



Annual Report (#3)

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Program Information

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¹Cover page *Photo Caption: Youth Council initiative in Salfit*

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Acronyms and Abbreviations

| | |
|-------|--|
| AIP | Annual Implementation Plan |
| APLA | Association of Palestinian Local Authorities |
| ARIJ | Applied Research Institute – Jerusalem |
| AWARD | Arab World for Research and Development |
| BTC | Belgium Development Agency |
| CA | Cooperative Agreement |
| CBOs | Community Based Organizations |
| CGE | Centers of Governance Excellence |
| CID | Community Infrastructure Development Program |
| CIDP | Community Integrated Development Plan |
| CoP | Chief of Party |
| CSC | Citizen Service Centers |
| CSOs | Civil Society Organizations |
| D&G | Democracy and Governance |
| DQA | Data Quality Assessment |
| EAJC | Engineers Association – Jerusalem Center |
| EDRMS | Electronic Document and Record Management System |
| EIA | Environmental Impact Assessment |
| EoI | Expression of Interest |
| FARV | Fixed Assets Registration and Valuation |
| GC | Global Communities |
| HRMS | Human Resources Management System |
| ICMA | International City/County Management Association |
| JSC | Joint Services Council |
| K&A | Khatib and Alami |
| KMU | Knowledge Management Unit |
| KPI | Key Performance Indicator |
| LACs | Local Action Committees |
| LDR | Local Democratic Reform Program |
| LEED | Leadership in Energy and Environmental Design |
| LG | Local Governance (sector) |
| LGI | Local Government and Infrastructure Program |
| LGU | Local Government Unit |
| LWA | City2City Partnership Leader with Associates |
| M&E | Monitoring and Evaluation |
| MCI | Municipal Capacity Index |
| MSCP | Municipal Strategic Corporate Plan |
| MDLF | Municipal Development and Lending Fund |
| MIS | Management Information System |
| MoE | Ministry of Education |
| MoEHE | Ministry of Education and Higher Education |
| MoF | Ministry of Finance |
| MoHE | Ministry of Higher Education |
| MoLG | Ministry of Local Government |
| MoP | Ministry of Planning |
| MoPWH | Ministry of Public Works & Housing |
| MoU | Memorandum of Understanding |
| MoWA | Ministry of Women Affairs |

| | |
|-------|---|
| MPWH | Public Works and Housing |
| MSC | Most Significant Change |
| MSCP | Municipal Strategic Corporate Plans |
| MSN | Model Schools Network |
| NGO | Non-Governmental Organization |
| O&M | Operations & Maintenance |
| OCHA | Office for the Coordination of Humanitarian Affairs |
| PCAC | Palestinian Child Arts Center |
| PCBS | Palestinian Central Bureau of Statistics |
| PCU | Palestinian Contractor's Union |
| PEFE | Palestine Education for Employment |
| PHGBC | Palestinian Higher Green Building Council |
| PMP | Performance Management Plan |
| PPM | Participatory Performance Measurement |
| PPW | Participatory Planning Workshop |
| RFA | Request for Application |
| RFEoI | Request for Expression of Interest |
| RFP | Request for Proposal |
| RFPQ | Request for Proposals and Price Quotations |
| RIG | Regional Inspector General |
| SCPD | Social Center of People with Disabilities |
| SDFs | Strategic Development Frameworks |
| SDIP | Strategic Development and Investment Plans |
| SOGs | Standard Operating Guidelines |
| SoW | Scope of Work |
| SPSS | Statistical Package for the Social Sciences |
| SSA | Special Service Agreement |
| SUMO | Sustainability, Utilization, Maintenance, and Operations Plan |
| ToR | Terms of Reference |
| ToT | Training of Trainers |
| UNRWA | United Nations Relief and Works Agency |
| USAID | United States Agency for International Development |
| USGBC | U.S. Green Building Council |
| WBG | West Bank & Gaza |
| WFP | World Food Program |
| YSLC | Youth Shadow Local Council |

Program Description

The overall goal of the Local Government and Infrastructure Program (LGI) (CA# 294-A-00-10-00211-00; awarded September 2010 and amended in August 2011) is to promote an enabling environment for good local governance and provide the basic infrastructure necessary for sustainable improvements in the quality of life for Palestinians in the West Bank and Gaza. This goal will be achieved by meeting the following objectives:

Objective 1: Improve living conditions for Palestinians through the provision of sustainable, multi-sector community infrastructure packages Activities under this objective will provide packages of approximately 142 mutually-reinforcing infrastructure projects to approximately 78 communities in order to raise their standard of living and improve their quality of life. Approximately 60 additional infrastructure projects will be provided to 30 partner municipalities to further enhance effective and efficient service provision to citizens based on good governance practices, 16 of which will be unified municipal service centers, referred to as Citizen Service Centers. In total, the LGI program will target approximately 138 communities² and implement more than 202 infrastructure projects under this objective. As a result, an estimated 85% of community members will report improved access to community services.

Objective 2: Enhance the impact of USAID sector-specific programs and priorities through the provision of high priority infrastructure Under this objective, LGI will support requests to increase the impact of programs in health, democracy and governance, education, or in the private sector by addressing underlying infrastructure needs which may be limiting the impact of those programs by providing approximately 54 additional infrastructure projects.

Objective 3: Strengthen local government capacity to respond effectively and efficiently to community needs by promoting and institutionalizing good democratic governance practices Under this objective, LGI will design and implement capacity building, institutional development, and skills enhancement support packages to all targeted LGUs under objective 1 of this program, in addition to developing and institutionalizing tools and mechanisms to support citizen engagement in governance processes. LGI will also ensure the active engagement of community members in the selection, design, implementation, and management of infrastructure projects identified as a priority through a community based strategic planning process. Approximately 427 local government staff will take part in the program's capacity building, skills development and participatory planning workshops. Approximately 9,000 community members will participate in the identification, planning and implementation of program activities. As a result, approximately 85% of community members will express increased confidence in the local government's ability to respond to their needs.

Objective 4: Enhance the capacity of the MoLG to assume its regulatory, policy development, sector strategic planning, guidance and monitoring roles LGI will support the MoLG-driven policy reforms for decentralization, amalgamation, civic engagement and other related topics through planning and policy development/reform processes, involving national and local authorities, civil society and academia supported by a group of national and international technical advisors, as needed. Approximately five policy development and/or reform processes will be supported, systems will be developed and institutionalized for informing the MoLG's policy development and operationalization cycle, and more than 100 MoLG staff will benefit from capacity building and skills development activities.

Objective 5: Generate employment opportunities and build the capacity of the Palestinian construction sector through the construction of infrastructure projects³ Under this objective, LGI will provide employment opportunities to Palestinian communities by emphasizing the use of local construction materials, using labor-intensive building techniques where feasible, and generating long-term

²A community is defined as a group of interacting people living in a common location. Throughout this Program Description, a community could refer to a village, town, city, and cluster of villages, merged/amalgamated council or a municipality. The 138 communities to be targeted will include localities recently merged or which will be merged/amalgamated by the Palestinian Authority's Ministry of Local Government.

³ Suggested modifications to Objective 5 were submitted to USAID in February 2013.

jobs; enhance professional capacity of new Palestinian engineering graduates through the provision of 200 paid internship opportunities; and strengthen the construction sector strategy by building the capacity of the Palestinian Contractors Union (PCU) to provide support to its members.. A total of approximately 326,000 person days of short-term employment and approximately 164 long- term jobs will be generated.

Objective 6: In addition, up to five percent of the total budget may be reserved for unforeseen priority opportunities, windows of opportunity, which adhere to the overall objective of the project
Upon USAID's request, this sixth objective was added when the Program was amended and would be enacted, as applicable, in agreement with USAID.

Executive Summary

The enclosed annual report covers the third year of Global Communities' implementation of the five-year, USAID-funded Local Government & Infrastructure (LGI) Program. Below are key achievements from the reporting period:

Municipal Capacity Index: One of Global Communities' primary goals under the Local Government & Infrastructure program (LGI) is to strengthen government capacity to respond effectively and efficiently to community needs by promoting and institutionalizing good democratic governance practices. But in practical terms, how does one know when government capacity is really strengthened? How can local government units (LGUs, or municipalities and village councils), and most importantly citizens, tell if their local government's performance is actually improving?

In response to this challenge, Global Communities developed a model for governance excellence specific to the Palestinian context based on over nine years of experience focusing on the local governance sector in the West Bank & Gaza with USAID and U.S. Department of State funding. The model is broken down into three main pillars – community participation, leadership, and management of service delivery – shown the right.



To operationalize the model, LGI has developed a Municipal Capacity Index (MCI), the first tool of its in kind for the Palestinian context, to assess the capacity of municipal governments. The MCI goes beyond current tools in use in the West Bank by highlighting the three pillars of the program's governance excellence model rather than only relying upon financial indicators and measures of success. During this past year, the LGI has applied the MCI with 25 potential Centers of Governance Excellence (CGEs), resulting in the development of Municipal Strategic Corporate Plans that enable the municipalities to address their competency gaps during the remaining years of the LGI program.

"First, I want to thank the people who prepared this [Municipal Capacity Index] assessment. Most of the questions made us realize that we weren't documenting things in the right way...As those working in the municipality, we are always asking why we don't succeed and the clear answer is, even if we consider ourselves achieving a high performance level, we can always do better and reach a higher level. All the questions asked in the assessment helped us see this." – Mayor Sufian Shadid, 'Illar Municipality (April, 2013)

Engaging Five Large, Urban Municipalities: Progress continued during this reporting period at the five large municipalities (Al Bireh, Ramallah, Nablus, Jenin, and Bethlehem) incorporated into the program at the start of FY13. The below table provides an overview of what was completed this fiscal year, what was in progress by the end of the year, and what will be initiated in FY14.

| Municipality | Completed | In Progress | Planned |
|---------------------|---|---|---|
| Bethlehem | <ul style="list-style-type: none"> Youth Shadow Local Council established Human Resource MIS Municipal Capacity Index Municipal Strategic Corporate Plan | <ul style="list-style-type: none"> Strategic Development & Investment Planning Updates to business processes and procurement processes/manual Campaign to enhance volunteerism Citizen Service Center (under design) & Automation of Service Delivery | <ul style="list-style-type: none"> e-municipality Physical planning Spatial Management System/GIS Complementary Sectoral Plans Metropolitan Planning Street coding and numbering Internal audit process Financial Management System |
| Al Bireh | <ul style="list-style-type: none"> Human Resource MIS Municipal Capacity Index Municipal Strategic Corporate Plan Maintenance for Al-Bireh Youth Foundation | <ul style="list-style-type: none"> Strategic Development & Investment Planning Citizen Service Center (under construction) & Automation of Service Delivery Updates to business processes Physical Planning Spatial Management Systems/GIS | <ul style="list-style-type: none"> Metropolitan Planning e-municipality Street coding and numbering Financial Management System Internal audit process Procurement process and computerized database Complementary Sectoral Plans |
| Ramallah | <ul style="list-style-type: none"> Municipal Capacity Index Internal audit process established | <ul style="list-style-type: none"> Citizen Service Center (under design) & Automation of Service Delivery Strategic Development & Investment Planning & Strategic Development Framework Municipal Strategic Corporate Plan | <ul style="list-style-type: none"> e-municipality Metropolitan Planning |
| Nablus | <ul style="list-style-type: none"> Internal audit process established Municipal Capacity Index | <ul style="list-style-type: none"> Updates to business processes and procurement processes/manual Municipal Strategic Corporate Plan | <ul style="list-style-type: none"> e-municipality Street coding and numbering Spatial Management Systems/GIS |
| Jenin | <ul style="list-style-type: none"> Human Resource MIS Internal audit process established Municipal Capacity Index Municipal Strategic Corporate Plan | <ul style="list-style-type: none"> Citizen Service Center (under design) & Automation of Service Delivery Updates to business processes and procurement processes/manual | <ul style="list-style-type: none"> Infrastructure project (TBD) Spatial Management Systems/GIS Street coding and numbering Computerized procurement database Upgrading financial management system |

Strategic Development & Investment Plans (SDIPs) Most Important Local Development Tool:

During the final quarter of this year, the LGI team worked with municipalities to determine the extent to which planned projects with specific, allocated funding (i.e., committed projects) originate from the community's SDIP. The findings show that the SDIPs are the most important tool for determining what projects are supported by the municipality, donors, or the national government, given that 94% of committed projects originate in the SDIP. Global Communities and LGI continue to highlight the importance of the SDIP by sharing the plans actively with youth councils and other organizations that can implement aspects of the plans as well.

Improving Quality of Life through Basic Infrastructure: During the reporting period, Global Communities completed the construction and hand-over of 25⁴ infrastructure projects benefitting 41,945 Palestinians, including three Citizen Service Center, 11 road projects, nine school projects, and two renovated youth club.

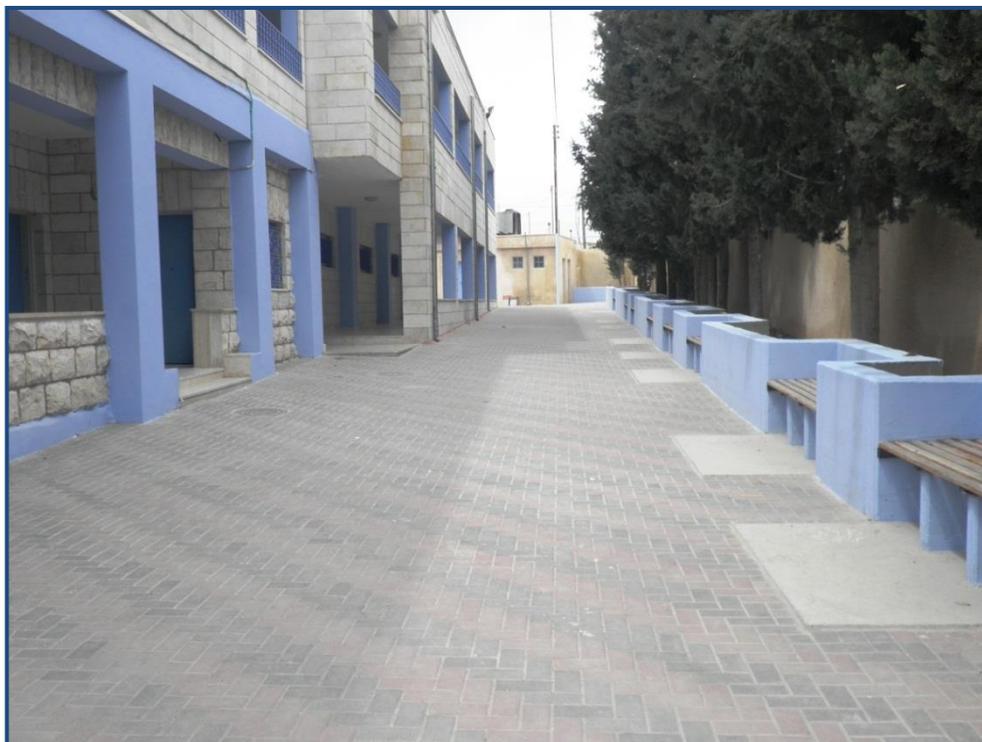


Photo Caption: Al-Maniya School following the completion of works.

SDIP Support Committees Increasing Collaboration between Citizens and Councils: LGI supported the establishment of 8 SDIP Support Committees in partner municipalities that follow-up on and monitor each location's SDIP, and help implement local initiatives supportive of the vision and projects in the SDIPs. In addition to facilitating the signing of MoUs between LGUs and the committees and training committee members in critical areas, such as M&E, to carry out their role, LGI supported committees in carrying out five local initiatives that brought together community members, civil society organizations, and local government leaders. These initiatives were implemented by Abu Dis, Qaffin, Beit Jala, Tuqu', and Beit Sahur LGUs.

“The SDIP Support Committee acted as an advocacy arm to motivate and monitor the local council in carrying out their role in implementing the SDIP. They played a vital role as well, especially in building bridges between the local council and citizens.” - Abdel Rahman Afaneh – Municipal Engineer at Abu Dis Local Council

Establishment of LGI's 1st Citizen Service Center: During this past year, LGI constructed the Citizen Service Center in Adh Dhahiriya and fully automated and trained the staff to run the new center. Based on the sustainability and impact evaluation carried out for the CSC this past quarter three months

⁴ This number reflects six infrastructure projects that have been either re-contracted or involved finishing/additional works.

following its operationalization, results thus far are extremely positive. The project is fully sustainable; the municipality has identified, hired, and trained new staff to serve citizens, and utilized multiple communication channels to alert citizens about the new center. In addition, the municipality hosted an inauguration attended by USAID, the Ministry of Local Government, and Global Communities on July 2, 2013.

Feedback on the Adh Dhahiriya Citizen Service Center (September 2013):

“I have been abroad for 30 years, and I’ve experienced a variety of local councils during my lifetime. This Center could be described as the prescription that facilitated the treatment of so many patients...” – Citizen/Retired Policeman, 75 years old

“In the past, citizens would come and spend hours in various offices, which affected the efficiency of the staff in terms of leaving their work to converse with citizens. Now staff are more focused, efficient, and productive. They spend their spare time in focusing on planning, communications, and following up on projects...” – CSC Manager

“There is a substantial increase in women’s usage of the CSC. Today more women feel comfortable visiting the CSC given it has open space and female staff is welcoming them...” – Female customer service specialist pictured below



Photo Caption: Adh Dhahiriya Citizen Service Center

Enhanced Youth Engagement in Local Governance: LGI supported the formation of 17 Youth Shadow Local Councils (YSLCs) this past year in the target municipalities highlighted in the map below. Over 6,538 youth participated and registered in their community’s respective general assembly and

approximately 3,700 turned out to vote on Election Day. Two hundred twenty five youth (59% male; 41% female) were ultimately elected to their respective local youth councils.



Photo Caption: Youth member participating in Biddya YSLC elections.



Map of 17 YSLC locations under LGI FY13

Ten of the 17 target communities were the same under both the previous Local Democratic Reform (LDR) program and LGI. When comparing the participation rates in these communities between the two programs, Global Communities found that overall participation of youth in the general assemblies and voting in elections increased by 30% and 22%, respectively, demonstrating an increase in youth interest and participation in the initiative.

In addition, following their elections, the 17 YSLCs went on to lead and implement 37 local initiatives focused on supporting marginalized populations including persons with disabilities, improving environmental protection and awareness, and highlighting historic or touristic areas in their towns.

Lastly, during this past year, many youth council members have gone on to achieve high-level recognition, including:

- Basha'er Othman from 'Illar was given the opportunity to serve as the Minister of Local Government for a day on August 22, 2013.
- The president and treasurer of two YSLCs were appointed to the Board of the Sharek Youth Forum as a result of and in recognition of their own outstanding efforts and accomplishments within their respective youth councils.
- Perhaps most impressively, a former Al-Taybeh youth council member, Yaqoub Marouf, was elected to Al-Taybeh local council during the November 2012 elections.



Reflecting on his current position as an elected local council member, Yaqoub told Global Communities, “I wouldn’t have become a local council member if not for the Youth Council initiative in At Tayba village. Being part of the YSLC was a great support; it motivated me to be an active member in my

National Policy Development: LGI completed the final drafts of two critical national manuals in partnership with the Ministry of Local Government (MoLG), including the Public Participation Manual and the Operational Manual for MoLG directorates. These manuals will guide directorate staff in carrying out their roles and functions and provide guidance to municipalities on how to engage citizenry in affairs of the LGU. Both manuals will be finalized in the beginning of FY14.

High Impact in Area C: The West Bank is divided into Areas A, B, and C; Area C is controlled by the Israeli Authorities, both militarily and administratively. In Area C, Israeli Authorities do not permit building on 70% of the land and require permits be obtained before construction on a further 29%. Though acquiring such permits can be a challenge, the U.S. Government, particularly USAID and the Special Envoy for Middle East Peace, was able to obtain permits for Global Communities to construct or rehabilitate six new schools under LGI. Three were completed during this reporting period.

| Table 1: Impact in Area C Schools as of September 2013 | | | | |
|---|----------------|----------------------|-----------------------|-----------------------|
| Completed | Fiscal Year 12 | Dhafer Al Abed Co-Ed | Jenin Governorate | 125 students |
| | | Al Maniya Co-Ed | Bethlehem Governorate | 350 |
| | | Al Buweib Co-Ed | Hebron Governorate | 162 |
| | Fiscal Year 13 | SalahEddin Boys | Jerusalem Governorate | 370 |
| | | Ad Deirat Co-Ed | Hebron Governorate | 166 |
| | | Az Zeer School | Bethlehem Governorate | 712 |
| Total | | 6 schools | | 1,885 students |



Photos: Khalid and Layal and other students at their new school (Az Zeer)

“I used to go to Al Asakreh village to study at Rakhama School, now we have our own new school. It’s closer to my house, and I like it so much. We have everything in the school, clean water, and toilets. I like to attend the sports class, because we have a big playground where we can play football and basketball.” – Khalil Ismael (pictured above) from Az Zeer, 3rd grade

Gender Sensitivity & Mainstreaming: LGI has significantly increased its focus on gender sensitivity and mainstreaming over the past year of implementation. Some of the key accomplishments in this regard include:

- Developed an updated gender strategy covering all components of the program.
- Introduced a gender analysis section in each quarterly report to analyze sex-disaggregated data and report on gender mainstreaming efforts.
- Conducted a gender and local governance assessment to inform this strategy and our work.
- Held an internal staff orientation on Gender & Social Inclusion in the Nablus, Ramallah, and Hebron offices for 55 staff members (29 males; 26 females).
- Modified M&E tools and report templates to mainstream gender-sensitive questions.
- Hired a gender officer to support the LGI team in implementing the approved gender strategy.
- Held a one-day assessment workshop on June 10th for approximately 60 female council members from 22 target centers of governance excellence, the Ministry of Local Government (MoLG) directorate staff responsible for gender, and the gender unit at MoLG to identify the main challenges and opportunities facing women councilors and develop relationships with women council members in LGI’s target municipalities.



Photo Caption: Female Council Members' Workshop, June 10th

Successful Implementation of the Third Round of the Engineering Fellows program under LGI:

During this past year, LGI implemented a successful round of the Engineering Fellows program, providing on-the-job and classroom training to 58 young, recently graduated engineers over a period of nine months. Fellows worked at Global Communities' offices and project sites, Engineering Association offices, as well as municipal partners. The graduation of the fellows on August 26, 2013, celebrated their contributions to the Global Communities team, including 3D modeling and work at project sites, and also provided an opportunity for fellows to meet private companies, such as Rawabi, to discuss job prospects. During the upcoming quarter, Global Communities will report on the percent of fellows who were able to obtain jobs after the program ended.

In addition, three young green fellows completed their 8-week internship at Khatib & Alami offices in the UAE. Fellows became familiar with LEED guidelines and learned green building and design approaches.

"This is the first time I have worked in the field as an engineer; I was based at Al Haffasi Primary Co-educational School project in Kafr al Labad. What distinguishes this program is that we learn through practical experience, we also learn how to be responsible, how to deal with contractors directly, and how to properly document and report everything." – Male Fellow Engineer

Launching of the Palestinian Green Building Guidelines: In partnership with the Engineers Association – Jerusalem Center and the Higher Green Building Council, Global Communities supported the launch of the *Palestinian Green Building Guidelines* by hosting a workshop on June 24, 2013. The workshop was attended by over 200 participants from municipalities, ministries, USAID, Global Communities, the private sector, and NGOs. The purpose of the workshop was to provide an overview of the guidelines; a second, more detailed training was provided on June 25th to selected trainees from LGUs, ministries, and partner staff to learn how to apply the guidelines in their work. The Palestinian Green Building Guidelines will be applied to future LGI projects in upcoming fiscal years.

Supporting High-Level Visibility for USAID and the U.S. Government: The LGI team support several visits and events this year, including:

- Visit of (and extensive site preparation for) President Barack Obama at the Al-Bireh Youth Foundation on March 21, 2013



Photo Caption: President Obama during his visit to Al-Bireh Youth Foundation.

- Visit of Senator Robert Menendez of New Jersey with USAID and Global Communities representatives to Bethlehem Municipality and the Youth Shadow Local Council in May 2013
- Multiple visits to projects sites by USAID/Washington staff, including Assistant Administrators
- Multiple Youth Shadow Local Council visits
- MoU signing ceremony with Sharek Youth Forum, 17 YSLCs and LGI partner LGUs under the auspices of the Ministry of Local Government in May 2013
- Inauguration of the Ad-Dhahiryah Citizen Service Center in July 2013
- Inauguration of the Salah Eddin Boys School in 'Anata (Area C) in July 2013

During FY13, LGI documented 344 instances of media coverage for the program in print and online media. This is up from just 69 instances in FY12, representing a 399% increase in coverage this year.

Results of LGI's Mid-term Evaluation: During Year 3 of the program, Global Communities and USAID formed a joint committee to manage the program's mid-term evaluation conducted by AWRAD. The primary purpose of the evaluation was to assess progress against program objectives and to make recommendations for ways to improve program performance for the next period of implementation. The evaluators utilized a participatory approach, and conducted surveys, interviews, and focus groups with program staff and stakeholders, including target communities, the Ministry of Local Government (MoLG), USAID, and other donors in the sector. Key outcomes/lessons learned of the evaluation included:

1. The program's relevance, impact, and quality were ranked highly by stakeholders, including local communities and MoLG.
2. LGI leadership has been able to manage the impact of the shifting external environment and still make progress towards achieving its program objectives. In the process, LGI has built a more streamlined organization and re-allocated staff to provide essential operational support to ongoing programming.
3. Recent changes in LGI scope/scale have created vulnerabilities to LGI meeting its program objectives by the program's end date. The vulnerabilities identified can be addressed by two parallel actions:
 - o through an injection of additional staff resources;
 - o through an injection of either additional funds to enable LGI to meet the expectations created in communities for infrastructure projects that have been already planned, or the implementation of an exit strategy from these communities which protects the USAID investments already made
4. The design process for infrastructure projects needs to be sped up in order to achieve program targets.
5. The procurement process should be streamlined to enable more efficient procurement of service providers and goods.
6. Indicators should be streamlined to measure more useful information to determine the impact and progress of the program.
7. Organizational learning processes are in place and can be further developed by using such tools as After Action Reviews more regularly.

Global Communities has already addressed many of the recommendations (including changes to design and procurement processes) and is conducting participatory planning with staff at the start of FY14 to address remaining recommendations in FY14.

Key Performance Indicators⁵: The table below highlights Global Communities' key performance indicators under LGI and the percent achieved to date for FY13. Results for the key indicators reveal high levels of achievement across most components; the majority of key results are either nearly achieved (80% or more), achieved or exceeded. The few exceptions include the number of citizen service centers established and national level interventions with the Ministry of Local Government (number of policy development and/or reforms and number of national government procedural manuals or regulations).

These planned targets will be transferred to the next fiscal year to ensure the program remains on-time in terms of achieving deliverables. Most importantly, the program's impact indicators that were measured this year are showing high achievement levels (see final three indicators below)⁶.

Table 2: Key Performance Indicators – Planned vs. Achieved for FY13

| Indicator | Planned Target for FY13 | Achieved in FY13 | % Achieved to date against FY 13 |
|--|-------------------------|------------------|----------------------------------|
| Number of communities provided access to new or rehabilitated infrastructure | 22 | 22 | 100% |
| Number of people benefiting from USG-supported social assistance programming | 65,000 | 52,439 | 80% |

⁵ Refer to Annex (1) for the Performance Management Plan Matrix. Also, refer to Annex (2) for Geo-MIS's Q4 of FY13.

⁶ Refer to Annex (3) for LGI's Baseline and Midline Results per Indicator (FY13) for Governance and Infrastructure components.

| Indicator | Planned Target for FY13 | Achieved in FY13 | % Achieved to date against FY 13 |
|---|-------------------------|------------------|----------------------------------|
| Number of multi-sectoral community projects provided | 21 | 19 ⁷ | 90% |
| Number of people employed in temporary jobs as a result of USG supported social assistance programming | 1,210 | 1,414 | 117% |
| Number of person days of employment generated | 65,200 | 23,257 | 36% |
| Kilometers of roads constructed or repaired through USG assistance | 12 | 9.6 | 80% |
| Number of youth shadow local councils established or supported | 17 | 17 | 100% |
| Number of community members involved in community participatory processes | 2,000 | 6,809 | 342% |
| Number of strategic plans, physical plans, procedures, regulations, and manuals developed | 11 | 45 | 409% |
| Number of persons obtaining long-term employment opportunities as a result of USG assistance | 160 | 23 | 14% |
| Number of fellowships/internships provided | 57 | 58 | 102% |
| % of all local government staff completing skill training courses who say they are using their new skills on the job | 60% | 100% | N/A |
| % of projects being obligated/ committed in target centers of governance excellence (sub-national government entities) come from the strategic development and investment plans | 40% | 94% | |
| Percent of projects properly maintained after 1.5 years | 70% | 100% | |

In addition to the above indicators, LGI has supported 56 LGUs this past year, 47 under the governance component and 26 under the infrastructure component (with overlap in 17 LGUs between the components). Of the total 56 LGUs, 28 are potential Centers of Governance Excellence (CGEs)¹.

Cooperative Agreement Updates & Considerations: During the last quarter of this reporting period, LGI finalized and submitted proposed modifications to the cooperative agreement, including a revised program description, revised budget, and organizational chart. These changes mainly resulted from the inclusion of the five large and previously restricted municipalities, requiring a shifting of program resources, and lessons learned from the program's mid-term evaluation (including revision of the

⁷ In addition to the 19 completed projects, there are six projects that were not counted because they were either re-contracted or involved finishing/additional works.

organization's salary scale and proposed adjustments to staff salaries). Global Communities expects to receive questions from USAID in the near future to finalize the modification.

Implementation Activities by Program Objective & Expected Results

Objective 1: Improve living conditions for Palestinians through the provision of sustainable multi-sectorial community infrastructure packages.

Objective 2: Enhance the impact of USAID sector specific programs and priorities through the provision of high priority complementary infrastructure.

Under objectives 1 & 2⁸, LGI aims to improve the quality of life for Palestinians through construction/rehabilitation of vital infrastructure projects that will assist communities to meet their basic needs and restore essential services. Under objective 1, LGI works in both vulnerable communities and communities that are potential centers for governance excellence. By gauging existing needs in some of the most vulnerable communities in the West Bank (selected based on a 2010-2011 vulnerability assessment conducted for the program by the Applied Research Institute – Jerusalem (ARIJ), LGI, through its community planning processes, is able to design and implement small and large scale infrastructure projects, part of which are labor intensive, in both health and education sectors, as well as road projects, as well as two water projects.

Objective 2 projects are requested by USAID directly through task orders. The majority of Objective 2 projects are in Area C, a restricted area of the West Bank where permits from Israeli Authorities are required for project construction. The following table provides a summary of progress during FY13 against Objective 1 & 2 targets.

Table (3): Key Performance Indicators for Objectives 1 & 2 – Planned vs. Achieved for FY13

| Indicator | Planned Target for FY13 | Achieved during FY13 | % Achieved during FY13 |
|---|-------------------------|----------------------|------------------------|
| Number of Palestinians benefiting from provision of USG sponsored multi-sectorial infrastructure packages. ⁹ | 62,303 | 41,945 | 67% |
| (Males) | 33,763 | 21,920 | 65% |
| (Females) | 28,540 | 20,025 | 70% |
| No. of Palestinians benefiting from USG sponsored complementary infrastructure projects | 8,462 | 2,059 | 24% |
| (Males) | 4,731 | 1,521 | 32% |
| (Females) | 3,731 | 538 | 14% |

⁸ For detailed information on all projects under these objectives, refer to Annex (5) – Infrastructure Master Tracking Sheet.

