Annual Strategic Plan (MASP, 2014-2017), food security is one of the focus areas for the Palestinian Territories (PT). The NRO has defined the following strategic goal, outcomes and outputs for food security in the PT: *"The NRO wishes to contribute to a situation in which the Palestinian people within the PT have access to sufficient, safe and nutritious food, while Palestinian farmers, including smallholders, have the capacity to compete with their products at national and international markets."*



The proposed activities were formulated based on the 2014-16 Palestinian National Development Plan's (PNDP) vision on economic development and employment in general, and specifically on the agricultural sector, access to land and water resources (with an emphasis on Area C) and food security. In addition, the project reflects the 2014-16 Agricultural Sector Strategy "Resilience and Development" (ASS), specifically the priorities 1) Increase resilience of farmers and attachment to the land, and 2) sustainable management of natural resources. In 2016, the PA has developed a new National Policy Agenda. Although the new Agenda has not been finalized, it was clear that the agricultural sector and access to land and water resources are again a priority and in comparison to the PNDP and the ASS there will not be major changes.

New policy priorities in the relevant areas have led to the decision to include new elements in the next phase of the Land and Water program. Climate adaptation will be covered in the program with activities on soil protection and introduction of water harvesting techniques and renewable energy. With additional funds, a program focused on local seeds development and distribution will support farmers in areas targeted under the LWRM with locally produced seeds that are more suitable for dry land farming. In addition, more attention will be given to women's rights, and land registration. All these elements are described in detail in the project document.

2.1.2 Appraisal

Access to land and water resources is still limited for Palestinian farmers. Most of these resources are located in Area C, where the Palestinian government is unable to provide services. Increased productivity in this area would boost the food security of Palestinians and would generate better income for farmers. The Palestinian NGO's involved in this program will increase the availability of arable land and improve water availability, mainly in Area C.

Appraise the policy relevance of the project, using the appraisal table. If the maximum score is not achieved, explain why. If certain criteria do not apply, please indicate this.

No.	Criteria 2.1 Policy relevance	Indicators (score 0, 1, 2)	Score	EXPLANATION/ REFERENCES
2.1.1	The proposed intervention ties in with the operational objectives in the Explanatory Memo-			<u>ProDoc, MASP</u>

	random and the related policy memorandum (policy theory and <u>in-tervention logic</u>).	The proposed intervention ties in with both the main objective and the secondary objectives .		
2.1.2	The proposed intervention ties in with the ODA <u>priorities</u>	<input checked="" type="checkbox"/> The proposed intervention ties in with more than one of the result areas of the BH&OS priorities.	2	Yes
2.1.3	The proposed intervention ties in with the annual plan and the result chain of the <u>MIB/MASP</u>	<input checked="" type="checkbox"/> The intervention is specifically mentioned in the result chain of the MIB/MASP.	2	ProDoc, MASP
2.1.4	The relevance of the proposed intervention to the crosscutting themes of women's rights and gender equality / climate / PSD / coherence and strengthening of civil society organisations	<input checked="" type="checkbox"/> The proposed intervention is relevant to more than one of the crosscutting themes.	2	Proposal, Base-line and women study
Total score (maximum 8 out of 8 points)			8	

2.2 Problem analysis and lessons learned

2.2.1 Description

Describe:

- **what problem the proposed activity addresses;**

Palestinian farmers face a number of challenges in accessing and effectively managing their agricultural lands, including of availability of water, and technical difficulties of reclaiming and developing their lands, coupled with challenges from climate change and their lack of knowledge in modern farming methods. The main cause of these problems is the presence of the Israeli occupation and their control over the natural resources; especially water and lands in the area classified as Area C. These problems have been addressed during the first phase of the LWRM. The land and water challenges remain high and in the next phase of the LWRM other areas will be targeted.

- **The extent to which the activity contributes to solving the problem and (where applicable) briefly state supporting reasons.**

The program aims to support vulnerable and marginalized farmers in Area C who suffer from restrictions imposed by the occupation and subsequent lack of services from the Palestinian Authority. The farmers are economically marginalized as they cannot afford the high cost associated with

land development which limits their capacity to cultivate their lands. For example, farmers do not have the means to cover the costs of the construction of agricultural roads, for building water cisterns and heavy land reclamation. In order to guarantee farmer's use of the developed land, and hence sustainability, farmers are required to contribute to the LWRM program activities. Depending on the type of work, farmers contribute to activities in cash or in kind. In general, heavy reclamation work will be performed through a contractor hired by the LWRM whereas light reclamation work and building of retaining walls can be done by the beneficiaries. For the construction of water cisterns, a contribution in cash is asked from the beneficiaries.

The interventions proposed will contribute to solving the problems mentioned above by facilitating access to over 30,000 dunums¹ of land by constructing agricultural roads, reclaiming/rehabilitating 3,000 dunums of agricultural land and providing water resources for over 5,000 dunums of agricultural lands. The program also includes activities to help farmers adapt with climate change and help farmers to learn new farming technologies such as integrated soil management and integrated pest management techniques.

Furthermore, the program aims to tackle the disparities between men and women in land ownership as women have only 6.7%² of private land ownership. This issue will be addressed through the program on grassroots level to help women claim their rights in land ownership, by establishing women's solidarity groups. These groups will help foster change in women's and societies attitudes towards women's claims to land ownership. This approach was the result of the study which was conducted under the previous phase of the LWRM program which concluded that women are more encouraged to claim their land rights if they saw other women doing it. Moreover the program is going to build on the achievement of the EU funded project MIRATHEE, implemented by several local organizations such as our partner in the High Value Crops program^{10 2 g}. Through this program women received support to claim their rights, and build their capacities on how to claim for land ownership.

2.2.2 Appraisal

*Appraise the **contextual analysis** of the project proposal using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.*

Objectives of the project are discussed intensively with stakeholders. MoA and municipalities will identify locations for activities which guarantees follow up, maintenance and the required beneficiary contribution. Beneficiaries can be large groups of mostly marginalized farmers who benefit from the opening of agricultural roads to their remote lands, or individual farmers for land reclamation and the construction of water cisterns. Once the access to land and water has been improved, farmers will start cultivating their land. The project has been evaluated several times (Mid Term Evaluation, IOB report, CDI/Wageningen studies). Based on this input, new elements have been included to make the activities more sustainable (climate change adaptation, increased involvement of female farmers and land registration).

¹ 1 dunum is 1000 m².

² PCBS Agricultural Census 2010.

No.	Criteria 2.2 Contextual analysis	Indicators (score 0,1,2)	Score	EXPLANATION/ REFERENCES
2.2.1	The proposal is based on a careful and thorough contextual analysis, from which a logical problem definition and objective are generated.	<input type="checkbox"/> The proposal is based on a careful and thorough analysis and results in a logical problem definition and objective.	2	Proposal and Logframe
2.2.2	Based on the problem formulated, the proposal explains in a logical manner why the intervention is aimed at the specified geographical location.	<input type="checkbox"/> The proposal gives a realistic explanation of why the intervention is aimed at the specified geographical location and substantiates this with	2	Proposal Narrative
2.2.3	The proposal justifies the choice of target group .	<input type="checkbox"/> The proposal clearly justifies the choice of target group.	2	Narrative and annexes
2.2.4	The proposal sets out which relevant actors were involved in formulating the proposal and what influence they had on the content of the proposal.	<input type="checkbox"/> The proposal sets out the involvement of actors, both in formulating the proposal and in the proposed intervention (including its management).	2	Proposal Narrative
2.2.5	A stakeholder analysis (incl. women and youth) has been carried out and the results incorporated in the proposal.	<input type="checkbox"/> The proposal sets out who has a stake in the programme/project and details their relative interests.	2	Narrative, Annexes
2.2.6	The proposal describes how the results of evaluations and/or studies feed into formulation of the proposal.	<input type="checkbox"/> The proposal clearly sets out how results from evaluations and/or studies contributed to formulation of the proposal.	2	Results from Midterm review and the Gender study
Total score (maximum ¹² out of 12 points)			12	

2.3 Objectives (outcomes), results (outputs), activities and resources, based on the SMART principle

2.3.1 Description

Describe briefly or copy from the project document:

- ***The objectives at outcome level, including performance indicators;***

On the political level the program contributes to the two state solution as it helps Palestinians to manage their agricultural lands in Area C more effectively. Area C is under full Israeli control and constitutes over 65% of the West Bank. The area is crucial for economic development and viability of the Palestinian State. According to UN estimates, full Palestinian control over Area C would generate around USD 1 billion additional revenues for the PA³. This would decrease the PA's donor independency significantly. The Palestinian access to Area C however is continuously restricted in various ways, such as Israeli settlement construction, restrictions on movement of persons and goods, the separation wall and other Israeli policies of land confiscation and limited access to land and water resources. The LWRM program improves Palestinian access to land through building of agricultural roads. Once a road is constructed, farmers gain access and can begin cultivating their land. This contributes to protecting the land from confiscation.

On the developmental level, the LWRM program assists poor Palestinian farmers and small holders to increase their food security levels. By giving them access to their land and creating water resources, they can improve their livelihoods and generate a better income. The program also helps farmers to adapt to climate change challenges as it promotes sound water management techniques and assists farmers to build water cisterns to catch rainfall. As in the previous program, the activities under LWRM will develop more than 3,000 dunums of unused land. Much of the unused land is prone to overgrazing by herders which leads to land degradation. Herders will continue to graze other unclaimed lands as they are plentiful. In other interventions by UAWC herders are targeted by developing grazing lands, for example through the EU funded Juthoor project. The LWRM program will reclaim grazing zones which will partly be planted with perennial shrubs to cover the needs of herders. As such, the LWRM program includes environmental and climate change techniques.

- ***For each objective, the results (outputs) to be achieved by the activity and how they will be measured;***

Outcome 1: Improve inclusive sustainable agricultural production through land resource management, enhancing Integrated Soil Fertility Management (ISFM), and creating platform knowledge of climate change adaptation.

Outcome 2: Improve efficient collective water resource management and increase inclusive access to water resources to enhance the productivity of the agricultural lands

Outcome 3: Protect farmer's rights, especially women farmers' rights by building the capacity of consortium member organizations and relevant stakeholders, to work on lobbying and advocacy to help protect vulnerable farmers and women

³ UN report to the AHLC, September 2015, page 14

For details of the indicators and results, please refer to the project document.

- ***For each output, what activities and resources are needed to achieve the outputs;***

For each output the resources needed are clearly identified in the logframe and budget. And these are explained in the full proposal, these are found attached.

- ***How the sustainability (in the sense of lasting impact) of the intervention is assured.***

The new LWRM program builds on the successes, experiences and lessons learned of the previous program. The goal of the previous program was to improve food security and reduce poverty in rural areas of the West Bank through comprehensive development of available agricultural resources including land, water and human capacity. Simultaneously, the goal was to provide farmers' perseverance and attachment to their land, especially regarding land in Area C. The new LWRM program will build on the experiences of the previous program. Together with the consortium of program implementers and external consultants (MDF mission for the Mid-term review⁴, and CDI mission⁵ to advise on options for the next program phase), the NRO has compiled lessons learnt:

- *The many field visits by the LWRM team activities and the interaction with community members made it clear that the agricultural sector needs are high and there is a lot to be done, such as in land registration, protection of soil quality and fertility, and the role of women in the agricultural sector. In addition, the LWRM team identified vulnerable areas which can be targeted in the new phase.*
- *The LWRM team members are more aware of the sensitive areas in Area C and know how to judge and classify the areas to low, medium or high sensitivity. They are able to utilize a proper mechanism for implementation.*
- *During the last phase, a lot of activities were either new or piloting. As such, it was difficult to calculate the actual costs of some activities. Savings from the LWRM program were used to increase activities that proved to be the most effective: building agricultural roads.*
- *Role of Municipalities is essential in selecting activities and to provide follow up of the program. For example, the heavy land reclamation is covered by the program, whereas the light work is the farmer's contribution. Municipalities have to ensure that farmers finish their contribution on-time.*
- *The availability of maps and ownership documents for every piece of land that is targeted by NRO interventions is essential to quickly respond to any Israeli Civil Administration (ICA) confiscation of machineries and stop-work/demolition-orders.*
- *Conducting community workshops with the farmers before the start of activities' implementation has proven to be useful in order to explain the roles and responsibilities of every partner, explain the objectives of the program. It also enhances the visibility of the program. Within the context of the LWRM program, the NRO can do other promotional and awareness raising activities such as on Environment Day and Land Day.*
- *Agricultural counselling for farmers after the completion of the land reclamation and rehabilitation is often necessary. This was discussed with Palestinian Ministry of Agriculture, they have agreed to provide extension services to farmers in developed areas in the coming phase.*

The activities under the new LWRM program will continue to improve access to agricultural resources and resilience of vulnerable farmers through land, water and human resource development. The program will address the elements from the lessons learnt exercises, such as the need to work on land registration, ISFM, women empowerment, strong cooperation with the Ministry of

⁴ Mid-term evaluation of the Netherlands Food Security Programme in the Palestinian Territories, June 2015.

⁵ Towards Inclusive Food and Agribusiness Security in the occupied Palestinian Territories, December 2015.

Agriculture(MoA) and municipalities. From an economic perspective it is estimated that the market value of the crops from the targeted lands will increase by 50% (baseline 2014). Also the market value of the irrigated crops will be increased by 30% (baseline 2014). The impact of the program will be linked to the other major NRO food security intervention "Market reform and Value Chains" to ensure market access for the farmers.

At the policy level, the program will continue to coordinate with the MoA and continue developing a national database (developed under the first LWRM program with the objective to provide policy-makers and stakeholders with detailed information about land and water resources, ongoing and implemented projects, and potential areas for interventions) by adding new localities to the national database, and advocate for fair selling water prices with MoA, the Palestinian Water Authority (PWA) and other relevant bodies. The water prices are currently not regulated or monitored by the Palestinian Authority.

At the technical level, trained farmers will apply their farming skills to increase volume and product quality. The farmers will benefit from the low cost agricultural inputs provided through the program, stronger cooperation in farmer groups (for collective purchasing and marketing), and the provision of community water assets for irrigation.

Instead of individual support, the farmers will receive support on community level. They will share community water assets and access to roads. As such, collective farming will result in a community spirit, solidarity, and social cohesion, as well as in networking and sharing of lessons learnt. Farmers will feel empowered, and less abandoned. Among them will be those trained to mobilize them, and carry their unified voice advocating for their rights and needs to decision makers, and other relevant organizations.

Successes in the field will be shared with MoA and other relevant stakeholders. The cooperative-to-cooperative and farm-to-farm exchange visits creates a network for learning, replicating, and multiplier effects. Furthermore, the program will be implemented through a consortium of Palestinian NGO's cooperating and complementing each other, coordinated by the Project Management Unit (PMU).

Add the framework 'objective-result-activities-resources' (logical framework) as an appendix to the BEMO.

2.3.2 Appraisal

Appraise the logical framework using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.

The project document, the work plan and logframes were designed to address national priorities and are in alignment with the MASP. The new LWRM capitalizes on the achievements from the previous program and other interventions in the agricultural sector. There is a meaningful and logic connecting between outcomes, outputs, activities and SMART indicators. The indicators are defined with clear baselines and targets that will enable a robust M&E system. In line with the National Agriculture Sector Strategy, the MASP, and the comprehensive design by the NRO, the projects results and indicators are designed to be inclusive for poor small scale farmers, women and youth and vulnerable groups living in marginalized areas.

No.	Criteria 2.3 Outcomes, outputs, activities and resources based on the SMART principle	Explanation of score (1 point per indicator)	Score	EXPLANATION/ REFERENCES
2.3.1	The objectives at outcome level are clearly formulated, fall within the proposal's span of influence and are realistic. The outcomes follow logically from the problem formulated.	<input checked="" type="checkbox"/> The outcomes are specifically formulated. <input checked="" type="checkbox"/> The objectives follow logically from the problem formulated. <input checked="" type="checkbox"/> The objectives fall within the proposal's span of influence and are realistic (taking account of its duration and local circumstances). <input checked="" type="checkbox"/> The objectives are acceptable to the target group and other stakeholders. <input checked="" type="checkbox"/> The objectives formulated are realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s).	5	<p>Women and men will be the direct beneficiaries' of the program</p> <p>It includes even girls/boys analysis through their participation in the special activities (such as Land Day, Environment Day and summer camps for youth), and gender equality is one of the selection criteria of this program.</p>
2.3.2	<p>Progress in achieving the outcomes can be determined objectively on the basis of measurable performance indicators.</p> <p><input checked="" type="checkbox"/> Relevant performance indicators have been formulated for each outcome.</p> <p><input checked="" type="checkbox"/> A baseline measurement and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator.</p> <p><input type="checkbox"/> The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.</p>	2		<p>For each outcome , gender specific performance indicators are formulated, to capture the effect of the intervention on women and female participation in the program. A total of 7 specific gender indicators are formulated at outcome level ranging from economic empowerment to advocacy and claiming women's rights in land ownership.</p>
2.3.3	The outputs formulated are concrete and fall within the proposal's span of control. The outputs follow logically		5	See project documents

	from the outcomes formulated.	<p><input checked="" type="checkbox"/> The project proposal is divided into clear phases, each having concretely formulated outputs.</p> <p><input checked="" type="checkbox"/> The outputs are specific.</p> <p>There is a clear link between the outputs and the out-comes, i.e. the</p> <p><input checked="" type="checkbox"/> outputs can be expected to contribute to achievement of the outcomes.</p> <p>The outputs are</p> <p><input checked="" type="checkbox"/> acceptable to the target group and other stakeholders.</p> <p>The outputs formulated are realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s) .</p>		
2.3.4	Progress in achieving the outputs can be determined objectively on the basis of measurable performance indicators.	<p><input checked="" type="checkbox"/> Relevant performance indicators have been formulated for each output.</p> <p>A baseline and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator.</p> <p><input checked="" type="checkbox"/> The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.</p>	2	For each output gender specific performance indicators are formulated, these indicators reflect the extent of women participation in the project at output level, which gives an indication on the extent of women's involvement in the program. 15 output indicators are gender specific or contain gender disaggregated data.
2.3.5	There is a logical link between the proposed activities and the outputs formulated.			See logical framework attached.

		<p>The proposal sets out the nature of the activities and explains how the activities formulated will contribute to achieving the outputs.</p> <input checked="" type="checkbox"/>		
2.3.6	There is a logical link between the activities and the project budget (efficiency).	<p><input checked="" type="checkbox"/> The budget is supported by figures on price and quantity (p x q).</p> <p><input checked="" type="checkbox"/> The budget is broken down by output and/or outcome.</p>	2	See budget and log frame attached.
2.3.7	When the activity ends, its envisaged outputs will have a lasting effect for the ultimate target group.	<p>The proposal contains a clear vision (with objectives) as to how the activities will be continued when the intervention comes to an end.</p> <p><input checked="" type="checkbox"/> To achieve these objectives, specific measures will be taken during implementation of the activities to ensure that the target group will help continue the activities.</p> <p><input checked="" type="checkbox"/> The proposal includes a transition plan or exit strategy, identifying the various actors.</p> <p><input checked="" type="checkbox"/> The proposal contains suitable criteria against which progress in continuing the activities can be measured.</p>	4	See sustainability paragraph in program document
2.3.8	At the end of the activity, the envisaged outputs will have a lasting effect on the local partners.	<p><input checked="" type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the quality of the activities and/or financial independence of the local partner will be enhanced.</p>	4	See program Document

		<p>To achieve these objectives, specific measures will be taken during implementation of the activity.</p> <p><input checked="" type="checkbox"/></p> <p>The proposal devotes attention to the capacity of the local partner to generate income from various sources.</p> <p><input checked="" type="checkbox"/></p> <p>The proposal sets out suitable criteria against which progress in regard to institutional sustainability can be measured.</p> <p><input checked="" type="checkbox"/></p>		
Total score (maximum score 27 points)			25	

2.4 Cooperation, harmonisation and added value

Describe briefly and concisely:

- **Whether the proposed activity involves cooperation with, for example, Dutch organisations, other donors, local organisations or other parties;**

The consortium that will implement this new phase of the LWRM consists of 4 NGOs, the Union of Agricultural Workers Committees (UAWC) as the lead organisation and the 10 2 g 10 2 g

10 2 g as partner organisations. Each partner was selected on the basis of their specific experience. UAWC is the largest of the local organizations and has long experience in working with land reclamation and rehabilitation projects. 10 2 is experienced in soil fertility, and integrated pest management, GIS and database management which will help farmers increase the productivity of their lands. 10 2 g on the other hand is experienced in working with cooperatives and training beneficiaries in management and accounting skills, and 10 2 is well experienced in implementing water activities. In other words, the diverse background of the partners will help in better implementing the program. The program will be managed by a Project Management Unit (PMU) which was established under the previous program. The cooperation between the consortium is managed on a day-to-day level by the PMU and on a strategic level by a Project Steering Committee (for further details see 3.2).

The Ministry of Agriculture (MoA) is a key partner in enabling the environment in implementing this activity, MoA representatives will participate in the LWRM Steering Committee and Technical Committee meetings, and will monitor the program activities to help guide the program and ensure its smooth progress. The MoA has been closely involved in the

preparation of the new LWRM. MoA has to be on board, but the NRO has concerns about the Ministry. Their capacity to operate in Area C– as compared to NGOS and UN agencies – is limited. 10 2 g

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- ***The extent to which cooperation will be harmonised e.g. complementarity, joint- financing, delegated cooperation (silent partnership), multi-donor financing;***

Joint – Financing

Beneficiaries contribute to the project. Depending on the activities, the targeted farmers contribute in cash (for water cisterns and irrigation lines), or in kind (light land reclamation). The contribution from municipalities can also be in cash or in kind depending on the type of work and ability to provide, for example some municipalities provide municipal owned machinery for the construction of the roads or reclamation of the lands.

- ***The added value of the activity compared with other activities by BZ, donors, NGOs, businesses, research institutions and local authorities.***

This activity is important in supporting food security and increasing agricultural production in the Palestinian territories. At the same time, the program serves to protect land from confiscation and to introduce alternative water resources. The program addresses multiple levels of providing access to lands through agricultural roads, access to water through water interventions and increased productivity of agricultural lands through land reclamation and rehabilitation activities.

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The activities concentrate on sensitive parts of Area C, where Palestinian presence is under continued pressure from occupation and settler activity. Palestinian development and use of this threatened land is essential in order to secure valuable resources in Area C. The risks involved in Area C include stop-work-orders, demolitions and settler violence. However, as the first phase of the LWRM witnessed, it is possible to work in most locations in Area C. The program worked only with farmers that had ownership documents for their land. To avoid demolition risks, the proposed activities will not take place nearby settlements, along settler-only by-pass roads, and inside Israeli declared natural reserves or military zones. However, the program will include highly sensitive locations that need protection from confiscation and settlement expansion.

The program has obvious linkages to other NRO funded programs such as the High Value Crops progress (and its projected successor “Market Reform and Value Chains”), the Sanitary and Phyto-sanitary Standards program, and the EP-NUFFIC program to strengthen in the capacity building of agricultural faculties at four Palestinian universities. The LWRM has its specific added value since, compared to other food security programs. It uses a multi-faceted approach to assist farmers to develop their lands that would otherwise be threatened by confiscation.

2.5 Channel and aid modality (including alignment)

Civil Society

- ***whether the chosen aid modality is appropriate, and why;***

The program will be implemented through a consortium of experienced Palestinian NGO's. The Palestinian Authority (PA) is also involved as a partner in the program.

- ***whether the degree of (financial and policy) alignment is substantiated; see the MASP risk analysis;***

The program is aligned with the PA priorities as described in the Agriculture Sector Strategy (2014-2016) and the (draft) National Policy Agenda (NPA). The objectives of the Agricultural Sector Strategy are twofold: 1) Ensure farmers' resilience and attachment to their land, while fulfilling the contribution of the agriculture sector in providing requirements for development of the State of Palestine; and 2) Efficient and sustainable management of natural resources. In the NPA (2017-2022) the PA has prioritized the agricultural sector and aims for increasing access to resources. In the NRO Multi-Annual Plan 2014-2017 the access issues were described as the biggest challenges facing the farmers.

- ***the aid modality / channel has been chosen on the basis of a consideration of the available options;***

The LWRM builds on previous experience. Continuation of the first phase with the same partners – and coordination with the MoA and targeted municipalities- is considered to be the most effective.

- ***Whether there is any contribution or co-participation from the recipients (explain the level of participation).***

The municipality and / or the farmers have to commit to a contribution in each activity implemented to their avail. Beneficiary's contributions can be in kind and cash contributions, and should be at least 20% of the activity costs.

III IMPLEMENTING / MANAGING ORGANISATIONS

Give a short and clear description of the implementing organization(s), also describing their experience in integrating gender aspects into programs and projects.

3.1 Implementing organisation

- The Union of Agricultural Work Committees (UAWC) was established in 1986, responding to the vulnerable socio-political circumstances of farmers that resulted from the occupation's policies in confiscating land and water resources in the early eighties that directly harmed the interests of farmers and Palestinians. UAWC follows four main goals which are:
 - Development of agricultural land through rehabilitation, reclamation, opening of agricultural roads and increase the availability of water for agriculture;
 - Enhance the Palestinian livestock sector;
 - Job creation;
 - Women empowerment program.

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has worked in consortiums with UAWC in agriculture sector projects including the on-going EU projects on olive oil and herders.

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3.2 Managing organisation

UAWC as the leading member of the consortium will have the responsibility for the overall project management, including the project management unit (PMU) which was established under the first phase of the LWRM, the project steering committee (PSC), and the joint technical teams (JTT), all elements of the governance of the project. Although UAWC is the lead implementer of the program, the day-to-day management is in the hands of the PMU with a project manager, project coordinator and monitors. All PMU staff is based at an office outside UAWC. In the previous phase, the dominant position of UAWC has led to some irritation among other partners, mostly related to micromanagement of the project that should be left to the project manager. These concerns have been addressed by the NRO and the PMU structure has been revised based on advises of the CDI/Wageningen mission. In general, the consortium members have been very loyal as partners in the program.

IV. RISKS AND MITIGATING MEASURES

4.1 Contextual risks

Description of corruption risk is mandatory

While domestic surveys show that perceptions of corruption remain high across the population, in actual fact, relatively few Palestinians experience petty bribery when dealing with public officials.

According to the World Bank Worldwide Governance Indicators (WGI) of 2011, the perception and especially the occurrence of public sector corruption in the Palestinian Territory is much lower than in comparable countries in the region such as Yemen or Egypt. Wasta (favouritism) and nepotism constitute the most common manifestations of corruption, in particular in relation to appointments in public institutions. Corruption in economic sectors that have monopolistic features such as the petroleum sector and in land management remain issues of concern.

The Palestinian Government has made efforts to strengthen its legal and institutional framework against corruption. A number of anti-corruption laws have been enacted and institutions have been created, such as the Anti-Corruption Commission and Corruption Crimes Court, an external audit bureau, the SAACB, and the Economic Crimes and Support Unit within the Attorney General's office. Furthermore NGO's, notably AMAN/Transparency International Palestine, are critically following corruption issues and provide training, information and advice to PA institutions and the Palestinian public. AMAN is co-funded by the NRO and 10 2 g

An IOB mission that conducted in 2016 an evaluation of NRO development programs assessed the risk of corruption and fraud in the Palestinian Territories (PT). It found that "corruption within the PA is relatively low, which may have been an effect of the many control measures." 10 2 g

10 2 g

The corruption risks at organisation level are considered low. All partners have strong governance bodies and adhere to the highest standards of ethical conduct. Each partner has experience working with international donors. During the previous LWRM program, no irregularities were observed. The risk of corruption/fraud can occur in contracting companies to implement activities. The PMU has an independent procurement committee (as described on page 25 project document), which functioned well under the first phase of the LWRM. Field monitors make sure farmers receive the promised assistance and contribute in kind or in cash as was agreed.

Palestinian organizations are unlikely to support so called normalization activities with the Israeli occupation. Although this has not led to any complications during the previous program, it may have consequences for the next program. 10 2 g

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In addition, many Palestinian organizations support the Boycott, Disinvestment and Sanctions (BDS) principles, some actively engage in BDS activities. The Dutch Government does not support any boycott of Israel, and therefore does not fund any BDS-activities. However, the Dutch government is of the opinion however that "statements or meetings concerning BDS are protected by freedom of expression and freedom of assembly, as enshrined in the Dutch constitution and the European Convention on Human Rights."

