Fellow engineers

Annual Report #4

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Submitted By: Lana Abu Hijleh / Country Director/ Program Director / LGI

Program Information

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Contact in Country	***Lana Abu Hijleh, Country Director/ Program Director*** **VIP 3 Building, Al-Balou', Al-Bireh** **+972 (0)2 241-3616** **labuhijleh@globalcommunities.ps**
Contact in U.S.	***Barbara Habib, Program Manager*** **8601 Georgia Avenue, Suite 800, Silver Spring, MD USA** **+1 301 587-4700** **bhabib@globalcommunities.org**

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Acronyms and Abbreviations

AIP	Annual Implementation Plan
PSNS	Palestinian System for Naming and Numbering of Streets and Buildings
CA	Cooperative Agreement
CBO	Community Based Organization
CGE	Centers of Governance Excellence
CSC	Citizen Service Center
EAJC	Engineers Association – Jerusalem Center
EDF	Environmental Documentation Form
EDRMS	Electronic Document and Record Management System
EIA	Environmental Impact Assessment
EJP	Emergency Jobs creation
EPA	Environmental Protection Agency
FIDIC	French acronym for the International Federation of Consulting Engineers
GBC	Green Building Council
GC	Global Communities
HIMII	High Impact Micro Infrastructure Initiatives
HRMS	Human Resources Management System
ICA	Israeli Civil Administration
IDPs	Internally displaced people
IRRAP	Immediate and Rapid Response Action Plan
K&A	Khatib and Alami
KMU	Knowledge Management Unit
KPI	Key Performance Indicator
LEED	Leadership in Energy and Environmental Design
LG	Local Governance (sector)
LGI	Local Government and Infrastructure (Program)
LGU	Local Government Unit
M&E	Monitoring and Evaluation
MCI	Municipal Capacity Index
MDLF	Municipal Development and Lending Fund
MIS	Management Information System
MoEHE	Ministry of Education and Higher Education
MoLG	Ministry of Local Government
MoU	Memorandum of Understanding
MSCP	Municipal Strategic Corporate Plan
NFI	Non-food item
NGO	Non-Governmental Organization
OFDA	Office of U.S. Foreign Disaster Assistance
PCAC	Palestinian Association for Child Arts and Culture
PCU	Palestinian Contractors Union
PHGBC	Palestinian Higher Green Building Council
PMP	Performance Management Plan
PPM	Participatory Performance Measurement
PwD	Persons with Disabilities
SDF	Strategic Development Framework
SDIP	Strategic Development and Investment Plan
ToR	Terms of Reference
USAID	United States Agency for International Development
USGBC	U.S. Green Building Council
YLC	Youth Local Council
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 75 mutually-reinforcing infrastructure projects to approximately 52 communities in 30 municipalities or village councils in order to raise their standard of living and improve their quality of life. Approximately 35 additional infrastructure projects, 14 of which will be Citizen Service Centers, will be provided to 51 communities in 26 municipalities/potential Centers of Governance Excellence to further enhance effective and efficient service provision to citizens based on good governance practices. In total, the LGI program will target approximately 103 communities[2] and implement an estimated 110 infrastructure projects under this objective. As a result, an estimated 50% of citizens in targeted communities will report an increase in their quality of life due to new social infrastructure facilities.

Objective 2: Enhance the impact of USAID sector-specific programs and priorities through the provision of high priority infrastructure: Under this objective, the recipient will support requests to increase the impact of programs in health, democracy and governance, education, in the private sector, or other USAID priorities, by addressing underlying infrastructure needs which may be limiting the impact of those programs by providing approximately 37 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, the recipient will develop 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. The recipient 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 strategic planning process. Approximately 620 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 planning and implementation of program activities. As a result, an estimated 40% of citizens will report that services have improved in potential centers of governance excellence.

Objective 4: Enhance the capacity of the MoLG to assume its regulatory, policy development, sector strategic planning, guidance and monitoring roles: The recipient will support the MoLG-driven policy reforms for decentralization, grand municipalities, internal audit, public-private partnerships, civic engagement and other related targeted topics through planning and policy development/reform processes, involving national and local authorities, civil society and academia supported by a technical advisory committee. LGI will support three policy developments and/or reforms, operational systems will be developed for informing the MoLG's policy 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 projects: Under this objective, the

[2]A 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.

recipient will provide employment opportunities to Palestinians by emphasizing the use of local construction materials, using labor intensive building techniques where feasible, and generating long-term jobs; enhance the professional capacity of new Palestinian engineering graduates through the provision of 200 paid internship opportunities; and strengthen the construction sector by building the capacity of the Palestinian Contractors Union (PCU) to provide support to its members. A total of approximately 304,000 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: Up to 5 percent of the total budget may be reserved for unforeseen priority opportunities which adhere to the overall objective of the program.

Executive Summary

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

Emergency Humanitarian Aid to Gaza: *Global Communities implemented Phases 1 and 2 of its Immediate and Rapid Response Action Plan (IRRAP) to alleviate human suffering in Gaza.*

In FY 14, Global Communities distributed food, water, and non-food items valued at a total of $1,684,391 as follows: 14,546 ready-to-eat food packages valued at $916,398 benefiting 101,822 people; 3,994 dry food packages valued at $135,796, benefiting 27,958 people; 14,217 each of mattresses, pillows, and blankets valued at $369,642, benefitting 14,217 people; 4,904 cases of bottled water (58,848 liters of water) valued at $9,808, benefiting 39,232 people; and 7,659 hygiene kits valued at $252,747, benefiting 53,613 people.

Global Communities also distributed 4,997 Office of U.S. Foreign Disaster Assistance (OFDA) hygiene kits benefiting 25,000 internally displaced people (IDPs).

First round of distribution

Overall, Global Communities has provided food, water, hygiene supplies, and bedding sets to approximately 175,000 IDPs. The remaining emergency supplies will be distributed in the early part of next quarter.

***Improving Quality of Life through Basic Infrastructure*:** During the reporting period, Global Communities completed the construction of 28 infrastructure projects **(16 of which are HIMII projects)** benefitting 192,996 (99,472 male, and 93,524 female) Palestinians, including 13 roads, six schools, five Citizen Service Centers (CSCs)[3], one higher education facility, one youth center, one community center, and one water reservoir.

[3] The five CSCs are completed in terms of infrastructure and governance interventions.

Marah Rabah citizens ranked the rehabilitation of internal roads as their second priority during the community planning process; and Al Sha'b Road was selected as the top priority internal road in need of rehabilitation. Now complete, the road project will provide safer and easier access for residents, particularly children travelling to their schools. LGI is currently constructing a health clinic in Marah Rabah.

Before

During

After

Rehabilitation of Al Sha'b Road in Marah Rabah

Mainstreaming Green Elements in LGI Infrastructure Projects: With reference to the Palestinian Green Building Guidelines and under their respective green categories, LGI incorporated green elements into the design, implementation, and operation of completed building projects. This included taking into consideration construction activity pollution prevention, site selection, building accessibility, site development, internal and outdoor thermal comfort, internal air quality performance, materials emissions, view, daylight, and glare, energy and atmosphere, water efficiency, and materials and resources.

Caption (Left to right): Installation of HVAC systems in Bethlehem CSC, Al Yamun CSC, and Al Quds University Science Museum

Strategic Development & Investment Plans (SDIPs), and Strategic Development Frameworks (SDFs) - Most Important Local Development Tool: During FY14, Ramallah municipality published its investment plan for the years 2014-2015 and launched the development of its first long-term Strategic Development Framework (SDF) in a ceremony held on May 6, 2014. Additionally, Al Bireh and Ramallah municipalities launched their endorsed SDIPs.

Physical Planning: Six out of 12 partner LGUs (Beit Jala, Ar Ram, Bir Zeit, 'Aqraba, Al Yamun, and 'Anabta) completed the 11 stages of LGI's physical planning intervention, which is the development of land use plans. These plans have been approved by MoLG. LGI has also initiated the implementation of Spatial Data Management and Administration/GIS in 17 partner LGUs with the aim of completing physical planning processes.

Enhanced Youth Engagement in Local Governance: LGI continued to support 18 Youth Local Councils (YLCs) and the Hebron Pioneers Council in carrying out 31 national and local initiatives under environmental, educational, health, and social themes. Moreover, the youth played a significant role in identifying and presenting their community issues and needs by holding a national youth roundtable, launching a national campaign entitled *"Friendly Cities for People with Disabilities,"* taking an active role in the emergency humanitarian assistance to Gaza, serving as "acting mayors" in two communities, participating in the Palestinian Diaspora Youth conference, and forming a youth local alliance.

USAID/West Bank & Gaza Mission Director Dave Harden (far left) rides a bike along with YLC members during the Jericho bike tour – part of the "Hawakom Rehawee" initiative.

Caption *(Left to right: YLC presidents of Ar Ram and Salfit taking over as "Acting Mayors"*

LGI supported the formation and elections the YLC in 'Illar and the Hebron Pioneers Council. Over 450 youth participated and registered in their community's respective general assembly, and approximately 3,700 turned out to vote on elections day. Sixteen youth were ultimately elected to their respective local youth councils.

Caption (Left to right): Hanna, one of the elected YLC members in 'Illar, casts her vote; elected YLC members distribute roles and responsibilities.

SDIP Support Committees Increasing Collaboration between Citizens and Councils: LGI supported the establishment of eight SDIP Support Committees in partner municipalities. The role of the SDIP committee is to monitor and follow-up on progress against the SDIP, to help implement local initiatives supportive of the vision and projects in the SDIPs, and to ensure that the SDIP is updated as needed. Initiatives during this year varied in themes including health and environment, road safety, and tourism. In addition to following up on the implementation of the SDIP in their respective communities, the committees also worked to establish partnerships with local organizations. Seven out of eight committees conducted reviews to assess their performance during this past year. Meetings included community members, LGU council and staff members, and representatives from community based organizations (CBOs). These meetings coincided with the evaluation review conducted by the LGI team to assess phase I of the SDIP Support Committee pilot phase[4]. The review included the eight locations, as well as five control locations: 'Illar, Qabalan, Bir Zeit, Ad Dhahriyah, and Beit Fajjar. The control locations were selected based on the criteria of whether the community is vulnerable, has a strategic development and investment plan, and the population size compared to all original locations.

Enhancing Public Awareness of Good Governance Practices: Based on the recommendations of LGI assessment report on the status of volunteerism in the 16 target municipalities, Global Communities designed and launched a volunteerism awareness campaign in 16 partner LGUs. LGI organized three workshops during March 2014 entitled *"Developing Campaigns and Initiatives"*.

[4] Refer to Annex (8) for the full evaluation report.

Volunteers in Beit Ummar drawing murals

Volunteers cleaning streets in "Green Salfit" Campaign

Volunteers packaging clothes "Bethlehem is looking for everyone" Campaign

Municipal Capacity Index: One of Global Communities' primary goals under the LGI program 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, or municipalities and village councils), and most importantly citizens, tell if their local government's performance is actually improving?

In FY13, and 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 in the diagram to the right. During FY14, LGI finalized the development of the Municipal Capacity Index (MCI) in coordination with its partner LGUs and MoLG, including the formation of the national committee for the MCI. The MCI provides an objective tool that local governments can use to measure their performance.

According to MCI results in FY14, there were noticeable enhancements in the three areas of the local governance excellence model (leadership, management of service delivery, and public participation). For instance, the highest enhancement was in the leadership area due to LGI team's focus on developing the leadership capacity in partner LGUs by introducing a number of initiatives in the three competencies under leadership: strategy, human resource management, and communication. Initiatives included the development of SDIPs in all partner LGUs as well as updating the plans, supporting partner LGUs to develop their Municipal Strategic Corporate Plans (MSCPs) based on the scores of MCI self-assessment tool, and introducing monitoring and evaluation mechanisms to follow-up and update the LGU plans. Additional initiatives included the development of human resource policies and procedural manuals in addition to the provision of an Human Resource Management Information System (HRMIS) computerized system.

Establishment of Citizen Service Centers[5]: During this past year, LGI constructed five Citizen Service Centers (CSCs) in Kafr Thulth, Al Bireh, Beit Fajjar, 'Anabta and 'Illar. CSCs have been fully automated, and staff has been trained to run the new centers. LGI team also debugged the Electronic Document and Record Management System (EDRMS) system to ensure its accuracy, developed the services procedural manuals, and finally opened the CSCs to the public. Based on the sustainability and impact evaluation carried out for the CSCs this year, results thus far are extremely positive. The projects are fully sustainable; the municipality has identified, hired, and trained new staff to serve citizens.

"Before this project, I was totally dependent on my family members. Despite the fact that I'm still dependent in many issues, now I can manage paying bills and attending public meetings like this focus group. I feel productive now and I have established many friendships as a result of my visits to the CSC."

- *Hanan Amer, a citizen from 'Illar with disability*

Public notification and disclosure policies: LGI supported partner LGUs in developing public notification and disclosure policies based on the Policy Paper and Community Participation Manual issued by the MoLG. These documents aim to strengthen the relationship, partnership, and communications between LGUs and their respective communities. This year, the newly developed public notification policy and communication plans were endorsed by 17 LGUs: Yatta, Adh-Dhahiriyah, Halhul, Bethlehem, Beit Jala, Abu Dis, Ar Ram, Bir Zeit, Salfit, Tubas, 'Anabta, Aqraba, 'Illar, Al Yamun, Kafr Thulth, Nablus, and Jenin.

Participants during the public notification workshop

[5] Refer to footnote number 3 above.

Development of Procurement Process Procedures: LGI is supporting 26 partner LGUs in the review and development of their current procurement procedures and practices in line with local regulations and best practices. In FY14, the newly developed procurement procedures were endorsed by 18 LGUs: Bethlehem, Nablus, Abu Dis, Adh-Dhahiriyah, Al Yamun, 'Anabta, Aqraba, 'Attil, Beit Jala, Bir Zeit, Halhul, 'Illar, Jericho, Kafr Thuluth, Qabalan, Tubas, Tulkarem, and Yatta.

Internal Audit Departments Established: During FY14, MoLG endorsed the Internal Audit Manual developed by LGI. Following the MoLG endorsement, the LGI team extended its support to facilitate the institutionalization of the manual in 27 partner LGUs by providing training to relevant staff members. The LGI team is also aiding staff as they review and refine existing internal audit systems and practices in the targeted LGUs, providing technical assistance and guidance in order to overcome main challenges, enhancing staff capacities, and identifying opportunities for internal audit process improvements in each LGU.

Caption (Left to right): Internal audit meetings in Ar Ram and Abu Dis

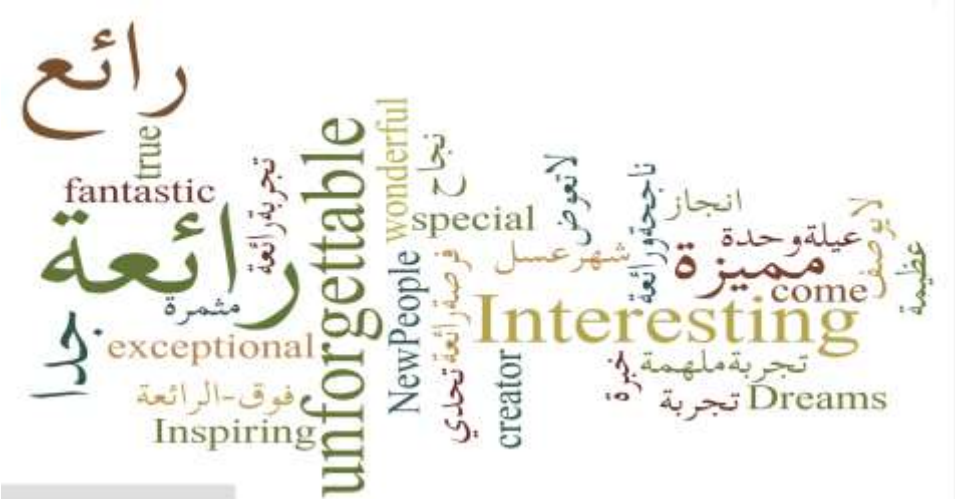
E-Municipality: The final draft of the National Strategy plan was launched by the Ministry of Local Government (MoLG) in March 2014. LGI selected nine LGUs for e-municipality concept implementation including 'Illar, Tulkarm, Qalqiliya, Nablus, Jericho, Al-Bireh, Bethlehem, Hebron and Adh-Dhahiriyah based on a collection of criteria and the LGUs' willingness to participate.

Workshop to discuss the final draft of the national strategy framework for E-municipality

***National Policy Development*:** LGI, in cooperation with MoLG, officially launched two manuals entitled "Developing Mechanisms for Guidance and Monitoring on Local Government Unit Affairs," and the "Reference *Manual in Public Participation for LGUs."* The first manual aims to create a common understanding of the internal audit function in LGUs, while the second manual provides LGUs with a number of tools and mechanisms to help them effectively engage the public and increase citizen participation.

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 50 young, recently graduated engineers over a period of ten months. Fellows worked at Global Communities' offices and project sites, Engineers Association – Jerusalem Center (EAJC) offices, and at municipal offices. During the graduation ceremony, held September 30, 2014, the fellows shared stories about the benefits of the program and new opportunities as a result of the experience gained from their time with Global Communities. As part of the fellowship program, three fellows (two female and one male) had the opportunity to participate in a two-month green internship at Khatib & Alami offices in the UAE. These fellows became familiar with *Leadership in Engineering and Environmental Design* (LEED) guidelines and learned about green

building and design approaches. Two female fellows took the LEED examination, and both passed the exam with high scores.



What Engineering Fellows had to say about their experience during their ten-month internship

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:

- Gender Sensitive Review of LGI Documents based on the gender strategy towards gender sensitization for all LGI program interventions.
- Gender Sensitive Infrastructure: Based on the gender mainstreaming strategy, the LGI team finalized the gender sensitive infrastructure checklist. This checklist serves as a technical support document to help LGI engineers integrate gender considerations in LGI's projects and infrastructure interventions.
- Companion & Childcare Guidelines: LGI finalized the "companion & childcare" guidelines after consultation with program participants and staff. The primary purpose of these guidelines is to provide doable strategies, suggestions, and considerations for reducing barriers to women's participation in program activities.
- Gender Training for LGI Staff: The LGI team held gender Training of Trainers (ToT) for 18 members from Global Communities and LGI partners including EAJC and Sharek Youth Forum. Trainees rolled out the training to program participants, such as youth council members, fellows. The training focused on foundational gender concepts and terms, gender considerations in developmental and humanitarian work, and training interactive methodologies. The training was supposed to reach municipal staff as well; however, due to the situation in Gaza, the training was limited to youth and fellows.
- Female Role Models Initiative**:** Global Communities and INJAZ Palestine established a new partnership under the LGI program to implement the "Breaking Gender Stereotypes: Promoting Leadership and Labor Opportunities among Young Women" initiative. The initiative reached approximately 350 female students in ten schools across the West Bank.

Key Performance Indicators[6]**:** The table below highlights Global Communities' key performance indicators under LGI and the percent achieved to date for FY14. Results for the key indicators reveal high levels of achievement across most components; targets are either nearly achieved, fully achieved or have already exceeded their planned figures.

[6] Refer to Annex (1) for the Performance Management Plan Matrix. Also, refer to Annex (2) for Geo-MIS's Q4 of FY14.

Table 1 - Key Performance Indicators – Planned vs. Achieved for FY14

Key Performance Indicators	Planned Target for FY14	Achieved during FY14	% Achieved during FY14
Number of people benefiting from USG-supported social assistance programming	227,670	366,153	161%
Number of multi-sectoral community projects provided	34	28	82%
Number of people employed in temporary jobs as a result of USG supported social assistance programming	3,093	1,510	49%
Number of person days of employment generated	63,884	51,478	81%
Number of learners enrolled in primary or secondary schools and/or equivalent non-schools based setting with USG support	4,304	1,185	28%
Kilometers of roads constructed or repaired through USG assistance	12.36	12.26	99%
Number of youth shadow local councils established or supported	19	19	100%
Number of community members involved in community participatory processes	550	504	92%
No. of strategic plans, physical plans, procedures, regulations, and manuals developed	17	81	476%
Number of persons obtaining long-term employment opportunities as a result of USG assistance	12	43	358%
Percent of sub-national government entities (from among centers for governance excellence) that apply at least 2 public disclosure methods per year	60%	63%	105%
Percent decrease in average customer time spent to receive services in targeted LGUs with newly established citizen service centers	20%	68%	340%
Percent of service related transactions completed through the citizen service center in targeted LGUs one year after official opening	70%	100%	143%
Percent of projects being obligated/ committed in target centers of governance excellence (sub-national government entities) come from the strategic development and investment plans	90%	87.87%	98%

Percent of services improved in targeted centers for governance excellence through business process engineering	85%	100%	118%
Percent of targeted centers of governance excellence that graduate up a performance category in which they are currently classified as a result of USG assistance	25%	96%	384%
Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities	20%	8%	40%

In addition to the above indicators, LGI has supported 69 LGUs this past year, 47 under the governance component and 62 under the infrastructure component (with overlap in 40 LGUs between the components). Of the total 69 LGUs, 28 are potential Centers of Governance Excellence (CGEs) 1.