⁹ Total number of beneficiaries includes objectives 1 and 2.

| Indicator | Planned Target for FY13 | Achieved during FY13 | % Achieved during FY13 |
|--|--------------------------------|-----------------------------|-------------------------------|
| Number of communities provided access to new or rehabilitated infrastructure ¹⁰ | 22 | 22 | 100% |
| Number of multi-sectoral community projects provided | 21 | 19 ¹¹ | 91% |
| Number of infrastructure projects completed to complement the work under other USAID programs (objective 2 only) | 8 | 4 | 50% |
| Number of people employed in long-term jobs as a result of USG social assistance programming ¹² | 25 | 23 | 92% |
| (Males) | 22 | 11 | 50% |
| (Females) | 3 | 12 | 400% |
| Number of people employed in short-term jobs as a result of USG social assistance programming ¹³ | 1,210 | 1,414 | 117% |
| (Males) | 1,150 | 1,366 | 119% |
| (Females) | 60 | 48 | 80% |
| Direct person days of employment generated ¹⁴ | 65,200 | 23,257 | 36% |
| Kilometers of roads constructed or repaired through USG assistance | 12 | 9.62 | 80% |
| Number of classrooms built or repaired with USG assistance | 54 | 107 | 198% |
| # of learners enrolled in schools and/or equivalent non school based settings with USG support | 1,676 | 1,269 | 76% |
| (Males) | 1,226 | 981 | 80% |

¹⁰ Total number of beneficiaries includes objectives 1 and 2.

¹¹ Refer to footnote #6.

¹² Total number of beneficiaries includes objectives 1 and 2.

¹³ Total number of beneficiaries includes objectives 1, 2, and 5.

¹⁴ Total number of beneficiaries includes objectives 1 and 2.

| Indicator | Planned Target for FY13 | Achieved during FY13 | % Achieved during FY13 |
|-----------|-------------------------|----------------------|------------------------|
| (Females) | 450 | 288 | 64% |

During FY13, LGI completed¹⁵ 19 infrastructure projects under Objectives 1 & 2, in addition to four design projects. The charts below provide detailed projects classification with reference to location and activity type. The completed school projects under Objective 2 increased the number of classrooms built or repaired; exceeding the fiscal year target, this increase positively impacted the number of people employed in short-term jobs, which also exceeded the fiscal year target.

Fig (1): Number of completed infrastructure projects in each governorate during FY13

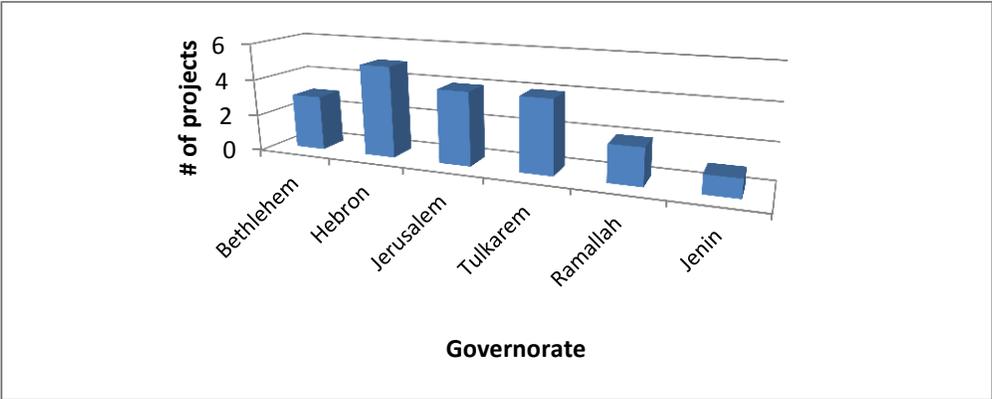
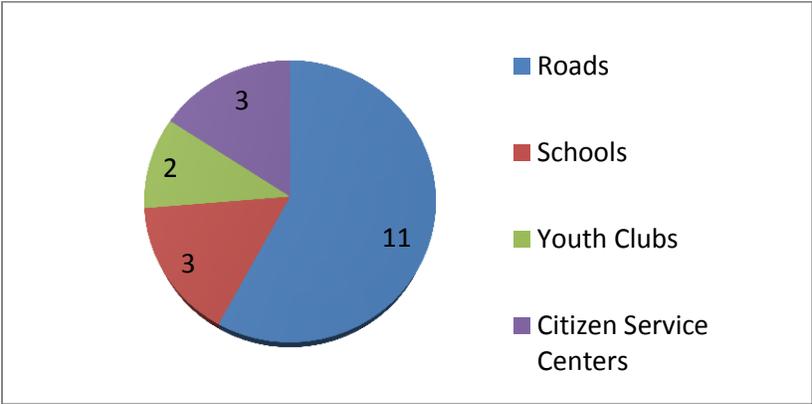


Fig (2): Activity type for completed infrastructure projects during FY13



¹⁵ Completed projects means final payments have been processed to the contractor.

Fig (3): Activity type for completed infrastructure projects in FY13 for objective 1&2, respectively

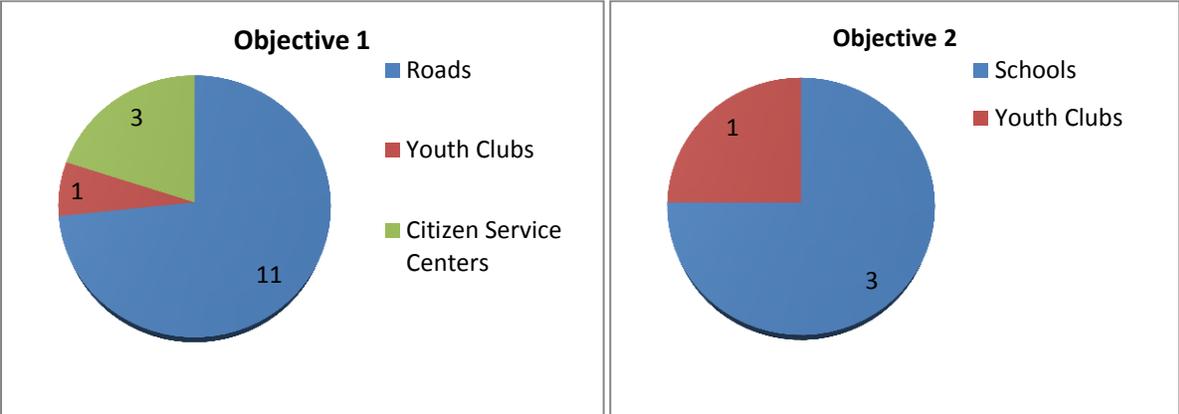
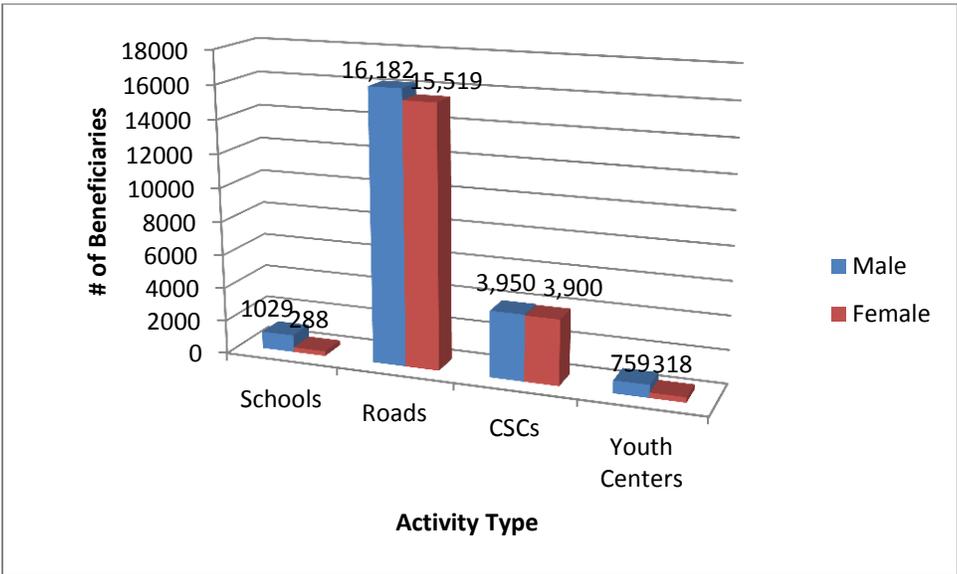


Fig (4): Number of beneficiaries for completed projects per activity type for Objective 1&2, FY13



Objective 1 – Completed Projects¹⁶:

Roads

24043-13-NW-SA003 Rehabilitation of internal roads with the storm water drainage system in Qaffin, Tulkarm Governorate- \$189,520 (Contractual), \$212,515.90 (Amended Contract), \$214,255.08 (Actual USAID Cost): The project focused on the rehabilitation of 260m of roads including widening and paving, construction of reinforced concrete box culverts and an open channel alongside the street, as well as walls and fences to safeguard pedestrians and traffic along the street. Moreover, the project included road marking and the construction of sidewalks with interlocked tiling. An amendment was requested to implement additional works due to unexpected technical issues caused by severe weather conditions during the winter months. The project created 39 temporary jobs and 815 work days. It also benefited 4,434 males and 4,141 females (already counted under the other contract for the road - # 24043-12-NW-SA001).



Before



During



After

Photo Caption: Rehabilitation of internal roads with storm water drainage system in Qaffin

24043-12-NW-SA001 Rehabilitation of Akkaba - Qaffin connecting road, Tulkarm Governorate - Contract Amount: \$51,760.10 Actual USAID Cost: \$52,365.87. The project included rehabilitation of 230 meters of road, including road asphaltting (1,082 m²), sidewalks with interlocking tiles around 615 m², boundary walls (230 meters) and road marking. The project created 65 temporary jobs and 382 work days for 4,434 males and 4,141 females.

¹⁶ "Completed" projects mean final payments have been processed to the contractor.



Before



During



After

Photo Caption: Rehabilitation of Akkaba - Qaffin connecting road

The project of internal roads rehabilitation with the storm water drainage system was the third highest priority for residents of Qaffin during community planning processes. Now complete, the project will provide residents easy access within the community. In addition, Qaffin regularly has flooding problems; as such, the storm water drainage system was especially important and critical to the success of the project. The Qaffin-Akkaba connecting road makes a critical contribution to the integration of the Akkaba neighborhood, which has been merged into Qaffin Town.

24043-12-NW-SA013 Rehabilitation of internal and connecting roads in Misilya, Jenin Governorate - Contractual Value: \$279,785.20, Actual USAID Cost): \$295,398.11 The project focused on the rehabilitation of approximately 1.73 km of roads including asphaltting work, construction of box culverts, road shoulders, stone and retaining walls in addition to road marking. A no cost extension was given to the contractor to complete unfinished works due to the severe weather conditions witnessed during the rehabilitation of the project. Consequently, the project created 67 temporary jobs and 1,224 work days¹⁷. It also benefited 1,232 males and 1,156 females.



Before



During



After

Photo Caption: Rehabilitation of internal and connecting roads in Misilya, Jenin Governorate

¹⁷ Of the total number of working days, 1210 were achieved during FY13.

24043-12-CW-SA023 Rehabilitation of Beit Surik main road, Jerusalem Governorate – Contracted Amount: \$169,255.30; Actual USAID Cost: \$171,976.54. The project included the rehabilitation of approximately 600 meters of road with 30 meters of retaining walls and 1,000 m² of road shoulders. The project created 36 temporary jobs and 884 work days. It also benefited 1,946 males and 1,941 females.



Before



During



After

Photo Caption: Rehabilitation of Beit Surik main road, Jerusalem Governorate

24043-13-CW-SA015 Rehabilitation of internal roads in Beit Surik, Jerusalem Governorate- \$82,443.54 (Contractual), \$84,649.44 (Actual USAID Cost): The project entailed the rehabilitation of 370 m of roads including the construction of retaining walls and sidewalks as well as roads signs and markings. The project created 23 temporary jobs and 475 work days. It also benefited 1,946 males and 1,941 females (already counted under the other contract for the road - # 24043-12-W-SA023).



Before



During



After

Photo Caption: Rehabilitation of internal roads in Beit Surik

According to the Beit Surik package report, almost all internal roads in the community were in need of rehabilitation. Community members ranked this project their second highest priority. LGI also rehabilitated the Beit Surik main road to complement internal roads rehabilitation. In addition, the rehabilitation of the Beit Surik Secondary Boys School is under design.

24043-13-CW-SA001 Rehabilitation of Al Masbah roads in Saffa, Ramallah & Al-Bireh Governorate - Contracted Amount: \$115,525.97; Actual USAID Cost: \$119,475.31. The project focused on the rehabilitation of 850 meters of road with 95 meters of retaining walls and 527 m² of road shoulders. The project created 22 temporary jobs and 569 work days for 1,904 males and 1,898 females.

The project was considered the first priority for the local community. It was selected to provide safe and better access to Saffa residents, especially students travelling daily to school. It will also prevent water accumulation during winter, preventing accidents and improving environmental conditions in the village. In addition, rehabilitation of Al Daher road with the water network In Saffa will be completed by early FY14, and the rehabilitation of Saffa Primary Boys' School is under design.



Before During After
 Photo Caption: Rehabilitation of Al Masbah roads in Safa, Ramallah Governorate.

24043-12-SW-SA025 Rehabilitation of internal roads in Khallet Al Maiyya, Hebron Governorate - \$102,961.60 (Contractual) \$107,546.25 (Actual USAID Cost): The project focused on rehabilitation of 640 meters of road, including construction of 118.6 meters stone walls, retaining walls and stone boulder. Additionally, the project included construction of 749 m² of road shoulders as well as painting and installation of road signs and marking. The project created 47 temporary jobs and 317¹⁸ work days. It also benefited 1,782 males and 1,726 females.



Before During After
 Photo Caption: Rehabilitation of internal roads in Khallet Al Maiyya

24043-12-SW-SA026 Rehabilitation of Khallet al Maiyya- Umm Lasafa road, Hebron Governorate - Contractual Value: \$192,495.80, Amended Contract: \$205,789.23, Actual USAID Cost: \$216,120.66 The project focused on the rehabilitation of 962 meters of road including construction of 360 meters of retaining walls and 1,450 m² of road shoulders in addition to marking installation and traffic signs. The project created 77 temporary jobs and 758 work days¹⁹ for 1,782 males and 1,726 females (already counted under the other contract for the road - # 24043-12-SW-SA025).



Before During After
 Photo Caption: Rehabilitation of Khallet al Maiyya- Umm Lasafa road

¹⁸ Of the total number of work dasys, 182 were created in FY13

¹⁹ Of the total number of working days, 666 were achieved during FY13.

Rehabilitation of internal and linking roads in Khallet al Maiyya was the third highest priority for the local community. In September, 2010, Om Ashoqan, Um Lasafa/Abu Sheiban, Ar Rifa'iyya/Ad Deirat and Wadi Elma were merged with Khallet al Maiyya Village Council. The two above projects are critical and will provide linkages between the neighborhoods facilitating movement of residents and vehicles. It will also provide better access to shared public services with less cost and time. LGI is also working on the construction of a secondary boy's school in Khallet al Maiyya.

24043-12-SW-SA028 Rehabilitation of Al Maniya main road, Bethlehem Governorate - Contracted Amount: \$144,064.00 Amended Contract: \$154,624.5 Actual USAID Cost \$162,983.41.

The project focused on the rehabilitation of approximately 1 km of road including asphaltting work, construction of retaining walls, sidewalks, road shoulders and installation of marking and traffic signs. An amendment was requested to provide additional retaining walls to protect the roadside. Due to these additional works, the contract completion date was changed to 19 December 2012. The project created 16 temporary jobs and 686 work days for 4,884 males and 4,657 females (already counted under the other contract for the road - # 24043-12-SW-SA027).



Before



During



After

Photo Caption: Rehabilitation of Al Maniya main road

As presented in the ARIJ study, Al Maniya, which is part of Tuqu', was identified as among the most vulnerable communities. Following the recent amalgamation of Al Maniya and Tuqu', as well as LGI's interventions in both locations (rehabilitation of the main and internal roads in Tuqu' and the above project in Al Maniya), the quality of life for all residents will improve; especially for students, who will have easier access to service facilities and schools. LGI also completed the rehabilitation and finishing works at Al- Maniya co-educational school under objective 2.

24043-12-SW-SA027 Rehabilitation of Tuqu' main road, Bethlehem Governorate - \$378,574.6 (Contractual), \$367,188.75 (Actual USAID Cost): The project focused on the rehabilitation of 1.82 km of road including; asphaltting work, construction of retaining walls, sidewalks and road shoulders. The project created 31 temporary jobs and 1,372 work days. It also benefited 4,884 males and 4,657 females.



Before



During



After

Photo Caption: Rehabilitation of Tuqu' main road

Based on participatory community planning processes, this main road project was the most urgent priority in Tuqu' according to local residents. The project will serve the community including the newly merged community (Al-Maniya). LGI is currently working on the construction of additional classrooms and a sanitary unit at Al Huriyyeh Primary Co-educational School in Tuqu'. Additionally, construction of additional classrooms and rehabilitation of Tuqu' secondary girls school is under design.

24043-13-SW-SA015 Rehabilitation of internal roads in Beit Amra, Hebron Governorate- \$176,512.16 (Contractual), \$195,324.83 (Amended Contract), \$209,004.44 (Actual USAID Cost):

The project focused on the rehabilitation of 1.158 km of internal roads in Beit 'Amra village, including construction of 154 m of retaining walls and 2,743 m² of road shoulders. An amendment was requested to implement additional works due to unexpected technical engineering issues during site excavations. Consequently, the contract completion date was changed to 23 April, 2013. The project created 47 temporary jobs and 1,057 work days. It also benefited 1,088 males and 1,023 females (already counted under the other contract for the road - # 24043-12-SW-SA016).



Before



During



After

Photo Caption: Rehabilitation of internal roads in Beit Amra

Community members ranked the rehabilitation of the community's main and internal roads as their second highest community development priority. The internal roads will connect Beit 'Amra with adjacent village, Karma, and reduce transportation time and cost. The project will provide better access to facilities and improve driver and pedestrian safety, particularly for young students. LGI has also renovated the community's main road and is currently designing the project to rehabilitate the town's secondary boys school.

Citizen Service Centers

24043-13-NW-SA004 Establishment of a Citizen Service Center for 'Illar Municipality, Tulkarm Governorate - \$159,059.13 (Contractual), \$156,529.64 (Actual USAID Cost): The project consisted of finishing works for the establishment of the Citizen Service Center for 'Illar Municipality within the first existing floor in addition to finishing works for the municipality offices on the same floor. The project created 43 temporary jobs and 846 work days. It also benefited 791 males and 759 females.

'Illar CSC was approved in the Municipal Strategic Corporate Plan (MSCP) as a priority project to improve the workflow and the quality of services provided to citizens. The CSC will also reduce the traffic congestion near the old Municipality building.



Before



During



After

Photo Caption: Establishment of a Citizen Service Center for 'Illar Municipality

24043-13-NW-SA006-Establishment of a Citizen Service Center for 'Anabta Municipality-Tulkarm Governorate-\$197,878.33 (Contractual), \$207,797.07 (Amended Contract), and \$206,719.63 (Actual USAID Cost): The project focused on the establishment of a Citizen Service Center for 'Anabta Municipality within the first existing floor with an area of 330 m². An amendment was made to the project to implement additional works that were not included in the original BoQ of the

tender and are considered necessary for the functionality of the completed project. The project created 43 temporary jobs and 916 work days. It also benefited 882 males and 918 females.

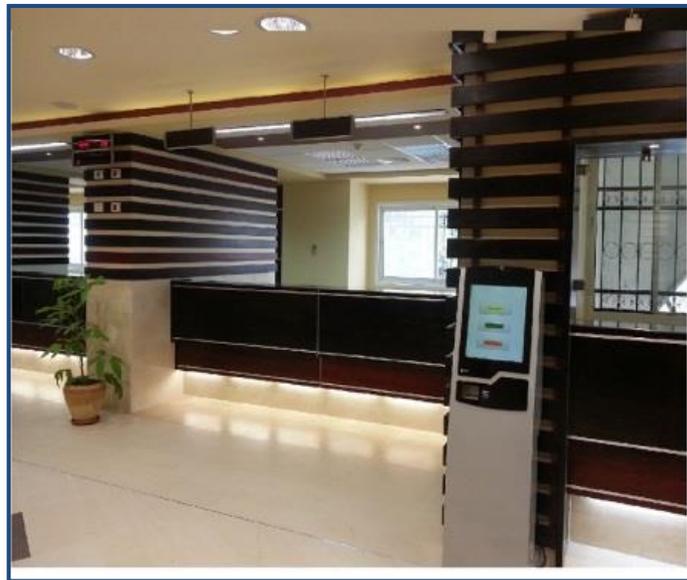
Anabta CSC was listed as a top priority in the Anabta Municipal Strategic Corporate Plan (MSCP) and will improve the quality of services provided to citizen of Anabta. It will also improve the working atmosphere for staff by moving them to more suitable and comfortable place with high technology equipment, which will affect their working capacity and output.



Before



During



After

Photo Caption: internal view photos for the establishment of a Citizen Service Center in 'Anabta Municipality

24043-12-SW-SA004 Establishment of a Citizen Service Center in Adh Dhahiriya Municipality, Hebron Governorate - Contracted Amount: \$62,862.80; Amended Contract: \$132,368.50; Actual USAID Cost: \$123,097.07. The project involved upgrading part of the ground floor of the municipal building to be used as a Citizen Service Center (CSC) for the provision of municipal services to citizens. The works included installing new partitions, plastering, tiling, painting, electrical, and mechanical installations. The project created 77 temporary jobs and 959 work days²⁰ for 2,277 males and 2,223 females.

²⁰ Of the total number of working days, 408 were achieved during FY13.



Before



During



After

Photo Caption: Citizen Service Center in Adh Dhahiriya Municipality

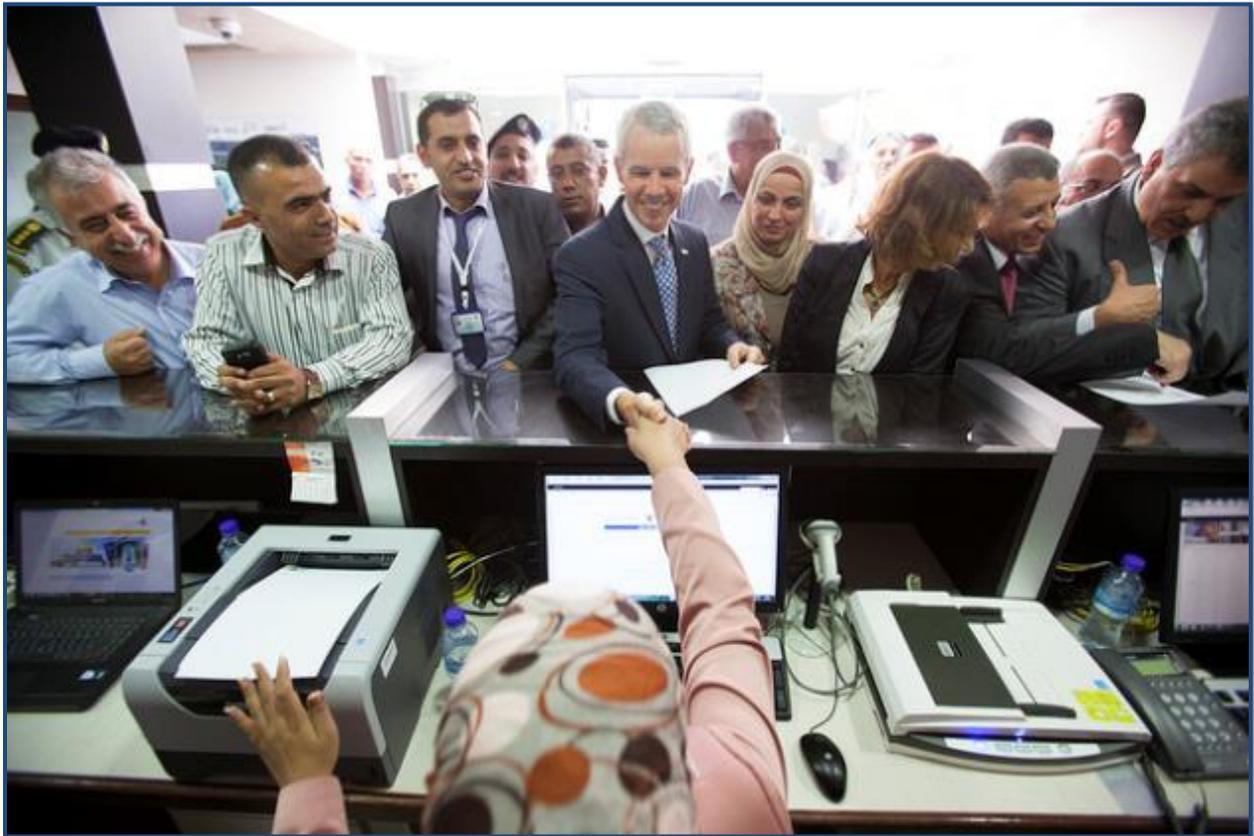


Photo Caption: Mike Harvey, USAID Mission Director during the inauguration of Adh Dhahiriya CSC

Schools

24043-12-CW-SA003 Finishing and external works for Qira Primary Co-educational School, Salfit Governorate²¹ - Contract Amount: \$169,667.00; Actual USAID Cost: \$177,574.91. The project focused on completing finishing works for three classrooms and seven facilities in addition to external works, which include paving the playground, rehabilitation of retaining walls and construction of sidewalks. Additionally, the project included renovation of seven classrooms and a kitchen in the existing school. The project created 57 temporary jobs and 1201 work days²² for 82 males and 68 females (already counted under the previous contract for the school - # 24043-12-CW-SA009).

In August, 2012 LGI completed the construction of Qira Primary Coeducational School. The project was the second priority project for East Salfit cluster approved in the strategic development plan done through a participatory process under the Local Democratic Reform program and updated under LGI. The finished school with the additional classrooms will reduce overcrowding, and elementary school students will be able to transfer to a facility located closer to their homes. LGI also completed the rehabilitation of the main entrance road in Qira in September, 2011.



Before



During



After

Photo Caption: Finishing and external works for Qira Primary Co-educational School

²² Of the total number of working days, 995 were achieved during FY13.

Youth Clubs

24043-12-CW-SA015 Construction of one additional floor in the village council building for Jaba' Youth Club, Jerusalem Governorate - Contracted Amount: \$114,902.30 Amended Contract: \$125,412.70, Actual USAID Cost: \$113,593.93. The project included the construction of a third floor above the village council building (total area is 235 square meters) to be used by the youth club. External works included the construction of a wall surrounding the building and asphaltting the yard. The project's scope of work was minimized due to the congressional hold on funds. However, following the lifting of the funding hold, LGI team requested an amendment to the contract to cover the original scope of work. Despite the amendment, the contractor failed to meet the required deadline; hence he was penalized, lowering the actual costs. The project created 133 temporary jobs and 1275 work days²³ for 267 males and 68 females.

The local community ranked the construction and renovation of multi-purpose centers for women and youth as their highest priority during the community planning process. This additional floor at Jaba' youth club will provide youth additional space for activities and workshops. LGI is also currently designing a playground and additional classrooms for a primary co-educational school in Jaba'.



Before



During



After

Photo Caption: Construction of one additional floor in the village council building for Jaba' Youth Club

Closed Projects²⁴: During FY13, there was one closed²⁵ infrastructure project under objective 1.

On-going Projects: As of the end of FY13, there were ten on-going²⁶ infrastructure projects under objective 1.

Projects under Design: As of the end of FY13, there were 50 projects in the design²⁷ phase under objective 1.

²³ Of the total number of working days, 784 were achieved during FY13.

²⁴ "Closed" means the final payment is under process.

²⁵ Refer to Annex (6) for photos of the closed project.

²⁶ Refer to Annex (7) for photos of on-going projects.

²⁷ Refer to Annex (8) for LGI Design Tracking Sheet.

Objective 2 - Completed Projects²⁸:

Youth Clubs

24043-13-CW-SA060 Maintenance for Al Bireh Youth Foundation, Ramallah & Al-Bireh Governorate – 69,997.27 (Contractual), \$65,986.42 (Actual USAID Cost): The works included painting, tile polishing, aluminum and wood maintenance, mechanical, electrical and external works. The project created 50 temporary jobs and 300 work days. It also benefited 492 males and 250 females. President of the United States Barack Obama visited the project site on 21 March, 2013, during his official visit to the West Bank; this was the only project the President visited.



Photo Caption (left to right): Before and after photos for the maintenance of Al Bireh Youth Foundation

Schools

24043-12-CW-SA007 Construction of three new floors for Salah Eddin Elementary Boys School 'Anata, Jerusalem Governorate - Contract Amount: \$367,724.7; Amended Contract: \$611,084.29; Actual USAID Cost:\$607,331.14 The project focused on the construction of three new floors, including six classrooms, sanitary units, a warehouse for books, canteen, a counselor room and a staircase, as well as the construction of additional four classrooms for the existing school building from the contract amendment. External works included a playground, boundary walls, and gates. The amendment work was requested by USAID specifically to remove the old building and construct a new one for sustainability purposes and for the project to be fully functional. A no cost extension was given to the contractor to implement additional work requested by the Ministry of Education (MOE) and USAID. An additional no cost extension was given to the contractor to implement external tiling works requested by USAID and Global Communities. The project created 99 temporary jobs and 5863 work days²⁹ for 370 males.

²⁸ "Completed" projects mean final payments have been processed to the contractor.

²⁹ Of the total number of working days, 2794 were achieved during FY13.



Photo Caption (left to right): Before, during and after photos for Salah Eddin Elementary Boys School, Jerusalem Governorate.



Photo Caption: Salah Eddin Elementary Boys School: Students enjoying studying in their new classrooms

24043-13-CW-SA061 Maintenance works for Salah Eddin elementary boys school ‘Anata, Jerusalem Governorate - \$26,400 (Contractual), \$24,294.38 (Actual USAID Cost): The project focused on installation of fences around the school, maintenance work for the water drinking taps, installation of windows fences in the ground floor and repairing works for the windows. The project created 24 temporary jobs and 90 work days. It also benefited 370 males (already counted under the other contract for the school - # 24043-12-CW-SA007).



Photo Caption (left to right): General view of Salah Eddin elementary boys' school after maintenance works

Like many schools in Area C of Jerusalem Governorate, Anata's Salah Eddin Elementary Boys School suffered from overcrowding and a dilapidated educational environment. A new school building was constructed with 10 new classrooms along with a play area. In addition, the school now houses the storage facility for all textbooks for Palestinian public schools in the Jerusalem Governorate.

In the next reporting period on July 3rd, USAID and Global Communities will inaugurate this school.

24043-11-SW-SA023 Construction of an additional floor and finishing works for Ad Deirat Co-Educational School, Hebron Governorate - \$251,476 (Original Contractual), \$321,744.66 (First Amended Contract), \$382,164.93 (Second Amended Contract). This project includes the construction of an additional floor including three classrooms, a staircase, and a canteen in addition to finishing works for the first floor. The amendment was requested by USAID to provide additional impact of the project through the construction of a concrete water tank for storm water collection and additional rehabilitation works for the existing building. A no cost extension was given to the contractor to finish external works. The project created 135 temporary jobs and 3948³⁰ work days. It also benefited 93 males and 88 females.



