

AC	(Bank) Account
AECID	Spanish Agency for International Development and Cooperation
AFD	Agence Française de Développement (French Development Agency)
AGSM	Agricultural Sub-model
APIS	Agricultural Project Information System
CoCoons	Computational Continuum Numerics
CR	The Czech Republic
CZDA	Czech Development Agency
CZDC	Czech Development Cooperation
CZK	Czech Koruna (Czech national currency)
DAC	Development Co-operation Directorate (of the OECD)
EQA	Environmental Quality Authority
EIB	European Investment Bank
EUWI	European Water Initiative
FAO	Food and Agriculture organization of the United Nations
FoEME	Friends of the Middle East (regional NGO)
GAMS	General Algebraic Modelling System
GIS	Geographical Information System
GIZ	German Federal Enterprise for International Cooperation
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HOPE	House of Palestinian Expertise for Consultancies & Studies
HWE	House of Water and Environment
IDEAS	International Development Evaluation Association
IMIS	Irrigation Management Information System
IPP	Initial Project Proposal
ISC	International Steering Committee
IT	Information Technology
JWSSC	Joint Water & Sanitation Service Councils
JWVJC	Jenin Western Villages Joint Council
JWU	Jerusalem Water Undertaking
KfW	German government-owned development bank
LGU	Local Government Unit
LFA	Logical Framework Approach
LFM	Logical Framework Matrix
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MERAP	Middle East Regional Agriculture Program
MFA	Ministry of Foreign Affairs of the Czech Republic
MIT	Massachusetts Institute of Technology
MOA	Ministry of Agriculture
MODFLOW	Program used by hydrogeologists to simulate the flow of groundwater through aquifers (used by PWA for modelling for the Western Aquifer)
MOF	Ministry of Finance
MOFA	Palestinian Ministry of Foreign Affairs
MOE CZ	Ministry of Environment of the Czech Republic
MOPAD	Palestinian Ministry of Planning and Administrative Development
MOU	Memorandum of Understanding
MYWAS	Multi-year water allocation system

NGO	Non-governmental organization
NRM	Natural resource management
NWC	National Water Council
NRW	Non-revenue water
NWU	National Water Utility
OECD	The Organisation for Economic Co-operation and Development
OECD-DAC	Development Assistance Committee of the OECD
PAT	Palestinian Autonomous Territories
PC	Project cycle
PHG	Palestinian Hydrology Group
PIU	Project Implementation Unit
PM	Prime Minister
PMU	Project Management Unit
PNA	Palestinian National Authority
PWA	Palestinian Water Authority
QR	Quarterly report
RCU	Reform Coordination Unit
RO Ramallah	Representative Office of the Czech Republic in Ramallah
SC	Steering Committee
SIDA	Swedish International Development Agency
SEI	Stockholm Environmental Institute
s/he	“she” or “he”
SÚ	Stýčný úřad ČR v Ramalláhu
SUSMAQ	Sustainable Management of the West Bank and Gaza Aquifers
SW	Software
TA	Technical assistance
TGM WRI	T. G. Masaryk Water Research Institute
TL	Team Leader
TOR	Terms of Reference
TPAT	Technical Planning and Advisory Team for water and sanitation (World Bank and AFD project – capacity building of PWA)
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USDA	U.S. Department of Agriculture
USD	United States Dollar
VAT	Value Added Tax
WAS	Water allocation system
WASH	Water, Sanitation and Hygiene
WBGS	West Bank and Gaza Strip
WFP	World Food Programme
WEP	Water Economics Model
WEAP	Water Evaluation And Planning System
WIS	Water information system
WSSA	Water Supply and Sanitation Authority
WWTP	Waste water treatment plant
ZRS ČR	Czech Development Cooperation

English documents

- Tender for the public contract (NIPEZ 79998000-6 Coaching services)
- CZECH ODA 2006-2012
- Act of the Czech Republic of 21 April 2010 on Development Cooperation and Humanitarian Aid, and Amending Related Laws
- The development cooperation strategy of the Czech Republic 2010–2017
- Bylaw of Water Union of Service Providers in Palestine
- Various presentations and documents on WAS and MYWAS by MIT and SEI
- Water Sector Reform Plan 2014-16. An outline. December 2013.
- GZ-Emergency Capacity Building Project to the Palestinian Water Authority. IDA with co-financing from AFD and SIDA. Technical, Planning and Advisory Team in the Water and Sanitation Sector (TPAT): December 2013. Sector Reform Status memorandum No 5.
- The Palestinian National Authority, June 2012. The National Strategy to Achieve the MDGs by 2015.
- Proposed structure for the PWA (scenario A and scenario B) (in Arabic)
- State of Palestine, Palestinian Water Authority, TPAT Task WS.2. January 17, 2013. Planning for Water and Sanitation – Standard Planning Formats and Methodology.
- PWA Organization structure
- Palestinian Water Authority. July 2013. National Water and Wastewater Strategy for Palestine
- Documents on WAS 2 (implemented in 2009)
- Documents on WAS 3 (Implemented in 2010)

Documents on MYWAS (in English)

- Initial project Proposal from the PWA
- MOU MZV_PWA signed 07 March 2011
- General Description of MYWAS Project Activities and Budget 2011-2013 under the MOU, PWA
- Amendment No. 1 to MOU signed 13 June 2012
- External audit report 1 April 2011 – 31 December 2012
- Letter from PWA to RO Ramallah clarification of taxes 06 June 2012
- Financing mechanism for CZ projects, Ministry of Finance, 09 June 2011
- CZDA to MFA approval of financing mechanism for CZDC projects, 13 June 2011
- RO Ramallah to PWA financing mechanism for the project
- PWA letter of commitment to the financing mechanism for the project
- Requests for no objection 28 Feb 12, 12 June 12, 20 Sept 12
- Letters of no objection W01 – W06
- Work Plan and Budget for 1st year (same as the General Description)
- Work Plan and Budget for 2nd year, February 2012
- Budget Time Line for the SECOND Year - by TOTAL Budget in Project Year Nov.1st through Dec.2013 of 5,000,000 CZK

- Draft proposal for project activities June 2013 through August 2014 for An Najah University
- MYWAS Project Activities Timeline for the Third Year
- Proposal for the extension period April 16th to June 16th, 2014
- Budget Time Line for the extension period
- Project Activities Timeline for the Third Year PLUS an additional quarter (Sept 2013 through August 2014) – and a three-month financial closing period ending December 31, 2014)
- PWA Financial Report 1 April 2011 - 31 Dec 2012
- Project Balance sheet as at 24 March 2014
- Explanation of movements on the Project bank accounts
- Contract between PWA and SEI including TOR dated 01 May 2011
- Draft TOR for SEI under the An Najah University, 31 August 2013
- Draft TOR Karen Asaf under the An Najah University, August 31, 2013
- PWA MYWAS reports and requests

1 st quarterly report	May 2011- Jul 2011 <i>Corresponding vouchers</i>
2 nd quarterly report	Aug 2011 – Oct 2011 <i>Corresponding vouchers</i>
3 rd quarterly report	Nov 2011 - Jan 2012 <i>Corresponding vouchers</i>
4 th quarterly report and 1 st Annual report	March 2011 – April 2012 (Annual) Feb 2012 plus May 2012 (QR4) <i>Corresponding vouchers</i>
Annex 1 to 4 th QR and 1 st Annual Report	
Annex 2 to 4 th QR and 1 st Annual Report	
Budget timeline for first year by quarter (May 2011 – April 2012) (request for transfer of savings of USD 64,076 to project year 2	
2 nd year 1 st Quarterly Report	June 2012 – Aug 2012
2 nd year 2 nd Quarter Report	Sept 2012 – Nov 2012 <i>Corresponding vouchers</i>
2 nd Year 3 rd Quarter – ISC final report	Dec 2012 – Feb 2013
2 nd year 4 th quarter and Annual Report	June 2012 – May 2013
2 nd year extension (prepared by Karin for ISC and RO Ramallah)	June 2012 – Dec 2013
Budget Time Line for the second year (May 2012 – April 2013) with vouchers and invoices	
PWA Progress Report April 2014	
- Reports by the International Steering Committee
 - The MYWAS project for Palestine 2011-13 (A memo of the MYWAS International Steering Committee for the Czech Development Agency), 07 April 2013
- Proposal for extension from April 16th to June 16th, 2014 with budget
- Various letters exchanged between the RO Ramallah and the PWA/Project

Czech documents

- Střednědobý výhled financování zahraniční rozvojové spolupráce a humanitární pomoci do roku 2014
- Střednědobý výhled financování zahraniční rozvojové spolupráce a humanitární pomoci do roku 2015
- Výsledky meziresortního připomínkového řízení k materiálu "Zahraniční rozvojová spolupráce v roce 2012 a střednědobý výhled jejího financování do roku 2014"
- Výsledky meziresortního připomínkového řízení k materiálu "Zahraniční rozvojová spolupráce v roce 2013 a střednědobý výhled jejího financování do roku 2015"
- Přehled ostatních forem rozvojové spolupráce na 2012
- Přehled ostatních forem rozvojové spolupráce na 2013
- Přehled čerpání mimořádných prostředků na rozvojovou pomoc pro Palestinská autonomní území v roce 2008
- Témata/projekty rozvojové spolupráce v roce 2011 dle sektorů (v tis. Kč) a výhled jejich financování v letech 2012 a 2013
- Předkládací zpráva k materiálu „Zahraniční rozvojová spolupráce v roce 2012 a střednědobý výhled jejího financování do roku 2014“
- Předkládací zpráva k materiálu „Zahraniční rozvojová spolupráce v roce 2013 a střednědobý výhled jejího financování do roku 2015“
- Témata rozvojové spolupráce v roce 2014 dle zemí a výhled jejich financování v letech 2015 a 2016 (v tis. Kč), Příloha č. 1
- Zahraniční rozvojová spolupráce v roce 2007 - čerpání podle regionů
- Využití finanční prostředky na ZRS ČR v roce 2009 dle UV č. 690/2008 (v Kč)
- Využití finanční prostředky na ZRS ČR v roce 2011 dle Usnesení vlády ČR č. 440/2010 (v Kč)
- Využití finanční prostředky na ZRS ČR v roce 2012 dle Usnesení vlády ČR č. 407/2011 (v Kč)
- Přehled projektů ZRS na PAÚ 2006-2011
- Přehled projektů ZRS na PAÚ 2006-2013
- Manuál projektového cyklu zahraniční rozvojové spolupráce České republiky 2006
- Metodika projektového cyklu dvoustranných projektů zahraniční rozvojové spolupráce České republiky 2011
- Usnesení vlády České republiky ze dne 27. června 2008 č. 801 k návrhu na uvolnění mimořádných finančních prostředků na rozvojovou pomoc pro Palestinskou národní autonomii
- Usnesení vlády 59/2011
- Usnesení vlády 440/2010
- Informace o zahraniční rozvojové spolupráci České republiky v roce 2011
- Usnesení vlády 407/2011
- Usnesení vlády 413/2012
- Plán dvoustranné zahraniční rozvojové spolupráce pro rok 2012
- Plán dvoustranné zahraniční rozvojové spolupráce pro rok 2013
- Plán činnosti České rozvojové agentury na rok 2012
- Informace o zahraniční rozvojové spolupráci České republiky v roce 2012

- Plán dvoustranné zahraniční rozvojové spolupráce pro rok 2013
- Koncepce zahraniční rozvojové spolupráce České republiky na období 2010-2017
- Stanovisko SÚ k MLP WAS 3, 16.8.2010
- Tabulka k WAS 2008-2010
- Various other communication
- Kde a jak Česká republika pomáhá, Palestina, Mgr. Jiří Pánek a kol., Olomouc 2013

Documents on MYWAS (in Czech)

- Recommendation by RO Ramallah to formulate and to implement the project as requested in the IPP
- Recommendation from CZDA to formulate and to implement the project
- Zbyněk Hrkal, 1.11.2013. Modelové návrhy rozsahu technických prací, které by bylo možno realizovat na základě dat projektu MYWAS v Palestině
- Zbyněk Hrkal, 20.11.2013. Posouzení návrhu prací PWA na projektu MYWAS do konce roku 2013 a na rok 2014
- Zbyněk Hrkal, duben 2013. Odborný monitoring projektu "Národní systém řízení a rozvoje vodního hospodářství na Palestinských autonomních územích" za období 2011-2013
- Chronology WAS 2008 – 2010
- RO Ramallah Monitoring reports
 - ZRS 2011 na PAÚ – první čtvrtletní zpráva PWA 8.9.2011
 - ZRS 2011 na PAÚ – druhá čtvrtletní zpráva PWA 7.12.2011
 - ZRS 2012 na PAÚ – třetí čtvrtletní zpráva PWA 02.03.2012
 - Monitorovací zpráva SÚ k projektu "Národní systém řízení a rozvoje vodního hospodářství" za 2. pololetí 2011, 09.03.2012
 - ZRS 2012 na PAÚ – čtvrtá čtvrtletní a závěrečná výroční zpráva PWA projektu MYWAS, 14.06.2012
 - Monitorovací zpráva SÚ k projektu "Národní systém řízení a rozvoje vodního hospodářství" za 1. pololetí 2012 (3. a 4. čtvrtletí projektu), 19.06.2012
 - ZRS 2012 na PAÚ – 1. čtvrtletní zpráva PWA 2. roku projektu MYWAS, 24.09.2012
 - Vyjádření styčného úřadu Ramalláh k realizaci projektů ZRS ČR, National Water Management System (MYWAS), hodnocené období: srpen 2013 - leden 2014
 - Vyjádření styčného úřadu Ramalláh k realizaci projektů ZRS ČR, National Water Management System (MYWAS), Hodnocené období: březen 2013 - srpen 2013
- Communication between RO Ramallah and ORS
- Various other communication

DATE & TIME	LOCATION	ORGANIZATION/ ENTITY	CONTACT PERSONS/PERSONS TO MEET
Czech Republic			
16 April 1300	Prague	MFA	Dita Villaseca B. Kubíková, Development Cooperation and Humanitarian Aid; tel.: +420224182872; email: dita_kubikova@mzv.cz Hana Volna, Deputy Director, Development Cooperation and Humanitarian Aid, hana_volna@mzv.cz
23 April 1500	Prague	CZDA	Martin Naprstek, Deputy director; head of the project identification and monitoring department Afghanistan, (Yemen), Cambodia, Palestine, cooperation with NGO naprstek@czda.cz , phone: +420251108130
Palestine			
26 April Sa	Nablus		Arrival, team meeting
1100	Tubas	Utility (JWSSC Tubas Maythaloun)	Issa Dababat, General Manager, Joint Water & Sanitation Service Council (JWSSC) of Maythaloun and Tubas area, +972599525639; hamdan_rawan@yahoo.com
1300	Jenin	Utility (JWVJC)	Muneer Jaradat, Executive Director, Jenin Western Villages Joint Council (JWVJC); +9725992201725
1600	Nablus	Experts	Anan Jayyousi, Local Consultant – MYWAS Technical Team
27 April Su 1000	Ramallah	PWA Briefing	Dr. Shadad Atteli, Minister, PWA Mohammed Shuaibi, Head, Financial and Administration Department Mutaz Abadi, Member, Projects Monitoring Committee Kamal Issa, Head, Setting of economic tariffs Shireen Disi, Financial Manager, Financial and Administration Department Beisan Shonnar, Policies and Technical Support, Training Department, Technical Directorate Hala Barhoumi, Modelling Expert, Specification and Standards Department, Technical Directorate
1100	Ramallah	MYWAS (core)team Briefing	Kamal Issa, Head, Tariff Department, Regulatory Directorate Beisan Shonnar, Policies and Technical Support, Training Department, Technical Directorate +972595444054 Hala Barhoumi, Modelling expert, Specification and Standards Department, Technical Directorate Salam Abu Hantash, Modelling expert, Water Harvesting, Water Resources Development Directorate, +972599777718

DATE & TIME	LOCATION	ORGANIZATION/ ENTITY	CONTACT PERSONS/PERSONS TO MEET
1300	Jerusalem Hotel Ambassador	Monitor	Zbynek Hrkal, MYWAS monitoring expert; Zbynek_Hrkal@vuv.cz ; +420606079144
28 April Mo 0800	Jerusalem Shuafat, As- Sahel, Al- Mask Street	RO Ramallah Briefing	Mgr. Nicole Machová, Development Diplomat; +972546695062; +972546695062; nicole_machova@mzv.cz Beit Assia Bldg. (3rd Floor), Al-Irsal Street, P.O. Box 4035 (Post Al-Bireh), Ramallah - Al-Bireh, West Bank, Tel.: +97022965595, Fax: +97022965596 e-mail: ramallah@embassy.mzv.cz ; Working hours: Mo, We 7.45-16.
1100	Ramallah Maeve Pick	Experts	Karen Assaf , Team Leader, MYWAS project; dr.karen.assaf@gmail.com ; +972599727630
1530	Al Luban gas station	Monitor	Zbynek Hrkal, MYWAS monitoring expert; Zbynek_Hrkal@vuv.cz ; +420606079144
1700	Nablus		Team meeting
29 April Tu 0900	Ramallah	MOA	Mohaned Husein, Director, Engineering Design and Studies Department; +972598999768; alhajhusein@yahoo.com Samir Titi, Director, Planning and Policy Department; +972598931063; samerto2@yahoo.com
1130	Ramallah	TPAT	Rawan Iseed, Director/Coordinator, PIU/World Bank, Technical and Planning Advisory Team; +970598914044; rawan_isseed@hotmail.com
1400	Ramallah	PWA	Hani Qasem, Head, Planning Department
1600	Nablus	MYWAS (support) team	Ashraf Tayseer Dweikat, Director of Databank Department; +972599700146; adweikatpwa.ps; ashrafdweikat@hotmail.com
30 April We 0800	Nablus	Utility (Nablus Municipality)	Ghassan W. Shakaa, Mayor of Nablus Municipality; +97092379313; +970599330331; mayor@nablus.org Fawaz Bushnaq, Administrative Director, Water and Waste Water Department, +972599302089
1000	Ramallah	MOPAD	Ahmad Saleh Sadeqa, Director of National Spatial Planning; +972599202202; ahmad202@yahoo.com ; ahmadsaleh@nsp.pna.ps
1100	Ramallah	MYWAS (core) team	Kamal Issa, Head, Tariff Department, Regulatory Directorate; +972598928296
1200	Ramallah	PWA	Mohammed Shuaibi, Head, Administrative and Financial Directorate; +972598922000; mshuaibi72@yahoo.com Shireen Disi, Financial Manager, Financial and Administration Department, +972698928301