Cooperative Agreement Updates: Global Communities received approval of the FY14 LGI Annual Implementation Plan (AIP) during the third quarter of FY14. In addition, a modification to the cooperative agreement was signed between Global Communities and USAID after revisions to the program description and budget. A subsequent modification to the cooperative agreement was approved by USAID during the fourth quarter of FY14 to facilitate Global Communities' Immediate and Rapid Response Action Plan (IRRAP) to provide humanitarian assistance to Gaza.

Emergency Humanitarian Aid to Gaza

Global Communities implemented Phases 1 and 2 of its Immediate and Rapid Response Action Plan (IRRAP) to alleviate human suffering in Gaza. Approved shortly after the start of the war in Gaza on July 7, 2014, the IRRAP is being implemented with approximately US$5 million in USAID funding under the existing Local Government and Infrastructure (LGI) program. Of the US$5 million, US$2 million were programmed in Phase 1 of the IRRAP to supply food and non-food items (NFIs) to at least 6,000 vulnerable and conflict affected households, particularly internally displaced persons (IDPs), in Gaza. In Phase 2, an additional $1 million were programmed for continued food and NFI assistance.

Global Communities staff distributed emergency food, hygiene, and bedding supplies to displaced and vulnerable families in Gaza.

To help ensure that the hundreds of thousands of individuals who were displaced during the war received supplies as quickly as possible, Global Communities staff in the West Bank volunteered their time, including evenings and weekends, to prepare the packages and load the trucks. In Gaza, the Global Communities (CHF International) team worked diligently to distribute the supplies to families in need, often under dangerous conditions. Distributions were conducted in coordination and cooperation with united nation relief and work agency for Palestinian refugees in middle east (UNRWA) and the United Nation (UN) clusters to avoid duplication and to ensure that the supplies were reaching as many individuals as possible.

Ms. Lana Abu Hijleh, Global Communities Country Director, visited Gaza in September to observe distribution of USAID-funded assistance under LGI, evaluate the benefits of the assistance provided thus far, and to assess needs for the next phase of assistance – the early recovery process. Global Communities President and CEO, Mr. David Weiss, will make a special trip to Gaza in October to observe the devastation first hand and to meet with donors and other organizations to discuss plans for additional assistance.

Ms. Lana Abu Hijleh, Country Director, Global Communities West Bank and Gaza, visited Gaza to observe the emergency humanitarian assistance being provided under LGI. She commented, "Despite all the destruction and suffering, they are still smiling, and so many people approached me to thank us for the assitance provided."

In FY 14, Global Communities distributed food, water, and non-food items valued at a total of $1,684,391 as follows: 14,546 ready-to-eat food packages valued at $916,398 benefiting 101,822 people; 3,994 dry food packages valued at $135,796, benefiting 27,958 people; 14,217 each of mattresses, pillows, and blankets valued at $369,642, benefitting 14,217 people; 4,904 cases of bottled water (58,848 liters of water) valued at $9,808, benefiting 39,232 people; and 7,659 hygiene kits valued at $252,747, benefiting 53,613 people. Global Communities also distributed 4,997 OFDA hygiene kits benefiting 25,000 IDPs. Overall, Global Communities has provided food, water, hygiene

supplies, and bedding sets to approximately 175,000 IDPs. The remaining emergency supplies will be distributed in the early part of next quarter.

Implementation Activities by Program Objective & Expected Results

Clock wise beneficiaries of Al Jalazun Bridge, Kafr Thulth Citizen Service Center Jabal An Nar Club and Al Haffasi school, utilizing completed projects during FY14

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 & 2[7], 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 CGEs. By gauging existing needs in some of the most vulnerable communities in the West Bank, LGI, through its community planning processes, was able to design and implement small and large scale infrastructure projects, part of which are labor intensive, in both health, education sectors, roads as well as water projects. The vulnerable communities were selected based on a 2010-2011 vulnerability assessment conducted for the program by the Applied Research Institute – Jerusalem (ARIJ).

Objective 2 projects are recommended by USAID. The majority of Objective 2 projects are in Area C, a restricted area within the West Bank where permits from Israeli Authorities are required for project construction.

High Impact Micro Infrastructure Initiatives (HIMII) Projects: Early in FY14 and as part of objectives 1 and 2, USAID introduced a list of 63 High Impact Micro Infrastructure Initiative (HIMII) projects as part of a special initiative to support the peace process in the region and the growth of the Palestinian economy. Nine of the original 63 HIMII projects were replaced by six road projects (resulting in a new total of 60 HIMII projects) prioritized by the Palestinian Authority (PA) and requested by USAID to be implemented under the LGI program. At the end of FY 14, of the 60 projects, 31 projects were ongoing including the rehabilitation works for the six PA road projects; 16 were completed; four were closed; and nine projects were under design, for which the expected tendering dates are reflected in the attached HIMII design tracking sheet (Annex 4). Moreover, Phase 1 of the Nablus Indoor Sports Hall project (construction of retaining and boundary walls) was initiated during the fourth quarter. All Citizen Service Centers (CSCs) in the HIMII list are ongoing except the Ramallah CSC, which is still under design. With respect to Round II of Area C schools, the design of the Area C school project in Qalqas was finalized and will be tendered during the first quarter of FY15. The design of the remaining Area C schools remains in process and is being conducted in close cooperation with USAID and the Ministry of Education and Higher Education (MoEHE). Construction permit applications for five of the six Area C schools are being followed up with Israeli Civil Administration (ICA) given that objections were received on the Omer Ibn Abdelaziz school project in Sai'r during the 60-day no objection advertisement. The objections will be discussed by the ICA committee before going forward with the construction permit application for the school project.

The following table provides a summary of progress during FY14 against Objective 1 & 2 targets.

[7] For detailed information on all projects under these objectives, refer to Annex (4) – Infrastructure Master and HIMI Design Tracking Sheet.

Table 2- Key Performance Indicators for Objectives 1 & 2 – Planned vs. Achieved for FY14

Indicator	Planned Target for FY14	Achieved during FY14	% Achieved during FY14
Number of Palestinians benefiting from provision of USG sponsored multi-sectorial infrastructure packages.[8]	226,850	189,194	83.4%
(Males)	113,553	97,568	86%
(Females)	113,297	91,626	81%
Number of communities provided access to new or rehabilitated infrastructure[9]	53	45	85%
Number of multi-sectoral community projects provided[10]	34	28	82.4%
Number of people employed in long-term jobs as a result of USG social assistance programming[11]	12	43	342%
(Males)	6	24	400%
(Females)	6	19	317%
Direct person days of employment generated[12]	63,884	51,478	81%
Kilometers of roads constructed or repaired through USG assistance	12.36	12.26	99.2%
Number of classrooms built or repaired with USG assistance	195	44	23%
Number of learners enrolled in schools and/or equivalent non-school based settings with USG support	4,304	1,185	28%

[8] Total number of beneficiaries includes objectives 1 and 2.
[9] Total number of beneficiaries includes objectives 1 and 2.
[10] Total number of projects includes objectives 1 and 2.
[11] Total number of beneficiaries includes objectives 1 and 2.
[12] Total number of beneficiaries includes objectives 1 and 2.

Indicator	Planned Target for FY14	Achieved during FY14	% Achieved during FY14
(Males)	2,343	919	39.2%
(Females)	1,961	226	12%

During FY14, LGI completed[13] 28 infrastructure projects (16 are HIMII) under Objectives 1 & 2 contributing to the indicators above. Six additional projects were expected to be finalized by the end of the fourth quarter; four of these projects are in the final payment stage, whereas the remaining two projects will be ready for handover in early October 2014. Had these projects been completed, they would have increased the above indicator percent target achievements for FY14, especially for "number of classrooms built/ rehabilitated" and the "number of learners" given that four of these projects are school projects. The high percent target achievement for the "number of long term jobs" is attributed to the jobs created from constructing an additional floor in Jabal An Nar club. This project significantly impacted the number of capacity building activities that can be implemented in the youth club, and created job additional job opportunities for both males and females as additional staff members are needed to conduct these activities.

Figure 1: Activity type of infrastructure projects completed during FY14

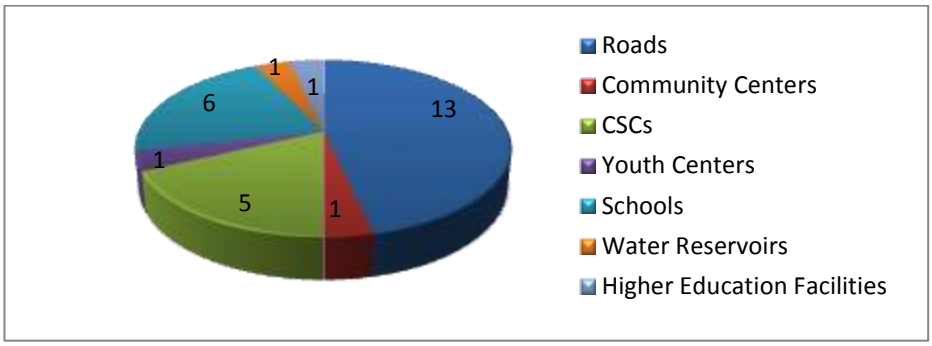
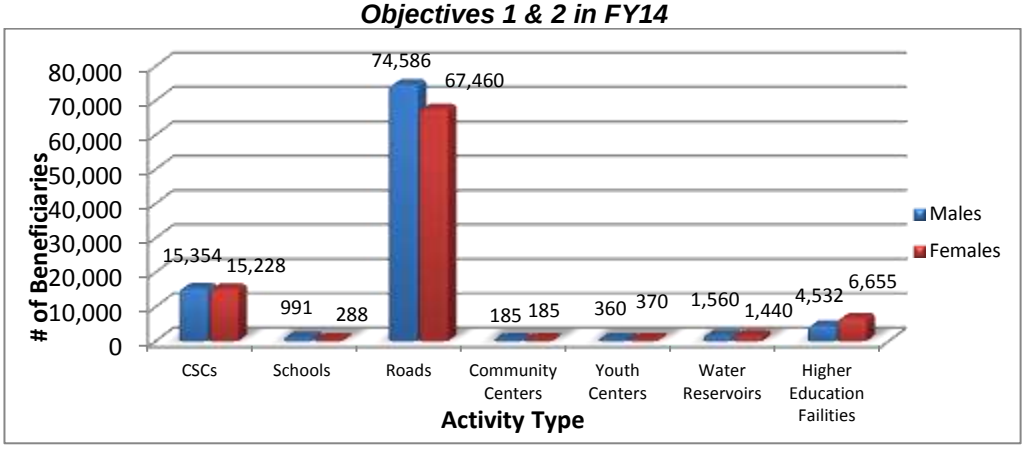


Figure 2: Number of beneficiaries for completed projects per activity type for Objectives 1 & 2 in FY14



[13] Completed projects means final payments have been processed to the contractor.

Objective 1 – Completed Projects[14]:

Roads

Road Projects in Vulnerable Communities

24043-13-CW-SA014 Rehabilitation of Al Daher Road with the water network in Saffa- Ramallah and Al-Bireh Governorate- $152,028.63 (Contractual), $155,799.58 (Amended Contract), and $155,850.89 (Actual USAID Cost): The project focused on the road rehabilitation with an approximate total length of 500 meters. The rehabilitation works included excavation works, soil curing, construction of 20 cm base course layer as well as 6 cm asphalt wearing course layer in addition to sidewalks and installation of road signs and markings. The project also included replacement of the existing water pipes with 3", 2", and 1" diameter pipes. The project generated 806 work days and 42 temporary jobs. Overall, the project benefited 1,904 males and 1,898 females.

Saffa residents identified the rehabilitation of internal roads as their first priority during the community planning process. Among these internal roads was Al Daher Road as it was in poor condition and the water network underneath was constructed 16 years ago. Now complete, the newly rehabilitated road with water network will provide safer and easier access to Saffa residents, especially for the students travelling every day to their schools. Moreover, this project will prevent accumulation of water in the winter season, preventing accidents. In 2013, LGI completed the rehabilitation of Al Masbah Road in Saffa. The rehabilitation of Saffa primary boys' school will be completed early FY15.

Before

During

After

Rehabilitation of Al Daher Road with the water network in Saffa

[14] "Completed" projects mean final payments have been processed to the contractor.

24043-14-SW-SA013 Construction of agricultural roads in Khursa village - Hebron Governorate- $135,614.30 (Contractual), $148,028.90 (Amended Contract) and $147,983.20 (Actual USAID Cost): The project included the construction of three agricultural roads in Khursa village with approximately 800, 600, and 200 m length, respectively. Works also included supply and compaction of 6 m width base course, construction of stone walls and installation of guard rails. The project generated 1,197 work days and 26 temporary jobs. Overall, the project benefited 220 males and 280 females.

In Khursa village, the agricultural sector contributes 20% to the total community income. The village has about 20 km of agricultural roads, 11 km of which urgently need rehabilitation. The road project was listed among the highest priority projects during the community planning process. Now complete, the project will provide farmers with better access to their land, and will allow them to transport their crops to the neighboring town of Dura and Hebron city using vehicles instead of animals, which was previously the only option. Furthermore, LGI completed the rehabilitation works project for the secondary boys' and primary girls' schools in Khursa. The construction of additional classrooms and rehabilitation of Khursa secondary girls' school will be completed during early FY15.

Before

During

After

Construction of agricultural roads in Khursa village

24043-14-NW-SA008 Rehabilitation of Alkhaniq Road in Kafr Ra'i- Jenin Governorate-$287,405.98 (Contractual), $300,826.39 (Amended Contract) and $304,030.59 (Actual USAID Cost) (HIMII List): The project focused on rehabilitation of 1,404 m of Al Khaniq Road in Kafr Ra'i. Works also included the construction of 2,257 m^2 sidewalks and road shoulders, building 397 m stone walls, construction of pipe culvert in addition to road furnishing with signs and road marking**.** The project generated 1,458 work days and 44 temporary jobs. Overall, the project benefited 2,050 males and 2,050 females.

Before

After

During

Rehabilitation of Alkhaniq Road in Kafr Ra'i

The rehabilitation of internal roads was the first priority project selected based on a list of community priorities identified in the Kafr Ra'i strategic plan. The rehabilitated road will provide better access to village facilities including two public halls, three boys' schools, and one girls' school. Additionally, the new road will encourage citizens to build residential areas in a nearby zone as a result of the accessibility to the new road. Finally, the road will be used as a bypass road to reduce traffic congestion on the main Tulkarm- Jenin road.

24043-14-CW-SA012- Rehabilitation of Al Sha'ab Road in Marah Rabah- Bethlehem Governorate- $321,401.41 (Contractual), $337,654.93 (Amended Contract) and $341,045.40 (Actual USAID Cost) (HIMII List): The project included widening and rehabilitation of Al Sha'b Road with 1,210 m total length. The works consisted of excavation and leveling work, base course, and asphalting. The project also included construction of retaining and stone walls, curbstones, and road shoulders in addition to installation of guard rails, signs, and road markings. The project generated 1,922 work days and 41 temporary jobs. Overall, the project benefited 1,700 males and 1,800 females.

Marah Rabah citizens ranked the rehabilitation of internal roads as their second priority during the community planning process; and Al Sha'b Road was selected as the top priority internal road in need of rehabilitation. Now complete, the road project will provide safer and easier access for residents, particularly children travelling to their schools. LGI is currently constructing a health clinic in Marah Rabah.

Before

During

After

Rehabilitation of Al Sha'b Road in Marah Rabah

24043-14-SW-SA023- Rehabilitation of Abu Suwan Road in Al Majd village- Hebron Governorate- $185,989.39 (Contractual), $198,614.45 (Amended Contract) and $194,102.33 (Actual USAID Cost) (HIMII List): The project focused on rehabilitation of Abu Suwan Road in Al Majd village with total length of 886 m. Works also included construction of stone walls, sidewalks, and curbstones, in addition to road markings and installation of road signs. The project generated 1,281 work days and 39 temporary jobs. Overall, the project benefited 1,172 males and 1,328 females.

Rehabilitation of internal roads was listed among priority projects by citizens of Al Majd village during the community planning process. The condition of Abu Suwan Road prior to rehabilitation was deteriorated and considered a safety hazard for pedestrians, especially during the winter season. Now complete, the project will provide safer and easier access for residents. Under the LGI program, a community center in Al Majd village is currently under construction.

Before

After

During

Rehabilitation of Abu Suwan Road in Al Majd village

Road Projects in Potential Centers of Governance Excellence

24043-14-CW-SA002 Rehabilitation of internal and connecting roads in Khirbet Qeis neighborhood in Salfit City- Salfit Governorate-$144,092.20 (Contractual), $144,092.20 (Amended Contract) and $142,859.40 (Actual USAID Cost) (HIMII List): The project focused on rehabilitation of internal and connecting roads in Khirbet Qeis. The works consisted of asphalting works, construction of sidewalks and retaining walls, in addition to securing the connecting roads using safety features including cat eyes, guard rails, and safety signs. The project generated 645 work days and 40 temporary jobs. Overall, the project benefited 6,100 males and 6,150 females.

24043-13-SW-SA030 Rehabilitation of Beit Sahur internal Roads- Bethlehem Governorate- $279,462.9 (Contractual), $279,462.90 (Amended Contract) and $273,454.40 (Actual USAID Cost) (HIMII List): The project included rehabilitation of internal roads with an approximate length of 1,550 m. Works included asphalting, construction of sidewalks, road shoulders and retaining walls, in addition to road markings and installation of road signs. The project generated 830 work days and 14 temporary jobs. Overall, the project benefited 610 males and 490 females.

Before

After

During

Rehabilitation of Beit Sahur internal roads

24043-14-CW-SA014- Rehabilitation of internal roads in Ar Ram- Jerusalem Governorate- $190,351.44 (Contractual), and $186,055.69 (Actual USAID Cost) (HIMII List): The project focused on rehabilitation of the internal roads of 800 m total length. The works consisted of excavation and road leveling, asphalting and construction of curbstone, sidewalks, interlock tiling and roadway furnishing including road painting, marking and installation of road signs. The project generated 1,137 work days and 24 temporary jobs. Overall, the project benefited 32,000 males and 28,000 females.

Before

After

During

Rehabilitation of internal roads in Ar Ram

24043-14-CW-SA012- Rehabilitation of internal roads in Bir Zeit- Ramallah & Al Bireh Governorate- $273,073.27 (Contractual), $303,665.61 (Amended Contract) and $302,161.53 (Actual USAID Cost) (HIMII List): The project focused on the rehabilitation of 910 m of internal roads in Bir Zeit. Works also included construction of retaining walls and securing the roads by installing cat eyes, guardrails and safety signs, in addition to road painting and marking. The project generated 1,269 work days and 28 temporary jobs. Overall, the project benefited 5,000 males and 5,000 females.

Before

During

After

Rehabilitation of internal roads in Bir Zeit

24043-14-SW-SA003 Rehabilitation of the eastern entrance road for Tubas City- Tubas Governorate- $345,727.67 (Contractual), and $287,425.38 (Actual USAID Cost) (HIMII List): The project focused on rehabilitation of 599 m of Tubas eastern entrance road. Works included asphalting works, construction of pipe culvert, road shoulders, and sidewalks. Additionally, the works included road marking and installation of road signs**.** The project generated 1,353 work days and 23 temporary jobs. Overall, the project benefited 6,554 males and 6,822 females.