Before *During* *After*
 Photo Caption: Construction of an additional floor and finishing works for Ad Deirat Co-Educational School

24043-12-SW-SA036 Installation of ceramic mural and guidance plaque in Ad Deirat Co-Educational School, Hebron Governorate - \$2,392.16 (Contractual) \$2,480.41 (Actual USAID Cost)³¹: This project included installation work for the ceramic mural and the stand in Ad Deirat Co-Educational School for the preparation of the inauguration that took place on 8 September, 2012 in the presence of USAID. The project created eight temporary jobs and 21 job days.

24043-12-WB-SA040 Procurement of hand painted ceramic for Ad Deirat Co-Educational School, Hebron Governorate - \$4,500 (Contractual) \$5,265 (Actual USAID Cost): This project included supplying hand painted ceramic mural and a metal stand for the preparation of the inauguration that took place on 8 September, 2012 in the presence of USAID.

24043-12-SW-SA032 Additional works for Al-Buweib Coeducational School, Hebron Governorate - Contracted Amount: \$102,601; Actual USAID Cost: \$101,510.09 The project included rehabilitation works for the old building of Al-Buweib Co-Educational School including the renovation of eight classrooms and sanitary units. Additional external works included the renovation of the school's playground and sunshade proposed by USAID. The project created 52 temporary jobs and 1218 work days³² for 96 males and 81 females (already counted under the other contract for the school - # 24043-11-SW-SA024).



Before *During* *After*
 Photo Caption: Additional works for Al-Buweib Coeducational School

³⁰ Of total work days, 3,927 were achieved during FY12.

³² of the total number of working days, 777 were achieved during FY13.



Photo Caption: Students enjoying their newly renovated school

LGI completed the construction of additional classrooms and renovation of the Al-Buweib school in September, 2013. The school's facilities were all in need of major renovation. The school's water cistern needed major structural repair as it was unsafe and was located within the school playground.

4043-12-SW-SA018, Construction of two new floors and rehabilitation of Az Zeer secondary school for Boys, Jannatah-Harmala, Bethlehem Governorate – \$503,912.57 (Contractual) \$651,903.51 (Amended Contract), \$630,281.62 (Actual USAID Cost): The project included the construction of six additional classrooms, a computer lab, an administration room, a secretarial office, and a teachers' lounge with services (kitchen and sanitary unit) as well as the rehabilitation of the pre-existing building for Az Zeer Secondary School for Boys. An amendment was requested by the MoEHE to make the project as comprehensive as possible. A second and third amendment was requested to provide additional time to the contractor for the completion of unfinished works due to the bad weather conditions in the winter. The project created 95 temporary jobs and 6,112 work days³³. It also benefited 566 males and 200 females.

LGI's assessment of Az Zeer School found that it only offered humanities track due to lack of space to host the science track. The original school premises, including the canteen, toilets, classrooms, kitchen, administrative rooms, water and electricity networks, external yards and boundary walls, were in poor condition and required rehabilitation.



Before



During



After

Photo Caption: Az Zeer Secondary School, Jannatah-Harmala, Bethlehem Governorate

³³ of the total number of working days, 5,515 were achieved during FY13.



Photo Caption (from top): Students enjoying their newly renovated Az Zeer secondary school

24043-13-SW-SA025 Finishing works for Al Maniya co-educational school, Bethlehem Governorate - \$46,089 (Contractual), \$54,313.14 (First Amended Contract), and \$56,321.45 (Second Amended Contract), \$58,141.58 (Actual USAID Cost): The project focused on rehabilitation works for the Al Maniya co-educational school including the general rehabilitation of 17 classrooms, one lab, a teachers' lounge, an administration room and sanitary units in addition to external works including playground and fencing. An amendment was requested to ensure higher quality of work due to unexpected technical issues related to water leakage and painting. A second amendment was requested to ensure higher quality of work in terms of unifying the paint color for all floors of the school. The project created 26 temporary jobs and 1,164 work days. It also benefited 189 males and 199 females (already counted under the other contract for the school - # 24043-11-SW-SA002).

Before construction, the Al Maniya School had 11 classrooms in addition to two other rented classrooms that were in very poor condition for students from the 1st grade to the 12th grade. The existing school building had cracks apparent from the inside and outside, broken glass, rusted steel fences and windows. Some of the classrooms did not have windows. The kitchen, sanitary units, drinking fountains, and water storage were in need of major rehabilitation. In addition, the school's playground was in bad condition and lacked basic safety requirements. LGI also completed the rehabilitation of Al Maniya Main Road under objective 1.



Before



During



After

Photo Caption: Finishing works for Al Maniya Co-educational School, Bethlehem Governorate

On-going projects: As of the end of FY13, there were three on-going infrastructure projects and another two ongoing design projects under objective 2. For photos of on-going projects, see Annex (7).

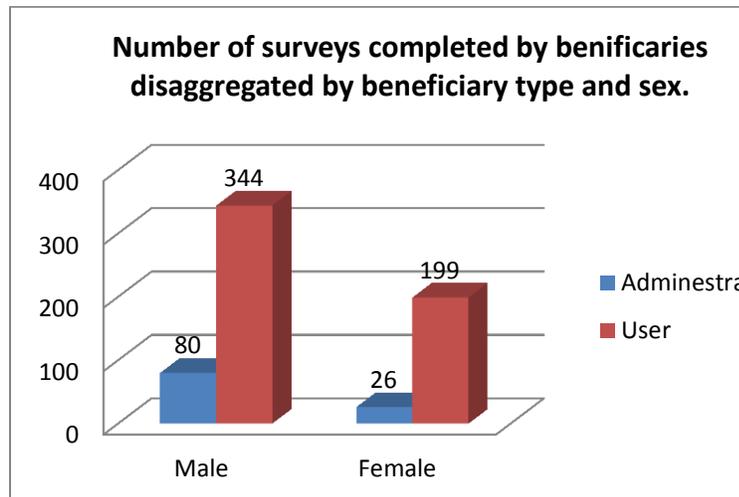
Projects under Design: As of the end of FY13, there were eight projects under the design phase for objective 2.

Impact & Sustainability of Infrastructure Projects

There are two types of sustainability reviews completed by the LGI team.

The first (sustainability and impact evaluation) is conducted a few months after the completion of the project and focuses mainly on the community's utilization of the project, sense of ownership, and impact of the project. The next review (referred to as site visits) is completed by LGI engineers and partner representatives 1.5 years after project completion (about 6 months after the completion of the maintenance guarantee period) and focuses on the ability of the partner to properly maintain the project and is used to inform one of the program's PMP indicators – percent of projects properly maintained after 1.5 years.

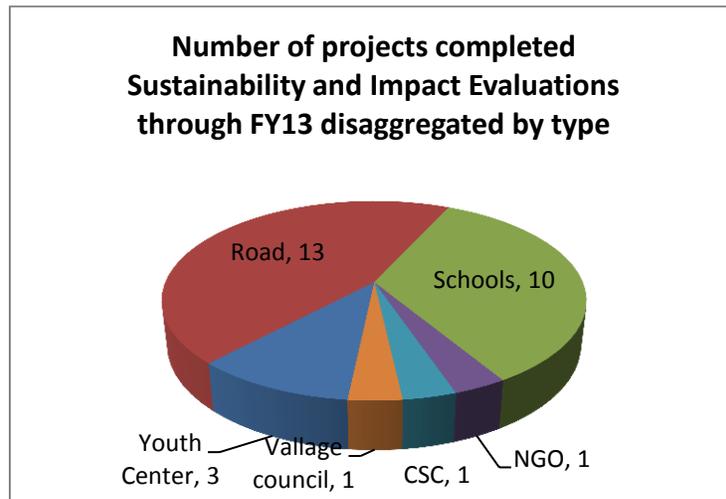
During FY13, LGI team held a total number of 29 sustainability and impact focus group discussions across the West Bank including the rehabilitation of main, internal and connecting roads; the rehabilitation and construction of schools; the rehabilitation of youth clubs; and the program's first established Citizen Service Center (CSC).



A total of 654 surveys were filled, of which (83%) were filled by users and (17%) were filled by project administrators. Of the 654 participants, (65%) were males and (35%) were females.

QUANTITATIVE HIGHLIGHTS

- 93% of projects administrators agreed that the maintenance and operations plan is being implemented.
- 78% of users and administrators agreed that the project was properly equipped and furnished.
- 87% of projects users and administrators were satisfied with the quality of materials used.
- 89% of projects users and administrators were satisfied with the durability of their projects.
- 98% of projects users and administrators stated they were proud of the projects in their respective communities.
- 88% of projects administrators and users agreed that their respective projects addressed the real needs of their communities.
- 80% of projects users and administrators stated their satisfaction with the quality of the project.
- 96% of users and administrators agreed that their respective projects achieved positive impact in their communities.



Below is a summary of the overall findings from this year's 29 sustainability & impact evaluations and four site visit reports.

IMPACT: ENHANCING QUALITY OF LIFE

Overall, the 29 sustainability and impact evaluations conducted by the LGI team during this past year demonstrated that the vast majority of projects have witnessed high levels of community impact and have been properly maintained and sustained by program partners. Under Objectives 1 and 2, quality of life is defined as improved quality of infrastructure and access to infrastructure.

Common themes about project impact that arose from the sustainability and impact evaluations included:

- ***Enhanced Learning Environment and providing opportunities for females to continue their education***
 - Across the board, students and teachers at the schools evaluated were extremely grateful for the enhanced learning environment, the ability to sit in new classrooms without fear of hazards, the close proximity of schools to students' homes, which relieved parents from additional financial burdens having to send their children to distant schools, etc.



*“This school is more exciting, clean and green. There was no canteen and no safe school yard to play, but now I feel myself more connected to the school”,
Suhaila Daajneh’ 13 year old student at
Al-Buweib Co-educational school.*



“I have been visiting Al-Buweib school several times before. Now, I see the newly constructed school as if a revolution has taken place, not only change” – Yasser Abu Aram, Parent.

- A key achievement in Al-Buweib Co-educational schools was fostering girls' education. Generally, families within this community environment would keep their daughters in schools up to the 7th grade. Having a safe school nearby, and the addition of classrooms which enabled the school to cover secondary grades as well, encouraged families to allow their daughters to continue their education.
- The rehabilitation works for Biddya Primary Girls School served all students in the region and reduced overcrowding.
- Salah Al Deen School is located in 'Anata, a village in area C with a total population of 12,049. Before the construction of the new school, the existing school suffered from congestion and an unhealthy environment like many schools in the Jerusalem area. However, students can now study in a healthy and safe environment which will affect their attitude and achievement in a positive way.
- In Dhaher Al Abed, because of the new laboratory facilities, students were able to participate for the first time in a science fair held by the Jenin Governorate. In addition, Dhaher Al Abed is now one of only eight Palestinian public schools with a class dedicated to kindergarten per a new MoEHE policy.



“I am extremely comfortable in the new classrooms. They are much better than the old one, which were too crowded, and three students would share one desk. Now, two students share one desk, which allows us to focus more during the class period.” – Wafa' Ahmad, 9th grade, Biddya Primary Girls School.



Photo Caption: Students at Biddya Primary Girls' School



*Mr Odeh Hamarshe, Arabic teacher at Dhafer Al Abed School, comparing the new school with the previous one:
“When we used to go to the old rented building you could smell the humidity in every room and only a small amount of light penetrated the rooms, which affected the students’ and teachers’ ability to learn and teach. Now we have nice, clean, bright classrooms which allow us to experience the educational process every day with gratitude”.*



“The school situation has improved. This reflected itself on the noticeable improvement in students’ grades. Classrooms are spacious and the paint colors are beautiful. All this had a positive impact on students.” Sharifa Ayyash, Teacher, Biddya Primary Girls School.

- **Reduced Absenteeism and Drop Outs**

- While our teams are still requesting hard data from school principals, many of the schools evaluated this year mentioned overall reductions in absenteeism and drop outs due to improved learning environments and increased motivation among teachers and students.
- In Ad Deirat, students had to travel to Khallat Al Maiyya or Yatta, about 2 km and 8km away respectively, to attend classes after the 9th grade. This added a financial burden to local families covering the cost of transportation. In addition, it reduced the number of girls who would complete their secondary school education due to concerns about them traveling away from their home village. The same was true in Al Mughayyir and Dhaher Al Abed where students would have to continue on nearby areas to complete their secondary education. This also means that there is less overcrowding in neighboring schools who no longer host students from neighboring communities.



“There is a noticeable improvement in students’ behavior and attitudes. Reporting late to school has decreased, and students are more comfortable and happier in terms of reporting to school. I could say that we have a nucleus for a school model.” – Raeda Abdul Hameed, School Principle, Salahdin Elementary Boys School ‘Anata- Area C projects

"Psychologically, this project positively affected teachers as well as students...It also had a significant impact in raising the willingness of the students to study and reduce number of students leaving school. They either had two options - either travel a long distance to Yatta or leave school altogether. And unfortunately, they usually just withdrew from school."- Jamil Mohamad Ibraheem, school teacher, Ad Deirat

○ **Increased and Wider Range of Youth Activities**

- The youth center in Jaba' had positive impact on youth in terms of increasing the number of activities for youth, children and the community through providing a larger space for activities, workshops and events. Before the construction of the club, most of the boys were playing in the streets which are not safe. Also, the quality of activities is now enhanced since there is a hall in which youth can exercise their hobbies such as dabkeh and karate. It is worth mentioning that youth, in this center, possess high sense of responsibility and ownership. Many youth use their educational specialties or talents to fix minor problems that may arise instead of seeking out for paid labor.



"My two nephews are members of the Karate team. They are extremely happy now that they have a place where they can practice. Their team has won several championships. Most importantly, now they can utilize their free time in something beneficial and productive. – Zahida Tawwam, Jaba'



Photo Caption: Youth practicing Karate in Jaba' Youth Center

- **Improved Access and Facilitation of Movement**

- The rehabilitation of Al Manniya main road provided ease and safe pedestrian access not only to the residents of Al Manniya but students and school teachers in particular who frequently use the road on a daily basis.
- Rehabilitating Khallet Al Maiyya internal roads: project beneficiaries expressed their happiness as the road will enhance and facilitate movement to the health clinic and other facilities in Khallet Al Maiyya. In addition, students studying in the secondary school of Khallet Al Maiyya who were suffering from the poor roads conditions can walk safely now. The project protected the road from the soil erosion in winter and the damage caused by vehicles by installing road shoulders.



“The project facilitated the movement from Qaffin to Akkaba and vice versa; for Akkaba they are able to reach the services in Qaffin like its secondary schools, health clinic. As for Qaffin, citizens are able to reach their lands in Akkaba” - Mayor Maher Ta’me - Qaffin municipality



*Galeeleh Jibreel Al Najjar, 56 years old , resident in the area
“Rehabilitation and asphaltting the road was very important to us, it is clean and we can walk easily now. Also when the road was implemented, the council arranged and organized all the electricity lines in the area to improve the electrical services.” - Khallet Al Maiyya internal roads.*



"We are able as women to go and have fun with our kids without fearing for our children's safety." - Wala' Kittane, 27 years old from An-Nazla Al Wusta neighborhood -Baqash-Sharqia Town. Rehabilitation of Linking Roads to Baqash Sharqiya Phase 1 An Nazla al Wusta.

- **Local Economic Development:**



According to Yasmin Ahmad, "After the rehabilitation of the road, sellers were able to reach our homes, and we no longer have to waste so many hours walking. Life became much easier. Sellers, now, visit the village more frequently since they have access to the road and are no longer afraid of damaging their cars." - Yasmin Ahmad, Deir As Sudan Resident (Rehabilitation of the Main Entrance of Deir As Sudan)



“It took me three hours each day during the harvest season to reach my land walking on foot because it was impossible for cars to use this road, and we faced many problems in transferring the crops using donkeys. This often caused damage to crops while waiting or transferring crops and was very costly. Now, any taxi will be happy to take me to my land or transfer my crops for a reasonable price, and it only takes about five minutes.” – Zuhdiye Mohammad, 65, lives in Raba village and is a land owner in the project area. Rehabilitation of Internal Roads – Raba, Jenin Governorate



“Implementing this project enabled me to...establish a new poultry farm [along the road; currently preparing the license for the project and expected to be finished in the next few months] which was forbidden in the town’s residential area because of a risk of contamination. And of course it’s easier and cheaper to transfer the farm needs and products on the new, asphalted road instead of the previously damaged one.” - Mr. Jihad Al Bzur, 45, of Raba village

○ **Enhanced Service Delivery:**

- Enhanced municipal service delivery.
- Ability to strategize and plan for further improvement.
- Increased female participation in utilizing Citizen Service Centers (this information is based on observations of staff and not based on hard data.)
- Change in behaviors and mindsets.
- Increased staff efficiency.

The establishment of a Citizen Service Center in Adh Dhahiriya Municipality had significant impact on both staff and citizens. The impact is greatly witnessed by the high ownership and commitment on both sides.



“The merging with Tulkarem city impacted Kafa in the quality of services provided; it is now much better and faster - the garbage collection is done three times a week while before amalgamation it was one or two times a week by the former village council. The price of land has increased because now we are considered from the city, and Kafa is known now as the quietest area in Tulkarm, encouraging people to visit in the summer.” Mrs. Husnieyah Abdelrahman, House wife from Kafa- 60 years old (Rehabilitation of Kafa-Tulkarm Road)



“The CSC constituted a milestone in the work of the LGU which has been historically the citizens’ address for all services. The culture among citizens is changing. They no longer have to go to the Mayor to ask for services. In the past, the citizen would have to maybe wait for five hours for their service. Today, and as a result of the automated services, the citizen comes in and waits for a maximum of half hour, submit their application and leave.” - Baha’ Qeisieh, local council member, Adh Dhahirieh Municipality.



In the past, citizens would come and spend hours in various offices, which affected the efficiency of the staff in terms of leaving their work to converse with the citizen. Currently, staff is more focused, efficient and productive. They spend their spare time in focusing on planning, communications and following up on various projects, CSC Manager, Adh Dhahirieh Municipality.



More women feel comfortable today to visit the CSC given it has open space, other female staff welcoming them. Women now come to the CSC to apply for permits as well. The CSC allowed females who face hardship to visit and explain in privacy their situation, which in turn, we transfer it to the public relations department. In the past, the woman would come in and have to explain her situation in front of a crowd of people.” - Suhad Rabba’, Head of Engineering Department at the LGU.

SUSTAINABILITY

Some common sustainability findings from among these 29 sustainability and impact evaluations included:

- **Noticeable sense of LGU and citizen ownership and contribution**

- Provision of technical engineers to assist in following up on the projects.
- Community contribution in Biddya through furnishing the library and the resource room as well as providing the support needed for any maintenance in the school.
- For expanding road sides, some LGUs bought lands from residents, and planted trees on sidewalks, and planted trees on sidewalks according to the contribution plan they provided us. (Rehabilitation of Akkaba Qaffin Road.)
- Expansion of roads by the community through using parts of their lands and building stonewalls at the edges of the road (Rehabilitation of Al Maniya Main Road.)

“The librarian bought some nice covers for the shelves and tables for the library from his salary, and the teachers shared in buying a satellite dish to provide students with educational channels. This is just because we now have a valuable place we should take care.” Mrs. Ghada Qabaha, Principal, Dhafer Al Abed School

- **Provision of Support from the Ministry of Education:**

Among school administrators, the evaluations found that the Ministry of Education (MoE) has not always been able to fulfill its role in providing furniture or equipment. In Al-Mughayyir school in Jenin, MoEHE provided the required new teachers and computer equipment, however, there are some complaints from the community that the computer equipment and furniture for classrooms are old and the library is only semi-furnished. In Qira School in East Salfit, respondents were more critical of MoE, with only 20% of survey respondents agreeing that the project was properly equipped and furnished because of missing school furniture and lab equipment. In Biddya Primary Girls School, and SalahEddin Elementary Boys School, the MOEHE did not provide furniture for all newly constructed classrooms due to lack of budget.

- **Lessons Learned**

Based on the feedback received from partners and beneficiaries, Global Communities has taken into account the following lessons learned for future projects:

1. Based on feedback that there have been rain water drainage challenges at evaluated schools, increase drainage for schools depending on the length of corridors.
2. Start evaluating the inclusion of speed bumps in all future road tenders according to international standards (and include colored bumps that stand out and cat eyes). This issue needs to be coordinated well with the municipality so they are not later removed. Speed bumps will help ensure greater safety and reduced speed along newly constructed or rehabilitated roads.
3. Based on feedback regarding durability of door stoppers, specify stronger and specific specifications for stoppers in our future BOQs.
4. Hold community meetings prior to the implementation of the project to ensure full ownership and buy-in from the community. For example, LGI held raising awareness workshops in Marah Rabbah and Beit Sahur, as one of the preparation steps for tendering the internal roads rehabilitation project in these villages. Participants included residents living along and around the identified road, as well as the representative of the village council. Participants were informed about the nature of the project and the works that will be implemented supported by the drawings of plans and certain sections in the road. The main objective of these workshops was to get the community's buy-in for the project and help in minimize or eliminate possible community concerns or conflicts as a result of implementing the project.



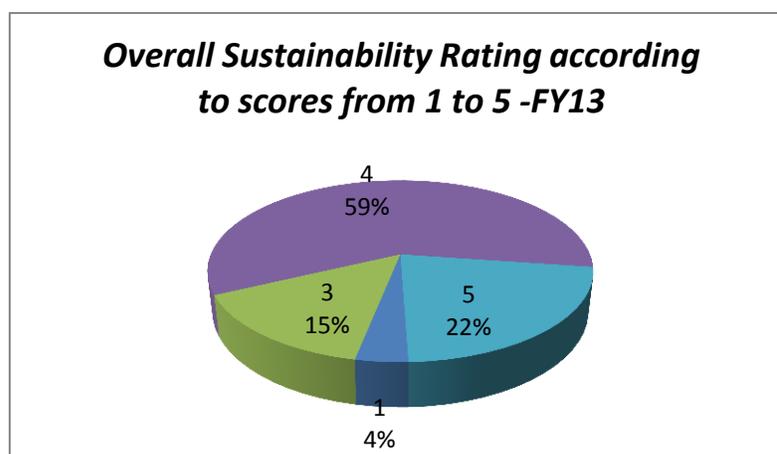
Photo Caption: Awareness workshop in Marah Rabah.

Overall Sustainability Rating

As mentioned above, LGI completed 29 sustainability and impact report for infrastructure projects including one Citizen Service Center (CSC). Out of the 29 project, only 25³⁴ have been rated by LGI team to measure areas including available resources, construction quality, maintenance and operation. Results revealed the following:

³⁴ The tool was developed during the first quarter of FY13.

| Score | Description | Result |
|-------|---|--------|
| 1 | The community could not use the project after completion due to limited functionality, technical know-how, or financial resources. | 4% |
| 2 | The project is only partially operational and requires significant additional resources that have not been provided by counterparts. The community and project administrators have major complaints about construction quality, maintenance, or the extent to which it is operational. | 0% |
| 3 | The project is at least 50% operational but requires additional resources that have not been provided. The community and administrators have some complaints about construction quality, maintenance, or the extent to which it is operational. | 15% |
| 4 | The vast majority of the project is operational. Rather than complaints or requests to Global Communities, the community and/or project administration is actively seeking possible solutions to greater functionality or ongoing maintenance issues, demonstrating high levels of ownership. Very minor complaints about construction quality/durability. | 59% |
| 5 | The project is fully operational with no maintenance challenges identified. All required furnishings, supplies, etc. are available, sufficient financial resources are available for M&O, and required technical resources have been provided. The community and project administrators have no complaints about construction quality and contributes regularly to maintenance of the project, demonstrating local ownership. | 22% |



- **Site Visits**

As mentioned above, Global Communities engineers and LGU representatives also conduct site visits at least 1.5 years following the completion of infrastructure projects. This quarter, four site visits were completed including:

- Rehabilitation of Kafa -Tulkarem road with sidewalks and walls.
- Construction of a Secondary Boys school in Al Mughayyir.
- Rehabilitation of the Main Entrance of Deir as Sudan.
- Construction of Additional Two Floors for Biddya Primary Girls' School.

According to the site visit reports, all four projects (100%) have been properly maintained. Taking into account results from last quarters, this means that 100% of all projects evaluated this fiscal year have been properly maintained.

Objective 3: Strengthen local government capacity to respond effectively and efficiently to community needs by promoting and institutionalizing good democratic governance practices.

Towards an Enabling Environment for Good Governance: LGI Case Studies

One of Global Communities' primary goals under the Local Government & Infrastructure program (LGI), funded by USAID, is to *strengthen government capacity to respond effectively and efficiently to community needs by promoting and institutionalizing good democratic governance practices*. But in practical terms, how does one know when government capacity is really strengthened? How can local government units (LGUs, or municipalities and village councils), and most importantly citizens, tell if their local government's performance is actually improving?

In response to this challenge, Global Communities developed a model for governance excellence specific to the Palestinian context based on over nine years of experience focusing on the local governance sector in the West Bank & Gaza with USAID and U.S. Department of State funding. The model is broken down into three main components including nine competency areas:

1. **Leadership** - the ability of the LGU to play the lead role in local development, creating a shared vision and strategy and engaging critical stakeholders, including the private sector, NGOs, the national government, and potential donors, in making this vision a reality.
 - a. Vision and strategy.
 - b. People management.
 - c. Communication.
2. **Management of Service Delivery** - the ability of the LGU to provide high quality, efficient services in a fair and transparent manner;
 - a. Planning and review.
 - b. Innovation and change.
 - c. Service management.
 - d. Resource and assets management.
3. **Community participation** - the ability of the LGU to engage citizens in key decisions and planning efforts that affect their lives;
 - a. Citizen participation.
 - b. Alliance building.



With the participation of Global Communities' partner LGUs, this model has been translated into a Municipal Capacity Index (MCI)³⁵, a tool that will help show trends in the performance of partner LGUs, and standardize how the performance in partner LGUs within these three components is measured across the nine competency areas mentioned earlier. LGI completed the development and the identification of performance indicators, and the development of progressive scoring instrument (PPM) and its related questionnaires. Following that, Global Communities utilized a participatory institutional self-assessment tool, in 25 CGEs, that enabled municipalities to rate themselves on approximately 30 key performance related indicators within these three components. During this fiscal year, LGI completed the gathering of the baseline data for its partner LGUs. The process entailed holding various individual meetings, workshops, trainings, as well as daily follow-up and support based on the specific needs of

³⁵ For a detailed list of MCI categories and indicators, see Annex (9)

each LGU. The baseline data will inform LGI's future tailored interventions, and decision making process in identifying and streamlining all required capacity building during FY14.

The impact of the above process is exemplified in three sample LGUs mentioned below including 'Anabta, Abu Dis, and Bethlehem.

Case Study (1) 'Anabta Municipality

'Anabta, a city located in Tulkarm Governorate in northern West Bank, has been a key partner of Global Communities for more than five years. The LGU first partnered with Global Communities under the Local Democratic Reform to construct a scientific park and establish a Youth Shadow Local Council.

Under the LGI program, LGI constructed and completed a Citizen Service Center (CSC) in August 2013³⁶ as part of its Automation of Service Delivery intervention. LGI, also, finalized the development of HR procedures and job descriptions, and the installment of human resources management system. Lastly, the physical plan and the GIS are planned to begin during FY14. 'Anabta's Strategic Development and Investment Plan (SDIP) was developed in 2011 and updated in 2013 in a participatory manner involving hundreds of community representatives, and based on MoLG's adopted methodology. It is worth mentioning that all of LGI's interventions in 'Anabta were part of the projects listed in the SDIP.

92% of all committed, obligated, or implemented projects are found in 'Anabta's SDIP

'Anabta LGU consists of 13 council members; three (23%) of them are women. The LGU has five departments (Administration, Finance, Engineering, Water Services, and Public Relations) and employs more than 70 staff members. Approximately 80% of them hold either Tawjihi (high school) diplomas or associate degrees.

"Due to the large number of staff, 'Anabta Municipality is trying to reallocate staff based on their respective skills in order to enhance efficiency and service delivery within the municipality. We are trying to deal with the situation in a positive and constructive way; a way that would ensure mutual benefit for both parties." – Tahseen Abdel Dayem, Administrative Manager at 'Anabta

The LGU is currently facing a major challenge in terms of hiring skilled staff –due to lack of financial resources- as well as relocating existing staff to increase their efficiency and delivery. Other challenges facing the LGU was the weakness witnessed in administration and management, which disabled the LGU from improving their services, soliciting necessary funding, as well establishing a participatory planning process with citizens.

The self-assessment tool that is part of the MCI process was not taken lightly by 'Anabta's LGU. According to Tahseen Abdel Dayem, Administrative Manager, *"The data collection phase lasted for more than one week. It involved all department heads and staff, as well as council members, who displayed outstanding efforts, honesty, loyalty, and integrity in identifying key strengths and weakness."* He also added *"Clearly, there was a noticeable level of transparency and accountability even when the indicators revolved around scoring the performance of the council members."*

Photo Caption: Tahseen Abdel Dayem, Administrative Manager at 'Anabta Municipality.



³⁶ The CSC will be inaugurated following the completion of the debugging phase of the EDRMS expected to be finalized during November 2013.

When the institutional development committee felt that the score should be zero, for example, they were not hesitant to express their opinions before the Mayor or other local council members.”

The overall self-assessment score of 'Anabta LGU was 37.3% (out of 100%). This was a shocking indicator to all stakeholders; yet it also drove the municipality to focus on improving its performance. Immediately after finalizing the assessment, 'Anabta's Mayor and council members began taking incremental steps to improve performance.

Under the leadership and management competency area, the LGU began holding regular meetings for department heads. Minutes of meetings are currently being documented, circulated to all attendees, archived, and action points are regularly followed up by concerned parties. Additionally, the LGU now holds regular open meetings with the local community to share the LGU's future plans. In the past, the LGU would consult the local community only during a crisis. This has strengthened the relationship between both parties and built trust in each other's capacity. The nature of the meetings also became more consultative rather than instructional.

“Now is our chance to start from a realistic rather than an imaginary or fictional standpoint. Our evaluation must be truthful, genuine, and representative of our existing situation. It is our only way to move forward towards improving our performance.” – Collective opinion of Municipal Council Members at 'Anabta Municipality.

Furthermore, individual meetings are also held now with community members that have negative image about the LGU, providing individuals with a clearer understanding of the LGU's role. The ideology among the leadership has changed. Today, the focus is on participation and every person has a clear understanding of their roles versus responsibilities, and commitments versus expectations.

Under the management of service delivery, the revision of the CSC's services processes resulted in identifying clear work procedures which enabled the LGU to relocate staff where needed. The HR policies and procedures became clear to all LGU staff members. The system eased the processing of HR services, and facilitated the ability of employees to access their personal data. Moreover, and following the installment of the HR system, employees now submit their annual leave requests online. Many staff members are now requesting training courses to enhance their computer skills capacity. Accordingly, and as part of its annual budget's operation steps, the LGU plans to hold training courses for its staff beginning in January, 2014.

Furthermore, the CSC and the automation of its processes have enhanced service delivery of the LGU. The phenomenon of approaching the Mayor directly is decreasing. Although the debugging/ trial phase is not over yet, the LGU decided to utilize the CSC to receive requests from citizens although these requests are still sent in hard copy to the LGU. This was decided in order to allow for sufficient space for citizens to get used to the idea of the CSC instead of going back and forth to the LGU. The CSC also allowed sufficient time for LGU engineers to focus on their work, and put more effort on planning and monitoring of LGU projects.