DATE & TIME	LOCATION	ORGANIZATION/ ENTITY	CONTACT PERSONS/PERSONS TO MEET
1500	Ramallah	Experts	Karen Assaf, Team Leader, MYWAS project; dr.karen.assaf@gmail.com ; +972599727630
1900	Nablus	Experts	Anan Jayyousi, Local Consultant – MYWAS Technical Team
01 May R	Nablus		Consolidating findings, report writing
02 May Fri 1000	Bethlehem <i>Phone interview</i>	Water Utility	Akram Nassar, WSSA, Bethlehem, General Director of WSSA; member, Water Union of Service Providers in Palestine
1700	Nablus <i>Phone interview</i>	Water Department of a Municipality	Imad Masri, Head of the WSSD of Nablus Municipality; Member, Board of Directors, House for Water and Environment NGO, member, Water Union of Service Providers in Palestine – not aware of MYWAS
1730	Nablus	PWA/ MYWAS Core team/Researcher	Salem Abu Hantash
04 May Su 0830 - 1100	Ramallah	MYWAS (core) team	Kamal Issa, Head, Tariff Department, Regulatory Directorate; +972598928296 Hala Barhoumi, Modelling expert, Specification and Standards Department, Technical Directorate Hazem Ketani, Head, Technical Directorate
1100-1200	Ramallah	Utility	Abdel Khaleq al-Karmi, General Manager, Jerusalem Water Undertaking, Ramallah, Palestine; personnel meeting
1200-1300	Ramallah	Researcher	Muaz Abu Saada, Hydro Engineering Consulting Ltd., Ramallah +972599858249; muath@hydro-pal.com
1400	Ramallah	NWU (Previously WBWD)	Khaleel Ghabeesh, Head of National Water Utility (NWU) (previously West Bank Water Department (WBWD)), phone interview
2000	Nablus	Experts	Anan Jayyousi, Local Consultant
05 May Mo 1230	Ramallah	RO Ramallah/PWA Joint debriefing	Radek Rubeš, Representative, Representative Office of the Czech Republic, Ramallah Nicole Machová, Development Diplomat, tel. +972546695062, email: nicole_machova@mzv.cz ; Mohammed Shuaibi, Head, Financial and Administration Department Mutaz Abadi, Member, Projects Monitoring Committee Kamal Issa, Head, Setting of economic tariffs

DATE & TIME	LOCATION	ORGANIZATION/ ENTITY	CONTACT PERSONS/PERSONS TO MEET
			Hala Barhoumi, Modelling expert, Specification and Standards Department, Technical Directorate
	Ramallah	PWA	Yusif Awais, MYWAS TL, +972599814624
06 May 1000	Ramallah	PWA	Mohammed Shuaibi, Head, Administrative and Financial Directorate; +972598922000; mshuaibi72@yahoo.com
1200	Ramallah	Researchers	Hala Barhumi, +972599708217
07 May We			Departure from Palestine
			Czech Republic
12 May Mo 1400	Prague	Reference Group	<p>Dita Villaseca B. Kubíková, Development Cooperation and Humanitarian Aid; tel.: +420224182872; email:dita_kubikova@mzv.cz</p> <p>Hana Volna, Deputy Director, Development Cooperation and Humanitarian Aid; hana_volna@mzv.cz</p> <p>Middle East and North Africa Department, PhDr. Zdeněk Beránek, Ph.D., tel. +420224182721; Zdenek_Beranek@mzv.cz</p> <p>Bilateral Economic Relations and Export Promotion Department, Ing. Petr Kvaček, tel. +420224182165; petr_kvacek@mzv.cz</p> <p>Ministry of the Environment, RNDr. Mgr. Martin Hruběš, tel. +420267122520; Martin.Hrubes@mzp.cz</p> <p>Martin Naprstek, Deputy director; head of the project identification and monitoring department Afghanistan, (Yemen), Cambodia, Palestine, cooperation with NGOs; naprstek@czda.cz; phone: +420251108130</p> <p>Czech Evaluation Society, Daniel Svoboda, tel. +420222513123, svoboda@dww.cz</p>

SHRNUTÍ

PROJEKT A EVALUAČNÍ SOUVISLOSTI

Projekt „Národní systém vodního hospodářství na palestinských nezávislých územích – MYWAS“ (přidělená finanční dotace) byl implementován v letech 2011-2014 palestinskou vodohospodářskou správou (PWA) za koordinace České rozvojové agentury (ČRA).

Tříletý projekt navazuje na fázi informační podpory ze strany Zahraniční rozvojové spolupráce České republiky (ZRS ČR) pro efektivní integrované plánování vodních zdrojů, která se datuje od roku 2008. Zamýšleným výstupem projektu je zavedení víceletého systému alokace vody MYWAS (Multi-year water allocation system) pro optimalizaci plánování investic do vodohospodářského a sanitačního sektoru, s využitím ekonomických aspektů jako hlavních kritérií. MYWAS je nástroj umožňující na základě výsledků studií proveditelnosti zpracovávaných pro prioritní varianty generované systémem, plánovacím orgánům přijímat erudovaná technická a strategická plánovací rozhodnutí. Konečným výsledkem je národní vodohospodářský plán založený na prioritních variantách investic generovaných MYWAS/WEAP (Water Evaluation And Planning System) s cílem optimálního využití vodních zdrojů. To zahrnuje poskytování hardwaru a softwaru, školení personálu a pracovníků výzkumu palestinské vodohospodářské správy a ministerstva zemědělství, vkládání vstupních dat, tvorbu možných scénářů, definování variant a jejich priorit, začlenění cenové politiky, přípravu studií proveditelnosti pro prioritní projekty a nakonec návrh národního vodohospodářského plánu.

Hlavním cílem evaluace je získat objektivně odůvodněné a konzistentní závěry, které mohou být použity při rozhodování Ministerstva zahraničních věcí České republiky (MZV ČR), ve spolupráci s ČRA, pro budoucí zaměření a metody implementace ZRS ČR na palestinských nezávislých územích v sektoru vody, hygieny a sanitační. Konkrétně se evaluace týká posunu v realizaci dosud nedokončených projektů s důrazem na role všech zúčastněných stran a jejich interakcí. Model hodnocení je neexperimentální (popisný). Metodologický přístup odráží účel a cíle této evaluace, tak jak jsou definovány v zadávací dokumentaci, a řídí se požadavkem posouzení založeného na důkazech. Evaluační matice, včetně evaluačních otázek, byla konzultována s referenční skupinou a schválena zadavatelem. Přístup k evaluaci byl participativní s úzkým zapojením klíčových zainteresovaných stran. Informace, shromážděné pro každou otázku z různých zdrojů a s využitím různých nástrojů sběru dat, byly porovnány (triangulace metod a nástrojů pro zvýšenou přesnost informací).

Evaluace byla provedena ve třech fázích. Počáteční fáze se soustředila na shromažďování a hodnocení sekundárních údajů, přípravu nástrojů pro shromažďování dat, diskuse a rozhovory v České republice, konsolidaci a schválení evaluační matice/evaluačních otázek, jakož i na přípravu a prezentaci Vstupní zprávy (Inception Report). V průběhu terénní fáze byly realizovány práce v souladu s evaluačními otázkami a metodikou a ve shodě s cíli evaluace a očekávanými zadavatele. Během závěrečné fáze byly informace z přípravné a terénní fáze konsolidovány, zpracovávány, analyzovány a interpretovány ve vztahu k evaluačním otázkám a byla zpracována evaluační zpráva.

HLAVNÍ ZJIŠTĚNÍ A ZÁVĚRY

Relevance

Projekt odráží priority Strategie České rozvojové spolupráce pro období 2010-2017 a jeho cíle jsou zcela konzistentní s Národní strategií pro omezování chudoby a meziministerské Národní rozvojové strategie pro Palestinu. Jak bylo potvrzeno během několika rozhovorů, PWA i ostatní zúčastněné strany považují tento projekt i dnes za vysoce relevantní. Jak ministr, tak PWA, potvrdili význam tohoto projektu během úvodního setkání evaluačního týmu 27. dubna 2014. PWA potvrdila evaluačnímu týmu svůj závazek pokračovat v projektu i během závěrečného jednání (Debriefing).

Důkazy získané při evaluaci naznačují, že počáteční impuls a motivace pro projekt postupně vymizely v důsledku vnitřních a vnějších problémů, k nimž docházelo v průběhu realizace projektu. Nebyla využita příležitost zajistit komplementaritu s projektem TPAT (Technical Planning and Advisory Team for water and sanitation), zejména s podporou strategického plánování PWA. Spory mezi vedoucí týmu a poradkyní PWA na straně jedné a PWA na straně druhé měly vážné dopady na realizaci projektu a znemožnily nalezení udržitelného řízení a organizačních řešení problémů, které se objevily v průběhu realizace projektu, které by byly přijatelné jak pro PWA, tak pro českou vládu. Tyto spory tak přispěly k úplnému zastavení projektových aktivit. V současnosti pouze tým technické podpory a vysoce

motivovaný základní tým MYWAS projevují upřímnou snahu pokračovat v projektu MYWAS. Projekt byl ukončen v dubnu roku 2014.

Relevance projektu je v této fázi hodnocena jako spíše nízká.

Efektivita

Projekt, při srovnání s cíli uvedenými v matici logického rámce, dosáhl relativně mála. MYWAS byl uveden do souladu s WEAP a databáze je kompletní téměř z 90 %, model tedy nebyl validován. Zatím jsou hlavními uživateli databáze akademičtí a výzkumní pracovníci. SEI (Stockholm Environmental Institute) připravilo databázi AGSM (Agricultural Sub-model), která však neobsahuje žádná data. Na konci roku 2011 byl proveden jeden pilotní příklad v Ein Fashka v blízkosti Jericha jako ukázka semináře o domácím využívání vody, jeden pilotní příklad byl v Tulkarem. K dokončení modelu je zapotřebí několika kroků: zadání chybějících dat, aktualizace souhrnné zprávy daty dostupnými na vyžádání jednotlivými uživatelskými kategoriemi, zásobování, ekonomická a finanční data, validace modelu, propojení MYWAS s AGSM, databází PWA a MODFLOW (software pro modelování proudění podzemních vod) a zavedení modelu pro využívání klíčovými zúčastněnými stranami - Ministerstvo zemědělství, Palestinské ministerstvo pro plánování a rozvoj (MOPAD). Hlavní faktory ovlivňující výsledky uvedené zúčastněnými stranami zahrnovaly: problém s týmovou prací, rozpory uvnitř týmu, vnitřní konflikty, zapojení příliš mnoha lidí, nedostatek náležité podpory ze správy PWA, nedostatek jasného vlastnictví projektu v rámci PWA a neefektivní organizační strukturu projektu popsanou v příl. J.

Školením prošlo 13 členů týmu MYWAS. Tři členové základního týmu MYWAS pracující s projektem MYWAS jsou s modelem velmi dobře obeznámeni (stav v době evaluace). Jedna členka jej využívala v praxi k přípravě své magisterské práce. Zbýlých 10 členů modelu rozumí jen v omezené míře. Evaluační tým je toho názoru, že školení „šité na míru“ specifickému prostředí projektu, zahrnující práci na reálné případové studii investičních projektů a přípravu proveditelnosti pro správu PWA, by mohlo dosáhnout lepšího efektu. Model MYWAS/WEAP zná jen několik málo specialistů a akademiků v regionu. Někteří se zúčastnili jediného semináře pořádaného v květnu 2012. Proběhlo několik terénních setkání s výzkumníky z celého Západního břehu, i se zástupci hlavních ministerstev a agentur, zejména Ministerstva zemědělství, veřejných služeb a NWU (National Water Utility).

Efektivita projektu je hodnocena jako spíše nízká.

Efektivnost

Celkový rozpočet ve výši 15.000.000 Kč předpokládal tři roky trvání projektu, uvolněno bylo 10.500.000. Od druhého roku byly průběžné a finanční zprávy a především stvrzenky dodávány s výrazným zpožděním. Přestože existují důkazy o dočasném odklonění prostředků, evaluační tým nemá důkazy svědčící o využívání fondů pro jiné než projektem stanovené účely. Docházelo ke značnému zpoždění při realizaci. Až do začátku roku 2013 nebyla zpracována realistická revize pracovního plánu. Projekt dosáhl 40 % plánovaných výsledků při využití 43 % počátečního rozpočtu. V tom jsou zahrnuty rovněž neuhrazené platby ve výši 68.995 USD (především externím TA). K odměnám zahraničních expertů je připočtena částka 10 % daně z příjmu, u většiny nakoupeného zboží pak také DPH 14,5/16 %. Projekt důkladně monitorovali Styčný úřad ČR v Ramalláhu (SÚ), vedoucí týmu a ISC (International Steering Committee) který však dodal pouze jedinou zprávu. ČRA jmenoval Experta pro technický monitoring až v květnu 2013 po obdržení zprávy o neschválených převodech. Aktivita a výstupy projektu v letech 2013 a 2014 monitoril PWA ze "zbytků rozpočtu" z předchozích let. Intervenční logika nebyla formulována. Projekt byl monitorován na základě *Všeobecného popisu činností projektu MYWAS 2011-2013*, který sice zahrnoval ukazatele, nikoli však analýzy rizik nebo plán udržitelnosti.

Efektivnost projektu je hodnocena jako spíše nízká.

Udržitelnost

Pravděpodobnost udržitelnosti byla hodnocena na základě předpokladů uvedených v projektovém dokumentu a v průběhu implementace evaluace.

- Důkladně vyškolený základní tým dlouhodobě pracuje v PWA na úkolech: postavit propojený model umožňující jeho využití pro strategické plánování; vkládaná data aktualizovat na roční bázi; plánovat a stanovit priority projektů založené na reálných terénních datech a reálných datech o poptávce
- PWA zajišťuje rozsáhlý a intenzivní program pro sběr a vkládání dat, které mají být použity v průběžné aktualizaci MYWAS/WEAP modelu

- Závazek ze strany PWA k vývoji a používání MYWAS/WEAP pro strategické plánování
- Organizační struktura projektu, která by umožnila základnímu týmu MYWAS se plně soustředit na své úkoly (dostatek času personálu) a zapojit Ministerstvo zemědělství do MYWAS týmu od fáze sběru dat (podle Ministerstva zemědělství, zemědělství využívá v současné době 45 až 50% vody, 5% je využíváno průmyslem)
- Absorpční kapacita PWA, organizační opatření, která by zajistila fungování MYWAS po ukončení financování ze strany ČR
- Kontinuita zaměstnanců pracujících v MYWAS týmu

Žádný z těchto předpokladů nebyl splněn. Udržitelnost je hodnocena jako nízká.

Skutečné a očekávané dopady

U státních institucí, nevládních organizací, akademiků a profesionálů bylo vybudováno určité povědomí o přínosech plánování prostřednictvím MYWAS/WEAP. Rovněž existuje povědomí o českém financování projektu. Pozitivní dopady/přínosy by mohly být významné. PWA může prezentovat objektivně prioritizované projekty a zpracovávat plány pro optimální využívání vodních zdrojů. Analýza nákladů a přínosů MYWAS by poskytla nástroj pro lepší vyjednávací pozici Palestiny, kolik vody je k dispozici pro zemědělství. Ministerstvo zemědělství by mělo informaci kolik vody je k dispozici pro zemědělství. Veřejné služby by mohly na svém území používat tento model jako nástroj pro plánování. Obyvatelé by mohli těžit ze spravedlivějších cen, distribuce vody i ze zlepšení přístupu k ní; s efektivnějším řízením vodního hospodářství by bylo vystavěno více čističek odpadních vod s recyklací vody. MYWAS/WEAP optimalizuje využívání vodních zdrojů napříč oblastmi i sektory, což se odráží na ekonomických, sociálních hodnotách a ochraně životního prostředí. Optimální volba při alokaci zdrojů snižuje NRW (non-revenue water). Opakované využití vody z čističek by snížilo znečištění životního prostředí. Výrazné potenciální přínosy vyrovnávají nízkou pravděpodobnost udržitelnosti.

Očekávané dopady hodnotíme jako spíše vysoké. Skutečné dopady jsou vzhledem k chybějícím výsledkům a nízké udržitelnosti nízké.

Dobrá správa věcí veřejných

Projekt MYWAS/WEAP nezapojil náležitým způsobem hlavní partnery, především Ministerstvo zemědělství, kteří by mohli přispět k tvorbě modelu a správné interpretaci informací o využití v zemědělství. Nedostatek transparentnosti a odpovědnosti omezoval implementaci projektu a vedl k jeho ukončení v dubnu 2014. Platební disciplína pro platby členům MYWAS byla nízká. Zpoždění v zasílání zpráv a stvrzenek vytvářelo problémy při monitoringu postupu projektu a financování.

Dobrá správa věcí veřejných je hodnocena jako nízká.

Aspekty ochrany životního prostředí a jejich hodnocení

Model MYWAS/WEAP i projekt jako celek obecně kladou velký důraz na životní prostředí a jeho ochranu. Tyto prvky lze shrnout následovně: Správné využívání palestinských zdrojů vody a efektivní distribuce těchto zdrojů do oblastí s poptávkou a obyvatelstvem. Bezpečné využívání dostupných obnovitelných vodních zdrojů, omezení veškerého nadbytečného čerpání z různých kolektorů. Optimální nastavení řízení by mělo vést k omezení negativních dopadů na změny klimatu. Zhodnocení nákladů na ochranu životního prostředí. Omezení znečišťování životního prostředí znečištěnými odpadními vodami. Použití modelu MYWAS/WEAP by vedlo ke zlepšení životního prostředí.

Přes nízkou pravděpodobnost udržitelnosti hodnotíme potenciál pro naplnění cílů jako spíše vysoký

Lidská práva a gender

Projekt přispívá ke genderové rovnoprávnosti a potenciálně by měl vést ke spravedlivějšímu přístupu k vodě.

Oblast lidských práv a gender je hodnocena jako vysoká.

Viditelnost

Přestože některé významné zúčastněné strany věděly o českém přispění, snahy o zviditelnění ZRS ČR byly omezené.

Viditelnost proto hodnotíme jako spíše nízkou.