4.2 Program risks

As mentioned under Result 1, the LWRM program is likely to face obstructions related to occupation and settler activities in Area C. The NRO will start a dialogue with Israeli authorities about certain activities of the LWRM program and try to get their formal permission for the implementation of these activities. The experience of the NRO and other donors in asking Israeli approval for such kind of activities is generally negative: approvals take a long time and often result in a negative answer. In case the decision is made to coordinate all activities in Area C with Israeli authorities, this could lead to major delays, budget re-allocations and possible cancellations of certain activities.

The project document includes a comprehensive risk analysis and mitigation measures. Since the new program will continue working with the same implementing organizations, a lot of the risks are already known and the implementing organizations have experience in dealing with the risks. Apart from occupation related risks, the program can encounter environmental hazards and problems with beneficiaries (farmers, municipalities). As for the environmental hazards, the organizations have their own mechanisms to mitigate weather related risks or can apply to the MoA for assistance. Problems with farmers and municipalities have occurred in the past, especially related to different opinions with regard to cost-sharing and type and prioritization of field operations. One of the lessons learnt of the consortium is to manage expectations early on and to be transparent about the program's activities. In view of the inherent risks of operating in a situation of occupation the program risks are assessed as 'high'.

4.3 Risks relating to the implementing organisation

In 2013 a COCA was done by this office. Although the COCA is less than 4 years old it was decided, in view of the high funding amount, to have an additional organisational assessment carried out externally by PWC. Based on the previous COCA, the experiences with UAWC over the past 3 years and the additional organisation assessment carried out by PWC the capacity of implementing agency is considered adequate. UAWC has been able to set-up a well-functioning PMU over the past few years. This new phase will continue with the same PMU set-up which means procedures and manuals are in place.

UAWC has an M&E unit which closely monitors the project activities, by conducting field analyses and random operational audits on specific project activities. This unit ensures and verifies that data provided by partners is accurate, both with regard to implementation as financially.

In the previous program, the M&E unit functioned well. A training was conducted in the final year of the LWRM program for all staff involved on reporting skills and M&E. This training contributed to improved performance of field staff. Further investment in M&E training for both staff is advised, as this increases the ability of the staff to follow up and report on project outcome level. No fraud cases were observed during program.

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	Conclusion	Impact on the activity	Additional agreements / conditions
The organisation's anti-fraud and anti-corruption policy	The organization has a clear and solid anti-fraud & anti-corruption policy	This will ensure that the project is conducted according to high ethical standards.	None
Organisational structure and culture	The organizational structure and culture are clearly identified and help promote the implementation of the project	Contribute to the good governance of the project	None

Monitoring, evaluation and quality of management	There are clear procedures for M&E and the Management has proven in the first phase to be capable of implementing the project	Contribute to the tracking of the achievement of the project goals.	None
Financial and administrative management	The Financial and administrative management is capable of implementing the project	Contribute to the efficiency of the project	None
Other	n.a.	n.a.	n.a.

V. IMPLEMENTATION

5.1 Budget

5.1.1 Breakdown of costs

State the overall cost of the activity and overheads. Indicate the various cost centres (activities and outputs) in the rows and cost types (e.g. personnel, equipment, etc.) in the columns.

	NRO	Other	Total	% excl. overhead
Project Staff	1.779.882	0	1.779.882	13,7%
Land Development	6.203.219	1.822.800	8.026.019	61,7%
Water supply and irrigation	1.995.753	376.813	2.372.566	18,2%
Advocacy, gender and capacity building	444.500	0	444.500	3,4%
Direct support costs	393.782	0	393.782	3,0%
Subtotal	10.817.136	2.199.613	13.016.749	100,0%
Overhead	432.864		432.864	4,0%
Total	11.250.000	2.199.613	13.449.613	104,0%

5.1.2 Financing

State the overall costs and intended resources for the activity, using the table below. If there are a number of donors, state the amount for each donor.

Total budget		USD 13,449,613
Implementing organisation's and partners' own contribution	USD 2,199,613	
Firm commitments by other donors (itemise by donor)	n/a	
Dutch contribution	USD 11,250,000	
Still to be financed		USD 0
Soft commitments by other donors		n/a
Uncovered balance		USD 0

5.1.3 Other contributions

State what other – non-financial – contributions are relevant to implementation of the activity, such as deployment of volunteers, availability of buildings, materials, etc.

Local organisations will contribute both financially as in kind. Financial contributions from the local organisations for Land Development and Water Supply and Irrigation components are budgeted for 23% and 16% local funding respectively.

5.1.4 Budgetary risks

If there is an uncovered balance: state how this will affect implementation of the activity (e.g. proportionally fewer outputs or omission of regions) and how this will affect the decision whether to fund this activity.

The budget is balanced.

5.1.5 Statement on the budget presented

The budget presented does / does not satisfy the following requirements:

Budget is arithmetically correct	YES
<u>Overheads</u> are proportional to the outputs to be delivered NB: What is included? What is recharged? Are costs entered twice (e.g. as indirect costs and in the AKV)?	YES
Are the other amounts/rates in the budget acceptable in relation to the activity?	YES
Is the budget suitable as a management tool (linking of outputs – budget)	NO
Amended budget is condition for implementation	NO *

*** Specify the requirements the budget must satisfy and the date by which the budget must be amended.**

- Even with an increase from 1,5% to 4% the overhead costs remain low.
- Direct project staffing amounts to almost 14% of the total budget excl. overhead.
- Direct activity expenditure is approx. 84% excl. overhead.

Staffing costs and overhead are fair in relation to the direct activity expenditure and are a excellent reason for funding these kinds of activities directly through local organisations instead of through UN organisations as we often do in the Palestinian territories.

The budget is not (yet) suitable for linking outputs. The logframe that comes with the proposal does link finances with outputs but requires further detailing. This obligation is to be included in the cover letter to the agreement.

5.2 Prepayments

5.2.1 Earmarking of Dutch contribution

Is the Dutch contribution to the programme earmarked (i.e. reserved for a specific purpose)? If so, explain why.

Funds are not earmarked but the Netherlands funds 84% of the project. 16% of some specific expenditures are covered by the consortium members. Reporting is done on the complete project.

5.2.2 Earmarking of other donors' contributions

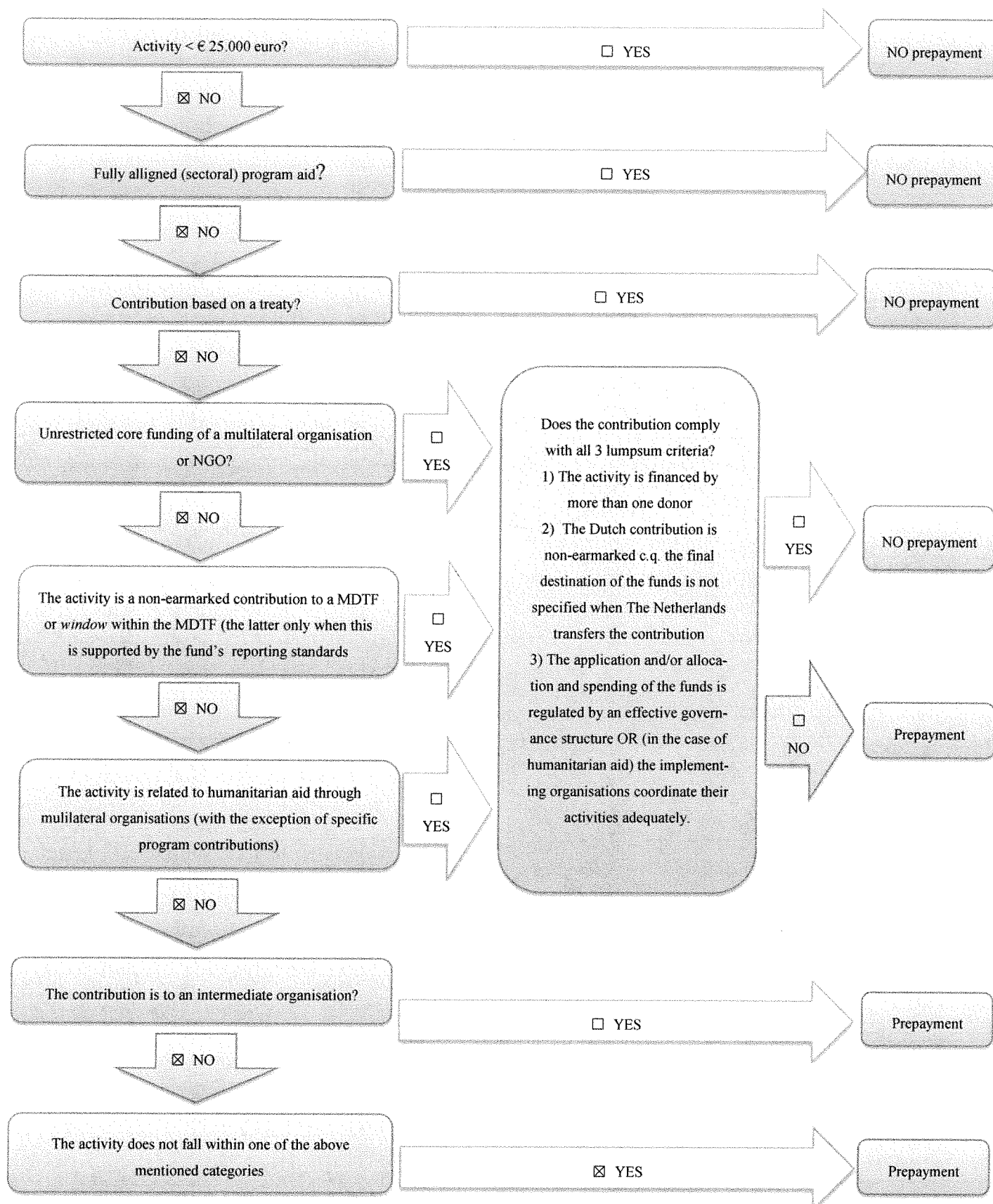
Are other donors' contributions earmarked? If so, explain how this will affect reporting.

Not applicable.

5.2.3 Prepayment / no prepayment

State whether the payments must be accounted for as prepayments. If so, explain why with reference to the prepayments decision tree.

If the contribution is a lumpsum (i.e. it meets the relevant criteria) you must answer the specific questions on unconditional contributions (see the HBBZ). Your answers must be clear and reasoned.



5.2.4 Accounting for prepayments

On the basis of the annual financial, narrative and audit report.

5.2.5 Payment schedule

	Commitment budget Euro of the activity	Cash budget Euro of the activity	Budget of the activity in For- eign currency (optional)
2017	EUR 10,125,000	EUR 2,250,000	USD 2,500,000
2018		EUR 2,475,000	USD 2,750,000
2019		EUR 3,465,000	USD 3,850,000
2020		EUR 990,000	USD 1,100,000
2021		EUR 945,000	USD 1,050,000
TOTAL	EUR 10,125,000	EUR 10,125,000	USD 11,250,000

5.2.6 Size of first payment

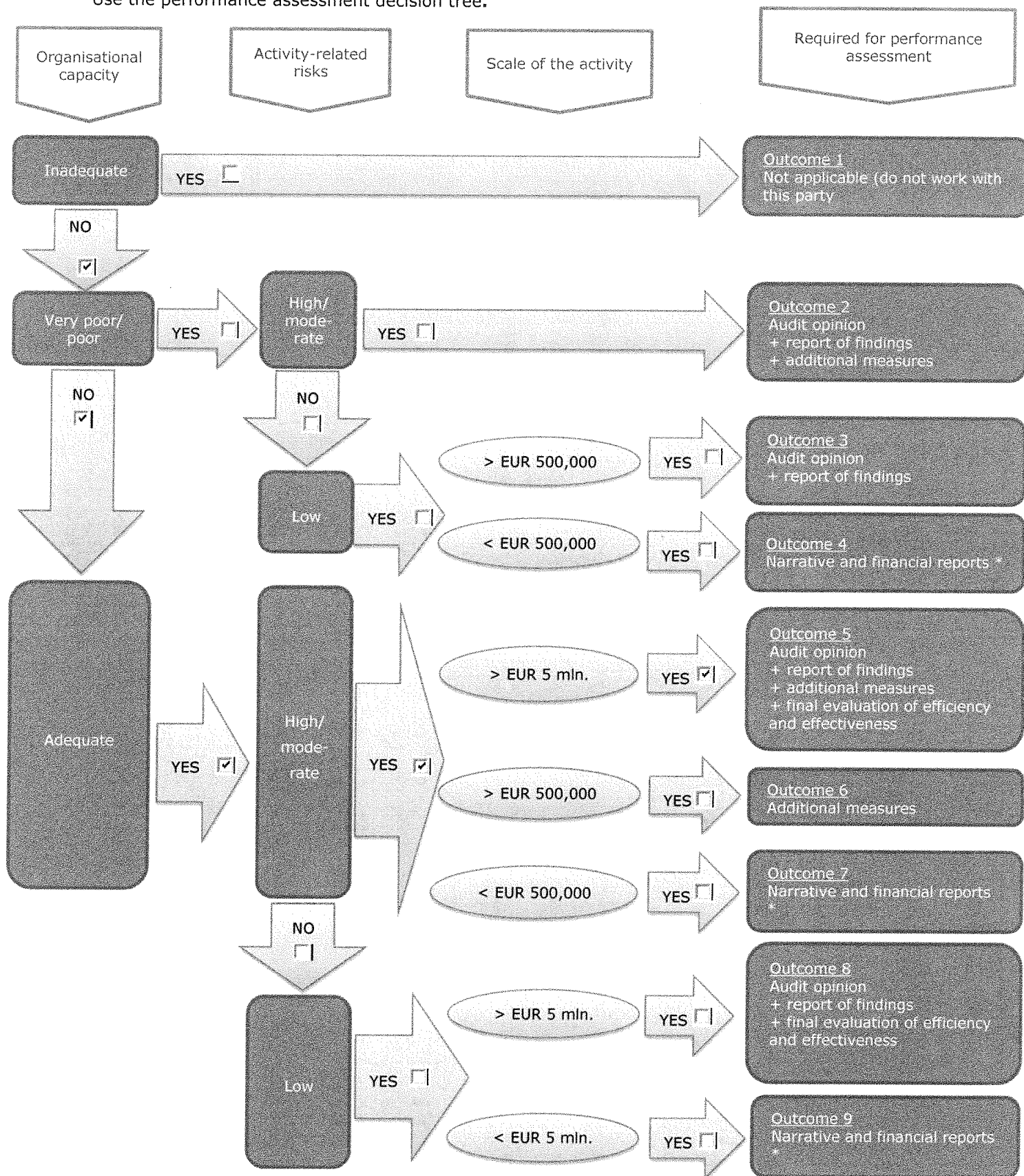
First payment for 6 months equalling USD 1,125,000. Subsequent payments on the basis of payment request with a liquidity planning. The choice for 6 months advance payments instead of 12 month payments is based on the risks at activity level (see paragraph 4.2).

5.3 Monitoring

...

5.3.1 Narrative and financial reports

Use the performance assessment decision tree.



* The USK lays down separate rules for narrative reports: if the value of the activity is under €125,000, a work completion statement (P statement) is required instead of narrative reports.

In the case of additional requirements: specify what conditions must be set (*e.g. greater frequency, criteria relating to content, etc.*). Also indicate if there is some other means of oversight of activity implementation (e.g. via Board of Donors).

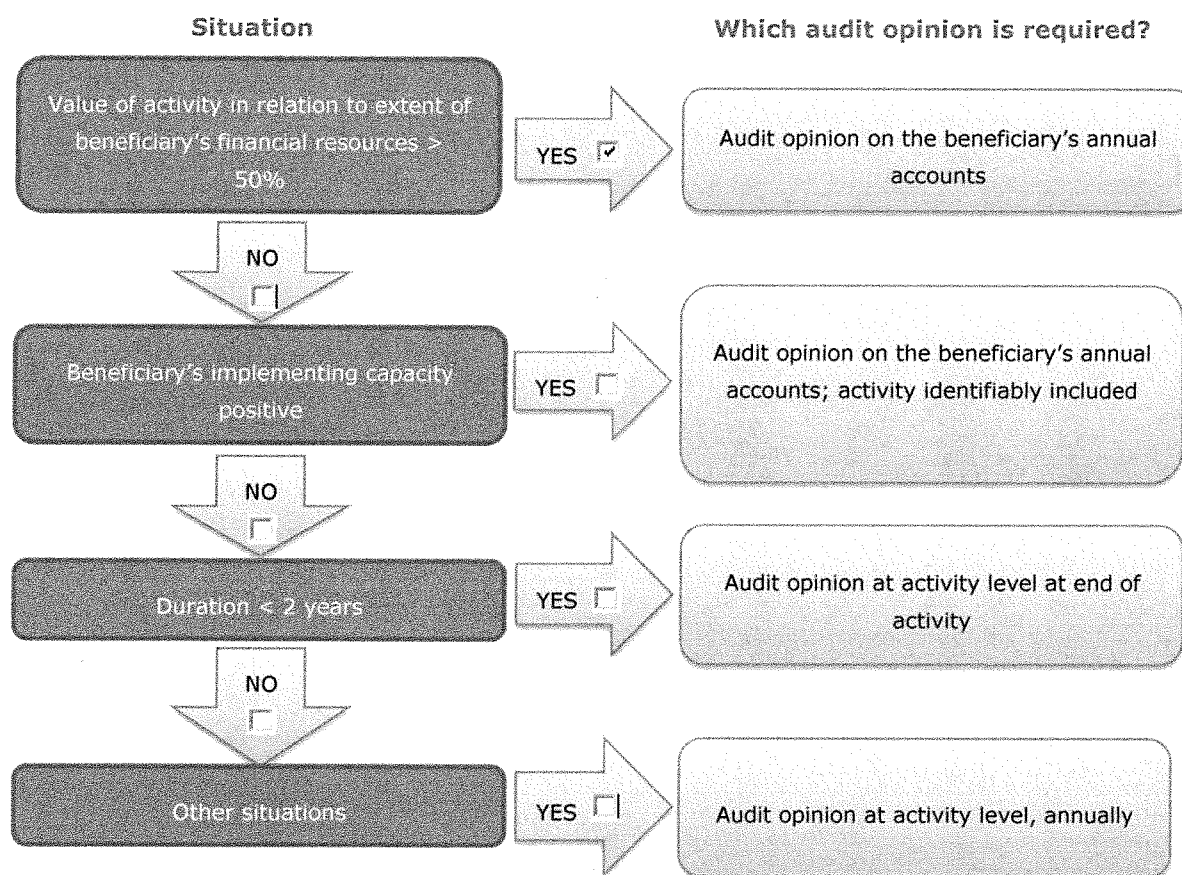
5.3.2 Audit opinion

Use the audit certificate decision tree to determine which type of audit opinion is required for the activity.

An annual audit is required (> EUR 5 mln). The total project including funding from the local partners will be audited. The previous project was audited by PWC as well as the preparations for the organisational assessment (COCA) . To maintain objectivity NRO will request the Consortium to hire a different auditor for this new phase of the project.

In addition to the audit of the financial statements and the management letter the auditor will be requested to give a separate opinion on the functioning of the internal control measures within UAWC and the PMU.

For the first half year we will include an 'audit' in which the auditor checks if the recommendations from the organisational assessment by PWC have been adequately followed up.



Additional reports by the auditor:

If it is desirable for the audit opinion to be accompanied by an additional report on certain aspects, explain

why (e.g. high-risk activity, poor management capacity on the part of the implementing organisation).

If the organisation itself also makes prepayments and reports on an accrual basis, the audit protocol (annexe to decision) should require the external auditor to report on the effectiveness of the control exercised by the organisation on the making of prepayments.

5.3.3 IATI - International Aid transparency Initiative

Is the organisation capable of reporting in accordance with the IATI standard, as set out in the BZ publication guidelines entitled 'How to use the IATI standard'?

<https://www.government.nl/documents/publications/2015/12/01/open-data-and-development-cooperation>

Yes, UAWC will be able to report in accordance with IATI standards. Two UAWC officers participated in the IATI training which the NRO organized in December 2016 for Palestinian partner NGO's. Given the sensitivities concerning working in Area C, some parts of the LWRM reports, such as names of beneficiaries and locations, should be taken out of the public report.

1. If yes, include the following text:

The organisation will report on results in accordance with the IATI standard, as set out in the BZ publication guidelines.

If applicable: describe any information that must be included in the IATI publication/progress report in addition to the requirements in the publication guidelines, and how often this extra information is to be provided. E.g. a narrative text providing further clarification, certain results or standard indicators, photos or film footage.

2. If a contract is to be signed with one of the organisations listed below, include the following text:

AfDB	IMF	UN-Habitat
AsDB	IOM	UNHCR
EBRD	OCHA	UNICEF
FAO	OHCHR	UNODC
GAVI	UN Women	UNRWA
GFATM	UNAIDS	World Bank
IDB	UNCTAD	WFP
IDLO	UNDP	WHO
IFAD	UNEP	WTO
International Finance Corporation (IFC)	UNESCO	WTO-ITC
ILO	UNFPA	

The responsible policy departments will coordinate the policy dialogue with the aforementioned organisation to ensure that the IATI standard is implemented in accordance with the BZ/DGIS publication guidelines. These departments will also monitor progress, so the budget holder is not required to take any other action in this matter.

3. For all other organisations that do not satisfy the IATI requirements, as set out in the BZ publication guidelines on the IATI standard, answer the questions in the table below and include these in the BEMO.

Questions	Explanatory notes
1. The contract partner will provide a narrative progress report on the activity using an IATI data set based on the BZ publication guidelines on the IATI standard.	Yes/No
2. Explain why reporting by the contract partner is not in accordance with the BZ publication guidelines on the IATI standard.	Explanatory notes:
3. Within what timeframe will the contract partner be able to report in accordance with the BZ publication guidelines on the IATI standard?	Explanatory notes:
4. What additional arrangements have been made to ensure that the organisation will achieve IATI-compliant reporting within the given timeframe?	Explanatory notes:

5.3.4 Annual plans and other reports

5.3.5 Monitoring calendar

Set out the reporting requirements in the table below, to ensure they are accurately incorporated in the decision/agreement.

Report type	Period	Submission by
Annual plan	1 January – 31 December 2018	01 November 2017
	1 January – 31 December 2019	01 November 2018
	1 January – 31 December 2020	01 November 2019
Annual Narrative*	1 February – 31 December 2017	31 March 2018
	1 January – 31 December 2018	31 March 2019
	1 January – 31 December 2019	31 March 2020
Annual Financial	1 February – 31 December 2017	31 March 2018
	1 January – 31 December 2018	31 March 2019
	1 January – 31 December 2019	31 March 2020
Final narrative	1 February 2017 – 31 December 2020	31 March 2021
Final financial	1 February 2017 – 31 December 2020	31 March 2021

Audit	1 January – 31 December 2017	31 March 2018
	1 January – 31 December 2018	31 March 2019
	1 January – 31 December 2019	31 March 2020
	1 January – 31 December 2020	31 March 2021
Audit follow-up organisational assessment**	1 February 2017 – 30 June 2017	31 August 2017
Mid-term Evaluation	1 February 2017 – 30 June 2018	31 August 2018
Final Evaluation	1 February 2017 – 31 December 2020	31 March 2021

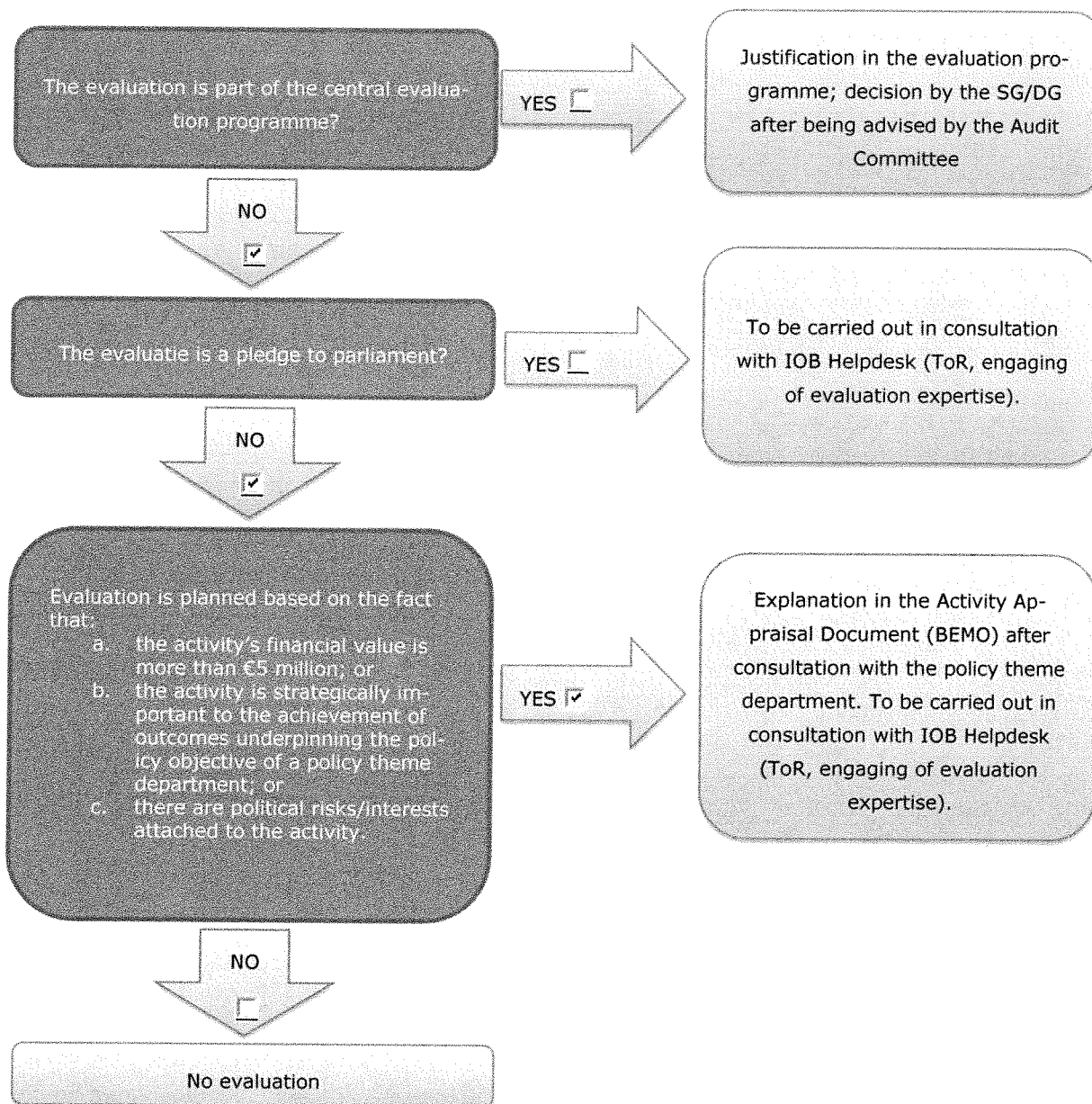
** Narrative reporting in line with IATA guidelines (see 5.3.3). The recipient will update IATI narrative reporting on a quarterly basis. The annual IATA narrative report will be used for formal appraisal of project progress.*

*** This audit serves to ascertain if adequate follow-up has been given to the recommendations of the organisational assessment.*

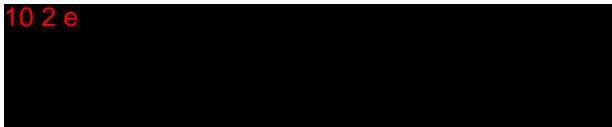
5.3.6 Evaluations

A final evaluation is mandatory as the total commitment exceeds EUR 5 mln. In order determine if the activity is performing according to agreement and/or if changes in the interventions are required a mid-term evaluation will included as an additional measure be carried out covering the first 18 months (1 January 2017 – 30 June 2018) of the project to be submitted by 30 August 2018. This mid-term review will serve as input for the second half of the activity and will integrated into the annual plan covering 2019. The costs for both evaluations will be borne by the project. The ToR for these evaluations must be approved by the NRO.