“In the past, youth were not aware of the role of the LGU due to the LGU’s leadership and management styles in terms of being overly centralized, and the fact that the LGU never reached out to the youth. Today, I personally know 90% of the LGU functions. I act as an advocate for the role of the LGU and I ask people to go and inquire rather than being simply critical..... Overall, our awareness of local governance has improved. This is due in part to the fact that youth council members are relatively older, and more mature.” – Alaa’ Saboobeh, YSLC President

Under the community participation area, the LGU became more supportive of youth and their vital role. The various initiatives and interventions held by YSLC members encouraged the LGU to involve youth in LGU affairs including attending meetings and coordinating with council members on YSLC’s future initiatives and joint activities. The perception of older generation is improving as well. They are becoming more supportive of youth. Moreover, the various initiatives led by the YSLCs, the networks they have established on the local and international levels, the trainings they received to enhance the leadership, communication, and advocacy skills, as well as their active role among their community have contributed to position them as the future generation of leaders.

The YSLC consists of 13 elected members, and approximately 450 general assembly members (around 60%-70% are regularly active). When asked about his future aspirations, Alaa’ said **“Our YSLC must focus on implementing all initiatives that were agreed upon with Global Communities although some large scale initiatives. I want to ensure the YSLC’s sustainability by providing income generating projects for it.”**

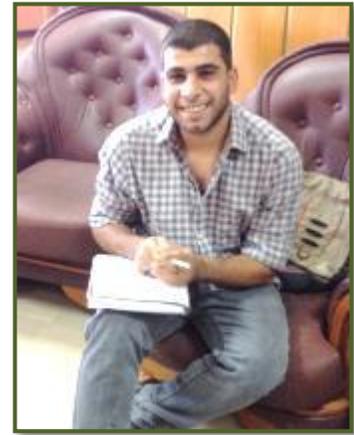


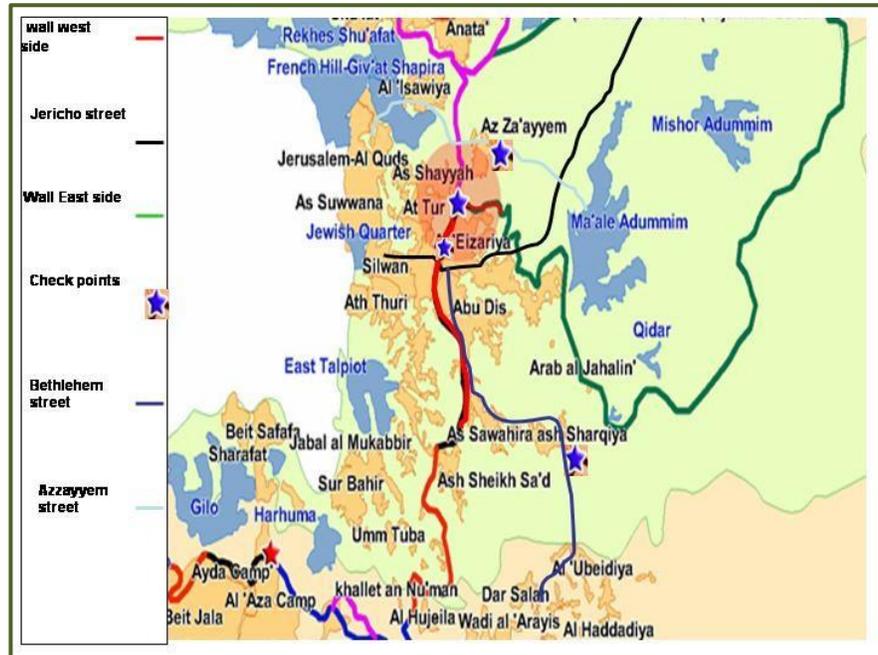
Photo Caption: Alaa’ Saboobeh, President of ‘Anabta YSLC.

Overall, and despite the early stages of the process and prior to any future interventions by LGI, one can witness a shift in the methods, procedures, and mechanisms within the LGU, as well as a shift in ideologies, behaviors, perceptions, practices, sense of pride, and ownership among the LGU and the community at large.

Case Study (2) Abu Dis Municipality

Located in Jerusalem Governorate, Abu Dis is a marginalized town due to its geographical proximity to the separation wall. It has been part of Area B, under joint Israeli and Palestinian control. Surrounded by the separation wall, Abu Dis residents face major difficulties in accessing services including access to schools, hospitals, and work. The separation wall has also damaged the social fiber of the village, and separated families from each other, and cut shepherds off from their grazing land and farmers from their fields.

Despite all the difficulties and challenges facing the residents of the community, LGI has supported local citizens and the LGU in making positive strides. Under the Local Democratic Reform program, Global Communities worked with the municipality to establish a Youth Shadow Local Council. Currently, LGI's interventions with Abu Dis include the SDIP process, establishing a Citizen Service Center, and developing a Municipal Strategic Corporate Plan.



Under leadership and management, the self-assessment process left an impression on the council and was greatly appreciated by council staff members who were actively involved throughout the process.

“The SDIP committees and the institutional development committee were very active and committed. Women were highly active and visible in all the committees namely the social and sports. We noticed an absence of women in the infrastructure committee later in the process. – Abdel Rahman Afaneh – Municipal Engineer at Abu Dis Local Council

The LGU identified the lack of planning and vision as its main challenge. **“The self-assessment helped the council to identify their weaknesses. One of them was the importance of establishing a planning unit and electronic archiving”**, says Safwat Da’na – Projects Engineer at Abu Dis. During the exercise, all staff members were exposed to the wide range of roles and responsibilities among the various departments as well as the individual roles of each staff member. As a result, the internal communication among staff has improved.

Under community participation, one can see initial improvements. In the past, the local council would send out invitations and not worry much about the actual representation. This changed during the implementation of the SDIP process, where the local council ensured maximum levels of representation; they used this intervention as an opportunity to pull together and remobilize the community to become more committed and proactive. From the start, the council began sending out emails, text messages, and invitation letters as tools to communicate with citizens.

Additionally, the SDIP planning process encouraged citizens to participate in the selection and implementation of projects. It encouraged many specialists working in Al-Quds University to provide voluntary support to the local council in their respective specialties. The SDIP support committee also ensured that proper networks are established with relevant ministries to promote Abu Dis's SDIP locally and internationally. For example, networks have been established with Turkey to receive funding support for some projects listed in the SDIP manual.

“The SDIP Support Committee acted as an advocacy arm to motivate and monitor the local council in carrying out their role in implementing the SDIP. They played a vital role as well, especially in building bridges between the local council and citizens.” - Abdel Rahman Afaneh – Municipal Engineer at Abu Dis Local Council

Community participation is witnessed in the constructive relationship established between the SDIP Support Committee and the Youth Shadow Local Council (YSLC) members. A historical dilemma facing the town was the presence of various political factions within the community. In the past, each faction would mobilize youth to serve their own personal agendas regardless whether it's a common need for the community. As a result, the local council was keen on formulating the SDIP Support Committee to try and minimize the differences among political parties, and bring youth together regardless of their various political backgrounds. Today, SDIP Support Committee provides feedback to the YSLCs plans and initiatives. Knowledge sharing between both parties is essential to complement the work of both sides.

“The SDIP and the institutional development processes and mechanisms are very promising. They both tackle realistic issues. During the past two months, our local council's classification has been moved up to B from C (based on the MDLF scale) as a result of identifying all fixed assets of the council as well as identifying all lands within the boundaries of Abu Dis. The CSC will eventually raise us to B+ as we enhance our service delivery.”- Safwat Da'na, Project Engineer at Abu Dis Local Council.

The YSLC consists of 13 members (eight males and five females.) Since January 2013, YSLC members became more focused. Recognition is highly visible now by the local community as a result of the important role youth play even in terms of networking and reaching out to other organizations. For example, the YSLC was responsible for networking with doctors to participate in a health day held in the health center in Abu Dis; they were also responsible for holding a health awareness day for youth in Abu Dis. Being productive and present within their own community encouraged conservative parents to allow their daughters to become active in implementing initiatives with full support from their families, and the surrounding community. According to Mohammad Qrai', YSLC council member, the key achievement for the YSLC was stated in his own words as follows *“The political differences are now absent. We all stand united in implementing the YSLCs' initiatives. Political factions no longer have any influence on our achievements despite our political differences.”*

Case Study (3) Bethlehem Municipality

Bethlehem Municipality is among the oldest municipalities in West Bank. Its first election was held in 1879. Bethlehem's council consists of 15 members (three females, and 12 males), and employs around 170 staff. It is the only municipality in the West Bank with a female mayor.

In 2013, Global Communities and the Bethlehem Municipality began a new partnership under the Local Government and Infrastructure Program (LGI). The goal of this partnership is to further enhance the municipality's ability to meet the needs of its citizens in a transparent and effective manner. During FY13 and under the LGI program, Bethlehem municipality developed its Municipal Strategic Corporate Plan (MSCP), the human resources and procurement procedures. The remaining interventions include the finalization of the SDIP, the establishment and automation of a Citizen Service Center (CSC), the installation of human resources management system, and physical and metropolitan planning.

Under leadership and management area, Bethlehem municipality engaged its community in shaping the LGU's vision and objectives for sustainable development. Community members along with LGU staff enriched the SDIP process by identifying key developmental issues related to health, education and youth, in addition to infrastructure projects that will reinforce the attractiveness of the city's tourism and overall economic situation. This enabled the LGU to start setting priorities based on solicited vision in partnership with the local community especially that over than 12 developmental themes and 67 projects must be addressed to meet the LGU's vision. In their continuous effort to engage the public in the strategic planning process beyond the open community meetings, Bethlehem municipality gathers public feedback concerning proposed priority projects through the Municipality's Facebook page. Furthermore, the regular open community meetings opened the horizon for strong partnership with individuals from local community, who offered the municipality using their own lands to establish and run some of the proposed small budget projects, like public parks and parking lots. Such initiatives would save the financial burden for buying lands, and also save the time in searching for donors, which is a milestone for the implementation of many proposed projects as a result of insufficient financial resources.



Photo Caption: Public poll posted on Bethlehem Municipality Facebook page asking if residents would like to have a CSC in Bethlehem

As a result of the municipality's participatory approach, community members attained better understanding of the municipality's organizational structure and became more conscious of its difficult

"The role of the YSLC has been recognized by Al-Quds University which has more than 13,000 students. The University has agreed to provide all the support needed to ensure proper and fruitful implementation of YSLC initiatives. – Mohammad Qrai, YSLC council member.

financial situation as well as shortage in staff. As a result, technical experts from private sector and local organizations became fully committed towards dedicating their time and experience in project design and implementation, which was a key success to overcoming staff shortage. It is noteworthy to highlight that elected YSLC members were also engaged from the beginning in the SDIP planning process by presenting their needs and vision. They have succeeded in getting approval from the SDIP committee to establish a new youth club that includes Bethlehem YSLC main office.



“The SDIP process made us realize the LGU’s strengths and weaknesses. We look forward to overcome those challenges by building strong partnership with our community.” Ra’eda Hananiya, Head of Quality Department

Under the management of service delivery, the newly endorsed procurement procedures will standardize the process and improve its efficiency and accountability. It will save time and effort by providing clear guidelines regarding procurement processed. Furthermore, the HR procedures will enable better management of human resources, reduce operation costs, and reinforce transparency in recruitment with clear organizational structure and jobs description. The HR and procurement procedures will also facilitate effective internal audit.

“I believe that the development of HR and procurement procedures will help us in achieving ISO9001 requirements. – Baher Marzoqah, Head of Procurement Department



“The preparation phase of the procurement procedures enables us to identify our internal capacity. Employees’ feedback and active participation contributed to the development of a procedure tailored to Bethlehem municipality.” – Baher Marzoqah, Head of Procurement Department.

Under the community participation competency, Bethlehem elected YSLC members have been establishing strong bonds with youth in their community, encouraging them to participate in YSLC initiatives including cleaning city streets, and environmental protection awareness campaigns. The YSLC is also supporting the municipality’s vision by spreading awareness regarding special needs and

organizing a workshop tackling the issue of “Special Needs Accessibility in Public Places”. The YSLC has been working towards building alliance with local organizations such as “Palestinian Heritage Center”, private sector and communication networks like local radios and TVs, helping them to organize and implement their activities. Such alliances strengthen and sustain the YSLC’s impact in their local community.



Overall, being a YSLC President is an enriching experience. It empowered me to raise the voices of the youth before decision makers. It also armed me with knowledge and experience in the process of strategic development. Furthermore, it enhanced my self-confidence which will help me achieve my ambition to occupy a leadership role in the future.” - Betty Babash, 22-year old Bethlehem YSLC President.

More details on the governance activities are discussed below under the community planning, participatory governance, and institutional developments components³⁷. The table below summarizes the governance achievements regarding key indicators.

Table 4: Key Performance Indicators under Objective 3 – Planned vs. Achieved for FY13

| Indicator | Planned Target for FY13 | Achieved during FY13 | % Achieved to date against FY 13 target |
|--|-------------------------|----------------------|---|
| Number of community members involved in community participatory processes | 2,000 | 6,809 | 340% |
| Number of initiatives that support citizens' engagement with their sub-national government entities and/or increase awareness and dialogue | 25 | 42 | 180% |
| Number of people who received USG-Assisted training, including management skills and fiscal management | 50 | 131 | 262% |
| % of trainees who report using at least one skill on the job | 60% | 100% | N/A |
| # of projects committed from the SDIPs as a percentage of total number of projects committed | 40% | 94.44% | N/A |
| % of sub-national government entities (from among centers for governance excellence) that apply at least 2 public disclosure methods per year. | 20% | 38% | N/A |
| Number of established Customer Service Centers | 5 | 2 | 40% |

The percentages and numbers in the above table show a significant increase in actuals versus targets this year. The number of community members is as a result of the active participation among YSLC members who registered in their general assemblies as well as the active role members of the SDIP Supporting Committees are playing to support their respective LGUs in implementing their SDIPs.

³⁷ For a list of LGI partner LGUs and a status update on planned, ongoing, and completed governance activities by location and component, refer to Annex (4).

3.1 Component A: Community Planning



Photo Caption: Strategic Development and Investment Plan (SDIP) workshop in Bethlehem.

Community planning supports communities to be dynamic, self-reliant and resilient. Through community planning, communities can participate in shaping their own future by applying the principles of accountability, effectiveness, efficiency and sustainability. Through this participatory method, communities will ensure that transparent processes and decisions are implemented in the public interest; management of assets and infrastructure are handled effectively; most importantly, communities are democratically engaged in their own local affairs.

3.1.1 Updating Strategic Development Frameworks for 2013 - 2014

On 29 January 2013, LGI team attended an orientation day organized by the Ministry of Local Government (MoLG) and the Municipal Development and Lending Fund (MDLF) to discuss the methods in which LGUs, including LGI's 12 partner LGUs, would update their Strategic Development Frameworks (SDFs) for 2013 – 2014 (originally developed under the Local Democratic Reform program- LDR) in line with MoLG approved methodology and guidelines. Approximately 120 meetings were held with approximately 1200 of community members attending. The table below outlines progress to date in each location as of this fiscal year based on the following stages:

Table 5: Stages³⁸ of Updating the Strategic Development Frameworks

| # | Locality | (Stage 1) Formation of Committee | (Stage 2) Revision of 2011-2012 Action & M&E plans | (Stage 3) Updating Meetings | (Stage 4) Action Plan (2013-2014) | (Stage 5) M&E Plan for (2013- 2014) | (Stage 6) Spatial Description | (Stage 7) Council Approval | (Stage 8) Detailed Project Descriptions | (Stage 9) Narrative Report | (Stage 10) Community Meeting | (Stage 11) MoLG Review and Publication |
|----|--------------------|--|--|-----------------------------------|---|--|-------------------------------------|----------------------------------|--|----------------------------------|------------------------------------|---|
| 1 | 'Illar | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2 | 'Attil | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3 | Tubas | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4 | Tulkarm | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5 | East Salfit | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6 | Qalqiliya | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 7 | Bir Zeit | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 8 | Ar Ram | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 9 | Yatta | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 10 | Halhul | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 11 | Adh- Dhahiriyah | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 12 | Beit Fajjar | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

As shown above, all LGUs excluding Ar Ram have completed updating their SDFs. Ar Ram's SDF was submitted to MoLG for review during the end of this fiscal year. The approval is expected to be finalized during the first quarter of FY14.

³⁸ A full description for each stage can be found in LGI's 11th quarterly report.



Photo Caption: (clockwise top left to right): Participants during the SDF Update in 'Illar, Halhul, 'Attil, and Qalqiliya.

3.1.2 Strategic Development and Investment Plans

Eight partner LGUs, including Al Yamun, Kafr Thulth, Qaffin, Abu Dis, Beit Sahur, Beit Jala, Tuqu', and Salfit finalized their Strategic Development and Investment Plans (SDIPs) during FY12. LGI will provide the required support to publish the plans, including supporting the role of SDIP committees in following up the implementation of the SDIP. This year, LGI is supporting two additional LGUs including Bethlehem and Al-Bireh in developing their SDIPs. Both LGUs finalized the 6th and 7th stages of the SDIP as the process in both localities began during the 2nd quarter of this fiscal year. The process is expected to be completed for both by the end of November 2013.

Table 6: Stages of the Strategic Development and Investment Plans

| SDIP Stages | Stage I | | | Stage II | | Stage III | | | |
|-------------|---|--|--|----------------------|--|---|---|--------------------------------|-------------------------|
| LGU | Initiating the planning process ³⁹ | Institutionalization of the Planning Process ⁴⁰ | | | Community Profile & Status Reports ⁴¹ | Community Collective Vision ⁴² | Strategic Objectives for Development Themes ⁴³ | Investment Plans ⁴⁴ | M&E Plans ⁴⁵ |
| | | Key Stakeholders Committee | Community Strategic Planning Committee | Technical Committees | | | | | |
| Al Yamun | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Kafr Thulth | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Qaffin | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Salfit | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Abu Dis | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Beit Sahur | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Beit Jala | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Tuqu' | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Al Bireh | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ongoing | ongoing |
| Bethlehem | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ongoing | ongoing |



Photo Caption: Launching the development of the SDIP in Al-Bireh during the first Open Community meeting

³⁹This step involves reaching consensus among stakeholders on the goals and objectives of the planning process.

⁴⁰This step involves the selection and formation of a number of committees such as the Key Stakeholders Committee, the Community Strategic Planning Committee and Technical Committees.

⁴¹This step involves identifying the community's developmental themes such as (health, education, infrastructure, local economic development, etc.). This data will be used to produce a Descriptive Report.

⁴²This step involves developing a collective vision for each community.

⁴³This step involves the formulation of the community's developmental strategic objectives for each theme.

⁴⁴ This step involves the development of investment plans based on the outcome of the previous step and include a list of projects that contribute to achieving the goals and objectives set in the SDIP

⁴⁵ This step involves the development of Key Performance Indicators (KPIs) to enable the LGU to monitor and evaluate the implementation of the SDIP.



Photos Caption: Participants during the First Open Community Meeting in Bethlehem.

The SDIP process witnessed a high level of community participation in Al-Bireh and Bethlehem with approximately 100 meetings and workshops held with approximately 200 attending and being actively involved in the selection of their respective communities' developmental themes and strategic objectives for each theme; vision; investment plans and key performance indicators.



Photo Caption (left to right): 2nd strategic community planning in Salfit, and the 2nd open community meeting in Abu Dis

3.1.3 Physical Planning

This activity feeds into the SDIP and SDF updating processes and is aimed at streamlining the work currently being implemented by MoLG with regards to master and physical planning. The main aim of the physical planning process is to propose a framework for optimal physical infrastructure in the areas of public services, transport, economic activities, recreation and environmental protection. This activity will also focus on raising the capacity of partner LGUs on physical/spatial planning components, international standards, national regulations, planning methodologies, tools and needed resources, required approvals and responsible entities, participatory approaches and basics of integrated development plans.

Moreover, LGI team conducted an orientation about the Physical Planning Manual (Procedures and Tools for Physical Planning in the West Bank and Gaza). This orientation took place at Bethlehem municipality

on 15 August, 2013. It was attended by approximately 20 employees from Bethlehem municipality including the Mayor.

The chart below summarizes the current status of physical planning implementation per municipality:

Table 6: Status of Physical Planning Implementation per Municipality

| Locality | Stages of Physical Planning | | | | | | | | | |
|-----------|---|--|---|---------------------------------|--|--|--|---|---|------------------------------|
| | Identification of targeted beneficiaries & list of LGI's partner LGUs | Establishment of planning team & procurement of consultancy services | Compilation of basic planning information | Defining the planning framework | Preparation of spatial development framework | Publication of spatial development framework | LGU endorsement of spatial development framework | Submission for approval to District Planning Commission & Higher Planning Council | Approval of spatial development framework | Development of land use plan |
| Beit Jala | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| Bethlehem | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| Ar Ram | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| Al Bireh | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| Bir Zeit | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| 'Aqraba | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| 'Anabta | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| Al Yamun | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| Yatta | ✓ | | | | | | | | | |
| Hebron | ✓ | | | | | | | | | |

Note: Al Bireh and Bethlehem have been added as part of LGI's interventions in the big five municipalities.

Stage 1: Identification of targeted beneficiaries and list of LGI's partner LGUs - LGI will work closely with MoLG's Urban Planning department and MDLF in identifying the list of targeted LGUs.

Stage 2: Establishment of planning team and procurement of consultancy services - The targeted LGUs will be responsible for identifying the planning team and coordinating with MoLG. LGI will provide all needed technical assistance in terms of guiding the formation of the team and providing all needed capacity building to members of the team to enable them to manage the process and follow-up on implementation.

Stage 3: Compilation of basic planning information - LGI will provide needed technical assistance to LGI's partner LGUs in gathering and collating basic planning information required for the process. This will include the preparation of maps (Aerial photography) for the area that will be covered in the physical planning process, and gathering relevant data and information required for the development of the Spatial Development Framework.

Stage 4: Defining the planning framework - Following the compilation of basic planning information as outlined in the previous step, the planning team in each targeted community will work closely with the Urban Planning department within MoLG, on setting the parameters that will help define the framework and scope of the physical planning process in their respective community. One important parameter to be considered by the planning team, is the actual area to be covered in the planning process (current city boundaries or beyond), taking into consideration potential amalgamation to adjacent localities as envisioned by the MoLG.

Stage 5: Preparation of Spatial Development Framework - This will mainly focus on synthesizing the identified community developmental priorities, sectoral assessments as well as opportunities for development as identified in the SDIP for each community. The results of the SDIP will directly feed into

preparing the Spatial Development Framework for the future development of each community (for instance, need for an industrial zone will require the relocation of all vocational workshops within the city to outside the city center etc).

Stages 6 - 9: This includes the publication, preparation of LGU endorsement of Spatial Development Framework for comments and feedback, as well as the submission of the spatial development framework to District Planning Commission and Higher Planning Council for approval.

Stage 10: Development of land use plan - Following the development and approval of Spatial Development Framework, the land use plan will be prepared as following:

1. Definition of future built up areas
2. Preparation of draft land use concept
3. Preparation of land use plan
4. Formulation of zoning and building regulations
5. Presentation of land use plan and building regulations for public comments
6. Secure formal approval by MoLG and the Higher Planning Council.

The preparation of the spatial development framework has been finalized following numerous meetings and community workshops. Workshops were held to review development alternatives for land use, as well as focus on presenting and communicating the advantages and disadvantages of each existing alternative.

3.2 Component B: Participatory Governance



Photo Caption: Youth implementing "Keep an Eye on Al Taybeh" Initiative.

Photo Caption: Children and youth from Salfit participating in the Youth Shadow Local Council led activity where they met elderly people from their society. The goal of the meeting was to emphasize the importance of dialogue across generations.

3.2.1 Youth Shadow Local Councils

During this fiscal year, LGI launched the third phase of the Youth Shadow Local Council (YSLC) initiative. The third phase aimed to continue supporting the ten existing YSLCs by promoting their capacity building, sponsoring their community initiatives and instituting democratic elections for YSLCs that ended their two-year term. The new phase also intended to democratically form seven new YSLCs in LGI partner LGUs, both potential Centers of Governance Excellence (CGEs) and vulnerable communities. Sharek Youth Forum won the bid following a transparent procurement process. Following the signing of the contract, LGI team held an orientation day for Sharek Youth Forum to familiarize Sharek's team with Global Communities' compliance, financial, and monitoring and evaluation requirements and procedures.

YSLC Elections

During the first two quarters of the fiscal year, LGI held elections in ten existing YSLCs including 'Anabta, Halhul, Al-Taybeh, Jericho, Salfit, Ar Ram, Beit Sahur, Qalqiliya, Abu Dis, and Beit Fajjar. Meanwhile, LGI conducted an assessment using specific criteria for selecting the final seven locations. Criteria included fair geographical distribution, LGU buy-in for the establishment of the YSLC as well as the provision of support to the elected YSLC members. As a result, LGI finalized the selection of seven additional YSLCs including Bidhya, Bethlehem, Bir Zeit, Qabalan, 'Aqqaba, Beit Jala, and Beit Ummar. Prior to elections, LGI team coordinated closely with LGUs, CBOs, local youth, and radio stations to alert the community to the initiative, and used promotional tools such as posters, banners, and advertisements to encourage local youth to participate and register for the general assembly in preparation for the YSLC elections.



Photo Caption (top to bottom): YSLCs election at 'Anabta and Qalqiliya.



Photo Caption: Left to Right: YSLC elections in Beit Jala, and Beit Ummar

Below are the figures for the general assemblies, voters, and elected council members for the YSLC elections that took place in the 17 locations. In each location, election results were announced by the mayors of each respective LGU and in the presence of LGU representatives, the Central Election Commission, LGI team, Sharek Youth Forum, and CBOs. Following the elections, each YSLC appointed their respective presidents and vice presidents.

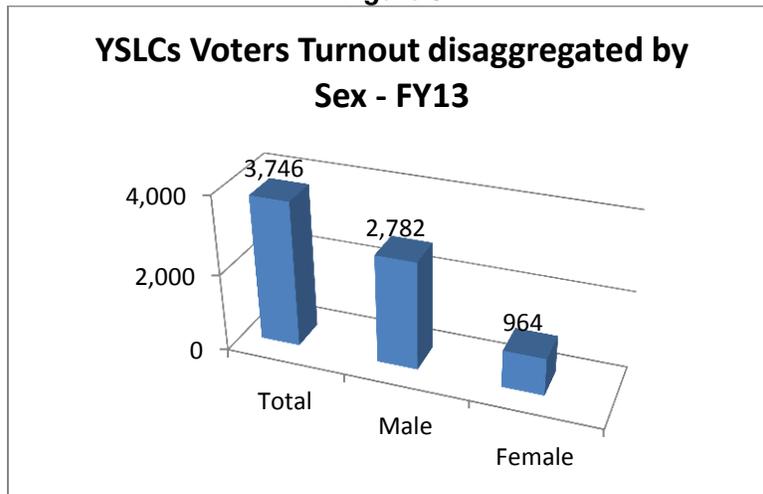
Table 7 – YSLC Elections

| # | YSLC | Date | # of General Assembly Members | % of Participation | Sex of Total GA | | Voters | | | # of Elected Members | Sex of Elected Members | |
|--------------|------------|-------|-------------------------------|--------------------|-----------------|--------------------|-------------|-------------|------------|----------------------|------------------------|-----------------|
| | | | | | Male | Female | Total | Male | Female | | Male | Female |
| 1 | 'Anabta | 27/12 | 439 | 60% | 331 | 108 | 262 | 207 | 55 | 13 | 8 | 5 |
| 2 | Halhul | 29/12 | 292 | 52% | 205 | 87 | 152 | 104 | 48 | 13 | 8 | 5 |
| 3 | Al Taybeh | 1-Jul | 152 | 71% | 94 | 58 | 108 | 58 | 50 | 9 | 3 | 6 |
| 4 | Jericho | 1-Oct | 349 | 36% | 212 | 137 | 127 | 80 | 47 | 15 | 9 | 6 |
| 5 | Salfit | 19/01 | 599 | 65% | 475 | 124 | 387 | 320 | 67 | 15 | 10 | 5 |
| 6 | Ar Ram | 19/01 | 131 | 60% | 119 | 12 | 79 | 69 | 10 | 15 | 10 | 5 |
| 7 | Beit Sahur | 20/01 | 978 | 42% | 571 | 407 | 410 | 314 | 96 | 13 | 8 | 5 |
| 8 | Qalqiliya | 22/01 | 831 | 59% | 747 | 84 | 494 | 434 | 60 | 15 | 10 | 5 |
| 9 | Abu Dis | 24/01 | 264 | 63% | 179 | 85 | 166 | 127 | 39 | 13 | 8 | 5 |
| 10 | Beit Fajar | 28/02 | 546 | 68% | 329 | 217 | 374 | 230 | 144 | 13 | 8 | 5 |
| 11 | Biddya | 27/04 | 320 | 66% | 269 | 51 | 211 | 190 | 21 | 13 | 8 | 5 |
| 12 | Bethlehem | 29/04 | 343 | 62% | 238 | 105 | 214 | 138 | 76 | 15 | 9 | 6 |
| 13 | Bir Zeit | 5-Aug | 153 | 64% | 79 | 74 | 98 | 50 | 48 | 13 | 8 | 5 |
| 14 | Qabalan | 5-Nov | 171 | 58% | 131 | 40 | 99 | 86 | 13 | 11 | 7 | 4 |
| 15 | 'Aqqaba | 6-May | 356 | 54% | 255 | 101 | 192 | 161 | 31 | 13 | 8 | 5 |
| 16 | Beit Jala | 6-Jul | 260 | 76% | 191 | 69 | 198 | 104 | 94 | 13 | 8 | 5 |
| 17 | Beit Ummar | 6-Aug | 354 | 49% | 218 | 136 | 175 | 110 | 65 | 13 | 8 | 5 |
| TOTAL | | | 6,538 | 59% | 4,643 | 1,895 (41%) | 3746 | 2782 | 964 | 225 | 138 | 87 (63%) |

Prior to holding YSLC elections in the seven new locations, LGI team conducted a comparative analysis to assess the number of male and female youth members who registered and voted in their respective YSLCs under the LDR and LGI programs. Based on a comparison between the LDR and LGI programs, there was an overall increase in the participation rate of youth in general assemblies by 30% and an overall increase in number of youth voting in the elections by 22%⁴⁶.

⁴⁶ For more information, refer to LGI's 10th quarterly report.

Figure 8



During the first quarter of the year, and despite the delay in signing the contract with Sharek Youth Forum, YSLCs continued their activities and mobilization without any substantial involvement from LGI. This reflected youth commitment to their municipality and council. Youth carried out various initiatives including a debate between the various Municipal election candidates with the help of Beit Sahur Orthodox Club by Beit Sahur YSLC, a bike tour for youth and families in Jericho city by Jericho YSLC, and field visits with respective elected mayors and council members.

YSLC Initiatives⁴⁷

MoU Signing Ceremony for YSLC Initiative:

Global Communities, Sharek Youth Forum, 17 YSLCs, and LGI partner LGUs signed a Memorandum of Understanding (MoU) on 30 May, 2013, under the auspices of the Ministry of Local Government. All 17 YSLCs were present, including Halhul, Beit Sahur, Beit Jala, Bethlehem, Beit Fajjar, Beit Ummar, Abu Dis, Ar Ram, Al Taybeh, BirZeit, Jericho, 'Anabta, Salfit, Qalqiliya, Qabalan, Biddya, and 'Aqqaba. The purpose of the MoU was to establish coordination mechanisms, related to YSLCs, between LGI, Sharek Youth Forum and partner LGUs, and to ensure future sustainability of activities and initiatives undertaken by the previously and newly established YSLCs. The event was attended by USAID and MoLG.