Before

After

During

Rehabilitation of the eastern entrance road for Tubas City

24043-14-SW-SA003- Rehabilitation of Marah Jabeir Road in Yatta - Hebron Governorate- $374,561.25 (Contractual), and $380,036.97 (Actual USAID Cost) (HIMII List): The project included expansion and rehabilitation of 1.55 km of Marah Jabeir Road in Yatta. Works consisted of construction of concrete shoulders, stone walls, boundary walls and sidewalks. Additionally, the project included road marking and installation of road signs. The project generated 3,456 work days and 50 temporary jobs. Overall, the project benefited 9,000 males and 5,600 females.

Before

After

During

Rehabilitation of Marab Jabeir Road in Yatta

24043-14-NW-SA021- Rehabilitation of internal roads in Attil- Tulkarm Governorate- $141,776.66 (Contractual), $194,526.95 (Amended Contract) and $190,238.00 (Actual USAID Cost) (HIMII List): The project focused on rehabilitation of internal roads in Attil with 700 m total length. Works also included construction of sidewalks and retaining walls in addition to road marking and installation of road signs. The project generated 980 work days and 28 temporary jobs. Overall, the project benefited 3,180 males and 2,940 females.

Before

During

After

Rehabilitation of internal roads in Attil

The above road projects in potential centers of governance excellence were listed as priority projects in the Strategic Development and Investment Plans (SDIPs) or the Strategic Development Frameworks (SDFs) for each partner LGU. Now complete, rehabilitated roads will provide citizens with safer and easier access.

Citizen Service Centers

24043-13-SW-SA027- A Citizen Service Center for Beit Fajjar Municipality-Bethlehem Governorate- $167,590.16 (Contractual), $168,720.16 (Amended Contract), and $165,108.61 (Actual USAID Cost): The project consisted of restructuring and finishing ground floor works within the existing western part of the municipality building to accommodate the new Citizen Service Center (CSC) with an approximate area of 140 m^2. The established CSC includes a teller counter, accounting booth, waiting hall and reception area, CSC manager office, server room, IT room and archiving room. Additionally, the project included finishing works for the existing western part of the municipality building basement floor, with an approximate area of 180 m^2, rehabilitation of the existing entrance, stairs, and surrounding external floors. The existing external ramp was also rehabilitated to allow safe access to the CSC in the ground floor for citizens with special needs. The project generated 1,062 work days and 96 temporary jobs. Overall, the project benefited 721 males and 693 females.

The Beit Fajjar Municipality Strategic Corporate Plan (MSCP) includes the establishment of a CSC for Beit Fajjar municipality as a priority project that will improve the quality of services provided to citizens and help improve staff performance by providing a more comfortable work environment.

Before

During

After

Establishment of a CSC for Beit Fajjar Municipality

24043-13-CW-SA017- A Citizen Service Center for Al Bireh Municipality-Ramallah and Al-Bireh Governorate- $193,360.10 (Contractual), $194,659.00 (Amended Contract) and $199,151.20 (Actual USAID Cost): The project focused on the rehabilitation of the existing building, with an approximate area of 220 m^2, to serve as a CSC. The project included rehabilitation works in the main hall, wooden and gypsum partitions for the general manager, employees' offices and service counters. External works consisted of stone walls cleaning, roof insulation and installation of a plastic dome for the main entrance. Additionally, the main entrance was also rehabilitated for safe access to the CSC for citizens with special needs. The project generated 1,009 work days and 65 temporary jobs. Overall, the project benefited 8,100 males and 8,100 females.

Before

During

After

Establishment of a CSC for Al Bireh Municipality

24043-13-NW-SA012- A Citizen Service Center for Kafr Thulth Municipality-Qalqiliya Governorate- $97,275.20 (Contractual), $98,633.10 (Amended Contract) and $95,412.30 (Actual USAID Cost): The project consisted of the establishment of a CSC within the ground floor of the municipal building. The newly established CSC includes four counters, CSC manager room, server room, waiting area, and sanitary units including one lavatory designed specifically for persons with disability. External works included an external ramp leading to the CSC. The project generated 642 work days and 52 temporary jobs. Overall, the project benefited 459 males and 441 females.

Before

After

During

Kafr Thulth CSC

24043-13-NW-SA011 Establishment of a Citizen Service Center for Al Yamun Municipality- Jenin Governorate- $115,858.70 (Contractual), $117,135.00 (Amended Contract) and $121,284.70 (Actual USAID Cost): The project consisted of the establishment of a CSC within the ground floor of the municipal building. The newly established CSC includes a service counter, CSC manager room, archival and server rooms. The works also included rehabilitation and maintenance of the five offices in the municipal building. The project generated 501 work days and 50 temporary jobs. Overall, the project benefited 2,040 males and 1,960 females.

Before

During

After

Al Yamun CSC

24043-14-SW-SA023 A Citizen Service Center for Bethlehem Municipality- Bethlehem Governorate- $219,861.61 (Contractual), $221,855.09 (Amended Contract) and $218,347.00 (Actual USAID Cost) (HIMII List): Works included rehabilitation of the existing first floor of Bethlehem municipal building to serve as a CSC. The CSC consists of a reception area, waiting area, six service counters, CSC manager room, two fee collection offices, server room, kitchen, and lavatories including one for people with special needs. External works included construction of an external ramp with handrails and maintenance of the CSC main entrance. The project generated 1,547 work days, 43 temporary jobs, and two permanent jobs. Overall, the project benefited 4,034 males and 4,034 females.

Before

During

After

Bethlehem CSC

For Al Yamun, Kafr Thulth, Al Bireh, and Bethlehem municipalities, the creation of a CSC was listed as a priority in their respective Strategic Development & Investment Plans (SDIPs). The CSCs help improve service delivery and support the implementation of good governance and management practices by having an electronic documentation system for services provided and a comfortable working environment for staff.

Schools

24043-13-SW-SA014 Completion and finishing of Luqman Al-Hakim Elementary Co-educational School- Hebron Governorate- $279,707.57 (Contractual), $284,344.05 (Amended Contract), and $289,841.23 (Actual USAID Cost): The project consisted of finishing works for the existing school structure to have four classrooms, one administration room, one teachers' room, in addition to finishing works for the existing water cistern and the sanitary unit. The project also included construction and finishing of a library, canteen, staircase and a septic tank as well as school roof insulation and other external works related to rehabilitation of a playground, boundary and retaining walls. The project generated 2,778 work days, 147 temporary jobs, and 8 permanent jobs. Overall, the project benefited 32 males and 37 females.

As Sura citizens ranked the completion of Luqman Al Hakim School as their second highest priority project during the community planning process. It was also recommended by the MoEHE as part of their district plan. The construction of the school skeleton structure was funded by private donations from the local community, but they could not afford the finishing costs. Now complete, the finished school will help in reducing the overcrowding in the adjacent schools and save the financial burden of transportation for families who previously had to send their children to study in the adjacent localities 3 km away from their homes. The new school also created new employment opportunities for teachers from As Sura village. Under the LGI program, internal roads in As Sura are currently under rehabilitation.

Before

During

After

Completion and finishing of Luqman Al-Hakim Elementary Co-educational School in As Sura

24043-13-NW-SA001 Construction of additional classrooms and other facilities at Al Haffasi primary co-educational school in Kafr al Labad-Tulkarm Governorate- $404,008.00 (Contractual), $407,011.40 (Amended Contract) and $425,415.20 (Actual USAID Cost): The project consisted of construction and finishing works for three floors including six additional classrooms, teachers' room, administration room, school library, and sanitary units. Additionally, the external works included construction of retaining walls and an external school playground. The project generated 4,946 work days and 113 temporary jobs. Overall, the project benefited 18 males and 15 females.

The school project was listed among the highest priority projects by Kafr Al Labad citizens during the community planning process. It was also recommended by the MoEHE as part of their district plan. Now complete, the additional classrooms will provide an adequate learning environment, overcoming the problem of having two grades learning in one classroom, which was the case in the old school. Additionally, the construction of a multi-purpose hall with a garden in Kafr al Labad is currently underway.

Before

During

After

Construction of additional classrooms and other facilities at Al Haffasi primary co-educational school in Kafr al Labad

24043-14-SW-SA018 Rehabilitation works for Khursa secondary boys' school- Hebron Governorate- $187,079.37 (Contractual), $192,876.47 (Amended Contract) and $194,822.49 (Actual USAID Cost) (HIMII List): The project included painting school corridors, windows, doors, and external columns. External works consisted of painting and marking the school playgrounds, construction of sunshade, retaining walls, and flower boxes. Moreover, external works included construction of stairs between upper and lower playgrounds, tiling works, and installation of an external fence. The project generated 1,839 work days and 40 temporary jobs. Overall, the project benefited 240 males.

Before

During

After

Rehabilitation works for Khursa secondary boys' school

Khursa primary girls' and secondary boys' school projects were prioritized during the community planning process as part of a package of three small school projects aiming to enhance the education sector in Khursa village. The two schools were suffering from lack of healthy and adequate sanitary units, boundary walls, rehabilitated playgrounds and regular maintenance. Now complete, the two school projects will provide an enhanced educational environment. Additionally, under the LGI program, Khursa secondary girls' school is under construction whereas the rehabilitation of agricultural roads was completed in FY14.

24043-14-NW-SA011 Construction of specialized rooms in Raba primary boys' school - Jenin Governorate- $187,870.00 (Contractual), $187,613.96 (Actual USAID Cost): The project included construction of four classrooms in Raba primary boys` school, general rehabilitation works for the existing two school floors and the school playground. The project generated 2,024 work days and 61 temporary jobs. Overall, the project benefited 300 males.

The school project was ranked the second highest priority project during the community planning process in Raba village. The project was also recommended by the MoEHE as part of their district plan. The existing school building was suffering from overcrowding and lack of basic facilities such as libraries, counselor rooms, storage units, boundary walls, and playground facilities. Now complete, the additional classrooms will provide an enhanced educational environment and save the time and transportation burden on students who used to travel to neighboring villages to receive education. Additionally, the rehabilitation of the internal roads in Raba was implemented under the LGI program in FY12.

Before

During

After

Construction of specialized rooms in Raba primary boys' school

24043-14-SW-SA017- Rehabilitation works in Khursa primary girls' school- Hebron Governorate- $96,334.77 (Contractual), $125,695.44 (Amended Contract) and $106,601.88 (Actual USAID Cost) (HIMII List): The project focused on rehabilitation works for the existing school building. Works included painting corridors walls, doors, steel rails, window fences, external gate and replacing the old steel windows with aluminum windows. External works consisted of painting and marking basket and volleyball courts, installation of steel rails for external stairs and fencing works for retaining and boundary walls, in addition to electrical works and construction of an external ramp. The project generated 1,418 work days and 31 temporary jobs. Overall, the project benefited 134 males and 236 females.

Before

During

After

Rehabilitation works for Khursa primary girls' school

Water Reservoirs

24043-13-CW-SA008 Construction of a circular ground water tank in Yasuf– Salfit Governorate, $251,829.50 (Contractual), $253,129.50 (Amended Contract) and $256,675.20 (Actual USAID Cost) (HIMII List): The project focused on the construction of 500 m^3 ground circular water tank and connection of the water tank with the main water supply line and domestic water network. Works also included construction of retaining and boundary walls in addition to landscaping works around the water tank including sidewalks and agricultural basins. The project generated 1,694 work days and 31 temporary jobs. Overall, the project benefited 1,560 males and 1,440 females.

The project serves two amalgamated communities, Yasuf and Iskaka, that fell into the most vulnerable communities as defined in the socio-economic needs assessment conducted under the LGI program. Construction of an elevated water tank was listed among the highest priority projects during the community planning process. The project will reduce shortages in water supply in both villages. Additionally, under the LGI program, the *construction of an additional floor for Yasuf-Iskaka secondary girls' school is underway.*

Before

During

After

The circular ground water tank in Yasuf

Community Centers

24043-13-NW-SA015 Construction of a Community Center in Al-Mutilla - Al Mughayyir Village-Jenin Governorate $184,680.40 (Contractual), $185,908.70 (Amended Contract) and $186,074.70 (Actual USAID Cost): The project included the construction of a two-story building with an approximate area of 275 m^2. The building included a multipurpose hall, women's committee center, health clinic, a room for charging pre-paid electricity cards and an administration room. External works included construction of a septic tank, asphalted front yard, boundary walls and fences. The project generated

1,873 work days and 40 temporary jobs. Overall, the project benefited 185 males and 185 females.

The community center serves two amalgamated communities, Mutilla and Al-Mughayyir, located in East Salfit. The project was listed among the highest priority projects by East Salfit citizens during the community planning process. This project will positively impact women and youth by housing the local health clinic, and providing facilities for recreational and social activities such as sports, summer camps, and fun days for children. Moreover, the rehabilitation of the main village entrance in Jalqamous, Al Mutilla and Um El Tut, and the construction of a secondary boys' school in Al Mutilla were also implemented under the LGI program.

Before

During

After

The Community Center in Al Mutilla

On-going Projects: At the end of FY14, there were 28 on-going[15] infrastructure projects under objective 1, of which 25 are HIMII projects.

Closed Projects[16]: At the end of FY14, there were four closed[17] infrastructure projects under objective 1, all are HIMII.

Projects under Design: At the end of FY14, there were three projects in the design[18] phase under objective 1.

[15] Refer to Annex (4) for photos of on-going projects.
[16] "Closed" means the final payment is under process.
[17] Refer to Annex (5) for photos of closed projects.
[18] Refer to Annex (4) for Infrastructure Master and HIMI Design Tracking sheet.

Objective 2 - Completed Projects[19]:

Roads

24043-13-CW-SA012 Construction of a pedestrian bridge and rehabilitation works near Al Jalazun camp- Ramallah and Al-Bireh Governorate- $450,249.60 (Contractual), $456,393.70 (Amended Contract) and $462,144.10 (Actual USAID Cost): The project included the construction of a steel structure bridge situated between two UNRWA schools for pedestrians near Al Jalazun camp. The project also included the construction of sidewalks and road asphalting near the bridge, installation of fences, lighting using solar panels, a bus stop and stone cladding for the existing retaining walls with Italian stones. The project generated 2,544 work days and 65 temporary jobs. Overall, the project benefited 7,000 males and 7,000 females.

The construction of a pedestrian bridge near Al – Jalazun was a priority project set by the Palestinian Authority and recommended by USAID to be implemented under the LGI program. Now complete, parents are no longer worried about their children's safety when going to their schools located next to the main road. Additionally, the traffic jams have decreased significantly, which will potentially improve business growth opportunities for Al-Jalazun camp residents and other people utilizing the road for transporting goods and reaching work.

Before

During

After

Construction of a pedestrian bridge and rehabilitation works near Al Jalazun camp

[19] "Completed" projects mean final payments have been processed to the contractor.

Schools

24043-13-SW-SA005 Construction of a new primary boys' school in Beit Kahil-Hebron Governorate-$838,620.30 (Contractual), $838,620.30 (Amended Contract) and $829,208.90 (Actual USAID Cost): The project included the construction of a two-floor school building in Beit Kahil. The ground floor contains one classroom, canteen, storage area, staircase, and a sanitary unit. The first floor contains four classrooms, library, computer lab, social worker room, teachers' room, storage area, and administration area for principal and secretary with a kitchen and sanitary unit. The project generated 5,878 work days, 56 temporary jobs, and 11 permanent jobs. Overall, the project benefited 237 males.

Before

During

After

Construction of a new primary boys' school in Beit Kahil

The school project was identified as a priority by the village council due to the shortage of classrooms in the existing boys' schools, which forced them to rent stores near the school to be used as additional classrooms. Moreover, students coming from the western part of the village were forced to walk 3 km uphill daily to reach the old school. Now complete, the new school will provide an enhanced and safe educational environment for students in Beit Kahil.

Higher Education Facilities

24043-14-CW-SA001 Rehabilitation of Al Quds University science learning center in Abu Dis-Jerusalem Governorate- $372,169.97 (Contractual), $382,594.02 (Amended Contract) and $375,888.35 (Actual USAID Cost) (HIMII List): The project focused on restructuring, expanding, and

renovating the science museum in Al Quds University. The renovated science museum consists of a reception area, workshop, exhibition hall, two offices, and lavatories, including a lavatory for Persons with Disabilities (PwD). Moreover, the museum consists of a library, computer lab, dark room, and storage room. External works included rehabilitation of the science museum entrance and construction of a bridge linking the second floor of the building hosting the museum with the main entrance. Additionally, a ramp was constructed to facilitate access for PwD. The project generated 1,967 work days and 75 temporary jobs. Overall, the project benefited 4,532 males and 6,655 females.

Before

During

After

Rehabilitation of Al Quds university science museum in Abu Dis

The old science learning center required the re-design of the interior, improved ventilation system, increased lighting, and an upgrade of the main entrance for ease of access to visitors. Now complete, and being the only one of its kind in the West Bank, the science museum will provide an enhanced, interactive science learning environment for university students and other students from different schools to enhance their interest in the scientific fields. LGI is currently working on the establishment of a CSC for Abu Dis municipality.

Youth Centers

Construction of additional floor to Jabal An Nar club - Nablus Governorate (HIMII List) - $323,264.00 (Contractual), $323,264.00 (Amended Contract) and $319,363.37 (Actual USAID Cost): The project included construction and finishing works for an additional floor to the existing youth club with an approximate area of 370 m^2. The existing ground floor was constructed through the USAID funded EJP program. The project included maintenance works in the existing ground floor and rehabilitation of one of the lavatories to serve persons with disabilities (PwD).The additional floor consists of a training room, a multi-media center, a meeting room and a multipurpose hall. External works included rehabilitation of the

existing ramp to comply with PWD standard ramps in addition to the maintenance works for the area surrounding the building. The project generated 2,331 work days, 22 long term jobs, and 51 temporary jobs. Overall, the project benefited 360 males and 370 females.

Before

During

After

Construction of an additional floor for Jabal An Nar club

The additional floor provided more space in Jabal An Nar club to conduct more capacity building activities and encourage more youth to participate in extracurricular activities after school and during the summer break. The Nablus Indoor Sports Hall project is currently under design, whereas the retaining walls as Phase I of the project are under construction.

On-going Projects: At the end of FY14, there were six ongoing[20] infrastructure projects under objective 2, all of which are HIMII projects.

Projects under Design: At the end of the FY14, there were seven projects in the design[21] phase under objective 2.

[20] Refer to Annex (5) for photos of on-going projects.
[21] Refer to Annex (4) for Infrastructure Master and HIMI Design Tracking sheet.

Mainstreaming Green Elements in LGI Infrastructure Projects

"Green" or "sustainable" building is the practice of taking actions that are environmentally responsible and resource efficient throughout all phases of a project life cycle. As a key cross-cutting theme under its infrastructure and special initiatives components, LGI works in partnership with the Engineers Association –Jerusalem Center (EAJC), the Palestinian Higher Green Building Council (PHGBC), and relevant ministries to promote green building techniques and approaches, incorporate cost-effective and practical green building elements into all LGI-funded designs and projects, and to support pilot green construction projects that incorporate cutting edge technologies.

Within this context, LGI supported the launch of the national Palestinian Green Building Guidelines developed by EAJC and PHGBC in FY13. The guidelines were modeled after the Leadership in Energy and Environmental Design (LEED) guidelines from the United States of America (USA) and the ISTIDAMA guidelines from the UAE, but were specifically tailored to the environmental context in Palestine. All three guidelines (LEED, ISTIDAMA, and the Palestinian Green Building Guidelines) provide a clear rating system to achieve green building classification status.

In the Palestinian Green Building Guidelines, there are specific prerequisites for the following six categories that projects must fulfill to be considered green:

1. Site Sustainability;
2. Indoor Environmental Quality;
3. Energy and Atmosphere;
4. Water Efficiency;
5. Materials and Resources; and
6. Innovation in Operations and Regional Priority.

Green Building Categories

With reference to the Palestinian Green Building Guidelines and under their respective green categories, LGI incorporated green elements into the design, implementation, and operation of completed building projects[22] during FY14 as follows:

[22] Refer to Objective 1 and 2 sections for more details about the scope of works for completed projects during FY14.