Kritéria hodnocení		Míra splnění
Relevance		Spíše nízká
Efektivnost/Účinnost		Spíše nízká
Efektivita/Hospodárnost		Spíše nízká
Udržitelnost		Nízká
Dopady		Spíše vysoká
Průřezové principy	Řádná správa věcí veřejných	Nízká
	Lidská práva a gender	Spíše vysoká
	Životní prostředí a klima	Vysoká
Viditelnost ZRS ČR		Spíše nízká

DOPORUČENÍ

Stupně závažnosti a naléhavosti: 1= nejzávažnější, 3= nejméně závažné)

Doporučení týkající se projektu a pokračování ZRS ČR

Doporučení	Hlavní adresát	Stupeň závažnosti
Zbýlé prostředky by měly být využity na (i) neuhrazené platby konzultantům; (ii) provozování modelu v reálných projektech (na úrovni správních obvodů, dokud nebude model validován); (iii) zadávání existujících dat a aktualizaci starých dat; validaci modelu; (iv) konference a workshopy	PWA, SÚ, ČRA	1
Vytvořit útvar MYWAS v rámci PWA s jasnými organizačními úkoly a uspořádáním. K základnímu personálu tohoto týmu by měli patřit alespoň Hala Barhoumi a Beisan Shonnar. Tento tým by měl řídit dokončení specifického modelu pro zajištění zdrojů pitné vody a pozdější podporu příslušných útvarů PWA při interpretaci informací generovaných modelem a zajišťování jejich aktualizace.	PWA	2

Doporučení pro procesy a mechanismus

Doporučení	Hlavní adresát	Stupeň závažnosti
Aby se zabránilo případným konfliktům zájmů, měl by management dodávek a kontraktů na externí služby (poradci a spolupracující instituce) zůstat stranou implementujících partnerských organizací, Možnosti: ČRA, česká nebo mezinárodní společnost nebo jiná organizace	MZV ČR, ČRA	1
Dohody o postupech financování, které by umožnily ZÚ kontrolu nad projektovými fondy. Na SÚ by mohly být převedeny podpisová práva k hlavním účtům	MZV ČR	2
Jmenování osob monitorujících technickou stránku projektu, jestliže projekt vyžaduje od začátku specializované znalosti	ČRA	2
Hodnocení absorpční kapacity partnera/příjemce k implementaci projektu a k udržení jeho přínosů i po jeho dokončení	ČRA	1
Koordinace s úzce souvisejícími projekty v sektoru voda a sanitace, např. TPAT který zavádí plánovací a tarifní reformy v PWA a není příliš dobře informován o projektu MYWAS/WEAP	ČRA, SÚ	1
Automobily a další vybavení by měly být zajišťovány lokálně (jsou-li dostupné), aby se zabránilo zdržení v důsledku zdlouhavého celního odbavení, a to zejména pokud jsou levnější než dovozové	ČRA, SÚ	2
Přímá finanční podpora by měla být založena na precizním identifikačním formuláři nebo na podrobném projektovém dokumentu obsahujícím závazné indikátory, kritéria pro oprávněné výdaje a jasné zodpovědnosti všech zúčastněných stran	MZV ČR, ČRA, SÚ	1

Terms of Reference



**MINISTRY OF FOREIGN AFFAIRS OF THE CZECH REPUBLIC
DECLARES**

**TENDERING PROCEDURE FOR THE PERFORMANCE OF A SMALL-SCALE PUBLIC
CONTRACT
ENTITLED
“EVALUATION OF A PROJECT UNDER THE CZECH REPUBLIC’S DEVELOPMENT
COOPERATION IN THE WATER AND SANITATION SECTOR IN THE PALESTINIAN
AUTONOMOUS TERRITORIES”
AND INVITES TENDERERS**

INFORMATION ABOUT THE CONTRACTING AUTHORITY

Name of the contracting authority: Czech Republic – Ministry of Foreign Affairs
Registration number: 45769851
VAT number: The Ministry of Foreign Affairs is not liable for VAT
Seat of the contracting authority: Loretánské náměstí 101/5, Praha 1, 118 00

In substantive decisions and contractual matters, the contracting authority is represented by:
Zuzana Hlavičková, Director, Development Cooperation and Humanitarian Aid Department

Officer responsible for the organisation of the tendering procedure:
Dita Villaseca B. Kubíková, Development Cooperation and Humanitarian Aid Department
tel.: 224 18 2872, email: dita_kubikova@mzv.cz

Subject-matter of the public contract (NIPEZ 79998000-6 Coaching services)

The subject of the tendering procedure is an evaluation of a project under the Czech Republic’s development cooperation in the Palestinian Autonomous Territories in the water and sanitation sector (according to the OECD-DAC classification system¹) implemented in 2011–2013 under the auspices of the Czech Development Agency. Specifically, the project is:

**“National Water Management System in the Palestinian Autonomous Territories – MYWAS”
(assigned monetary donation)**

coordinator:	Czech Development Agency
implementer:	Palestinian Water Authority
implementation period:	2011 – 2013
overall utilisation of Czech development cooperation funds:	CZK 15 million

¹ Development Assistance Committee – Organisation for Economic Cooperation and Development.

Key stakeholders

Ministry of Foreign Affairs of the Czech Republic is responsible, within the framework of the Czech Republic's development cooperation, for the conceptual management of development cooperation, including the programming of the bilateral component thereof and the evaluation of results.

Czech Development Agency has been, since 1 January 2008, the implementing agency for the performance of tasks under the Czech Republic's development cooperation, in particular the preparation and implementation of bilateral development projects. It is currently responsible for almost all bilateral development projects in the priority countries of the Czech Republic's development cooperation. The Czech Development Agency is the coordinator of the project to be evaluated.

Czech Republic's Liaison Office in Ramallah represents the Czech Republic in the Palestinian Autonomous Territories, including the Czech Republic's development cooperation. Specifically, the tasks of development cooperation coordination and monitoring are the responsibility of a Liaison Office diplomat specialising in development issues.

Implementers and partner organisations, final beneficiaries

Palestinian Water Authority – this authority was the principal implementer of the project to be evaluated, and was also the partner organisation, on the part of the Palestinian self-government, for the implementation of the project.

The **final project beneficiary** is the Palestinian self-government.

Objectives and purposes of evaluation

The principal **purpose** of the evaluation is to obtain objectively substantiated and consistent conclusions that can be used in the decision-making of the Ministry of Foreign Affairs, in collaboration with the Czech Development Agency, on the future direction and method of implementation of the Czech Republic's development cooperation in the said country and sector. Specifically, the evaluation will cover the progress in the implementation of the unfinished project so far, with an emphasis on the roles played by all stakeholders and their interaction.

The **objective** of the evaluation is to assess the project's actual results and development-related benefits, including its current and potential impacts. The contracting authority also expects the evaluation team to assess the intervention logic of the evaluated project in the context of the sector, including an analysis of key assumptions and risks in the pursuit of the objectives, and where appropriate, an analysis of methodological barriers and evaluation limits. If the evaluation team were to find the intervention logic in the design documentation incomplete or inaccurately defined, it is expected to reconstruct the intervention logic as part of the work on this evaluation.

Furthermore, the contracting authority expects an assessment of problems arising in project implementation with regard to the specific conditions in which the project has been implemented, and an assessment of the opportunity for the completion of the project, and where appropriate the performance of related activities, as well as the general options available to the Czech Republic to operate in the given sector in the partner country.

OECD/DAC evaluation criteria

Findings from the evaluation should be formulated primarily in terms of internationally recognised OECD/DAC evaluation criteria, i.e. relevance, efficiency, effectiveness, sustainability and impact. Brief definitions of these OECD/DAC criteria are as follows:²

² More on the application of OECD–DAC criteria in development cooperation project evaluations is available in the attached evaluation report outline and in OECD–DAC publications, such as “Evaluating Development Cooperation. Summary of Key Norms and Standards” and “Quality Standards for Development Evaluation” (available for download at www.oecd.org/development/evaluation). A thorough study of the Project Cycle Methodology for Bilateral Projects under the Czech Republic's Development Cooperation is also recommended (available at www.mzv.cz/aid).

Relevance – the extent to which the development intervention corresponds to the needs, priorities and concepts of the target group, the partner (recipient) country and the donor country.

Efficiency – the extent of utilisation of input resources (scheduling, expertise, administration and management, funds, etc.) relative to the outputs and objectives achieved. The activities performed are assessed as to their adequacy, effectiveness and efficiency. Where appropriate, alternative solutions may be proposed for achieving the stated outputs and objectives in a less costly manner, in less time, with greater account of local conditions, etc. An evaluation of whether the objectives and outputs have been set realistically is also a possibility. The evaluation of the extent to which optimally costly resources are used to achieve the desired results is both quantitative and qualitative.

Effectiveness – the degree to which the development intervention objectives have been achieved.

Sustainability – the extent to which, or likelihood that, the project's positive effects for the target group will continue on the completion of activities and funding by the donor/implementer.

Impacts – positive and negative, direct and indirect, and intended and unintended development intervention consequences for the target group and in the partner country in general; with the impacts criterion, the evaluation must also thoroughly address the external influences of the environment in which the project was implemented.

Other evaluation criteria

The evaluation will also assess the project in terms of its **external presentation** (visibility) in the partner country and in terms of the application of the **cross-cutting principles** of the Czech Republic's development cooperation defined in the Concept of the Czech Republic's Development Cooperation for the 2010–2017 period³:

good (democratic) governance; respect for the environment and climate; respect for the human rights of beneficiaries, including equality between men and women. The evaluators should examine, in particular, whether and how cross-cutting principles (or some of them) are directly related to the sectoral focus of the evaluated project and activities; whether and how the contracting authority and/or the implementer have reflected cross-cutting principles in the formulation and implementation of the project; whether the implementer, in the preparation and implementation of the project (or the project commissioner, during project formulation), in efforts to take into account cross-cutting principles, encountered conflicting objectives, interests and values on the part of project beneficiaries/the partner country, and how the situation was handled. Regarding these aspects, the evaluation team should therefore astutely collect data and ascertain the stances of the project's final beneficiaries (and, where appropriate, other relevant persons). When determining the target group's opinions, feelings and experiences, it is important to pay special attention to the inclusion of its vulnerable members (typically women, members of racial, ethnic or religious minorities, and the elderly). Based on the information collected, the evaluation should arrive at an overall conclusion of the extent to which the evaluated project, in relation to each cross-cutting principle, has exploited existing opportunities and avoided undesirable situations.

Recommendations arising from the evaluation findings and conclusions

The evaluation report will include specific and feasible recommendations, with value added, addressed by the evaluation team specifically to the Ministry of Foreign Affairs, the Czech Development Agency, the implementer or other development cooperation actor, and sufficiently supported by specific findings and conclusions. In the report, the contracting authority is prepared to absorb broader lessons for the management and implementation of development cooperation, or systemic lessons for the management of the evaluation process, provided that such lessons are sufficiently specific, relevant and also applicable to the Czech Republic's development cooperation in other countries and sectors.

³ The Concept of the Czech Republic's Development Cooperation for the 2010–2017 period can be found at www.mzv.cz/aid

Requested evaluation outputs, timeframe

Together with the contracting authority, the evaluation process will be supervised, in an advisory role, by a **reference group** comprising representatives of the Department of Development Cooperation and Humanitarian Aid of the Ministry of Foreign Affairs, the Middle East and North Africa Department, the Bilateral Economic Relations and Export Promotion Department of the Ministry of Foreign Affairs, the Ministry of the Environment, the Ramallah Liaison Office, the Czech Development Agency and the Czech Evaluation Society. Communication between the evaluation team and the reference group will be mediated by an authorised representative of the Department of Development Cooperation and Humanitarian Aid. Reference group members will have the right to comment on the reports submitted by the evaluation team.

- The contracting authority requires the submission, by the author, of one **inception report** and one **final evaluation report**. The final evaluation report will subsequently be published on the website of the Ministry of Foreign Affairs.
- The **inception report** elaborates in detail the evaluation methodology, describes the sets of evaluation questions and hypotheses formulated on the basis of a study of documents and interviews conducted in the Czech Republic, which are to be verified during the mission in the partner country. The inception report also contains the **schedule** of the mission to the partner country, including a plan of meetings, interviews, focus groups, observations, scientific measurements, surveys, etc.
- The inception report must be submitted to the contracting authority on paper (a bound publication) and electronically **at least five working days prior to the team's departure for the evaluation mission** in the partner country.
- The form of the final evaluation report must follow the **outline of the evaluation report for Czech development cooperation**;⁴ the text length will be a maximum of 25 A4 pages (excluding annexes), including an executive summary of a maximum of four A4 pages. Bearing in mind the stipulated range, the contracting authority expects the final evaluation report to contain, in particular, the key points of the evaluation, including the findings, conclusions and resultant recommendations. There will be an annex presenting a summary of the evaluation findings; annexes will also include well-known facts, clear overviews of the sources of verifiable findings, quantitative facts, templates and results of the evaluation of questionnaires, etc., depending on the evaluation methods used.
- The evaluation report is required in **English** (with a summary in Czech).
- The **draft** of the final **evaluation report** must be submitted to the contracting authority for comments and consultation by **31 July 2014**. The contracting authority will collect comments from the reference group and pass them on to the author, who is required to process the comments on content (i.e. incorporate them into the body of the report, or reject them, with reasons, and in writing). If the project implementer is also invited to send comments, the evaluation team must also deal with the implementer's suggestions.
- The contracting authority expects the author to **present the evaluation report**, reflecting the comments of the reference group and the implementer, and where appropriate the implementer's local partners (i.e. in particular, the main findings, conclusions and recommendations), at a presentation with discussion organised by the Development Cooperation and Humanitarian Assistance Department of the Ministry of Foreign Affairs. Any additional major observations arising from the discussion will be incorporated as a **separate annex to the final version of the report**. The presentation date will be set sufficiently in advance by mutual agreement (estimated: September 2014). The evaluation team will send a visual outline of the presentation (PowerPoint) to the contracting authority ahead of the presentation for approval.

⁴ The outline of evaluation reports on the Czech Republic's development cooperation is attached to this document.

- The **final version of the evaluation report**, including an overview of the method used to reflect all written comments of the reference group and the implementer (and its local partners), and where appropriate other observations raised at the personal presentation of the report, must be submitted to the contracting authority by **30 September 2014**, and will then be published on the website of the Ministry of Foreign Affairs. The final evaluation report must be delivered to the contracting authority in a paper version, i.e. as **one bound copy, and in electronic form on CD**.

Evaluation mission and further specification of details for the author

- A research of the results of the projects in the partner (or recipient) country, in the form of an **evaluation mission**, is an obligatory part of the evaluation process. The **minimum** research period in the partner country is **5–10 working days** – depending on the nature of the project and its geographic spread, local transport conditions in the partner country, the number of relevant authorities, etc. In particular, however, it depends on the methods selected by the author.
- During the evaluation, the author will conduct **interviews** with representatives of the Ministry of Foreign Affairs, the Czech Development Agency, the Ramallah Liaison Office, the project implementer, representatives of the final beneficiaries and the implementer's partner organisations in the Palestinian Autonomous Territories, and representatives of Palestinian central and local government bodies (and other respondents as needed).⁵
- The author should start formulating the focus of **findings, conclusions and recommendations** while still on the mission in the partner country. During the evaluation mission, the author will hold an **opening and closing briefing** for stakeholders (relevant authorities of the partner country, the representatives of project beneficiaries, local implementation partners and the implementer, the Ramallah Liaison Office, etc.), where it will be possible to test the anticipated (at the opening briefing) and obtained (at the closing briefing) findings and conclusions of the evaluation test in a discussion with these stakeholders, and to obtain initial feedback.
- The evaluators are also expected to hold detailed consultations with the **Ramallah Liaison Office**. The evaluation team may contact the diplomatic mission (embassy) with a request for logistical support or a request for the mediation of talks at ministries and other authorities of the partner country; however, the assistance of this mission must be sought only to the **extent strictly necessary**.

Declaration of tendering procedure and receipt of tender proposals

The tendering procedure, taking place in the form of an open call, shall be declared publicly on the website of the Ministry of Foreign Affairs on **18 March 2014**.

The deadline for the receipt of tender proposals is **14:00 hours on 31 March 2014**.

Tender proposals shall be sent by **registered post** (or delivered **in person**) in a paper version and in electronic form on a storage medium (e.g. CD) to the following address:

**Ministerstvo zahraničních věcí ČR [Ministry of Foreign Affairs of the Czech Republic]
Odbor rozvojové spolupráce a humanitární pomoci [Development Cooperation and Humanitarian Aid Department]
Loretánské náměstí 5
118 00 Praha 1**

⁵ However, during the evaluation mission in the partner country, this need not be limited to individual interviews – the methods for determining and verifying information are based on the evaluation team's methodological procedure.

Tender proposals shall be submitted in an envelope labelled with:

- the title of the tendering procedure;
- the full name and address of the tenderer;
- the words “**DO NOT OPEN**”.

The contracting authority is entitled to refuse to accept tender proposals sent by other means (e.g. by fax or email), delivered to other addresses or received after the deadline.

Tender proposals may be submitted in the Czech, Slovak or English. Tender proposals in other languages will not be accepted.

Evaluation team

The evaluation can be conducted by a **team composed of numerous natural persons** (one of whom acts as team leader responsible to the contracting authority for all output) or a **legal person** with an appropriate team of experts (one of whom acts as team leader for communication with the contracting authority).

The contracting authority believes that it would be optimal to have a team with **two or three members, i.e. a principal evaluator** responsible for the entire evaluation process and for the submission of the agreed reports, whose expertise lies mainly in the evaluation methods, **an expert on water, water management, hydrogeology and hydrology, and/or an expert with an economic education focusing on economic modelling based on hydrogeological data**, and where appropriate a **local expert** (or junior team member) with a thorough knowledge of the local environment.

Tender proposals must include the following:

- the **methodological approach** of the evaluation team, including the work schedule (i.e. specifically described methodology designed specifically for this evaluation of the Czech Republic’s development cooperation in the Palestinian Autonomous Territories);
- a binding definition of the **number of days of the evaluation mission in the partner country** (not including the dates of arrival in and departure from the country);
- the **composition of the evaluation team**, i.e. the number, names and specialisations of the experts who are to take part in the evaluation, including a **clear definition of their participation in the mission, or part of the mission** (what part, how many days), and including their planned roles in the production of the evaluation report;
- the **CVs** of experts forming the evaluation team, with specific information on their education, skills and experience relevant to the evaluation;
- a **declaration of honour** by the tenderers that they meet the qualification requirements (see below); before signing the contract, the tenderer must be able to demonstrate such compliance by means of a document/certificate;
- a **declaration of honour by the tenderer** – statement of truthfulness (see annex);
- the **bid price**, both inclusive and exclusive of VAT (or, for non-payers of VAT, a single price accompanied by the tenderer’s declaration that the tenderer is not liable to pay VAT). The

contracting authority anticipates a contract value in the **indicative range of CZK 300,000 to CZK 400,000**, exclusive of VAT;⁶

- the mandatorily completed **table calculating the cost of the evaluation** (see annex). Meal allowances in the table, budgeted per person and the number of days abroad, must comply with the relevant Czech legislation. We draw the tenderer's attention to the fact that, prior to releasing funds, the Ministry of Foreign Affairs, in the role of the contracting authority, will require a statement of objectively demonstrable costs (e.g. expenditure actually incurred on flights, accommodation in the partner country, etc.). If any of these costs are actually lower than budgeted in the tender proposal submitted in the tendering procedure, the contracting authority will reduce payment by this difference compared to the bid price offered by the winning tenderer; any expenses higher in reality than budgeted in the tender proposal will not be paid by the contracting authority;
- a **declaration of honour – independence statement**, signed by all members of the evaluation team. **All natural person, or experts from the team of a legal person, must meet all of the following independence conditions at the same time** – these conditions apply **to all projects included in this evaluation in the given country and water and sanitation sector**. The declaration of honour – independence statement is signed by all natural persons, or by the legal person and all the experts involved in its team.