Photo Captions: (Left) MoU signing; (Right) USAID Mission Director meeting YSLC members

⁴⁷ For a detailed list of initiatives, see Annex (10).

Prior to the signing ceremony, YSLC members in LGI partner LGUs continued to closely work with their respective LGUs to identify and prioritize social, environmental, educational, cultural, and historical initiatives that need to be implemented based on each community's needs. Thirty seven initiatives were carried out including a nationwide initiative during FY13. Moreover, the recently established YSLCs including Beit Jala, Beit Ummar, 'Aqaba, Bir Zeit, Bidya, Qabalan and Bethlehem were allocated with an office space within their LGU and were supplied with furniture and equipment to facilitate their functionality.

Below are key highlights of the main initiatives that were held this year:

Nationwide Initiative:

In September 2013, LGI launched a new national initiative with its partners including Sharek Youth Forum and several YSLCs entitled "Friendly cities for people with disabilities - time to make a difference!" The initiative hopes to create awareness about the needs of persons with disabilities to live comfortably in 'friendly cities', and hopes to shed light on the responsibility of local bodies to ensure their participation in making buildings and public spaces easily accessible for all.





Photo Caption (from top): Participants during the launching of the initiative.

Local Initiatives:

During this fiscal year, '**Anabta**: Following the flood that took place in January and resulted in severe damage to the town, the YSLC held a meeting with various international institutions and organizations such as Global Communities, the World Food Program, UAE Relief, Mayor Jamal Said, and the LGU's Head of Communication, Jihad Al-Jayousi. The meeting was held to address the aftermath of the flooding. Accordingly, the YSLC joined WFP in distributing food to a number of residents who were severely affected by the storm and the subsequent flooding.



Photo Caption: YSLC member delivering food assistance e-voucher to a “Anabta citizen following the flood.

‘Anabta: ‘Activating and Rehabilitating the Public Park’ – The YSLC in ‘Anabta completed a community-wide initiative entitled ‘Activating and Rehabilitating the Public Park’. Based on observations from the YSLC and LGU that the park was not being used by the local community, the YSLC undertook a needs assessment and found that by implementing minor maintenance work and beautifying the park, they could encourage greater use and provide an additional recreational outlet for the community. The maintenance and beautification work included cleaning, painting, and planting. In addition, the YSLC held various meetings and promotional events with LGU and community stakeholders to alert the community to the work that had been done at the park. In May, they announced the completion of their initiative to the LGU.





Photo Caption: Volunteers during the 'Anabta' event

Qalqiliya: YSLC members completed the painting of the zoo walls on 16 March 2013. Additionally, YSLC member held an event titled “One Voice” on 23 March 2013. The event addressed various youth issues in an innovative manner (theater plays, singing, and drawing). The Governor, Mayor, and many citizens attended the event. It is important to highlight that there is great appreciation and participation from both the local communities and the municipality in YSLC activities, demonstrating the ability of youth to mobilize their communities and host events that community members and municipalities find relevant and responsive to local needs. Moreover, the YSLC participated in organizing the Guava Festival during September 2013.



Photo Caption: The Guava Festival in Qalqiliya.

Biddya: 'Beautiful Home & Better Environment' – The YSLC completed their environmental initiative to improve the cleanliness and aesthetics of the town. In coordination with solid waste committee of Biddya, the YSLC and community members cleared solid waste dumps and planted trees. Under the auspices of Prime Minister Dr. Rami Al Hamdallah, the initiative was launched on 16 June 2013, with the participation of Salfit’s Governor Issam Abu Bakr, a number of representatives from the President’s Office, representatives of several NGOs, Global Communities, and members of the Solid Waste Joint Services Council. During the ceremony, the importance of the role of youth in community development was pointed out.



Photo Caption (left to right): Participants during the launching of the initiative and a youth member wearing t-shirt stating the name of the initiative.

Salfit: 'Preservation of Historical Sites' – The YSLC completed one of their initiatives in June. It focused on placing benches in central, historical squares, beautifying these locations by planting trees and flowers and cleaning, in addition to disseminating information about historical locations throughout the city and placing plaques at said locations. They also completed the installation of informational signs on the main four entrances of Salfit which indicate the locations of the main public facilities in the city.



Photo Caption: Youth during the implementation of their initiative in Salfit.

Jericho: In partnership with the Ministry of Labor and Al-Quds University, YSLC members organized an Honoring Ceremony for the previous YSLC members on 14 February 2013 at the Municipal Theater in Jericho. Moreover, YSLC members, in partnership with the Social Center of People with Disabilities (SCPD) and the Jericho Municipality, organized a walk-a-thon event entitled “No Limits to My Ability” in

Jericho on 23 February 2013. Participants began the walk in the center of the city and continued to the SCPD where the welcoming ceremony took place in the presence of the representatives of Jericho and Jordan Valley governorate, the Mayor of Jericho, the Executive Director of Sharek Youth Forum, and other representatives from local institutions.



Photo Caption: Campaign "No Limits to My Ability" in Jericho held on 23 February 2013

The YSLC completed an educational initiative "Smile of Hope" targeting school students on the right of education for all, including financially disadvantaged students. The initiative aimed at supporting students for their right of education and the right to a decent and a healthy education environment for students. The initiative targeted Zahret Al Madaen, Al Buhturi and Jericho's Girls' elementary schools, and included giving out school bags and stationary to 50 students who were identified in need for support.

Abu Dis: Abu Dis YSLC completed their initiative entitled "Our Traffic Safety is our Responsibility". The initiative included repainting the street and pedestrian lines and conducted a series of awareness lectures to young students in schools in cooperation with the Ministry of Education and Higher Education (MoEHE) to raise awareness regarding traffic safety among youngsters.

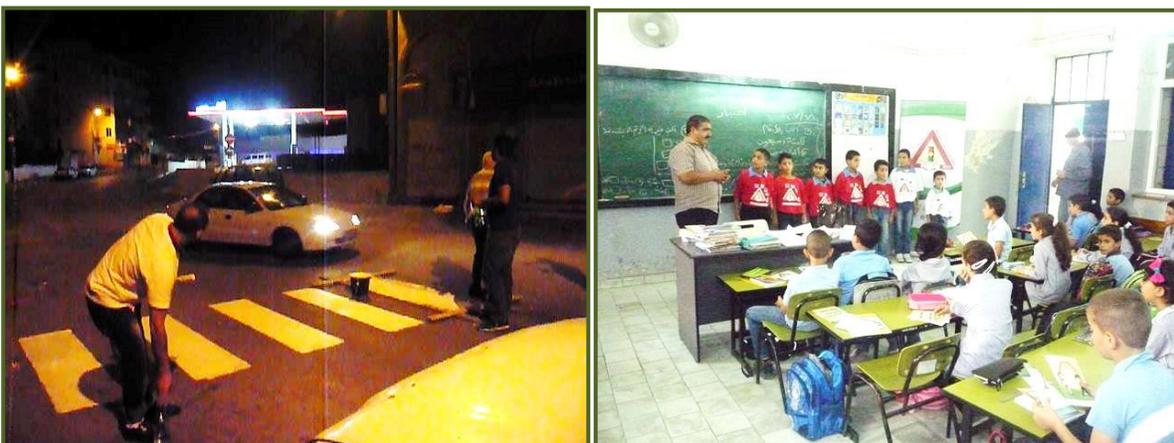


Photo Caption: Youth during the implementation of the initiative.

Ar Ram: The YSLC finalized its initiative entitled "Sar Bedha Hal" for Qalandia traffic. The initiative was completed by installing the benches for passengers to protect them from rain and to be used while waiting for public transportation. Moreover, and as part of World Hygiene day, Ar Ram YSLC began a cleaning

initiative with the Palestinian Commercial Bank and The Palestinian Medical Relief Committee. Students, activists, and YSLC members participated in this initiative.

Beit Sahur: The YSLC, in partnership with local schools, CBOs, and the Ministry of Agriculture completed their initiative *“Keep Beit Sahur Green”* which aimed at improving the aesthetics of the towns-cape through cleaning and painting the streets, sidewalks, adding trash bins in the central city areas, and planting trees in the school areas, including the Greek Orthodox, Latin, Tiberius, Nazareth, and many other schools of Beit Sahur.

HEBRON GRAPE FESTIVAL: Halhul and Beit Ummar YSLCs prepared, planned and executed their contribution in organizing the Hebron Grapes Festival; which was officially launched during a ceremony headed by his Excellency the Palestinian Prime Minister Dr. Rami Hamdallah. The festival was organized by numerous CBOs, NGOs, farmers and the Hebron Chamber of Commerce. Young volunteers planned and prepared plays, activities and acted as facilitators for the event. The event took place from 29 September to 1 of October. Over 50 volunteers and members of Halhul and Beit Ummar YSLCs participated in the event.



Photo Caption: Citizens during the Grape Festival in Hebron.

Summer Camps:

Summer camps for youth aged 14-22 have either been held in Jericho, Al-Taybeh, Bir Zeit, Salfit, Qabalan, 'Aqqaba and Beit Jala, Ar Ram, Abu Dis, Beit Ummar, Beit Sahur, Beit Fajjar and Halhul.

Several of the summer camps focused on youth participation in community affairs and on getting youth acquainted with the roles and responsibilities of as well as familiarizing them with the various governmental departments within said LGUs. Some of the young participants who were involved in their local YSLCs had the opportunity to mentor younger peers, giving lectures which helped strengthen their knowledge and experience regarding the topics discussed and helped them learn the essence of communication and leadership skills. The main concepts discussed during the summer camps revolved around communication, leadership, advocacy, gender awareness, career counseling, volunteerism and creative and critical thinking. Other camps focused on the environment, youth awareness, drugs and traffic regulations. The concepts were discussed in workshops and put into real life practice through volunteer work and visits to municipalities, civil organizations and schools.



Photo caption (left to right): Summer camp activities in Halhul, Beit Fajjar and Beit Sahur

Youth Capacity Building:

During FY13, LGI, in cooperation with Sharek Youth Forum held various centralized workshops for its 17 YSLCs during the months of May, June, July, and August 2013 with approximately 200 youth attending the workshops. The first centralized workshop focused on:

1. Review YSLCs' internal bylaws.
2. Develop action plans for proposed initiatives.
3. Establish mechanisms for ensuring the sustainability of the YSLCs.

The second workshop focused on:

1. Build relations with stakeholders.
2. Discuss main successes and challenges that faced YSLCs during their function period.
3. Brainstorm ideas of a national campaign led by all YSLCs in 17 different locations.
4. Discuss youth employment in their societies as a priority for many graduates.

The third workshop focused on:

1. Review plans and activities.
2. Build relations with decision makers.

The fourth workshop, which was held jointly with SDIP committees, focused on:

1. YSLC sustainability
2. Networking
3. YSLCs internal dynamics
4. SDIPs
5. Capacity building
6. Young women's empowerment
7. Youth participation

8. Promoting volunteerism

During the workshop, LGUs presented their SDIPs to the YSLCs to help them develop their own initiatives. Workshop results included the following:

1. Identification and assessment of the current situation of the YSLCs according to the topics above.
2. Development of the main goals and interventions of the business plans.
3. Design of local initiatives within the framework of SDIPs

Several other capacity building workshops have been held across the West Bank during the year covering several topics such as planning and needs assessment, planning and team work, creative thinking and problem solving, time management and decision making, and advocacy tools.

3.2.2 Enhancing Dialogue and Communication between LGUs and Citizens – SDIP Committees

As part of ensuring the continuity of the role of the SDIP committees and the establishment of linkages between LGUs and their respective Strategic Development and Investment Plan (SDIP) committees, LGI formed eight SDIP committees in eight partner LGUs including Al Yamun, Kufr Thulth, Salfit, Qaffin, Abu Dis, Tuqu, Beit Sahur, and Beit Jala. Following the formulation of the committees, LGI held two centralized workshops with SDIP committees in to finalize the Memorandum of Understanding (MoU) between LGUs and SDIP committees. The current structure of the SDIP committees is featured in the table below:

Table 8: Structure of the SDIP Committees

| 8 | LGU Name | Number of Core Planning Team | | | LGU Representatives | Civil Society Representatives |
|--------------|-------------|------------------------------|-----------|-----------|---------------------|-------------------------------|
| | | Total Number | Male | Female | | |
| 1 | Kufr Thulth | 15 | 11 | 4 | 4 | 11 |
| 2 | Al Yamun | 13 | 10 | 3 | 5 | 8 |
| 3 | Salfit | 17 | 14 | 3 | 8 | 9 |
| 4 | Qaffin | 12 | 9 | 3 | 5 | 7 |
| 5 | Abu Dis | 13 | 9 | 4 | 6 | 7 |
| 6 | Beit Sahur | 18 | 11 | 7 | 7 | 11 |
| 7 | Beit Jala | 15 | 9 | 6 | 8 | 7 |
| 8 | Tuqu' | 16 | 15 | 1 | 7 | 9 |
| TOTAL | | 119 | 88 | 31 | 50 | 69 |

Chart (1) – SDIP Support Committees disaggregated by Sex

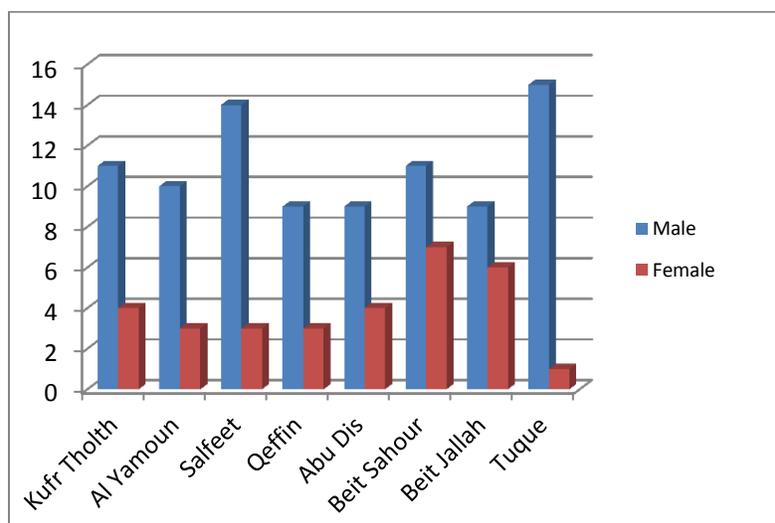


Chart (2) – SDIP Support Committes disaggregated by Type of Representation

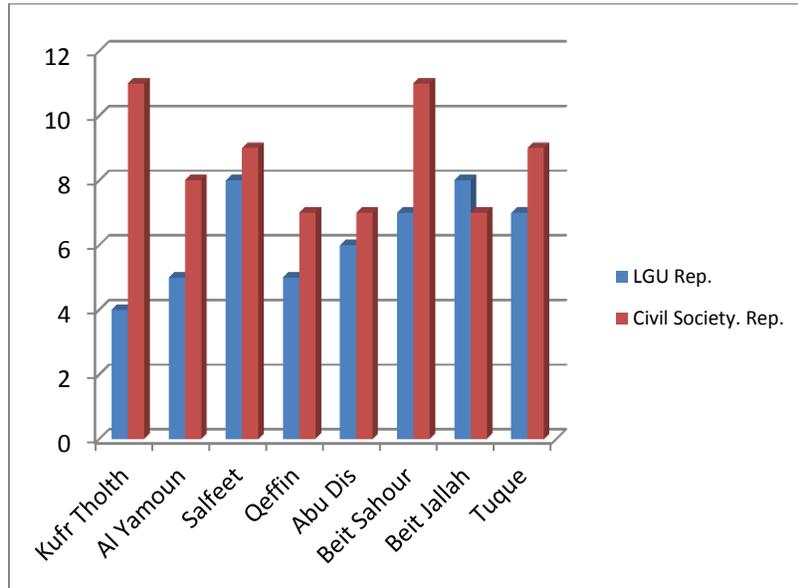


Photo Caption: Central workshop for representatives of SDIP committees to discuss future prospects and their role beyond preparation of the strategic plan.

The MoU, signed in January 2013, defines the relationship between the community and the LGU as an important step in institutionalizing the SDIP as a key document and ensuring that the community and the LGU jointly follow up on its implementation, making it a living document that can guide the development of a given municipality.

Based on the roles and responsibilities of the SDIP Committees, the LGI team coordinated with the community strategic planning committees in the eight LGUs to identify training priorities through discussing the needs pertaining to capacity building for the SDIP committees. Members of the committees held internal meetings and filled in the training assessment questionnaire. Following the analysis of the questionnaires, the main training needs identified included monitoring and evaluation, local governance in Palestine, and principles and best practices in networking, advocacy and partnership building. More details on training can be found under (Component C: Activity 3.3.9).

SDIP Support Committee Initiatives:

On 24-25 June, 2013, 33 members of the eight SDIP committees of Salfit, Qaffin, Yamun, Kufr Thulth, Beit Sahour, Beit Jala, Tuqu', and Abu Dis participated in a workshop entitled "*Participatory Development of Local Initiatives*" to enhance the capacity of the SDIP committees and to solidify and enhance their role in and cooperation with the LGUs. The workshop's aim was to identify the concept of an initiative and its development, management and supervision by explaining the life cycle of an initiative: assessment, planning, implementation, and monitoring.

Following the training, the SDIP committees held several meetings to develop their local initiatives in close coordination with the LGUs. To-date, the SDIP Support committees have completed five local initiatives based on the community's SDIP priorities and in cooperation with the LGU and the CBOs. Initiatives included:

"I am volunteering, I am affiliated" in Tuqu': The initiative was launched in April; its purpose was to promote the concept of volunteerism within the community and provide community members an opportunity to engage in volunteer activities on 8 May by painting the main street sidewalks, and street lines as well as planting trees.



Photo Caption: Participants painting sidewalks as part of Tuqu' initiative.

"Make Beit Jala Clean" in Beit Jala: The SDIP committee completed their initiative on 24 August, 2013. The initiative aimed to increase environmental awareness about hygiene, road rehabilitation through painting, sanitization, and the rehabilitation of the garbage containers and distribution of awareness material. Community organizations, YSLC and the municipality participated in this campaign.

"Safe Crossing" in Beit Sahur: The SDIP committee completed their initiative on 26 August, 2013. The initiative aimed to reduce the numbers of car accidents by putting traffic signs. Moreover, the committee held an open day with the community on 21 August, 2013 to discuss the strategic plan and update the community about future projects and initiatives.

"Safer Roads" in Qaffin: Qaffin's SDIP committee completed their initiative on 23 August, 2013 which aimed to increase traffic awareness among citizens and reduce road accidents. Also an awareness workshop was held for school students on traffic awareness and traffic laws and regulations by traffic police from the town.

“Our Safety, Our Responsibility” in Abu Dis: The SDIP committee completed their initiative on 3 September. The initiative aimed to solve traffic issues in Abu Dis and increase awareness about the streets and traffic safety among the community. Publications were distributed throughout the campaign including banners, brochures, boosters and stickers.

“The SDIP capacity building workshops allowed me to gain and enhance my knowledge in preparing, implementing and following up on projects, communication methods and tools with stakeholders, as well as networking, and advocacy campaigns. These skills enabled me to present before several donors a project I have personally written. The project is to establish a health center in our community targeting refugees who carry UNRWA cards. This was done in full coordination with Mr. Ibrahim Hoshieh, Coordinator of the SDIP committee. My project received initial approval.” – Fathieh Sharqieh, Al Yamun

3.2.3 Promoting Coordination and Cooperation between Local Councils and Community Based Organizations (CBO) – Grants to CBOs

This activity seeks to build positive relationships and partnerships between LGUs and CBOs through jointly carrying out initiatives that reach out to the public, particularly youth, women, and other marginalized groups.

LGI team held two workshops, one in the North and one in the South, entitled “*Supporting the Role of Local based Organizations in SDIP Implementation*” on April 30th and May 9th for the eight partner LGUs where LGI has established SDIP support committees - Salfit, Al Yamun, Qaffin, Kafr Thulth, Tuqu’, Abu Dis, Beit Jala and Beit Sahur who recently developed their SDIPs. Approximately 50 participants attended the workshops.

The workshops aimed to enhance the participation of CBOs and to clarify their roles, responsibilities, and future cooperation with their respective LGUs. Participants also discussed the mechanisms to strengthen partnerships with LGUs and develop channels of communication in line with the MoUs signed between SDIP committees and the LGUs.

Recommendations from participants to implement in the future included the following:

1. Introducing SDIP support committee members to their local communities.
2. The importance of sharing the SDIP with the local community especially CBOs.
3. Aligning CBO goals with SDIP goals.
4. Taking into account the specialization of each CBO to implement activities and projects according to their strengths.
5. CBOs should be involved in updating the SDIP next year and be involved in the monitoring and evaluation process of the projects implemented by the LGUs.
6. LGUs should network and connect CBOs directly with donors and NGOs.
7. Conducting regular workshops and meetings between LGUs and CBOs to discuss cooperation and enhance their participation in planning, implementation, monitoring and evaluation of SDIP projects.
8. Seeking to build positive relationships and partnerships between LGUs and community based organizations (CBOs) through jointly carrying out initiatives that reach out to the public,

particularly youth and women, and to enhance the participation of CBOs with LGUs through clarifying their roles, responsibilities, and future cooperation with their respective LGUs. LGI can support engagement with local youth where there are YSLCs.

9. Using electronic communication mechanisms between the LGUs and CBOs.
10. Signing an MOU between the LGU and CBOs to clarify their roles and responsibilities to enhance the participation of the CBOs in the SDIP
11. Activating the role of the CBOs through a support and advisory council representing all the CBOs in each location.
12. Activating the role of the public relations department in LGUs to strengthen and enhance coordination with the CBOs.

3.2.4 Enhancing Public Awareness of Good Governance Practices

During this reporting period, a contract was signed with a consultancy firm to manage the design and implementation of a national awareness campaign entitled “*Enhancing Voluntary Work in LGUs*” aiming to encourage voluntary work in local communities and targeting 16 LGUs across the West Bank including ‘Anabta, Biddya, ‘Aqaba, Qabalan, Salfit, Bir Zeit, Jericho, Al-Taybeh, Ar Ram, Abu Dis, Bethlehem, Beit Sahur, Beit Jalla, Beit Fajjar, Halhul and Beit Ommar”. Greater engagement with the LGU will increase public participation and improve relationships between LGUs and citizens.. The consulting firm will be responsible for completing a diagnostic assessment report on volunteerism in the West Bank, developing a public relations campaign to promote the importance of volunteerism, and support implementation of local initiatives via the YSLCs, SDIP support committees, and LGUs to provide community members with proper platforms to volunteer.

3.3 Component C: Institutional Development



Photo Caption: Inauguration of Adh Dhahiriya Citizen Service Center.

3.2.1 Municipal Capacity Index

Table (9) – Phases of the Municipal Capacity Index

| LGU | Phases | | | | | | | |
|---|---|---|--|---------------------------------------|------------------------|------------------------|---|---------------------------------------|
| | Identification/development of performance indicators: | Development of the progressive scoring instrument and related questionnaire | Gathering required data and identifying trends | Analysis and identification of trends | Benchmarks development | Development of indices | Integration requirements identification | Formation of a National Working Group |
| Tubas, Qalqiliya, Tulkarm, 'Illar, Kafr Thulth, 'Attil, 'Aqraba, Al-Yamun, Qabalan, 'Anabta, Jenin, Ar-Ram, Al-Bireh, Bir Zeit, Jericho, Salfit, Abu Dis, Yatta, Beit Jala, Beit Sahur, Halhul, Beit Fajjar, Adh-Dhahiriyah, Nablus, and Bethlehem. | ✓ | ✓ | ✓ | ✓ | In process | In process | | |

3.2.2 Citizen Service Centers: Automation of Municipal Service Delivery

Table (10) – Phases of the Automation of Municipal Service Delivery

| LGU | Develop the concept for the CSC ⁴⁸ | Procure IT equipment and office furniture | Procure the EDRMS | Train Staff on the EDRMS | Operate and Debug the developed EDRMS system | Develop services procedural manual | Open the CSC |
|--------------|---|---|-------------------|--------------------------|--|------------------------------------|--------------|
| 'Anabta | ✓ | ✓ | ✓ | ✓ | | ✓ | |
| 'Illar | ✓ | ✓ | ✓ | ✓ | | ✓ | |
| Beit Fajjar | ✓ | ✓ | ✓ | ✓ | | ✓ | |
| Kafr Thuluth | ✓ | IT Equipment | | | | | |
| Al Bireh | ✓ | IT Equipment | | | | | |
| Al Yamun | ✓ | IT Equipment | | | | | |
| Aqraba | ✓ | | | | | | |
| Qabalan | ✓ | | | | | | |
| Jenin | ✓ | | | | | | |
| Abu Dis | ✓ | | | | | | |
| Bethlehem | ✓ | | | | | | |

Building on the successes of automating municipal services under the previous LDR program, LGI continued the development of Citizen Service Centers (CSCs) and the deployment of Electronic Document and Record Management Information System (EDRMS). Citizen Service Centers (CSCs) are centralized locations at which citizens can access a variety of vital services and engage with their local municipality. More than just a building, the CSC is also equipped with modern equipment and management information solution enabling fully automated records management and service delivery. In addition, Global Communities supports municipalities in streamlining their procedures before the CSC is open to ensure the greatest possible efficiency and reduced time spent by citizens and staff processing requests for services.

The map below shows the locations of all CSCs completed under LDR and planned under LGI. A total of 14 CSCs have been completed, nine are ongoing, and three are planned. During this fiscal year, LGI completed the establishment of two CSCs in Adh Dhahiriyah and 'Illar. The official opening for Adh

⁴⁸ This step also includes the revision of business processes, and work flows related to services.

Dhahiriyah CSC was held on 2 July, 2013, and was attended by council members, the Governor of Hebron, as well as Adh Dhahiriyah citizens.

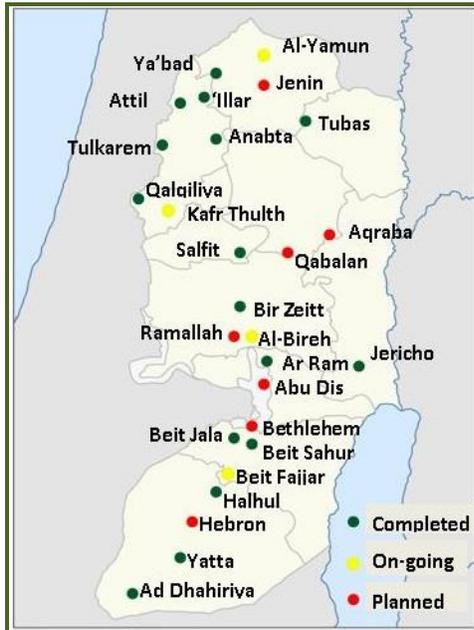


Photo caption: Map of the Locations of CSC and Status



Photo caption: Training on EDRMS in Adh Dhahiriya municipality CSC

3.3.3 E-Municipality

In line with the objectives set by LGI, this initiative will aim to facilitate the process of further developing four potential CGE LGUs to become fully functional e-municipalities. As a result, CGE LGUs will be capable of providing a wide range of services online for citizens and other relevant stakeholders, as well as optimizing and automating their internal and external business processes to ensure maximum efficiency in delivering public services.

During this year, LGI team finalized a thorough analysis to identify the various services that will be provided through websites of LGUs that have CSCs. LGI's Deputy Program Director for Governance participated in a study visit to Malaysia during the period of 23-30 June, 2013 along with the Director General of Management Information Systems at MoLG and the E-Municipality consultant contracted by LGI for developing the E-Municipality concept. The mission visited Kuala Lumpur where several meetings and site visits were held including the Malaysian Ministry of Housing and Local Government, the Prime Minister Office, as well to two municipalities. The purpose of the visit was mainly to learn more about the ICT standards and strategy adopted by the Malaysian Government, explore the possibilities of benefiting from their experience in this field, and at the same time do the liaising activities to prepare for the second study tour expected to be held during FY14.

3.3.4 Business Restructuring and Re-engineering of Work Processes

Table (11) – Phases of Business Restructuring and Re-engineering of Work Processes

| LGUs | Develop MSCP | Assessment Analysis | Strategy Development | Review Internal Policies & Procedures | Define Roles & Responsibilities for each Department | Propose Management Model | Review current Procedures | Review current public notification process and policies | Develop and disseminate an internal/external communication plan |
|--|--------------|---------------------|----------------------|---------------------------------------|---|--------------------------|---------------------------|---|---|
| 24 LGUs including: Tubas, Qalqiliya, Tulkarem, 'Illar, Kafur Thuluth, 'Attil, 'Aqraba, Al-Yamun, Qabalan, 'Anabta, Jenin, Al-Ram, Al-Bireh, Birzeit, Jericho, Salfit, Abu Dis, Yatta, Beit Jala, Beit Sahur, Halhul, Beit Fajjar, Adh-Dhahiriyyah, and Bethlehem | ✓ | ✓ | ✓ | In Process | | | | | |

As part of the self-assessment results mentioned under the Municipal Capacity Index activity, LGI team completed the development of the Municipal Strategic Corporate Plans (MSCPs) in 24 CGEs excluding Hebron, Ramallah, and Nablus⁴⁹. The MSCP are based on the scores of the self-assessment and informs the areas where LGI should intervene in order to develop the three main areas within the MCI, including leadership, management of service delivery, and community participation. The plan's duration is for one year; and will be updated annually based on the annual self-assessment that will be held in each respective LGU. The development of the plan was done in a participatory manner to ensure inclusion and ownership among all stakeholders. Several workshops have taken place during the course of the year; some of which are highlighted below reflecting the feedback of participants.



Photo Caption: LGI team introducing the toolkit to the heads of departments in Jericho Municipality

⁴⁹ Ramallah and Nablus are currently developing their MSCP, while Hebron did not start the process yet.



Photo Caption: Participants during the first workshop held in Jericho on 20 – 22 April, 2013, and Tulkarm on 26-27 May, 2013.



Photo Caption (left to right): Meetings held with the institutional development committees in Tubas, and Salfit.



Photo Caption: Hisham Al Aza'r, Mayor, Qabalan Municipality

Hisham Al Aza'r, Mayor of Qabalan said "The content of the workshop is very beneficial and rich. Even as a Mayor, I never knew there was a difference between the strategic development and investment plan on one hand, and the institutional development plan, on the other hand. This workshop clearly enhanced my awareness and altered all my misconceptions."

Yusra Derieh, council member from Beit Fajjar municipality said "Outcomes of this workshop, if adopted and implemented by respective LGUs will abolish institutional corruption and instill high level of transparency. It will, also, clarify and identify roles and responsibilities." She also added that "The items highlighted in the scoring sheet are very accurate and serve the root of the cause, which is institutional development."



Photo Caption: Yusra Derieh, Council Member, Beit Fajjar Municipality.

The level of effort exerted during the past year along with the increased and enhanced awareness among LGUs with regards to the importance of improving their institutional development capacities, as a result of the workshops held to train them on developing their institutional development plans, can be demonstrated in many successful initiatives, some of which are listed below:

1. In Tulkarm, the council established a new HR department with full staff. Now, the council realizes the meaning and importance of HR.
2. In 'Attil, the council has already begun establishing committees for women, agriculture, transport, etc. as per the MCI tool. These committees will be responsible for following up and managing all interventions based on specialty.