Site Sustainability

This category focuses on site selection and development, which contribute to increasing building efficiency and enhancing its surrounding environment. Under each of the subcategories for site sustainability listed below is a description of the green elements that were mainstreamed in LGI's completed projects for this fiscal year:

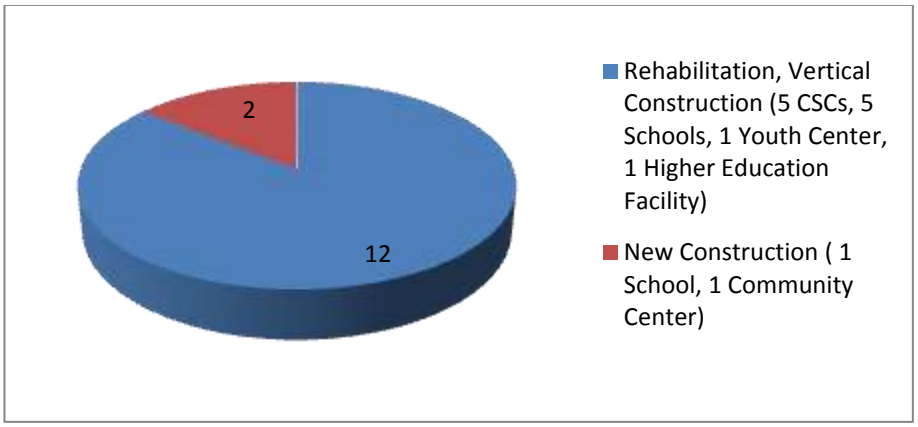
Construction Activity Pollution Prevention

For the 14 building projects completed during FY14, an Environmental Documentation Form (EDF) was prepared and approved by USAID prior to launching the construction works. The environmental mitigation actions were defined in the EDF to prevent any negative environmental impacts related to construction activities. These mitigations adhere to Palestinian Environmental Law No.7 (1999), the Environmental Assessment Policy of 2000, and USAID Regulations of 22 CFR- Part 216, in addition to the Excusive Regulation Law of 4/1994. All mitigations listed in EDFs, including construction waste management and preservation of project site archeological and historical findings, were taken into consideration and inspected by the LGI team during project implementation.

Site Selection

The majority of building projects completed this fiscal year included rehabilitation of existing buildings or vertical construction of additional floors. This practice contributes to preserving undeveloped green sites. Moreover, the building projects are located in urban areas, which are served by existing infrastructure. Availability of infrastructure services is taken into consideration in the assessment of LGI building projects to avoid the need for expanded transportation and utility infrastructure.

***Figure* 3: New building projects versus rehabilitation and vertical construction projects completed under LGI program in FY14**



Building Accessibility

The design and implementation of LGI building projects included consideration of the ease of access to project location through public and private transportation and by pedestrians living in the surrounding residential areas. Additionally, all schools, community centers, and CSC projects completed during FY14 have dedicated parking areas for users. Moreover, the external works of the majority of building projects included the construction of external ramps with hand rails for ease of access for Persons with Disabilities (PWDs).

Clock wise: External ramps with hand rails for persons with disabilities in Khursa primary girls' school, Jabal An Nar youth club, Kafr Thulth CSC and Bethlehem CSC

Site Development

In an effort to preserve and develop green surroundings within project areas, more than 10% of school project sites, the community center in Al Mutilla, and the CSCs of Kafr Thulth and Beit Fajjar are planted with durable native plants that do not consume large quantities of irrigation water. Additionally, the existing green vegetation cover surrounding the project area was protected and looked after during the construction period as part of the environmental mitigation actions identified in the EDF.

Caption (Left to right): Green areas surrounding Khursa, Raba, and Luqman El Hakim schools

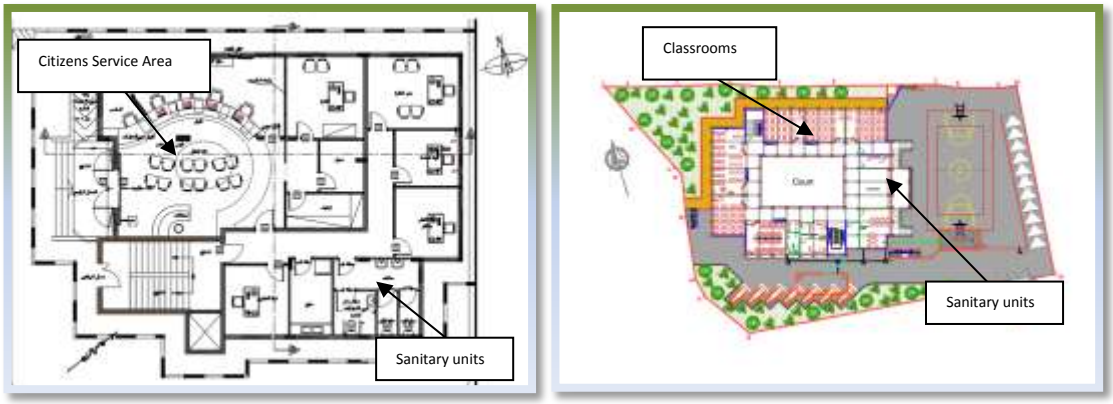
Thermal Comfort Strategy

Internal Thermal Comfort

Thermal comfort is naturally achieved though orienting the building towards the north-west. Such building orientation will reduce the cooling and heating requirements and provide a comfortable environment for users. This thermal comfort strategy is applied in all new building projects constructed under the LGI program. Additionally, interior design best practices are utilized to overcome the challenges presented by the improper building orientation of pre-existing buildings rehabilitated under LGI. For example, reception areas, main halls, additional classrooms, and labs are placed in the northwestern side of the building, whereas the kitchen and lavatories are placed in the southern side of the building. This practice contributes to provision of natural thermal comfort in the most crowded areas of the building. Additionally,

double-glazed windows were used in all projects to reduce heat transfer during summer and winter seasons.

For Luqman El-Hakim and Beit Kahil schools, the windows were fitted with sun breakers to reduce the intensity of solar radiation reaching classrooms. Additionally, in Al Haffasi and Raba schools, open-air corridors reduce the intensity of solar radiation reaching the classrooms. Moreover, building walls are well insulated (43 cm thick) to reduce heat convection and enhance thermal comfort in addition to reducing noise pollution.



Caption (Left to right): Proper building orientation in Kafr Thulth CSC and Beit Kahil school for optimal thermal comfort

Caption (Left to right): Open air corridor in Al-Haffasi school and sunbreakers in Beit Kahil school

Outdoor Thermal Comfort

An internal open air court of 194 m^2 area was constructed, and surrounded by 210 cm wide corridor in Beit Kahil School. This makes up a 150 m^2 of a shaded area to be utilized by students to spend school breaks during hot summer days. In Jabal An Nar club, Khursa secondary boys' school, and Al Quds University science museum, sunshades were constructed for the outdoor theater, playground, and entrance, respectively.

Outdoor sun shades in Khursa boys' school, Jabal An Nar Club and Al Quds University science museum

Internal open court in Beit Kahil school

Indoor Environmental Quality

This category aims to optimize the quality of the indoor environment to protect the health of the occupants and improve the productivity of building users. Under each of the subcategories for indoor environmental quality listed below is a description of the green elements that were mainstreamed in LGI's completed projects for this fiscal year:

Internal Air Quality Performance

Maximum utilization of daylight provides natural ventilation, which was taken into consideration for the design and the position of doors and windows in Beit Kahil School, Jabal An Nar club, Raba school, and the community center in Al Mutilla. In addition, heating, ventilation, and air conditioning systems were installed in Jabal An Nar club, Al Quds University science museum, and the five established CSCs to enhance the internal air quality when the buildings are overcrowded with visitors. Additionally, roofless parking areas are available in the majority of the completed building projects, which reduces the level of inhaled vehicle emissions. Finally, the smoke-free policy is enforced in the two building projects and "No Smoking" signs were also installed throughout the buildings.

Caption (Left to right): Installation of HVAC systems in Bethlehem CSC, Al Yamun CSC, and Al Quds University Science museum

Roofless parking area in Al Mutilla community center

Materials Emissions

All ceiling, painting, and coating materials used in the completed building projects contain volatile organic compounds, lead, and mercury within acceptable limits as set by the Environmental Protection Agency (EPA). Additionally, the use of asbestos is banned all LGI building projects for its hazardous impact.

View, Daylight, and Glare

In Jabal An Nar club, Al- Haffasi, Beit Kahil, Luqman El Hakim and Raba schools, 75% of the available spaces have direct visual contact with the external surroundings. The number, size, and location of windows in these building projects enhance the utilization of daylight. As recommended in the Palestinian Green Building Guidelines, at least 75% of the available spaces of the school buildings have 300 Lux light intensity for optimal and comfortable indoor lighting.

Caption (Left to right): Natural daylight in Al Haffasi school, Raba school, Beit Kahil school, and Jabal An Nar club

Energy and Atmosphere

This category mainly tracks building energy performance, use of renewable energy, and managing air conditioning systems to eliminate the release of air pollutants. The following describes green standards and systems that are implemented in LGI completed projects to reduce energy consumption and ultimately building operation costs:

Natural thermal comfort is achieved through optimized building orientation in the school projects of Beit Kahil, Al Haffasi, Luqman El- Hakim in addition to optimized daylight utilization and ventilation. These considerations in building design minimize electrical power consumption for lighting, heating, and cooling. Additionally, the installed air conditioning systems in the five CSCs, Jabal An Nar club, and Al Quds university science museum do not use chlorofluorocarbons-based refrigerants that contribute to ozone depletion and climate change. LED power lighting is also used in all building projects, which saves more electrical energy compared to traditional bulbs. Moreover, solar panels are installed for cold water heating in all completed projects that included mechanical works.

Caption (Left to right): Installed LED power spotlights in Al Bireh CSC, Al Quds science museum, and Beit Fajjar CSC

Solar panels for water heating in Al Mutilla community center

Water Efficiency

This category assesses the efficiency of water management within the building by monitoring and reducing water consumption and practicing water efficient landscaping. At the same time, it takes into consideration national recommendations and guidelines in water consumption. Under this category, the following practices are employed for efficient water use in LGI's completed projects during FY14:

The installed lavatories in completed projects have dual flush valves. These types of lavatories generally require less cold water to operate (less than 4.5 L/flush). Other cold water management practices are summarized below:

- Drinking water fountain taps in Beit Kahil School have sensors to reduce fresh water consumption.
- Drainage from drinking water fountains in Beit Kahil and Al Haffasi schools is used for irrigating green surrounding areas.
- Storm water drainage systems were installed in Al Haffasi, Beit Kahil, Luqman El- Hakim schools, Al Mutilla community center, and Kafr Thulth CSC, where harvested water is utilized for irrigating the surrounding green areas.
- The surrounding green areas in Kafr Thulth CSC are also irrigated using water drained from the air conditioning system during the summer season.

Plants irrigated with drainage of drinking water fountain in Beit Kahil school

Materials and Resources

This category promotes the use of local, non-polluting, reused, and recycled materials that contribute to reducing the negative environmental impacts resulting from construction wastes and depletion of natural resources.

For each completed building project, there was an approved construction and operation waste management program implemented by each project contractor and inspected by the LGI team. Durable and locally manufactured stones, paints, and coating materials were used in the construction and finishing of completed projects. Additionally, the metal terrace and the OBC wood used in the roof of the additional floor for Jabal An Nar club are considered sustainable building elements that can be easily recycled or reused. Moreover, in Jabal An Nar club and Raba school, the removed old tiles and parapet marbles were reused in tiling the club backyard and the school corridor parapets.

Caption (Left to right): Reuse of old tiles and parapet marbles for backyard tiling and corridor parapets in Jabal An Nar club and Raba school projects

Caption (Left to right): Local plastering materials for the boundary wall in Al Mutilla community center and locally manufactured stones for external tiling works for Khursa secondary boys' school

Metal terrace and OBC wood for the roof of the additional floor for Jabal An Nar Club

Green Elements in LGI Road Projects

Although the national Palestinian Green Building Guidelines focus only on building projects, LGI also incorporates green elements in the design and implementation of road projects. The following green elements were mainstreamed in the 13 completed road projects during this fiscal year:

Pollution Prevention

Similar to building projects, Environmental Documentation Forms (EDFs) were prepared and approved by USAID prior to launching the rehabilitation works for the 13 road projects completed during this fiscal year. Additionally, there was an approved construction and operation waste management program implemented by each project contractor and inspected by the LGI team.

(Left to right): Dust control in Abu Suwan Road in Al Majd and the internal roads in Tubas

Materials and Resources

Durable and local construction materials were used in the completed road projects including stone walls, rock fill, and base course.

(Left to right): Stone walls in Khursa agricultural roads, Marah Jabeir Road in Yatta, and Al Khaniq Road in Kafr Ra'i.

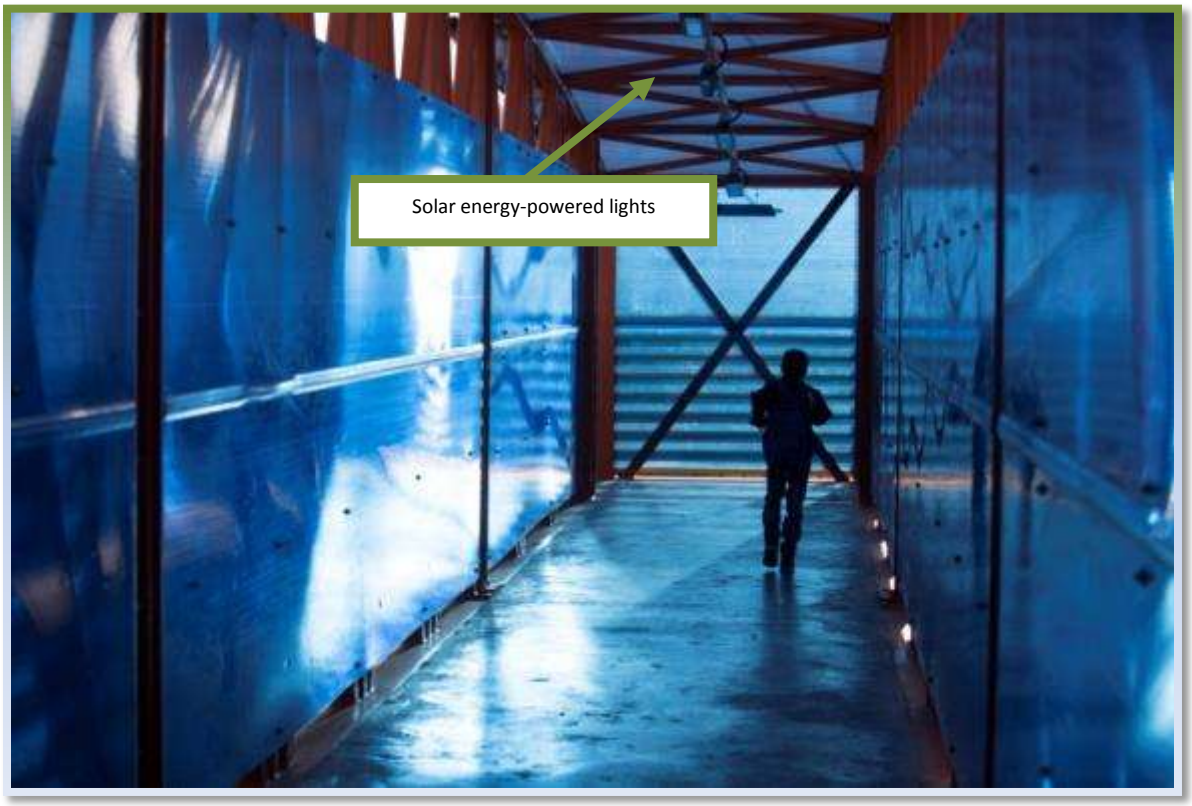
Site Development

For the majority of road projects completed this fiscal year, sidewalks were planted with durable trees to reduce the urban heat island effect by providing cool shade, thus filtering the air from pollutants like carbon dioxide, in addition to reducing storm water runoff. Additionally, pipe culverts were constructed in Al Khaniq Road in Kafr Ra'i and the internal roads in Tubas to manage storm water runoff during the winter.

Caption (Left to right): Pipe culvert for the internal roads in Tubas and culvert grates in Al Khaniq Road in Kafr Ra'i

Energy and Efficiency

Solar panels were installed for the pedestrians' bridge in Al Jalazoun to generate electrical power to light the bridge at night.



Solar energy-powered lights for Al Jalazun pedestrians' bridge

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 and 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 (municipalities and village councils) and, most importantly, citizens know if their local government's performance is actually improving?

In response to the challenge of measuring performance of local goverment, 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)[1], a tool that will help show trends in the performance of partner LGUs, and standardize how the performance of 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 the 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 FY14, LGI completed six case studies for Abu Dis, Al Bireh, 'Anabta, Bethlehem Jenin, and Tulkarm to showcase the impact of the above process[2].

[1] For a detailed list of MCI categories and indicators, refer to LGI's 3rd annual report.
[2] For more information on the case studies, refer to: http://globalcommunities.ps/folder.php?id=ns1c9k3ms3a74178AV8nNonIQUN

More details on the governance activities are discussed below under the community planning, participatory governance, and institutional developments components[3]. The table below summarizes the governance achievements regarding key indicators.

Table 3 - Key Performance Indicators under Objective 3 – Planned vs. Achieved for FY14

Indicator	Planned Target for FY14	Achieved during FY14	% Achieved during FY14
# of initiatives that support citizens' engagement with their sub-national government entities and/or increase awareness and dialogue about local government services	62	55	90%
# of Citizen Service Centers established	4	5[4]	125%
#/% of services improved in Centers of Governance Excellence through business process engineering	85%	100%	100%
Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment).	18/52	30/50	60%
# of LGUs that installed new management information systems	8	10	125%
# of youth shadow local councils established or supported	19	19	100%
Percent of sub-national government entities (from among centers for governance excellence) that apply at least 2 public disclosure methods per year	60%	63%	105%
Percent decrease in average customer time spent to receive services in targeted LGUs with newly established citizen service centers	20%	68%	340%
Percent of service related transactions completed through the citizen service center in targeted LGUs one year after official opening	70%	100%	143%

[3] 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 (3).

[4] This number refers to CSCs that have been open to the public, which means that they are completed in terms of infrastructure and governance interventions.

Percent of projects being obligated/ committed in target centers of governance excellence (sub-national government entities) come from the strategic development and investment plans	90%	87.87%	98%
Percent of targeted centers of governance excellence that graduate up a performance category in which they are currently classified as a result of USG assistance	25%	96%	384%

3.1 Component A: Community Planning

Ms. Lana Abu Hijleh, Global Communities Country Director, addressing attendees at the Ramallah SDIP launching ceremony.

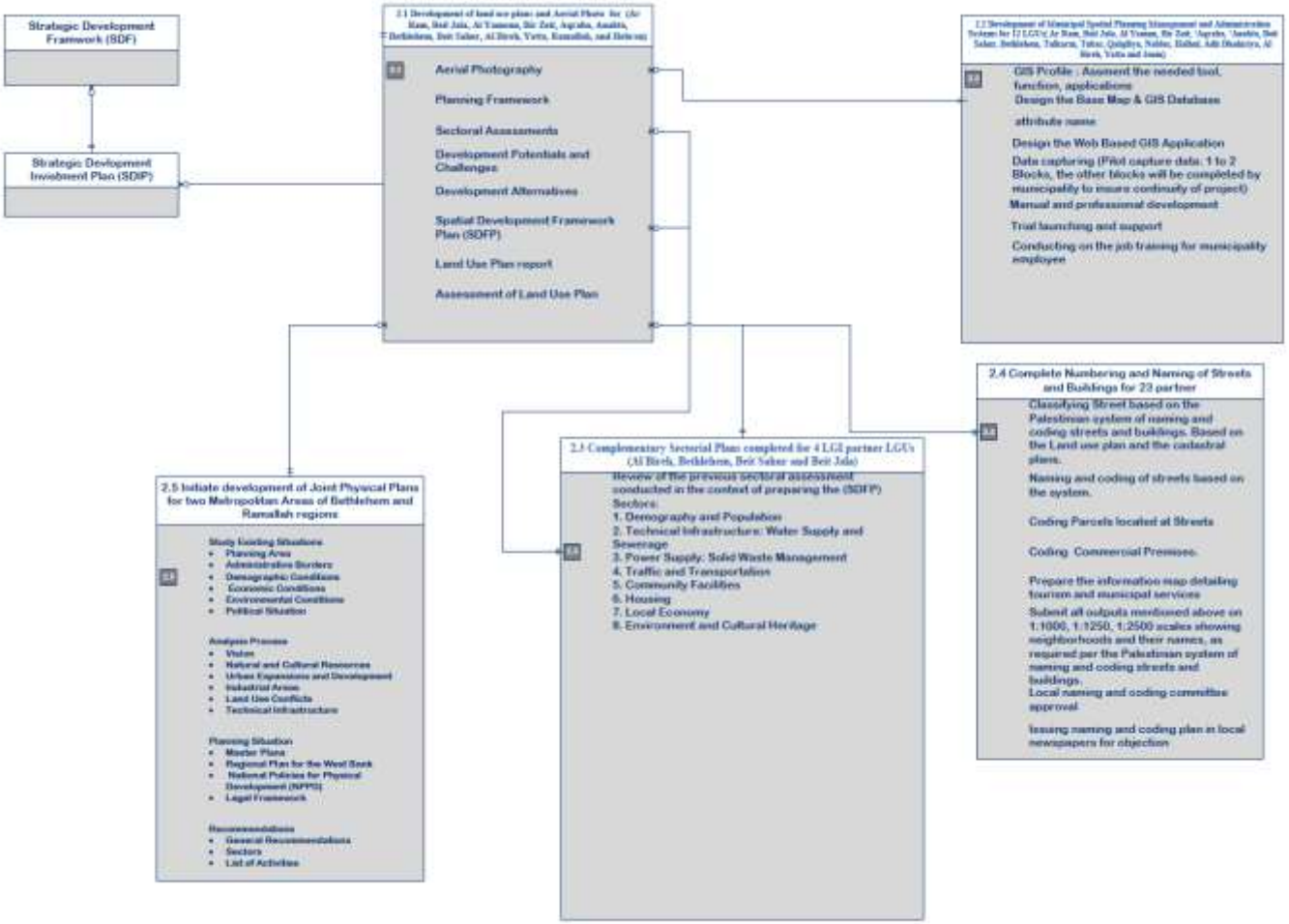


Figure 4: Linkages among the Community Planning Interventions

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.