Conditions regarding the independence of evaluation team members

- None of the evaluation team members has been involved in the preparation, selection or implementation of the project to be evaluated at any stage. Furthermore, they have not been involved in the preparation of a project proposal which competed with the project to be evaluated in tendering procedure.
- None of the evaluation team members is an employee or external associate of the project coordinator, nor have they acted in such capacity in the preparation and implementation of the evaluated project; they are not an employee or external associate of the project implementer, nor have they acted in such capacity in the preparation and implementation of the evaluated project in the given country and sector.
- Apart from the conditions defined above, none of the evaluation team members has been involved in the implementation of projects under the Czech Republic's development cooperation in either the country of the evaluated project or the sector of the evaluated project - both conditions apply to the year preceding the evaluation and the year of evaluation -, and they will not be involved in such projects in the said country and sector in the next year.

Qualification requirements of the evaluation team

- University degree – for the evaluation team leader;
- at least four years' work experience – for the evaluation team leader;
- completion of participation in at least one evaluation (in terms of the comprehensive evaluation of results) of a project, programme or similar intervention – for all members of the evaluation team;

⁶ However, the contracting authority does not intend this indicative range to serve as a strict definition of either a minimum or maximum price. The bid price must cover all of the evaluation team's costs, i.e. the time spent working in the office (document analysis, report writing, the incorporation of comments), the cost of the evaluation mission to the partner country (the remuneration of team members, airfares, local transportation, accommodation, meals, interpreting, telephone calls), the remuneration of team members for time spent on the final presentation, etc.

- completion of at least one training course or higher-education subject on the theme of evaluation or project/programme cycle management, or on results-based management – for all members of the evaluation team;
- knowledge of English or Arabic language for all members of the evaluation team who are to participate in the mission to the Palestinian Autonomous Territories. The tenderer shall demonstrate knowledge of a foreign language by submitting a certificate that a language examination has been passed at least to B1 level, or by submitting the tenderer's declaration of honour that the relevant evaluation team member is proficient in the required language to a communicative level. If a declaration of honour is submitted, the contracting authority has the right to verify the language proficiency of team members before entering into the contract.

Evaluation criteria (0 to 100 points in total)

The contracting authority has chosen the evaluation criterion of economically advantageous tenders.

Individual evaluation sub-criteria have been set as follows:

1. bid price (only prices exclusive of VAT are compared): 0–40 points

The tender proposal with the lowest bid price will receive 40 points. The other tender proposals will be assigned points according to the following formula: $(\text{value of the lowest bid price value}) \times (40 \text{ points}) / (\text{value of the given tender proposal bid price}) = (\text{number of points awarded to the given tender proposal})$

2. professional quality, the specificity of the processing and the feasibility of the evaluation methodology presented, including a schedule and workflow and the division of tasks within the evaluation team: 0-30 points

Maximum points will be awarded to methodology that provides both a theoretical framework for the proposed methods and their limits, and that, specifically, expands on the combination of OECD/DAC evaluation criteria and the proposed methods – typically in the form of evaluation questions, the method for the identification and triangulation of data, etc. Strict compliance with the outline of the evaluation report and logical connections between findings, conclusions and recommendations by means of set, specific and realistic evaluation questions is expected. Optimal methodology will also include a schedule of work, including an approximate programme for the mission to the partner developing country, and the division of tasks and responsibilities among evaluation team members. These procedures must be proposed realistically. The contracting authority would welcome evaluations based on the **Formal Evaluation Standards** of the Czech Evaluation Society.⁷

3. the level of expertise and previous experience of the team in the field of water management, hydrogeology and hydrology in general: 0-20 points

Maximum points will be awarded to the evaluation team whose members, together, possess comprehensive expertise in the field of water management, hydrogeology and hydrology, ideally with a focus on economic modelling based on hydrogeological data. Expertise is understood to mean a combination of theoretical education and working experience. If the tenderer's team has expertise in related areas, the tender will be awarded a proportion of the points based on the depth, breadth and transferability of knowledge. The criterion of expertise and previous experience of the evaluation team in the sectoral topic will be assessed on the basis of the tender documents submitted.

⁷ See www.czecheval.cz

4. the scope of team members' previous experience of developing countries, especially in the Middle East, and team members' experience of development cooperation: 0-10 points

Maximum points will be awarded to the evaluation team whose members, together, can demonstrably offer extensive experience of a working, research or similar stay in developing countries, including any of the countries in the Middle East, and of development cooperation as an activity and part of foreign policy, e.g. the planning, implementation, monitoring and evaluation of specific projects, broader assistance programmes, work on the conceptual and research plane of development cooperation, etc. Direct experience of the Palestinian Autonomous Territories would be an advantage. The criterion of the evaluation team's past experience of developing countries and development cooperation will be assessed on the basis of the tender documents submitted.

For the second to the fourth evaluation sub-criteria, it may be the case that no tender proposal is awarded full points. Scoring is the responsibility of an expert evaluation committee.

Evaluation of tender proposals

Tender proposals received will be processed by the authorised administrator, who will examine the qualification criteria and then will forward the tender proposals to the evaluation committee, which will assess them and, on the basis of the evaluation criteria, will select a winning tender proposal. The result of the selection by the evaluation committee will be published by **14 April 2014** on the website of the contracting authority.⁸

Annexes:

Mandatory outline of an evaluation report on the Czech Republic's development cooperation (2014 version)
Selected documents on the project to be evaluated
Template declaration of honour by the tenderer – statement of the truthfulness of the information provided (mandatory part of the tender)
Template declaration of honour – independence statement of evaluation team members (mandatory part of the tender)
Template table of evaluation costs for the calculation of the bid price (mandatory part of the tender)

⁸ See www.mzv.cz/aid

Project timeline, external support and reports

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a) Major events leading to and influencing the project

1992	The first version of the Water Allocation System (WAS) was first developed in 1992 under the auspices of the Institute for Social and Economic Policy in the Middle East, directed by Leonard Hausman. The Institute was then located at the John F. Kennedy School of Government at Harvard University. But the intellectual genesis of the Middle East Water Project occurred at a conference the Institute held in London in 1990. The ensuing work went on from late 1993 into early 1996. The project operated in teams: three (non-governmental) "country teams" and a "central team" in Cambridge, Massachusetts. Although the country teams were primarily responsible for data collection and model construction in their respective countries and the central team was primarily responsible for model-building theory and coordination, those responsibilities were often shared more widely than such a division indicates, and a good deal of interaction took place.
1993	The Declaration of Principles signed on September 13, 1993 (Oslo I) was the first bilateral agreement between the Palestinians and the Israelis. This agreement did not address Palestinian water rights in explicit terms.
1995	Oslo II (Interim Agreement on the West Bank and Gaza Strip) Article 40 of Annex III established the framework for co-operation in the field of water and sewage between Palestine and Israel. It has been agreed that the future needs of the Palestinians in the West Bank are estimated to be between 70 - 80 mcm/year. Both sides recognized the necessity to make available to the Palestinians during the interim period 28.6 mcm/year. Total – up to 118 mcm/year.
1995	Israeli-Palestinian Joint Water Committee The Committee was established as a result of Oslo II as a joint mechanism for supervision over and enforcement of agreements reached in the field of water and sewage, in the West Bank (article 40 of Annex III). Although it was originally intended to be a temporary organ for a five years interim period, it still exists as of 2014. The allowed quantities have however not been adapted.
1996	The current legislation on water established with a by-law establishing the Palestinian Water Authority (PWA) . Karen Assaf, a recognized capacity on issues related to drinking water in Palestine and the author of several publications on this topic worked as an Adviser to the PWA from its establishment its establishment
1997	The Dutch Government provided a fund to Ministries of Planning of Palestine, Jordan and Israel as well as to Harvard. The Middle East WAS (Water allocation System) model as a tool for conflict resolution has been developed by Franklin Fisher and others for Israel, Jordan and Palestine. The model allocates water according to economic criteria, so as to maximize the net benefits to all consumers. When such maximization of benefits involves one or more constraints, a system of "shadow" values is involved in the solution. (Ref.: Franklin M. Fisher and Hossein Askari Optimal Water Management in the Middle East and Other Regions. Finance & Development, a quarterly magazine of the IMF. September 2001, Volume 38, Number 3.)
1999	The second phase of developing WAS has been formally concluded in early 1999. During that phase, each of the three regional parties worked on the construction of a model of its own water economy. That work was largely bilateral, with each regional team working with the central team. There were, however, occasional joint meetings and discussions on common topics and problems. The models were single-year, steady-state ones (although the conditions for the single year can be varied). Construction of a full multiyear model has begun but is not far advanced.

1998 - 99	The 3 governments applied for another grant, but the continuation of the project was interrupted by the Intifada. WAS has never been applied in practice. It has been used for academic research and is taught as MSc course. There is a sort of plan based on WAS in Israel, none in Palestine. WAS is taught as an MSc course in the An Najah University.
1998	The Water Resources Management Strategy has been formulated
2000	There was an attempt at negotiations for an agreement on water resources in Camp David in July 2000. During discussions, Israel offered the Palestinians additional "allocations". Palestinian water rights were not discussed.
2002	Paper published at An-Najah University Journal by Anan Jayyousi, entitled "Application of WAS to the Palestinian-Israeli Water Conflict" .
2002	Palestine Water Law No.3 passed and on July 17, 2002 by the President: This law includes the institutional framework of each level in the water sector. The Law clarifies the responsibilities of the Palestinian Water Authority (PWA) and establishes a National Water Council (NWC) with the task to set national water policies. It also establishes "national water utilities" .
2005	Franklin M. Fisher, Annette Huber-Lee, Ilan Amir, Shaul Arlosoroff, Zvi Eckstein, Munther J. Haddadin, Salem G. Hamati, Ammar Jarrar, Anan Jayyousi, Uri Shamir, Hans Wesseling "Liquid Assets: An Economic Approach for Water Management and Conflict Resolution in the Middle East and Beyond" (Resources for the Future) RFF Press, 2005. This publication provides an extensive description of the MYWAS model
2007	International conference "Sustainable Development and management of water in Palestine" Ramallah, 26 August 2007. An activity of the "Capacity Building and Training on Environmental Planning and Management" Project, 1998-2007 funded by the UNESCO-FLANDERS FUST, implemented by the Water Research Center at Al-Azhar University in coordination with Palestinian institutes working in the field of water and environment. The conference was hosted by the PWA. Presentations included "Analysing Future Palestinian Water Issues with the WAS Model" Franklin Fisher, Annette Huber-Lee, Karen Assaf, Ammar Jarrar and Anan Jayyousi. Presented WAS model and its extension to MYWAS.
2008	Pavel Seifter discussed with Frank Fisher and the Head of RO Ramallah (then Mr. Silhavy) the possibility to support the introduction of MYWAS model to Palestine. The first project (Stage 1) was implemented in the same year.
2008	Presentation of the Water Allocation system – WAS. Implemented by HOPE, coordination RO Ramallah. Funding 1,835,826 CZK (about 91,791 USD)
2008 Stage 1	<p>"Support to Infrastructure in the Palestinian Autonomous Territories with Emphasis on Water Management in 2008" Implemented by HOPE (TL Anan Jayyousi), Coordination RO Ramallah, Funding Resolution of the Czech Government # 801/2008 of 27. 06. 2008 approved the release of CZK 60 million extraordinary funding for development cooperation with Palestine in 2008. From these funds, 1,873,000 CZK (about 94,000 USD) was allocated for this project</p> <p>Activities included:</p> <ul style="list-style-type: none"> • District level data collection and setting up WAS for Palestine • Training workshop at MIT • Presentation of the economic model for water use – Water Allocation System (WAS). The presentation in Ramallah in December 2008 was attended by academics. Experts and government authorities. Franklin Fisher, the author of WAS, was present at the presentation. <p>After the symposium, a training course was held for 15 trainees from the different authorities: the PWA, Ministry of Agriculture, Ministry of Local Governments, Environmental Quality Authority, Ministry of Planning as well as 4 from different NGO's and Universities</p> <p>Based on this presentation, the PWA and the CZDA signed a MOU; PWA adopted this model as its instrument for the management of water resources.</p>

2009 Stage 2	1,862,374 CZK (93,119 USD) has been allocated for the "Water Allocation System (WAS) Project-Stage 2" . Implemented by PWA in October – December 2009. Coordination CZDA, delegated to the RO Ramallah. The project supported the introduction of WAS by funding the following: <ul style="list-style-type: none"> • Procurement of WEAP (Water Evaluation and Planning) licence and a hydrological model • Linking WEAP with MYWAS for data gathering • Hardware • Two workshops on integrated water planning and water economics for academics/trainers and PWA team/users on WAS/MYWAS
2010 Stage 3	Continuation of Stage 2. Allocation: 500,000 CZK (25,000 USD). April – July 2010. The main purpose of Phase 3: <ul style="list-style-type: none"> • The introduction of WAS into practice, specifically collection of data in Heron, Bethlehem and Jericho Governorates • Training of the WAS/MYWAS PWA team • Supply of technology for the implementation of the model
2010	The value of water: Optimizing models for sustainable management, infrastructure planning, and conflict resolution. Paper based on the work of the Water Economics Project (WEP). Presented by Franklin M. Fisher, Annette T. Huber-Lee at EuroMed 2010 — Desalination for Clean Water and Energy: Cooperation among Mediterranean Countries of Europe and MENA Region, 3–7 October 2010, Tel Aviv, Israel. Organized by the European Desalination Society. Received 16 August 2010; Accepted 16 November 2010 The paper focused on WAS/MYWAS with reference to planned improvements (quotes from the Paper): 1. <i>At present, MYWAS handles only two types of water: potable water and treated waste water. It can be made to deal with brackish water sources by including treatment costs as a cost of extraction, and this could be done for other water quality problems, but a full treatment of quality issues needs to be included.</i> 2. <i>The WEP has produced a model of crop choice, AGSM (for Agricultural Sub-Model) [1,4–6], but that model has not been fully integrated into MYWAS (possibly at the user's option) to replace the rather simplistic agricultural demand curves used. That work has now begun.</i> 3. <i>MYWAS should be linked to a reasonably sophisticated hydrological model.</i>
2011	Networking Among Rural, Urban and State Representatives in Water Management — 450, 000 CZK. Implemented by FoEME. Funds were used for workshops and the preparation of two studies on problems of access to water between Israel and Palestine.
2011 or 2012	Simulation of an agreement about division of water sources between Palestine and Israel. FoEME, RO Ramallah, 446,820 CZK. The purpose of this project was to develop a proposal for division of water resources in the future Israel-Palestinian agreement. The result is presented in the report „An Agreement to Share Water between Israelis and Palestinians“, proposing a joint management of border water resources, Revised version published in 2012 includes proposal for practical steps and measures.

b) Major events during the implementation

National Water Management System in the Palestinian Autonomous Territories – MYWAS, 2011-2013 (assigned monetary donation), Implemented by the PWA, Coordinated by the CZDA.	
Undated	Initial Project Proposal form (IPP) submitted by the PWA. Recommended financial allocation: CZK 15,000,000. Expected cost sharing in kind: personnel office, training room space, PWA monitoring team and equipment, PWA driver, use of WEAP and MYWAS licenses and interfaces (procured under a precious Czech project)
7 March 2011	MOU between PWA and MFA (Represented by the RO Ramallah) has been signed, laying down the implementation modalities. Attached to the signed MOU is the General Description of the MYWAS Project Activities 2011-2013 (project document) with the itemized budget for the first year of the project.
May 2011	Commencement of project implementation

May 2011	Contracts signed between Karen Assaf, Anan Jayyousi, SEI, Annette Huber-Lee and PWA. All contracts include description of tasks and reimbursement on a quarterly basis from the project fund. The amounts are specified in the contracts with Karen Assaf and Anan Jayyousi. . The contracts run from May 2011 – October 2014.
09 June 2011	Letter from the Palestinian Authority, Ministry of Finance to the CZDA on Financing Mechanism for the Czech Development Cooperation projects. This procedure replaces the existing mechanism of co-signature by the person authorized by the RO Ramallah. The procedure laid out in this letter is consistent with the procedure agreed in the MOU of 07 March.
13 June 2011	Letter from the CZDA to MOF approving the financing mechanism for the CZDC projects where bank accounts are managed directly by the Governmental institutions under the supervision of the MFA and where, at the same time, no payment can be made from the project accounts without an official written approval from the donor to the contracting authority, and where the donor has a permanent online access on all financial operations of the account.
Aug 2011	1st QR for May -Jul 2011. Summary of achievements, Plan for May – Jul 2011; activities and outputs May – Jul 2011; plan for Aug – Oct 2011; Annexes (organization structure , plan for 2011, budget, procurement, expenses as of 28 Aug 2011. Corresponding vouchers. <i>Submitted by the PWA, prepared by the Project Manager, accepted by the RO Ramallah and CZDA</i> The project organization structure including the International Steering Committee was appointed by RO Ramallah and approved with the first QR
Nov 2011	2nd QR for Aug – Oct 2011. Summary; Plan for Aug – Oct 2011; activities and outputs Aug – Oct 2011; Annexes (Building the team, Plan for 2011; Budget, Procurement and expenses as of 28 Aug 2011; amounts expended as of 30 Nov 2011. Corresponding vouchers. <i>Submitted by the PWA, prepared by the Project Manager, accepted by the RO Ramallah and CZDA</i>
Feb 2012	3rd QR for Nov 2011- Jan 2012. Summary; Plan Nov 2011 – Jan 2012; activities/outputs Nov 2011 – Jan 2012; Plan for Feb 2012 – April 2012; Annexes (Building the team, Plan for 2011, Budget, procurements and expenses as of 15 Feb 2012). Corresponding vouchers. <i>Submitted by the PWA, prepared by the Project Manager, accepted by the RO Ramallah and CZDA</i>
March 2012	The work plan and budget for the second year of the project have been submitted by the Team Leader, approved by the PWA and agreed by the RO Ramallah.
14 May 2012	MYWAS workshop attended by some 45 participants from the MYWAS team, PWA, NWU, the Ministry of Planning, the Ministry of Local Government Universities, economists and other professionals. Presentations were made by Annette Huber-Lee (What is MYWAS and why MYWAS/WEAP), MYWAS team (MYWAS/WEAP scenarios), Karen Assaf (National Water Management System – MYWAS and Building the Capacity of the PWA and the National Water Council to interact with stakeholders in the context of inter-sectoral water planning), and on linking MYWAS and WEAP. Purpose of the workshop was to present work done on developing the model for use in the PWA.
May 2012	Yusuf Awais PWA, DG of International Cooperation, and MYWAS Executive Observer, left the project.
6 June 2012	Letter from PWA to the RO Ramallah asking for clarification on tax matters within the MOU
12 June 2012	4th QR and 1st Annual report March 2011 – April 2012 (Annual) Feb 2012 plus May 2012 (QR4). Summary; First Year Plan of activities/outputs including the 4th quarter (Feb 12 – April 12) plus May 12- the workshop; First year review of activities/outputs including updating for the 4th quarter (Feb 12 – April 12) plus May 12 – the workshop; Plan for June – Aug 2012; Evaluation of the first year. Annex 1: Building the team Annex 2: Plan for 2012/2013 (May 2012 – April 2013) – the second funding year. Corresponding vouchers <i>Submitted by the PWA, prepared by the Project Manager, accepted by the RO Ramallah and CZDA</i>
13 June	Budget timeline for first year by quarter (May 2011 – April 2012) (request for transfer of savings of USD