3. In Qalqiliya, the council established a strategic development plan unit responsible for fundraising. The unit is composed of LGU staff from various departments.
4. In 'Anabta, the council began to document minutes of meeting, and already held two public meetings with their citizens as a result of their conviction now that their citizens must be involved with the council in a participatory manner.
5. In Jenin, the council installed a complaint box for citizens. This will decrease the burden on the mayor having to receive visitors on a daily basis.
6. In 'Aqraba, the council re-activated the LGU's website.

3.3.5 Development of Procurement Process Procedures

Table (12) – Phases of the Development of Procurement Process Procedures

| LGU | Conduct analysis of the current procurement process | Revise the current procurement workflow | Develop a repository for current templates and forms | Develop an electronic version of the templates and forms | Development of operational procedures | Development of procurement computerized database |
|-----------|---|---|--|--|---------------------------------------|--|
| Nablus | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Jenin | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Bethlehem | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Salfit | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Qalqiliya | ✓ | ✓ | ✓ | ✓ | ✓ | |

In FY13, and as part of its aim of improving the efficiency, accountability and effectiveness of LGUs, LGI finalized the revision and documentation of the procurement procedures in five LGUs. The procurement procedures were customized for each LGU, taking into consideration differences between target municipalities in terms of size, classification, scope of work, available human resources, size of procured services and commodities, work flow, and institutional capacity.

In FY14, LGI plans to provide the LGUs with automated procurement database that will facilitate the tracking, retrieving, and generation of reports.

3.3.6 Human Resources Management System

Table (13) – Phases of Human Resources Management System

| LGU | Develop ToR and select service providers | Conduct assessment of existing systems | Map and document HR processes | Conduct HRMS fitness analysis and design | Implement the newly designed system | Deployment phase including data migration | Conduct training for staff |
|----------------|--|--|-------------------------------|--|-------------------------------------|---|----------------------------|
| Qalqiliya | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Tulkarm | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 'Attil | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Al Yamun | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 'Anabta | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Jenin | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Al-Bireh | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Jericho | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Beit Sahur | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Halhul | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Adh Dhahiriyah | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Bethlehem | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

This activity aims at providing potential Centers of Governance Excellence LGUs with an automated Human Resource and Payroll Management Information Solution (HRMS) to improve their HR operations. This will ultimately assist in improving HR responsiveness, accuracy and control of related functions, and integrate the payroll system with financial management systems and other relevant policies adopted by the MoLG. During this reporting period, LGI team recruited an individual consultant who conducted an assessment regarding the HR situation and practices in the targeted LGUs. Following that, the consultant developed one standard manual in line with MoLG laws, and regulations, and other related laws such as Labors Law, Civil Servants Laws, etc. Later on, the consultant customized a tailored version for each targeted LGUs, along with all the necessary forms and templates which were used as the basis for developing the HRMS system in each LGU.

“Prior to the development of the HR procedures, pulling out vacation balance required extensive time and effort as a result of having to go back to several files. Following the installation of the system, the process, now takes few seconds and in a push of one button. Add to that, all employees can individually pull out their vacation balance.” – Nizar Al Atrash, IT Officer, Halhul Municipality.



Photo Caption (left to right): Assessment of HR processes in Jericho and Tulkarm LGUs.

The impact of developing the HR procedures and system can be witnessed in the following quotes:



“Prior to the development of the HR procedures, pulling out vacation balance required extensive time and effort as a result of having to go back to several files. Following the installation of the system, the process, now takes few seconds and in a push of one button. Add to that, all employees can individually pull out their vacation balance.” – Nizar Al Atrash, IT Officer, Halhul Municipality.

“The HR procedures are one of the best manuals that has been developed. It is detailed and provides interpretations to the Local Councils’ Employee Bylaws Number 7 published in 2009. The bylaws had many shortcomings since it was vague thus interpreted in several ways.” – Anton Musleh, Municipal Director, Beit Sahur Municipality.

“The impact of the procedures was witnessed following its distribution among all employees. Now everyone is aware of their roles and responsibilities. The moodiness in interpretation, which was governing human resource department within the municipality is now absent. The attendance control system is an effective tool to monitor employees’ working hours and so on.” – Khalid Sarhan, CSC Manager, Halhul Municipality.

“The personal access provided by the system is a correct step towards the automation of all related municipal work. It allows all employees to check their salary slips, vacation balance, as well as submit requests for annual or general leave. It, also, provides the human resource department with a practical way to manage the hiring and employee evaluation process.” – Ahmad Qaisieh, CSC Manager, Adh Dhahiriya Municipality.



3.3.8 Internal Audit Departments Established

Table (14) – Phases of the Internal Audit Departments Established

| LGU | Phases | | | |
|--------|---|---|---|---|
| | develop and clarify the Internal Audit function | facilitate the process of establishing the Roles and Responsibilities | unified procedural manual will be developed | Provide required training to relevant staff |
| Jenin | ✓ | ✓ | ✓ | ✓ |
| Nablus | ✓ | ✓ | ✓ | ✓ |

This intervention focuses on creating a shared understanding of internal audit function in the municipalities, identifying and designing the main components of an internal audit system, and ultimately developing an internal audit manual that has approval from MoLG and is used by LGUs. In implementing this intervention, special attention is given to the differences between targeted LGUs based on size, classification, available human resources, and institutional capacity.

During this reporting period, LGI signed a contract with an individual consultant responsible to support the development and institutionalization of the internal audit function in LGI's partner LGUs to ensure that internal audits are conducted based on best practices as well as MoLG's regulations and procedures.

LGI also finalized the internal audit procedural manual and presented it in a workshop which included Nablus, Jenin, Ramallah, Hebron, Bethlehem, Jericho, Beit Jala, and Salfit municipalities. During this year, LGI piloted this activity in two LGUs only awaiting the full endorsement of the internal audit manual to ensure it could be a common reference for all Palestinian LGUs. In FY14, LGI will work towards institutionalizing this function in 27 potential CGEs.

3.3.9 Training and Skills Enhancement

Activities under this intervention are linked across all the objectives, allowing LGI to position itself as a knowledge and skills generator at the national government, district and local government and community level.

This year, LGI delivered a total of eight trainings attended by 131 individuals (186 participants), of which 108 were males and 23 were females.

Table (15) - Trainings disaggregated by Sex and Age

| # | Title | Dates | Individual | | | Participants | | | | |
|-------|--|------------------------|-----------------------|-------|---------|--------------|-----------|---------------|-------------|-------|
| | | | # of Individuals FY13 | Males | Females | Males 18-25 | Males >26 | Females 18-25 | Females >26 | Total |
| 1 | Financial Training/ Budgeting | 14-16/10/2012 | 26 | 22 | 4 | 3 | 19 | 2 | 2 | 26 |
| 2 | Financial Training/ Financial Audit for LGUs | 11-13/11/2012 | 7 | 6 | 1 | 1 | 13 | 0 | 1 | 15 |
| 3 | Financial Training/ Financial Audit for LGUs (second) | 14-16/10/2012 | 15 | 13 | 2 | 1 | 16 | 1 | 2 | 20 |
| 4 | Monitoring and Evaluation Training | 25-26/2/2013 | 29 | 17 | 12 | 0 | 20 | 1 | 11 | 32 |
| 5 | Advanced Excel for Accountants | 25,26/8 – 1, 2/9/ 2013 | 9 | 9 | 0 | 0 | 18 | 0 | 1 | 19 |
| 6 | Introduction of local governance in Palestine | 15-16/9/2013 | 14 | 11 | 3 | 0 | 21 | 0 | 7 | 28 |
| 7 | Accounting for non-accountants | 15-17/9/2013 | 17 | 17 | 0 | 0 | 17 | 0 | 0 | 17 |
| 8 | principles and best practices in networking, advocacy and partnership building | 22-23/9/2013 | 14 | 13 | 1 | 0 | 21 | 0 | 8 | 29 |
| Total | | | 131 | 108 | 23 | 5 | 145 | 4 | 32 | 186 |

| Participants Partner Entity | Percentage |
|------------------------------|------------|
| LGU | 82.3 |
| Ministry of local government | 2.5 |
| Other Ministries | 2.5 |
| NGOs and citizens | 12.6 |

| Trainings disaggregated by Age | |
|--------------------------------|------------|
| Age Disaggregation | Percentage |
| Males 18-25 | 3% |
| Males >26 | 78% |
| Females 18-25 | 2% |
| Females >26 | 17% |

1. Financial Management Training

The three-day training provided advanced techniques for LGU members who have a role in developing or implementing their LGUs' budget.



Photo Caption: Three-day workshop in Budgeting for LGUs

2. Financial Audit Training

The three-day training provided advanced techniques in preparation and audit practices using an excel software for controlling and auditing procedures based on MoLG's Financial Procedure manual. At the end of the training, each trainee acquired the knowledge to customize the developed software to be implemented in each of the 11 participating LGUs.



Photo Caption: Three-day training on Financial Audit for LGU held on 11-13 November, 2012.

3. Financial Management Training:

The training course included theoretical and practical exercises focusing on actual case studies from LGU work. It also provided advanced techniques in preparation and audit practice through developing an excel program for controlling and auditing procedures based on the local government manual (Financial procedure manual).



Photo Caption: Three-day training on Financial Audit for LGUs held on 9-11 December 2012.

4. Monitoring and Evaluation Training:

The training targeted members of the SDIP supporting committees in eight partner LGUs including Al-Yamun, Qaffin, Kafr Thulth, Salfit, Abu Dis, Beit Sahur, Beit Jala and Tuqu'. The objective of the training was to introduce to participants a conceptual background on monitoring and evaluation and to guide them on how to utilize M&E tools that are part of the SDIP manuals.



Photo Caption: Members of the SDIP Supporting Committees during the Monitoring and Evaluation workshop held on 25-26 February 2013

5. Advanced Excel for Accountants Training:

The training focused on increasing efficiency, effectiveness, productivity through using new excel techniques such as Pivot tables, vlookups, macro and time saving techniques.

6. Introduction to Palestinian Local Governance Training:

The training focused on local governance issues including the main elements of the local governance, local governance law aspects, local governance administrative aspects, challenges related to local governance in addition to the policies, roles and responsibilities and participation in this sector.

7. Accounting for Non Accountants Training:

The training aimed to provide decision makers with core knowledge and better understanding of how financial statements are organized, prepared, and analyzed within the accounting departments in each respective LGU.

8. Principles and Best Practices in Networking Training:

The training aimed to enhance participants' skills in networking, advocacy and partnership building.

Overall Training Analysis:

Feedback was provided by a total number of 173 participants who participated in the above eight trainings. Analysis revealed the following:

- 78% of trainees were males, and 21% were females.
- 96% of the targeted trainees agreed they intend to use what they have learned in their work⁵⁰.
- 96% of trainees agreed the objective of the trainings were clearly defined.
- 97% of trainees agreed they intend to use what they have learned in their work.
- 97% of trainees agreed training materials were useful.
- 98% of trainees said that facilitators were knowledgeable about the topic.
- 95% of trainees said that facilitators were well prepared for the session.
- 95% of trainees said that facilitators encouraged active participation.
- 90% of trainees said that facilitator used variety of training methods

⁵⁰ This percentage reflects the results of the first four trainings only. The last four will be assessed 3-9 months after the training delivery date.

Objective 4: Enhance the capacity of the MoLG to assume its regulatory, policy development, sector strategic planning, guidance and monitoring roles.

Table 16: Key Performance Indicators – Planned vs. Achieved for FY13

| Indicator | Planned Target for FY13 | Achieved for Q4, FY13 | % Achieved to date against FY13 target |
|--|-------------------------|-----------------------|--|
| Number of dialogue and awareness sessions held around decentralizations and local governance themes | 2 | 1 | 50% |
| Number of national government procedures/regulations or manuals developed or adopted with USG assistance | 1 | 0 | 0% |

The Ministry of Local Government (MoLG) is the key national entity responsible for leading the local government sector. Its various mandates include developing relevant regulations and bylaws governing the sector, policy formulation, regional planning, and guiding and monitoring of LGU affairs through providing the appropriate measures and necessary tools to enhance their service delivery. LGI will provide support to MoLG in assuming its leading role in the local government sector through various interventions, such as the development of policies, capacity building of MoLG’s staff and institutional development efforts.

It’s worth mentioning here that the sector witnessed three major events during the reporting period which affected LGI’s plans and caused delay in achieving the goals under this objective. These events included:

- The LGUs election that took place in its two stages during the period of October - July 2012, and the fact that all MoLG senior and key staff were busy in preparing and monitoring the election.
- The Association of the Palestinian Local Authorities “APLA” election.
- The resignation of Dr. Fayyad government (15th) and the appointment of temporary government followed by the new government after 3 months (16th)

4.1 Mid-Term Evaluation and Update for MoLG’s Strategic Plan⁵¹

LGI is supporting MoLG in reviewing and updating their 2010-2014 Strategic Plan and supported them in developing the 2013 and 2014 Implementation Plan, taking into consideration the new developments of the sector, especially the newly adopted policy papers. During this year, and following the consolidation and updating of the plan, LGI supported holding a workshop, organized by MoLG, on November 19, 2012 for MoLG general directors and the directors of the MoLG regional offices to present their updated 2 year implementation plan 2013-2014, and to receive collective feedback from those in attendance. The workshop was attended by 21 MoLG staff including three females and 18 males.

⁵¹ For more details, refer to Annex (11).



Photo caption: MoLG staff at a workshop discussing their Strategic Plan

LGI also supported MoLG in revising the strategy plan and evaluating progress to date. Following the revision process, LGI supported MoLG in updating their strategy framework for 2013-2014 to make sure that the detailed action plans reflect newly adopted bylaws and polices. Additionally, LGI completed printing 1,000 copies of the revised strategy for 2013-2014 in Arabic to be distributed to MoLG central and regional staff, and other stakeholders, including donors, MDLF, APLA, and other ministries. LGI also supported MoLG by providing a soft copy in English for distribution to donors and sector working group members to coordinate efforts according to the ministry's strategic priorities.



Photo Caption: Front and back covers of the revised strategy for MoLG for 2013-2014. LGI supported MoLG by providing 1,000 copies in Arabic and a soft copy in English.

In addition to supporting MoLG in developing its internal strategic plan, Global Communities will build on efforts under LDR that led to the development of the first *Palestinian Local Governance Sector Strategy for 2011-2014*. Global Communities will take the lead and continue supporting MoLG and sector stakeholders through the national committee in reviewing, updating and developing the second sectoral strategy for 2014 -2016.

Moreover, this year, as part of LGI's continued support to MoLG in assuming its leading role in the local government sector through initiatives focusing on developing and reforming existing policies in line with

the Ministry's vision, LGI supported MoLG in conducting a conference entitled “Local Government Policies and Strategies.”

The main purpose of the MoLG Policies and Strategies Conference was to discuss MoLG’s strategic vision and plan. Within this discussion, several key topics were addressed, including donor support, decentralization, amalgamation and Joint Services Councils, local economic development, newly proposed LGU classification criteria, and challenges facing MoLG in leading the local governance sector.

The Conference took place over three consecutive days (13 – 15 February 2013) in Jericho. Several donors, implementing partners, and decision makers from MoLG, the Municipal Development and Lending Fund (MDLF), and municipalities participated in the conference under the leadership of and with facilitation provided by MDLF.

MoLG stressed the importance of the conference and conveyed a message that conference recommendations will be adopted, where feasible, as guidelines for future plans and decisions in leading the local governance sector.

LGI received the full report in Arabic including presentations of the recommendations resulting from the conference classified per subject matter discussed during the conference. Below is a table of discussion topics, recommendations, and responsible parties for follow-up. The recommendations that were especially critical include:

- ❖ Forming two national task forces to follow up on decentralization and amalgamation.
- ❖ The need to enhance and ensure effectiveness of technical coordination mechanisms between all local government sector stakeholders and sector donors with a clear focus on the MoLG national vision and strategy as the main reference point for any potential intervention.

Table 17: Local Government Policies & Strategies - Summary of Recommendation and Responsibilities

| Areas | Recommendations | Responsibilities |
|--|--|--|
| Relationship with donors | ✓ To enhance and ensure more effective coordination mechanisms between the Ministry of Local Government and sector donors on technical areas, in addition to the sector working group meetings. | MoLG and Donors |
| | ✓ To enhance coordination among sector donors to avoid duplication and enhance impact. | MoLG and Donors |
| Area named and classified “area C”. | <ul style="list-style-type: none"> ✓ To increase the level of interventions in Area C and prioritize development projects and interventions in this Area. ✓ International donors to facilitate projects’ implementation in Area C through advocacy and lobbying with the Israeli Authorities. | MoLG, MDLF and Donors |
| Association of the Palestinian Local Authorities (APLA). | <ul style="list-style-type: none"> ✓ To activate and support the Association of the Palestinian Local Authorities (APLA), and enable it to assume its role and responsibilities. | LGUs, MoLG and Donors |
| Decentralization. | ✓ To form a national task force to follow up and reach consensus on decentralization within the local government sector. | MoLG, APLA, Line ministries and Other stakeholders |
| | ✓ To conduct a review of the decentralization efforts implemented to date and lessons learned. | MoLG |
| | ✓ To raise the awareness and understanding among all concerned stakeholders on the needs, requirements, and consequences of decentralization especially for MoLG and LGU councils and staff. | MoLG, APLA, MDLF with the support of the Donor |
| | ✓ To revisit all laws that govern the sector, and to clarify roles and responsibilities of the LGUs and MoLG. | MoLG, APLA and LGUs |

| Areas | Recommendations | Responsibilities |
|--|---|---|
| Amalgamation and Joint Services Councils Strategies. | <ul style="list-style-type: none"> ✓ To revisit current laws and regulations that support both amalgamation and the joint services councils. ✓ To strengthen LGU revenue base and collection and recommend mechanisms to reduce wasted resources. ✓ To form a national task force to follow up and reach consensus on amalgamation strategy. ✓ To identify a specific budget to support amalgamation processes. | <p>MoLG, APLA</p> <p>MoLG, MDLF, APLA, Others</p> <p>MoLG, APLA, line ministries and Others MoLG, line Ministries and Donors.</p> |
| Sustainable Local development | <ul style="list-style-type: none"> ✓ To build the capacity of LGUs to develop programs and projects. ✓ To revisit current laws and regulations and recommend ways to improve the enabling environment for public private partnerships. ✓ To review and develop current SDIPs taking into consideration how realistic these plans are, progress to date, challenges and implementation timelines. ✓ To intensify and implement needed awareness and training programs in the areas of local economic development. ✓ To benefit and build on previous and current Palestinian and/or regional public private partnerships | <p>MoLG, APLA, Donor community. MoLG, APLA, MDLF and Donor.</p> <p>MoLG, MDLF, APLA</p> <p>MoLG, MDLF, APLA</p> <p>MoLG, MDLF, APLA</p> |
| LGU Classification | <ul style="list-style-type: none"> ✓ To develop and expand standards used to classify LGUs. | MoLG, MDLF, APLA |



Photo Caption: Participants during MoLG's conference entitled "Ministry of Local Government: Local Governance Policies and Strategies

4.2 Formation of a Technical Advisory Committee

LGI provided technical resources and sectoral experts to MoLG, through a Technical Advisory Committee formed to support the Ministry in addressing key policy development and reform activities. During FY13, LGI issued a task order to one of the committee members specialized in capacity building to work closely with the Policy Unit and the Strategy National committee to review and update the Local Government and Administrative Sectoral Strategy. Technical consultants held a workshop for top level management staff on 12 September, 2013 at MoLG including the Minister and the Deputy Minister to review and update the sector strategy mission, as well as goals and interventions included in the current 2011-2013 Strategy. Approximately 30 people attended the workshop.

4.3 Support Institutionalizing Public Participation in Local Governance

Under LDR, Global Communities supported the development of a policy paper on public participation. Building on this effort, LGI program is finalizing the first draft of a full reference manual in public participation for LGUs to provide them with a number of tools and mechanisms that can help them effectively engage the public with their affairs. The draft manual included interventions first introduced by Global Communities under LDR and LGI, including youth shadow local councils and other approaches found in the West Bank, including town hall meetings, community planning processes, etc. The manual is expected to provide examples of successes from various municipalities demonstrating how to implement the approach and how it can contribute to greater civic participation and engagement.

Currently, LGI and MoLG are in the process of reviewing the first draft. LGI's gender specialist also reviewed the manual and provided suggested modifications to ensure greater sensitivity. Following the final revision of the manual, LGI will hold a workshop with all stakeholders including MoLG, LGU staff and council members, CBOs, and other organizations working in the field of local government.

4.4 Development of Operational Manuals for MoLG Regional Offices (Directorates)

LGI took the lead in addressing the importance of the MoLG regional offices, which are generally neglected by donor support. These offices are the MoLG's front line dealing with the all LGU affairs, receiving citizen complaints, and providing guidance to and monitoring the LGUs. The manual will assist in regulating the procedures undertaken at the different regional levels, and will unify all operations undertaken.

To support the regional offices, LGI developed a unified operational and procedural manual for the 11 MoLG district offices to ensure consistency in operations and better efficiency of applying procedures as MoLG directorates do not have a common internal operational and procedural manual.

As such, Global Communities is preparing, in coordination with MoLG, to conduct on-the-job training for the 11 MoLG regional offices to make sure that the manuals are adopted and integrated in the directorates' daily work. During FY13, various meetings were held with MoLG key staff to discuss challenges in implementing the operational manuals to determine the focus of training and the best mechanisms for conducting the training. As such, a workshop was held on 7 July, 2013 with approximately 30 people attending including MoLG's key staff including the Minister, Deputy Minister, Assistant Deputy Minister, General Directors at MoLG headquarter in addition to the General Directors of MoLG's regional offices. The workshop aimed to discuss the operational and procedural manuals and the importance of utilizing and practicing the manuals as well as to discuss the extent of the application of the operational manual at the MoLG regional offices to finally come up with recommendations for MoLG regional offices training on the operational manuals.

4.5 Defining the decentralization concept, areas, levels and requisites in the Palestinian local governance context:

LGI team will conduct three diagnostic studies in various thematic areas related to decentralization, including management of service delivery (at the local level, including services provided by both the public and private sectors), revenue structure and tax collection, and community participation. These thematic areas will be used as indicators under the Municipality Capacity Index, developed by LGI team, to measure the performance of its partner LGUs.

4.6 Orientation Workshops for the Newly Elected Mayors & Deputies

Initially, the orientation material was planned to be distributed to all elected bodies, and the specialized orientation program would be delivered immediately following the elections to the newly elected mayors and their deputies. Despite all the preparatory work undertaken by LGI, the latter was informed by USAID that participants are required to undergo the vetting process, which would have taken too long, delaying the orientation. LGI's contribution was to provide 6,000 copies of the orientation booklet to be distributed by MoLG to all newly elected council members.



Photo Caption: Orientation Booklet for newly elected Mayors and Council Members.

Additional Highlights

- In FY13, Global Communities signed an updated Memorandum of Understanding (MoU) with the Ministry of Local Government (MoLG) on 30 April, 2013, to reflect changes in the implementation plan when the program became LGI. The updated MoU highlighted all of LGI's proposed interventions across the program's five objectives, including all local governance interventions such as the municipal capacity index, citizen service centers, and youth shadow local councils. MoLG also requested that the MoU mention that LGI will support MoLG in creating a shared understanding among stakeholders regarding the role of LGUs in local development. In addition, the MoU highlighted that gender considerations will be mainstreamed throughout LGI's interventions with MoLG, and will try as much as possible to translate and institutionalize the concept of gender with the practices of LGUs. Lastly, based on recent efforts to place engineering fellows in municipalities, the MoU also mentioned coordination and possibly placement of fellows in West Bank municipalities.

- **The Cabinet approves the Mayors Salary System and Council Members Incentives Bylaw⁵²**

The PA Cabinet approved the Mayors/Village Council Heads Salary System and Council Members Incentives Bylaw on 1 November, 2012. The first draft of the bylaw was prepared and finalized under Global Communities' previous Local Democratic Reform program.

This bylaw sets the value of salaries for Mayors in accordance with the classification of the LGU, as well as the value of remuneration of local councils when attending regular meetings or sub-committees organized by the Council in accordance with the provisions of the local Authority law No. (1) for the year 1997.

The Director General for Legal Affairs of MoLG mentioned that the most important fact of this system is that salaries of Mayors and bonuses for Mayors and Village Council members are subject to the financial ability of the LGU and the approval of the Minister of Local Government, opposite to the previous system which did not provide any financial allowances for them.

MoLG is expected to share the MoU with other implementing agencies/donors to contribute to more effective coordination within the local government sector⁵³.

⁵² For more information, see <http://www.maannews.net/Arb/ViewDetails.aspx?ID=532902>

⁵³ For more information on the updated MoU, refer to Annex (12).

Objective 5: Generate employment opportunities and strengthen the capacity of the Palestinian construction sector.



Photo Caption: Fellow Engineers during their visit to Al-Bireh Waste Water Treatment Plant

Modification to Objective 5: In FY13, USAID and Global Communities signed modification #12 to the cooperative agreement. This objective still focuses on capturing the number of temporary jobs, long-term jobs, and working days created under Objective 1 & 2 infrastructure projects. However, some of the main changes based on the modification include:

1. Removal of activities related to training contractors – Based on USAID’s guidance, this activity will be taken over by another USAID contract implemented by Black & Veatch.
2. Inclusion of a capacity building component for the Palestinian Contractors Union (PCU) – As the main body representing and serving over 350 Palestinian contractors, Global Communities will work with contractor ICMA to provide technical assistance to the PCU in the areas of institutional assessment, strategic planning, board development and training, and pricing. The initiative will also include a study tour to the United States to meet American counterparts; the focus of the trip will be based on the organizational assessment and strategic plan.
3. Reduction in the target for the number of engineering fellows - Given the congressional folding hold that resulted in Global Communities canceling the second year of the initiative under LGI, the modification reduces the target for the number of fellows from 230 to 200 over the five years.

During FY13, LGI reached its target for number of engineer fellows for the fiscal year. In addition, those same fellows have been trained in construction project safety, construction & contract management, quality control in construction projects, green building focusing on the newly established Palestinian Green Building Guidelines, and environmental impact assessment (EIA) this past year. In addition, Global Communities signed a memorandum of understanding (MoU) with the PCU on 12 March 2013 during a ceremony that was attended by Global Communities team and several PCU board members. LGI began implementation of the capacity building component with the PCU and completed the first and second assignments under the component, the institutional assessment and strategic plan for the PCU and board members orientation sessions. In addition, on June 24, Global Communities and the Engineers Association – Jerusalem Center (EAJC) launched the Palestinian Green Building Guidelines in Ramallah.

Table 18: Key Performance Indicators – Planned vs. Achieved for FY13

| Indicator | Planned Target for FY13 | Achieved to date for FY13 | % Achieved to date against FY 13 target |
|--|-------------------------|---------------------------|---|
| # of Engineering Fellowships Provided | 57 | 58 | 101% |
| # of temporary/short-term jobs created | 1,210 | 1,414 | 117% |
| # of long-term jobs created | 25 | 23 | 92% |
| # of working days generated | 65,200 | 23,257 | 35% |

The fiscal year targets listed above for the number of long-term jobs created and working days generated have been adjusted per the modification #12 in the cooperative agreement.

Engineering Fellows Program

LGI is committed to increasing employment opportunities for recent engineering graduates. According to local partner Engineering Association - Jerusalem Center (EAJC) statistics, more than 65% of recent

engineering graduates are unemployed, unable to meet the requirements for the job market. Recognizing the need to prepare recent graduates for meaningful employment opportunities, LGI in partnership with EAJC is building the capacity of recent engineering graduates through their participation in the Engineering Fellows Program.

During FY13, Global Communities and EAJC finalized the selection and distribution of 58 engineering fellows across Global Communities and EAJC offices in the West Bank (45 with Global Communities and 13 with EAJC). However, during the month of December, one female fellow left the program following an offer for permanent employment. As a result, Global Communities and EAJC gave the position to the next waitlisted fellow. Accordingly, the current number of fellowships provided is 58 (33 male and 25 female).

Following the selection process, Global Communities and EAJC launched the Engineering Fellows Program during a ceremony for the fellows on 26 November, 2012. Soon after, Fellows began taking different targeted trainings to develop soft skills, including communication skills, team building, professional business protocol, time management, and leadership. Those trainings were conducted by Palestine Education for Employment (PEFE) under a subcontract from EAJC.



Photo Caption: Training Session on "Team Building"

During the first quarter of FY13, fellow engineers had settled into their offices or sites and continued working with their respective supervisors and teams. As part of their ongoing professional development, LGI team supported and prepared fellows to conduct presentations on various topics. The first presentation was held on 23 January 2013 on the "Environmental Assessment and Review" for infrastructure projects implemented by LGI. The Second presentation was held on 31 January 2013 regarding Saffa roads construction project, which introduced site supervision, field tests, daily, biweekly and monthly reporting.



Photo Caption (left to right): Fellow Engineer presenting environmental review procedures and Safa roads construction project.

Capacity Building for Fellow Engineers:

Table 19: Trainings for Fellow Engineers

| Training | Date; # of Days | Location | Attendance |
|--|------------------------|----------|---|
| Construction Project Safety | March 18 – 20; 3 days | Ramallah | 55 fellows (31 male and 24 female) |
| Construction & Contract Management | April 8 – 10; 3 days | Ramallah | 56 fellows (32 males and 24 female) |
| Quality Control in Construction Projects | May 14 – 15; 2 days | Ramallah | 55 fellow engineers (31 male and 24 female) |
| Palestinian Green Building Guidelines | June 10 – 11; 2 days | Ramallah | 51 fellow engineers (28 male and 23 female) |
| Environmental Impact Assessment (EIA) | August 18 – 19; 2 days | Ramallah | 53 fellow engineers (28 male and 25 female) |

As part of the engineering fellows program, LGI provides technical trainings to fellow engineers. As such, Global Communities and EAJC organized the first technical training for the Engineering fellows entitled "Construction Project Safety". The first training aimed to provide fellow engineers with the knowledge and skills needed to comply with all safety requirements on construction sites; the second training aimed to improve the skills of fellow engineers in the field of construction project management and contract management; the third training aimed to enhance the engineering fellows' skills in controlling the construction works and technical tests on site; the fourth training aimed to introduce fellows to the newly developed Palestinian Green Building Guidelines; while the fifth, and last training aimed to introduce the process of the environmental assessment, impacts identification and mitigation for the construction projects and procedures followed locally to produce an EIA report.