Decision tree evaluations



5.4 Contractual matters

Nature	Contribution
Basis for the grant	Not applicable
Type of contract award	Not applicable
Waiver	Not applicable
Type of contract	Arrangement
Approved proposal	Proposal and budget of 9 June last updated on 16 December 2016.
Ref. code (UN project)	Not applicable
Total contract amount	USD 11,250,000
AKV / Overheads	Maximum 4 %
Contingency	Not applicable.
Size of first payment	USD 1,125,000
Frequency of payment	6 monthly
Maximum prepayment	USD 10,700,000 (= 95%) of the total amount
Payment conditions	Timely submission of reports. First prepayment on basis of signed agreement. The second prepayment will only be made after the adequate follow-up has been given to the recommendations in the organisational analysis.
Implementing organisation's bank details	Union of Agricultural Work Committees Palestine (UAWC) Bank of Palestine, Al Masyoun Branch 10 2 e 
Annexes to contract / decision	- Approved proposal - Approved budget - Audit protocol
Other	
Routing of contract	Direct to implementing organisation

5.5 Role of mission / role of the ministry in The Hague**5.6 Quality@Entry (Q@E) – for Development Cooperation only**

A Q@E review is required for Development Cooperation activities > 5 million euros. A Q@E review for activities < 5 million may be worthwhile, especially when activities have a high risk profile and/or an innovative nature.

Indicate whether a Q@E review has been carried out and add the report of the review as an appendix to the BEMO. Indicate how the review team's conclusions and recommendations have been dealt with.

Explain: A Q@E has been carried out on multiple levels. The NRO has conducted round table discussions with Palestinian NGO's (from the LWRM project and outside the project), the Ministry of Agriculture (MoA), and a Q@E session with experts from the Ministry, CDI/Wageningen and UNESCO/IHE. As part of the CDI/Wageningen missions, sessions with stakeholders were conducted. The views of stakeholders have been integrated in the CDI mission report on future agricultural interventions in de Palestinian Territories. The MoA had several minor comments to the draft proposal and requested to be involved in the selection of locations and beneficiaries. The full Q@E reports are an attachment to the bemo.

As the total commitment is more than EUR 5 mln IGG has given approval for the activity (see memo in annex).

VI. APPROVAL

The activity appraised above fulfils the relevant criteria with regard to regularity, efficiency and effectiveness. By initialling in the third column the official in question also declares that, at a minimum, he/she has carried out the work specified or takes responsibility for such work performed by others on his/her behalf:

<u>Position</u>	<u>Name</u>	<u>Initials</u>	<u>Date</u>
<u>Policy officer</u> Policy appraisal of the activity <ul style="list-style-type: none"> As regards DGIS/Quality at Entry (Q@E), incl. deployment of review team Adjust draft BEMO on basis of recommendation by administrative officer and division head / HOS Approve final version of the BEMO 	10 2 e	10 2 e	25/01/17
<u>Administrative officer</u> Give advice on draft BEMO with regard to: <ul style="list-style-type: none"> Quality of policy information Extent to which the policy markers (including the weighting – important or very important) correspond with the secondary objectives in the BEMO Review of budgetary margin Funding requirement (need for Dutch contribution having regard to budget) Correct legal relationship Nature and frequency of financing / prepayment Arithmetical correctness of the budget Acceptability of the amounts / rates (including overheads/AKV) Suitability of budget as management tool Correctness and completeness of risks relating to activity / implementation / fraud and corruption Management measures to be taken, including, for example, the nature and frequency of reports and any other oversight (including necessity of audit) and evaluation Intended basis for later closure of prepayments Assessment and/or approval of the definitive version of the BEMO. 	10 2 e		25/01/17
<u>Division head / HOS</u> Commentary on draft BEMO as regards: <ul style="list-style-type: none"> Correct use of the HBBZ standard BEMO format and/or accuracy/completeness of information in the BEMO View on the management recommendation (reasons must be given if the management recommendation is not followed) Policy-related appraisal of activity 	See budgetholder		

<ul style="list-style-type: none"> Assessment and/or approval of the definitive version of the BEMO, including agreement with the risk analysis (with regard to activity / organisation / fraud and corruption) and the management measures taken. 			
<u>Budget holder</u> Approval of the definitive version of the BEMO after it has at least been established that: <ul style="list-style-type: none"> A recommendation as to management is included (or set aside with sufficient justification) Inputs from division head have been included For DGIS: recommendations/findings from Q@E have been incorporated A gender analysis has been carried out Policy appraisal has been accepted 	10 2 e Chargé d’Affaires	10 2 e	26.01.14
<u>For DGIS departments</u> If applicable Q@E: BEMO > €5 million, submit to DGIS and R			

PROVISION OF COPIES

- COM, regional department, DMM in the case of multilateral institutions
- Embassy and/or Permanent Representation
- Open data
- Put the digital version of the approved BEMO in Pyramid.

SOURCE DOCUMENTS

A list of the main documents from which information in the BEMO was drawn, e.g. evaluations, studies, MASPs and country analyses (e.g. by Transparency International or Global Integrity).

APPENDICES TO BEMO

Mandatory:

- BZ Activity Overview Report (PPR system)
- Original letter applying for the contribution
- Latest version of the proposal

If applicable:

- Framework 'objective-result-activities-resources' (logical framework)
- COCA (if mandatory and re-approved in response to the activity appraisal)
- Abridged questionnaire (document amending existing COCAs)
- MASP risk analysis
- Letter containing bank details of the implementing organisation (original letterhead), unless included in the project proposal and appendices
- Approved waiver form, if applicable
- Standard MoU, or LoA, if applicable
- Conclusions and recommendations of review team (DGIS/Q@E)

Glossary

<u>Accounting for prepayments</u>	<p>If payments are deemed prepayments, indicate what information will be needed to close the prepayments</p> <p>If several donors are contributing to the activity, either keep accounts for the total contributions and expenditure by all donors, or keep separate records on the Dutch contribution. In principle, keeping separate records on the Dutch contribution is not desirable but may be necessary if the contribution is earmarked.</p> <p>In the event of a hard-earmarked contribution in a multidonor context, separate accounts will always have to be kept for the Dutch share. In such cases it is important to check in advance whether the implementing organisation is also able to supply the necessary data.</p>
<u>Added value</u>	One or more aspects that constitute an addition (to something).
<u>Aid modality</u>	The aid modality categorizes the means by which the donor offers aid to the beneficiary partner.
<u>Annual plans and other reports</u>	Specify whether additional reports or documents are necessary (annual plans, management assertions).
<u>Beneficiary's country/region</u>	<p>The beneficiary's country is the country where the target group lives or originates from or the country that eventually benefits from the aid. For example: an activity that aims at educating students of a certain donor country is registered under the country code of the country where the students come from.</p> <p>When the aid is aimed at one single country the beneficiary country is registered with the ISO country code. When the activity is aimed at target groups in more than one country within the same continent or when there are more than one beneficiary countries within the same continent a region code is used.</p> <p>When activities are aimed at different countries spread over different continents the code WW (world wide) is used.</p>
<u>Channel</u>	Civil society, multilateral or private sector
<u>Commitment</u>	This means the Dutch contribution
<u>Complementarity</u>	The programme or project's harmonisation with those of other donors.
<u>Contextual analysis</u>	An analysis of the country-specific context which is used in drawing up, implementing or adapting a programme. The analysis must provide information about the background situation, in relation to the problem to be tackled, at micro, meso and macro level, its different dimensions (e.g. social, economic) and the relevant actors and organisations involved. A contextual analysis contributes towards the development of a customised programme with added value.
<u>Contextual risks</u>	Describe the external risks that could impede achievement of the outputs and outcomes. These are mainly risks relating to the environment in which the activity is carried out. The description of the

	risks of corruption and fraud are mandatory. Where relevant, other risks need to be addressed, such as regional/ethnic instability, the quality of governance, human rights aspects and other risks. Keep this brief and concise, referring wherever possible to existing analyses.
<u>Contract party/ Lead party</u>	Party with which a legal relationship is entered into. If the contract party is not yet shown in Piramide as a supplier, arrange for it to be entered on the basis of the necessary documents.
<u>Corruption risks</u>	<p>The offering, promising, giving or demanding – directly or indirectly – of a bribe or other undue advantage, with the object of obtaining or keeping contracts or other illicit advantage.</p> <p>Below you can find the points of particular interest which can be of assistance when describing the corruption risks:</p> <ol style="list-style-type: none"> Describe the degree of corruption in the country concerned (and if applicable in the branch concerned). Refer to the following documents , if available: <ul style="list-style-type: none"> The country analysis and the risk analysis of the MASP Analyses of NGO's like Transparency International (www.transparency.org) and Global Integrity (www.globalintegrity.org). Answer the following questions: <ol style="list-style-type: none"> Does the country have anti-corruption laws? Does the government have an independent body that enforces the anti-corruption laws? Does the judicial system provide legal independence, justice and access to civil rights for all inhabitants? Does the violation of the anti-corruption laws actually lead to punishment? Are there examples? Do judges get in trouble in judging on corruption cases? Are journalists free to report on corruption cases? Determine the consequences of the corruption risks for the implementation of the activity.
<u>CRS code</u>	<p>The CRS code defines the aid objective. DAC states the following: "The sector of destination of a contribution should be selected by answering the question which specific area of the recipients economic or social structure is the transfer intended to foster". The CRS code is an international (OESO/DAC) code that consists of different objective levels. Each activity is featured by one single CRS code at activity level. DAC requires that the CRS codes are registered at the most detailed objective level. The registration of CRS codes is necessary for the international OESO/DAC reports and other internal and external reports</p> <p>Checks for registration in Piramide:</p> <ol style="list-style-type: none"> De CRS-code is consistent with the main objective in the implementation memo De CRS-code is consistent with the overall budget objective, which means that the SBE and the CRS code do not conflict.
<u>Delegated cooperation</u>	Delegated cooperation is a form of far-reaching partnership between

<u>(silent partnership)</u>	<p>bilateral donors, in which the lead donor makes agreements with the recipient country and conducts the policy dialogue on behalf of all the donors. The lead donor also manages the financial contributions of all the donors. The co-donors do not enter into any bilateral relationship with the recipient country. The Netherlands may – depending on the situation – act as lead donor or co-donor.</p>
<u>Donor role</u>	<p>For each activity the role of The Netherlands in relation to other donors must be specified. The Netherlands may have one of the following 3 donor roles:</p> <ul style="list-style-type: none"> - Single donor: The Netherlands is the only donor. - Lead or active donor: The Netherlands finances the activity together with other donors and is involved in the formulation of the program. Furthermore The Netherlands may act as lead party in the name of one or more other donors in the dialogue with the beneficiary country. - Silent partner: The Netherlands finances the activity together with other donors. However The Netherlands does not contribute actively to the formulation of the program.
<u>Evaluation</u>	<p>Give reasons for the timing and implementation of the evaluation.</p> <ul style="list-style-type: none"> • A final evaluation of the efficiency and effectiveness of the activity to be appraised is compulsory if: <ul style="list-style-type: none"> a. the activity's financial value is more than €5 million; or b. the activity is strategically important to the achievement of outcomes underpinning the policy objective of a policy theme department; or c. there are political risks/interests attached to the activity. • An evaluation is also compulsory if it is part of the central evaluation programme. <p>All evaluations relating to an activity require consultation with the policy theme department responsible for the relevant policy objective as to whether they are useful or necessary. Evaluations must be carried out in consultation with the IOB help desk (formulation of terms of reference, hiring of evaluation expertise).</p>
<u>Fraud</u>	<p>Any deliberate action taken by a person to benefit himself while disadvantaging someone else. To be more precise: fraud is a more complex variant of theft or embezzlement.</p>
<u>Harmonisation</u>	<p>Coordination of activities with other donors in a developing country</p>
<u>IATI</u>	<p>The applicant organisation complies with the principles of the International Aid Transparency Initiative (IATI) and publishes (and/or reports) all information regarding the organisation and its activities fully in accordance with the IATI Organisation Standard and the IATI Activities Standard. If the organisation is not yet (fully) able to report in accordance with the IATI standards please indicate the temporary exemption grounds and in what time frame full compliance can be expected.</p>
<u>Implementing organisation</u>	<p>Give a brief and concise justification for the choice of implementing organisation(s).</p> <p>In the case of a partnership or if the organisation acts as an intermediary (i.e. channels the funds to other parties), specify the individual</p>

	roles of the parties concerned.
<u>Intervention logic</u>	Intervention logic is sometimes referred to as 'theory of change'. It is used to identify how an intervention leads to change or to the intended results. A concrete action plan must be based on a 'hypothesis' as to how an intervention will lead to change. This 'intervention logic' is also necessary for proper monitoring and evaluation. The essence of intervention logic is to formulate how and why the proposed activities (interventions) will give rise to the intended short-term outputs and longer term outcomes.
<u>Joint financing</u>	A Joint Financing Arrangement (JFA) is the product of consultations with representatives of other donor countries to set rules for joint financing of development programmes (programme aid) of the recipient government or the provision of sectoral or general budget support.
<u>Legal relationship</u>	This concerns the type of legal contract. To make sure you choose the right type of contract you can use the decision tree ' <u>legal relationship</u> ' on Rijksporaal
<u>Managing organisation</u>	<p>Sometimes the implementing organisation is a different organisation than the contract party. The contract party manages the program funds and contracts other organisations for the implementation of the program/ project. Such an organisation is called a managing organisation. As a contract party the managing organisation is accountable for the implementation of the program/project in accordance with contract regulations</p> <p>State how the managing organisation / contract party supervises the implementing organisation. Also describe how the managing organisation / contract party selects the implementing organisation, and why that contract party / implementing organisation was</p>
<u>Monitoring</u>	<p>In the case of an activity:</p> <ul style="list-style-type: none"> - governed by a framework agreement (UN, IFI) <i>or</i> - the management of which is governed by a multi-donor arrangement <p>The activity analysis decision tree and the type of auditor's report decision tree can be omitted, the diagrams in the subsections below can be deleted and direct reference can be made to the relevant agreements.</p> <p>In other cases, determine and specify what agreements need to be made about monitoring measures in the subsections below. State what basic data the contracting authority will always request in order to effectively measure progress on its objectives.</p>
<u>Multidonor financing</u>	Financing of a programme by several donors (e.g. basket funding)
<u>Narrative and financial reports</u>	<p>In principle reports should be issued each year. Risks relating to the organisation and/or the activity in conjunction with the financial scope of the activity could warrant more frequent narrative reports.</p> <p>It is advised that progress reports be based on the framework 'objective-result-activities-resources' (logical framework). Using the <u>performance assessment decision tree</u>, state whether there are spe-</p>

	<p>cific requirements with regard to reports.</p> <p>The <u>USK</u> lays down separate rules for narrative reports: if the value of the activity is under €125,000, a work completion statement (P statement) is required instead of narrative reports.</p>
<u>Outcomes, outputs and activities</u>	<p>Describe briefly the objectives, results and activities. Specify that: :</p> <ul style="list-style-type: none"> • The formulated objectives follow the SMART principle; • It is to be expected that the results will contribute to the objective • It is to be expected that the planned activities will lead to the expected results; • How the performance can be assessed (performance indicators).
<u>Overheads</u>	<p>There are various definitions of this term. Two basic definitions slightly overlap each other. One is based on making a distinction between direct and indirect costs; the indirect costs are then known as overheads. The other is based on the distinction between primary and secondary activities. In this definition, overheads relate to secondary activities.</p>
<u>Payment schedule</u>	<p>Prepayments to a multilateral institution, NGO or public or semi-public institution generally cover a period of 12 months unless the BEMO risk analysis (context risk, organisational risk, programme risk) justifies making prepayments more frequently. International institutions include multilateral organisations and NGOs. Public institutions include government bodies at home and abroad (ministries, implementing organisations, provincial authorities and municipal authorities). Semi-public institutions include educational and healthcare institutions. The maximum prepayment period for contributions to other institutions, such as commercial institutions, is six months.</p> <p>In the case of grants over €25,000 (arrangements 2 and 3 of the Uniform Grant Framework (USK)), the budget holder must determine the level of the (six-monthly) prepayments (see <u>HBBZ</u>) on the basis of the activity plan, activity budget and liquidity forecast accompanying the application.</p> <p>Although in the case of grants the prepayments are made automatically, this does not necessarily mean that 100% of the grant will be prepaid. A small portion of the grant may not be paid until the request to determine the definitive amount of the grant has been received.</p>
<u>Policy marker weight</u>	<p>See list in Piramide (as pop-up window). Policy code cannot be principle if it is designated as significant. Policy code cannot be significant is designated principal.</p> <p>Policy markers come in two different weights:</p> <ul style="list-style-type: none"> - Very important ('principal') - Important ('significant') <p>Very important or principle (primary) policy objectives are those which can be identified as being fundamental in the design and impact of the activity and which are an explicit objective of the activity. They may be selected by answering the question 'Would the activity have been undertaken without this objective'?</p>

	<p>Important or significant (secondary) policy objectives are those which, although important, were not the prime motivation for undertaking the activity. An activity can have more than one very important or important policy objective. To qualify for a score "very important" or "important", the objective has to be explicitly promoted in project documentation. Avoiding negative impact is not a sufficient criterion."</p> <p>Policy marker cannot be principle if it is designated as significant. Policy marker cannot be significant is designated principal.</p> <p>See list in Piramide (as pop-up window).</p>
<u>Policy relevance</u>	<p>Describe briefly:</p> <ul style="list-style-type: none"> • how the intervention ties in with Dutch policy outcomes and outputs set out in the relevant policy memorandums and the Annual Plan / MIB / Multi-Annual Strategic Plan (MASP) based on them; • the relevance (0% - 40% - 100%) of the proposed intervention to the crosscutting themes of women's rights and gender equality / climate / PSD and the strengthening of civil society organisations • what the main objective (=CRS code) and secondary objectives are, including an indication of the weight (<i>principal/significant</i>) of the policy markers; • the degree of <u>complementarity</u>: what is the added value of the proposed intervention compared with other activities funded by BZ?
<u>Prepayment</u>	<p>State whether the payments must be accounted for as prepayments. If so, explain why with reference to the <u>prepayments decision tree</u>.</p> <p>If the contribution is a <u>lumpsum contribution</u> (i.e. it meets the relevant criteria) you must answer the specific questions on lumpsum contributions and use the lumpsum bemo. Your answers must be clear and reasoned.</p>
<u>Program risk</u>	<p>Describe possible future events within the scope of the activity, which – if they take place – will increase or decrease the chances of achieving outcomes and outputs.</p> <p>Describe the risks by answering the questions mentioned at Risks and mitigating measures of this glossary.</p>
<u>Risks and mitigating measures</u>	<p>Describe the risks by answering the following questions:</p> <ol style="list-style-type: none"> 1. What is the nature of the risk? 2. What are the effects on implementation of the activity? 3. What is the level of risk (high/medium/low) to the activity?

	<ol style="list-style-type: none"> 4. What is the likelihood (high/medium/low) that the risk will materialise during implementation? 5. What mitigating measures will the organisation take (if the level of risk is medium or high)? 6. If the risk cannot be mitigated, what action does the organisation plan to take if the risk materialises? 7. What additional measures are necessary if the organisation's mitigating measures or planned action is inadequate? 8. Are the risks acceptable? Explain why.
<u>Risks relating to the implementing organisation</u>	<p>For activities involving a Dutch contribution of up to €1 million, an organisational analysis is not mandatory, but is recommended. Check whether an organisational analysis (COCA, UN/IFI scorecard) of the organisation in question has already been made. If it has, refer to its conclusions.</p> <p>If an organisational analysis of the organisation is not available, indicate whether such an analysis (COCA light) should still be made, explaining why this is – or is not – necessary. If applicable, give a brief summary of the conclusions of the COCA light.</p> <p>Describe the risks by answering the questions mentioned at Risks and mitigating measures of this glossary.</p>
<u>Role of the mission /role of the ministry in The Hague</u>	Centrally funded, country-specific projects must always be agreed in consultation with the mission or missions concerned. Agreements must be made with them about their involvement in implementation. The budget holder is responsible for implementation and monitoring. Missions may accept a monitoring role if they have capacity to do so. State which other budget holders are involved in implementation / monitoring of progress of the activity. Specify their tasks.
<u>Size first payment</u>	Specify the size of the first payment. If it is higher than the average for the project period, explain why (e.g. other donors need more time, commitments entered into with the UN and IFIs, high investment costs at the start of the activity).
<u>SMART</u>	<p>SMART stands for:</p> <p>Specific: Is the objective clear and unambiguous?</p> <p>Measurable: What are the (measurable/observable) conditions which, when fulfilled, indicate that the objective has been achieved?</p> <p>Acceptable: Is this acceptable to the target group and / or management?</p> <p>Realistic: Is the goal achievable?</p> <p>Time-related: By when must the goal be achieved?</p>
<u>Special pledges made by the Minister or State Secretary</u>	<p>Activities marked with 'Special pledges' are financed from earmarked disbursement ceilings which are not part of the regular budget. Special pledges are often the result of international requests for funds after disasters or agreements made on a national or international conference in which Netherlands participates.</p> <p>The purpose of this marker is to facilitate monitoring and reporting on special programs and ministerial pledges. By definition multiple budget holders are involved and central reporting to the parliament is mandatory. For markers which are only of interest the budget holder, the 'Own marker' field is used.</p> <p>Typical examples are:</p>

	<ul style="list-style-type: none"> - Tsunami - Schokland
<u>Stakeholder analysis</u>	<p>Stakeholders are individuals or groups/organisations/institutions which may be affected positively or negatively and directly or indirectly by the outcomes of a programme or project. A stakeholder analysis identifies those who have an interest in the programme/project and identifies their relative interests (potential gains and losses) in detail. Stakeholders include (NB this is not an exhaustive list):</p> <ul style="list-style-type: none"> • the direct beneficiaries or the primary target group or groups of the project: those who directly reap the benefits of the project (in terms of the specific project objectives); • the ultimate beneficiaries: those who profit (in terms of the overall objectives of the programme) from the project in the longer term; • the partners: those who have a role in the project because they have the appropriate expertise and jointly fulfil the requirements imposed by the programme on the implementing organisation or organisations.
<u>Target group(s)</u>	The people who are intended to benefit from the intervention.
<u>Technical assistance</u>	<p>Technical Assistance is an instrument to improve the social ability to generate, transform, absorb and use knowledge and skills. This can take the form of the deployment of personal staff, study, training and networking. This instrument is used as an integral part of the development aid effort focussed at structural poverty reduction.</p> <p>For each activity should be registered which part is technical assistance and, if so, it's financial volume. Several categories are distinguished (see the list below). NB regular personal costs of projects and organisations are not part of Technical Assistance.</p>



Ministerie van Buitenlandse Zaken

Aan
Van
Via
Kopie aan
Afgestemd met

DGIS
NRO Ramallah

10 2 e

10 2 e

TER BESLISSING

Datum
22 december 2016

Onze Referentie

Opgesteld door

10 2 e

T 164105

memo

Nieuw programma "Land and Water Resource Management" in de Palestijnse gebieden

Aanleiding

Het huidige *Land and Water Resource Management* (LWRM)-programma loopt op 31 december 2016 af. In overleg met LWRM-partners, het Palestijnse ministerie van Landbouw en andere *stakeholders* heeft de post Ramallah besloten om het programma voort te zetten.

Het nieuwe programma kent nieuwe aandachtsgebieden conform uw beleidsprioriteiten en de kabinetsreactie op de IOB-evaluatie van het Nederlandse ontwikkelingssamenwerkingsbeleid in de Palestijnse Gebieden.

Gevraagd besluit

Uw instemming met het nieuwe LWRM-programma.

Kern/samenvatting

Voedselzekerheid is één van de drie prioriteiten in Nederlandse hulpagenda aan de Palestijnse gebieden. De Nederlandse vertegenwoordiging te Ramallah (NRO) volgt hiermee de ontwikkelingsagenda van de Palestijnse Autoriteit die de landbouwsector als cruciaal beschouwd voor voedselproductie, economische ontwikkeling en werkgelegenheid.

Hoofddoelstelling van het LWRM-programma is om gemarginaliseerde Palestijnse boeren betere toegang tot land en water te geven. Dit gebeurt bijvoorbeeld door de aanleg van zgn. agrarische wegen, ontginnen van land, terrassenbouw, aanleg van watercisternen en -reservoirs. Ten opzichte van de eerste fase kent het programma enkele nieuwe elementen. Deze zijn gericht op klimaatadaptatie (bodembescherming, droogtebestendige zaden en gebruik van zonne-energie bijvoorbeeld voor irrigatiepompen), landrechten (registratie van landeigendom, met bijzondere aandacht voor eigendomsrecht voor vrouwen) en efficiënt watergebruik.

Het budget voor het nieuwe LWRM is USD 13 miljoen voor de periode 2017-2020. Hiervan wordt 2 miljoen bijgedragen door de ontvangers (agrarische producenten). De NRO-bijdrage bedraagt 11 miljoen.

Toelichting

Het LWRM-programma is één van de grootste donorinterventies in de Westelijke Jordaanoever op het gebied van landbouw en voedselzekerheid. Palestijnen zijn voor 85% van hun voedselvoorziening afhankelijk van import, vooral uit Israël. De landbouwproductiviteit is in de laatste jaren afgenomen vanwege een toename

van landconfiscaties, watertekort en toenemende beperkingen op toegang tot landbouwgrond in het onder Israëliisch bestuur staande Gebied C op de Westelijke Jordaanoever. Hierdoor is de capaciteit om voedsel te verbouwen, en daarmee de voedselzekerheid, op de Westelijke Jordaanoever, afgenomen. Het LWRM-programma tracht dit tij te keren. Landbouwgrond dat tot nu toe moeilijk toegankelijk was, wordt ontsloten en geschikt gemaakt voor de verbouw van gewassen. Zo werd in het eerdere programma (2013–2016) ruim 320 km aan agrarische wegen aangelegd, ruim 300 hectare land gecultiveerd, 160.000m² aan terrassen gecreëerd en zo'n 200 wateropslagplaatsen gebouwd.

Datum
23 december 2016
Onze Referentie

Het nieuwe programma beoogt minimaal vergelijkbare resultaten te boeken. Bovendien is gekozen voor nieuwe accenten in het programma die aansluiten bij de Kamerbrief *Nederlandse inzet voor wereldwijde voedselzekerheid* (november 2014). In de Palestijnse gebieden zet Nederland in op twee van de drie dimensies van voedselzekerheid, te weten *Bevorderen van inclusieve en duurzame groei in de agrarische sector*, en *Realiseren van ecologisch houdbare voedselsystemen*. De andere dimensie, *Uitbannen van de huidige honger en ondervoeding*, is gezien de lokale context minder relevant. Het nieuwe programma is *climate smart*, zet in op versterking van de positie van vrouwen en op betere landregistratie in de agrarische sector.

Klimaat

De agrarische sector in de Palestijnse gebieden kampt met de gevolgen van klimaatverandering. Afname van neerslag, stijgende temperaturen, vooral in met de zomermaanden, en periodes van droogte hebben een negatieve invloed op de voedselproductie¹. Het programma zet onder meer in op de introductie van nieuwe *water harvesting techniques*, het aanleggen van terrassen om erosie te voorkomen, *Integrated Soil Fertility Management (ISFM)*², gebruik van zonne-energie voor irrigatiesystemen, en het oprichten van een *climate change knowledge platform* voor de agrarische sector.

Gender

Vrouwen spelen een belangrijke rol in de agrarische sector. De eerste fase van het LWRM-programma kende slechts enkele activiteiten gericht op vrouwen, zoals training en capaciteitsopbouw. Het nieuwe LWRM-programma zal een genderverdiepingsslag maken, vooral door extra aandacht te geven aan landeigendom, erfeniskwesties en landregistratie. Zo zullen vrouwen juridische bijstand ontvangen bij de registratie van hun land. Bovendien krijgen vrouwen in de selectie van begunstigden voorrang. Ook betalen vrouwen een lagere eigen bijdrage dan mannen. Op deze wijze zullen meer vrouwen kunnen profiteren van landreclamatie en watervoorzieningen en wordt de gelijkheid tussen vrouwen en mannen in de agrarische sector beter bevorderd.

Landregistratie

¹ "Climate Change Profile Palestinian Territories", Netherlands Commission for Environmental Assessment, September 2016, available via http://apl.commissie.nl/docs/os/i71/i7196/climate_change_profile_palestinian_territories_2016_reduced_size.pdf.

² Met ISFM technieken wordt de bodemvruchtbaarheid verbeterd door toevoeging van essentiële voedingsstoffen voor planten in een geschikte balans. ISFM zorgt voor een hogere landbouwproductiviteit.