After much focus on the development of the Strategic Development and Investment Plans (SDIPs) in ten municipalities, as well as the updating of the Strategic Development Frameworks (SDFs) for an additional 12 municipalities during FY13, LGI continued to finalize these two interventions in the remaining few municipalities including the updating of Ramallah SDIP and initiating the development of Ramallah long term strategic development framework. However, much more focus was directed this year towards the development of physical plans in 11 municipalities. Physical plans feed into the SDIP and SDF updating processes and are 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. Furthermore, physical plans focus on raising the capacity of partner LGUs on physical/spatial planning components, international standards, national regulations, planning methodologies, tools and needed resources, participatory approaches, and basics of integrated development plans.

During this reporting period, LGI team continued working with a total of 27 potential of CGEs in the West Bank on the implementation of various initiatives under the umbrella of physical planning, including the development of: (i) physical planning and aerial photography (spatial development frameworks and land use plans) for a total of 11 potential CGEs (currently on-going in Bethlehem, Yatta, Hebron and Al-Bireh); (ii) spatial data management and administration systems for a total of 17 potential CGEs (Al Bireh, Jenin, Al Yamun, ‘Anabta, Ar Ram, Bir Zeit, ‘Aqraba, Beit Sahur, Beit Jala, Halhul, Adh Dhahiriyah, Qalqiliya, Tulkarm, Salfit, Tubas, Bethlehem, and Yatta); (iii) street coding and numbering for a total of 16 potential CGEs, of which 16 are ongoing (Adh Dhahiriyah, Halhul, Beit Sahur, Al Bireh, Nablus, Qalqiliya, Tulkarm, Jenin, Yatta, Beit Jala, Bethlehem, Ar Ram, Bir Zeit, Aqraba, ‘Anabta, and Al Yamun), and the initiation of an additional seven (Tubas, Kafr Thulth, ‘Illar, ‘Attil, Jericho, Qabalan and Beit Fajjar) (iv) complementary sectoral studies for a total of four potential CGEs (Al-Bireh, Beit Sahur, Beit Jala, and Bethlehem); and (v) the development of a SDF for Ramallah city. In addition to the follow up and implementation of the above initiatives, LGI team continued their support and follow up for more than 65 infrastructure projects in terms of sustainability assessments, matching contribution documentation, coordination, and follow up.

3.1.1 Strategic Planning Process

Updating Strategic Development Frameworks for 2013 - 2014

LGI team held a four-day workshop on November 21-24, 2013 for Ramallah City to initiate the process of updating its strategic plan developed in 2009. Approximately 70 people attended the workshop including the city’s Mayor, heads of departments, council members, heads of divisions, representatives of local NGOs, and the private sector.

Participants during the workshop to update the SDIP for Ramallah

Ramallah Municipality completed the development of its SDIP, and published its investment plan for the years 2014-2015 which will feed in the Investment plan for the next two years and reflected in the municipality's budget to be submitted to the MoLG for approval.

Development of Long-Term Strategic Development Framework for Ramallah City

LGI team was approached by Ramallah Municipality with a request to help the municipality develop a long-term strategy for the city of Ramallah. LGI staff held a number of meetings with representatives from Ramallah municipality and MoLG to discuss the best approach and the methodology to be utilized. A consensus was reached among the municipal council, the mayor, and MoLG on utilizing the SDF methodology which was developed by Global Communities under the USAID-funded LDR program to develop and implement the SDF for Ramallah City.

Furthermore the municipality took a decision to go ahead with the update of their investment plan utilizing the unified SDIP process methodology to meet the requirement of the MDLF and MoLG to be classified as municipality A, in terms of receiving financial grants, under the standard classification adapted by the MDLF.

Ramallah municipality launched the development of its first long-term Strategic Development Framework (SDF) in a ceremony held on May 6, 2014. The launching event was attended by approximately 150 people, including the Governor of Ramallah and Al-Bireh, the Deputy Minister of MoLG, Ramallah Mayor, Ramallah city staff and council members, and representatives from various governmental institutions, civil society organizations, neighboring cities and villages, and the private sector. The SDF will set the groundwork for Ramallah's short-term Community Integrated Development Plan (CIDP), a four-year investment plan, and a long-term collective vision for the Ramallah community. During the launch ceremony, key speakers emphasized the importance of this pioneering initiative, stating that it was in line with MoLG's strategy to promote a participatory process for long-term planning.

Participants during the workshop to update the SDF for Ramallah

3.1.2 Strategic Development and Investment Plans

During this year, LGI team continued working on the development of the SDIPs for Al Bireh and Bethlehem cities. The team and in coordination with the community planning teams finalized the development of the investment and M&E plans for the two cities.

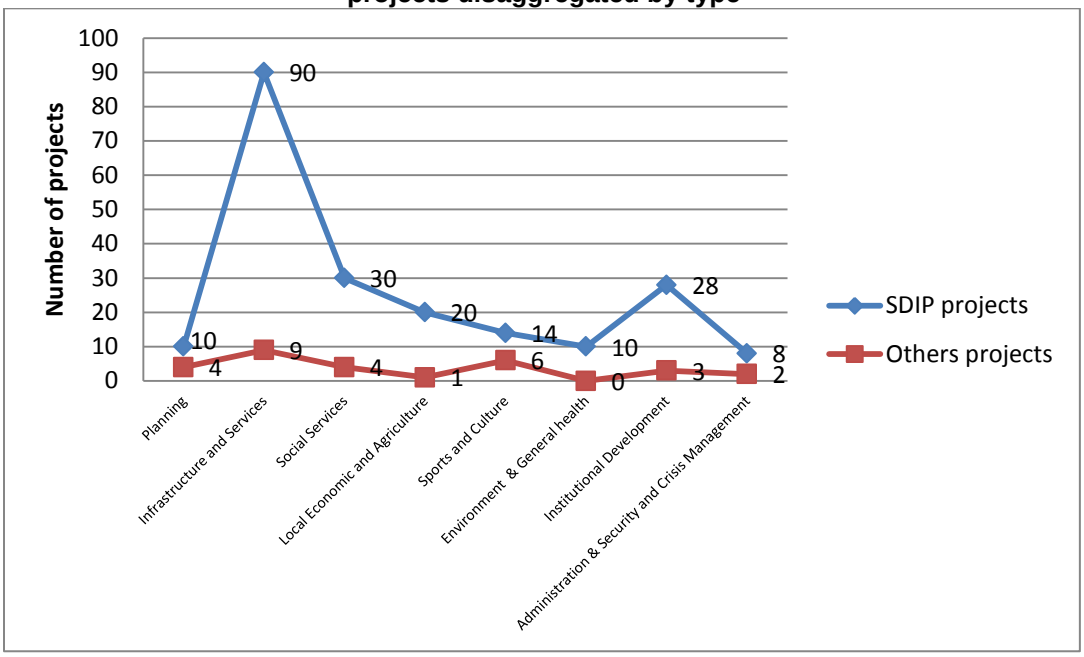
Bethlehem launched its newly endorsed SDIP in the second open community meeting held on December 23, 2013. The meeting was attended by approximately 60 participants who were briefed about the process of SDIP development with a focus on investment and M&E plans as part of the effort to improve the quality of life for the citizens of Bethlehem City.

Additionally, LGI completed the launching of Al Bireh municipality's first and newly endorsed SDIP for 2014-2017 during a second open community meeting that was held on January 6, 2014. The meeting was attended by approximately 70 participants including the Minster of MoLG, MoLG's Deputy Assistant, General Director of MoLG in Ramallah-Al Bireh Governorate, Mayor of Al Bireh, SDIP committees, and community members.

In February, Al Bireh municipality submitted the final draft of their SDIP to LGI team and MoLG for final content review before publishing. The SDIP was approved by the City Council and the SDIP planning team and published.

During this year, LGI team developed internal impact indicator to measure the number of projects that have been implemented or committed to in partner LGUs as a result of the development of SDIPs with full participation from community representatives, the private sector, and civil society organizations. The below graph summarizes the projects in LGI's partner LGUs:

Figure 5: Number of projects committed in target CGEs that come from the SDIP and other projects disaggregated by type



Evaluation of the SDIP methodology and tools:

Upon MoLG's request, and as part of being a member in the SDIP National Working Group (NWG), the LGI team attended a four-day workshop in Bethlehem to evaluate the newly updated long- and short-term SDIP methodology tools for the large municipalities as well as village councils, and Joint Service councils. The workshop was also attended by JICA, GIZ, MoLG and MDLF representatives. One of the main workshop recommendations was the institutionalization of the planning units within the municipalities. This will include drafting an organizational structure, job descriptions, and specifications, as well as addressing training needs for those units.

Key achievements during this year include:

- The LGI team completed the development of SDIPs for Bethlehem and Al Bireh cities including the investment and M&E plans.

3.1.3 Physical Planning

During the past year, the LGI adopted and further developed the methodology adopted by MoLG for physical planning in Palestinian communities, to make it applicable to physical planning in LGUs, and successfully completed the implementation of the physical planning in a total of seven partner LGUs (Ar Ram, Beit Jala, Al Yamoun, Bir Zeit, Aqraba, Anabta, and Beit Sahur) and initiated the process with three partner LGUs (Bethlehem, Al Bireh, and Yatta) and worked with MoLG, Hebron municipality, and Ramallah municipality on preparing the ToR for their physical plans (only aerial photography for Ramallah city).

Physical planning workshops in Jericho

LGI also initiated the implementation of Spatial Data Management and Administration/GIS[5] in 17 partner LGUs. This includes two additional partner LGUs than originally planned, as 15 municipalities were initially targeted for Spatial Data Management and Administration System as per the AIP for FY14. This number was increased to 17 with the addition of both Salfit and Tubas municipalities, based on their request. Furthermore, with the aim of continued enhancement of the capacity of partner LGUs in spatial planning and management, and the provision of e-services to citizens[6], LGI continued providing required support to its partner LGUs during this fiscal year by initiating the streets and buildings coding and numbering[7] activity, including the capture of data on the Spatial Management System, in a total of 17 partner LGUs (see table below). The activity itself will continue throughout the next fiscal year, with completion by the end of FY15. Various meetings and workshops were held during the year to familiarize municipal staff and council members on the importance of this intervention.

LGI is complementing the assessments conducted under the SDIP and Physical Planning processes, through the development of complementary sectoral technical plans (transportation, utilities, public parking, etc.) in four partner LGUs (Al Bireh, Bethlehem, Beit Sahur, and Beit Jala). These complementary plans will, in turn, feed into shaping the technical terms of reference and the technical aspects of the metropolitan planning process, which LGI is implementing in the areas of Ramallah and Bethlehem throughout FY2015.

[5] LGI developed this methodology in full coordination with the Urban Planning Department of MoLG, and is the first to be developed in the WB.
[6] Following the implementation of this activity, all citizens' services will be linked via the EDRMS and Web Portal to the developed registrar and the GIS database.
[7] As per the Palestinian draft bylaw number (1/2012) developed and adopted by MoLG.

Table 4 - Stages of Physical Planning and Progress in Partner LGUs

LGU	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	Aerial Photography	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	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ar Ram	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Bir Zeit	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
'Aqraba	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Al Yamun	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
'Anabta	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Bethlehem	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Yatta	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Hebron	✓										
Al Bireh	✓	✓	✓	✓							
Beit Sahur	✓	N/A	N/A	N/A	N/A	✓	N/A	N/A	N/A	N/A	N/A
Ramallah	✓	N/A	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A

During this year, LGI continued supporting 12 partner LGUs including Beit Jala, Ar Ram, Bir Zeit, 'Aqraba, Al Yamun, 'Anabta, Bethlehem, Yatta, Hebron, Al Bireh, Ramallah, and Beit Sahur. The support included holding public meetings for aerial photography and physical planning, adopted by MoLG, to introduce the stakeholders in each respective municipality to the process and the benefit of the physical planning for their cities.

The development of the Land Use Plan is the final stage of the 11 stages of the Physical Planning following the design of the urban environment, including a process to recommend a framework for optimal physical infrastructure in the areas of public services, housing, transport, sewage treatment, economic activities, recreation, and heritage & environmental protection in addition to the remaining required stages.

As outlined in the table above, partner LGUs in Beit Jala, Ar Ram, Bir Zeit, 'Aqraba, Al Yamun, and 'Anabta completed the 11 stages of LGI's physical planning intervention, which is the development of land use plan, and have been approved by MoLG. The LGUs in Bethlehem, Yatta, Ramalah, Hebron and Al Bireh are at various stages of completion. In Beit Sahur, only two of the 11 stages were targeted for implementation and have been completed. Similarly, in Ramallah only two stages are targeted to complete the development of the aerial photography. During this fiscal year the ToRs for Ramallah and Hebron physical planning and aerial photography was finalized.

Key achievements during this year include:

- *LGI team completed the development of Land Use and Arial Photography for seven partner LGUs:* Beit Jala, Ar Ram, Bir Zeit, 'Aqraba, Al Yamun, 'Anabta, and Beit Sahur.

Spatial Data Management and Administration System

Table 5 - Deliverables and Progress of the Spatial Data Management and Administration System

No.	LGU's	Spatial Data Management and Administration System						
		Deliverables						
		Inception report	Development of GIS profile	Design of the Base Map & GIS Database	Identification of Attribute Name	Design of the Web Based GIS Application	Finalize Data Capturing	Final Report
1	Jenin	✓	✓					
2	Al-Yamun	✓	✓					
3	Tulkarm	✓	✓					
4	‘Anabta	✓	✓	✓		N/A		
5	Tubas	✓	✓			*N/A*		
6	Qalqilya	✓	✓					
7	‘Aqraba	✓	✓	✓	✓	N/A		
8	Salfit	✓	✓			N/A		
9	Bir Zeit	✓	✓	✓		N/A		
10	Al-Bireh	✓	✓	✓	✓	✓	✓	
11	Ar Ram	✓	✓	✓	✓	N/A		
12	Beit Sahur	✓	✓	✓	✓	N/A		
13	Bethlehem	✓	✓					
14	Beit Jala	✓	✓	✓	✓	N/A		
15	Halhul	✓	✓	✓	✓	N/A		
16	Ad Dhahiriyah	✓	✓	✓	✓			
17	Yatta	✓	✓					

The municipal spatial data management and administration systems will eliminate the shortcomings of current municipal data scattering and fragmentation. The expected outcomes of these systems are a municipal GIS profile and database. The prerequisite for this intervention is a physical plan. During this year, LGI supported 17 partner LGUs: Ar Ram, Beit Jala, Al Yamun, Bir Zeit, ‘Aqraba, ‘Anabta, Beit Sahur, Bethlehem, Tulkarm, Tubas, Qalqiliya, Halhul, Adh Dhahiriya, Al Bireh, Salfit, Yatta, and Jenin. Each supported LGU will finalize the following stages to implement spatial data management and administration system:

1. Development of GIS profile including conducting required assessments to define needed tools, functions, and applications to be used and reflected in the GIS database;
2. Design of the base map and GIS database;
3. Identification of attribute name;
4. Design of the web-based GIS application; and
5. Finalize data capturing.

The design of web-based GIS application will not be implemented in all target LGUs; it will only be implemented in potential E-municipality LGUs that have the needed capacity and IT infrastructure.

Key achievements during this year include:

- LGI team held and facilitated a workshop on August 18, 2014 to present the progress of Al Bireh Spatial Data Management & Administration System project including the design of the GIS web-based application. Approximately 50 people participated in the workshop including representatives from Land Administration Authority, Jawwal, Jerusalem Water Undertaking, Palestinian Standards Institution, Ministry of Information Technology and Telecommunication, Ministry of Finance, MoLG, and staff members of partner potential CGEs who are currently implementing similar projects.

  This project is the first of its kind to be implemented in any municipality in the West Bank on such a large scale, covering three blocks of the city. The project was initiated during this fiscal year and still ongoing in the final stages which include designing of GIS web based application to complement other municipality systems, mainly workflow, human resources and financial systems/applications. The system (which is called *Madinati*) can be further developed to ensure the inclusiveness of all other systems resulting in a more flexible and dynamic application. Accordingly, the current scope of the Web application mainly serves the municipality to document, archive, and manage different processes provided by the municipality.

Al-Bireh Spatial Data Management and Admin System

LGI team and the municipality staff held a workshop to discuss the progress of the project, starting with a presentation of the system's interface layout, and all developed features and attributes. Following the presentation, the floor was opened to questions and comments. The participants were very interested in the topic, and expressed their happiness in seeing such an innovative project in the West Bank municipalities. The following quotes were captured during the workshop:

"This system is a major milestone in improving service delivery. It also facilitates staff's ability to retrieve information or data. The system might need further development in the future; however, it currently serves the type of services provided by our municipality." – Dima Judeh, Al-Bireh municipality

"I was hoping to see this important and beneficial system available in Beitunia. The system will enhance the productivity of employees." – Itaf Al-Deek, Beitunia municipality

Participants during the workshop held to discuss the progress on the spatial data management

- Six LGUs, namely 'Aqraba, Ar Ram, Beit Sahur, Beit Jala, Halhul, and Adh Dhahiriyah, completed the first four phases of the intervention including the inception report, development of the GIS profile, designing the base map and GIS profile, and the identification of the attribute name. Next year, LGI team and the municipalities' staff will be working on the remaining stages to complete the design of the system which will be the basis for the municipality to scale up the project to cover the remaining blocks of the cities depending totally on the capacity of the municipality staff who are closely involved in the design and learning-by-doing during the implementation.
- Two LGUs including 'Anabta, and Bir Zeit completed the first three phases: the inception report, the development of the GIS profile, and the designing of the base map and GIS profile. In addition to eight other partner LGUs including Jenin, Al Yamun, Tulkarm, Tubas, Qalqiliya, Salfit, Bethlehem, and Yatta completed the first two phases including the inception report, and the development of the GIS profile.

Table 6 – Phases of the Complementary Sectorial Studies

LGU		Complementary Sectoral Studies				
	Identification of targeted beneficiaries & list of LGI's partner LGUs	Inception Report	Review of the previously developed sectorial assessments	Develop Concept for sectorial development and plan with phasing concept	Prepare more detailed investment program with more detailed cost estimates and budgets	Derive and formulate an action program/work plan
Al Bireh	✓	✓				
Beit Jala	✓	✓	✓			
Beit Sahur	✓	✓	✓			
Bethlehem	✓	✓	✓			

LGI team continued its work on the implementation of the studies that form the basis for the implementation and follow-up strategies and development priorities identified by the spatial development framework plan in various developmental sectors such as technical infrastructure, community services and facilities, local economy, housing, and environment. LGI team is currently reviewing the draft of the inception report, which was received during this reporting period, to be reviewed and shared with the MoLG, once finalized.