Table (20): Overall Training Analysis by Fellow Engineers

| Item | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Total Positive Result |
|--|----------------|-------|----------|----------|-------------------|-----------------------|
| | 5 | 4 | 3 | 2 | 1 | |
| The Training Objectives were specified and Clear | %46 | %37 | 11% | 5% | 1% | 83% |
| I intend to use the experience gained from training in practical Life | 55% | 36% | 5% | 2% | 2% | 91% |
| Materials used during the training was useful | 36% | 39% | 17% | 6% | 2% | 75% |
| Training program fulfilled all of its objectives | 27% | 43% | 22% | 5% | 3% | 70% |
| The Coach Fully Cover and understand the training Material | 52% | 37% | 8% | 1% | 1% | 89% |
| The Training Material and Presentation is clear and easily understood | 33% | 38% | 19% | 6% | 4% | 71% |
| The Trainer Motivated the trainees during the training sessions | 39% | 31% | 130% | 7% | 6% | 70% |
| The trainer answered the trainees questions clearly | 41% | 39% | 10% | 6% | 4% | 81% |
| The trainer used different and helpful training tools | 24% | 36% | 22% | 11% | 6% | 60% |
| The trainer consider the different levels of trainees skills and knowledge | 24% | 37% | 23% | 8% | 9% | 61% |



Photo: The Fellows in the first day of Construction Management raining

Site Visits for Fellow Engineers:

Global Communities, in partnership with EAJC, organized several site visits for fellow engineers during the course of their fellowship to expose them to actual projects and enhance their theoretical knowledge by linking it real practices. Site visits included the following:

1. Al-Bireh Waste Water Treatment Plant: the purpose of the visit was to learn about the applied waste water treatment technology and the various phases of treatment.
2. Rawabi: fellows had the chance to meet Rawabi's Senior Construction Management Team who introduced the city plans and construction phases and challenges.
3. Beit Kahel and Luqman Al Hakim Schools projects in Hebron governorate and Al Hafasi School project and Anabta CSC project in Tulkarm governorate: the projects are part of LGI's projects where LGI engineers discussed the project life cycle with fellows.
4. Projects utilizing solar energy/solar panels in Jericho and Tubas: fellow engineers learned about the solar photovoltaic systems and some of their local applications.
5. Nassar Marble Factory and Future Iron Pipes Factory in Hebron: the purpose of the visit was to learn about local Palestinian resources critical to the construction sector.



Photo Caption (left to right): Fellows during a site visit to solar projects, and Beit Kahel School

Additional Highlights:

- The Mayor of Halhul requested an engineering fellow to be placed at Halhul LGU. Based on an assessment of Halhul LGU to absorb a fellow, Global Communities agreed to place one fellow there as a pilot since it fits well with LGI's overall goal of strengthening local government units. Based on this experience more fellows were placed in Yatta, Beit Fajjar, Bethlehem, and Qaliqiliya Municipalities during the last two months of the program. Moreover, LGI team tried as much as possible to reallocate and rotate fellows between project sites and the offices to give them a chance to experience work at various locations. Also, LGI and EAJC teams continued monitoring the project by visiting fellows at the sites and in offices. Based on this experience, more fellows will be placed in various LGUs in FY14.
- LGI team held a monitoring and evaluation orientation meeting with EAJC on 14 February 2013. The purpose of the orientation was to share with EAJC relevant indicators, procedures and procurement policies that EAJC needs to adhere to throughout the program.
- As part of leveraging with local institutions, LGI team participated in Birzeit University's Engineering Day targeting senior engineering students on 16 April. In addition, the same was done in Palestine Polytechnic University in Hebron on 16 May. The universities and students were highly appreciative; the Global Communities/USAID booth was one of the most visited during the events.
- Fellows also contributed to LGI's design unit by developing 3D models for the Citizen Service Center project in Beit Fajjar, Luqman Al-Hakeem School, and Beit Kahel School. These models

helped the Global Communities team present the planned designs as well as evaluate in more detail their feasibility. This has demonstrated an additional benefit of the fellows program; because the fellows are recent graduates they are often more familiar with the latest technology to support project design.

Mid-Term Review of the Fellows Program: Each year that the Engineering Fellows program is implemented, LGI holds an internal mid-term review⁵⁴. The purpose of the midterm review is to assess the successes and challenges facing the program in general and the fellows in particular in order to make necessary adjustments to the program in the coming years. The data collection tools for the mid-term review included a survey distributed to all fellows (filled by 50 fellows) and focus groups with 51 fellows and six supervisors from Global Communities.

Overall, the findings were positive, with 90% of the fellows agreeing the program, including all its interventions, is meaningful, useful, contributes to refining their experiences and developing their skills as well as enhancing their knowledge within their specialties. In addition, the mid-term review revealed that fellows at EAJC are not engaging in substantive work; the program team is considering reducing fellows at EAJC offices in the next year. In addition, some fellows at Global Communities noted that there are at times too many fellows for the workload. This is as a result of trying to make up for missing the second year of the program. As a result, the LGI team has tried to put additional fellows in municipalities for the remainder of the program and in subsequent years. In addition, the team is planning to expand the types of engineers engaged in the program, including computer science engineers to possibly support governance interventions as well as IT needs at Global Communities offices. This will reduce the number of fellows on the infrastructure team and ensure a more enhanced learning experience for fellows.

Additional feedback included that fellows are being supervised by project engineers, though their immediate supervisors are often the site engineers who they see on a daily basis and are more familiar with their work. As a result, in future years, the LGI team will make the site engineers supervisors whenever possible. Moreover, the team will introduce more formal evaluation processes in subsequent years based on feedback from supervisors and fellows.



Photo Caption: Engineering fellows during the midterm evaluation.

⁵⁴ For more information on the Mid-Term Review of the Fellows Program, refer to Annex (13).

Young Green Fellows:

As part of the Engineering Fellows program, between 2-3 fellows are selected each year to attend the *Young Green Fellows Internship* in the United Arab Emirates with partner Khatib & Alami's (K&A) sustainable building unit. To ensure a fair and transparent selection process, Global Communities invited interested fellows to sit for a written exam that would provide the first short-list of qualified candidates. Fourteen applicants (8 males and 6 females) sat for the test, and those with the six highest marks were interviewed by a panel of three judges (including one former green fellow). Based on the evaluation criteria, three fellows were ultimately selected (1 male architect and 2 females, one mechanical engineer and one building/civil engineer) to go for the 8-week internship paid for by K&A.

Fellows began their internship on 12 May, and each week the fellows learn a chapter from the LEED building guidelines. In addition, they were supported and mentored by K&A engineers and they had a weekly conference call with LGI team in Palestine to follow up on the training plan and the quality of training given. Fellows completed their internship during the first week of July



Photo Caption (left to right): Adeeb, Zaina and Walaa', the three green fellow engineers during their internship at K&A offices in UAE

Following their return, Global Communities and EAJC organized a session for three green fellows to deliver a presentation to their colleagues at the engineering fellows program and staff from LGI. Green fellows spoke about their experience and knowledge gained from their internship at K&A in the green building field. The session was held on 22 August 2013 and attended by 43 fellow engineers (22 males, and 21 females.)

Graduation Day for Fellow Engineers:

Global Communities and EAJC celebrated the Graduation Day for the 2012-2013 engineering fellows who were recruited for highly competitive nine-month fellowships. The ceremony was held on 26 August 2013, and attended by 50 fellow engineers (27 males, and 23 females). Representatives of a number of potential employers from local engineering consulting offices and firms, contracting companies and others attended the ceremony as well.



Photo Caption: Engineering Fellows Graduation Day

Engineering Fellows (Third Round for FY14):

LGI team with partner EAJC developed and sent a survey questionnaire to around 30 municipalities to assess the need/suitability of surveyed LGUs to host fellow engineers in the next round.

The application process for recent engineering graduates has been designed to be administered/ submitted online. The advertisement was released on Global Communities and EAJC websites and in newspapers. The deadline for the application period was on 27 July, 2013. EAJC received 719 applications, out of which 267 applications were submitted by female applicants. A total of 258 interviews were held in Ramallah, Nablus, Tulkarm, Jenin, and Hebron for fellow engineers for the upcoming round 2013 - 2014. The selected applicants will be submitted for vetting early October 2013 for the planned launch in mid-November.

Capacity Building for Palestinian Contractors Union (PCU)

Following the remobilization of this component, Global Communities held several meetings with the Palestinian Contractors Union (PCU) to discuss issues related to the signing of the Memorandum of Understanding (MoU) between Global Communities and PCU. This was done following the signing of the ICMA agreement who will conduct three main activities:

1. Assess PCU's capabilities as a membership association and conduct strategic planning.
2. Provide orientation training to the new PCU board.
3. Lead a study tour and exchange for select PCU board, members and staff.

The signing agreement between Global Communities and the PCU took place on 12 March 2013 during a ceremony that was attended by Global Communities team and several PCU board members.



Photo Caption: Global Communities and PCU representatives during the MoU signing ceremony

Following MoU signing, LGI and ICMA teams initiated a participatory assessment and strategic planning process with the PCU leadership, staff, and members, Ministry of Public Works & Housing, EAJC, and Black & Veatch who is currently implementing a training program for PCU members.

Additionally, LGI team in cooperation with ICMA and PCU developed and launched the application for selecting two PCU members who will join additional four participants representing PCU Board and staff in the study tour to the USA, originally scheduled to be held during September 2013; however it has been postponed until December 2013 due to extensive procedures required by the USAID for study tours to the USA. Twenty applications from PCU members were received and evaluated, four candidates were interviewed, and finally two applicants were selected to participate.

LGI team held a meeting on 15 August with PCU's selected participants in the study tour to the U.S. to discuss the goals with the study tour objectives and the main themes to focus on during the tour. The main themes agreed upon and were seen in the assessment report and strategic plan prepared by ICMA and the applications received from the participants are: association management, contractors' classification, and pricing and construction management practices.

As part of LGI's capacity building to PCU members, LGI in cooperation with the ICMA team, worked with PCU's nominated staff to finalize the board orientation material and completed the training of trainers for PCU staff in delivering the board orientation to the newly elected PCU board. PCU staff then delivered the board orientation as part of the training to practice applying their new knowledge and training abilities. The orientation session was held on 28-29 August 2013, and attended by PCU staff and board members.



Photo Caption: PCU Board orientation session held by ICMA.

GREEN BUILDING

Under LGI's Special Initiatives, Global Communities focuses primarily on promoting green building in the West Bank as a more sustainable, environmental-friendly option. Khatib & Alami (K&A) provides technical assistance in green building design for selected infrastructure projects and support in implementing green building awareness events. The first green building workshop under LGI took place in October 2011 in Ramallah and focused on adaptive re-use and rehabilitation of buildings as an environmental alternative to new construction.

This year, Global Communities conducted the second and third Green building workshops, as part of a series of workshops held under LGI. The second workshop "Resource Efficiency in Construction" was held on 19 December, 2012, and was organized in partnership with Khatib and Alami. The sessions were delivered by regional experts from Egypt and United Arab Emirates as well as local experts. Approximately 109 individuals attended the workshop including representatives from LGUs, donor agencies, international organizations, engineering offices, design consultants, engineering association members, contractors, academic professors and students as well as 20 fellow engineers (currently enrolled in Global Communities' Fellow Engineering Program).

The workshop addressed Resource Efficiency in Construction at the time when sustainability is becoming the current norm of design and construction. Main topics included the importance of sustainability design & construction practices, some of the best ways to achieve energy efficiency and water savings both in the building level and in the city level, with an overview of potentials deployment of renewable energy.

According to participants' evaluation, most participants agreed that the topic of the workshop was relevant to the Palestinian context and the speakers were knowledgeable about the topics presented, speakers were interactive and matters addressed were feasible to incorporate in practical life. On the other hand, participants recommended including more site visits to projects with green elements rather than utilizing video conferencing, focusing on the sources of renewable energy and adding the green maintenance process.



Photo Caption: The Second Green Building Workshop on Resource Efficiency in Construction.

The third green building workshop was held on 24-25 June, as part of a series of workshops held under LGI. The workshop entitled “*The Palestinian Green Building Guidelines - for a Greener More Sustainable Future*” supported the Engineers Association – Jerusalem Center and the Palestinian Higher Green Building Council (PHGBC) in launching the green building guidelines established by both organizations. Approximately 210 individuals attended the workshop including representatives from LGUs, donor agencies, international organizations, engineering offices, design consultants, engineering association members, contractors, academic professors and students, as well as ten fellow engineers currently enrolled in the Engineering Fellow Program.



Photo Caption: Participants during the third green building workshop launching the Palestinian Green Building Guidelines.

During the workshop, the green building guidelines were officially launched to the general public, as well as to Palestinian government ministries and partners. Two regional speakers, a Tunisian and a Jordanian from the United Arab Emirates put the guidelines in a regional context, and presented the UAE as a case study for how such guidelines can shift from voluntary to legal mandate. On the second day, approximately 39 engineers and architects from Palestinian ministries, municipalities, private sector, NGOs, Global Communities, and EAJC were trained on the guidelines and their applicability to the local context. The workshop was very well covered by local media, including television, radio, press, and online.

Green Apple Day of Service: On 29 September, 2013, Global Communities celebrated the Green Apple Day of Service, a global initiative created by the U.S. Green Building Council (USGBC) for the second time, under LGI, with other colleagues around the world in India, the United States, and Colombia celebrating the same day. The event was held in Saffa Union Secondary Boys School - Ramallah. Activities included planting, cleaning, and painting with teachers and students, and explanations of green building.



Photo Caption: Activities during the Green Apple Day in Saffa.

The main theme was 'Reuse' - students were introduced to how they can take what is considered waste and use it to beautify or even play games like bowling. Also students were given a short session to learn about the green building concepts followed at the end of the day by a written competition about what have they learned and each winner received an environmentally friendly prize. Total number of student participants was approximately 70 in addition to 12 volunteers from Bir Zeit University.

Additionally, Global Communities in cooperation with the Ministry of Education (MoE) held a ceremony on 8 April, 2013 honoring students who won writing and drawing competitions held during the *Green Apple Day of Service* event implemented at Jalqamous Primary Girls School, Abu Dis Secondary Boys School and Abu Dis Secondary Girls School in September 2012. As prizes, students received solar kits and toys demonstrating how solar energy can operate electronics and how solar energy is harnessed as a renewable energy source.



Photo Caption: The school children from Abu Dis and Jalqamous with representatives from MoEHE and Global Communities during the honoring ceremony

Reflections on Implementation

Throughout implementation, Global Communities is constantly reflecting and learning from program interventions to ensure the best possible development outcomes for program partners and participants, as well as analyze what can be enhanced. The program's mid-term evaluation conducted this year also helped contribute towards critical reflections and changes in implementation approaches. This section highlights some of these critical reflections over the past year.

Greater Opportunities for Community Engagement: Based on infrastructure project evaluations, the LGI team found that some projects, particularly road projects can exacerbate community tensions based on the routes of the roads, whether they cut into private property, etc. As a result, during the second half of this fiscal year, the LGI team began holding community meetings directly prior to implementation (once the design of the project was complete) to review the planned intervention with community members most affected by the project (i.e., those living along the road, etc.). One such meeting was held in Marah Rabbah, as one of the preparation steps for tendering the road rehabilitation project in the village. A second such meeting was held in Beit Sahour for internal roads projects as well. Participants included residents living along and around the identified road, as well as the representative of the village council. Participants were informed about the nature of the project and the works that will be implemented supported by the drawings of plans and certain sections in the road. The main objective of this workshop was to get the community's buy-in for the project and help in minimize or eliminate possible community concerns or conflicts as a result of implementing the project.



Photo Caption: Awareness workshop in Marah Rabbah.

These types of meetings were an excellent first step that the team is now building on to establish community-based project committees that will follow up on implementation of infrastructure projects in their communities. These committees, also part of the program's updated gender strategy, will allow for greater community engagement in LGI. Community members will be able to give feedback on the concept of the project to ensure it meets their established needs, and will be engaged before implementation to make sure the project does not cause any conflict or tensions in the community.

Managing Limited Partner Capacity in Design of Infrastructure Projects: The mid-term evaluation highlighted a back-log of projects that had been under design and identified several reasons for this:

- Weak design capacity of partner LGUs
- Frequent shifts in the prioritization of projects caused previously by the Congressional funding hold and also the addition of new large municipalities to the program
- Selection and management of design consultants who tend to have weaker capacity due to limited budgets for the design process

As a result of these findings and to speed up the back-log of projects under design, Global Communities has allocated more funding for direct contracting to better qualified design firms to complete designs particularly in vulnerable communities where LGU capacity is weaker.

Offering a More Competitive Salary Scale for Local Staff: One of the key findings of the mid-term evaluation was also that LGI's salary scale was potentially not competitive compared to other similar organizations. As a result of this finding, Global Communities updated its salary scale and submitted updated salaries with the revised program description in September 2013. This will help to retain and recruit qualified staff.

Streamlining Procurement Roles and Responsibilities for More Efficient Implementation: Another key recommendation from the mid-term evaluation was to reconsider the program's organizational structure to enable more efficient procurement processes. Even before the finalization of the evaluation, the LGI team had begun the process of reorganizing procurement functions. Previously, such functions had been spread across multiple teams, and the program team was heavily responsible for direct procurement. To increase efficiency, all procurement functions are now within the procurement compliance department. The program/technical staff are now responsible for submitting their procurement needs to this expanded department which follows up on and executes the procurement process.

Engaging in Large, Urban Municipalities: Municipal leadership changes over this past year have enabled USAID and LGI to engage in the large, urban, and previously restricted municipalities of Nablus, Ramallah, Al-Bireh, Jenin, and Bethlehem. This change has brought with it new opportunities as well as challenges. Significant amount of time at the start of the fiscal year was spent determining what interventions could be done the large municipalities and figuring out the budget implications of various scenarios on LGI's work in vulnerable communities and smaller municipalities. Given that the program budget did not increase when these municipalities were added, LGI had to reduce investments in smaller communities, hold off on projects, and ultimately cancel some.

In addition to the challenge of dealing with the now deflated expectations of these communities, LGI faced additional challenges as staff engaged the larger municipalities. Naturally, these municipalities have many more staff persons, larger bureaucracies, multiple stakeholders, and it was often difficult to know who LGI should be in touch with or how to ensure efficient coordination between the program and the municipality. To remedy this as much as possible, the program team established focal points within the municipality to streamline communication, and they continue to exert energy on an almost daily basis to follow-up on outstanding issues and ensure program interventions move forward.

*From LGI's Midterm Evaluation:
"Proposed LGI investments with these new LGU partners are significantly larger than with earlier LGU partners in vulnerable communities and potential centers of governance excellence. However, the relative scale of impact will, of course, be lower than in smaller communities. Expectations should be carefully managed so that future achievements in these communities can be put in their proper context."*

Enhancing Quality Assurance in Infrastructure: During the earlier part of this fiscal year, Global Communities finalized a number of improvements to infrastructure processes and quality assurance:

- *Updates to Quality Assurance Reporting Forms:* LGI’s Quality Assurance and Safety Officer provides technical feedback to the LGI field team. During this reporting period, the Officer has visited approximately 20 projects to provide direct support and oversight and continued to update relevant quality assurance forms and templates to ensure closer monitoring and higher quality infrastructure projects. The updates have enabled the Officer and responsible engineers to identify quality assurance concerns and respond to concerns within the same report rather than having separate correspondence back and forth. This makes tracking quality assurance concerns much easier and greater collaboration among team members.

From LGI’s Midterm Evaluation:

“The quality of interventions [of LGI] is rated highly. In particular, the quality of infrastructure projects was unanimously and highly rated (“high”, “excellent”, “very good”). MoLG staff reported that they had received no complaints at all from citizens in regard to the LGI products delivered, which for them is clear evidence of a job well done. Many LGU staff and members felt the LGI quality control mechanism implemented on the contractors during initial project handover as well as LGIs own high levels of field monitoring, significantly helped in producing the high quality product.”

- *Ensuring Environmental Impact Assessments are on file and complete prior to tendering:* Global Communities has updated its processes to ensure that this document is complete and on file prior to tendering construction works in response to the sustainability audit completed by USAID’s RIG at the end of 2012.
- *Area C Checks:* To ensure no segments or sections of approved projects (roads, schools, etc.) are in Area C prior to construction, Global Communities has incorporated Area C checks into the design phase of the project. The design team, in coordination with the community planning and compliance teams, ensures project locations are in Areas A or B before finalizing the design. Before tendering as well, the compliance unit has to confirm that the project is located outside Area C.

Progress on the E-Municipality Concept: Given that E-municipality is a new concept in the West Bank, it is no surprise that there have been multiple challenges over the year. However, the addition of the large municipalities under the program presents an opportunity to pilot this initiative in municipalities with the capacity to manage the effort as well as large population sizes that can greatly benefit from eased access to municipal services. While LGI has taken a lead in developing the E-Municipality concept for the country, the program has to work hand-in-hand with the National Committee developed by the Prime Minister’s Office to implement E-Municipality. This committee has multiple stakeholders and can cause delays in LGI’s implementation as a result of delayed decisions or inconsistent meetings. In addition, implementation of the initiative has hinged on gaining experience from other countries to inform how the Palestinian government should implement E-Municipality. The country selected by the committee was Malaysia due to similarities in terms of their local governance structures and cultural affinity. However, arranging study tours with the Malaysian government has proven extremely bureaucratic due to the protocol requirements from their side, delaying the study tours and subsequent implementation of the initiative. LGI will set a deadline for completing arrangements for the study tour with Malaysia; if this deadline is not met, other countries will be considered to move the initiative forward in FY14.

Gender Analysis and Integration



Photo Caption: Female Council Members during a networking workshop held in June 2013.

Gender Analysis: Each quarter and annually, Global Communities disaggregates its key performance indicators under LGI according to sex and analyzes whether the program is benefiting men and women equally. The following chart provides the breakdown of key indicators for this reporting period by sex:

Table 20: Key Performance Indicators Disaggregated by Sex

| Indicator | Total - FY13 | Male | Female |
|---|--------------|---------------|---------------|
| # of Palestinians benefitting from provision of USG sponsored multi-sectoral packages | 41,945 | 21,920 52% | 20,025 48% |
| # of Palestinians benefitting from USG sponsored complementary infrastructure projects | 2,059 | 1,521 74% | 538 26% |
| Number of learners enrolled in secondary schools or equivalent non-school based settings with USG support | 1,269 | 981 77% | 288 23% |

| Indicator | Total - FY13 | Male | Female |
|---|--------------|---------------|---------------|
| # of temporary jobs created | 1,414 | 1366 97% | 48 3% |
| # of permanent jobs created | 23 | 11 48% | 12 52% |
| No. of fellowship/internships provided | 58 | 33 57% | 25 43% |
| Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment.) | 58 | 25/58 | |
| # of people who received USG-assisted training (including management skills and fiscal management) to strengthen local governance and decentralization | 131 | 108 82% | 23 18% |
| # of community members involved in community participatory processes | 6,809 | 4,770 70% | 2,039 30% |
| # of people benefitting from USG supported social assistance programming | 52,288 | 29,800 57% | 22,488 43% |

This year witnessed a gender balance in terms of the number of Palestinians benefiting from the provision of USG sponsored multi-sectoral packages, though complementary projects this past year have tended to benefit more males than females as the majority of projects are schools (many of them boys schools) or youth clubs which are selected by USAID as priority projects. For the same reason, the number of male learners is significantly higher than female learners.

The number of female community members involved in community participatory processes is witnessing a slight increase from last year (from 24% to 30%). This percentage reflects the number of females who attended community planning workshops in Al-Bireh and Bethlehem as well as general assembly members in 17 newly established Youth Shadow Local Councils (YSLCs).

To increase the percentage of female participation, and as part of its gender mainstreaming policy, LGI is continuously working on enhancing its team's awareness regarding gender issues, and initiating dialogue with partner LGUs on the importance of female participation. In addition, LGI recently began to request, as a precondition, that all partner LGUs must nominate a certain number of female council members or employees to attend LGI's various workshops and trainings. As a result of this request, women's participation at workshops increased significantly.

Additionally the LGI team faced instances where it came to their attention that women who were on committees for strategic planning efforts could not commit to participating in workshops due to family

obligations and offered that these women could bring family members if necessary. One such participant was Reham Shalabi, an active member of the infrastructure technical group at Al-Bireh Municipality and an employee at the MoEHE, pictured and quoted below, who initially declined attending overnight workshops in Jericho.



Photo Caption: Reham Shalabi presenting the group's discussion during the second open community planning workshop in Al-Bireh

"I would like to start by expressing my utmost gratitude to the USAID and Global Communities for giving me this exceptional chance to attend the workshop with my family, allowing me the time and peace of mind to participate knowing my children are taken care of and still able to see them when needed. In the beginning, I apologized for not being able to attend the workshop, but when I was informed by the LGI staff that my family can accompany me, I changed my mind and decided to attend." – Reham Shalabi

Improved Gender Mainstreaming across LGI Interventions: During this past year, Global Communities has made major progress in mainstreaming gender considerations across LGI implementation. Over the past year, LGI has held gender and social inclusion orientation sessions for all program staff, created an open dialogue with team members on how to ensure gender mainstreaming in LGI's various interventions, developed and enhanced LGI's communication channels with the Gender Unit at MoLG, initiated dialogue with MoLG's Gender Forum, held a networking workshop for female elected members from LGI's potential CGE LGUs to identify their needs, priorities and challenges they face, and finalized a gender and local governance assessment study by AWRAD.

This multi-faceted approach demonstrated positive results throughout the implementation of activities during this year. For instance, LGI team became more concerned about gender issues and showed higher interest in ensuring active female participation in various interventions. This was clear in the high percentage of elected female YSLC members, requiring partner LGUs to nominate females council members and/or employees to participate in LGI's workshops and trainings, as well as developing a high level of commitment toward ensuring that women voices are being heard. A summary of our achievements in gender mainstreaming this past year include:

- Introduced a gender analysis section in each quarterly report to analyze sex-disaggregated data and report on gender mainstreaming efforts
- Added a gender specific indicator regarding engineering fellows to the program's Performance Management Plan. USAID conducted a data quality assessment (DQA) of this indicator in the summer of 2013, and the results were positive in terms of the reliability and accuracy of the reported figures to date and LGI's M&E systems.
- Conducted a gender and local governance assessment to inform this strategy and our work
- Held a workshop for over 50 female council members to share experiences and provide networking opportunities.
- Held a staff orientation in gender and social inclusion for all programmatic staff

- Conducted an internal gender and SDIP internal evaluation shared with the national SDIP steering committee made up of Palestinian Authority institutions, MoLG, and international development organizations
- Engaged the MoLG gender unit and coordinated assessments
- Joined international Gender Working Group and Gender & Local Governance Platform organized by MoLG & GiZ to network and share information with other organizations
- Modified infrastructure project assessment documents to incorporate gender analyses that evaluate the potential differentiated impact of projects on women/girls and men/boys to ensure that adverse effects are avoided and positive
- Modified sustainability and impact evaluation tools and report templates to mainstream gender-sensitive questions.
- Shared our previous gender strategy with MoLG and international organizations
- Finalized an MoU with UNWOMEN to enable better coordination between LGI and UNWOMEN in areas of mutual interest

The above has resulted in a more comprehensive gender strategy that will be the focus for implementation in FY14 and FY15⁵⁵. In addition, in September, Global Communities hired a gender officer to support the program in implementing this strategy and undertake stand-alone women's empowerment initiatives. Below please find more detail on three specific accomplishments listed above: staff orientation in gender, gender and local governance assessment, and the workshop held for women council members.

Gender and Social Inclusion Orientation for Staff: During this fiscal year, LGI held its first gender and social inclusion orientation sessions for all program staff. Fifty-five staff attended (29 males and 26 females) over the course of five sessions in Ramalalh, Nablus, and Hebron.

The orientation sessions were highly interactive with high levels of participation. Although short, the sessions addressed key concepts such as gender, gender roles, gender equality, and gender transformation (challenging and changing of gender norms). In training evaluation forms, staff shared that the training was highly interactive, the sessions felt comfortable and open, it was relevant to their work, and presented challenging/new thoughts and ideas.



Photo Caption: Gender and Social Inclusion orientation for Global Communities team in Nablus.

Results of the training evaluations revealed that:

- 80% participants said they have a better understanding of gender roles/ mental models.
- 76% participants said the concepts discussed were useful.

⁵⁵ See Annex (14) for the program's updated and approved gender analysis and integration strategy.

- 72% participants said they understand how to apply gender equality as a principle in our programming.

Gender & Local Governance Assessment: Global Communities contracted AWRAD to conduct a gender assessment and a governance survey as per the program’s gender strategy. The assessment focused on the following aspects of the issue:

- Assess the extent, quality and implications of female participation in local councils as staff and as elected council members
- Assess the extent of utilization by women across types of municipal services, the challenges and opportunities to/for utilization, the impact of Citizen Service Centers (CSCs) on levels of utilization compared to men.
- Provide recommendations for how LGI could increase both accessibility of and uptake by women of these services through ongoing programming and implementation.

Voices of Female Council Members

“Male council members talk to my husband and sons trying to convince them that I am not needed in the meetings; they say: ‘why should I bother? The work will go with or without me.’ Sometimes, my husband, while not asking me to quit, reminds me of that.”

“Male council members treat us in a patronizing manner; they go by the proverb: ‘consult them but go against what they say;’ they pretend to listen to us, but in cases, make fun of our arguments).”

The gender assessment utilized a mixture of field work, existing data and document review. The sample size for the survey was 600 citizens (equally divided between males and females). The qualitative data were gathered via semi structured interviews and focus groups. Interviews were carried out with informants and representatives of the following groups in the target communities:

- Mayors and members of councils including female members.
- Municipality staff including women staff/heads of CSCs,
- Community CSOs and women groups.
- LGI relevant staff from the Knowledge Management Unit (KMU).
- MoLG Gender Unit and Ministry of Women Affairs.

Below is a summary of the main obstacles and challenges identified in the assessment⁵⁶.

Women as LGU Council Members:

- Respondents, as well as participants in focus groups, believed that a number of obstacles against the participation of women in local councils exist. Some of them are related to historical impediments as far as women’s limited experience in public affairs.
- The first group of obstacles relate to the limited experience, education and awareness among women. This is due to historical reasons where women entered the field of local councils only during the last two decades, while their male counterparts had many decades of experience. This also leads to a lower level of accumulated skills to engage in public affairs.
- The second group of obstacles relate to social discrimination. Society continues to discriminate against women as decision-makers in the public sphere including local councils.

⁵⁶ For more details, refer to Annex (15).

- Women members must balance the burdens of domestic work and care for children and the elderly on the one hand and their membership duties on the other.
- Practices within local councils discourage women from participation (see text box).
- In addition to the above, women members mentioned their mixed relation with the institutions responsible for the advancement of their situation. Among the most relevant are the MoLG and its Directorates. Many women members know of the Gender Unit at MoLG and acknowledge its role in empowering women members especially in the field of training. Others cited the role of the Gender Unit in receiving complaints about discrimination and ill-treatment of women members.

Access to services:

- Limited knowledge of the issues that the local council deals with is the most important obstacle to both genders. 51% of all respondents say that they have limited understanding of what issues the local council deals with. The rate among women is higher among women (55%) than men (43%).
- Complicated procedures are perceived to be the second most important obstacle. 48% of all respondents say that the procedures and paper work will be too difficult for them to manage.
- Trust in municipal staff is another issue. As much as 25% of all respondents say that they do not trust municipal staff, with equal percentages among men and women.
- Child care is a much more important issue to female respondents. In total, 24% say that the local council is too far from their homes to take children with them. One third of female respondents say that while only 5% of male respondents share the same view.
- Lack of knowledge of the location of the local council is another obstacle, with 14% of respondents saying that they don't know where their local council is. The percentage among women (18%) is much higher than among men (7%).

Other obstacles

- While procedural and institutional-related issues influence access to municipal services as illustrated above, additional social and cultural obstacles impede the ability of women to equally access such services. Most of the social obstacles are related to the gender relations, roles and decision making processes at the household level. Many women feel constrained in their public participation, movement and decision-making.
- The majority of female respondents (51%) state that they can't allow a male LGU worker into their homes in case none of the male family members is present.
- 50% of female respondents state that their husband/male family member does not like her to leave the house during the day when he is not present.
- 48% percent stated that there husband does not like them to deal with public affairs including municipal issues.
- 19% of female respondents believe that the staff of the councils will not be willing to deal with a woman. Increasing the number of women staff might play a role in alleviating this perception.

Women's Employment at Local Councils

Women have limited capabilities; they can't do all types of work (male staff member, Qalqilya Mun.)