Ruim de helft van het Palestijnse land is niet geregistreerd. Vooral in het door Israël gecontroleerde Gebied C is dit een ernstig probleem waardoor het land gemakkelijk wordt geconfisqueerd. In samenwerking met de *Palestinian Land Authority* zullen gemarginaliseerde boeren in Gebied C de mogelijkheid krijgen om hun land te registreren. Daarnaast wordt een grote bewustwordingscampagne voor boeren opgezet waarin het belang van landregistratie wordt belicht.

Datum
23 december 2016
Onze Referentie

Werkwijze en risico's

Het LWRM-programma wordt gerealiseerd door een consortium van vier Palestijnse NGO's met een goede *track record* op het gebied van landbouw, voedsel en water. Lokaties worden zorgvuldig uitgekozen in overleg met het Palestijnse Ministerie van Landbouw en betrokken gemeentes op de Westelijke Jordaanoever. Om zeker te zijn dat het ontsloten of ontgonnen land in productie wordt genomen, wordt van boeren een eigen bijdrage gevraagd van minimaal 20%, te voldoen *in cash of in kind*.

De meeste Palestijnse landbouwgrond en watervoorraden liggen in Gebied C, het gebied dat door Israël wordt bestuurd. Werken in Gebied C is risicovol, vooral daar waar het gebieden betreft nabij nederzettingen, militaire oefenterreinen of de afscheidingsmuur.

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³ Tussen 2010 en 2014 hebben Palestijnen in Gebied C 2.020 aanvragen voor bouwvergunningen ingediend. Slechts 33 van deze aanvragen (1,5%) werden goedgekeurd. Zie: Common Country Analysis 2016 (UN Country Team), p 56, via: http://www.unsco.org/Documents/Special/UNCT/CCA_Report_En.pdf

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Datum
23 december 2016
Onze Referentie

Het kabinet heeft in reactie op de IOB-evaluatie "*How to break the vicious circle*" besloten om door te gaan met interventies voor een betere toegang tot natuurlijke hulpbronnen, vooral in moeilijke gebieden als Gebied C, nabij nederzettingen of langs de grens met Israël. 10 2 g

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Bijlage

1. Quality@Entry voor LWRM
2. Bemo
3. COCA

Appraisal Document for financial adjustment of activities

Explanation

For a public appraisal document please remove manually the blue parts.

This bemo format is to be used to appraise all types of financial adjustments during the implementation phase of an activity. This includes:

- Budget increase needed for additional interventions (Max. budget increase 25 % of the amount of the activity with a maximum of EUR 5 mln. In case the increase is more than one of the two maximum adjustments as mentioned here is more a new BEMO should be made).
- Budget increase (max. 25 % of amount activity and/ or EUR 5 mln.) in case of budget overrun
- Budget increase (max. 25 % of amount activity and/ or EUR 5 mln.) and extension requested because of delays in the implementation
- Revised reporting obligations
- Combination of above

In case of an extension of the activity period, only a memorandum with an explanation is needed.

I REQUESTED DECISION CONCERNS

<u>Fixed Activity Data</u>	<u>Copy from Original bemo</u>
Application number	4000000025
Short name application	Land and Water Resource Management 2017 - 2020 (LWRM).
Long name application	The LWRM program supports the development of agricultural resources including land, water and human capacity, and aims to increase food security and reduce poverty in vulnerable rural areas of the West Bank. 10 2 g [REDACTED] such as protecting the land from confiscation and introducing alternative water resources.
Description application	The proposed program builds on previous programs in the agricultural sector implemented by the NRO, by rehabilitating agricultural land, enhancing water availability, and opening new areas for agricultural activities. New policy priorities in the relevant areas have led to the decision to include new elements in the next phase of the Land and Water program. Climate adaptation will be covered in the program with activities on soil protection and introduction of water harvesting techniques and renewable energy. In addition, more attention will be given to women's rights, and land registration.
Budget holder	RAM
Funds centre	1702U01010014
Date of receipt of application	1 st of April 2017 (final version on 19 June 2017)
Business partner	Union of Agricultural Work Committees (UAWC)

Number business partner	798023	
Implementing organisation(s)	UAWC, Land Research Center (LRC), 10 2 g 10 2 g	
Activity start date	1 January 2017	
Contract start date	1 February 2017	
<u>Variable activity data</u>	<u>Original bemo</u>	<u>Adjusted bemo</u>
Commitment in foreign currency	USD 11,250.000	USD 13,000.000
Corporate rate	0,9	0,9
Commitment in euro's	EUR 10,125,000	EUR 11,700,000
Activity end date *	30 June 2021	30 June 2021
Contract end date	31 December 2020	31 December 2020
<u>Changes in policy data, if any</u>	<u>Original bemo</u>	<u>Adjusted bemo</u>
		Not applicable?
Responsible policy officer	10 2 e	
Correspondence language	English	
Contact business partner	Union of Agricultural Work Committees (UAWC) 10 2 e	
E-mailadres contact business partner	10 2 e	

II. APPRAISAL OF THE CONTENTS OF THE ACTIVITY ADJUSTMENT

a.	Describe below briefly the background and the contents of the adjustment of the activity. (why, what and how)
b.	Describe the proposed budget increase and (if applicable) the extension of the activity (why, what and how).
c.	Appraise the rational and need of the request to adjust the activity.

Explanation:

On the political level the program contributes to the two state solution as it helps Palestinians to manage their agricultural lands in Area C more effectively. Area C is under full Israeli control and constitutes over 65% of the West Bank. The area is crucial for economic development and viability of the Palestinian State. According to UN estimates, full Palestinian control over Area C would generate around USD 1 billion additional revenues for the PA¹. This would decrease the PA's donor independency significantly. The Palestinian access to Area C however is continuously restricted in various ways, such as Israeli settlement construction, restrictions on movement of persons and goods, the separation wall and other Israeli policies of land confiscation and limited access to land and water resources. The LWRM program improves Palestinian access to land through building of agricultural roads. Once a road is constructed, farmers gain access and can begin cultivating their land. This contributes to protecting the land from confiscation.

On the developmental level, the LWRM program assists poor Palestinian farmers and small holders to increase their food security levels. By giving them access to their land and creating water resources, they can improve their livelihoods and generate a better income. The program also helps farmers to adapt to climate change challenges as it promotes sound water management techniques and assists farmers to build water cisterns to catch rainfall. As in the previous program, the activities under LWRM will develop more than 3,000 dunums of unused land. Much of the unused land is prone to overgrazing by herders which leads to land degradation. Herders will continue to graze other unclaimed lands as they are plentiful. In other interventions by UAWC herders are targeted by developing grazing lands, for example through the EU funded Juthoor project. The LWRM program will reclaim grazing zones which will partly be planted with perennial shrubs to cover the needs of herders. As such, the LWRM program includes environmental and climate change techniques.

The additional funds in the LWRM program will be allocated to the Local seeds bank and Food Security Survey (SEFsec).

Why, What, How

- A.** The first adjustment to the LWRM program entails the inclusion of the local seed bank. The overall objective is to contribute to the protection and conservation of local seeds in Palestine, to protect local seeds from the risk of extinction, and to distribute the seeds among Palestinian farmers. The local seed bank will be able to conserve and breed local seed varieties in sufficient quantities to meet local demand. Activities under this program include the improvement of local seed varieties conservation and promotion in the West Bank through (1) upgrading the local seed bank, (2) opening a new branch in the north, and (3) promoting the use of local seed varieties among local farmers. As indicators, the project aims to see that 70% of the targeted land will have an increase of production of at least 20%. In addition, the project aims to increase the number of local seeds varieties to be stockpiled in safe amounts

¹ UN report to the AHLC, September 2015, page 14

according to conservation standards. At the end of the project, the Local Seeds Banks are able to provide at least 70% of local demand for main local seed varieties.

Local seeds varieties have not been protected well over the last decades and in many cases have been replaced by generic, sometimes genetically modified (GMO), varieties. The preservation, conservation, production and distribution of local seeds varieties is important for food security and climate change adaptation. Special attention is given to gender aspects, including participation of female students, farmers and women's cooperatives in the project. Local seeds will be used for all interested farmers in the West Bank. Farmers that have benefited from the LWRM program (phase 1 or 2) will be integrated in this part of program. The seed bank will be self sustainable at the end of the program.

The second adjusted in the LWRM phase 2 is a contribution to two consecutive food security surveys that are conducted on an annual basis. The objective of the SEFSec activity is to identify changes in the living conditions of Palestinian households by monitoring key socio-economic and food security indicators. SEFSec will provide scientifically sound information about underpinning causes of food insecurity and relevant data related to food security on the household level. This contribution widens the scope of the project to research into the status and causes of food insecurity. The importance of carrying out research into the root causes of food insecurity in the Palestinian context lies at the heart of the efforts to formulate programs and activities that address food insecurity. FAO, WFP and the Palestinian Central Bureau of Statistics (PCBS) are responsible for the SEFSec. However, the above mentioned parties have expressed interest to integrate local Palestinian NGOs in the data collection and interpretation. For these key Palestinian NGOs in the food security sector this is an opportunity to become directly involved in SEFSec and adjust interventions and advocacy work accordingly.

- B. The budget will be increased by USD 1,750.000 to implement these additional activities (support for the local seeds bank and SEFsec).
- C. The adjustment of the activity is necessary to improve the efficiency and impact of the program's (LWRM) activities and other interventions in the agricultural sector. By preserving local seeds and promoting the use thereof among farmers, the intervention will contribute to improving food production, limiting irrigation dependency, increase soil quality and promote climate smart agriculture in the Palestinian context. As for the research component this entails a strong addition to the activity as the identification of the root causes of food insecurity will contribute to formulating and adjusting activities to achieve the desired results of objectives related to food security and agriculture formulated in the sector strategy of MoA. The SEFsec will contribute to the overall goal to gain knowledge about developments in the food security situation which is necessary to apply the right policy interventions.

III. APPRAISAL OF IMPLEMENTING / MANAGING ORGANISATION'S CAPACITY

a.	Has the Implementing organisation and/or the Managing organisation sufficient capacity to implement the adjusted activity. If NO please indicate in the box below additional actions and/or measures needed.	YES
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Explanation:

As identified in the COCA, the implementing organization UAWC has sufficient capacity to implement the adjusted activity. UAWC will receive academic and technical support from Al Quds University (AQU) and the National Agricultural Research Center (NARC) of the Ministry of Agriculture to implement this part of the LWRM program. From The Netherlands, RijkZwaan is involved in the program as an advisor and for specific trainings on seed production and storage, and the development and re-search of a gene bank material.

UN institutions carried out several food security surveys in the Palestinian Territories in the past, in cooperation with Palestinian Bureau of the Census (PCBS). All have a proven ability to carry out large scale surveys and analysis of the collected data. Palestinian NGOs active in the food security sector will be part of the survey analysis which will make it more sustainable. Until now, the SEFsec data collection was done by PCBS and the data analysis was done by mostly international experts from FAO and WFP. Participation of Palestinian NGOs in this annual exercise, and especially the analytical and policy recommendation element, will allow them to focus their activities to evidence based food security interventions and if necessary further research on specific food security challenges.

IV. APPRAISAL OF RISKS AND MITIGATING MEASURES

a.	Have the risks (contextual, program/ activity related and organisation related), as described in the original bemo been mitigated sufficiently during the contract period? Please if NO explain and define additional actions needed.	YES
b.	Have in particular the corruption- and fraud risks as described been mitigated and have corrective actions been successful? Please if NO explain and define additional actions needed.	YES
c.	Are new risks coming up as a result of this adjustment? If YES described them and define actions needed.	NO

Explanation:

Additional risks that could emerge from the adjustment as the context of the activity will slightly change albeit not fundamentally by the new activities.

Like the LWRM program, the seeds interventions will mostly be implemented in Area C, which is under full Israeli security and civil control. Israel imposes severe planning restrictions on construction in this area. Reclaimed and developed land by the LWRM will be planted with local seeds varieties provided through the local seed bank. Israeli intervention can be arbitrary and the possibility of e.g. closing agricultural zones or demolition of agricultural lands, should be taken into account. The risk is considered moderate.

One of the reasons to invest in the seeds sector is related to the need for farmers to adapt to climate change, mainly the high temperature and reduction in rainfall. Too little rain and too high temperatures, can reduce the quantity and quality of seeds produced in the reproduction unit. This risk can be mitigated by providing supplementary irrigation for the plants during the production process. Local seeds are likely to endure higher temperatures and consume less water than generic varieties. Proof of these advantages will be shown at UAWC and MoA demonstration farms.

Unfair marketing practices by Israeli seeds companies may impact the competitiveness of Palestinian local seeds provided through the project, especially in varieties that are more or less monopolized by Israeli farmers on the Palestinian market. To mitigate this risk, the prices of seeds can be fixed based on market prices, as well as working on improvement of different varieties of the same species to help reduce the price fluctuations of the seeds. Depending on the farmers response to using local varieties, the risk is considered moderate to high.

In general, and partly related to the previous point, commercial enterprises can offer better prices to farmers than the local seeds bank which could impact the sustainability of the project. The implementing organization will take all possible measures to make the seed bank sustainable. However, in the light of competition from commercial producers as well as the abnormal economic situation in general, the NRO is aware that the effort to make the seed bank fully sustainable will be a challenge.

A risk related to the Food Security survey is the capacity of PCBS. The survey may collide with the census that is scheduled to take place in the Palestinian Territories. FAO and WFP have worked with PCBS since the start of the annual surveys in 2009. The expectation is that PCBS and its partners will find additional work force to complete the survey, in the usual time period (December – January), or shortly thereafter. The risk is considered low.

V. IMPLEMENTATION

5.1 Budget

State the overall cost of the activity and overheads. Indicate the various cost centres (activities and outputs), general operational costs and overhead costs.

	Old	New	Total	Old	New
Project Staff	1.779.882	2.239.782	2.266.782	14%	15%
Land Development	6.203.219	6.213.219	8.036.019	62%	54%
Water supply and irrigation	1.995.753	1.967.653	2.344.466	18%	16%
Advocacy, gender and capacity building	444.500	957.770	992.450	3%	7%
Local Seeds Bank	0	294.370	294.370	0%	2%
SEFSEC Survey	0	384.000	384.000	0%	3%
Direct support costs	393.782	444.131	444.131	3%	3%
Subtotal	10.817.136	12.500.925	14.762.218	100%	100%
Overhead (4%)	432.864	500.053	500.053	4%	4%
Total	11.250.000	13.000.978	15.262.271	104%	104%

5.2 Payment schedule

Date and year milestone payment	Original	Adjusted
2017	USD 2,500,000	USD 3,000,000
2018	USD 2,750,000	USD 3,250,000
2019	USD 3,850,000	USD 4,300,000
2020	USD 1,100,000	USD 1,800,000
2021	USD 1,050,000	USD 650,000
Total budget	11,250,000	USD 13,000,000

5.3 Appraisal of the budget adjustment and revised payment schedule

If NO please explain and define corrective actions

Is the adjusted budget arithmetically correct?	YES
Are overheads reasonable and proportional to the outputs to be delivered?	YES
Are the other amounts/rates in the budget acceptable in relation to the activity?	YES
Is the revised budget suitable as a management tool? (link outputs to budget)	YES
Is the revised payment schedule realistic?	YES

Explanation:

EUR 1 million for the Seeds Bank is covered by extra delegated food security funds from IGG. This project was approved in principle in 2016, pending internal processes. As the Seeds Bank fits within the broader scope of the Land and Water Resource program it was decided to integrate it into this program after initially being planned as a separate activity.

NRO's contributions to the food security surveys (SEFsec) will be for the 2017 and 2018 surveys only. Although this program is implemented by FAO and WFP, the funding through the LWRM program ensures participation of local NGOs specializing in food security and agriculture. UAWC will transfer the funds to the "Food Security Sector" (a joint FAO/WFP initiative). Moreover, the LWRM implementing partners will become partners in the SEFsec.

Staffing costs go up in absolute and relative terms due to the (additional) local seeds bank and sefsec staffing to be added under this project. This is necessary as the Seeds bank component has a big research component involving a greater number of staff. Sefsec will mainly be managed by UAWC top-management hence the higher budget for this.

5.4 Monitoring

5.4.1 Review of reporting obligations

A topping up and/or extension of an activity is good moment to review the reporting obligations. If NO please explain and define actions to be taken.

Based on the experience so far: Are the submission dates still realistic?	YES
Existing audit arrangements adequate to account sufficiently for the funds?	YES
Is there need to reconsider the arrangements for evaluation for this activity?	NO
Is the implementing organization reporting according to IATI standards? ²	YES

Explanation:

Evaluation and reporting of the added activities will be integrated in the agreed reporting plan.

5.4.2 Revised Monitoring calendar

Set out the reporting requirements for the remaining period of the activity in the table below. Copy this table in the agreement. (excluding the field visits)

The reporting obligations remain unchanged.

² In case the organization wants to change from an ordinary physical narrative report to a IATI-dataset for narrative reporting, the whole activity period should be covered. It's not allowed to change the method of reporting for a part of the activity period because of monitoring purposes.

5.5 Contractual matters

Describe the changes and additional conditions as a result of this appraisal to be included in the new amendment to the contract

Contract number:	Original	Adjusted
Contract amount	USD 11,250,000	USD 13,000,000
Contract end date	31st Dec 2020	31st Dec 2020
Additional conditions: None.		

VI. APPROVAL

6.1 Summary of the Appraisal

2.0. Is the need and rational of the adjustment appraised positively?	YES
3.0. Has the capacity of the organizations involved been appraised positively?	YES
4.0. Have the risks and mitigating measures been appraised positively?	YES
5.3. Have budget and revised payment schedule been appraised positively?	YES
5.4. Have the reporting obligations been appraised positively?	YES
6.1 Has the proposed adjustment been appraised positively as a whole?	YES

6.2 Approval

The activity appraised above fulfils the relevant criteria with regard to regularity, efficiency and effectiveness. By initialling in the third column the official in question also declares that, at a minimum, he/she has carried out the work specified or takes responsibility for such work performed by others on his/her behalf:

<u>Position</u>	<u>Name</u>	<u>Initials</u>	<u>Date</u>
<u>Policy officer</u> Policy appraisal of the activity <ul style="list-style-type: none"> ○ Adjust draft BEMO on basis of recommendation by administrative officer and division head / HOS ○ Approve final version of the BEMO 	10 2 e	10 2 e	10/7
<u>Administrative officer</u> Give advice on draft BEMO with regard to: <ul style="list-style-type: none"> ○ Quality of policy information ○ Extent to which the policy markers (including the weighting – important or very important) correspond with the secondary objectives in the BEMO ○ Review of budgetary margin ○ Funding requirement (need for Dutch contribution having regard to budget) ○ Nature and frequency of financing / prepayment ○ Arithmetical correctness of the revised budget ○ Acceptability of the amounts / rates (including overheads/AKV) ○ Correctness and completeness of risks relating to activity / implementation / fraud and corruption ○ Management measures to be taken, including, for example, the nature and frequency of reports and any other oversight (including necessity of audit) and evaluation ○ Assessment and/or approval of the definitive version of the BEMO. 	10 2 e	10 2 e	10/7
<u>Division head / HOS</u> Commentary on draft BEMO as regards: <ul style="list-style-type: none"> ○ Correct use of the HBBZ standard BEMO format and/or accuracy/completeness of information in the BEMO ○ View on the management recommendation (reasons must be given if the management recommendation is not followed) ○ Policy-related appraisal of activity ○ Assessment and/or approval of the definitive version of the BEMO, including agreement with the risk analysis (with regard to activity / organisation / fraud and corruption) and the management measures taken. 	10 2 e	10 2 e	10.4.14
<u>Budget holder</u> Approval of the definitive version of the BEMO after it has at least been established that: <ul style="list-style-type: none"> ○ A recommendation as to management is included (or set aside with sufficient justification) ○ Inputs from division head have been included ○ Policy appraisal has been accepted 	Peter Mollema	10 2 e	10/7/17

PROVISION OF COPIES

- COM, regional department, DMM in the case of multilateral institutions
- Embassy and/or Permanent Representation
- Open data
- Put the digital version of the approved BEMO in HP-RM.

SOURCE DOCUMENTS

Changes in the list of the main documents from which information in the BEMO was drawn.

APPENDICES TO BEMO

Mandatory:

- a. Original letter applying for the topping up/extension contribution
- b. Latest version of the revised proposal

If applicable:

- c. Standard MoU, or LoA, if applicable



TERMS OF REFERENCE

ORGANISATIONAL CAPACITY ASSESSMENT / PRE AWARD ASSESSMENT OF THE UNION OF AGRICULTURAL WORK COMMITTEES (UAWC)

1. BACKGROUND

The Netherlands Representative Office (NRO) has received a proposal for funding from UAWC (Appendix 1) for the activity 'Inclusive Access to and Sustainable Management of Land and Water Resources'. The proposal has been submitted by UAWC. However actual implementation of the programme will be carried out by a consortium consisting of UAWC, 10 2 g

operating under a central Project Management Unit (PMU) under the responsibility of UAWC. For this assessment the focus should be the functioning of this PMU (under the responsibility of UAWC). The funding proposal covering a 4 year period totals an amount of more than USD 13 mln. Before the NRO can approve support to this activity an analysis of the institutional and organisational capacity of UAWC must be made.

2. OBJECTIVE

To conduct an analysis of the organisational capacities of UAWC in general, and in particular of its technical unit (PMU) responsible for the administrative and financial management of the activity under point 1. The analysis and opinion should include information concerning the management, financial and organisational capacities of the organisation and technical unit, as relevant to their specific tasks.

The analysis should deal with all the issues addressed in the attached form entitled 'Checklist for Organisational Capacity Assessment – COCA'. (Appendix 2).

3. SCOPE

The service provider shall make an assessment of the administrative and organisational set up of the PMU, programming arrangements, the financial system, including accounts and reporting systems and the procurement capacity of the organisation. The service provider is expected to review for this assessment the existing manual(s) for administrative and financial procedures. Furthermore, the financial reports as well as audit reports (including Management Letter) of the organisation will be consulted. An Organisational Capacity Checklist will be completed and attached to the consultant's report. Fiduciary risks will have to be signalled and analysed including recommendations on possible mitigations.

Organisational Assessment | UAWC

Apart from items mentioned in the COCA the service provider will pay specific attention to the following:

- **Governance issues:**

In the current set-up where UAWC is the signing party to the contract with the NRO and the PMU falls under the responsibility of UAWC it is the concern of this office that role of UAWC within the consortium is too strong and as result decision making is controlled too much by UAWC. We expect from the service provider an analysis of this issue and recommendations to counter this.

- **Advance payment policy/management of funds by consortium partners**

The COCA will focus on UAWC in general and specifically on the PMU. The NRO asks the service provider to do an in-depth assessment into the way that funds are appropriated for the consortium partners and how these advance payments are administered by the PMU (ie how does the PMU ensure that funds are properly managed by the partners?)

4. ENVISAGED PRODUCTS

The final report should at a minimum include:

- 1.1 An executive summary with the main conclusions;
- 1.2 A SWOT analysis of the UAWC in general and of the PMU in particular;
- 1.3 A prioritised overview of all the findings/risks;
- 1.4 Recommendations and follow-up

5. AWARD CRITERIA AND TIME LINE

The assessment is estimated to take 20 working days. The service contract for this assessment will be awarded on the basis of following criteria:

Methodology: 40%

Staffing/expertise: 30%

Price: 30%

Contracting will be on the basis of the General Conditions for Government Services (ARVODI 2014).

Appendix 1: Project proposal UAWC

Appendix 2: Checklist Organisational Capacity Assessment

PROJECT FICHE O-STAFF

Part I

Name of activity	: Inclusive Access to and Sustainable Management of Land and Water Resources
Implementation by	: Consortium led by UAWC, with 10 2 g as partners
Amount	: EUR 11.000.000
SBE	: 0610S13
Sector	: Food Security
Period	: 01 January 2017 – 31 December 2020
Project goal	: Improve the food security and reduce poverty in vulnerable rural areas of the West Bank through comprehensive development of available agricultural resources including land, water and human capacity. Simultaneously, the goal is to promote farmers' perseverance and attachment to their land, especially regarding land in Area C.

Context

The agricultural sector in the Palestinian Territories continues to face a protracted crisis characterized by access restrictions to natural resources (water and land), recurrent conflict, a longstanding economic food-access crisis, the breakdown of livelihoods and insufficient institutional capacity to respond. Despite the challenges, the sector is an important driver of economic growth and development, generating 7% of the Palestinian GDP in 2014. The sector also accounts for around 25% of the total Palestinian exports; it provides job opportunities for 13% of the labour force. Agriculture is one of the top priorities in the forthcoming National Policy Agenda, including the access to resources. In the NRO Multi-Annual Plan 2014-2017 the access issues were described as the biggest challenges facing the farmers. Palestinians in the West Bank are still suffering from restrictions on movement and access to natural resources in Area C. The envisaged program will operate in an environment where also institutional capacity of Palestinian governmental bodies are a challenge. The capacity of the Ministry of Agriculture is still insufficient in a range of fields, such as extending services to farmers, policy planning and the capacity to address crises. Improved access to important farming lands, such as Area C will have a positive effect on economic development, the food security situation and the attachment for Palestinians to their lands.

Objectives & outcomes

The main objectives of the program are:

1. Improving inclusive access to and sustainable management of land resources and improved production of existing agricultural lands, including land development and rehabilitation, land cleaning from solid waste, access to agricultural land and land registration.
2. Improving inclusive access to and sustainable management of water resources, including ground water wells and springs, re-use of treated wastewater, water harvesting, and use of renewable energy, new irrigation techniques, and water users associations.
3. Enhancing on-farm Integrated Soil Fertility Management (ISFM) and Soil Productivity and Integrated Pest Management (IPM) and Plant Productivity.
4. Establishing learning spaces on the adaptation to climate change to exchange knowledge and experiences.

5. Improving institutional capacity of the PA for service delivery to the agricultural sector and women empowerment.

The total budget for this activity is EUR 13.500.000 of which the Netherlands will contribute EUR 11.000.000. The remaining part (EUR 2.500.000) shall be contributed by the implementing organisation's and partner's.

Strategy

Relation to MASP and PNDP

The proposed program builds on previous programs implemented by the NRO. The objectives and outcomes are compatible with the relevant policy frameworks. Within the Multi-Annual Strategic Plan (MASP), food security is one of the focus areas for the Palestinian Territories (PT). The Netherlands Representative Office has defined the following strategic goal, outcomes and outputs for food security in the PT: *"The NRO wishes to contribute to a situation in which the Palestinian people within the PT have access to sufficient, safe and nutritious food, while Palestinian farmers, including smallholders, have the capacity to compete with their products at national and international markets."*

The proposed activities also directly support fulfillment of the 2014-16 Palestinian National Development Plan's vision on economic development and employment in general, and specifically on the agricultural sector, access to land and water resources (with an emphasis on Area C) and food security. In addition, the project reflects the 2014-16 Agricultural Sector Strategy "Resilience and Development", specifically the priorities 1) Increase resilience of farmers and attachment to the land, and 2) sustainable management of natural resources.

Implementing organization

In 2013, the NRO started a collaboration with a consortium of four Palestinian NGO's to implement the Land and Water Resource Management program. Each of the four NGOs Each of the parthers brought its expertise relevant for the various objectives and activities related to land development.

- 10 2 g [REDACTED]
- 10 2 g [REDACTED]
- 10 2 g [REDACTED]
- UAWC is the largest of these four organisations, and was the lead donor. UAWC has an all-round experience in all of the areas covered in the program.

The consortium functions under the umbrella of a Project Management Unit (PMU). This structure proved to be succesful and will be continued under the next program. During the current program, the NGO's have received intensive capacity building support. The NRO has invited the same implementing organisation of the previous program, to jointly submit a proposal on land development.

SWOT analysis

Strengths

Building on successes of similar programs in the past 12 years.

Contributing to the Palestinian National Development plans.

Harvesting on the improved capacity of Palestinian partner NGO's.

Significant contribution by beneficiaries guarantees sustainability.

Weakness

Sustainability of activities in Area C is not guaranteed.

MoA remains a weak and politicized partner.

Opportunities

Proved success of LWRM program and working methods with (farming) communities and municipalities.

New elements included in the program, land registration, improving soil fertility, upscaling of successful pilots, stronger focus on women empowerment, environmental awareness and climate change mitigation.

Threats

Donor activities in Area C are facing increased scrutiny of Israeli authorities which could lead to problems during the implementation.

Unpredictable political situation on the Palestinian side.

Environmental risks (such as droughts, floods and diseases).