Streets & Buildings Naming and Coding for LGUs

Table 7 – Phases of Streets and Building Coding and Numbering

Phase	LGU	***Streets and Building Coding***							
		Formation of Local Committee	Coding streets and commercial buildings within each Parcel	Prepare Local Registrar for streets & buildings codes and name	Prepare detailed Information Map detailing landmarks and municipal services	Prepare all outputs maps on 1:1000, 1:1250, 1:2500 scales	Review and approval by Local Committee	Announce of the maps for Objection.	Submit the final Local Registrar and Information Map to the Streets Coding & Naming Committee
Phase I	Adh Dhahiriyah	✓	✓	✓					
	Halhul	✓	✓	✓					
	Beit Sahur	✓	✓	✓					
	Al Bireh	✓	✓	✓					
	Nablus	✓	✓	✓					
	Qalqilya	✓	✓	✓					
	Tulkarm	✓	✓	✓					
	Jenin	✓	✓	✓					
Phase II	Yatta	✓							
	Beit Jala	✓							
	Bethlehem	✓							
	Ar Ram	✓							
	Bir Zeit	✓							
	Aqraba	✓							
	Anabta	✓							
	Al Yamun	✓							

The main objective of this task is to have the necessary studies to prepare and outline coding and naming streets and buildings for the municipalities based on the laws and regulations in force in the West Bank and Gaza. The prerequisite is a physical plan; and the GIS profile can be done in parallel.

During FY14, a contract was signed with a local consultancy service provider to implement the Streets & Buildings Naming and Coding for 16 LGUs.

Soon after, LGI conducted individual orientation workshops for each of the 16 targeted partner LGUs to explain the methodology, information needed from the municipalities, and the impact of the project on the municipality and community. The team also explained the importance of forming local committees for coding and naming that consisted of the mayor and representatives of various ministries, the Land Authority, the Palestinian Central Bureau of Statistics, and community members who are familiar with the city's streets and neighborhoods.

In addition, the field surveys for streets and buildings coding and naming was initiated. The classification of streets according to the Palestinian coding and naming system for phase 1 targeted LGUs was finalized. To-date, LGI team supported the formation of local committees in eight partner LGUs (Adh Dhahiriyah, Halhul, Beit Sahur, Al Bireh, Nablus, Qalqiliya, Tulkarm, and Jenin) to identify streets' parcels and classification. LGI team is currently working with them to finalize local registrar for streets and buildings codes and numbering.

(Left to right): Street Coding and Naming Meetings in Nablus and Qalqiliya

Challenges:

LGI team faced a challenge in Nablus with regards to the classification and coding of traditional neighborhoods, "HOWSH", in the old city. After several meetings with Nablus municipality, MoLG and the Ministry of Information Technology & Telecommunication, the issue was resolved and approved by the municipality. All parties agreed to classify each HOWSH as a street as per the Palestinian System for Naming and Numbering of Streets and Buildings (PSNSB) manual.

Joint Physical Planning for two Metropolitan Areas of Bethlehem and Ramallah

LGI team held several meetings with MoLG and the target partner municipalities under this intervention to discuss the intended scope of work to be reflected in the ToR. An initial draft of the ToR has been developed and still under discussion to reach final approval from the MoLG and target municipality.

Community Planning, Participation, and Sustainability of Projects[8]

LGI team continued supporting partner LGUs in monitoring the sustainability of implemented infrastructure projects ensuring the availability of operation and maintenance plans. More than 15 sustainability plans were monitored during fiscal year 2014 through various field visits to projects and holding focus group discussions with local citizens, LGUs' staff members, and relevant municipalities.

[8] For more information, refer to the Sustainability and Impact Section on page number (111).

3.2 Component B: Participatory Governance

Volunteers in Beit Jala and Bethlehem National Volunteerism Campaigns

In light of efforts towards enhancing community participation in partner LGUs, and during FY14, LGI implemented the fourth phase of the YLC initiative with the aim of developing a strategy and an action plan to embed the YLCs in the Palestinian local government system and to ensure the YLCs enhanced capacity to become more sustainable and be able to run their YLCs with minimal dependency. Part of these action plans focused on building partnerships with the private sector and civil society organizations.

Nineteen YLCs, including 'Illar and the Hebron Pioneers Council, which was established under the grant provided to Palestinian Association for Child Arts and Culture (PCAC), conducted their initiatives and activities covering various themes aiming to enhance the sense of ownership and community participation among citizens.

Additionally, to further enhance dialogue and communication between LGUs and citizens, LGI continued supporting the eight SDIP Support Committees formed in FY13 to assume their roles in supporting the implementation and follow-up of the SDIPs in the respective LGUs. LGI worked on empowering the SDIP Support Committees through skills enhancement workshops in addition to providing the required support to conduct their local initiatives that feed into the goals of the SDIPs. Additionally, during the third quarter of FY14, the LGI team conducted a review of Phase I of the SDIP Support Committees. The review presented recommendations to improve the structure and the performance of the committees to ultimately become self-sustaining bodies providing continuous support in the implementation of SDIPs in partner LGUs.

Moreover, as part of enhancing public awareness of good governance practices, LGI worked during FY14 in tandem with its partner LGUs, SDIP Support Committees, and YLCs in a total of 16 targeted local communities on *"Volunteerism Awareness Campaigns".* These campaigns left a profound impact, especially with regards to inducing interrelated coordination and efforts between the public, CBOs, NGOs, LGUs, and the YLCs.

3.2.1. Youth Local Councils

Youth Local Councils are No Longer Shadowing

LGI's Youth Shadow Local Council (YSLC) initiative goes beyond engaging youth in citizen participation activities and increasing awareness of local governance issues. YSLCs, with LGI support, are developing leadership skills, empowering youth, creating strategic partnerships to improve communities, and providing a networking platform within and among Palestinian communities. During the second quarter of FY14, and as the result of the youths' outstanding accomplishments, it became apparent that YSLCs were no longer "shadowing." They are now referred to as Youth Local Councils (YLCs).

Sharek's Grant Termination

On May 20, 2014, Global Communities received an official request from Sharek Youth Forum requesting termination of their grant from Global Communities. Sharek's request for terminating the grant included the following reasons:

1. *"…the continuous challenge of reaching mutual vision of the work with the Youth Local Councils (YLCs) under the ongoing grant agreement between the two parties. Immense efforts from both parties have been spent in order to reach a mutual vision and future sustainable work with the Youth Local Councils and stakeholders; however these efforts were not successful to find and operationalize mutual grounds for work."*

2. *"The grant agreement processes and procedures (programmatic, financial, and administrative) have continued to hinder the support to targeted YLCs and their endeavors to achieve the strategic goals by creating obstacles for their advancement and that was reinforced by the strenuous procedures and refusal of numerous plans and initiatives presented by youth. As a result, contradicting with Sharek's way*

of work with youth and the failure to genuinely positively affecting the lives of those young people, hence their empowerment."

Global Communities replied to Sharek's request on June 3, 2014, stating its acceptance of their request. Afterwards, the LGI team took over direct implementation and immediately mobilized the required resources to ensure that YLCs continue the implementation of their activities and campaigns.

YLC Initiatives[9]

During FY14, the existing YLCs continued coordinating closely with their respective LGUs, PA ministries, and CBOs to conduct a total of 31 national and local initiatives under environmental, educational, health, and social themes. Three of these initiatives were conducted by Hebron Pioneers Council. Main initiatives are highlighted below:

Nationwide Initiatives

National Youth Roundtable: Global Communities, Sharek, and 17 partner YLCs hosted a national youth roundtable *"An Innovative Model in Social Accountability"* on October 30, 2013 in Ramallah in the presence of the Minister of Local Government, Dr, Saed Al Koni, USAID, local councils, and non-governmental organizations. Three parallel roundtable meetings were held covering specific themes related to youth, transfer of knowledge/leadership development; youth participation in local governance; and youth engagement in their respective local communities and civil society. Each roundtable group developed a set of recommendations on the topic, and all agreed on the need to continue to support YLCs as a national model for youth engagement in governance and social accountability.

Youth at the national roundtable discussing the Youth Local Council model

National "Friendly Cities for People with Disabilities" Campaign: YLCs completed their national initiative entitled "Friendly Cities towards Persons with Disabilities", which lasted for five months (January-May 2014). The initiative aimed to raise awareness among LGUs regarding the rights of persons with disabilities and the LGUs' responsibility to facilitate their ability to receive services.

[9] For the list of YLC initiatives, refer to Annex (7)

Participants during the workshop entitled "Friendly Cities for People with Disabilities" in Bidya

<u>YLCs Take an Active Role in the Emergency Humanitarian Assistance to Gaza:</u> During the third quarter and in line with the human crisis in Gaza, members of Salfit, 'Illar, 'Anabta, Bidya, Qalqiliya, Al-Taybeh, Bir Zeit, Bethlehem, Beit Jala YLCs, and Hebron Pioneer Local Council, volunteered to assist in packaging food and non-food items as part of the USAID-funded emergency humanitarian assistance provided under LGI program. Additionally, those YLCs supported their LGUs in collecting relief goods in addition to the blood donation campaign conducted by 'Illar YLC.

(Left to right): Members of YLCs participate in packaging humanitarian assistance, and Hebron Pioneers' Council members participating at Hebron municipality campaign to support Gaza

Local Initiatives

At-Taybeh: The YLC completed their initiative entitled "*Deep Rooted in At Taybeh*" to enhance environmental friendly practices and the sense of volunteerism among children and youth. Additionally, YLC members completed their football initiative entitled "*The League of Pride to the People of Gaza."* The initiative targeted two different age groups. Following the completion of games, 1st, 2nd, and 3rd place winners were honored in both leagues.

YSLC members during the implementation of their initiative "Deep Rooted in At Taybeh"

Beit Ummar: The YLC completed their environmental initiative entitled "*Go Green and Make it Clean*." They also completed the city's first *"Back to School Festival*" initiative aiming to provide students with low priced school supplies. Additionally, the YLC conducted a self-supported activity through organizing a football league championship for youth aged 16-22 years.

Biddya: The YLC completed its first initiative entitled *"Road Safety"* in coordination with the municipality and police department. The initiative lasted six days and focused on enhancing school students' awareness on road safety. Additionally, the YLC implemented *"We are Equal"* initiative to promote equal employment opportunities for PWDs in public and private sectors. The YLC also conducted a self-supported activity aiming to beautify a playground in Bidya, which included cleaning, painting, and installation of lights at the playground.

Jericho: In order to promote in-country tourism and to remind the community of the benefits of outdoor sports, the YLC organized the *"Hawakom Rehawee"* initiative on February 7, 2014 – a bicycle tour and walking activity. The initiative had high visibility and encouraged youth to implement additional outdoor activities in Jericho. For instance, as a result of the initiative, the YLC invited peers from Jerusalem to attend a walking tour of Jericho's main touristic attraction sites on February 15, 2014.

(Left to right): USAID/West Bank & Gaza Mission Director rides a bike along with YLC members during the Jericho bike tour – part of "Hawakom Rehawee" initiative

Moreover, in April 2014, the YLC held a workshop to discuss the environmental situation in Jericho. The workshop included participants from universities, PA ministries and security bodies' representatives, Jericho Chamber of Commerce, and a number of local civil committees. Following the workshop, the YLC conducted an initiative entitled "*Accountable Citizens for the Environment,"* which aimed to promote more environmental friendly practices among citizens.

Clockwise: Workshop discussing environmental situation in Jericho and volunteers from national security forces and community members participating in the YLC initiative "Accountable Citizens for the Environment"

Anabta: The YLC implemented two initiatives during this fiscal year. The first initiative entitled *"'Anabta Ajmal"* (Anabta is More Beautiful) promoting more environmentally friendly practices through installing garbage bins and distributing environmental awareness brochures. The second initiative entitled *"The Park is for Everyone*" promoted equal treatment for PWDs. The initiative included installation of tailored games for PWDs and seating areas in addition to holding fun activities.

Bethlehem: In coordination with the municipality, the YLC conducted a series of Christmas activities under their Christmas holiday season initiative. Activities included decorating and lighting of streets for the holiday, and holding a Christmas photo exhibition and contest. For the competition, 50 photos were printed and displayed. On January 30, 2014, a panel of four judges presented awards to three winners in a ceremony attended by the Mayor of Bethlehem, USAID officials, representatives from Global Communities, and other stakeholders.

Bethlehem YLC Christmas activities of street decoration and holding a Christmas photo exhibition and contest

'Illar: YLC members completed their initiative entitled "*Safe Traffic in 'Illar", which focused on increasing* road safety awareness, increasing the cleanliness and general appearance of the city, and promoting the spirit of volunteerism among youth. Additionally, during this fiscal year, 'Illar YLC members organized a series of self-supported activities including sports day at the 'Illar Boys High School in an effort to enhance the network between schools in the town. Moreover, the YLC contributed and helped the LGU and World Food Program (WFP) team in distributing food baskets to impoverished citizens.

(Left to right): Volunteers cleaning the streets as part of "Safe Traffic in 'Illar" initiative, and sports day at the 'Illar boys' high school

Summer Camps

'Illar, Ar Ram, Aqqaba, and Qalqiliya YLCs organized and held summer camps for children aged 7-14. Each summer camp hosted approximately 100 - 120 children and focused on different themes of environmental awareness, road safety, first aid training, and sports.

Children during summer camps in Ar Ram

Hebron Pioneers Council Initiatives

Since its establishment in February 2014, Hebron Pioneers Council completed three initiatives in close cooperation with Hebron municipality, PA directorates in Hebron, and CBOs. The first initiative entitled *"Reducing Water Consumption"* focused on awareness campaigns in 40 schools about reducing water consumption. The second initiative entitled *"Towards Clean Environment"* focused on holding an environmental camp which included environmental awareness sessions and tree planting activities. The third initiative aimed to provide school supplies for impoverished students through donations collected from citizens and the private sector in Hebron city.

Snap shots of the three initiatives completed by Hebron Pioneers' Council during FY14

Ramadan Activities

In spirit of the holy month of Ramadan, eight YLCs including 'Anabta, Halhul, 'Illar, Qabalan ,Qalqiliya, Beit Ummar, and Beit Jala organized and conducted Ramadan activities including various social, cultural activities and events targeting unprivileged families and youth.

Youth Capacity Building:

During FY14, LGI provided ongoing capacity building support to YLCs including:

- ✓ YLC Business Plan Development: LGI team held two awareness sessions entitled *"YLC Business Plan Development"* for six YLCs including Bethlehem, Ar-Ram, At-Taybeh, Abu Dis, Jericho, and Bir Zeit on October 11-12, 2013. Approximately 60 youth attended the sessions, which focused on ensuring YLCs long-term viability and sustainability. Results included identification and assessment of the current situation of YLCs, and the development of local initiatives within local SDIP frameworks.

- ✓ Leadership and Communications: Approximately 15 members from 'Illar YLC received an in-house skills enhancement workshop focusing on leadership skills, communications, and meeting management.
- ✓ YLCs Gender Orientation Sessions: Gender orientation sessions were held for Beit Ummar, Beit Fajjar, Beit Jala, Bethlehem, Bidya, 'Illar, and Jericho YLC members. Workshops aimed to increase the awareness and knowledge of gender roles and needs, and how to take gender into consideration during the planning phase of their activities and initiatives.

Participants during the YLCs gender orientation workshops

Pioneers Capacity Building:

- ✓ Prior to Hebron Pioneers Council's election in February 2014, PCAC provided council members with capacity building support focusing on various topics including effective planning and proposal writing, management of public and environmental health initiatives, management of cultural activities and initiatives, media and advocacy campaigns.
- ✓ On June 7, 2014, Hebron Pioneers Council completed three capacity building sessions in conference management, local governance, and effective planning.
- ✓ Gender Orientation: On August 14, 2014, the LGI team in coordination with PCAC, held a gender awareness session for pioneers. Fifteen council members as well as 25 general assembly members attended the session.

Participants during pioneers gender training

- ✓ On July 17, 2014, PCAC, in coordination with Hebron municipality, conducted an awareness session for pioneers regarding the Hebron strategic plan.
- ✓ On August 10, 2014, PCAC, in coordination with Hebron municipality, conducted an awareness session on updating and modifying pioneers' council bylaws. The session was attended by all council members, in addition to 25 members from the general assembly.

Additional Highlights:

Development Forums: During FY14, three development forums entitled *"Youth as Agents for Social Change"* were held on February 22, March 22, and 28, 2014, respectively. YLC members facilitated group sessions including the YLC model for social accountability, monitoring local councils, and the involvement of YLCs with the local community and their ability to affect social change. The three forums recommended the need for a series of skills enhancement courses for partner LGUs and YLCs mainly in the fields of management, communications and public relations.

YLC Presidents as "Acting Mayors": During this fiscal year, YLC Presidents in Beit Jala, Bir Zeit, Qalqiliya, Qabalan, Ar Ram, and Salfit took over as Acting Mayors for varying lengths of time, whereas in Jericho the municipality handed over authority to eight members of the YLC. The handing over period aimed to allow youth to gain insight on the roles and responsibilities associated with being a mayor, familiarize themselves with local governance, and build ties with their respective communities.

(Left to right): YLC presidents of Ar Ram and Salfit serve as "Acting Mayors"

Meetings with Director of Anti-Corruption Commission and Minister of Local Government: On June 11, 2014, representatives from the YLCs met with Mr. Rafiq Al-Natsheh, Director of the Anti-Corruption Commission, and Dr. Nayef Abu Khalaf, Minister of Local Government, in two separate meetings after the launching ceremony for the Public Participation and Internal Audit Reference Manuals. The meeting was also attended by Mr. Mazen Ghnaim, Deputy Minister of Local Government; Mr. Jonathan Kamin, Deputy Mission Director, USAID West Bank & Gaza and Mrs. Lana Abu Hijleh, Global Communities Country Director, West Bank & Gaza. During the meetings, the speakers emphasized the importance of youth's role in enhancing transparency in their communities and praised their impressive initiatives.

Palestinian Diaspora Youth Conference: On June 23, 2014, Bethlehem, Beit Sahur, Beit Jala, Al Taybeh, and Bir Zeit YLCs participated in the third annual Palestinian Diaspora Youth Conference, which was held in Bethlehem Convention Palace. This year, the conference was implemented under the Auspices of H.E. Prime Minister Dr. Rami Hamdallah. Youth participants represented ten countries including the United States of America, Canada, Chile, Honduras, United Kingdom, Spain, Italy, Guatemala, Australia, and Jordan.

Youth Local Councils Alliance: In their effort to develop a general framework regarding YLC sustainability, the LGI team held a two-day workshop for the purpose of bringing youth together for brainstorming on the concept of a YLCs Alliance. The workshop was also attended by a representative from MoLG who

participated in the discussion with YLC members. At the end of the workshop, YLCs unanimously agreed on the importance of establishing a unified body that will enable them to develop the general sustainability framework and implement activities at the national level.

Following the workshop, the LGI team and the YLCs in Ar Ram, Jericho, Beit Ummar, Beit Sahur, and Beit Jala launched a series of meetings with YLC members, civil society organizations, and government bodies to discuss the concept of a YLC Alliance.

3.2.2 Promoting Coordination and Cooperation between Local Councils and Community Based Organizations – Grants to CBOs[10]

'Illar YLC Elections: This fiscal year, 'Illar YLC was added to the 17 established YLCs under LGI following the 'Illar YLC election held on November 16, 2013. The General Assembly elected 11 board members, including four females and seven males. Voter turnout reached 73% of the total 255 general assembly members (206 male and 49 female). Soon after, members of the 'Illar YLC elected their President and Vice President and developed their annual action plan during a two-day workshop, which included approximately 25 YLC, LGU, and CBO participants.