2012	64,076 to project year 2) <i>Submitted by the Project Manager</i>
13 June 2012	Amendment 1 to the MOU signed between the Diplomatic Mission (RO Ramallah) and the Beneficiary (the Minister, PWA), approved by the CZDA adding one new paragraph: "The Recipient (the PWA) shall use all funds from the technical assistance grant exclusively to the financing of the designated project – excluding taxes, duties and levies of any kind "
June 2012	PWA stopped providing financial reports to the TL for the QRs The TL prepared and submitted progress reports. Financial reports were based on estimates, This has been accepted by the RO Ramallah.
Early Sept	Visit by Brian Joyce. Brian worked with the PWA MYWAS team on defining the modifications needed in the WEAP interface (and Python and GAMS code) in order to incorporate and integrate policy and strategic planning options into the Palestinian MYWAS model.
20 Sept 2012	2nd year 1st Quarterly Report Summary; Second year plan of activities/outputs plus the month of May 2012 – the National Stakeholder workshop; Second year of activities/output plus the month of May 2012; Annexes (Plan for second years May 2012 – April 2013); The 3 basic scenarios; Budget, Procurement and Expenses; About remaining in USD to be carried over into the second year USD 58,926.54 <i>Submitted by PWA, corresponding vouchers missing</i>
Nov 2012	Visit of Dr. Ebel Smidt (of Delft University and Adviser to The Netherlands Representative Office) of the Cocoons Project to the PWA. A joint meeting was held with the MYWAS Team since it was envisioned that the two projects should be coordinating
28 Nov 2012	Letter of termination of services from the PWA to the TL Karen Assaf The PWA regrets to inform that the contract cannot be renewed until the completion of the project internal assessment
January 2013	The PWA proposed to Karen Assaf a new contract with a salary of 1,500 USD starting from January 2013. Karen Assaf has a contract until the end of May 2013, and her salary is agreed in the annual work plan and project budget, approved by the PWA. For these reasons, Karen Assaf refused to sign the new contract. The Local Consultant Anan Jayyousi did not have valid contract since 1 st January 2013
January 2013	Technical visit was made by Dr. Annette Huber-Lee who helped the MYWAS Team define the agricultural data that are needed for the Excel Sheets of the AGSM sub-model. Also, she went through the data that were collected and what remained to be entered into MYWAS.
31 Jan 2013	Letter from RO Ramallah to PWA proposing alternative utilization of funds for Skoda Octavia. The vehicle has been delayed in transit for almost a year due to customs and taxation clearances. Most of the data has already been collected.
04 March 2013	Meeting between PWA, RO Ramallah and the TL Karen Assaf PWA informed the RO Ramallah that for project year 3 (June 2013 – May 2014) they will not accept names of experts who should work on the project. RO Ramallah refused this proposal advising among others that the annual plan will be reviewed in coordination with the CZDA only after the current issues have been resolved. (submission of project reports, contract with the TL) The Minister proposed three scenarios: <ul style="list-style-type: none"> • Move MYWAS to another Ministry (such as the Ministry of Agriculture) • Continue MYWAS under the new conditions or to find a modality under which the experts could be paid from the project budget thru channels other than the PWA • Termination of the project
06 March	Financial Statements and Auditors' Report for the Period from Apr,1st 2011 to Dec,31st. 2012. In the

2013	opinion of the external auditor, the accounting procedures and records were correct.
10 March 2013	2nd year 2nd Quarter Report Summary; Activities for Sept 2012 – Nov 2012; Annexes (Plan for 2012/2013 (May 2012 – April 2013) – the second funding year; The 3 basic scenarios, Financial report 1 April 2011 – 30 Nov 2012 <i>Submitted by PWA after several reminders from the RO Ramallah.</i>
19 – 28 March 2013	External monitoring by Vladimír Hrkál. Report: Technical Monitoring of the project “ <i>Narodní systém řízení a rozvoje vodního hospodářství na Palestinských autonomních územích</i> ” for the period 2011-2013, April 2013.
25 March 2013	A report by the International Steering Committee about the MYWAS activities in Palestine in the 3rd Quarter of the 2nd year of the project (Dec 2012 – Feb 2013). This 3rd quarterly report highlights the targets from the project document in order to be very clear what has and has not been accomplished, including an assessment of what most likely will not be accomplished by the end of this 2nd year budget period. Annexes: Appendix 1: MYWAS Model Development: New Inputs and Concepts. Appendix 2: MYWAS Paper presented in Amman, Jordan at Arab Water Week 2013 <i>Submitted by Franklin Fisher, Annette Huber-Lee, Pavel Seifert</i>
07 April 2013	The MYWAS project for Palestine 2011-13 (A memo of the MYWAS International Steering Committee for the Czech Development Agency) The memo offers CZDA ISC's view of the state of the MYWAS project in Palestine and its recommendations for its successful conclusion. It includes the general vision and goals of the project, review of outputs for the year 2011 and the nine months of 2012– comparing plan and record. Comments on performance are followed by recommendations for a way forward. <i>Submitted by Franklin Fisher, Annette Huber-Lee, Pavel Seifert</i>
10. April 2013	Conditions to disburse funds for the 3rd year (Department for Development Cooperation) Improved management of the project (no delay of payments, adhering to the work plan) Maintaining the current project team under the leadership of Karen Assaf under the initially agreed conditions
May 2013	Team Leader Karen Assaf left the PWA
July 2013	Letter from RO Ramallah to PWA - proposal for the MYWAS Project for the period August 2013 – December 2014 based on the outcome of the CZDA monitoring mission. CZDA recommends to strengthen the ownership of the project within the PWA, the accountability between PWA and the donor, enhance further spread of know-how to the Palestinian experts and scholars and to ensure sustainability of MYWAS after 2014. This involves: <ul style="list-style-type: none"> • Creating a Project Bard consisting of Czech and Palestinian water experts, a Development coordinator from RO Ramallah, staff member from PWA and representative from the Prime Minister's Office. • Creating a research center at the An Najah University to fully cooperate with the PWA on the project • The TL and her Deputy would share their knowledge with the students at the University as well as with the PWA employees. The project should be monitored by the steering committee and supervised by the Project Board to ensure ownership with the Palestinian authorities
09 Jul 2013	Letter from RO Ramallah to PWA on second year reports due in June, required to continue the implementation of the project (4 th quarterly and 2 nd Year Financial Report with copies of all bills and invoices. RO Ramallah requests to suspend all transfers on both project accounts pending the submission of the requested technical and financial reports.
10 July 2013	Meeting between RO Ramallah and the Prime Minister of Palestinian Authority The Prime Minister agree on priorities with the RO Ramallah: <ul style="list-style-type: none"> • Immediate preparation of the financial report for the last quarter of year 2 and for the whole year 2 by the PWA to enable control of expenses from the project account - Presentation of complete accounts and identification of all payments • Preparing proposal for the Research Center at the An Najah University (as proposed by the RO

	<p>Ramallah and consulted with the Department for Development Cooperation</p> <ul style="list-style-type: none"> • Solution to divide funds between the new Research center and the PWA
18 Jul 2013	<p>2nd year 4th quarter and Annual Report Summary; Activities for 4th quarter (data collection, model development, scenarios, freeze of activities, capacity building, outreach, CoCoons – Dutch; scenarios with availability of water. <i>Submitted by the PWA</i></p>
18 Jul 2013	<p>Letter from PWA to RO Ramallah informing about freezing disbursements and transferring the whole balance to the AVAILABLE bank AC. The letter also states the willingness to transfer the balance to any other account designated by the RO Ramallah.</p>
22 Jul 2013	<p>Email from PM to Project Monitor and RO Ramallah Representative. Draft work plan for the MYWAS at An Najah University</p>
July 2013	<p>Letter from RO Ramallah to PWA - proposal for the MYWAS Project for the period August 2013 – December 2014 based on the outcome of the CZDA monitoring mission. CZDA recommends to strengthen the ownership of the project within the PWA, the accountability between PWA and the donor, enhance further spread of know-how to the Palestinian experts and scholars and to ensure sustainability of MYWAS after 2014. This involves:</p> <ul style="list-style-type: none"> • Creating a Project Bard consisting of Czech and Palestinian water experts, a Development coordinator from RO Ramallah, staff member from PWA and representative from the Prime Minister's Office. • Creating a research center at the An Najah University to fully cooperate with the PWA on the project • The TL and her Deputy would share their knowledge with the students at the University as well as with the PWA employees. The project should be monitored by the steering committee and supervised by the Project Board to ensure ownership with the Palestinian authorities
23 July 2013	<p>Letter from RO Ramallah to PWA. Confirms the receipt of Technical and Progress reports. It also notes that the copies of bills and invoices are missing since the end of the 1st Quarter of the second year. The RO Ramallah noted that this report is only a slightly altered version of the 2nd QR of the 2nd year as submitted to PWA by the TL Karen Assaf. The RO Ramallah considers the report itself as a strong proof that the project has reached its limits within the initial framework and confirms the involvement of a scientific institution. RO Ramallah also expresses that it cannot accept the Czech side and Dr Karen Assaf to be held responsible for the disturbances of the project related activities since both the RO Ramallah and responsible authorities in Prague have been doing their utmost to keep the project alive for the benefit of the Palestinian people. With the termination of the second year technical assistance funding of the MYWAS project, RO Ramallah requested the PWA to transfer all remaining money in the PWA MYWAS accounts to the account of the RO Ramallah. These resources will be later re-allocated for MYWAS activities, based upon the overall Prague-approved work plan and budget plan for the third year of the project. The letter also explains arrangements for setting up a Research Center at the An Najah University to be led by Dr Anan Jayyousi and splitting the budget between PWA and the Research Center according to a formula agreed upon the third year work plan and budget. The letter further recommends Mr. Kamal Issa to be also a member of the Project Board of MYWAS and the contact person between PWA and the Research Center. The letter also informs that the external evaluation has shown that the expertise of Dr Karen Assaf is essential (practically no progress has been achieved after she stopped working on the project including considerably delayed technical progress report. The involvement of the Research Center would enable Dr Assaf to share her know how with the students as well as with the employees of the beneficiaries)</p>
5 Aug 2013	<p>Email from Mr. Hrkal, project technical monitor to MYWAS Project Manager Karen Assaf In his email Mr Hrkal states that the PM prepared a logical sequence of tasks resulting in a series of well measurable outputs. He also refers to his last stay at the West Bank and discussions with the RO Ramallah Representative during which the possibility of integrating a practical test into the last year of MYWAS project has been raised. The test would prove the credibility of the outputs of project MYWAS. As an example it would be appropriate to suggest and test the following scenario: Default situation: You have a limited budget of around 500,000 USD available. Aims of the future project: Wastewater treatment or irrigation system construction ... MYWAS' task: Select optimal sites for project execution and compile data for tender. After that, using data provided by MYWAS. He also mentioned that Czech Embassy or Czech Developing Agency should</p>

	try to find financial resources necessary for project implementation
08 Aug 2013	Letter from RO Ramallah to An Najah University suggesting to start preparations for the establishment of MYWAS Research Unit within the University . Purpose: development of MYWAS and training of professionals in its use. This would be implemented in cooperation with the PWA research team, other ministries and the International Steering Committee.
28 Aug 2013	Meeting between RO Ramallah and PWA The Minister advised that the PWA MYWAS team continues working without the TL and the Local Consultant. The Minister also advised that data collected for MYWAS cannot be handed over to An Najah for technical and strategic reasons. Moreover, cooperation with An Najah could lead to suspicion of nepotism (the current Prime Minister has until recently been the Rector of the University which should be selected without tendering procedure)
Aug 2013	Vouchers for the first half of 2013 repeatedly requested from PWA have been received
12 Sept 2013	Letter from PWA to RO Ramallah on insistence on the part of RO Ramallah to keep the Project Coordinator (Karen Assaf), the decision of unlawful relocation of the project to the An Najah University . The letter informs that PWA will continue with MYWAS even if the Czech funding is withdrawn and the remaining amount of USD 171,254 can be transferred to the RO Ramallah .
2 Oct 2013	Letter from PWA to RO Ramallah cc to Prime Minister's Office and the MOFA informing that the project has been suspended between January – September 2013 due to administrative reasons. The letter includes a request for resuming activities to complete the project as planned. In the MOU, stresses the importance of the SEI and proposes a project meeting.
03 Oct 2013	Proposal from the PWA for the implementation of third project year PWA expressed the wish to continue and to complete outstanding project activities. PWA further confirmed the indispensability of the international experts – authors of MYWAS. The MYWAS team will prepare budget for year 3.
30 Oct 2013	Visit by representatives from the Development Cooperation & Humanitarian Aid Department of the MFA CZ and the CZDA to Palestine to discuss the future of the MYWAS project Issues discussed with the PWA included: <ul style="list-style-type: none"> • Payment of dues for January – September 2013 to the TL and Local Expert. Agreement has not been reached and Mr. Shuaibi requested that the project is handed over to a new Project Manager • Closing year project year 2 and its continuation in year 3. It has been agreed to close year 2 by December 2013, including final report for year 2. Some activities will need to be reduced or transferred to year 3.(particularly information activities) • It may be possible, subject to approval by the CZDA, to extend year 3 without increasing the budget. The PWA should submit plan of activities by 10 November 2013. • The third year will focus on developing specific scenarios for possible development projects, using MYWAS, and propagation of the model • Subject to meeting all above deadlines and approval of activities, the MFA CZ will transfer 5 million CZK for year 3 to the PWA account.
01 Nov 2013	Zdenek Hrkál: <i>Model proposals for the extent of technical works that could be implemented on the basis of data available in MYWAS in Palestine</i> . Purpose: a basic overview about investments that could be tendered on the basis of an analysis done by MYWAS . After consultation with the PWA, the data would be provided to the PWA specialists during the first half of 2014 as basis for model simulations.
06 Nov 2013	Unauthorized payment by PWA of 5,000 USD with unclear justification
18 Nov 2013	PWA submitted plan of activities for project year 2
20 Nov 2013	Zdenek Hrkál: Assessment of the proposal by the PWA for activities under the MYWAS project until the end of 2013 and for 2014.

	<p>2013</p> <ul style="list-style-type: none"> Entering agricultural data is not mentioned. The proposal talks about the necessity to develop and to apply AGSM Training and dissemination as agreed <p>2014</p> <ul style="list-style-type: none"> Proposal does not reflect the emphasized strengthening of developmental character and less emphasis on the research aspects. Rather follows the initial project document and emphasizes further development and fine tuning of the MYWAS program. The proposal includes "Scenarios to evaluate infrastructure and policies" that is, on the regional/state level. Agreed in previous meeting has been <i>Feasibility studies will be carried out for infrastructure projects identified by MYWAS as having the highest priority and impact on improving access to water for Palestinians</i>. Missing is a reflection of the requirement for organizational activities that would ensure the functioning of MYWAS after the end of funding by the CR. The proposal is general, based on the initial project document, without indicators/dated Recommendation: revision of the proposal
22 Nov 2013	Letter from RO Ramallah to PWA informing the CZDA approved activities plan for the 2nd project year received from PWA on 18 November 2013 . And the PWA can use the rest of the money allocated on its account for relevant project activities. The RO Ramallah expressed a hope that all outstanding commitments especially salaries of experts will be compensated. The letter suggests a meeting on project year 3 in January 2014 to discuss and approve activities plan for the last project year.
02 Jan 2014	Letter from RO Ramallah to PWA Acting Head with the request for Financial and Progress Reports for the second year of the project, May 2012 - December 2013 (the revised end of the second year of the MYWAS) by 31 January 2014.
10 Feb 2014	2nd year extension (prepared by Karin Assaf for ISC and RO Ramallah) June 2012 – Dec 2013 Summary of activities during the second year, financial report
18 Feb 2014	Letter from RO Ramallah advising the PWA that in the absence of project reports an evaluation of future activities, assessment of development impact of the project or approval of further funding is not possible and suggested concluding the project. The RO Ramallah suggested beginning a discussion about the conclusion of the MYWAS project. The letter also informed about the external evaluation with a request for assistance to the team.
April 2014	PWA Progress Report April 2014 , Summary of activities and achievements for years 1 and 2 .
11 April 2014	Representative Office of the Czech Republic in Ramallah informed PWA via letter dated 11 April 2014 that the project terminates by April 2014 and grated to the PWA No objection to PWA to use the remaining balance for the sole purpose of the project
17 April 2014	Budget Time Line for the second year (May 2012 – April 2013) with vouchers and invoices

c) External technical project support

Project Technical Assistance

- Assaf, Karen:** MYWAS Project Team Leader (TL). Palestinian capacity on water and related issues. (Co-) authored several papers and publication including *From Conflict to Cooperation* / Hillel Shuval, Hassan Dweik (ed.) Publisher Berlin [etc.] : Water Resources in the Middle East : Israel-Palestinian Water Issues . Springer, 2007. Worked as an Adviser to the PWA until November 2012. Left the PWA in May 2013.
- Anan Jayyousi,** Local Consultant, MYWAS Technical Team. Scholar and lecturer at the An Najah University. Responsible for technical support and the preparation of materials for the use of MYWAS and WEAP, supervision of data collection and input from the West Bank governorates, specifically for baseline data regarding demand. Building up scenarios. Training

and Hands-on experience for the MYWAS team. Supervisor of Thesis on MYWAS prepared by Hala Barhoumi (MYWAS core team member) in completion of her MSc.