Part II

- Description of activities
- Project outcome, including gender component
- Project outputs
- Elaboration of risk mitigation
- Monitoring and reporting

Description of activities

(a) Creating an enabling environment for land development and agribusiness (i.e. by opening agricultural roads, by enhancing access to water for agricultural use via irrigation works, and by improving efficient collective water resource management and increase inclusive access to water resources to enhance the productivity of the agricultural lands).

(b) An inclusive, community approach, focusing on the works and activities that serve the community as a whole in larger geographical areas rather than doing the work on behalf of the individual farmers in their own lands. This means that the focus is on groups of farmers, organized under associations, cooperatives or at village level, rather than individual producers.

(c) Building upon and stimulating ownership and commitment on the side of farming communities and farmers. This implies that the program will fund works that farmers themselves cannot take up such as heavy infrastructure land development (construction of agricultural roads, land leveling, removal heavy rocks, construction of common terraces to support roads, provision of post-harvest facilities, etc.), while the works that farmers can do themselves are to be implemented and financed (if applicable) by the farmers themselves.

(d) Integrate climate change principles, practices and establish a knowledge exchange platform and Enhancing on-farm ISFM, soil productivity, IPM and plant productivity.

(e) Coordinating with the government (such as MoA, Land Authority, Water Authority and other related bodies) to achieve the final goal of support the sustainable development of the agriculture sector, on the basis of the Agricultural Sector Strategy "Resilience and development" and its Action Plan. The MoA has been informed and consulted in the design process of the new approach to land development. The NRO received a strong supporting letter for this program signed by the minister.

Project Impact: Improve sustainable access and management of land and water resources for food production of Palestinian agricultural producers, including smallholders, and their organizations, including women cooperatives.

Project Outcomes:

- 1) Improve inclusive sustainable agricultural production through land resource management, enhancing ISFM, and creating platform knowledge of climate change adaptation
- 2) Improve efficient collective water resource management and increase inclusive access to water resources to enhance the productivity of the agricultural lands
- 3) Working with different stakeholders including the PA, consortium member organizations, and civil society organizations, to promote and lobby for an inclusive and sustainable Agricultural policy, and promote women's rights in land ownership.

Project Outputs:

- 1) Conduct land development and land reclamation initiatives for 3000 dunums.
- 2) Opening 300km of agricultural roads.
- 3) Enhancing on-farm ISFM, soil productivity, IPM and plant productivity.
- 4) Integrate climate change principles, practices and establish a knowledge exchange platform.
- 5) Increase availability of water resources through the installation of main water pipes, construction of steel water tanks, rehabilitation of springs, etc. to provide inclusive access to water resources for marginalized communities.
- 6) Implement innovative irrigation technologies, while using opportunities for using renewable energy sources.
- 7) Improve technical and financial management of water resources by different stakeholders.
- 8) Supporting the sustainable development of the agricultural sector through coordination and lobbying with governmental bodies to implement an inclusive and sustainable agricultural policy.
- 9) Build the capacity of consortium member organizations.
- 10) Empowering women to help them claim their rights in land tenure.

For the M&E part the project will focus on:

- M&E of project impact: evaluation of the project's success in achieving its outcomes will be monitored throughout the life of the project. The indicators have been defined during the development of this M&E Plan, and tools and methods for their measurement have been determined to ensure that a standardized framework is shared by the four participating partners. The main indicators at outcome level will assess the project's success in achieving its objectives. And will help guide the implementing partners to better achieve the intended results.
- M&E of project performance: Monitoring focuses on the management and supervision of project activities, seeking to improve efficiency and overall effectiveness of project implementation. It is a continuous process to collect information on actual implementation of project activities compared to those scheduled in the annual work plans, including the delivery of quality outputs in a timely manner, the adherence of staff and contractors to safety and environmental standards, to identify problems and constraints (technical, human resource, and financial), to make clear recommendations for corrective actions, and identify lessons learned and best practices for scaling up, etc. Performance evaluation will assess the project's efficiency in implementing its objectives.

Risk Analysis and Mitigation:

- 1) Farmers will delay the planting of their lands which will affect the achievement of the project outcome during the lifetime of the project.

An input/output matrix will be developed to make sure that the progress of planting the seedlings and seeds is covered.

2) There will be a shortage in rainfall which will affect the productivity of plants.

Drought resistant seeds will be promoted among farmers with innovative water harvesting techniques in order to adapt to climate change.

3) Israeli military and/or settlers create obstacles in implementing relevant activities.

The project staff will capitalize on the experience of the project team and beneficiaries in the area. Therefore contractors and beneficiaries will be instructed to work during weekends and holidays while using a low profile approach in sensitive areas. Furthermore, if problems occur, the PMU and its legal advisor will discuss with the donor about a suitable response. The project may cover expenses resulting from confiscation of material or compensation after demolitions.

4) The new water systems are not used for agriculture.

The project implementor will carefully choose the communities. Targeted farming communities will be linked to the market reform program which ensures the efficient use of water systems.

5) Regular maintenance of the systems is not taking place.

A cost benefit analysis of the running cost of the system will be developed and farmers will be trained on maintenance.

6) Water user associations and cooperatives do not adopt the new management system.

Training for water user associations will take a participatory approach where real problems are presented with solutions and follow up from project staff will help make sure the water user associations are on the right track. Consultations with MoA about legislation.

7) Women can be subject to intimidation when it comes to inheritance rights and land ownership.

Risks mitigation

Political and security dimensions have the highest impact on the effective implementation of development programs in the Palestinian Territories. This is particularly the case in activities related to land and water resource development. The main risks related to these activities are Israel's increased limitations on access to Area C, where most (potential) farming lands and water sources are located. In an effort to limit risks of stop-work-orders, demolition orders, confiscations etc., the NRO and partner organizations are carefully selecting the locations, assess their risks and act accordingly. The Netherlands policy of working in Area C policy is currently under review.

Activity Appraisal Document ODA

€ 1.000.000 or more

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I REQUESTED DECISION CONCERNS

Explanation of the policy data can be found in the [ODA Policy Data Guide](#).

For the **highlighted** subjects in table below the de [ODA Policy Data Guide](#) gives further explanation .

Red --> Parts which should not be published in the open data.

Application number	
Short name application	Meaningful and clear short name in English or French, no budgetholder code and abbreviations
Long name application	Detailed name, in English or French, no budgetholder code and abbreviations
Description application	Detailed description of the activity
Budget holder	
Date of receipt of application	
<u>Business Partner</u>	<i><u>In case of a new business partner use this supplier registration form.</u></i>
Number business partner	
Implementing organisation(s)	
<u>Legal relationship</u>	Choose an item.
<u>Commitment</u> in foreign currency (if applicable)	
Corporate rate	
<u>Commitment</u> in euros	
Funds centre	
Activity start date	
Activity end date	
Contract start date	
Contract end date	
Has an evaluation	Choose an item.

been planned?			
<u>Aid modality</u>	Choose an item.		
<u>Donor role</u>	Choose an item.		
<u>Technical assistance</u>	Choose an item.		
<u>Beneficiary's country/region</u>			
Countries within the region (if applicable)			
Allocation country information	Mention here which percentage of the financing relates to the different countries. Give for every country the percentage. In case the distribution is unknown, apply a pro-rata approach. Take care in all cases that the distribution is 100%.		
Location within the country (be as specific as possible)	Choose an item.	Name location(s)	
<u>CRS Code</u>			
<u>Policy marker weight is 'principal' (no minimum or maximum amount)</u>	Do not forget international policy markers gender, climate adaptation, climate mitigation, desertification and biodiversity		
<u>Policy marker weight is 'significant' (no minimum or maximum amount)</u>	Do not forget international policy markers gender, climate adaptation, climate mitigation, desertification and biodiversity		
<u>Special pledges made by the Minister or State Secretary / and/ or special marks regarding sensitive information</u>	<p>Indicate that an activity has sensitive information.</p> <p>Indicate that an activity can be related to a special pledge which is made by the Minister or State Secretary.</p>		

II. ACTIVITY APPRAISAL









2.1 Contribution made by the activity to BZ policy objectives (policy relevance)

2.1.1 Description policy relevance

- Explain the policy markers which have been assigned to the activity in the cover sheet of the BEMO.
- Explain the international policy markers which have been assigned to the activity in the cover sheet of the BEMO.

2.1.2 Appraisal

Appraise the policy relevance of the project, using the appraisal table. If the maximum score is not achieved, explain why. If certain criteria do not apply, please indicate this.

No.	Criteria 2.1 Policy relevance	Indicators (score 0, 1, 2)	Score	EXPLANATION/ REFERENCES
2.1.1	The proposed intervention ties in with the operational objectives in the Explanatory Memorandum and the related policy memorandum (policy theory and intervention logic).	 Choose an item.		
2.1.2	The proposed intervention ties in with the ODA priorities	 Choose an item.		
2.1.3	The proposed intervention ties in with the annual plan and the result chain of the MIB/MASP	 Choose an item.		
2.1.4	The relevance of the proposed intervention to the crosscutting themes of women's rights and gender equality / climate / PSD / coherence and strengthening of civil society organisations	 Choose an item.		

Total score (maximum 8 out of 8 points)	0	
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2.2 Problem analysis and lessons learned

2.2.1 Description





Describe:

- what problem the proposed activity addresses;
- the extent to which the activity contributes to solving the problem

and (where applicable) briefly state supporting reasons.

2.2.2 Appraisal

Appraise the contextual analysis of the project proposal using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.

No.	Criteria 2.2 Contextual analysis	Indicators (score 0,1,2)	Score	EXPLANATION/ REFERENCES
2.2.1	The proposal is based on a careful and thorough contextual analysis, from which a logical problem definition and objective are generated.	 Choose an item.	0	
2.2.2	Based on the problem formulated, the proposal explains in a logical manner why the intervention is aimed at the specified geographical location.	 Choose an item.	0	
2.2.3	The proposal justifies the choice of <u>target group</u> .	 Choose an item.	0	
2.2.4	The proposal sets out which relevant actors were involved in formulating the proposal and what influence they	 Choose an item.	0	

	had on the content of the proposal.			
2.2.5	A stakeholder analysis (incl. women and youth) has been carried out and the results incorporated in the proposal.	<input type="button" value="▼"/> Choose an item.	<input type="text" value="0"/>	
2.2.6	The proposal describes how the results of evaluations and/or studies feed into formulation of the proposal.	<input type="button" value="▼"/> Choose an item.	<input type="text" value="0"/>	
Total score (maximum ¹² out of 12 points)			<input type="text" value="0"/>	

2.3 Objectives (outcomes), results (outputs), activities and resources, based on the SMART principle

2.3.1 Description

Describe briefly or copy from the project document:

- the objectives at outcome level, including performance indicators;
- for each objective, the results (outputs) to be achieved by the activity and how they will be measured;
- for each output, what activities and resources are needed to achieve the outputs;
- how the sustainability (in the sense of lasting impact) of the intervention is assured.

Add the framework 'objective-result-activities-resources' ([logical framework](#)) as an appendix to the BEMO.

2.3.2 Appraisal

Appraise the logical framework using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.

No.	Criteria 2.3 Outcomes, outputs, activities and resources based on the SMART principle	Explanation of score (1 point per indicator)	Score
2.3.1	The objectives at outcome level are clearly formulated, fall within the proposal's span of influence and are realistic. The outcomes follow logically from the problem formulated.	<input type="checkbox"/> The outcomes are specifically formulated. <input type="checkbox"/> The objectives follow logically from the problem formulated. <input type="checkbox"/> The objectives fall within the proposal's span of influence and are realistic (taking account of its duration and local circumstances). <input type="checkbox"/> The objectives are acceptable to the target group and other stakeholders. <input type="checkbox"/> The objectives formulated are realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s).	0
EXPLANATION/ REFERENCES Additional appreciation gender indicator 3: The objectives include a explicit reference to women/ men, girls/ boys and gender equality. Please explain.			

2.3.2	Progress in achieving the outcomes can be determined objectively on the basis of measurable performance indicators.	<p>Relevant performance indicators have been formulated for each outcome.</p> <p>A baseline measurement and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator.</p> <p>The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.</p>	0	
EXPLANATION/ REFERENCES <p>Additional appreciation gender indicator 1:</p> <p>For each outcome are relevant, gender specific performance indicators formulated. Please explain.</p>				
2.3.3	The outputs formulated are concrete and fall within the proposal's span of control. The outputs follow logically from the outcomes formulated.	<p>The project proposal is divided into clear phases, each having concretely formulated outputs.</p> <p>The outputs are specific.</p> <p>There is a clear link between the outputs and the out-comes, i.e. the outputs can be expected to contribute to achievement of the outcomes.</p> <p>The outputs are acceptable to the target group and other</p> <p>The outputs formulated are realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s) .</p>	0	
EXPLANATION/				

REFERENCES				
2.3.4	Progress in achieving the outputs can be determined objectively on the basis of measurable performance indicators.	<input type="checkbox"/> Relevant performance indicators have been formulated for each output. <input type="checkbox"/> A baseline and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator. <input type="checkbox"/> The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.	0	
EXPLANATION/REFERENCES Additional appreciation gender indicator 1 and 2: For each output are relevant, gender specific performance indicators formulated; Baseline, targets and verification methods are put on to collect gender specific information. Please explain.				
2.3.5	There is a logical link between the proposed activities and the outputs formulated.	<input type="checkbox"/> The proposal sets out the nature of the activities and explains how the activities formulated will contribute to achieving the outputs.	0	
EXPLANATION/REFERENCES				
2.3.6	There is a logical link between the activities and the project budget (efficiency).	<input type="checkbox"/> The budget is supported by figures on price and quantity (p x q). <input type="checkbox"/> The budget is broken down by output and/or outcome.	0	
EXPLANATION/REFERENCES				
2.3.7	When the activity ends, its envisaged outputs will have a lasting effect for the ultimate target group.		0	

		<p><input type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the activities will be continued when the intervention comes to an end.</p> <p><input type="checkbox"/> To achieve these objectives, specific measures will be taken during implementation of the activities to ensure that the target group will help continue the activities.</p> <p><input type="checkbox"/> The proposal contains suitable criteria against which progress in continuing the activities can be</p> <p><input type="checkbox"/> The proposal includes a transition plan or exit strategy, identifying the various actors.</p>		
EXPLANATION/ REFERENCES				
2.3.8	At the end of the activity, the envisaged outputs will have a lasting effect on the local partners.	<p><input type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the quality of the activities and/or financial independence of the local partner will be</p> <p><input type="checkbox"/> To achieve these objectives, specific measures will be taken during implementation of the activity.</p> <p><input type="checkbox"/> The proposal devotes attention to the capacity of the local partner to generate income from various sources.</p>	0	

		<input type="checkbox"/> The proposal sets out suitable criteria against which progress in regard to institutional sustainability can be measured.		
EXPLANATION/ REFERENCES				
Total score (maximum score 27 points)				0

2.4 Cooperation, harmonisation and added value

Describe briefly and concisely:

- whether the proposed activity involves cooperation with, for example, Dutch organisations, other donors, local organisations or other parties;
- the extent to which cooperation will be harmonised e.g. complementarity, joint financing, delegated cooperation (silent partnership), multidonor financing;
- the added value of the activity compared with other activities by BZ, donors, NGOs, businesses, research institutions and local authorities.

2.5 Channel and aid modality (including alignment)

State:

- whether the chosen aid modality is appropriate, and why;
- whether the degree of (financial and policy) alignment is substantiated; see the MASP risk analysis;
- the aid modality / channel has been chosen on the basis of a consideration of the available options;
- whether there is any contribution or co-participation from the recipients (explain the level of participation).

III IMPLEMENTING / MANAGING ORGANISATIONS

Give a short and clear description of the implementing organisation(s), also describing their experience in integrating gender aspects into programmes and projects.

3.1 Implementing organisation

3.2 Managing organisation

IV. RISKS AND MITIGATING MEASURES

This section describes risks that could affect the achievement of results. The following can be used as input for this risk analysis:

- assessments by [Transparency International](#) of the country where the activity will be implemented;
- risk analysis from the budget holder's annual plan (if included);
- risk analyses from other BEMOs and/or experience with similar activities or organisations or experience in the same region.

The whole of chapter IV, which describes the risks and mitigating measures, is for internal use only and does not form part of the public BEMO shared as open data. The financial amounts involved in the activity, as well as the degree of political sensitivity and degree of innovation, determine the depth of the risk analysis.

Many different types of risks can be described in the sections below. It is ultimately up to the budget holder to identify and include the most important risks. Given the specific nature of the topic, special guidelines apply to fraud and corruption.

Even in cases where there are no mitigating measures and the risk is accepted, it is still important to record this.

[See the guidelines on risk analysis in the activity cycle.](#)

4.1 Contextual risks

The contextual analysis should clearly describe the context in which the activity will be implemented. This section covers risks such as the level of corruption in the country concerned.

Describe the points to consider in relation to the contextual risks identified and indicate how these may affect the results to be achieved through the activity.

In the table below, take into account the impact of the activity on the conflict dynamics and that of the conflict dynamics on the activity. This approach of **conflict sensitivity (CS)** and **Preventing Violent Extremism (PVE)** is primarily relevant for programs in fragile states and (post) conflict regions. Think of: 1) who will benefit from the activity and who will not; 2) Can the project increase existing conflict-related tensions? If yes, are adjustments to the activity required? 3) Is there violent extremism taking place in the intervention area? If yes, what is the effect of the activity on the root causes of violent extremism?

For more information, background and guidelines on how to make a PVE-sensitive analysis, go to the [PVE toolkit](#). Find more backgrounds on CS guidelines [here](#). For conflict sensitive Private Sector Development (PSD) see [guideline](#).

Risk	Risk assessment (L/ M/ H)	Influence on results of activity	Mitigating measures

Include an explanation in columns 2, 3 and 4 of the table above.

4.2 Program risks

There are many types of programme risks that could affect the results to be achieved through an activity. When analysing risks relating to the programme, it is a good idea to identify the potential for fraud in areas like personnel, liquid assets, and procurement of stock and inventory. Examples:

- *Personnel-related fraud includes abuse of allowance schemes, falsified time sheets and fictitious staff on the payroll (ghost staff).*
- *Liquid assets, stock and inventory can be stolen or embezzled.*
- *Examples of procurement fraud include collusion between procurement staff and an outside supplier and receipt of bribes by procurement staff. This could lead to products and services being supplied that are not in accordance with specifications or procurement at non-market prices. Quality and price checks are essential in such cases.*

Describe the points to consider in relation to the programme risks mentioned in this section, and indicate how these may affect the results to be achieved through the activity. The list of points above is not exhaustive.

Risk	Risk assessment (L/ M/ H)	Influence on results of activity	Mitigating measures

Include an explanation in columns 2, 3 and 4 of the table above.

4.3 Risks relating to the implementing organisation

In addition to the many types of risks relating to the implementing organisation (continuity, expertise, independent status, internal control, etc.), special attention must be paid to fraud, state aid and unacceptable behaviour.

The first two points in the table below relate to whether the organisation communicates clearly to its employees that committing fraud or other unacceptable behavior will not be tolerated. Employees who may be tempted to commit fraud must be prevented from rationalising such actions. As well as checking whether the organisation actively promotes anti-fraud policy, you should form a general idea of the ethical climate (tone at the top). Management shows leadership concerning the zero tolerance towards sexual abuse, abuse of power, fraude and concerning creating a safe environment to discuss all forms of abuse internally.

With regard to the third point in particular, you should check whether the implementing organisation has comprehensively identified the scope for fraud and is monitoring the measures described above.

The fourth point concerns the potential for manipulating or falsifying source documents when drawing up financial reports (financial statement fraud). Please check whether the implementing organisation is sufficiently aware of this risk with a view to prevention.

Under the fifth point, you could check whether the counterparty is also the party implementing the activities or whether it is working with local organisations. In case of the latter, the intended counterparty must have an adequate selection procedure in place.

Risk	Risk assessment (L/ M/ H)	Influence on results of activity	Mitigating measures

1. Organisation's anti-fraud and anti-corruption policy			
2. Organisational structure and culture			
3. Monitoring, evaluation and quality of management			
4. Financial and administrative management			
5. Other			

Include an explanation in columns 2, 3 and 4 of the table above.

Integrity appraisal, including procedures regarding unacceptable behaviour	
<p>Confirm whether a recent capacity assessment is available (COCA, Partos 9001 certificate, Scorecard). If this is the case, confirm whether the appraisal of the integrity policy, including the relevant rules and regulations and reporting procedures about unacceptable behaviour within the partner-organization was part of the capacity assessment. Does the appraisal meet the requirements?</p> <p>If no (satisfactory) appraisal is available, you should perform the appraisal yourself and capture the results of the appraisal in the capacity assessment of the implementing organization.</p>	
<p>The budgetholder should make a comprehensive integrated appraisal whether the financing request should be accepted. The integrated appraisal consist of:</p> <ol style="list-style-type: none"> 1. A policy appraisal: <i>describe the points to consider in relation to the integrity risks and indicate how these may <u>affect the results</u> to be achieved through the activity.</i> 2. A managerial/legal appraisal: is the partner-organization willing to give access to the relevant information with regards to the implementation of the integrity policy? Describe the legal risks if access to the information is denied. 3. Political/communication appraisal: media/parlement. Describe what level of insight in the policies of partner-organizations and sub-contactors and access the information about the policy implementation is needed. Appraise whether the level of risk of unacceptable behavior is acceptable to accept the financial aid request by the partner-organization. 	
Further explanation of the comprehensive integral integrity appraisal:	
Assessment of state aid risk	
<p>1. Is the grant receipt a private company? Yes, Please consult the European Law Division of the Legal Affairs Department (DJZ/ER) for advice.</p> <p>No, Please answer questions 2 until 5.</p>	Choose an item.
2. Will the measure benefit an organisation that carries out economic activities?	Choose an item.

<p>Will income be generated that could provide a livelihood? Do the activities involve the offering of goods or services? The organisation can also be a non-profit organisation.</p> <p>Give a short, clear description of the activities below.</p> <p><u>Further details:</u></p>	
<p>3. As a result of the measure, has the organisation obtained an advantage that it would not have obtained under normal market conditions? (The measure should be described in the answer to question 2.)</p>	<p>Choose an item.</p>
<p>For more information, <u>see the accompanying explanatory notes.</u></p> <p><u>Further details:</u></p>	
<p>4. Is the advantage selective?</p>	<p>Choose an item.</p>
<p>'Selective' means that a small group of organisations/business enjoy an advantage.</p> <p>For more information, <u>see the accompanying explanatory notes.</u></p> <p><u>Further details:</u></p> <p>{Brief description of organisations}</p>	
<p>5. Does the advantage distort or potentially distort competition and could it affect trade between countries in the European single market?</p>	<p>Choose an item.</p>
<p>'Selective' means that a small group of organisations/business or a single organisation/business enjoys an advantage.</p> <p>For more information, <u>see the accompanying explanatory notes.</u></p> <p><u>Further details:</u></p> <p>{Brief description of organisations}</p>	
<p>If the answer to these questions is 'yes', please consult the European Law Division of the Legal Affairs Department (DJZ/ER) for advice.</p>	

V. IMPLEMENTATION

5.1 Budget

5.1.1 Breakdown of costs

State the overall cost of the activity and overheads. Indicate the various cost centres (activities and outputs) in the rows and cost types (e.g. personnel, equipment, etc.) in the columns.

<u>Output/direct costs</u>	<u>Costs A</u>	<u>Costs B</u>	
<u>Output 1</u>			
<u>Output 2</u>			
<u>Overheads</u>			
<u>Total</u>			

5.1.2 Financing

State the overall costs and intended resources for the activity, using the table below. If there are a number of donors, state the amount for each donor.

Total budget		Aaa.aaa
Implementing organisation's and partners' own contribution	Bbb.bbb	
Firm commitments by other donors (itemise by donor)	Ccc.ccc	
Dutch contribution	Ddd.ddd	
Still to be financed		Eee.eee
Soft commitments by other donors		Fff.fff
Uncovered balance		Ggg.ggg

5.1.3 Other contributions

State what other – non-financial – contributions are relevant to implementation of the activity, such as deployment of volunteers, availability of buildings, materials, etc.

5.1.4 Budgetary risks

If there is an uncovered balance: state how this will affect implementation of the activity (e.g. proportionally fewer outputs or omission of regions) and how this will affect the decision whether to fund this activity.

5.1.5 Statement on the budget presented

The budget presented does / does not satisfy the following requirements:

Budget is arithmetically correct	NO
Overheads are proportional to the outputs to be delivered NB: What is included? What is recharged? Are costs entered twice (e.g. as indirect costs and in the AKV)?	NO
Are the other amounts/rates in the budget acceptable in relation to the activity?	NO
Is the budget suitable as a management tool (linking of outputs – budget)	NO
Amended budget is condition for implementation	NO *

*** Specify the requirements the budget must satisfy and the date by which the budget must be amended.**

5.2 Prepayments

5.2.1 Earmarking of Dutch contribution

Is the Dutch contribution to the programme earmarked (i.e. reserved for a specific purpose)? If so, explain why.

5.2.2 Earmarking of other donors' contributions

Are other donors' contributions earmarked? If so, explain how this will affect reporting.

5.2.3 Prepayment / no prepayment

State whether the payments must be accounted for as prepayments. If so, explain why with reference to the [prepayments decision tree](#). Give a short explanation with the result of the decision tree.

If the contribution is a lumpsum (i.e. it meets the relevant criteria) you must answer the specific questions on unconditional contributions (see the [HBBZ](#)). Your answers must be clear and reasoned.

5.2.4. Repayable grants, loans, participations and guarantees

If the Dutch contribution has been made in whole or in part in the form of a repayable grant, loan, participation or guarantee, give a brief description of the accounting consequences and ensure the item is processed correctly.

5.2.5 Accounting for prepayments

5.2.6 Payment schedule

Use the [decision tree payment schedule](#) to determine the frequency of payments. Give a short explanation with the result of the decision tree.

Date milestone payment	Currency and amount milestone payment
	€
	€
	€
	€
TOTAL	

5.2.7 Size of first payment

5.3 Monitoring

5.3.1 Narrative and financial reports

Use [the performance assessment decision tree](#). Give a short explanation with the result of the decision tree.

The [USK](#) lays down separate rules for narrative reports: if the value of the activity is under €125,000, a work completion statement (P statement) is required instead of narrative reports.

In the case of additional requirements: specify what conditions must be set (e.g. greater frequency, criteria relating to content, etc.). Also indicate if there is some other means of oversight of activity implementation (e.g. via Board of Donors).

5.3.2 Audit opinion

Use the [audit certificate decision tree](#) to determine which type of audit opinion is required for the activity. Give a short explanation with the result of the decision tree.

Additional reports by the auditor:

If it is desirable for the audit opinion to be accompanied by an additional report on certain aspects, explain why (e.g. high-risk activity, poor management capacity on the part of the implementing organisation).

If the organisation itself also makes prepayments and reports on an accrual basis, the [audit protocol](#) (annexe to decision) should require the external auditor to report on the effectiveness of the control exercised by the organisation on the making of prepayments.

5.3.3 IATI - International Aid transparency Initiative

Is the organisation capable of reporting in accordance with the IATI standard, as set out in the BZ publication guidelines entitled 'How to use the IATI standard'?

<https://www.government.nl/documents/publications/2015/12/01/open-data-and-development-co-operation>)

1. If yes, include the following text:

The organisation will report on results in accordance with the IATI standard, as set out in the BZ publication guidelines.

If applicable: describe any information that must be included in the IATI publication/progress report in addition to the requirements in the publication guidelines, and how often this extra information is to be provided. E.g. a narrative text providing further clarification, certain results or standard indicators, photos or film footage.

2. If a contract is to be signed with one of the organisations listed below, include the following text:

AfDB	IMF	UN-Habitat
AsDB	IOM	UNHCR
EBRD	OCHA	UNICEF
FAO	OHCHR	UNODC
GAVI	UN Women	UNRWA
GFATM	UNAIDS	World Bank
IDB	UNCTAD	WFP
IDLO	UNDP	WHO
IFAD	UNEP	WTO
International Finance Corporation (IFC)	UNESCO	WTO-ITC
ILO	UNFPA	

The responsible policy departments will coordinate the policy dialogue with the aforementioned organisation to ensure that the IATI standard is implemented in accordance with the BZ/DGIS publication guidelines. These departments will also monitor progress, so the budget holder is not required to take any other action in this matter.

3. For all other organisations that do not satisfy the IATI requirements, as set out in the BZ publication guidelines on the IATI standard, answer the questions in the table below and include these in the BEMO.