(Left to right): Hanna, one of the elected YLC members in 'Illar and the elected YLC members distributing roles and responsibilities

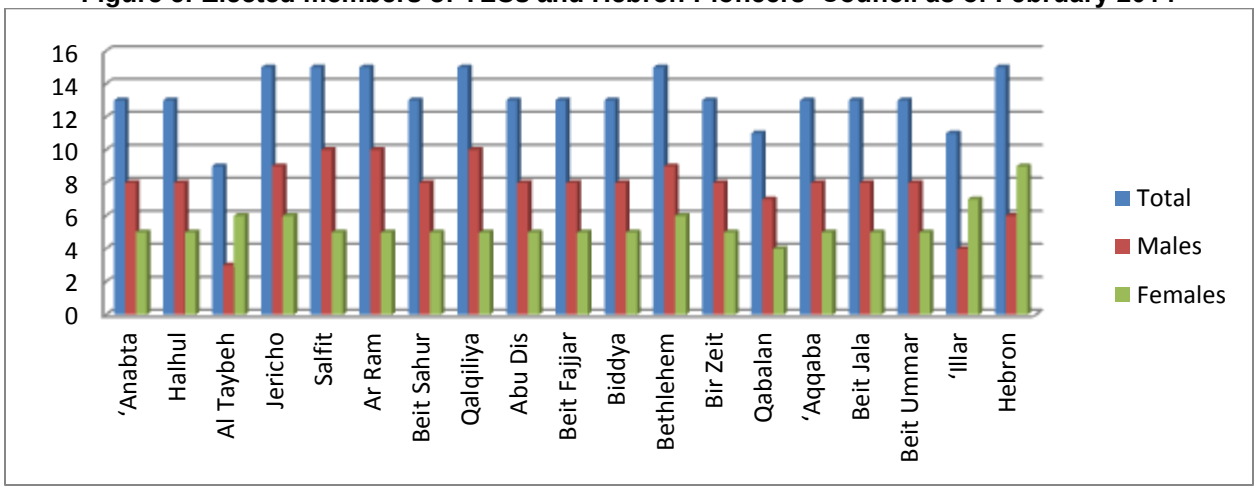
Hebron Pioneers' Council: On December 19, 2013, the sub-grant, a nine-month agreement for forming the pioneers' council in Hebron was signed with the Palestinian Association for Child Arts and Culture (PCAC). This sub-grant was extended through December 2014 based on the successes and achievements of Hebron Pioneers Council to date.

Hebron Pioneers' Council Elections: In preparation for the pioneer's council election, PCAC held a series of meetings with program stakeholders to present the pioneer program cycle and action plan and form the council's steering committee. On February 15, 2014, elections were held and supervised by a committee composed of members from CBOs, Hebron municipality, and the Central Elections Commission. Of the 200 general assembly members, 126 voted to elect 15 council members (nine females and six males). On March 8, 2014, a special ceremony was held to announce the establishment of the new Hebron Pioneer Council and at the end of March 2014, the council elected their president and vice president.

To date, under the LGI program, a total of 6,971 youth and pioneers participated and registered in their community's respective general assembly for the 18 YLCs and Hebron pioneers' council elections, where 4,057 turned out to vote on Election Day. Two hundred fifty one youth and pioneers (59% male; 41% female) were ultimately elected to their respective councils.

[10] For consistency purposes, all initiatives held by 'Illar and Hebron Pioneers Council have been listed under section 3.2.1 – YLCs initiatives.

Figure 6: Elected members of YLCs and Hebron Pioneers' Council as of February 2014



The First Pioneers Conference in Hebron**:** On June 26, 2014 and in coordination with Hebron governorate, Hebron municipality, Hebron Directorate of Education, United Nations International Children's Emergency Fund (UNICEF), Ministry of Agriculture, and many local CBOs, the first pioneers' conference was held under the slogan *"Hebron is a Friendly City towards Children."* The conference presented various papers focusing on child law, the role of youth, school administrators and the nature of their relationship with students, minimizing violence in schools, and integrating youth with special needs within their respective communities.

The pioneers' first conference in Hebron

3.2.3 Enhancing Dialogue and Communication between LGUs and Citizens – SDIP Support Committees

At the end of FY13 and as part of ensuring the continuity of the role of SDIP Support Committees and the establishment of linkages between LGUs and their respective community members to support the implementation of SDIPs, LGI formed eight SDIP Support Committees in eight partner LGUs including Al Yamun, Kufr Thulth, Salfit, Qaffin, Abu Dis, Tuqu, Beit Sahur, and Beit Jala. During this fiscal year, the SDIP Support Committees in the eight locations completed their initiatives, which fed into the SDIP goals for each locality. All initiatives were conducted in close cooperation with LGUs, CBOs, and local communities focusing on the following themes:

Health and Environment

Initiatives conducted under this theme included holding awareness sessions, distribution of brochures, preservation of public property through cleaning activities in addition to the installation of benches and planting trees. Initiatives were organized and conducted under the slogans of "*Our Health and Environmental Safety is Our Responsibility"* in Abu Dis, "*Rehabilitation of Qaffin Woodlands"* in Qaffin, *"The Right for Good Health and Clean Environment"* in Kafr Thulth, *and* "*Clean Environment and Safe Roads"* in Al Yamun.

(Left to right): Community volunteers participate in Al Yamun and Abu Dis environmental initiatives

Road Safety

Initiatives conducted under this theme included painting sidewalks, installation and maintenance of traffic signs, and holding traffic safety awareness session for the community. Initiatives were organized and implemented under the slogans of "*Enhancing Traffic Safety"* in Beit Jala, "*Let Us Work Together for Our Kids"* in Tuqu' *and "Promote Road Safety"* in Salfit.

(Left to right): Volunteers from community members participating in Tuqu' and Beit Jalla road safety initiatives

Tourism

The SDIP support committee in Beit Sahur conducted their initiative entitled "*Promoting Tourism in Beit Sahur". The* initiative included installing tourist maps and benches around the city, repairing traffic signs, and painting sidewalks and crosswalks at main intersections.

SDIP Support Committees Phase 1 Review

Seven[11] of the eight SDIP Support Committees held review meetings during May 2014 to assess their performance during this past year. Participants included community members, LGU council and staff members, and representatives from CBOs.

(Left to right): SDIP support committee review meetings in Tuqu' and Beit Sahur

These meetings coincided with evaluation review held by the LGI team to assess phase I of the SDIP Support Committee pilot phase[12]. The review included the eight locations, as well as five control locations including 'Illar, Qabalan, Bir Zeit, Ad Dhahriyah, and Beit Fajjar. The control locations were selected based on whether the community is vulnerable, has a strategic development and investment plan, and the population size compared to all original locations. The review methodology was based on focus group discussions and self-assessment questionnaires for SDIP Support Committee members. The review addressed key areas focusing on structure, roles and responsibilities, capacity building, relationships with LGUs and local community, successes and challenges in addition to sustainability potential. In general, the review's key outcomes and recommendations were as follows:

1. Despite the differences in how active each committee was, the eight locations unanimously agreed on the importance and significance of the committee to be present.
2. SDIP Support Committees' key achievements included the implementation of initiatives, fundraising and provision of logistical support for the implementation of the SDIP projects, as well as the provision of technical support to LGUs.
3. LGUs unanimously agreed that the SDIP Support Committees played a major positive role in creating communication channels between LGUs and their respective community members.
4. The new Memorandum of Understanding (MoU) should ensure more clarity in terms of roles and responsibilities for committee members. Also, roles, responsibilities, regular meetings, and documentation must be institutionalized.
5. Communication between the LGU and SDIP Support Committees varied. In some cases, LGUs were extremely supportive of the role of the SDIP support committees, while other LGUs didn't have a clear understanding that the SDIP Support Committee is there to complement the role of the LGU and not replace it.
6. The role of the coordinator in each SDIP Support Committee needs to be revisited. Most coordinators are LGU employees and have workloads which hinder their ability to carry out their role efficiently and effectively.

The above recommendations will be shared and discussed with the eight SDIP Support Committees in a central workshop that will be conducted in early FY15. The workshop aims to develop a consensus

[11] Al Yamun SDIP Support Committee didn't have a review meeting due to internal conflicts within the local council.
[12] Refer to Annex (8) for the full evaluation report.

regarding the required improvements on the structure and the committees' work mechanism to ultimately become self-sustaining bodies providing continuous support for the implementation of SDIPs in partner LGUs.

It is worth mentioning that in parallel with the review, the LGI team conducted site visits to investigate female council members' interest and ability to get involved in the SDIP support committees at the eight municipalities including Tuqu', Al-Yamun, Qaffin, Salfit, Kufur Thulth, Abu Dis, Beit Sahur, and Beit Jala. This process targeted the municipalities with the lowest female participation in terms of contributing to the SDIP support committees' work: (Tuqu 0%), (Qaffin 16%), (Salfit 18%), (Al-Yamun 23%), (Kufur Thulth 27%). Females expressed high interest in participating in the SDIP support committees. These site visits prompted mayors and male members to support females' participation.

SDIP Support Committees' Capacity Building: Please see section 3.3.7 for more on skills enhancement of SDIP Support Committee members.

SDIP Support committee members during trainings

3.2.4 Enhancing Public Awareness of Good Governance Practices

During the first quarter of FY14, LGI conducted an assessment of the status of volunteerism in the 16 target municipalities including 'Anabta, Bidya, 'Aqaba, Qabalan, Salfit, Bir Zeit, Jericho, At-Taybeh, Ar Ram, Abu Dis, Bethlehem, Beit Sahur, Beit Jala, Beit Fajjar, Halhul, and Beit Ummar. The purpose of the assessment was to inform the development of a national campaign and associated key messages to increase volunteerism in the target municipalities. As such, Global Communities designed and launched its Volunteerism Awareness Campaign in 16 partner LGUs based on the recommendations of the assessment's final report by organizing three workshops during March 2014 entitled *"Developing Campaigns and Initiatives."* Attendees included representatives from partner LGUs, CBOs, YLCs and SDIP Support Committees to identify the media messages and outreach materials to be used to convey their messages including radio spots, flyers, and brochures.

Brochure of the "Volunteerism Awareness Campaign"

Accordingly, 16 partner municipalities launched and completed their local campaigns, which were highlighted in local radio, TV, and internet mediums. The themes of the 16 campaigns, listed in Table 8 focused on environmental protection, preservation, and beautification of public places, health, and social tolerance through helping impoverished citizens. The environmental and health initiatives entailed several activities including holding awareness sessions, distributing awareness brochures, cleaning streets, planting trees, painting sidewalks and murals, in addition to distributing medical kits and providing free medical check-ups. The social campaigns included distribution of clothes and food packages to impoverished citizens, whereas the educational initiatives included collection and distribution of books to encourage youth to read. Campaigns left a positive impression and effect among the local communities and had a deep impact, especially with regards to inducing interrelated coordination and efforts between the public, CBOs, NGOs, LGUs and the YLCs.

Table 8 – List of Local Campaigns

MUNICIPALITY	NAME OF INITIATIVE
'Aqqaba	"Aqqaba, the Green Oasis"
Qabalan	"Green Qabalan"
Salfit	"Green Salfit"
Bir Zeit	"Green Bir Zeit"
Jericho	"Education for All"
Beit Sahur	"Responsible Citizens; Safe Environment"
Beit Jala	"Beit Jala: Beautiful because of its Citizens" - *Ameera be Ahlha*
Beit Fajjar	"Beautiful Entrance and Kind Hearts"
Beit Ummar	"Your Health is Worth the World" - *Sehtak Beldenya*
Halhul	"Halhul: the Past, the Present, and the Future"
Al Taybeh	"Eye on Al Taybeh"
Ar Ram	"My Garden is My Home"
Abu Dis	"Organized work, Greater achievements"
Bethlehem	"Bethlehem is looking for everyone"
Bidya	"Social Solidarity in BIdya"
Anabta	Gardens of Anabta

Volunteers in Beit Ummar drawing murals

Volunteers cleaning streets in "Green Salfit" Campaign

*Volunteers packaging clothes "*Bethlehem is looking for everyone" Campaign

In September 2014, following the completion of volunteerism campaigns, the LGI team conducted a two-day workshop entitled "Voluntary Work, Vision, and Horizons" for all stakeholders in the volunteerism awareness campaign. Attendees included representatives from YLCs, LGUs, NGOs, and CBOs. A report was then prepared highlighting the workshop discussions and recommendations regarding the future vision of volunteerism in partner LGUs. Recommendations are summarized below:

- ✓ LGUs should take on the leadership role in voluntary work as an independent and resourceful local body within the community since they have strong networking ties with various public and private sectors.
- ✓ Formation of voluntary bodies comprised of partners from different sectors in the community including LGUs, NGOs, CBOs, youth, and the private sector. The voluntary bodies shall develop the volunteerism action plan for each LGU to achieve the sustainability and the desired impact of voluntary work.
- ✓ Creation of a database of active volunteers in each LGU who contribute to the design and implementation of voluntary activities.

Participants during the workshop entitled "Voluntary Work, Vision, and Horizons"

Component C: Institutional Development

Public Notification Policy Workshop

3.3.1 Municipal Capacity Index

Table 9 – Phases of the Municipal Capacity Index

LGU	Phases							
	Identification/development of performance indictors:	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	✓

During FY14, LGI finalized the development of the Municipal Capacity Index (MCI) in coordination with its partner LGUs and MoLG, including the formation of the national committee for the MCI. The national committee is composed of members from the Ministry of Local Government (MoLG), the Municipal Development and Lending Fund (MDLF), and the Association of Palestinian Local Authorities (APLA). This committee is expected to expand in the future to include other stakeholders in the process. The expansion will be based on recommendations proposed by the national committee and the endorsement by MoLG.

MCI results in FY14 were utilized in guiding implementation of FY14 activities, and the identifying of the scope of interventions for the FY15 annual implementation plan. For example, the need for the development of the HR policies and procedures in our partner LGUs in addition to the provision of HRMIS system were highlighted as a critical need in the scores of the MCI. However, the emphasis will be geared towards the development of municipal staff skills to ensure the sustainability of LGUs in terms of being able to rely on themselves to follow other areas, potentials, and opportunities for development.

According to MCI results in FY14, it was noted that there are noticeable improvement in the three areas of the local governance excellence model (leadership, management of service delivery, and public participation). For instance, the highest enhancement was in leadership area due to LGI team's focus on developing the leadership in partner LGUs by introducing a number of initiatives related to the three competencies under leadership: strategy, human resource management, and communication. Initiatives included the development of SDIP in all partner LGUs as well as updating the plans, supporting partner LGUs to develop their MSCPs which were developed based on the scores of MCI self-assessment tool, introducing monitoring and evaluation mechanism to follow-up and update the LGU plans. Additional initiatives included the development of human resource policies and procedural manuals in addition to provision HRMIS computerized system.

Figure 7: Comparison of MCI Results for the Three Main Areas of the Governance Model

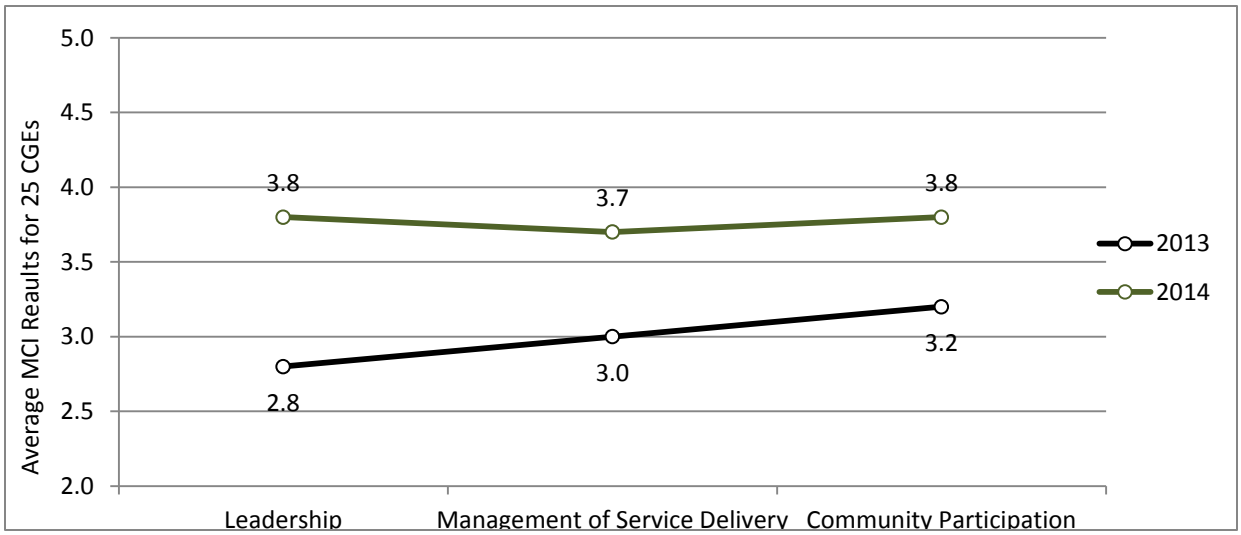
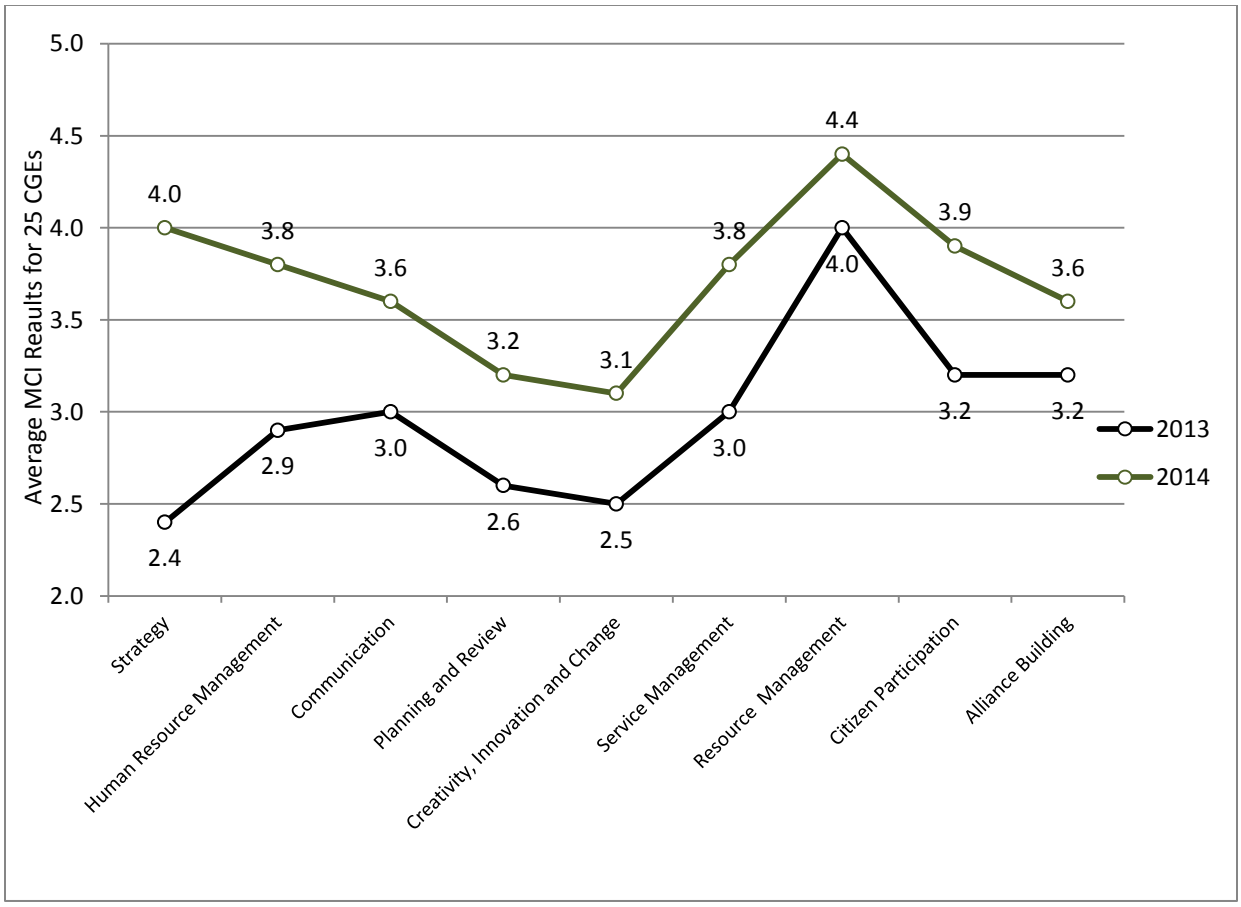
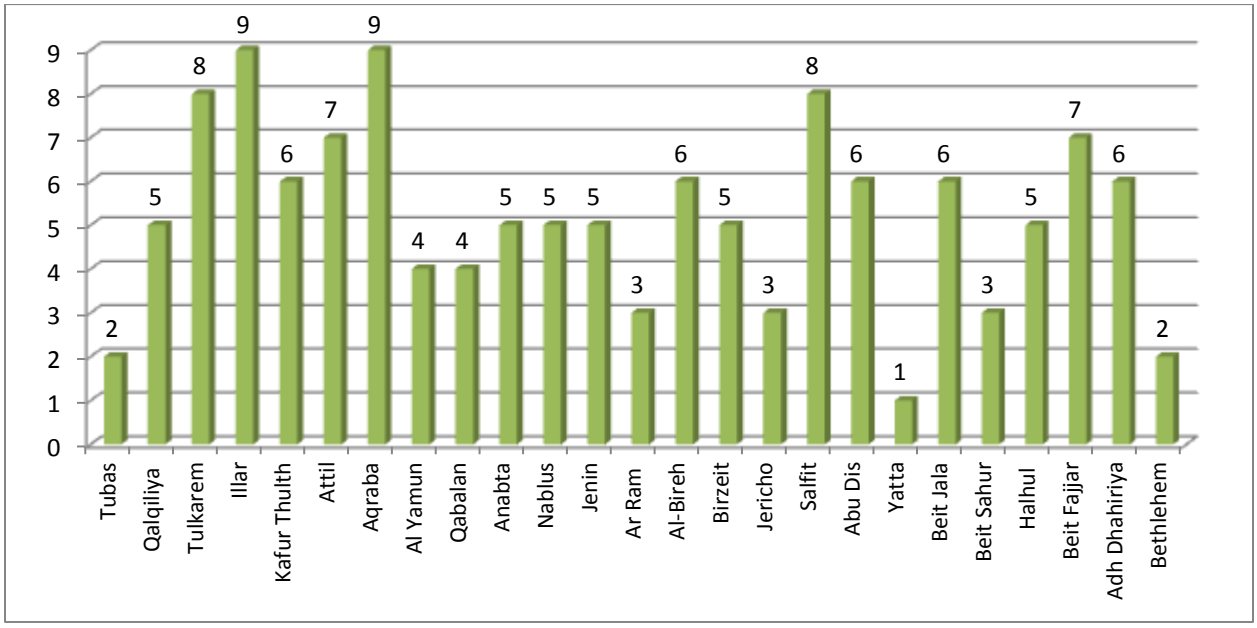


Figure 8: Comparison of MCI Results for the Nine Competencies of the Governance Model



The below figure shows the number of competencies LGUs have upgraded as a result of the MCI's interventions during FY14. In FY13, MCI was finalized for targeted CGEs to measure the nine main competencies as baseline. The figure below represents the endline for during FY14.