...when women staff members ask for maternity leave or any time off to take care of their kids, it is counted against her and her promotion is stalled" (female staff member, Jenin Mun.)

"The council male members and staff view women from a stereotypical perspective; they want us to do the work that they don't want to do; they like to keep us as secretaries" (Female staff member, Tubas Mun).

Workshop for female elected council members: To further enrich and deepen AWRAD's gender assessment⁵⁷, LGI team, in coordination with AWRAD, held a workshop entitled "Women Members of LGUs: Empowerment through Understanding, Networking, and Exchanging of Experience." The workshop was held in Jericho on 10 June, 2013. The objectives of the workshop were to identify main challenges and opportunities facing women councilors, identify needs and priorities of women councilors, network among female councilors to start establishing supportive relationships among each other.

Approximately 60 participants attended the workshop including female council members from 22 CGEs, the head of MoLG's gender unit, heads of the gender unit in MoLG's directorates, and a representative from USAID. The workshop was highly participatory and focused on giving female council members the opportunity to discuss and share their current realities, experiences, challenges, successes, and future recommendations.



Photo Caption: Participants during group discussions on opportunities and challenges.



Photo Caption: Participants during group discussions on opportunities and challenges.

Participants discussed their main challenges and opportunities, and discussed possible actions or interventions to remedy these challenges under five main themes (networking and coordination; internal development of the LGU; community awareness and cultural exchange; training and capacity building; and the role of governmental institutions).

WORKSHOP EVALUATION: Forty-five participants filled the evaluation form with the following key results:

- 91% of participants agreed that the working style using groups in the workshop was effective.
- 80% of participants agreed that the workshop helped them identify issues concerning women working in local councils.

⁵⁷ Some of the key findings mentioned in the gender assessment report reflect the outcomes of the workshop.

- 79.5% of participants agreed that they got to know other women's experience which they haven't known before.
- 87% of participants agreed that the facilitator in the workshop was effective and clear.
- 95.6% of participants said the workshop was well organized.

Coordination and Leveraging

The LGI team prioritizes coordination and leveraging with other development partners as a key strategy of the program. As such, the team maintains linkages with government units at the national, district and local levels, community stakeholders, the private sector, other implementing agencies, and donors on an ongoing basis. LGI has pursued these linkages in close coordination with USAID to ensure efforts complement mission priorities and policies.

During FY13, LGI maintained close coordination and cooperation with USAID by holding various meetings to discuss the progress of LGI's existing interventions as well as future involvement in the big five municipalities. Additionally, Global Communities did multiple joint visits with USAID to some ongoing infrastructure projects, and continued its coordination with USAID regarding the implementation of future infrastructure projects in Area C. For the same purpose, the Deputy Program Director for Infrastructure attended a workshop with the Norwegian Refugee Council in the presence of various NGOs. The purpose of the workshop was to discuss working in Area C.

Also, meetings were held with USAID to discuss the outcome of the municipal elections and various scenarios possible under LGI. Global Communities and USAID also met with representatives of GIZ, BTC and Danish aid to discuss coordination and cooperation on implementation of MoLG's updated strategic plan plus necessary joint follow-up with the Minister. Another meeting was held with the BTC for all donors of the sector to attend a brief presentation about designing a training strategy for MoLG. The meeting was attended by GIZ, Belgium, and JICA.

LGI team, in close coordination with USAID, met with large municipalities across the West Bank to discuss future cooperation and coordination between Global Communities and the municipalities in implementing projects funded by USAID. Meetings included Jenin, Ramallah, Bethlehem, Beituniya, Nablus, Beit Sahur, Beit Jala and Halhul municipalities.

During the course of the year, several meetings were held with MoLG to discuss potential interventions post local elections as well as new partner LGUs who could become non-restricted, enabling them to be targeted by LGI. Moreover, Global Communities met with officials at the Ministry of Public Works and Housing (MoPWH) to discuss planned program activities to build the capacity of the Palestinian Contractors Union (PCU) and construction sector. On 4 February 2013 LGI team signed a Memorandum of Understanding (MoU) with the MoPWH regarding the infrastructure projects that will be implemented under the LGI falling under the Ministry's responsibility, such as Al Jalazone Bridge. During the last quarter of this reporting period, LGI team worked closely with Ministry of Local Government (MoLG), GIZ, and the Municipal Development and Lending Fund (MDLF) to prepare and endorse the Citizen Service Center Establishment Manual, which will be a guideline for the establishment of future CSCs. In parallel, LGI team worked closely with Ministry of Local Government for the endorsement of the internal audit manual on a national level.

A meeting was held on 9 July, 2013 at the Urban Planning Department to discuss the modified SDIP manuals and tools. The group is working on modifying the SDIP manuals for big cities clusters and for small cities with a population less than 8,000 people. LGI team has a great deal of field experience in applying such manuals and tools since LGI's approach is based on in-house experience and utilizing LGUs' local experience as well as enhancing their capacities in developing their own SDIP for the purpose of institutionalizing the strategic planning process. In July 2013, a meeting was held at Ramallah Municipality for the three municipalities (Ramallah, Al Bireh and Betunia), a representative from the Joint Coordination Unit and the LGI team aiming at discussing the next steps to finalize the three cities' physical planning activity.

Global Communities continually met with the Head of the Gender Unit at MoLG to discuss future cooperation and possible integration of gender within the LGI program. At the same time, LGI shared its Gender Strategy with MoLG and gender assessment. The LGI team attended Gender Working Group meetings throughout the year. The working group is made up of international NGOs working in the field of gender equality. The purpose of the group is to coordinate funding and implementation efforts. Moreover,

LGI team attended a meeting on 19 June of the Gender Platform in Local Governance, an independent body established by MoLG to ensure gender mainstreaming in the local governance sector. The Forum includes various NGOs that focus on the gender issue during implementation of their programs including GIZ, the Civic Forum, and others.

During the final quarter of this reporting period, Global Communities finalized a Memorandum of Understanding (MoU) with UNWOMEN to support collaboration and ongoing coordination between both organizations in the field of women's empowerment, gender mainstreaming, and governance. The MoU is ready for signature and will be signed next quarter.

The above examples demonstrate that coordinating and leveraging efforts with other stakeholders in the local government sector is one of the important components of LGI's implementation approach, with the main objective being to identify synergies and avoid duplication of development projects/interventions.

Visibility and Outreach

Visibility and outreach work hand-in-hand, and are equally important to the success of the program. Global Communities continued to make the impact of LGI's efforts visible to program donors, partners, and beneficiaries during the past year. Below are visibility and outreach highlights for this fiscal year.

Official Visits

President Barack Obama visited a Global Communities project (Al-Bireh Youth Foundation) during his official visit to the West Bank on March 21, 2013. The project was originally implemented under the Emergency Jobs Program and was further maintained under LGI.

Ms. Alina Romanowski, Acting Assistant Administrator for the Middle East at USAID, visited Tulkarm's Citizen Service Center (CSC) constructed in 2011 under the Local Democratic Reform (LDR) program. The purpose of the visit was to introduce Ms. Romanowski to the concept of the CSC and how it works; meet with key municipal representatives and regular citizens to understand the impact of the CSC; Ms. Romanowski, also, visited Ad Dab'a village in Qalqiliya, where LGI plans to have an intervention in Somoud secondary coeducational, one of the schools located in Area C. Participants included USAID and PA representatives, community leaders, and implementing partners. Another visit was to 'Anata School, Jerusalem governorate, one of the schools in area C, Round I, which was constructed in 2012 under LGI program.



Photo Caption: Ms. Romanowski's visit to Tulkarm Citizen Service Center

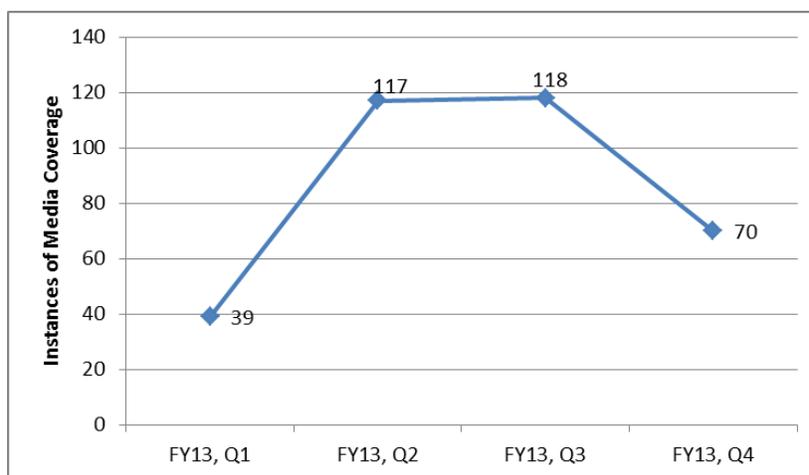
Senator Robert Menendez, United States Senator for New Jersey, visited Bethlehem Municipality and YSLC. USAID representatives including Mr. Bradley Bessire, Director, Office of Democracy and Governance and Ms. Reem Jafari, Governance Specialist as well as LGI's Program Director and Deputy Program Director for Governance attended the meeting. Senator Menendez focused on the importance and role of the Palestinian youth in a democratic future state, youth's reflections regarding their experience within the YSLC initiative context, youth's opinion regarding USG support as well as difficulties and challenges facing Palestinian youth today.

Events: In addition to the events mentioned in the body of this report, LGI implemented or participated in other events during FY13 including:

- LGI team implemented a volunteering day in ‘Anabta - Tulkarm Governorate as part of LGI’s initiative in ‘Anabta entitled “‘Anabta Clean and Safe Traffic”.
- Global Communities, in partnership with Sharek Youth Forum, arranged for the YSLCs Memorandum of Understandings (MoUs) signing ceremony with the Ministry of Local Government to enhance the role of Palestinian youth in the local governance sector through Youth Shadow Local Councils (YSLCs). Seventeen partner LGUs across the West Bank participated in the event.
- “Engineering Day – Bir Zeit University”, where visitors were introduced to Global Communities implemented programs namely the LGI program, and the Engineering Fellows Program funded by USAID.
- Global Communities, the Municipality of Adh Dhahiriya, the Ministry of Local Government, and USAID inaugurated the Citizen Service Center in Adh Dhahiriyah Municipality in the southern West Bank
- Global Communities celebrated a joint ceremony with Black and Veatch for the opening of the new school and road in ‘Anata – Jerusalem Governorate. The Minister of Public Works and Housing, USAID Mission Director, and other PA representatives were present.
- Global Communities celebrated the Green Apple Day of Service, an annual environmental awareness event, at Saffa Boys School- Ramallah & Al-Bireh Governorate.

Media Coverage⁵⁸: Under LGI, Global Communities and local partners are regularly covered by local media. During this year, LGI has been covered in articles, focusing mainly on President Obama’s visit to one of Global Communities’ projects, the Al-Bireh Youth Foundation, YSLC elections, various initiatives held by the SDIP Supporting Committees, and the Green Building conference.

Figure 9: Instances of media coverage about the LGI program in FY13



During FY13, LGI documented 344 instances of media coverage for the program in print and online media. This is up from just 69 instances in FY12, representing a 399% increase in coverage this year.

⁵⁸ For a list of media coverage, see Annex (16).

Success Stories⁵⁹:

During this fiscal year LGI published the following success stories:

1. **Basha'er Othman, 'Illar YSLC President.** This was written as a follow-up to a previous story written on Basha'er upon her acting as a Shadow Mayor for 'Illar for a period of two months.
2. **The two young chess champions** practicing at the Azzoun Youth Club
3. Ya'coub Marouf, a member of At Tayba Youth Shadow Local Council titled **"From the Youth Council to the Municipal Council."**
4. Nadine Rishmawi, a young fellow engineer titled **"Young Engineering Fellows: Where are they now?"**
5. **Abdallah Hobari**, a previous fellow engineer from Misilya, Jenin Governorate, who is currently employed at Rawabi.
6. **The success to date with the Municipal Capacity Index in 'Illar municipality and partner LGUs.**
7. **Area C schools**, spotlight on education efforts in Area C of the West Bank

Social Media: During this reporting period, Facebook updates continued focusing on:

- The second green building workshop titled "Resource Efficiency in Construction" for Engineering Fellows
- YSLC Elections in 17 localities
- Monitoring and Evaluation (M&E) workshop for eight partner LGUs
- Signing ceremony of the Memorandum of Understanding (MoU) between Global Communities and the Palestinian Contractors Union (PCU)
- The MoU signing ceremony with MoLG, Global Communities and Sharek Youth Forum
- The three young Palestinian engineering fellows who received their two-month internship at Khatib & Alami engineering offices in the United Arab Emirates
- Global Communities' workshop to enhance women empowerment through understanding, networking, and exchanging of experience for female council members in LGI's CGE LGUs
- The Palestinian Green Buildings Guidelines workshop
- Basha'er Othman, youngest minister in the world
- Engineering fellows' graduation
- The Grapes Festival in Halhul
- The Green Apple Day of service in Saffa

Community Profiles: The community profile summarizes the long-term partnership Global Communities has and is continuing with a municipality and summarizes the key interventions that have been implemented by Global Communities. During this fiscal year seven community profiles were finalized for Adh Dhahiriyya⁶⁰, Anabta⁶¹, Nablus⁶², Bethlehem⁶³, Al-Bireh⁶⁴, Ramallah⁶⁵ and Jenin⁶⁶, highlighting LGI's current and future interventions. Profiles were distributed during events, such as the Adh Dhahiriyyah CSC opening, or electronically with donors and other stakeholders.

⁵⁹ All success stories can be found in Annex (17).

⁶⁰ For more information, see Annex (18).

⁶¹ For more information, see Annex (19).

⁶² For more information, see Annex (20).

⁶³ For more information, see Annex (21).

⁶⁴ For more information, see Annex (22).

⁶⁵ For more information, see Annex (23).

⁶⁶ For more information, see Annex (24).

Municipal Profile: AL BIREH



About the Municipality: Al Bireh is a Palestinian city adjacent to Ramallah in the central part of the West Bank, 15 kilometers (9.3 mi) north of Jerusalem. First named in history books as far back as 350 B.C.E., Al Bireh historically served as a stopping point for caravans traveling from Jerusalem to Nablus. The municipality was first established in 1928 under the British Mandate, and is now home to over 40,000 residents.

Governance Excellence: In line with the strategy of the Palestinian local governance sector, CHF's partnership with Al Bireh will focus on three key areas – community participation, service delivery, and leadership development – to support the municipality's vision of becoming a more responsive, efficient, and effective center for governance excellence. Demonstrating their commitment, the municipality and wider community have already contributed countless staff and volunteer hours working with CHF on the city's Strategic Development and Investment Plan and will contribute an additional \$85,000 in the coming years.

Community Participation & Service Delivery: Along every step of the way, CHF works with the municipality to engage citizens to get their feedback to inform local government decision-making and service delivery. The key community participation and service delivery interventions include:

| Key Interventions | Expected Outcomes |
|---|---|
| Participatory Planning and Strategic Development & Investment Plan (SDIP) (2013) | Community members are taking an effective role in decisions that affect their lives by participating in developing the city's Strategic Development & Investment Plan that will set the guiding document for local economic and social development for the next 8 to 12 years. |
| Citizen Service Center (2014) | A Citizen Service Center is a state-of-the-art municipal facility that provides key services in an automated and transparent manner. To complement the Citizen Service Center, processes within the municipality will be optimized to reduce time spent by citizens and staff to process requests (2013). |

Municipal Profile: BETHLEHEM



About the Community: Bethlehem is a historic city located in the central West Bank, neighboring south Jerusalem, with a population of about 25,000 people. Bethlehem was among the first localities to exercise in the West Bank, and its first election was held in 1872. In the most recent elections of October 2012, Vera Baboun was elected as the first female mayor of Bethlehem.

In 2003, CHF International and the Municipality of Bethlehem began a new partnership under the Local Government and Infrastructure Program (LGI) funded by USAID. The goal of this partnership is to further enhance the municipality's ability to meet the needs of its citizens in a transparent and effective manner.

Governance Excellence: In line with the strategy of the Palestinian local governance sector, CHF's partnership with Bethlehem will focus on three key areas: leadership development, service delivery, and community participation – to support the municipality's vision of becoming a more responsive, efficient, and effective center for governance excellence.

Specifically, CHF will be supporting the municipality in continuing its leadership role in developing Palestine's first Metropolitan Plan. In Bethlehem, East Ghazir, East Jala, and surrounding villages. In addition, CHF will support the municipality in establishing a state-of-the-art Citizen Service Center, where citizens can access a range of municipal services in one fully automated location.

Along every step of the way, CHF will work with the municipality to engage citizens to get their feedback to inform government decision-making and service delivery. One key community participation intervention will be the Youth Shadow Local Council (YSLC), an elected body made up of 15 members aged 15-22 that mirrors the elected local council in its formation and supports its functions and role.

Working in partnership with the municipality, the purpose of the YSLC is to sensitize youth to good governance practices and give them an opportunity to take a leadership role in their community's development. The Bethlehem YSLC was established in May 2013 following the election shown below:



Municipal Profile: NABLUS



About the Municipality: Nablus is a Palestinian cultural and commercial center about 50 km north of Jerusalem in the West Bank with a population of over 125,000. It is one of the oldest cities in the world. Its historic city center boasts archaeological sites from the 1st century. In addition, it is known for producing the most delicious Palestinian sweets, including *Kunafa*, the *nabulsi* soap industry, and famous sweets from the Tugan family.

In 2003, Global Communities and Nablus Municipality began a long-term partnership under the Local Government & Infrastructure Program (LGI) funded by USAID. This partnership will support the municipality's ability to further meet the needs of its citizens in a transparent and effective manner.

Center for Governance Excellence: In line with the strategy of the Palestinian local governance sector, Global Communities' partnership with Nablus will focus on three key areas – community participation, service delivery, and leadership development – to support the municipality's vision of being a responsive, efficient, and effective center for governance excellence. Under these areas, LGI's main interventions will include:

| Key Interventions | Expected Outcomes |
|---|--|
| Community Infrastructure: Indoor Sports Complex (2015) | With a contribution of around 60% of all costs from the Nablus municipality, the state-of-the-art Indoor Sports Complex will provide four floors of courts for volleyball, basketball, handball and indoor soccer, tennis, table tennis, fitness areas, and a theatre with over 1,000 seats. |
| Urban & Physical Planning (2014) | Development of GIS systems paired with street naming and numbering plans will enhance the municipality's ability to plan urban development and geospatially map projects. |
| Online service delivery through e-municipality (2014) | The introduction of e-municipality will enable citizens to access municipal services online, easing congestion at the municipality and reducing time spent accessing services. |
| Municipal Strategic Corporate Plan (2014) | Based on a new municipal capacity assessment tool, the municipality will develop a plan that outlines how the municipality will achieve its institutional development priorities. |
| Enhanced internal audit practices (2014) | An enhanced internal audit will ensure that the municipality adheres to required procurement, financial, and administrative regulations, while also enhancing transparency and accountability of the municipality to citizens. |
| Streamlined procurement procedures and database (2013) | This intervention will focus on updating procurement procedures to be more efficient and transparent, and also developing a procurement database to institutionalize new procurement procedures and templates. |

Mayor Ghassan Shalhoub: "We need to [as a municipality] be more open citizens and achieve economic and social security to live with our national realities... Currently we are trying towards the city with new services such as health."

Photo Caption: Snap shots of sample community profiles highlighting LGI interventions

Technical Briefs: Technical briefs provide reliable and up-to-date technical information about significant and pioneer interventions carried out by Global Communities. During this fiscal year, LGI produced two technical briefs on Youth Shadow Local Councils⁶⁷ and Citizen Service Centers⁶⁸. These technical briefs have been shared with Global Communities offices in the West Bank for distribution to current and future target locations and with USAID.

Citizen Service Centers: Improving Palestinian Local Governance

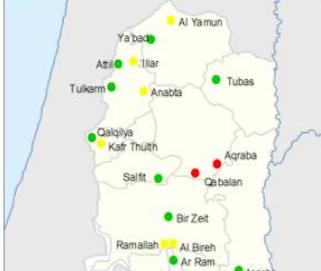


One of the many challenges facing both citizens and local government in the West Bank has been dealing with inefficient and bureaucratic government services. Citizens often find themselves shuttling between municipal departments and offices in various locations, waiting for extended periods of time, returning several times to check on the status of requests, and receiving mixed messages from civil servants on what to do.

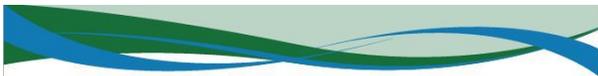
In response to this, CHF introduced the concept of **Citizen Service Centers (CSCs)** in the West Bank based on experience in the local governance sector in Bosnia. Since 2010, CHF, with USAID funding, has established CSCs in 14 communities in the West Bank under the Local Democratic Reform program and now the Local Government & Infrastructure program. With an average investment of around \$250,000, CHF is planning to implement an additional 11 CSCs by 2015 for a total of 25. Combined, these centers will directly impact the lives of well over 100,000 citizens, a significant portion of the West Bank's population.

What is a Citizen Service Center?

Citizen Service Centers (CSCs) are centralized locations at which citizens can access a variety of



Empowering the Next Generation of Leaders in the West Bank & Gaza



Youth Shadow Local Councils

Though youth constitute an overwhelming majority in the West Bank & Gaza (65% of the population is between 13-38 years old), there have been few opportunities for them to engage in community affairs and local governance. In response, Global Communities (formerly CHF) piloted the Youth Shadow Local Council initiative in four communities in 2008 in partnership with a local organization, Al-Mawrid, with funding from USAID. After the success of the pilot, Global Communities expanded to an additional nine communities with the local partner, Sharek Youth Forum (Sharek) in 2010 under the USAID-funded Local Democratic Reform program. This initiative continues under the USAID-funded Local Government & Infrastructure program and expanded to an additional seven communities in 2013, for a total of 20 target communities.

Youth Shadow Local Councils (YSLCs) are democratically elected bodies made up of 11-15 members aged 15-22. The council mirrors the elected local government unit (LGI, or municipality) in its size and formation. Working in partnership with the municipality, the purpose of the YSLC is to sensitize youth to good governance practices and give them an opportunity to take a leadership role in their community. Through constant coaching and mentoring, Global Communities and Sharek support youth in the following phases:

1. Establishing General Assemblies in Each Municipality: As of April 2013, the initiative has registered 30 General Assemblies in 20 municipalities. Over 10,000 Pal-



Photo Caption (left to right): Snap shots of Citizen Service Center and Youth Shadow Local Councils technical briefs

Fact Sheets: Attached to this report, an updated version the Local Government and Infrastructure⁶⁹ fact sheets, as well as one produced on Leadership in Energy and Environmental Design (LEED)⁷⁰.

⁶⁷ For more information, see Annex (25).

⁶⁸ For more information, see Annex (26).

⁶⁹ For more information, see Annex (27).

⁷⁰ For more information, see Annex (28).



Photo Caption (left to right): LGI and LEED fact sheets

Newsletter: Attached to this report the english⁷¹ and arabic⁷² versions of Global Communities Newsletters “Partners in Progress”. The newsletter published in September of 2012 focused on youth programming carried out under LGI.

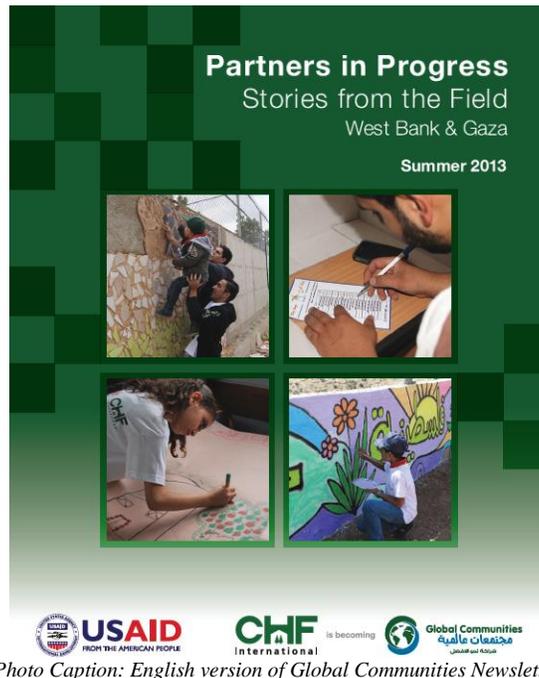


Photo Caption: English version of Global Communities Newsletter

Video: Global Communities and ANERA have worked on a joint video on two Area C projects, one school and one health clinic. The Area C video is completed and officially approved by USAID.

⁷¹ For more information, see Annex (29).
⁷² For more information, see Annex (30).

Monitoring and Evaluation

Key deliverables under this section include:

- Global Communities finalized LGI's Performance Management Plan (PMP) as well as LGI's Indicator Reference Sheets. USAID sent their approval of the PMP on 15 October, 2012 and an approval for LGI's Annual Implementation Plan (AIP) on 24 October, 2012. LGI updated and finalized its FY13 planned operational indicators. The updated document was sent to USAID on 13 November, 2012.
- The Arab World for Research and Development (AWRAD) finalized LGI's Midterm Review⁷³, the mid-line report for infrastructure, the baseline report for governance, and gender assessment. In March, and in full coordination with USAID, LGI team approved AWRAD's inception reports which outline their methodologies, tools, and work plan for carrying out the three assignments. AWRAD debriefed USAID and LGI team on LGI's Midterm Evaluation on 15 July, 2013.
- As part of ensuring that sustainability and impact of LGI's infrastructure projects are properly and realistically captured, LGI team held an orientation day for Regional Planning Officers and Training Officer on how to use PSPP, similar to the Statistical Package for the Social Sciences (SPSS), to input and analyze data. Additional enhancements and updates were also made to the sustainability and impact report template.
- LGI team held a midterm review for the Engineering Fellows program on 22 May, 2013. Four focus groups were conducted simultaneously based on the geographical distribution of the engineering fellows. The purpose of the midterm review was to assess the successes and challenges facing the program in general and the fellows in particular in order to make necessary adjustments to the program in the coming years. LGI team analyzed the results of the focus group discussions which were combined along with the results of the quantitative data analysis that was finalized during the last reporting period. For a better and holistic overview of the program, LGI team held a focus group 4 June, 2013 for engineering fellows' supervisors from Global Communities and EAJC. Following the finalization of the mid-term review report, LGI team held a meeting with EAJC on 19 June, 2013 to present and discuss the results. A full summary of the findings has been prepared and shared with EAJC. Based on the meeting, LGI team will address the main challenges and come up with recommendation to enhance the program in the future.
- The M&E team undertook an evaluation of its infrastructure reporting system/workflow. Accordingly, the team held two focus groups for the North and South regions. The objective of the focus groups was to assess the accuracy and efficiency of the reporting system, discuss with the team any encountered challenges as well as receive recommendations for enhancing the system. Both focus groups were attended by Site Engineers, Office Engineers, Area Engineers and Regional Coordinators. Simultaneously, the M&E team revisited all templates used for reporting including the daily workers and number of working days forms, impact notes template and sustainability and ownership templates.
- The M&E and Governance teams finalized the reporting workflow/tools and processes for reporting on LGI's governance and special initiatives components. As per previous discussions with USAID, Global Communities finalized a Governance Intervention Chart by Location. This chart will assist in identifying LGI's interventions per location as well as their current status. Following the finalization of the reporting workflow/tools for governance component as well as linking activity level indicators to PMP indicators, the M&E team held an orientation day to introduce the master indicators sheet along with definitions for each indicator to the governance and infrastructure teams responsible for reporting. The M&E team established a new tool for

⁷³ For more information, refer to Annex (31).

monitoring activity level indicators and linking them with PMP level indicators to ensure proper and accurate reporting on Geo-MIS.

- An orientation day was held for Sharek Youth Forum and EAJC to discuss the relevant USAID indicators they are required to adhere to in their reports as well as the various reporting formats they must provide to Global Communities on a bi-weekly and monthly basis.
- LGI team began using a new management information system (Project Tracker) used by Global Communities' headquarters and field offices to report on program activities, as part of a new reporting system for objectives 3, 4, and 5.
- LGI team updated the training database, in cooperation with the Training Officer, to ensure more efficient and accurate reporting of trainees.
- The M&E team attended training on Geo-MIS held by USAID on 22 April, 2013. The training introduced new updates and additional enhancements to the system. An additional meeting was held on 13 June, 2013 to discuss the new Geo-MIS requirements, and updates that LGI team must finalize during the coming few months.
- LGI held three departing debriefs over the course of this fiscal year to capture knowledge and lessons learned from key staff members. Additionally, LGI did after action reviews based on feedback received from the sustainability and impact evaluations held on a quarterly basis to determine lessons learned and follow-up steps. Moreover, LGI team presented the feedback received from all components to LGI management.

Future Outlook

Though the next fiscal year is the fourth year of implementation for LGI, it represents the first year in the life of the program in which the target communities and activities are known and confirmed. This is a major opportunity for the program, and should enable less uncertainty, high levels of achievement, and greater efficiency in program implementation.

At the same time, one major challenge remains – uncertainty regarding the program’s funding levels. To date, LGI has received about 75% of its total award level, but needs confirmation of the full obligation to ensure program completion by September 2015. One particular challenge in this regard is the lead time required for proper design and implementation of infrastructure projects. Therefore, in consultation with USAID, Global Communities has decided to take a risk by moving forward with designs for projects that would be implemented in year 5 (only if the full obligation is received). This allows the program team to be ready for construction in year 5, though ultimately if the obligation is not received the investment in the designs will not result in constructed projects. At the very least, the designs can remain with partner LGUs for future implementation. LGI is focusing on increasing its burn rate in the upcoming year to demonstrate the need for the full obligation.

At the time of writing this report, the LGI team is also working on its Annual Implementation Plan (AIP) for FY14 which will be submitted by early November. The AIP is based on the revised program description submitted to USAID in the last quarter of this reporting period and discussions with USAID.

Planned Activities for FY14: With the above issues highlighted as a backdrop for FY14 activities, the following are key milestones for the upcoming year:

- Completion of over 30 infrastructure projects improving the quality of life for Palestinian and access to government services
- Strategic planning completed in 6 potential CGEs and metropolitan planning completed for the Ramallah and Bethlehem metropolitan areas
- Street coding and naming projects in three large municipalities
- Formation of 30 community based project committees to ensure greater community participation in infrastructure project design and implementation
- Continued support and coaching to 17 Youth Councils and 12 SDIP support committees
- A national youth summit exploring the use of the youth council model for social accountability
- Formation of a National Working Group to lead the integration of the Municipal Capacity Index (MCI) in line with other national ranking tools
- Development of a comprehensive database for the MCI to be used by the LGUs and MoLG
- Establishment of 11 new Citizen Service Centers
- Finalization of the E-municipality concept and initial implementation in four municipalities
- Public Notification Policies and Communication Plans developed for 27 partner LGUs
- Gender training for stakeholders and program participants, including youth, council members, council staff, and community members
- Roll-out of internal audit procedures in 25 partner LGUs
- Finalization of a national public participation manual endorsed by MoLG for use by municipalities
- Study tours on Decentralization, Grand Municipality, and Public-Private partnerships
- Development of a viable model for creating Public Private Partnerships
- Support MoLG Directorates in gender sensitivity and monitoring
- Introduce a women role models initiative to encourage and promote young girls to seek out traditionally male fields, mainly engineering
- Support networking relationships among female council members
- Provide on-the-job training to 52 young engineering fellows
- Promote green building practices in the West Bank via professional workshops and activities with youth and children

- Complete construction of two green schools meeting the recently introduced Palestinian green building guidelines

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