Questions	Explanatory notes
1. The contract partner will provide a narrative progress report on the activity using an IATI data set based on the BZ publication guidelines on	Yes/No

the IATI standard.	
2. Explain why reporting by the contract partner is not in accordance with the BZ publication guidelines on the IATI standard.	Explanatory notes:
3. Within what timeframe will the contract partner be able to report in accordance with the BZ publication guidelines on the IATI standard?	Explanatory notes:
4. What additional arrangements have been made to ensure that the organisation will achieve IATI-compliant reporting within the given timeframe?	Explanatory notes:

5.3.4 Annual plans and other reports

5.3.5 Monitoring calendar

Set out the reporting requirements in the table below, to ensure they are accurately incorporated in the decision/agreement.

Report type	Any specific requirements*	Period	Submission by
Annual plan		<i>[mm-mm]</i>	<i>[dd-mm-yy]</i>
Narrative*		<i>[mm-mm]</i>	<i>[dd-mm-yy]</i>
Narrative IATI*		<i>[mm-mm]</i>	<i>[dd-mm-yy]</i>
Financial			
Account of field visit			
Final narrative**		<i>[project]</i>	<i>[dd-mm-yy]</i>
Final financial			
Audit		<i>[mm-mm]</i>	<i>[dd-mm-yy]</i>
Certified statement		<i>[mm-mm]</i>	<i>[dd-mm-yy]</i>
Evaluation		<i>[mm-mm]</i>	<i>[dd-mm-yy]</i>
Policy research		<i>[mm-mm]</i>	<i>[dd-mm-yy]</i>
Others to be included			

** Narrative / narrative IATI: reports on the contributions by third parties (inputs), outputs, outcome, sustainability and the spending of the Dutch contribution in accordance with the latest approved budget. If a financial report (other than the A statement) is submitted separately, please insert a line.*

In the case of IATI-compliant reporting, also refer to the additional reporting requirements specified under 5.3.3.

In this case, include the following text in the BEMO:

The organisation will report in accordance with the BZ publication guidelines on the IATI standard.

For more information about the narrative reports, please see 5.3.3.

*** See also the results given in section 5.3.1; if any additional criteria are desirable, insert them here.*

5.3.6 Evaluations

Use the [decision tree evaluations](#) to determine whether an evaluation is required for the activity. Explain in this paragraph.

5.4 Contractual matters

Nature	Choose an item.
Basis for the grant	Framework Act: Grant Regulations: Article ... (and, where relevant: administrative rules or other documents, published on)
Name policy framework	Subsidieregeling BZ 2006 Please explain if this is another framework and add the link to the publication in the Staatscourant. This could be the case with a call for proposals or grants which are provided by an implementing partner like RVO, Nuffic, etc.
Type of contract award	Choose an item.
Waiver	(if applicable) Date of approval of waiver request
Type of contract	Choose an item.
Approved proposal dated ... and other relevant documents	
Ref. code (UN project)	
Total contract amount	
AKV / Overheads	Maximum%
Contingency	Maximum% of euros/dollars(use only with permission)
Size of first payment	
Frequency of payment	12 monthly (standard) / less than 12 months please explain.
Maximum prepayment	...% of the total amount
Payment conditions	Timely submission / timely submission and approval of reports / special conditions
Implementing organisation's bank details	
Annexes to contract / decision	- Approved proposal - ...
Other	
Routing of contract	Direct to implementing organisation / Permanent Representation in / Embassy in.... / Other ...

Responsible policy officer	Name contact BZ
Correspondence language	Language for correspondence with business partner. This is important because of automatic procedures in SAP like reminders.
Contact business partner	Name contact business partner for correspondence.
E-mailadres contact business partner	E-mailadres contact business partner.

5.5 Role of mission / role of the ministry in The Hague

5.6 Quality@Entry (Q@E) – for Development Cooperation only

A Q@E review is required for Development Cooperation activities > 5 million euros. A Q@E review for activities < 5 million may be worthwhile, especially when activities have a high risk profile and/or an innovative nature.

Indicate whether a Q@E review has been carried out and add the report of the review as an appendix to the BEMO. Indicate how the review team's conclusions and recommendations have been dealt with.

Explain:

- *Why a Q@E review was not carried out;*
- *Why the conclusions and recommendations were not adopted.*

VI. APPROVAL

The activity appraised above fulfils the relevant criteria with regard to regularity, efficiency and effectiveness. By initialling in the third column the official in question also declares that, at a minimum, he/she has carried out the work specified or takes responsibility for such work performed by others on his/her behalf:

<u>Position</u>	<u>Name</u>	<u>Initials</u>	<u>Date</u>
<u>Policy officer</u> Policy appraisal of the activity <ul style="list-style-type: none"> • As regards DGIS/Quality at Entry (Q@E), incl. deployment of review team • Adjust draft BEMO on basis of recommendation by administrative officer and division head / HOS • Approve final version of the BEMO 			
<u>Administrative officer</u> Give advice on draft BEMO with regard to: <ul style="list-style-type: none"> • Quality of policy information • Extent to which the policy markers (including the weighting – important or very important) correspond with the secondary objectives in the BEMO • Review of budgetary margin • Funding requirement (need for Dutch contribution having regard to budget) • Correct legal relationship 			

<ul style="list-style-type: none"> • Nature and frequency of financing / prepayment • Arithmetical correctness of the budget • Acceptability of the amounts / rates (including overheads/AKV) • Suitability of budget as management tool • Correctness and completeness of risks relating to activity / implementation / fraud and corruption • Management measures to be taken, including, for example, the nature and frequency of reports and any other oversight (including necessity of audit) and evaluation • Intended basis for later closure of prepayments • Assessment and/or approval of the definitive version of the BEMO. 			
<p><u>Division head / HOS</u></p> <p>Commentary on draft BEMO as regards:</p> <ul style="list-style-type: none"> • Correct use of the HBBZ standard BEMO format and/or accuracy/completeness of information in the BEMO • View on the management recommendation (reasons must be given if the management recommendation is not followed) • Policy-related appraisal of activity • Assessment and/or approval of the definitive version of the BEMO, including agreement with the risk analysis (with regard to activity / organisation / fraud and corruption) and the management measures taken. 			
<p><u>Budget holder</u></p> <p>Approval of the definitive version of the BEMO after it has at least been established that:</p> <ul style="list-style-type: none"> • A recommendation as to management is included (or set aside with sufficient justification) • Inputs from division head have been included • For DGIS: recommendations/findings from Q@E have been incorporated • A gender analysis has been carried out • Policy appraisal has been accepted 			

PROVISION OF COPIES

- COM, regional department, DMM in the case of multilateral institutions
- Embassy and/or Permanent Representation
- Open data
- Put the digital version of the approved BEMO in HP-RM.

SOURCE DOCUMENTS

A list of the main documents from which information in the BEMO was drawn, e.g. evaluations, studies, MASPs and country analyses (e.g. by Transparency International or Global Integrity).

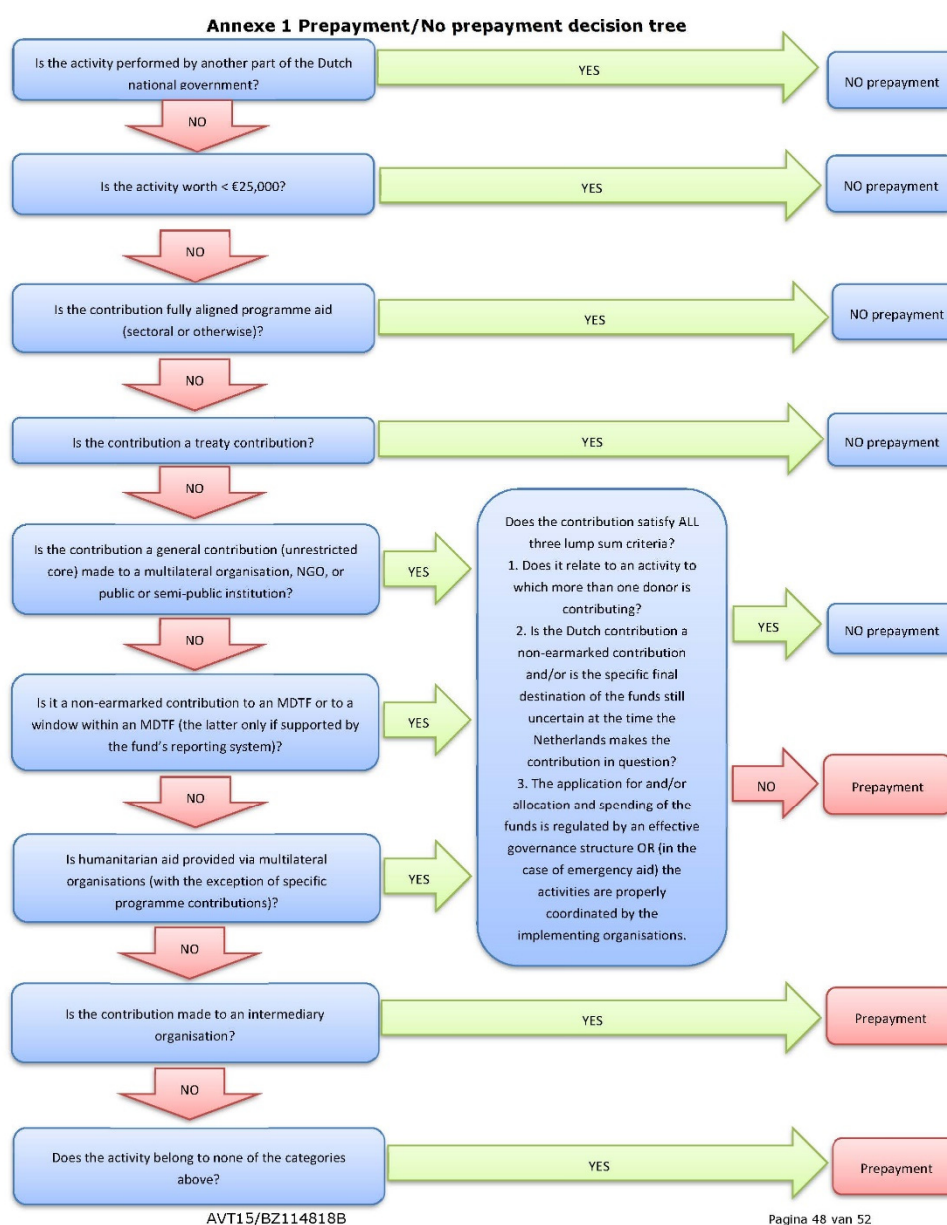
APPENDICES TO BEMO

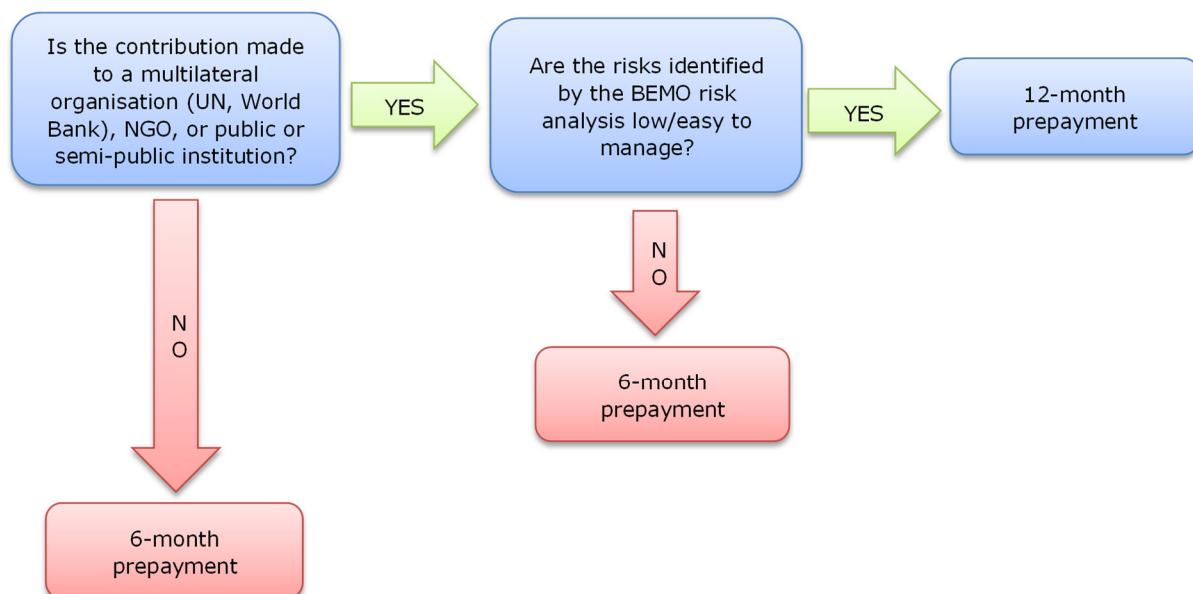
Add for the different appendices only the recordnumber in HP-RM if 24/7 Foxy is used for approval of the BEMO.

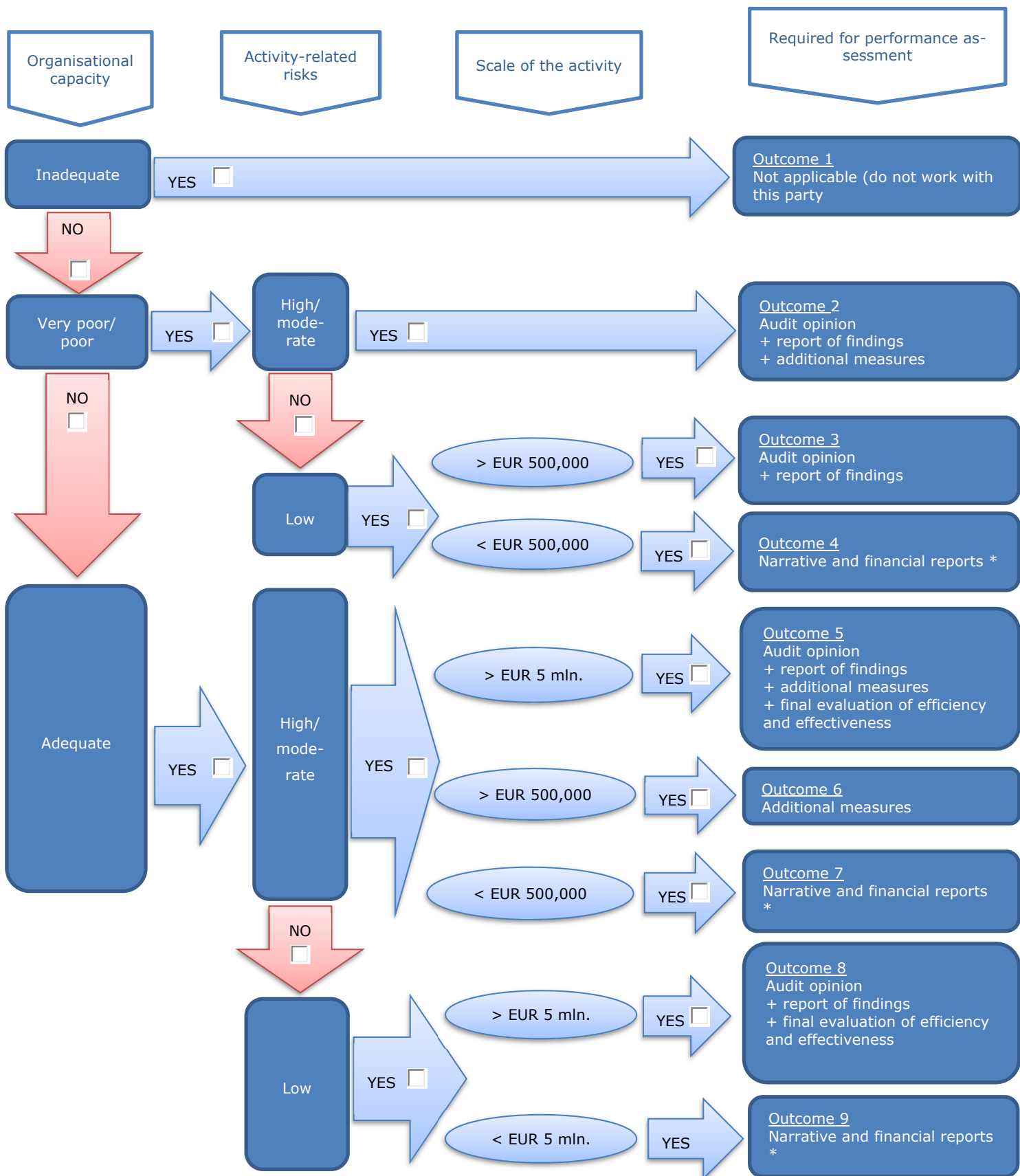
Nr.	Description	Recordnumber HP-RM
	Mandatory	
a.	Original letter applying for the contribution;	
b.	Latest version of the proposal	
	If applicable	
c.	Framework 'objective-result-activities-resources' (logical framework)	
d.	COCA (if mandatory and re-approved in response to the activity appraisal)	
e.	Abridged questionnaire (document amending existing COCAs)	
f.	MASP risk analysis	
g.	Letter containing bank details of the implementing organisation (original letterhead), unless included in the project proposal and appendices	
h.	Approved waiver form, if applicable	
i.	Standard MoU, or LoA, if applicable	
j.	Conclusions and recommendations of review team (DGIS/Q@E)	

Appendices decision trees

Decision Tree prepayment

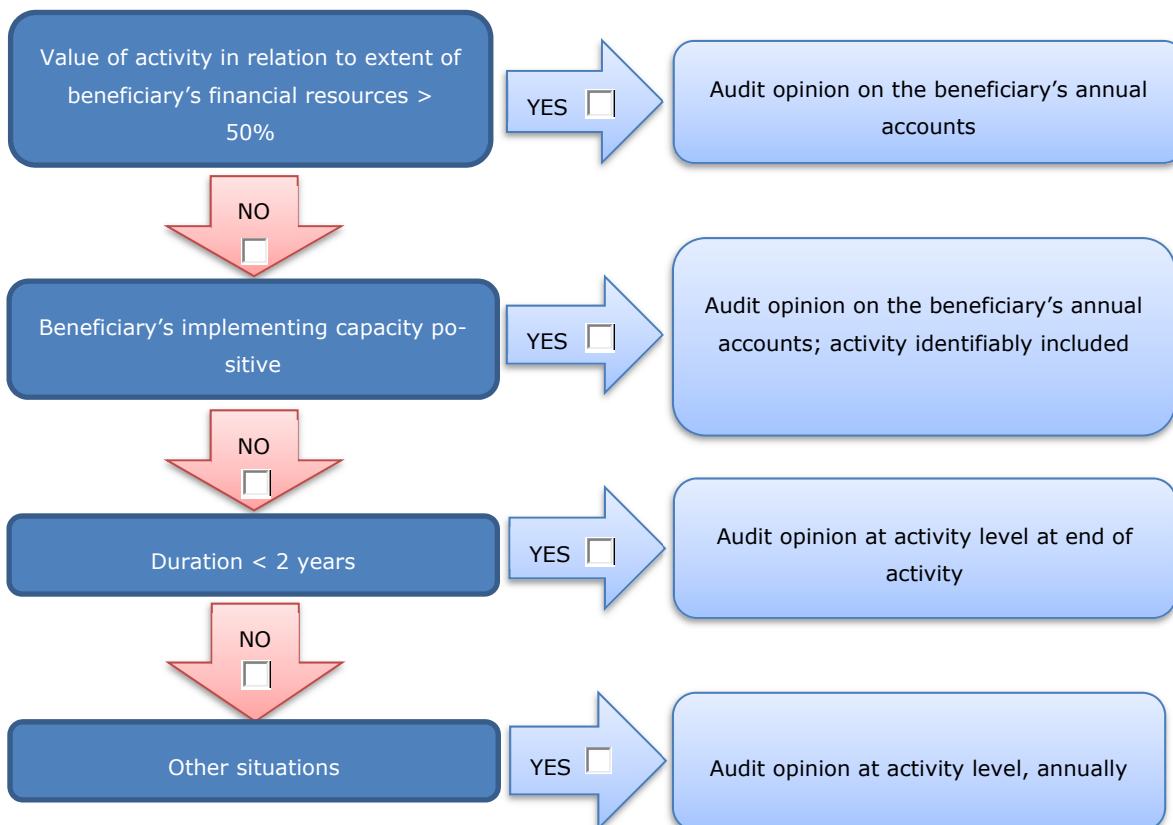


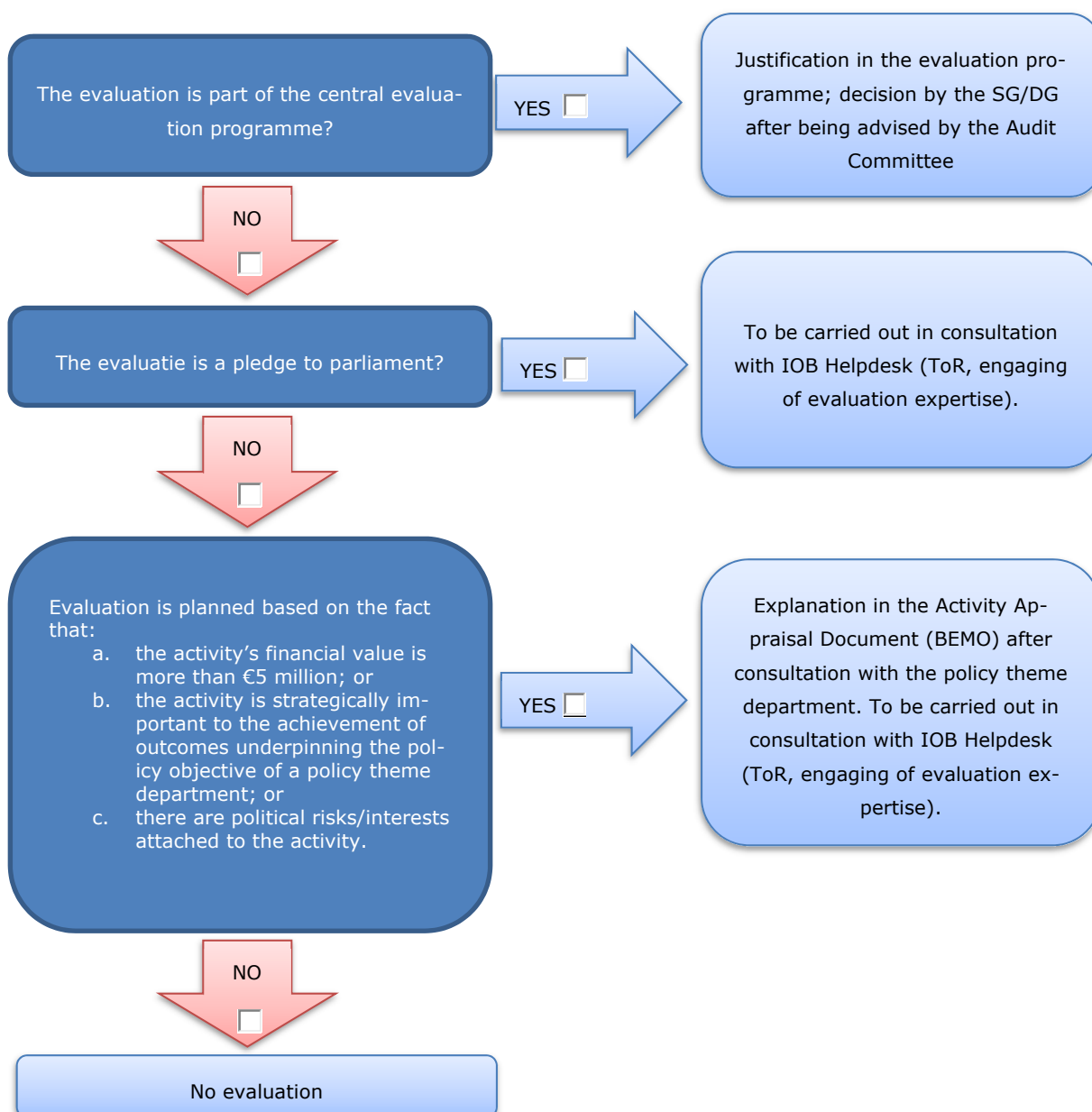
Decision tree payment schedule

Performance assessment decision tree

Audit certificate decision tree **Situation**

Which audit opinion is required?



Decision tree evaluations

Glossary

<u>Accounting for prepayments</u>	<p>If payments are deemed prepayments, indicate what information will be needed to close the prepayments</p> <p>If several donors are contributing to the activity, either keep accounts for the total contributions and expenditure by all donors, or keep separate records on the Dutch contribution. In principle, keeping separate records on the Dutch contribution is not desirable but may be necessary if the contribution is earmarked.</p> <p>In the event of a hard-earmarked contribution in a multidonor context, separate accounts will always have to be kept for the Dutch share. In such cases it is important to check in advance whether the implementing organisation is also able to supply the necessary data.</p>
<u>Added value</u>	One or more aspects that constitute an addition (to something).
<u>Aid modality</u>	The aid modality categorizes the means by which the donor offers aid to the beneficiary partner.
<u>Annual plans and other reports</u>	Specify whether additional reports or documents are necessary (annual plans, management assertions).
<u>Beneficiary's country/region</u>	<p>The beneficiary's country is the country where the target group lives or originates from or the country that eventually benefits from the aid. For example: an activity that aims at educating students of a certain donor country is registered under the country code of the country where the students come from.</p> <p>When the aid is aimed at one single country the beneficiary country is registered with the ISO country code. When the activity is aimed at target groups in more than one country within the same continent or when there are more than one beneficiary countries within the same continent a region code is used.</p> <p>When activities are aimed at different countries spread over different continents the code WW (world wide) is used.</p>
<u>Channel</u>	Civil society, multilateral or private sector
<u>Commitment</u>	This means the Dutch contribution
<u>Complementarity</u>	The programme or project's harmonisation with those of other donors.
<u>Contextual analysis</u>	An analysis of the country-specific context which is used in drawing up, implementing or adapting a programme. The analysis must provide information about the background situation, in relation to the problem to be tackled, at micro, meso and macro level, its different dimensions (e.g. social, economic) and the relevant actors and organisations involved. A contextual analysis contributes towards the development of a customised programme with added value.