- **Annette Huber-Lee:** Staff of the Stockholm Environmental Institute. Co-author of Member of the team that introduced MYWAS/WEAP to Palestine Co-author of "Liquid Assets": Overall responsibility for the development and modification of MYWAS/WEAP to the most appropriate tool for examining eater investments for Palestine.
- **Stockholm Environmental Institute,** the lead developed of WEAP. Responsible for all changes to the WEAP software to allow the full application and the use of MYWAS in the West Bank.

Steering Committee

- **Franklin M. Fisher** is the Jane Berkowitz Carlton and Dennis William Carlton Professor of Microeconomics, Emeritus at the Massachusetts Institute of Technology. For the past 15 years, Professor Fisher has been the Chair of an Israeli, Palestinian, Jordanian, Dutch and American project on the economics of water, especially in the Middle East. **Developed with others the MYWAS model.**
- **Annette Huber-Lee:** Board Member, Coordinator of the Water, Energy and Food Nexus, Stockholm Environment Institute. **WEAP was developed by the Stockholm Environmental Institute.**
- **Pavel Seifert,** Pavel Seifter was Czech ambassador to the United Kingdom from 1997 until his retirement in 2003 Senior Visiting Fellow at London School of Economics. EWE (Energy, water and environment communities) project Co-Director, Centre for the Study of Global Governance. EWE has managed, through cooperation with its partner, the Forum 2000, to attract the attention of politicians and public figures from over the world towards the water problem as part of the Israeli-Palestinian negotiations.

CZDA Monitoring Expert

- **Zbynek Hrkál,** Project technical monitor. Head of Dept. of Groundwater Protection, T. G. Masaryk Water Research Institute (TGM WRI), Prague, Czech Republic

d) Project reports

Report	Period covered	Contents	Date submitted
1st year			
1 st quarterly report	May 2011- Jul 2011	Summary of achievements, Plan for May – Jul 2011; activities and outputs May – Jul 2011; plan for Aug – Oct 2011; Annexes (organization structure, plan for 2011, budget, procurement, expenses as of 28 Aug 2011	Undated
		<i>Corresponding vouchers</i>	
2 nd quarterly report	Aug 2011 – Oct 2011	Summary; Plan for Aug – Oct 2011; activities and outputs Aug – Oct 2011; Annexes (Building the team, Plan for 2011; Budget, Procurement and expenses as of 28 Aug 2011; amounts expended as of 30 Nov 2011	Undated
		<i>Corresponding vouchers</i>	
3 rd quarterly report	Nov 2011 - Jan 2012	Summary; Plan Nov 2011 – Jan 2012; activities/outputs Nov 2011 – Jan 2012; Plan for Feb 2012 – April 2012; Annexes ((Building the team, Plan for 2011, Budget, procurements and expenses as of 15 Feb 2012	Undated
		<i>Corresponding vouchers</i>	
4 th quarterly report and 1 st Annual report	March 2011 – April 2012 (Annual) Feb 2012	Summary; First Year Plan of activities/outputs including the 4 th quarter (Feb 12 – April 12) plus May 12- the workshop; First year review of activities/outputs including updating for the 4 th quarter (Feb 12 – April 12) plus May 12 – the workshop; Plan for June –	12 June 2012

	plus May 2012 (QR4)	Aug 2012; Evaluation of the first year	
Annex 1 to 4rd QR and 1st Annual Report		Building the team	
Annex 2 to 4rd QR and 1st Annual Report		Plan for 2012/2013 (May 2012 – April 2013) – the second funding year	
		<i>Corresponding vouchers</i>	
Budget timeline for first year by quarter (May 2011 – April 2012) (request for transfer of savings of USD 64,076 to project year 2)			
2nd year			
2 nd year 1 st Quarterly Report	June 2012 – Aug 2012	Summary; Second year plan of activities/outputs plus the month of May 2012 – the National Stakeholder workshop; Second year of activities/output plus the month of May 2012; Annexes (Plan for second years May 2012 – April 2013); The 3 basic scenarios; Budget, Procurement and Expenses; About remaining in USD to be carried over into the second year USD 58,926.54	20 Sept 2012
		<i>Corresponding vouchers missing</i>	
2 nd year 2 nd Quarter Report	Sept 2012 – Nov 2012	Summary; Activities for Sept 2012 – Nov 2012; Annexes (Plan for 2012/2013 (May 2012 – April 2013) – the second finding years; The 3 basic scenarios, Financial report 1 April 2011 – 30 Nov 2012	10 March 2013
		<i>Corresponding vouchers</i>	
2 nd Year 3 rd Quarter – ISC final report	Dec 2012 – Feb 2013	A report by the International Steering Committee about the MYWAS activities in Palestine in the 3rd Quarter of the 2nd year of the project	
2 nd year 4 th quarter and Annual Report	June 2012 – May 2013	Summary; Activities for 4 th quarter (data collection, model development, scenarios, <i>freeze of activities</i> , capacity building, outreach, CoCoons – Dutch; scenarios with availability of water. No financial report.	18 Jul 2013
2 nd year extension (prepared by Karin for ISC and RO Ramallah)	June 2012 – Dec 2013	Summary; activities 2 nd year; finances	10 February 2014
Budget Time Line for the second year (May 2012 – April 2013) with vouchers and invoices			
3rd year			
PWA Progress Report April 2014		Main activities (summary of 1st and 2nd years achievements)	

Evaluation Matrix

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Q	SQ	Question/sub-question	Indicator	Baseline	Data source(s)	Data collection instrument
1. Relevance						
		1.1. To what extent was the project consistent with the priorities of CZDC in the context of project cooperation between the CR and PAT? (In 2011 and current)				
	1.1-1	To what extent was the project consistent with priorities of CZDC for 2010 - 2017?	Rate of fulfillment in comparison with Geographical and sector focus of CZDC	YES	Secondary data, MFA, CZDA	Review, Interviews
		1.2. To what extent did the project address demonstrated priorities and concepts of Palestine, PWA and key stakeholders? (In 2011 and current)				
	1.2-1	To what extent did the project reflect the main priorities and concepts of Palestine in the WASH sector?	Rate of fulfillment compared to the Palestinian national strategies and plans	YES	Secondary data, PWA, MOPAD	Review, Interviews
	1.2-2	To what extent was the project based on demonstrated needs and priorities of PWA?	Rate of fulfillment compared to demonstrated needs and priorities of the PWA	YES	Secondary data, RLO, CZDA, PWA	Review, Interviews
	1.2-3	To what extent did MYWAS address priorities and concepts of key stakeholders?	Level of convergence with stakeholders' concepts	NO	PWA, MOA, NWU, Municipalities, utilities	Interviews
		1.3. To what extent did the project complement other projects and donor activities?				
	1.3-1	Which similar projects were implemented under the CZDC before, during and after this project?	An overview of projects of the CZDC	YES	Secondary data, RLO, CZDA	Review, Interviews
	1.3-2	Which similar projects were implemented by other donors?	An overview of projects and programs in the water sector supported by PA and other donors	NO	Secondary data, RLO, PWA, TPAT, MOPAD, MOA	Review, Interviews
	1.3-3	To what extent did the project complement these activities or overlap with them?	Rate of complementarity and duplication	NO	Secondary data, RLO, PWA, MOPAD, MOA	Review, Interviews
2. Effectiveness						
		2.1. To what extent were the intended objectives (results) achieved?				
	2.1-1	Is MYWAS used to evaluate options and prioritize investments and policies?	PWA submitted draft National Water Plan (strategy) based on scenarios generated by MYWAS	YES	Secondary data, PWA, MYWAS team, RLO, CZDA	Review, interviews, discussion

2.1-1 Is MYWAS used to evaluate options and prioritize investments and policies?	Number of scenarios for priority infrastructure based on of climatic uncertainty, increased demand and availability of water	NO	Secondary data, MYWAS team, RLO, CZDA, Experts	Review, interviews, discussion
	Number of Feasibility studies for highest priority and impact projects identified by MYWAS	NO	Secondary data, PWA, MYWAS team, Experts, RLO, CZDA	Review, interviews, discussion
	MYWAS interfaced with WEAP, AGSM, MODFLOW, PWA databases	YES	Secondary data, MYWAS team, Experts, RLO, CZDA, Monitor	Review, Interviews, Observation, discussion
	Updated data summary report with data available on demand by different user categories, supply, economic and financial data	NO	Secondary data, MYWAS team, Experts, PWA	Review, Interviews
	6 trained PWA MYWAS team capable of managing the system	YES	Secondary data, PWA, MYWAS team, RLO, CZDA, Monitor	Review, interviews, discussion
	MOA, utilities, MOPAD, NWU plan projects and allocation based on MYWAS data	YES	Secondary data, MOA, MOPAD, NWU, Experts, RLO, CZDA	Review, Interviews
	PWA MYWAS team networks with researchers in the West Bank	YES	Secondary data, MYWAS team, Researchers, Experts, RLO, CZDA	Review, Interviews, discussion
2.1-2 Is MYWAS database used by staff from PWA, MOA and researchers for economic analysis for water planning and management?	Researchers, MOA, MOPAD evaluate investments and policies	YES	Secondary data, MOA, MOPAD, Researchers, RLO, CZDA	Review, Interviews
	Potential infrastructure and pricing policies incorporated into the overall water strategy and national water plan for the West Bank	YES	Secondary data, MYWAS team, Experts, RLO, CZDA	Review, Interviews, discussion
	Possibilities for consultation (linkages with experts, academic institutions in Palestine and abroad)	NO	PWA, MYWAS team, Experts, RLO, CZDA, Monitor	Review, Interviews, discussion
2.1-3 Are practitioners and academics from the region and the general public in Palestine aware of MYWAS and its potential?	Practitioners and academics aware of the system and how it works	NO	Secondary data, Experts, Researchers	Review, Interviews
	Number of researchers and practitioners from the region participated in workshops in 2011, 2012, 2013	NO	Secondary data, PWA, Researchers, Experts	Review, Interviews, discussions

2.1-3 Are practitioners and academics from the region and the general public in Palestine aware of MYWAS and its potential?	Records from regional workshops	NO	Secondary data, MYWAS team	Review, Interviews
	Outreach materials	NO	Secondary data	Review
	General public aware of the system	NO	Secondary data, Municipalities, Utilities, NWU, MOA	Review, Interviews
2.1-4 Has National Water Plan based on scenarios generated by MYWAS been drafted by PWA in 2013?	Draft National Water Plan 2013	NO	Secondary data, PWA, MOA, Researchers, RLO, CZDA, Monitor	Review, Interviews
	Feasibility studies for highest priority and impact projects	NO	Documentation, PWA, MYWAS team, RLO, CZDA	Review, Interviews, discussion
2.1-5 Is there a reliable database providing information disaggregated by Governorates on options for access to water, tariff policies, social indicators, surface water and groundwater?	Reports on investment options (business plan)	NO	Secondary data, PWA, MYWAS team, RLO, CZDA, Experts	Review, Interviews, observation
	Reports on options for pricing policies	NO	Secondary data, PWA, MYWAS team	Review, Interviews, observation
	Database	NO	Secondary data, MYWAS team	Observation, Interviews
2.1-6 Has staff from PWA, MOA, MOPAD and academic researchers been trained in the use, analysis and interpretation of information from MYWAS?	Training materials, brochures, manuals	NO	Secondary data	Review
	Number and categories of participating trainees from PWA, MOA, MOPAD and academia	NO	Secondary data, RLO, CZDA	Review, Interviews
2.2. Appropriateness of technical solutions				
2.2-1 In how far were the methods for building the capacity of MYWAS team appropriate?	Extent to which capacity building measures are likely to contribute to successful completion of MYWAS	NO	Secondary data, Experts	Review, interviews
	Extent to which capacity building measures are likely to contribute to using the model for strategic planning	NO	Secondary data, Experts, TPAT	Review, interviews

2.2-2 In how far is the MYWAS model appropriate for strategic planning by the PWA?	Extent to which MYWAS model is appropriate within the given environment	NO	Secondary data, Experts	Review, interviews
2.3. What were the major factors influencing the achievement or non-achievement of results? How were possible impediments overcome?				
2.3-1 Which were the factors that helped to achieve objectives and results of the project and how?	Overview of factors that facilitated achievement	NO	Secondary data, Embassy, Experts, PWA	Review, interviews
2.3-2 What were the major factors obstructing/hindering achievement of project objectives and results?	Overview of barriers and impediments	NO	Secondary data, Embassy, Experts, PWA	Review, interviews
2.3-3 How did the project overcome these impediments (as far as it was possible)?	How did the implementer tried to overcome them?	NO	Secondary data, Embassy, Experts, PWA	Review, interviews
3. Efficiency				
3.1. Could the same result be achieved with lower cost?				
3.1-1 Which are the alternatives to MYWAS that would lead to the same improvement in planning of investments and tariffs?	Comparison of costs of applied and alternative approaches	NO	Secondary data, PWA, MYWAS team, Experts, Monitor	Review, Interviews, discussion
3.2. Were planned objectives and outputs achieved in accordance with the time plan?				
3.2-1 Which were the main changes and modifications in the time schedule and for what reason?	Overview of changes to the time plan with justification	YES	Secondary data, PWA, CZDA, RLO	Review, Interviews
3.3. Were the funds utilized in accordance with the approved budget?				
3.3-1 Did expenditure (total and by item) correspond with the approved budget?	Contract and addendums	NO	Secondary data, PWA	Review, Interviews
	Expenditure reports			
3.3-2 How will the unspent funds be utilized?	Income-expenditure plan	NO	Secondary data, PWA, Monitor	Review, Interviews
3.4. How was the project managed and monitored during the planning and implementation?				
3.4-1 How was the project managed and monitored by PWA? (Progress, financial)	Description of how the project was managed and monitored by PWA	NO	Secondary data, PWA	Review, Interviews
3.4-2 How was the project managed and monitored by the RLO? (Progress, financial)	Description of how the project was managed and monitored by RLO	NO	Secondary data, RLO	Review, Interviews

3.4-3 How was the project managed and monitored by the CZDA? (Progress, financial)	Description of how the project was managed and monitored by CZDA	NO	Secondary data, CZDA	Review, Interviews
3.5. How properly was the intervention logic formulated and how was the LFM used?				
3.5-1 Has the LFA been properly formulated?	Review of the LFA in the Project Document	NO	Secondary data, PWA, CZDA	Review, Interviews
3.5-2 Has the LFM been updated based on the project monitoring?	Assessment of the use of the LFA for monitoring of progress and risk factors	NO	Secondary data, CZDA, RLO, PWA	Review, Interviews
3.6. Has financial management been done according to the agreed procedure?				
3.6-1 Has procurement been done according to relevant procedures?	Tender and procurement documentation, financial reports	NO	Secondary data, PWA, RLO, CZDA	Review, interviews
	Balance of funds from last years	NO	Secondary data, PWA	Review, Interviews
4. Sustainability				
4.1. To what extent are the activities related to development and completion of MYWAS likely to continue?				
4.1-1 What are the key assumptions and risks related to the project objectives?	Record of analysis, identification of risk factors and killing assumptions	NO	Secondary data, PWA, RLO, CZDA, Monitor	Review, Interviews
4.1-2 At what stage were the relevant sustainability factors/major risks discussed and addressed?	Record of systematic monitoring risk factors	NO	Secondary data, CZDA, PWA, RLO, Monitor	Review, Interviews
	Evidence of mitigation measures	NO	Secondary data, CZDA, PWA, RLO	Review, Interviews
4.1-3 Was phasing out/handing over of activities required to sustain the database, MYWAS planning and outreach planned for and how?	Time frame: before, during or after implementation?	NO	Secondary data, CZDA, PWA, RLO, Monitor	Review, Interviews
4.1-4 What key expenditure (investments, operation) are expected during last phase of implementation and after the project completion?	Approved PWA budget for investments and running expenses for 2014, budget projections for 2015	NO	Secondary data, PWA	Review, Interviews
	Cost estimate including items, unit cost, number of items, total cost for 1 year	NO	Secondary data, PWA	Review, interviews
	Sources of funding, possible gaps for 2014 and 2015	NO	Secondary data, PWA	Review, Interviews

4.1-5 How is the project managed?	Management mechanism and tools	NO	Secondary data, PWA, MYWAS team, Experts	Review, Interviews, observation
	Project organization, staff inputs	NO	Secondary data, PWA, Experts	Review, Interviews
4.1-6 Is there sufficient absorption capacity, finance, staffing, organization structure) to sustain project benefits?	PWA organization structure and filled positions	NO	Secondary data, PWA	Review, Interviews
	PWA budget	NO	Secondary data, PWA	Review, Interviews
4.1-7 To what extent is the trained staff still engaged in the MYWAS team>	Statements by PWA and by MYWAS team	NO	PWA, MYWAS team	Interviews, discussion
4.1-8 Is there a possibility of consultation with local and international experts?	Statement by PWA and MYWAS team	NO	PWA, MYWAS team, Experts	Interviews, discussion
4.1-9 Is current information on demand from domestic users, services and commercial sector, agriculture and on hydrogeological potential of the Western Aquifer available?	Updated Information on demand and supply entered in MYWAS database	NO	PWA, MYWAS team, Monitor	Observation, Interviews
4.2. Is MYWAS based planning appropriate with regard to the specific conditions of WASH sector in Palestine?				
4.2-1 In how far is the MYWAS model appropriate and preferred for the use of water planning in Palestine?	Substantiated priorities for using MYWAS	NO	PWA, MYWAS team, MOA, MOPAD, NWU, Experts, Monitor	Interviews, discussion
	Existing planning mechanism	NO	Secondary data, PWA, MOPAD, TPAT, Monitor	Review, Interviews
	Substantiated priorities for using other planning mechanism	NO	PWA, MYWAS team, MOA, MOPAD, NWU, Experts, Monitor	Interviews, discussion
4.3. Other factors influencing sustainability of already achieved results?				
4.3-1 Other factors influencing sustainability?	Statements from stakeholders	NO	PWA, Experts, RLO, MFA	Interviews
5. Actual and anticipated Impacts				
5.1. What changes occurred during the project implementation and what is their likely cause?				
5.1-1 What are the benefits from the existing project outputs (database, business plan, trained staff, outreach activities etc.)?	Statements from stakeholders	NO	Secondary data, PWA, MOPAD, MOA, utilities, researchers, Monitor	Review, Interviews