<u>Contextual risks</u>	Describe the external risks that could impede achievement of the outputs and outcomes. These are mainly risks relating to the environment in which the activity is carried out. The description of the risks of corruption and fraud are mandatory. Where relevant, other risks need to be addressed, such as regional/ethnic instability, the quality of governance, human rights aspects and other risks. Keep this brief and concise, referring wherever possible to existing analyses.
<u>Business Partner</u>	Party with which a legal relationship is entered into. If the contract party is not yet shown in SAP as a supplier, arrange for it to be entered on the basis of the necessary documents.
<u>Corruption risks</u>	<p>The offering, promising, giving or demanding – directly or indirectly – of a bribe or other undue advantage, with the object of obtaining or keeping contracts or other illicit advantage.</p> <p>Below you can find the points of particular interest which can be of assistance when describing the corruption risks:</p> <ol style="list-style-type: none"> 1. Describe the degree of corruption in the country concerned (and if applicable in the branch concerned). Refer to the following documents , if available: <ul style="list-style-type: none"> • The country analysis and the risk analysis of the MASP • Analyses of NGO's like Transparency International (www.transparency.org) and Global Integrity (www.globalintegrity.org). 2. Answer the following questions: <ol style="list-style-type: none"> a. Does the country have anti-corruption laws? b. Does the government have an independent body that enforces the anti-corruption laws? c. Does the judicial system provide legal independence, justice and access to civil rights for all inhabitants? d. Does the violation of the anti-corruption laws actually lead to punishment? Are there examples? e. Do judges get in trouble in judging on corruption cases? f. Are journalists free to report on corruption cases? 3. Determine the consequences of the corruption risks for the implementation of the activity.
<u>CRS code</u>	<p>The CRS code defines the aid objective. DAC states the following: "The sector of destination of a contribution should be selected by answering the question which specific area of the recipients economic or social structure is the transfer intended to foster". The CRS code is an international (OESO/DAC) code that consists of different objective levels. Each activity is featured by one single CRS code at activity level. DAC requires that the CRS codes are registered at the most detailed objective level. The registration of CRS codes is necessary for the international OESO/DAC reports and other internal and external reports</p> <p>Checks for registration in SAP:</p> <ol style="list-style-type: none"> 1. De CRS-code is consistent with the main objective in the implementation memo

	2. De CRS-code is consistent with the overall budget objective, which means that the funds centre and the CRS code do not conflict.
<u>Delegated cooperation (silent partnership)</u>	Delegated cooperation is a form of far-reaching partnership between bilateral donors, in which the lead donor makes agreements with the recipient country and conducts the policy dialogue on behalf of all the donors. The lead donor also manages the financial contributions of all the donors. The co-donors do not enter into any bilateral relationship with the recipient country. The Netherlands may – depending on the situation – act as lead donor or co-donor.
<u>Donor role</u>	For each activity the role of The Netherlands in relation to other donors must be specified. The Netherlands may have one of the following 3 donor roles: <ul style="list-style-type: none"> - Single donor: The Netherlands is the only donor. - Lead or active donor: The Netherlands finances the activity together with other donors and is involved in the formulation of the program. Furthermore The Netherlands may act as lead party in the name of one or more other donors in the dialogue with the beneficiary country. - Silent partner: The Netherlands finances the activity together with other donors. However The Netherlands does not contribute actively to the formulation of the program.
<u>Evaluation</u>	Give reasons for the timing and implementation of the evaluation. <ul style="list-style-type: none"> • A final evaluation of the efficiency and effectiveness of the activity to be appraised is compulsory if: <ul style="list-style-type: none"> a. the activity's financial value is more than €5 million; or b. the activity is strategically important to the achievement of outcomes underpinning the policy objective of a policy theme department; or c. there are political risks/interests attached to the activity. • An evaluation is also compulsory if it is part of the central evaluation programme. <p>All evaluations relating to an activity require consultation with the policy theme department responsible for the relevant policy objective as to whether they are useful or necessary. Evaluations must be carried out in consultation with the IOB help desk (formulation of terms of reference, hiring of evaluation expertise).</p>
<u>Fraud</u>	Any deliberate action taken by a person to benefit himself while disadvantaging someone else. To be more precise: fraud is a more complex variant of theft or embezzlement.
<u>Harmonisation</u>	Coordination of activities with other donors in a developing country
<u>IATI</u>	The applicant organisation complies with the principles of the International Aid Transparency Initiative (IATI) and publishes (and/or reports) all information regarding the organisation and its activities fully in accordance with the IATI Organisation Standard and the IATI Activities Standard. If the organisation is not yet (fully) able to report in accordance with the IATI standards please indicate the temporary exemption grounds and in what time frame full compliance can be expected.

<u>Implementing organisation</u>	<p>Give a brief and concise justification for the choice of implementing organisation(s).</p> <p>In the case of a partnership or if the organisation acts as an intermediary (i.e. channels the funds to other parties), specify the individual roles of the parties concerned.</p>
<u>Intervention logic</u>	<p>Intervention logic is sometimes referred to as 'theory of change'. It is used to identify how an intervention leads to change or to the intended results. A concrete action plan must be based on a 'hypothesis' as to how an intervention will lead to change. This 'intervention logic' is also necessary for proper monitoring and evaluation. The essence of intervention logic is to formulate how and why the proposed activities (interventions) will give rise to the intended short-term outputs and longer term outcomes.</p>
<u>Joint financing</u>	<p>A Joint Financing Arrangement (JFA) is the product of consultations with representatives of other donor countries to set rules for joint financing of development programmes (programme aid) of the recipient government or the provision of sectoral or general budget support.</p>
<u>Legal relationship</u>	<p>This concerns the type of legal contract. To make sure you choose the right type of contract you can use the decision tree '<u>legal relationship</u>' on Rijksportaal</p>
<u>Managing organisation</u>	<p>Sometimes the implementing organisation is a different organisation than the contract party. The contract party manages the program funds and contracts other organisations for the implementation of the program/ project. Such an organisation is called a managing organisation. As a contract party the managing organisation is accountable for the implementation of the program/project in accordance with contract regulations</p> <p>State how the managing organisation / contract party supervises the implementing organisation. Also describe how the managing organisation / contract party selects the implementing organisation, and why that contract party / implementing organisation was</p>
<u>Monitoring</u>	<p>In the case of an activity:</p> <ul style="list-style-type: none"> - governed by a framework agreement (UN, IFI) <i>or</i> - the management of which is governed by a multi-donor arrangement <p>The activity analysis decision tree and the type of auditor's report decision tree can be omitted, the diagrams in the subsections below can be deleted and direct reference can be made to the relevant agreements.</p> <p>In other cases, determine and specify what agreements need to be made about monitoring measures in the subsections below. State what basic data the contracting authority will always request in order to effectively measure progress on its objectives.</p>
<u>Multidonor financing</u>	<p>Financing of a programme by several donors (e.g. basket funding)</p>

<p><u>Narrative and financial reports</u></p>	<p>In principle reports should be issued each year. Risks relating to the organisation and/or the activity in conjunction with the financial scope of the activity could warrant more frequent narrative reports.</p> <p>It is advised that progress reports be based on the framework 'objective-result-activities-resources' (logical framework). Using the <u>performance assessment decision tree</u>, state whether there are specific requirements with regard to reports.</p> <p>The <u>USK</u> lays down separate rules for narrative reports: if the value of the activity is under €125,000, a work completion statement (P statement) is required instead of narrative reports.</p>
<p><u>Outcomes, outputs and activities</u></p>	<p>Describe briefly the objectives, results and activities. Specify that: :</p> <ul style="list-style-type: none"> • The formulated objectives follow the SMART principle; • It is to be expected that the results will contribute to the objective • It is to be expected that the planned activities will lead to the expected results; • How the performance can be assessed (performance indicators).
<p><u>Overheads</u></p>	<p>There are various definitions of this term. Two basic definitions slightly overlap each other. One is based on making a distinction between direct and indirect costs; the indirect costs are then known as overheads. The other is based on the distinction between primary and secondary activities. In this definition, overheads relate to secondary activities.</p>
<p><u>Payment schedule</u></p>	<p>Prepayments to a multilateral institution, NGO or public or semi-public institution generally cover a period of 12 months unless the BEMO risk analysis (context risk, organisational risk, programme risk) justifies making prepayments more frequently. International institutions include multilateral organisations and NGOs. Public institutions include government bodies at home and abroad (ministries, implementing organisations, provincial authorities and municipal authorities). Semi-public institutions include educational and healthcare institutions. The maximum prepayment period for contributions to other institutions, such as commercial institutions, is six months.</p> <p>In the case of grants over €25,000 (arrangements 2 and 3 of the Uniform Grant Framework (USK)), the budget holder must determine the level of the (six-monthly) prepayments (see <u>HBBZ</u>) on the basis of the activity plan, activity budget and liquidity forecast accompanying the application.</p> <p>Although in the case of grants the prepayments are made automatically, this does not necessarily mean that 100% of the grant will be prepaid. A small portion of the grant may not be paid until the request to determine the definitive amount of the grant has been received.</p>
<p><u>Policy marker weight</u></p>	<p>See list in SAP (as pop-up window). Policy code cannot be principle if it is designated as significant. Policy code cannot be significant is designated principal.</p> <p>Policy markers come in two different weights:</p> <ul style="list-style-type: none"> - Very important ('principal') - Important ('significant')

	<p>Very important or principle (primary) policy objectives are those which can be identified as being fundamental in the design and impact of the activity and which are an explicit objective of the activity. They may be selected by answering the question "Would the activity have been undertaken without this objective"?</p> <p>Important or significant (secondary) policy objectives are those which, although important, were not the prime motivation for undertaking the activity. An activity can have more than one very important or important policy objective. To qualify for a score "very important" or "important", the objective has to be explicitly promoted in project documentation. Avoiding negative impact is not a sufficient criterion."</p> <p>Policy marker cannot be principle if it is designated as significant. Policy marker cannot be significant is designated principal.</p> <p>See list in SAP (as pop-up window).</p>
<u>Policy relevance</u>	<p>Describe briefly:</p> <ul style="list-style-type: none"> • how the intervention ties in with Dutch policy outcomes and outputs set out in the relevant policy memorandums and the Annual Plan / MIB / Multi-Annual Strategic Plan (MASP) based on them; • the relevance (0% - 40% - 100%) of the proposed intervention to the crosscutting themes of women's rights and gender equality / climate / PSD and the strengthening of civil society organisations • what the main objective (=CRS code) and secondary objectives are, including an indication of the weight (<i>principal/significant</i>) of the policy markers; • the degree of <u>complementarity</u>: what is the added value of the proposed intervention compared with other activities funded by BZ?
<u>Prepayment</u>	<p>State whether the payments must be accounted for as prepayments. If so, explain why with reference to the <u>prepayments decision tree</u>.</p> <p>If the contribution is a <u>lumpsum contribution</u> (i.e. it meets the relevant criteria) you must answer the specific questions on lumpsum contributions and use the lumpsum bemo. Your answers must be clear and reasoned.</p>
<u>Program risk</u>	<p>Describe possible future events within the scope of the activity, which – if they take place – will increase or decrease the chances of achieving outcomes and outputs.</p>

	Describe the risks by answering the questions mentioned at Risks and mitigating measures of this glossary.
<u>Repayable grants, loans, participations and guarantees</u>	<p>Dutch contributions are made in many forms, not only as prepayments. They must all be entered in the trial balance, not only to ensure that the accounts are accurate and complete but also because the House of Representatives is increasingly asking questions about them. A brief description of each instrument is provided below. If you have any questions or comments, please contact FEZ/FM.</p> <p><i>Repayable grant</i> A repayable grant can range from an activity grant with its own budget line to set up a loan facility to a soft loan granted to an impact investor. In many cases, at least part of the principal must be repaid, sometimes on soft terms. In such cases, the repayment must be accounted for as a receivable.</p> <p><i>Loan</i> The main difference between a loan and a repayable grant is that a loan does not normally have soft interest and repayment terms. Furthermore, it is not made in the form of a grant. Loans must also be accounted for as receivables and the terms (e.g. duration, interest rate and repayment) must also be recorded.</p> <p><i>Participation</i> A participation gives BZ an interest in the equity of another legal person, generally to increase BZ's direct or indirect financial control of that legal person. Acquiring a direct equity interest is subject to strict rules and approval procedures and the decision cannot be taken independently by a budget holder. Specific information must be entered in the accounts and trial balance.</p> <p><i>Guarantee</i> BZ gives a guarantee if it undertakes to make a payment in certain circumstances at some time in the future. Be aware of such undertakings. An undertaking to reimburse certain cost overruns, for example, is also a guarantee. Guarantee commitments must be accounted for separately. Guarantees can be given only if an approved assessment framework is in place.</p>
<u>Risks and mitigating measures</u>	<p>Describe the risks by answering the following questions:</p> <ol style="list-style-type: none"> 1. What is the nature of the risk? 2. What are the effects on implementation of the activity? 3. What is the level of risk (high/medium/low) to the activity? 4. What is the likelihood (high/medium/low) that the risk will materialise during implementation? 5. What mitigating measures will the organisation take (if the level of risk is medium or high)? 6. If the risk cannot be mitigated, what action does the organisation plan to take if the risk materialises? 7. What additional measures are necessary if the organisation's mitigating measures or planned action is inadequate? 8. Are the risks acceptable? Explain why.
<u>Risks relating to the implementing organisation</u>	<p>For activities involving a Dutch contribution of up to €1 million, an organisational analysis is not mandatory, but is recommended. Check whether an organisational analysis (<u>COCA</u>, <u>UN/IFI scorecard</u>) of the organisation in question has already been made. If it has, refer to its conclusions.</p>

	<p>If an organisational analysis of the organisation is not available, indicate whether such an analysis (COCA light) should still be made, explaining why this is – or is not – necessary. If applicable, give a brief summary of the conclusions of the COCA light.</p> <p>Describe the risks by answering the questions mentioned at Risks and mitigating measures of this glossary.</p>
<u>Role of the mission /role of the ministry in The Hague</u>	<p>Centrally funded, country-specific projects must always be agreed in consultation with the mission or missions concerned. Agreements must be made with them about their involvement in implementation. The budget holder is responsible for implementation and monitoring. Missions may accept a monitoring role if they have capacity to do so.</p> <p>State which other budget holders are involved in implementation / monitoring of progress of the activity. Specify their tasks.</p>
<u>Size first payment</u>	<p>Specify the size of the first payment. If it is higher than the average for the project period, explain why (e.g. other donors need more time, commitments entered into with the UN and IFIs, high investment costs at the start of the activity).</p>
<u>SMART</u>	<p>SMART stands for:</p> <p>Specific: Is the objective clear and unambiguous? Measurable: What are the (measurable/observable) conditions which, when fulfilled, indicate that the objective has been achieved? Acceptable: Is this acceptable to the target group and / or management? Realistic: Is the goal achievable? Time-related: By when must the goal be achieved?</p>
<u>Special pledges made by the Minister or State Secretary</u>	<p>Activities marked with 'Special pledges' are financed from earmarked disbursement ceilings which are not part of the regular budget. Special pledges are often the result of international requests for funds after disasters or agreements made on a national or international conference in which Netherlands participates. The purpose of this marker is to facilitate monitoring and reporting on special programs and ministerial pledges. By definition multiple budget holders are involved and central reporting to the parliament is mandatory. For markers which are only of interest the budget holder, the 'Own marker' field is used.</p> <p>Typical examples are:</p> <ul style="list-style-type: none"> - Tsunami - Schokland
<u>Stakeholder analysis</u>	<p>Stakeholders are individuals or groups/organisations/institutions which may be affected positively or negatively and directly or indirectly by the outcomes of a programme or project. A stakeholder analysis identifies those who have an interest in the programme/project and identifies their relative interests (potential gains and losses) in detail. Stakeholders include (NB this is not an exhaustive list):</p> <ul style="list-style-type: none"> • the direct beneficiaries or the primary target group or groups of the project: those who directly reap the benefits of the project (in terms of the specific project objectives);

	<ul style="list-style-type: none"> the ultimate beneficiaries: those who profit (in terms of the overall objectives of the programme) from the project in the longer term; the partners: those who have a role in the project because they have the appropriate expertise and jointly fulfil the requirements imposed by the programme on the implementing organisation or organisations.
<u>Target group(s)</u>	The people who are intended to benefit from the intervention.
<u>Technical assistance</u>	<p>Technical Assistance is an instrument to improve the social ability to generate, transform, absorb and use knowledge and skills. This can take the form of the deployment of personal staff, study, training and networking. This instrument is used as an integral part of the development aid effort focussed at structural poverty reduction.</p> <p>For each activity should be registered which part is technical assistance and, if so, it's financial volume. Several categories are distinguished (see the list below). NB regular personal costs of projects and organisations are not part of Technical Assistance.</p>

How to use this document: Yellow fields have to be filled in with the relevant data. Light blue fields are optional.

TERMS OF REFERENCE

CONSULTATION FOR ORGANISATIONAL RISK AND INTEGRITY ASSESSMENT (ORIA)

[NAME OF ORGANISATION TO BE ASSESSED]

Background

[NAME OF ORGANISATION TO BE ASSESSED] has submitted an activity proposal to [NAME OF EMBASSY OR NAME OF MINISTRY + DIVISION] and requested a contribution of over € 1 million.

If useful or relevant the activity can be described shortly: kind of activities, organisations involved, financial size etc.

Before the Netherlands' development cooperation programme can provide support to this activity, a thorough assessment of the institutional and organisational capacity of [NAME OF ORGANISATION TO BE ASSESSED] must be conducted.

In this context, an independent analysis is needed of [NAME OF ORGANISATION TO BE ASSESSED]'s capacity to administer international cooperation funds and carry out other tasks, and of any strengths and weaknesses that the organisation may have and any risks that it may run.

This analysis will be used to determine whether the organization is capable to implement the activity in an effective way. Measures to mitigate significant risks identified in the analysis could be included as conditions in the agreement between [NAME OF ORGANISATION TO BE ASSESSED] and to [NAME OF EMBASSY OR NAME OF MINISTRY].

Aims of the consultation

The objective of the consultation is to conduct an assessment of the organisational motivation, capacity and environment of [NAME OF ORGANISATION TO BE ASSESSED].

The basis for this assessment is the 'Checklist for Organisational Capacity Assessment', ORIA for short (Appendix 1).

Envisaged products

The final report should be a to the point analysis based on the outcome of the ORIA (maximum 4 pages). The ORIA-checklist should be attached as an appendix. The report will be send to [POLICY OFFICER] of [NAME OF EMBASSY OR NAME OF MINISTRY + DIVISION]

The ORIA consist of the following parts:

- A. Organisational information. This part contains relevant information related to the organisation. Besides the general information, this part of the ORIA describes the organisational motivation, capacity and environment.
- B. Appendices. Information which supports the description in Part A or can be helpful with the assessment in Part C can be attached. It can be useful to only list the appendices in part B with links or a separate (digital) location to the actual appendices.
- C. Assessment. This parts reflects the actual assessment of the organisation. This will be done on the information required in Part A & B.
- D. Signature. The assessment is formalized by the signature of the assessor (authorized employee) of [NAME OF ORGANISATION TO BE ASSESSED].

Activities

The consultant accepting this assignment will at least conduct the following activities:

- 1.1. Analyzing the content of the Checklist for Organisational Capacity Assessment and the instructions for its completion.
- 1.2. Contacting [NAME OF ORGANISATION TO BE ASSESSED], requesting relevant documentation and arranging necessary interviews inside and if necessary outside [NAME OF ORGANISATION TO BE ASSESSED].
- 1.3. Analysing all the documentation produced by [NAME OF ORGANISATION TO BE ASSESSED] as far as needed to fill in the ORIA questionnaire part A. (for example: the organisation's own manuals, rules and procedures, as well as its administrative, financial, ICT, tendering and personnel files, its organisational structure, its procurement of goods and services, etc.).
- 1.4. Conducting interviews with key people in the organisation.
- 1.5. Completing the Checklist for Organisational Capacity Assessment. (Part A, B, C & D)
- 1.6. Presenting the conclusions of the consultation to the staff of [NAME OF ORGANISATION TO BE ASSESSED] and other concerned parties (such as the members of the consortium).
- 1.7. Presenting the draft report and conclusions of the consultation to [NAME OF EMBASSY OR NAME OF MINISTRY + DIVISION]

Timeline and form of payment

This project is estimated to take 15 working days.

The work will be done in the period: xx xxxxxxxx xxxx – xx xxxxxxxx xxxx

The draft report will be presented to [NAME OF EMBASSY OR NAME OF MINISTRY]. on [TIME, DATE] at [LOCATION].

The costs specified in the proposal presented by the consultancy firm will be paid in full once the report has been finalized and approved and the corresponding invoice has been received.

ORGANISATIONAL RISK AND INTEGRITY ASSESSMENT (ORIA)

Introduction

The Organisational Risk and Integrity Assessment (ORIA) is an essential instrument when assessing the organisational capacity of an organisation. In principle, such an assessment is required for all new commitments of € 1.000.000 or more.

The ORIA consists of four parts:

- Part A: Organisational Information. This part contains relevant information related to the organisation. Besides the general information, this part of the ORIA describes the organisational motivation, capacity and environment.
- Part B: Appendices. Information which supports the description in Part A or can be helpful with the assessment in Part C can be attached. It can be useful to only list the appendices in part B with links or a separate (digital) location to the actual appendices.
- Part C: Assessment. This part reflects the actual assessment of the organisation. This will be done mainly on the information acquired in Part A & B.
- Part D: Signature. The assessment is formalized by the signatures of the assessor and approver.

Assessment executed by a third party

Budgetholders can opt to hire external expertise (such as an auditor or management consulting firm, etc.) to carry out the organisational capacity assessment. However, the ORIA should always be approved by an authorized representative of the Ministry's budgetholder.

Important

If the organisation itself will be invited to fill in this form, only parts A and B can be provided.

If an external assessor will be hired, parts A, B and C can be provided.

PART A: ORGANISATIONAL INFORMATION

Important

Please note that for some questions included in part A you are obliged to provide documentation in part B of this document. A list with the required documents can be found in part B. Additional documentation in support of answers on other questions is optional, suggestions for supporting documents can also be found in part B.

1. GENERAL

1.1 CONTACT DETAILS

- 1.1.1 Organisation:
- 1.1.2 Full address:
- 1.1.3 Email:
- 1.1.4 Website:
- 1.1.5 Director:
- 1.1.6 Contact person: Position:

1.2 LEGAL FRAMEWORK

- 1.2.1 Legal entity of the organisation:
- 1.2.2 Please provide copies of the articles of association (*statuten*) and deeds of incorporation (*oprichtingsakten*) of the organisation as appendix in part B.
- 1.2.3 How and where registered:
- 1.2.4 Indicate the type of organisation:
 - ☐ Association/foundation
 - ☐ Government body (if in a partnering country: take into account the risk-analysis made as part of the Multi Annual Strategic Plan)
 - ☐ Network/other
 - ☐ NGO/foundation
 - ☐ UN or World Bank (take into account the possible existence of a scorecard)
 - ☐ Private sector
- 1.2.5 Are you part of or sponsored by a parent, subsidiary or sister organisation(s)?

2. ORGANISATIONAL MOTIVATION

2.1 MISSION

State the organisation's mission

2.2 STRATEGY

Is there a policy or strategy document in which the organisation's mission is formulated and operationalised for the medium and long term? Does the organisation have a clear vision? Do they have a Theory of Change, preferably based on evidence? Please provide policy and/or strategy documents as appendix in part B.

2.3 TRACK RECORD

Add a track record demonstrating the experience of the organisation in reaching their goals and desired impact, especially in for the Ministry of Foreign Affairs relevant areas.

This should be done in the form of 3 to 5 cases, demonstrating the organisations' (where relevant):

- expertise and effectiveness
- evaluation and learning capacity
- transparency, accountability and public support
- knowledge of, and added value for, the country context(s)
- inclusive approach
- sustainability

Please provide the cases as appendix in part B.

3. ORGANISATIONAL CAPACITY

3.1 STRUCTURE & GOVERNANCE

3.1.1 Organisational structure

Describe the organisational and hierarchic structure. When applicable, include field offices. Please provide an organisational chart as appendix in part B.

3.1.2 (Executive) Board

What is the composition of the Board?

- Does the Board bear collective responsibility for financial affairs/financial management?
- Does the Board ask for approval of the (draft) annual plan, annual report, investment plan etc. from the Supervisory Board and do they consult the most relevant stakeholders?

3.1.3 Supervisory Board

(If there is no Supervisory Board or a similar body, please indicate how the supervision of the Executive Board is arranged)

- Does the Supervisory Board have profiles of competencies for every position? In addition, is the recruitment of Supervisory Board members in the open?
- Does the Supervisory Board bear a joint responsibility for financial matters?
- Does the Supervisory Board have sufficient financial knowledge (or an Audit committee is in place)?
- Does the Supervisory Board at least monitor: 1) results and Key Performance Indicators; 2) (short and long term) risks; 3) annual plan, multi annual strategic plan, annual report; and 4) the way the Executive Board is acting?
- Does the Supervisory Board set certain (financial) limits where approval by the Supervisory Board is obligatory?
- Does the Supervisory Board appoint the external auditor?

3.1.4 Financial/Controlling

- Is a specific position and person appointed for financial affairs in the Executive Board and at management level (Mostly the CFO)?
- Does the organisation have a separate and independent controller, who is actively involved in decision making regarding strategy and implementation?
- Does the controller actively advise and check on non-financial subjects, like: integrity of information; value for money etc.?
- Is the appointment, suspension and/or discharge of the CFO and/or the controller with consent of the Supervisory Board?

3.1.5 Risk Management

- Does the organisation have a Risk Management system in place?
- Does the organisation have the relevant (legal/financial/operational etc.) expertise and support?
- Does the organisation comply with relevant regulations (including abuse and improper use of laws and received grants)?
- Are identified risks categorized by likelihood and impact, and are mitigation measures formulated?
- Are identified risks discussed regularly by Executive Board and Supervisory Board?

3.1.6 Integrity management

- Does the organisation have a code of conduct?
- Does the code of conduct define inappropriate behavior and set out what procedures are to be followed in the case of such behavior?
- Does the code of conduct clearly describe proportionate sanctions for inappropriate behavior?
- Which actions are taken by the organisation in case there is a report of inappropriate behavior.
- Does the organisation have one or more integrity advisers?

- Does the organisation have regulations protecting whistleblowers or another, comparable notification procedure?
- Does the organisation report on the way it deals with inappropriate behavior? (for instance, in its annual report or a separate social annual report)
- To what extent is the code of conduct integrated the organisation culture?
- Was the code of conduct breached in the last two years? In which ways and how did management respond?

3.1.7 Accreditations and previous assessments

- Does the organisation have any relevant accreditations?
- Has the organisation been assessed by other parties?

3.2 RESOURCES

3.2.1 Describe the Human resource policy of the organisation.

- Is there a clear policy reflecting common principles on Human Rights and Employment, for example as described in Chapter 4 (Human Rights) and 5 (Employment) of the [OECD Guidelines for Multinational Enterprises](#) and how is the policy put to practice?

3.2.2 Describe the organisation's policy regarding staff remuneration.

- Are employees fairly paid based on the skills and experience necessary for their position and in line with comparable organisations?
- Is the remuneration of individual management and executive and supervisory board members within the limits of the WNT (Wet Normering Topinkomens) if the organisation is an NGO based in The Netherlands?
- For organisations based in other countries: is the remuneration of individual management and board members within comparable levels, taking into account customary remuneration levels in that specific country.

3.2.3 Describe the staff composition (quantity and qualifications) and its performance in key functions of the organisation, both in the present situation and in relation to its future activities.

3.2.4 Give the following relevant financial information on the organisation:

- equity and reserves;
- net income (restricted/unrestricted);
- financial ratios (liquidity/solvency);
- share of income received from the Dutch Ministry of Foreign Affairs / total income;

- main sources of income during the last 3-5 years;
- cash accounting / accruals accounting.

3.3 MONITORING, EVALUATION AND QUALITY MANAGEMENT

- 3.3.1 Describe the internal monitoring, performance assessment, evaluation and quality management systems and how these contribute to good, accountable performance of the organisation. Specify the main features/characteristics of the organisation of the management information in relation to the achievement of the organisational goals.
- 3.3.2 Describe to which extend the organisation reports in conformity with IATI ([International Aid Transparency Initiative](#))-standards. Take into account the following aspects:
- Does the organisation report on all (aid-related) activities?
 - Does the organisation also report on the activity **results**?
 - What is the frequency of uploading new data of the organisation?
 - How are IATI-data collected and processed before publication? Are they directly derived from (reliable) databases and what kind of procedures are in place to guarantee the publication of actual and reliable data?
 - Can the organisation comply with the requirements of the Ministry ([open data and development cooperation](#))?
 - Does the organisation have an online reporting tool based on IATI? If yes, please include link.
- 3.3.3 Describe the organisations' anti-corruption/anti-fraud policy and reporting, include at least the following aspects:
- a zero-tolerance policy;
 - active measures to prevent fraud and combat corruption;
 - existence of a complaints office;
 - sanctions towards employees and other relevant parties including full loss recovery;
 - any past contact or involvement with fraud and corruption cases and their resolution.

3.4 FINANCIAL AND ADMINISTRATIVE MANAGEMENT

- 3.4.1 Describe the budgeting process and take into account the following aspects:
- Formalization of financial planning and budgeting.
 - Advance planning and budgeting (at least three years) and in line with the multi-annual strategic plan.

- Balanced and transparent decision-making processes.
- 3.4.2 Financial (project) management
Describe the key aspects and principles of the financial (project) administration. Take into account the following aspects:
- Is the administration sound and verifiable?
 - Are projects uniquely identifiable and administrated?
 - What kind of cost calculation system is in place (for instance: direct/indirect costs; calculation of overhead costs (% and basis), calculation of rates)?
 - What are the main underlying assumptions and estimates used for budgets, projects and the annual statement of accounts?
- 3.4.3 Describe the procurement policy of the organisation
Include subjects as: general policy, when multiple or public contracting out, independence of the procurement department, anti-abuse policy, reviews etc.
- 3.4.4 If the organisation substantially makes use of other implementing organisations: describe the organisation's policy on how the selection of such organisations is made. Take into account at least the following aspects:
- Assessment of the financial management of the implementing organisation;
 - Risk assessment, including the fraud- and corruption risks at the level of the field offices and implementing organisation;
 - Monitoring of progress of project implementation;
 - Sanction policy in case of non-compliance;
 - Audit requirements of the implementing organisation.
 - Describe the organisation's prepayment system and include information on which basis payments are being made and accounted for in relation to the counterpart's liquidity requirements.
- 3.4.5 Does the organisation make use of derivatives or other financial instruments?
If so, does the organisation have a policy regarding the use of those instruments?
Describe the policy and the use of financial instruments like (currency or interest) swaps, options, futures, etc. Take into account aspects like: are derivatives only used to limit financial risks or also for other purposes? Is the policy connected to the risk analysis of the organisation and actual financial positions?
- 3.4.6 Describe the reporting process:
- Does the organisation provide an annual report, including a financial report and informing stakeholders on results achieved and the strategic look ahead?
 - Does the annual report contain the following aspects:
 - 'in control statement' of the Executive Board;
 - section compliance with legal regulations, financial management and abuse/misuse prevention policy;
 - multi annual overview of results achieved, where necessary;
 - Statement of the Supervisory Board;

- Is the annual report including the auditor's report made public?
Please provide Annual reports (including financial reports) of the last 3 years as appendix in part B.

- 3.4.7 Is the annual report audited by an external and independent auditor?
- Does the auditor give an opinion on the financial statements opinion?
 - Does the auditor issue an auditor's report in which at least the following issues are mentioned:
 - 'in control statement' of the Board;
 - (financial) sustainability of the organisation;
 - reliability of the assumptions used for the multi-annual forecasts;
 - Does the auditor issue a management letter and how does the organization take action on identified shortcomings?
- Please provide the Auditors reports of the last 3 years as appendix in part B.

4. ORGANISATIONAL ENVIRONMENT

4.1 EXTERNAL FACTORS AND RELATIONS

- 4.1.1 What is the impact of external factors on the performance and operations of the organisation?
- 4.1.2 Provide an up to date stakeholder analysis, including:
- a description of the organisation's local counterparts (partner organisations) and the nature of the cooperation;
 - a description of relevant relations and forms of cooperation with other organisations/actors in the sector (national and international).
- 4.1.3 Describe the public support base of the organisation and its relevance.
- 4.1.4 References: mention at least 3 reference organisations with which the organisation recently (not longer than 3 years ago) has had a professional relationship with

Name of organisation	Contact address (in full)	Reasons for and period of cooperation

PART B: APPENDICES

Important

Please provide requested and additional documentation in support of the answers in part A. A link can suffice for this purpose. If the documents are not available online, the original documents must be appended.

1. OBLIGATORY ATTACHMENTS

The following documents should be included with this ORIA. Please number the appendices and use these numbers when referring to appendices in your application.

Question 1.2.1: Articles of association (*statuten*) and deeds of incorporation (*oprichtingsakten*)

Question 2.2: Policy and/or strategy documents

Question 2.3: Track record cases

Question 3.1.1: Organisational chart

Question 3.1.6: Code of Conduct

Question 3.1.6: Policy document regarding whistle blowers and integrity advisers

Question 3.1.6.: Report regarding social behaviour in the organisation like a social report.

Question 3.4.6: Annual reports (including financial reports) of the last 3 years

Question 3.4.7: Auditor's reports and management letters of the last 3 years

2. OPTIONAL ATTACHMENTS

Documents can be included in support of the answers in part A, additional evidence from interviews or third party references can also be included. Please provide the question reference (number) with the support document.

Suggestions:

Question 3.1.5: Risk management (policies)

Question 3.1.6: Accreditations and previous assessments

Question 3.3.3: Anti-corruption/-fraud policy and/or reporting on corruption and fraud issues

Question 3.4.1: Budget forecast for upcoming years and/or multi-annual strategic plan

Question 3.4.3: Procurement policy

Question 3.4.5: Policy regarding use of derivatives

PART C: ASSESSMENT

Important

Please limit your answers to factual observations and then give your overall assessment, noting any points you think need attention for effective risk management of the activity under normal circumstances.

You should also indicate if there are any aspects of this assessment that you are unable to perform properly on the basis of the information available in part A and B.

1. GENERAL

Are all required fields completed and is there a clear understanding of the legal framework?

- ☐ Yes
☐ No

2. ORGANISATIONAL MOTIVATION

2.1 MISSION

Does the mission statement state the purpose of the organisation, the reason it exists; is it specific and relevant in relation to its activities and the Ministry's policy?

2.2 STRATEGY

How do you rate the operationalisation of the mission for the medium and long term? Take into account at least the following aspects in your assessment:

- a) goals are identifiable with the mission
- b) goals are realistic in relation to the organisation's resources
- c) the Theory of Change is realistic and related to the organisations' mission
- d) the evidence used is reliable

2.3 TRACK RECORD

Does the organisation convincingly demonstrate relevant experience and successes in, for the Ministry of Foreign Affairs, relevant area's in terms of expertise and effectiveness, evaluation and learning capacity, transparency, accountability and public support, knowledge of and added value for the country context, inclusive approach and sustainability.

(Concluding) assessment and score with regard to Organisational Motivation	
Assessment	
Score	<input type="checkbox"/> A - Highly Satisfactory <input type="checkbox"/> B - Satisfactory <input type="checkbox"/> C - Unsatisfactory <input type="checkbox"/> D - Highly Unsatisfactory

3. ORGANISATIONAL CAPACITY

3.1 STRUCTURE & GOVERNANCE

Is the structure and governance of the organisation acceptable? Take into account at least the following aspects in your assessment:

- a) The Supervisory Board is sufficiently independent of the (Executive) Board and there is proof that it is substantially involved in the decision making process on major financial matters
- b) The organisation has key financial positions at Board and management level and the supervisory board decides on the fulfilment of these positions
- c) The organisation has an active risk management system and there are safeguards for the follow-up of management actions

(Concluding) assessment and score with regard to Structure and Governance	
Assessment	
Score	<input type="checkbox"/> A - Highly Satisfactory <input type="checkbox"/> B - Satisfactory <input type="checkbox"/> C - Unsatisfactory <input type="checkbox"/> D - Highly Unsatisfactory

3.2 RESOURCES

Are the resources acceptable for achieving the organisation's objectives? Take into account at least the following aspects in your assessment:

- a) The remuneration of individual management and executive and supervisory board is in accordance with Dutch regulations (WNT) or - in case of foreign organisations - customary local remuneration levels
- b) The staff composition is fit for achieving the organisation's objectives
- c) The organisation's net income, liquidity and solvency indicate that the organisation is financially sustainable

(Concluding) assessment and score with regard to Resources	
Assessment	
Score	<input type="checkbox"/> A - Highly Satisfactory <input type="checkbox"/> B - Satisfactory <input type="checkbox"/> C - Unsatisfactory <input type="checkbox"/> D - Highly Unsatisfactory

3.3 MONITORING AND QUALITY MANAGEMENT

Does the monitoring and quality management effectively support the achievement of the organisation's objectives? Take into account at least the following aspects in your assessment:

- a) The management information system supports internal monitoring, performance assessment and evaluation
- b) The organisation reports according to IATI standards (applicable to ODA only) at result level
- c) The organisation has an acceptable anti-corruption and anti-fraud policy and it is evident that the organisation enforces it

(Concluding) assessment and score with regard to Monitoring and Quality Management	
Assessment	
Score	<input type="checkbox"/> A - Highly Satisfactory <input type="checkbox"/> B - Satisfactory <input type="checkbox"/> C - Unsatisfactory <input type="checkbox"/> D - Highly Unsatisfactory

3.4 FINANCIAL AND ADMINISTRATIVE MANAGEMENT

Does the financial and administrative management effectively support the realisation of the organisation's objectives? Take into account at least the following aspects in your assessment:

- a) The budgeting and planning process is able to deliver budgets and (multi-)annual plans based on realistic and reliable assumptions and estimates
- b) The project administration is sound and verifiable and projects are uniquely identifiable
- c) The breakdown of overhead costs and the percentages/ rates used are acceptable
- d) The procurement policy is transparent, there are safeguards for fair competition, and there are measures to prevent fraud and corruption

- e) The selection procedures and criteria used for selecting implementing organisations provide enough safeguard to reduce the risks to a minimum
- f) The policy regarding derivatives are aimed at minimizing risks
- g) The reporting process is aimed at monitoring and managing the progress of the projects in terms of objectives, results and expenditures
- h) The external auditor is independent and member of an IFAC organisation
- i) The organisation has an unqualified opinion

(Concluding) assessment and score with regard to Financial and Administrative Management	
Assessment	
Score	<input type="checkbox"/> A - Highly Satisfactory <input type="checkbox"/> B - Satisfactory <input type="checkbox"/> C - Unsatisfactory <input type="checkbox"/> D - Highly Unsatisfactory

4. ORGANISATIONAL ENVIRONMENT

4.1 EXTERNAL FACTORS AND RELATIONS

Assess how external factors and relations with relevant stakeholders influence, positively or otherwise, the realisation of outputs and contribute to the sustainability of the organisation's activities.

(Concluding) assessment and score with regard to Organisational Environment	
Assessment	
Score	<input type="checkbox"/> A - Highly Satisfactory <input type="checkbox"/> B - Satisfactory <input type="checkbox"/> C - Unsatisfactory <input type="checkbox"/> D - Highly Unsatisfactory

4.2 INTEGRITY PROCEDURES

Asses with the following six questions the organisations' policy on ethical standards and procedures for integrity:

1. Does the organisation have a code of conduct on integrity?
2. Does the code of conduct define inappropriate behavior and set out what procedures are to be followed in the case of such behavior?

- a. It's vital that the organisation respond to all reports and notifications in accordance with the code of conduct (zero tolerance for inaction).
 - b. Does the code of conduct clearly describe proportionate sanctions for inappropriate behavior?
3. Does the organisation have one or more integrity advisers?
4. Does the organisation have regulations protecting whistleblowers or another, comparable notification procedure?
5. Does the organisation report on the way it deals with inappropriate behavior, for instance, in its annual report or a separate social annual report?

(Concluding) assessment and score with regard to Organisational Environment	
Assessment	
Score	<input type="checkbox"/> A - Highly Satisfactory <input type="checkbox"/> B - Satisfactory <input type="checkbox"/> C - Unsatisfactory <input type="checkbox"/> D - Highly Unsatisfactory

In case the score is C or D is given, it is not acceptable to finance the organisation.

5. SUMMARY OF ASSESSMENT SCORES AND FOLLOW UP

Please summarize the assessment scores in the table below

Criteria	Score
Organisational Motivation	A/B/C/D
Structure and Governance	A/B/C/D
Resources	A/B/C/D
Monitoring and Quality Management	A/B/C/D
Financial and Administrative Management	A/B/C/D
Organisational Environment	A/B/C/D
Integrity procedures	A/B/C/D

Follow up

If one of the above-mentioned scores is a C or a D the following is applicable:

1. Inform the organisation of the outcome, ask for their reaction and inquire if the organisation has any plans to alter their organisation. If so, ask for their plans and timeframe.
2. Granting a subsidy can only be done after motivating in the applicable BEMO why the C or D-score does not hinder your decision. **Exception of this rule is paragraph 4.2. Integrity Procedures. For this subject a score A or B is the minimum to get funding.**

PART D: SIGNATURE

DETAILS OF ASSESSMENT

Date of assessment: [dd/mm/yyyy]

Assessment performed by:

Assessment approved by:

ORGANISATIONAL RISK AND INTEGRITY ASSESSMENT (ORIA) INTEGRITY UPDATE FORM.

Introduction

The Organisational Risk and Integrity Assessment (ORIA) is an essential instrument when assessing the organisational capacity of an organisation. In principle, such an assessment is required for all new commitments of € 1.000.000 or more. The exact rules and additional information about the procedures, validity etc. can be found in the HBBZ (Operational Procedures Manual of the Ministry of Foreign Affairs).

The ORIA consists of four parts:

- Part A: Organisational Information. This part contains relevant information related to the organisation. Besides the general information, this part of the ORIA describes the organisational motivation, capacity and environment.
- Part B: Appendices. Information which supports the description in Part A or can be helpful with the assessment in Part C can be attached. It can be useful to only list the appendices in part B with links or a separate (digital) location to the actual appendices.
- Part C: Assessment. This part reflects the actual assessment of the organisation. This will be done mainly on the information acquired in Part A & B.
- Part D: Signature. The assessment is formalized by the signatures of the assessor and approver.

This document is focussed only on the parts which should be assessed in addition of the old COCA template.

Assessment executed by a third party

Budgetholders can opt to hire external expertise (such as an auditor or management consulting firm, etc.) to carry out the organisational capacity assessment. However, the ORIA should always be approved by an authorized representative of the Ministry's budgetholder.

Important

If the organisation itself will be invited to fill in this form, only parts A and B can be provided.

If an external assessor will be hired, parts A, B and C can be provided.

PART A: ORGANISATIONAL INFORMATION

Important

Please note that for some questions included in part A you are obliged to provide documentation in part B of this document. A list with the required documents can be found in part B. Additional documentation in support of answers on other questions is optional, suggestions for supporting documents can also be found in part B.

1.1.1 Integrity management

- Does the organisation have a code of conduct?
- Does the code of conduct define inappropriate behavior and set out what procedures are to be followed in the case of such behavior?
- Does the code of conduct clearly describe proportionate sanctions for inappropriate behavior?
- Which actions are taken by the organisation in case there is a report of inappropriate behavior.
- Does the organisation have one or more integrity advisers?
- Does the organisation have regulations protecting whistleblowers or another, comparable notification procedure?
- Does the organisation report on the way it deals with inappropriate behavior? (for instance, in its annual report or a separate social annual report)
- To what extent is the code of conduct integrated the organisation culture?
- Was the code of conduct breached in the last two years? In which ways and how did management respond?

PART B: APPENDICES

Important

Please provide requested and additional documentation in support of the answers in part A. A link can suffice for this purpose. If the documents are not available online, the original documents must be appended.

1. OBLIGATORY ATTACHMENTS

Question 1.1.1: Code of Conduct

Question 1.1.1: Policy document regarding whistle blowers and integrity advisers

Question 1.1.1.: Report regarding social behaviour in the organisation like a social report.

Any other document which supports the answers of the integrity assessment.

PART C: ASSESSMENT

Important

Please limit your answers to factual observations and then give your overall assessment, noting any points you think need attention for effective risk management of the activity under normal circumstances.

You should also indicate if there are any aspects of this assessment that you are unable to perform properly on the basis of the information available in part A and B.

1. ORGANISATIONAL ENVIRONMENT

1.1 INTEGRITY PROCEDURES

Asses with the following six questions the organisations' policy on ethical standards and procedures for integrity:

1. Does the organisation have a code of conduct on integrity?
2. Does the code of conduct define inappropriate behavior and set out what procedures are to be followed in the case of such behavior?
 - a. It's vital that the organisation respond to all reports and notifications in accordance with the code of conduct (zero tolerance for inaction).
 - b. Does the code of conduct clearly describe proportionate sanctions for inappropriate behavior?
3. Does the organisation have one or more integrity advisers?
4. Does the organisation have regulations protecting whistleblowers or another, comparable notification procedure?
5. Does the organisation report on the way it deals with inappropriate behavior, for instance, in its annual report or a separate social annual report?

(Concluding) assessment and score with regard to Organisational Environment	
Assessment	

In case the score is C or D is given, it is not acceptable to finance the organisation.

2. SUMMARY OF ASSESSMENT SCORES AND FOLLOW UP

Please summarize the assessment scores in the table below

Criteria	Score
Integrity procedures	A/B/C/D

Follow up

If one of the above-mentioned scores is a C or a D the following is applicable:

1. Inform the organisation of the outcome, ask for their reaction and inquire if the organisation has any plans to alter their organisation. If so, ask for their plans and timeframe.
2. **In this assessment a score A or B is the minimum to get funding.**

PART D: SIGNATURE

DETAILS OF ASSESSMENT

Date of assessment: [dd/mm/yyyy]

Assessment performed by:

Assessment approved by:

Quality at Entry (Q@E)

Text owner If you have any questions or comments on the text below, please contact [BIS](#).

Document date 18 May 2015

Purpose To improve and safeguard the quality and policy relevance of ODA-funded activities by:

1. Making clear at the outset what key questions will have to be answered to appraise an activity and identifying the internal and external expertise required to carry out the appraisal.
2. Reviewing the quality of new initiatives (e.g. project proposals, grant frameworks or lump sum contributions) before they are formally appraised.
3. Assessing the policy relevance and quality of all activities on a particular theme (portfolio review).

What is Q@E?

As part of its efforts to make development cooperation more effective, the ministry has adopted a results-focused and theme-based approach to the implementation of development programmes. Information about the policy relevance and quality of activities is essential for optimum results-based management. This information must be available before new commitments are assumed, and updated during implementation, as the context in which an activity is implemented can change.

Quality at Entry (Q@E) therefore involves a careful preliminary appraisal of individual activities, known as an **activity review**. In the policy cycle, Q@E plays a role during stage 1 (identification) and stage 2 (appraisal) (For details of these stages see the HBBZ introduction to the [activity cycle](#)). . In both cases, Q@E procedures must be carried out as near to the start of the process as possible.

Portfolio reviews are performed to gauge the policy relevance of all activities that fall under a particular theme. They involve assessing the entire portfolio's policy relevance, cohesion and synergy with other themes.

Activity review

In an activity review, internal and external experts are asked to give their views on a new programme document describing a new activity/initiative such as a project proposal (internal or external), or a plan to introduce a grant scheme or contribute to a multilateral organisation.

An activity review has two stages:

1. The identification stage, prior to intake, involves spelling out what key questions need to be answered during the formal appraisal and identifying the internal and external expertise required to do so. This information is included in an intake document.
2. Before the activity appraisal document (BEMO) is drawn up, the quality of the initiative (project proposal, grant framework or contribution) is reviewed. The review is carried out by internal and external experts, who look at both the content and proposed implementation of the activity. A good mix of experts from the policy theme departments, the missions and from outside the ministry should be selected (for suggestions, see [Expertise Centre Q@E](#)).

The review team produces a review of the initiative, including an overview of suggested improvements, which is passed on to the owner of the initiative. If necessary the initiative can then be modified in the light of the review. A report of the review, containing the following information at a minimum, must be appended to the BEMO:

- the name of the initiative
- the type of initiative (e.g. project proposal, grant scheme, jump sum contribution)
- the date of the review
- the names and organisations of the experts who took part
- a summary of the main points addressed by the review
- recommendations for improving the initiative which are passed on to the owner of the initiative
- • optional: recommendations for the budget holder.

The BEMO should state how the review recommendations have been followed up in the final version of the initiative.

Portfolio review

There are two types of portfolio review:

- theme-based portfolio review
- country or regional portfolio review.

A theme-based portfolio review examines the entire portfolio of activities on a particular theme to assess its policy relevance and recommend improvements. The relevant development themes are identified in policy letters and policy documents.

In 2014 theme-based portfolio reviews were held on eight themes: water, food security, security and the rule of law, sexual and reproductive health and rights (SRHR), climate, private sector development (PSD), emergency aid, and women's rights and gender equality. Other themes may be added in the years ahead.

Portfolio reviews do not have a set format. So far, a peer review approach has been taken, in which the directors of DGIS departments have been asked to examine each other's portfolios. The director responsible for a particular theme explains the relationship between the portfolio and the achievement of policy objectives, the potential scope of programmes, capacity, the intervention logic, the choice of modality and channel, and synergy with other policy themes. Directors from departments involved in the achievement of results for foreign trade and

development cooperation, such as FEZ, IOB, DVB, DAF/regional pool, DMM, DIO and SBU, can also take part in the review.

The department responsible for the theme in question is also responsible for conducting the theme-based portfolio review. BIS's role is to draw attention to relevant issues and to encourage and support the process, either at DGIS's request or on its own initiative.

The policy theme department is responsible for drawing up a short report on the review.

Theme-based portfolio reviews are conducted in September so that they can take account of reports on the results achieved in the preceding year and so that the conclusions of the review can be used in the annual plan cycle.

Country or regional portfolio reviews examine the entire DGIS portfolio for a particular country or region. This form of review is being piloted in 2015. Once the pilot has been evaluated, a decision will be made on whether to make country or regional portfolio reviews compulsory.

Publicatiedatum: 03-jun-2015 11:24

SUPPLIER REGISTRATION FORM

NEW / ADDITION ON EXISTING / ADJUSTMENT ON EXISTING SUPPLIER

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Select Company or Person	Company	Person
Company Name *		
Person First Names (in Full)*		
Person Last Name *		
E-mail Address* (for payment specification)		
Telephone Number*		
Address (Street & House Number)*		
- Postal Code*		
- City and Country*		
- Region*		
P.O. Box and Postal Code (if applicable)		
- City and Country (only for P.O. Box)		
- Region (only for P.O. Box)		
Company Legal Form*		
VAT / TAX / ID number		
CoC number (Chamber of commerce)		
CoC location number		
Other Supplier Details/Comments:		
SUPPLIER BANK DETAILS		
Bank Account Number*		
IBAN Number*		
Account Holder Name*		
Currency of Bank Account*		
Bank Organisation Name*		
Bank City and Country*		
Swift / BIC Code*		
Local Clearing Bank Branch Code*		
Local Clearing Bank Code*		
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NOTE: By signing this form, you confirm that the above information is correct. The Registration of a new vendor can only be processed if this form is completely filled out and accompanied by proof of account holder.		
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Country specific instruction(s) v 1.2

To be entered in field of the Supplier Registration Form:	Country specific instruction(s)	To be entered in field of the Supplier Registration Form:
SEPA country OR one of the following countries: AE-United Arab Emirates, AL-Albania, AO-Angola, GE-Georgia, JO-Jordan, IL- Israel, LB-Lebanon, ME-Montenegro, RS-Serbia, SA-Saudi Arabia, TR-Turkey	<ul style="list-style-type: none"> It's not required to provide the "Local clearing bank code", "bank branch code" or "BIC/SWIFT" code if you provide your IBAN number. 	n.a.
Argentina	<ul style="list-style-type: none"> Please enter Region code for street address and if PO BOX is applicable also P.O. BOX number, Postal Code, City, Country and Region. Please enter "the Bank account type" (code 01/Current Account/Cuenta Corriente or 02/Savings account Cuenta Ahorro) Please enter the Identification type and number. Choose one of the values UL/CUI/CIE/LC#/LE#/PAS : ("CUL" - CUIL (or DNI for persons) / "CUI"- CUIT (for companies) / "CIE"- Police ID for Foreigners / "LC#" -Civilian ID / "LE#" - Enrolment Card / "PAS"-Passport) 	In [Region] and for PO BOX: [P.O. BOX], [Postal Code], [City], [Country] and [Region] in [Other Bank details/Comments] in [VAT/TAX/ID number]
Australia	<ul style="list-style-type: none"> Please enter the "BSB code" 	in [Local Clearing Bank Branch Code]
Bangladesh	<ul style="list-style-type: none"> Please provide the "Bank Routing Number" (BEFTN) 	in [Local Clearing Bank Code]
Brazil	<ul style="list-style-type: none"> Please enter "Tax Number Category" and "Tax number" (CPF for persons (11 digits) / CNPJ for companies (14 digits)) 	in [VAT/TAX/ID number]
Canada	<ul style="list-style-type: none"> Please enter the "Local clearing Bank Branch code" (5 pos) using the 'ABA' or 'ACH' related value and combine this with the indicator "ABA" or "ACH". Please enter the "Local clearing Bank code" (3 pos) Please enter Region code for street address and if PO BOX is applicable also P.O. BOX number, Postal Code, City, Country and Region 	in [Local Clearing Bank Branch code] in [Local Clearing Bank Code] In [Region] and for any PO BOX in [P.O. BOX], [Postal Code], [City], [Country] and [Region]
Chile	<ul style="list-style-type: none"> Please enter the "bank account type" (code 01/Current Account/Cuenta Corriente/Vista/RUT or 02/Savings account Cuenta Ahorro) Please enter Tax Number (7 or 8 digits) + the control digit (1 digit) in [VAT/TAX number] 	in [Other Bank details/Comments] in [VAT/TAX/ID number]
China	<ul style="list-style-type: none"> Please enter the "CNAPS" bank code + 开户人姓名 / Please enter account holder name in Chinese characters if applicable. 	in [Local Clearing Bank Branch Code] in [Account Holder Name]
Colombia	<ul style="list-style-type: none"> Please enter the "bank account type" (code 01/Current Account/Cuenta Corriente or 02/Savings account Cuenta Ahorro) Please enter the Identification type and Tax/ID number. For type choose one of the values 01/02/03/04/05/06/07/08. Most used types: 01 - Cédula Ciudadania ID09 - Citizens with NIT-NUIT, 02 - Cédula Extranjeria Foreign ID, 03 - Company ID Number NIT 	in [Other Bank details/Comments] in [VAT/TAX/ID number]
Costa Rica	<ul style="list-style-type: none"> Please enter the Identification type and Tax/ID number. For type choose one of the values: Cedula identidad (Personal) / Cedula jurídica (Company) / Cedula extranjero (Foreigner) Please enter your email address (mandatory). 	in [VAT/TAX/ID number] in [VAT/TAX/ID number]
Dominican Republic	<ul style="list-style-type: none"> Please enter the "Identification type" and "Tax or ID" number. For institutions required to enter a RNC TAX id (9 digits) or a Registro Mercantil (7 digits). For individuals required to enter Cedula (11 digits) or Passport Number. 	in [VAT/TAX/ID number]
India	<ul style="list-style-type: none"> Please enter the "IFSC" code 	in [Local Clearing Bank Branch Code]
Japan	<ul style="list-style-type: none"> Please enter the "bank account type" (code 01/FUTSO or 02/Other account) 	in [Other Bank details/Comments]
Macedonia	<ul style="list-style-type: none"> Please provide the "local bank account number" (not the international bank account) 	in [Bank Account Number]
Pakistan	<ul style="list-style-type: none"> Please enter the "IMD" bank code 	in [Local Clearing Bank Branch Code]
Panama	<ul style="list-style-type: none"> Please enter the "bank account type" (code 01/Current Account/Cuenta Corriente or 02/Savings account Cuenta Ahorro) 	in [Other Bank details/Comments]

To be entered in field of the Supplier Registration Form:	Country specific instruction(s)	To be entered in field of the Supplier Registration Form:
Peru	<p>Please enter the "Identification type" and "Tax or ID" number.</p> <ul style="list-style-type: none"> The Tax number consists of an ID type and an ID number. ID type and number to be concatenated and separated by hyphen (-). <p>Conditions:</p> <ul style="list-style-type: none"> ID type, length exact 1 (see list below) / ID number text[A-Z of a-z of 0-9], length max 12 <p>Possible types:</p> <ul style="list-style-type: none"> D - Carnet Diplomático - Diplomatic ID M - Libreta Militar - Military ID E - Carnet Extranjería - Foreign ID P - Pasaporte -Passport R - RUC - RUC (default) L - Libreta Electoral / DNI -Voter Card / Peruvian ID known as DNI S - Sin Documentos - No Document 	in [VAT/TAX/ID number]
Russia	<ul style="list-style-type: none"> Please enter the particular value for the "KORR" code 	in [Local Clearing Bank Branch Code]
The Netherlands	<ul style="list-style-type: none"> In Dutch: graag Rechtsvorm, BTW nummer, KvK en Vestigingsnummer invoeren 	in respectievelijk [Legal Form], [VAT/TAX number], [CoC (Chamber of Commerce number)], [CoC Location number]
United States	<ul style="list-style-type: none"> Please enter "Region code" for street address and if PO BOX is applicable also P.O. BOX number, Postal Code, City, Country and Region Please enter the "Local Clearing Bank Branch code" using the 'ABA' or 'ACH' related value and combine this with the indicator "ABA" or "ACH". 	In [Region] and for PO BOX: [P.O. BOX], [Postal Code], [City], [Country] and [Region] in [Local Clearing Bank Branch code]
Venezuela	<p>Please enter the "Identification type" and "Tax" or "ID" number.</p> <ul style="list-style-type: none"> ID Types supported: V , J , G and P. <ul style="list-style-type: none"> Cedula for persons only (it should start with V (for Venezuela) or E (for extranjero- foreigner) or P (for passport but only for diplomats) RIF for companies (starts with J- juridica) but if it's a government entity e.g. embassies/VE government, starts with G (government) ID type and number to be concatenated and separated by hyphen (-). The last digit is a control digit, which should also be separated by a hyphen (-). Cedulas and Passports don't have verification digit. Assume the last digit is the verification digit. Complete the length with zeros (at the beginning of the number) 	in [VAT/TAX/ID number]