5.1-2 Is it likely that use of MYWAS for central planning will optimize the use of water resources?	Cost-benefit analysis or other economic justification for the selection of MYWAS	NO	Secondary data, PWA, Experts, RLO, CZDA, Monitor	Review, Interviews
5.1-3 What is the expected impact from central MYWAS based planning on donor cooperation?	New project proposals	NO	Secondary data, PWA, TPAT, Experts, RLO, Monitor	Review, Interviews
5.2. What is the likely impact on PWA and other beneficiaries?				
5.2-1 Does staff from PWA, MOA and academic researchers use the existing MYWAS database?	Statements from stakeholders	NO	PWA, MYWAS team, MOA, academic researchers	Interviews, discussion
	Research papers and studies	NO	Experts, Researchers	Interviews
5.3. What is the potential impact of using MYWAS on improving the water supply situation for the people of Palestine?				
5.3-1 How can using MYWAS for planning and prioritizing investments in the WASH sector contribute to improvement of access to water for the population?	Statements from stakeholders	NO	PWA, MYWAS team, Experts, Monitor	Interviews, discussion
6. Cross cutting principles of the CZDC				
6.1. To what extent did the project contribute to good (democratic) governance?				
6.1-1 To what extent was PWA involved in the project planning and formulation of the project document?	Level of participation	NO	Secondary data, PWA, RLO, CZDA	Review, Interviews
6.1-2 To what extent were other stakeholders involved in the planning and implementation?	Degree to which key stakeholders were involved in the project planning and implementation	NO	MOA, NWU, EQA, Municipalities, utilities	Interviews
6.2. To what extent did the project incorporate environmental aspects and considerations? (Impacts on climate)				
6.2-1 Respect for the environment and climate (integration of environmental issues)	Environmental (information on aquifer) indicators influence the selection of priority options	NO	Secondary data, PWA, EQA, Experts, RLO, CZDA, Monitor	Review, Interviews
	Relation between sectoral focus and environmental aspects	NO	Secondary data	Review
6.3. How did the project respect human rights including gender equity?				
6.3-1 How is Gender equality mainstreamed in the Programme?	Statements from women in the MYWAS team	NO	MYWAS team	Discussion
6.3-2 How is poverty orientation mainstreamed in the project?	Consideration of socio-economic aspects in prioritizing investments and defining tariffs	NO	Secondary data, PWA, RLO, CZDA	Review, Interviews

7. External presentation of the CR as a donor (visibility)

7.1. How did the project ensure visibility and information on CZ DC as a donor funding the MYWAS project?

7.1-1 How did the project ensure visibility and information on CZDC?	Sign boards, labels on equipment and installations Web sites Information published in media. Technical publications, publications intended for the general public Expenses for visibility	NO	Secondary data, PWA, Municipalities, utilities, Researchers, RLO	Review, Interviews, Observations
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8. Problems arising during implementation

8.1. Which were the major problems hampering project implementation?

8.1-1 Which were the reasons/major problems hampering the project implementation?	List of reasons and major problems during identification, planning and implementation	NO	Secondary data, PWA, MYWAS team, Experts, RLO, CZDA	Review, Interviews
8.1-2 Were they timely communicated?	Evidence of communication	NO	Secondary data, PWA, MYWAS team, Experts, RLO, CZDA	Review, interviews
8.1-3 In what way did they hamper the project performance? the project performance?	Link between problems and delays in implementation	NO	Secondary data, PWA, MYWAS team, Experts, RLO, CZDA	Review, Interviews

8.2. How were these problems addressed and solved?

8.2-1 What attempt were made to solve the identified problems?	Evidence of interventions and follow up	NO	Secondary data, PWA, Experts, RLO, CZDA	Review, Interviews
8.2-2 How were unresolved problems dealt with?	Evidence of decisions on unresolved problems	NO	Secondary data, PWA, RLO, CZDA	Review, Interviews

9. Were the implementation method and modalities appropriate in relation to the overall objective of the project?

9.1. What are the options for effective introduction of MYWAS based central planning in Palestine?

9.1-1 Which other options were there for institutional anchorage?	List of options	NO	Secondary data, PWA, Experts, RLO, CZDA, Monitor	Review, Interviews
9.1-2 Were these options considered during project planning?	Results of SWAT analysis	NO	Secondary data, PWA, Experts, RLO, CZDA	Review, Interviews

10. What are the opportunities for completing the project?

10.1. What were the major factors influencing the achievement or non-achievement of the objectives? How can possible impediments be overcome?

10.1-1 Which were the major factors that helped to achieve objectives and outputs of the project and how?	Overview of factors that facilitated achievement	NO	Secondary data, PWA, MYWAS team, Experts, RLO, CZDA, Monitor	Review, Interviews, discussion
10.1-2 What were the major factors obstructing achievement of project objectives and outputs? How did the project overcome them?	Overview of problematic issues, barriers and impediments	NO	Secondary data, PWA, MYWAS team, Experts, RLO, CZDA, Monitor	Review, Interviews, discussion
	How did/does PWA try to overcome them	NO	PWA, MYWAS team, RLO, CZDA	Review, Interviews, discussion
10.1-3 What is required to complete the project?	Description of requirements	NO	PWA, MYWAS team, RLO, CZDA, Monitor	Review, Interviews, discussion
10.1-4 When is the project likely to be completed?	Date, updated realistic work plan	NO	Secondary data, PWA, RLO, CZDA	Review, Interviews, discussion
10.1-5 How is the commitment to completing the project demonstrated?	Evidence of steps taken to speed up completion	NO	Secondary data, PWA, MYWAS team, RLO, CZDA	Review, Interviews, discussion

11. END

Example of questionnaire

Source: MONITOR

Date and time:

Contact:

1. Relevance	
1.3. Is the project design consistent with project outcomes?	
<p>1.3-1 Are the activities and outputs of the project consistent with the intended effects and impacts?</p> <ul style="list-style-type: none"> Intervention logic 	
2. Effectiveness	
2.1. To what extent were the intended objectives (results) achieved?	
<p>2.1-1 Is MYWAS used to evaluate options and prioritize investments and policies?</p> <ul style="list-style-type: none"> MYWAS interfaced with WEAP, AGSM, MODFLOW, PWA databases 6 trained PWA MYWAS team capable of managing the system 	
<p>2.1-2 Is MYWAS database used by staff from PWA, MOA and researchers for economic analysis for water planning and management?</p> <ul style="list-style-type: none"> Possibilities for consultation (linkages with experts, academic institutions in Palestine and abroad) 	
<p>2.1-4 Has National Water Plan based on scenarios generated by MYWAS been drafted by PWA in 2013?</p> <ul style="list-style-type: none"> Draft National Water Plan 2013 	

3. Efficiency	
3.1. Could the same result be achieved with lower cost?	
<p>3.1-1 Which are the alternatives to MYWAS that would lead to the same improvement in planning of investments and tariffs?</p> <ul style="list-style-type: none"> • Comparison of costs of applied and alternative approaches 	
3.3. Were the funds utilized in accordance with the approved budget?	
<p>3.3-2 How will the unspent funds be utilized?</p> <ul style="list-style-type: none"> • Income-expenditure plan 	
4. Sustainability	
4.1. To what extent are the activities related to development and completion of MYWAS likely to continue?	
<p>4.1-1 What are the key assumptions and risks related to the project objectives?</p> <ul style="list-style-type: none"> • Record of analysis, identification of risk factors and killing assumptions 	
<p>4.1-2 At what stage were the relevant sustainability factors/major risks discussed and addressed?</p> <ul style="list-style-type: none"> • Record of systematic monitoring risk factors 	
<p>4.1-3 Was phasing out/handing over of activities required to sustain the database, MYWAS planning and outreach planned for and how?</p> <ul style="list-style-type: none"> • Time frame: before, during or after implementation? 	
<p>4.1-9 Is current information on demand from domestic users, services and commercial sector, agriculture and on hydrogeological potential of the Western Aquifer available?</p>	

<ul style="list-style-type: none"> Updated Information on demand and supply entered in MYWAS database 	
4.2. Is MYWAS based planning appropriate with regard to the specific conditions of WASH sector in Palestine?	
<p>4.2-1 In how far is the MYWAS model appropriate and preferred for the use of water planning in Palestine?</p> <ul style="list-style-type: none"> Substantiated priorities for using MYWAS Existing planning mechanism Substantiated priorities for using other planning mech. 	
5. Actual and anticipated Impacts	
5.1. What changes occurred during the project implementation and what is their likely cause?	
<p>5.1-1 What are the benefits from the existing project outputs (database, business plan, trained staff, outreach activities etc.)?</p> <ul style="list-style-type: none"> Statements from stakeholders 	
<p>5.1-2 Is it likely that use of MYWAS for central planning will optimize the use of water resources?</p> <ul style="list-style-type: none"> Cost-benefit analysis or other economic justification for the selection of MYWAS 	
<p>5.1-3 What is the expected impact from central MYWAS based planning on donor cooperation?</p> <ul style="list-style-type: none"> New project proposals 	
5.3. What is the potential impact of using MYWAS on improving the water supply situation for the people of Palestine?	
<p>5.3-1 How can using MYWAS for planning and prioritizing investments in the WASH sector contribute to improvement of access to water for the population?</p> <ul style="list-style-type: none"> Statements from stakeholders 	

6. Cross cutting principles of the CZDC	
6.2. To what extent did the project incorporate environmental aspects and considerations? (Impacts on climate)	
<p>6.2-1 <i>Respect for the environment and climate (integration of environmental issues)</i></p> <ul style="list-style-type: none"> Environmental (information on aquifer) indicators influence the selection of priority options 	
9. Were the implementation method and modalities appropriate in relation to the overall objective of the project?	
9.1. What are the options for effective introduction of MYWAS based central planning in Palestine?	
<p>9.1-1 <i>Which other options were there for institutional anchorage?</i></p> <ul style="list-style-type: none"> List of options 	
10. What are the opportunities for completing the project?	
10.1. What were the major factors influencing the achievement or non-achievement of the objectives? How can possible impediments be overcome?	
<p>10.1-1 <i>Which were the major factors that helped to achieve objectives and outputs of the project and how?</i></p> <ul style="list-style-type: none"> Overview of factors that facilitated achievement 	
<p>10.1-2 <i>What were the major factors obstructing achievement of project objectives and outputs? How did the project overcome them?</i></p> <ul style="list-style-type: none"> Overview of problematic issues, barriers and impediments 	
<p>10.1-3 <i>What is required to complete the project?</i></p> <ul style="list-style-type: none"> Description of requirements 	

	Description of the project (intervention logic)	Objectively verifiable indicators	Sources of verification	Assumptions and risks
Overall objective	National Water Plan based on priority options for investments generated by MYWAS for optimum use of water resources	PWA uses information from MYWAS for the planning of investments in the water sector, 2013 Revised: 2014	National Water Plan, Project reports, Data generated by MYWAS, Interviews with PWA RO Ramallah, MOA, NWC, MOPAD	
Specific Objectives	MYWAS established in the PWA and used to evaluate options and prioritize investments and policies in the water sector (interface with WEAP, AGSM and MODFLOW)	6 trained PWA MYWAS team capable of managing the system, 2013 MOA, utilities, MOPAD, NWC plan water projects and allocation based on MYWAS data, 2013 (revised: 2014) PWA MYWAS networks with researchers in the West Bank , Dec 2012 (revised: December 2013)	Interviews with PWA, MYWAS team, MOA and MOPAD; Training records Review of the MYWAS reports List of prioritized investments	PWA has the competence, capacity, funds and plan to continue updating input data including demand, supply, hydrological and hydrogeological data and socio-economic factors 6 PWA staff trained under the project continues working for the institution Israel does not impede the infrastructure development or data collection Interest and commitment to use MYWAS for national planning
	Staff from PWA, MOA, and academic researchers use the MYWAS database for economic analysis around water planning and management	2 researchers, MOA, MOPAD evaluate investments and policies Dec 2011	Interviews with PWA, MOA, MOPAD, academic researchers Examples of evaluations	PWA has the funds and the plan for continued training of PWA, MOA, MOPAD and academic institutions in the updating and use of MYWAS
	Awareness about MYWAS and its potential among practitioners and academics from the region and the general public	Practitioners and academics aware of the system and how it works, Dec 2013 Revised: 2014 General public aware of the system, Dec 2013 Revised: 2014	Interviews with experts, municipalities and water utilities	The target groups interested in the project Information materials reached the general public
Output 1	Draft National Water Plan (strategy) based on scenarios generated by MYWAS and contributions from other stakeholders	PWA submitted draft National Water Plan (strategy) based on scenarios generated by MYWAS to the NWC., Dec 2013 Revised 2014 Feasibility studies for highest priority and impact projects identified by MYWAS	Draft National Water Plan prepared by PWA. Feasibility studies. Interviews with PWA	NWC accepts and adopts the draft
Output 2	MYWAS model/reliable database with information by governorate on options/scenarios for access to water, tariff policies, pricing policies, social indicators, groundwater (climate change) provides scenarios for planning of infrastructure and tariff policy	Approaches for alternative pricing policies identified , Dec 2011 Reports on potential infrastructure and pricing policies for West Bank governorates developed , Dec 2012 Revised December 2013 Potential infrastructure and pricing policies incorporated into the overall water strategy and national water plan for the West Bank Dec 2012 Revised December 2013	Updated data summary report Reports on options	Availability of reliable input data
Output 3	Outreach to the general public in Palestine and to practitioners and academics from the region	Xxxxxx researchers and practitioners from Jordan, Lebanon, Syria, Israel, Egypt and Turkey participated in regional workshops in Oct-Dec 2011, 2012, 2013	Outreach materials for the Palestinian general public. Records from regional workshops	Interest in participation
Output 4	Staff from PWA, MOA, MOPAD and academic researchers trained to use and analyze information from MYWAS to prioritize investments and to establish a national water plan based on input from MYWAS analyses.	6 PWA staff trained to evaluate investments and policies Dec 2011 2 researchers trained to evaluate investments and policies Dec 2011 MOA, MOPAD staff? December 2011 Xxx national workshops held (dates)	Training materials. Records from national capacity building and model development workshops. Interviews with PWA, MOA, MOPAD staff and academic researchers	Interest in participation Commitment to centralized water system management and planning

	Description of the project (intervention logic)	Objectively verifiable indicators	Sources of verification	Assumptions and risks
Output 5	Scenarios of access to water based on population; demand by industry, tourism and agriculture; potential infrastructure; supply, social considerations and water rights	Infrastructure projects for drinking water selected and prioritized, from 10 scenarios. Dec. 2011 Xxx New and different scenarios run <i>Dec 2012 Revised Dec. 2013</i> Infrastructure and pricing policies for xxx governorates <i>Dec 2012 Revised Dec. 2013</i> Xxx scenarios for priority infrastructure based on of climatic uncertainty, increased demand and availability of water <i>Dec 2013 Revised 2014</i>	List of prioritized projects generated from MYWAS	Availability of reliable data Availability of water project plans Interface with AGSM
Activities	(Abbreviated)	Inputs	Budget	Entry conditions
Output 1	Further development of MYWAS 2011 Improving MYWAS 2012 Linking MYWAS with AGSM 2012 Improving MYWAS 2013 Including PWA's MODFLOW n 2013 National Water Plan based on MYWAS 2013 Consultation with NWC 2013 Implementing feasibility 2013	Local Team Leader Local Consultant training/capacity building Vehicles Computer hardware Software International experts (SW development and its adaptation to Palestinian situation International experts – trainers (remuneration, travel, accommodation) Workshops and seminars Administration and miscellaneous	Allocated 15,500,000 CZK Disbursed 10,500,000 CZK Utilized 7,758,266 (5 May 2014)	Timely transfer of funds from CZDA Approvals of justified requests for transfer from PWA Availability of funds from the PWA for payments under the project Capacity building activity plan with timeline, results and inputs (Could also be incorporated in the project activity plan
Output 2	Collection of data 2011 Collecting data 2012 Collection of data, calibration, validation 2013			
Output 3	National or regional workshops, 2011 National/regional workshop 2012 A regional conference 2013			
Output 4	Continued training for staff and researchers 2011 National workshop 2012 National 2013 Continued training 2013			
Output 5	Development of scenarios 2011 Detailing scenarios 2012 Detailing scenarios 2013			

Organization structure of the MYWAS project as approved by the PWA and RO Ramallah with the first QR (May – July 2011)

PWA

Mr Yusuf Awayes PWA, DG of International Cooperation	PWA Executive Observer
Mr Mohammed Shuiebi PWA Finance and Administrative Director	Financial matters in liaison with the Ministry of Finance

PWA Advisers (not PWA cadre)

Ms Karen Assaf PWA Adviser	Team Leader Overall project management and reporting
Mr Anan Jayyousi Project Adviser – Local WAS expert for 5 years (Supported in the 2011 - 2013 TA budgets)	Capacity building and development scenarios and feasibility studies

PWA Core Team Members

Mr Kamal Issa Director of Tariff and Economic Department	Project Coordinator
Ms Salam Abu Hantash Water Resource Department Head of Surface Water Section PWA Expert in WEAP applications	Modeler
Ms Hala Barhoumi Technical Department Director of Specifications Department Master graduate student utilizing MYWAS/WEAP	Modeler
Ms Beesan Shunnar Training Department Director of Technical Training	Technical Support

MYWAS-WEAP Support/User Team

(Which includes designated users for investment planning and prioritization. Each member of the Support/User Team is responsible for supplying and collecting data for the Core Team in order to build up the model – as well as for learning how to use the model within their own areas of responsibility and expertise)

Mr Deeb Abdul Ghafour Director of Water Resource Development PWA Expert in Ground water Modeling	Head of Support/User Team Modeler/Water resources data
Mr Omar Zayed – and his team Director of Hydrology and Monitoring	Hydrological data
Mr Leen Sunjuq Technical Department Head of tender section	WEAP Expert, infrastructure data
Ms Kalida Omran , Director of Planning Mr Hadeel Feidi – Planning Department	Strategic Planning Strategic Planning
Mr Walid Abu Muhsein GIS Department	GIS, maps
Mr Ashraf Dweikat and his department Director of data bank and Information	Source of data and beneficiary of collected data
Mr Okab Hassan	IT Expert – model support

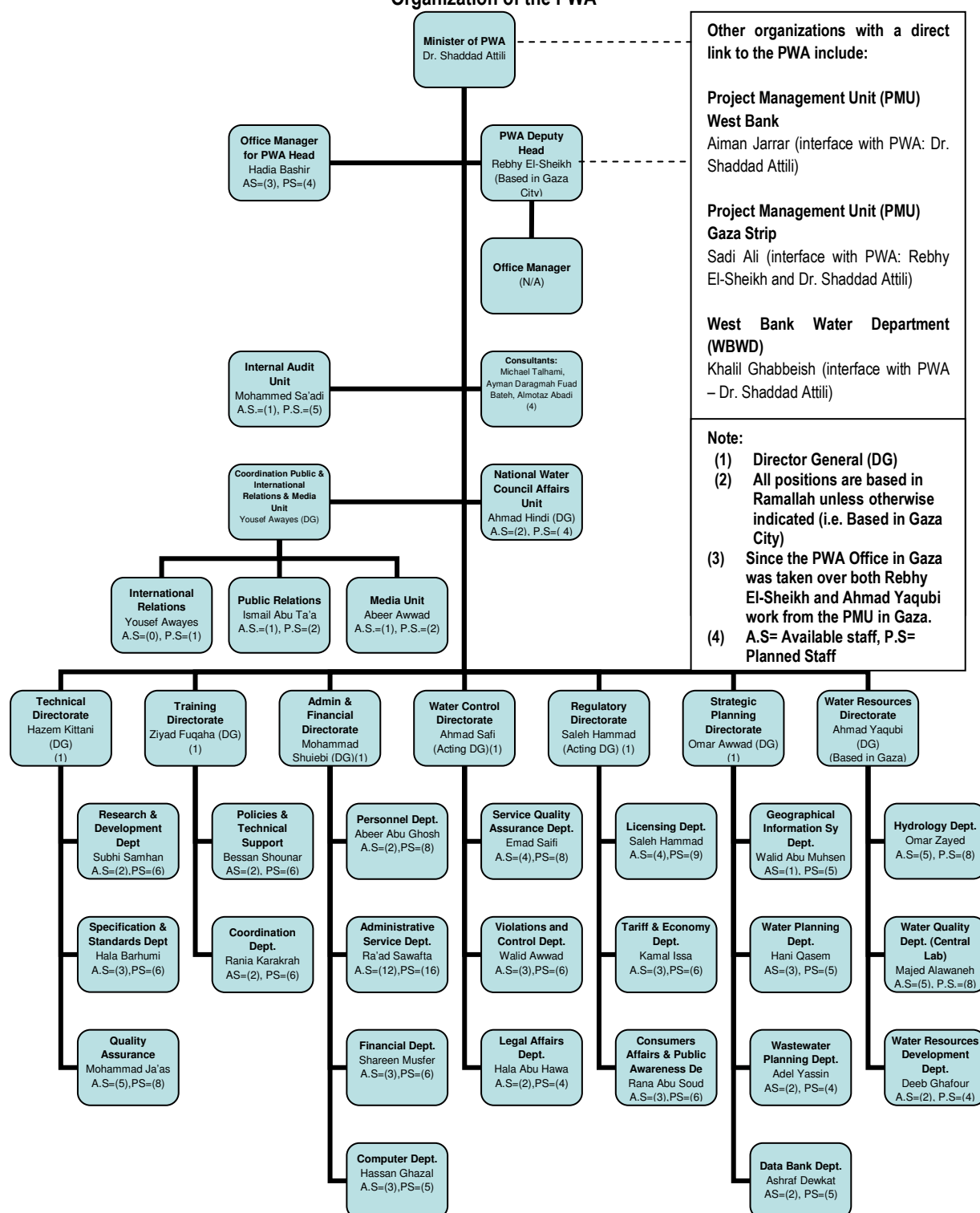
The MYWAS/WEAP team has the full right to request help or information from any other employee of the PWA. It is also acknowledged that in the near future persons from other institutions such as the Ministry of Agriculture and the PWA Bulk Water Utility will be included in the Support/User Team, as well as experts from Palestinian NGOs

Coordination Group

Ms Karen Assaf , Team Leader	Franklin Fisher , Chair
Mr Kamal Issa , Project Coordinator	Annette Huber-Lee , member
Mr Anan Jayyousi , External expert, Project Adviser for capacity building and the research coordinator	Pavel Seifter , member

MYWAS Steering Committee for Palestine

Organization of the PWA



Seznam povinných náležitostí evaluační zakázky

Všeobecné podmínky	Splněno	Kdy	Poznámka
Použití min. tří evaluačních metod	Ano	V rámci evaluace	
Realizace mise v partnerské zemi	Ano	26.4-7.5.2014	
Zahajovací a závěrečný briefing na misi	Ano	27.4.2014 PWA, MYWAS (Core)Team 28.4.2014 RO Ramallah 5.5.2014 RO Ramallah, PWA	
Řádné vyúčtování	Ano	29.9.2014	Fa. č. 0914 351
Vypořádání připomínek	Ano	23.9.2014	Závěrečná zpráva, Příloha L
Závěrečná prezentace	Ano	26.9.2014, 14:00	
Dokumenty	Splněno	Kdy	Poznámka
Vstupní zpráva (včetně harmonogramu mise v partnerské zemi)	Ano	25.4.2014	Vstupní zpráva se zapracování připomínek k verzi ze dne 16.4.2014
Evaluační otázky ve vstupní zprávě	Ano	25.4.2014	Vstupní zpráva se zapracování připomínek k verzi ze dne 16.4.2014
Závěrečná zpráva Zodpovězení evaluačních otázek Zohlednění kritérií DAC Stupnice míry naplnění evaluačních kritérií Zohlednění průřezových principů Provázanost zjištění a závěrů Provázanost závěrů s doporučeními Adresnost doporučení Soulad se standardy ČES Rozsah maximálně 25 stran Korektnost českého překladu	Ano	23.9.2014	Rozsah 32 stran, s ohledem na požadavek podrobného popisu projektu a jeho okolností
Povinné přílohy závěrečné evaluační zprávy	Splněno	Kdy	Poznámka
Seznam zkratk	Ano	23.9.2014	Závěrečná zpráva, Příloha A
Seznam prostudovaných dokumentů	Ano	23.9.2014	Závěrečná zpráva, Příloha B
Seznam interview a skupinových diskusí (fokusních skupin) v ČR a partnerské zemi	Ano	23.9.2014	Závěrečná zpráva, Příloha C
Přehled zjištění a doporučení	Ano	23.9.2014	Závěrečná zpráva
Využití dotazníky, okruhy pokládaných otázek	Ano	23.9.2014	Závěrečná zpráva, Příloha G, H
Výsledky průzkumů, dotazníkových šetření, faktická zjištění	Ano	23.9.2014	Závěrečná zpráva

Annex K: List of required formalities evaluation contract

Tabulka vypořádání (zásadních) připomínek referenční skupiny, gestora a realizátora	Ano	23.9.2014	Závěrečná zpráva, Příloha L
Shrnutí zprávy v českém jazyce	Ano	23.9.2014	Závěrečná zpráva, Příloha D
Zadávací podmínky výběrového řízení	Ano	23.9.2014	Závěrečná zpráva, Příloha E
Přehled připomínek vzešlých z diskuse při prezentaci a jejich vypořádání ze strany evaluačního týmu (v případě potřeby)	Ano	23.9.2014	Závěrečná zpráva, Příloha L

Draft response to the comments 21.09.2014

Comments	Response
Author of comment, section of the report	
MZV ORS	
Terminologie a zkratky – s odkazem na terminologii používanou v oblasti ZRS ČR žádáme o přesné uvádění a sjednocení terminologie a zkratk dle zavedeného úzu v anglické i české části zprávy (viz Zákon o ZRS, Koncepte ZRS ČR na období 2010-2017, Publikace o ZRS ČR, apod: CZDA-ČRA, CZDC – ZRS ČR, MFA-MZV ČR, CZMOE – MŽP ČR, CZMOIT – MPO ČR, PIN – ČVT, WASH – sektor voda a sanitace, atd. Dále žádáme o důsledné zavedení všech zkratk při prvním výskytu v textu.	Reflected in the text of the report and in abbreviations
S odkazem na Formální standardy prováděných evaluací schválené Českou evaluační společností doporučujeme upravit strukturu a grafickou úpravu zprávy , za účelem dosažení přehlednosti a srozumitelnosti textu a zviditelnění vlastních výstupů vyhodnocení.	The report has been structured as per the requirements of the TOR. Section 6 - <i>Evaluation findings</i> is structured around the agreed evaluation questions for easy reference and transparency. Conclusions from the evaluation, in relation to the evaluation questions, are presented in section 7 – <i>Evaluation conclusions</i> .
S odkazem na závěry z peer-review evaluačních zpráv projektů ZRS ČR v letech 2012-2013 ČES doporučujeme striktně odlišovat zjištění, závěry a doporučení	The text has been reviewed and revised to make this distinction clearer.
CES	
Explaining abbreviations	Abbreviations are now explained when first used
Date title page and Identification Form	Changed to September 2014
1.1 Key findings and conclusions	
Name of the RO Ramallah (Representative Office of the Czech Republic in Ramallah)	Abbreviation RLO replaced by RO Ramallah in the text of the report as well as in Annexes A, B, C, F, I and J
Contents	
Annex L Response to the comments	Included in Contents, Annex L completed and attached
4.1 and Annex A: Abbreviation for WASH	Corrected to Water, Sanitation and Hygiene
V příloze D (Manažerské shrnutí) by mělo být hodnocení relevance "velmi nízká" opraveno na "spíše nízká". U doporučení by měla být zkratka "CZ DC" nahrazena zkratkou "ZRS ČR"	Zohledněno v textu přílohy
V příloze G nejsou v PDF verzi vidět názvy sloupců, minimálně pro sloupec s YES/NO by mělo být proto ve vysvětlivkách doplněno, že se jedná o baseline.	Zohledněno v příloze G
Při odevzdání zprávy by měla být za evaluační tým vyplněna příloha K (Seznam povinných náležitostí).	Bude zohledněno při odevzdání finální verze EZ
Do příloh doporučuji doplnit vypořádání zásadních připomínek (příloha L), pokud některé zásadní připomínky zůstávají.	Doplněno v konzultaci se zadavatelem
Kamal Issa, Director of Tariff and Economic Department, PWA, and Project Coordinator	
Page 19: The correct wording will be <i>paper has presented by MYWAS Technical team in conference in Jordan and another in Stockholm Water Week</i> .	Reflected in text
Page 20 second paragraph- the core team participate in training workshops (locally and internationally) including Dr. Annette workshops training on the module. Kamal have attending one training different from DR. Annette training workshops at PWA.	Reflected in text
Page 20 in the footer please correct the unit of 5 mcm per day 5mcm per year.	Corrected
Page 21 – Only three of core team will be builders of the module. I am coordinator . The support team and other pwa employees and others will be users of the module and not builder of it.	Reflected in text

Team Leader Karen Assaf	
Comments in the text, 17 Sept 14	Several comments/correction in the text have been incorporated, several have not because they are statements lacking evidence.
1.1 Evaluation context: Note: The most serious flaw of this evaluation begins here: The fact that • Communication between the PWA and the RLO (not true – TL had a very good relationship with RLO. It is true maybe for finance/admin person) the project was given only 14 months and not 36 months to prove itself was never made the primary point. Thus, the conclusions that are stated are measured by the objectives of a completed project – which it was not.	<p>The project implementation started in May 2011 and the project was terminated in April 2014. The PWA had 36 months (3 years) to implement the project, or at least most of the planned activities.</p> <p>The evaluation team means relationship between the PWA and RO Ramallah as stated.</p>
(To-date, since that meeting, there has been no institutional (or moral) support for the PWA MYWAS project team.)	This is noted. It illustrates the low priority and relevance of the project for the PWA and supports the evaluation conclusions on relevance (rated as rather low) disputed by the TL.
The evaluation's formulations are a bit evasive and misleading. Its conclusion however is unwavering in its support for the decision to close the project and thus leave the project unfinished.	The decision to close the project was taken by the Czech Government before the evaluation took place. Moreover, during debriefing on 05 May, the meeting agreed to utilize the remaining funds for outstanding payments and completion of the basic model. For this, Czech support is not required.
1.2: Key findings and conclusions- Note: It was not some rift between the Team leader and the PWA that caused the project to be terminated. The true reason that preceded and caused the rift: was that funding needed for the team's work was stopped by the finance/admin person within PWA while at the same time the accountancy became non-transparent and suspect. The wording in this report uses "contributed" but does not list any other reason, so the blame still stays with the impersonal "rift". The then leadership of the PWA always claimed that it was the TL Karen Assaf – the whistleblower - who caused the rift and the evaluation's implication is that it agrees. The TL ... (me) does not accept this.	<p>Rift has been replaced by <i>conflict</i>.</p> <p>The fact is that there was a conflict that contributed to the failure of the project. Who caused it is in this particular context irrelevant.</p>
The statement that the team was and is genuinely committed is accurate. It is however wrong not to mention here (the Report does so in a different context) the repeatedly declared commitment of the PWA. The evaluation seems to have neither the courage nor proof to claim otherwise, or that the PWA's commitment is "not genuine". Also, it should be mentioned that meaningful support was given by Mr.Ivo Silhavy and Mr. Peter Cirkl during the early days of this ordeal, followed by Mr. Radek Rubes and Ms. Nicole Machova.	<p>The statement in the ER is in our view sufficiently clear: <i>Currently, only the TA (technical assistance) team and the highly motivated MYWAS core team demonstrate a genuine commitment to the MYWAS project. The project was terminated in April 2014.</i></p> <p>The actions taken by the RO Ramallah and others are described in the section Project background and events summarized in a time line reproduced in Annex F, both based on available evidence.</p>
- The statement that the relevance of the project at this stage is "rather low" is at the same time "rather" illogical or meaningless – since the project was not completed as planned and has now even been stopped.	Relevance of a project can (and should) be assessed in any stage of the project cycle (Ref.: <i>DAC Criteria for Evaluating Development Assistance</i>)
The effectiveness of the project is assessed as rather low. This is an unfair conclusion because the goals mentioned do not fit the real time given (14 months) for their achievement. If the 14 months only were assessed, then the effectiveness would have to be seen as high.	The evaluation assessed the overall effectiveness between the project start and the termination of the project (May 2011 – April 2014).
Efficiency is assessed as rather low Please note the following logic: 40% of planned results achieved over only a 40% granted period of work – this is a remarkable achievement. The claim "rather low" efficiency is thus seen as	The text in the ER reads: <i>Realistic revision of the work plan has not been prepared until the beginning of 2013. The project achieved estimated 40% of planned results, utilizing about 43% of the initial project budget.</i>

wrong.	Efficiency does not look at the expenses only. Questions asked and answered to assess efficiency of the MYWAS project are included in the evaluation matrix in Annex G and are reproduced as sub-headings in section 6.
None of these assumptions has been met : Sustainability is assessed as low. - Wrong premise = wrong conclusion. This statement is based on a false premise – or a false basis thus leading to this wrong conclusion. The wrong timeframe is used for this conclusion. 36 month goals cannot be met in 14 months. Also, please remember, the project was terminated !!!	Terminated was the support to the project by the Czech Government. The unspent funds are with the implementer for the completion of project activities. As discussed and agreed during debriefing on 05 May, the remaining funds are sufficient to complete the basic model.
If the 36 months of work were allowed, sustainability would have been high – and then impacts would have been VERY high. Again, the project is being measured based on an incorrect time frame (i.e., 36 months instead of 14 months).	This is an assumption that cannot be objectively verified
Good governance is assessed as low. Agree With one important objection: the evaluation does not dare to apportion lack of transparency, accountability and payment discipline to specific actors. It is kept vague. Also, to fully involve the MOA and others during the first 14 months was never planned and logically so.	The ER is based on substantiated and consistent conclusions. Methodology for reaching these conclusions is described in section 5.
Visibility is therefore assessed as low. (Untrue – considering again of course the timeline.) - Given the reluctance of the PWA or outright prevention to allow workshops and take part in conferences and meetings by team members plus a lack of interest to make the long planned seminar in Prague happen, a lower than expected visibility could be valid. The project had no chance to alter this reality due to control by finance/admin for travel permissions and for approval of meetings. Despite this fact, a full academic publication was written and presented/published in 3 international conferences – and the paper and work on the project was credited to CZDA in writing. - Therefore, visibility was not only national – but also regional and international.	The rationale behind the assessment is provided in the ER. Confusion between visibility of MYWAS and visibility of the CZDA should be avoided.
(MOA has MYWAS member on support team)	This is not included in the project organization approved by the PWA Minister and available to the evaluation team.
5.2.3 What were the major factors influencing the achievement or non-achievement of results? How were possible impediments overcome? Communication between the PWA and the RLO (not true – TL had a very good relationship with RLO. It is true maybe for finance/admin person)	From the beginning of the project, Dr Karen Assaf was the project TL as well as the PWA Adviser. This double role is reflected in her job description, strongly focussed on the Adviser role. The comment indicates the reaction of Dr Karen the PWA Adviser. Karen Assaf the TL had reportedly excellent relationships with the RO Ramallah. This has been confirmed by several sources.
(Also the TL wants it documented that the PWA finance/admin person deducted “retroactively” \$3,500 from the TL’s budgeted monies (\$500 per month). This is illegal. This was done during the Feb 2013 payment for these overdue months of June-Dec 2012. No payment has been received since that Feb date.)	Audit of financial records was not a task for this evaluation, neither was review of legal framework and staff rules. Delays in payments by PWA for external consultancies have been verified and are clearly mentioned in the ER.

<p>5.2.3 What were the major factors influencing the achievement or non-achievement of results? How were possible impediments overcome?</p> <p><i>Identification of SEI/MYWAS as a solution was not transparent (The project document was written revolving around the scientific, engineering and technical support of SEI (especially Dr. Brian Joyce, Jack Seiber and Stephanie Galatis) and Dr. Huber-Lee, as mentioned in the Budget guidelines and the signed contracts.) (What in the world does this mean? This is a defined and desired benefit – not an obstacle. This is highly transparent ... otherwise anyone could fall under that budget line category.)</i></p>	<p>We are not talking about transparency as it was understood by the TL. The question we are posing is why has MYWAS been selected by the PWA and not another approach? What was the process and rationale behind the selection? We are stating a fact by saying that this did influence the achievement.</p> <p>For clarification we have modified the wording: "MYWAS/WEAP as a solution to improved planning of water resources was identified by the TL/PWA Advisor and external experts. The project document was written by the TL/PWA Advisor revolving around the scientific, engineering and technical support of SEI (especially Dr. Brian Joyce, Jack Seiber and Stephanie Galatis) and Dr. Huber-Lee, as mentioned in the Budget guidelines and the signed contracts".</p>
<p>Question: Why was my name mentioned throughout the report ... and the name of the person who caused all this (the finance/admin guy) never mentioned even once?</p>	<p>Names have been replaced by job titles as much as possible. The evaluation considers official communication and actions by the PWA as activities of the institution.</p>