Figure 9: LGUs Graduating Up a Performance Category



3.3.2 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	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 Thulth	✓	✓	✓	✓	✓	✓	✓
Al Bireh	✓	✓	✓	✓	✓	✓	✓
Al Yamun	✓	✓	✓	✓	✓	✓	✓
'Aqraba	✓	Partially	✓	Planned	Planned	✓	Planned
Qabalan	✓	Partially	✓	Planned	Planned	✓	Planned
Abu Dis	✓	Partially	✓	Planned	Planned	✓	Planned
Bethlehem	✓	Partially	✓	✓	In Process	In Process	Planned
Jenin	✓	Partially	✓	✓	✓	✓	Planned
Ramallah	✓	Partially	-	-	-	-	Planned
Hebron	✓	Planned	-	-	-	-	Planned

During this fiscal year, 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 LGI and LDR, as well as on going CSCs under LGI.

Map reflecting the status LGI LDR CSCs

During FY14, five CSCs were opened to public including 'Anabta, Beit Fajjar, Kufr Thulth, Al Bireh, and Al Yamun CSCs. Prior to each opening, LGI team ensured that procedures and processes are tested and streamlined in each respective CSC, installation of the Electronic Document and Record Management System (EDRMS) is completed, and staff received the required and necessary training to successfully operate the system, implement the debugging stage for the EDRMS system to ensure its accuracy, development of the services procedural manuals, and finally opening the CSC to the public.

CSC inauguration in 'Illar

CSC inauguration in Al Bireh

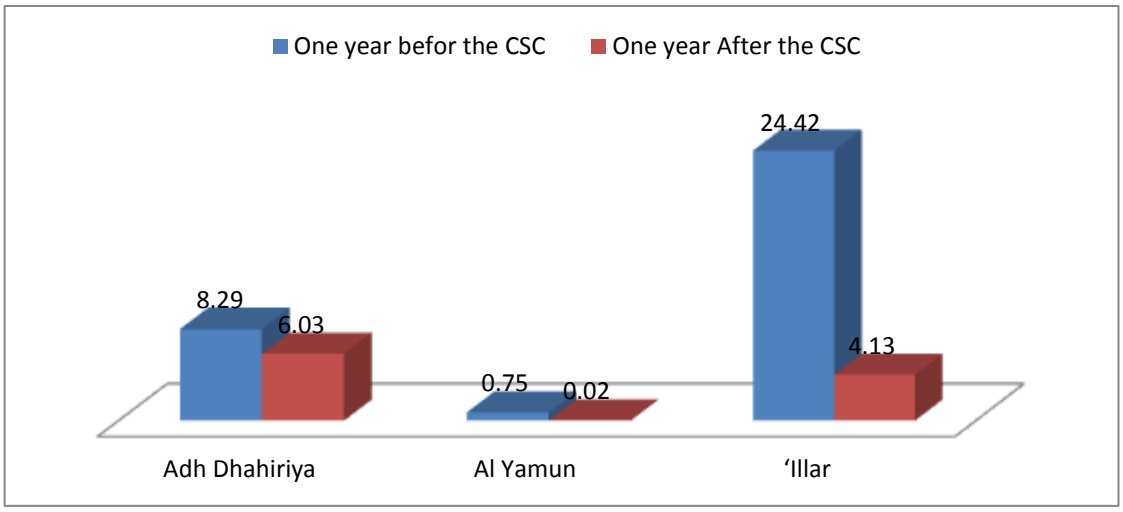
All CSCs that have been opened to the public were supplied with the necessary IT equipment including servers, computers, scanners, printers, as well as furniture. The remaining CSCs, as shown in the table above, will receive all remaining IT equipment during the upcoming reporting period. As for furniture, it will all be dependent on the official day of opening the CSCs to the public.

(Left to right): EDRMS training in Bethlehem and Al Yamun CSC

During this year, LGI team developed internal impact indicators to measure the success of establishing CSCs, among of which are highlighted below:

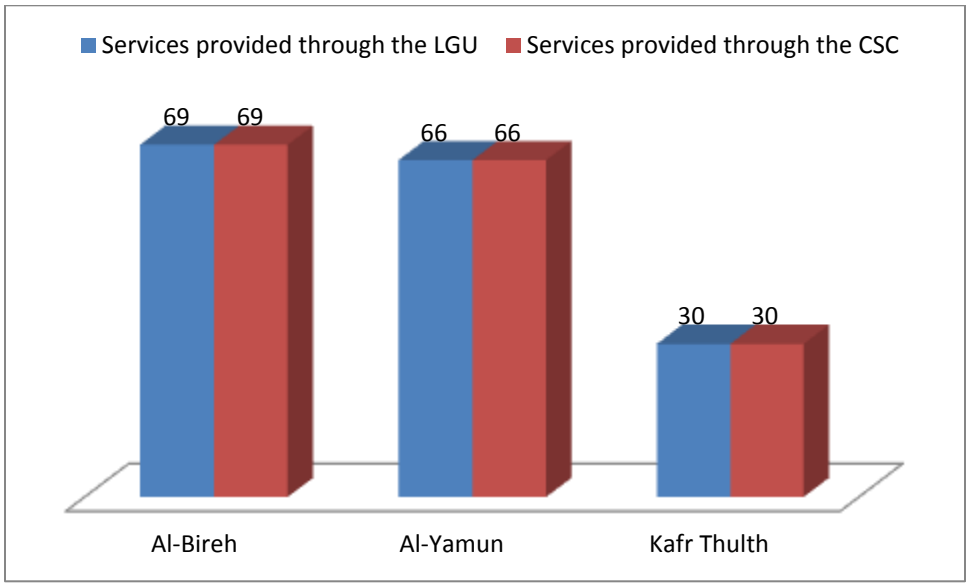
- The figure below portrays the actual number of days it took to complete the processing of services prior to and after the establishment of the CSCs. For example, since the establishment of the CSC in ‘Illar, the time it takes to issue a building permit has been decreased by 53 days; and the time it takes to process and approve the pavement of roads has been reduced by 157 days.

Figure 10: Average time for services completion



- The figure below reveals that business process engineering in Al-Yamun, Kufr Thulth, and Al Bireh potential Centers for Governance Excellence allowed for the transfer of all services from the LGU to the CSCs.

Figure 11: Number of services improved in Centers of Governance Excellence through business process engineering



Promoting Awareness Session Campaigns Prior to the Opening of CSCs – Beit Fajjar as an Example

Based on lessons learned from Global Communities' previously implemented program, the Local Democratic Reform (LDR) Program, LGI began designing awareness campaigns to promote the concept of Citizen Service Centers (CSCs) to community citizens. The objective of these campaigns is to introduce the public to new municipal service delivery methods and mechanisms. Accordingly, Beit Fajjar Municipality began posting introductory information about the CSC on its website and social media prior to the official opening of the center to the public. Moreover, delegations from the CBOs and businessmen

association in Beit Fajjar visited the CSC and learned about the services provided and workflow mechanism.

Procedural and service manuals were developed and underway printing for Al-Bireh, Salfit, Beit Fajjar, Yatta, Beit Jala, Halhul, ‘Anabta, ‘Attil, ‘Illar, Qalqiliya, Tulkarm, and Beit Sahur while Tubas’ manual has been finalized and printed.

Additional Highlights:

- During the last quarter of FY14, LGI received USAID approval to purchase IT equipment with item value above US$5,000. Additionally, LGI team received USAID’s approval following the submission of request for approval to purchase IT equipment with a total value of approximately US$1.3 million. Letters of Award were immediately released to selected suppliers.
- *Preparing for the trial operation of the new CSC in Bethlehem Municipality:* As the rehabilitation and finishing work of the CSC in Bethlehem municipality near completion, LGI team completed the installation of the EDRMS system and the training of CSC and other relevant LGU staff on using the EDRMS. The testing and debugging of the software during the trial operation period is expected to start in October 2014 and will end in December 2014. Moreover, the CSC has been supplied with IT equipment and furniture. It is expected to be ready for inauguration during the first quarter of FY15.

EDRMS training in Bethlehem

3.3.3 Business Restructuring and Re-engineering of Work Processes

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

LGUs	Assessment Analysis	MSCP 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
Al-Ram, Birzeit, Salfit, Abu Dis, Yatta, Beit Jala, Beit Sahur, Halhul, Adh-Dhahiriyah, and Bethlehem	✓	✓	In Process	Planned	Planned	In Process	Done	Done
Al-Bireh, Beit Fajjar, Jericho, Tubas, Qalqiliya, Tulkarm, ‘Illar, Kufr Thulth, ‘Attil, ‘Aqraba, Al-Yamun, Qabalan, ‘Anabta, and Jenin.	✓	✓	In Process	Planned	Planned	In Process	In process	In process
Nablus	✓	✓	-	-	-	-	In process	In process
Ramallah	✓	In Process	-	-	-	-	In process	In process

Following the completion of the development of the Municipal Strategic Corporate Plans (MSCPs) in 24 CGEs during FY13, additional LGUs including Nablus and Ramallah completed their assessment phase and Nablus endorsed its MSCP plan. The MSCP is 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.

In Nablus, LGI team facilitated a three-day planning workshop on November 16-18, 2013 for Nablus Municipality in Jericho. Approximately 15 participants, including the institutional development committee and three council members, attended the workshop. Participants utilized the results of the assessment in developing the Municipal Corporate Strategic Plan (MCSP) for the municipality.

Moreover, LGI team in cooperation with the institutional development committees initiated the annual review for the MSCP of 25 partner LGUs which were developed earlier in FY13. Separate meetings were held in each LGU to discuss their progress in implementing the MSCP, proposing M&E mechanisms and the related forms to be used for follow-up and reporting. Based on these meetings, each institutional Development Committee submitted a six-month progress report and presented it to the LGI team with proposed updates to their MSCP.

Institutional development committees updating their plans in Ar Ram and Jenin

In Ramallah, LGI facilitated a three-day workshop on January 17-19, 2014 to assist in the completion of the first draft of the MSCP. Workshop participants included institutional development committee members and council members.

Furthermore, LGI team supported partner LGUs in developing public notification and disclosure policies in line with the Policy Paper and Community Participation Manual issued by the MoLG. These documents aim to strengthen the relationship, partnership, and communications between LGUs and their respective communities. The first phase includes reviewing and assessing the effectiveness and efficiency of current public notification policies, scope, and tools in use. The review also aided in identifying the strengths, weaknesses, opportunities, and concerns related to public notification practices. Each LGU then prepared an initial draft of the proposed public notification policies.

After the assessments were completed, LGI conducted three central workshops in which participants presented and discussed the assessment reports on the current public notification and disclosure practices in their LGUs, and began to draft the public notification policies, the three central workshops were held June 10-11, 14-15, and 23-24, 2014. Nearly 130 participants from 27 LGUs attended the workshops.

Following this LGI team held several meetings to review the draft public notification policies and proposed amendments on the draft policies.

Following the three workshops that were held during June 2014, three additional central workshops were during the months of August and September, 2014 to finalize the public notification policies and to

prepare the related communication plans. The first workshop was attended by approximately 40 staff members representing ‘Anabta, Adh-Dhahiriyah, Jenin, Salfit, Aqraba, Yatta, Beit Sahur, and Hebron. The second workshop was was attended by approximately 50 participants from Nablus, Bethlehem, Jericho, Halhul, Al-Bireh, Beit Jala, Beit Fajjar, Kafur Thulth, ‘Attil, and Abu Dis. Each workshop was attended by the relevant staff and council members from each partner LGU (including the heads of engineering, finance, public relations, and the CSC) who worked during the workshop to finalize their public notification policies and prepare the relevant communications plans. The third workshop was attended by the remaining targeted LGUs including Bir Zeit, Ar-Ram, Ramallah, Tubas, Qalqiliya, Al-Yamun, Qabalan, Tulkarem, and ‘Illar.

Participants during the public notification workshop

As such, in FY14, the newly developed public notification policy and communication plans were endorsed by 17 LGUs including Yatta, Adh-Dhahiriyah, Halhul, Bethlehem, Beit Jala, Abu Dis, Ar Ram, Bir Zeit, Salfit, Tubas, ‘Anabta, Aqraba, ‘Illar, Al Yamun, Kafr Thulth, Nablus, and Jenin.

3.3.4 Development of Procurement Process Procedures

Table 12 – Phases of the Development of Procurement Process Procedures[13]

LGU	Conduct analysis of the current procurement process	Revise the current procurement workflow	Develop an electronic version of the templates and forms	Development of operational procedures	Development of procurement computerized database
1. Nablus	✓	✓	✓	✓	Planned
2. Jenin	✓	✓	✓	✓	Planned
3. Bethlehem	✓	✓	✓	✓	Planned
4. Salfit	✓	✓	✓	✓	Planned
5. Qalqiliya	✓	✓	✓	✓	Planned
6. Tubas	✓	✓	✓	✓	Planned
7. ‘Illar	✓	✓	✓	✓	Planned
8. Tulkarm	✓	✓	✓	✓	Planned
9. Kafur Thuluth	✓	✓	✓	✓	Planned
10. ‘Attil	✓	✓	✓	✓	Planned
11. Aqraba	✓	✓	✓	✓	Planned
12. Al Yamun	✓	✓	✓	✓	Planned
13. Qabalan	✓	✓	✓	✓	Planned
14. ‘Anabta	✓	✓	✓	✓	Planned
15. Ar Ram	✓	✓	✓	✓	Planned
16. Al Bireh	✓	✓	✓	In process	Planned
17. Bir Zeit	✓	✓	✓	✓	Planned

[13] Four LGUs have endorsed their procedures during FY13.

18. Jericho	✓	✓	✓	✓	Planned
19. Abu Dis	✓	✓	✓	✓	Planned
20. Yatta	✓	✓	✓	✓	Planned
21. Beit Jala	✓	✓	✓	✓	Planned
22. Beit Sahur	✓	✓	✓	In process	Planned
23. Halhul	✓	✓	✓	✓	Planned
24. Beit Fajjar	✓	✓	✓	In process	Planned
25. Adh-Dhahiriyah	✓	✓	✓	✓	Planned
26. Hebron	✓	✓	✓	In process	✓

LGI is supporting 26 partner LGUs in the review and development of their current procurement procedures and practices in line with local regulations and best practices in the field. LGI originally began this initiative in the previous fiscal year with four LGUs, and extended its support this year to the remaining 22 LGUs. As outlined in the table above, 18 LGUs have completed all of the phases with the exception of the automation of the procurement processes including Bethlehem, Nablus, Abu Dis, Adh-Dhahiriyah, Al Yamun, 'Anabta, Aqraba, 'Attil, Beit Jala, Bir Zeit, Halhul, 'Illar, Jericho, Kafr Thulth, Qabalan, Tubas, Tulkarm, and Yatta. The remaining LGUs, which had only begun the first phase during mid FY14, are still in the process of finalization and endorsement by LGU councils.

LGI also implemented kick off meetings in each targeted LGU to introduce the methodology and steps for the development of the procurement procedures. During these meetings, LGI team began collecting the data needed for analyzing the procurement processes and workflows in each LGU. Reports on each LGU that include assessment findings, challenges, and development opportunities were prepared.

Moreover, LGI team conducted two central workshops, on June 17 and 18, attended by the relevant procurement and financial staff from the targeted LGUs. The workshops provided a forum for presenting and reviewing the public procurement procedures and templates for each type of supplies including the procurement planning cycle and its relation with the preparation of the annual budget of the local authority. In addition, a proposal for the procurement process model was presented during the workshop.

Following the initial workshops held in June, and the analysis of the procurement process model, LGI team held two additional central workshops on August 24-25 and 26-27, 2014 for 21 LGUs. Each workshop was attended by the procurement staff from LGI's partner LGUs. During both workshops, participants went thoroughly through the standard procurement procedures developed for each category of LGUs (A, B, C, D, and E), and provided their comments and feedback that was used for revising the standard procedures to produce a customized version of the procedures including forms and templates for each for each respective.

Participants during the central workshop held in August 2014.

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Based on the feedback and comments received from each LGU, the LGI team began finalizing the procurement procedures, along with relavent forms and templates which will be customized for each targeted LGU. The customizations took into consideration the size of the LGU, classification, scope of work, available human resources, scope of procured services and commodities, etc.

3.3.5 Human Resources Management Information System

Table 13 – Phases of Human Resources Management Information System

LGU	Develop HR Manual & Procedures	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	✓	✓	✓	✓	✓	✓	✓	✓
Jericho	✓	✓	✓	✓	✓	✓	✓	✓
Beit Sahur	✓	✓	✓	✓	✓	✓	✓	✓
Halhul	✓	✓	✓	✓	✓	✓	✓	✓
Adh Dhahiriyah	✓	✓	✓	✓	✓	✓	✓	✓
Bethlehem	✓	✓	✓	✓	✓	✓	✓	✓
Al-Bireh	✓	Completed	✓	✓	✓	✓	✓	✓
Tubas	✓		✓	✓	✓	✓	✓	✓
‘Illar	✓		✓	✓	✓	✓	✓	✓
Kafr Thulth	✓		✓	✓	✓	✓	✓	✓
‘Aqraba	✓		✓	✓	✓	✓	✓	✓
Qabalan	In Process		✓	✓	✓	✓	✓	✓
Nablus	In Process		✓	✓	Planned	Planned	Planned	Planned
Ar Ram	✓		✓	✓	✓	✓	✓	✓
Bir Zeit	✓		✓	✓	✓	✓	✓	✓
Salfit	✓		✓	✓	✓	-	-	-
Abu Dis	✓		✓	✓	✓	✓	✓	✓
Yatta	✓		✓	✓	✓	✓	✓	✓
Beit Jala	✓		✓	✓	✓	✓	✓	✓
Beit Fajjar	✓		✓	✓	✓	✓	✓	✓

During FY14, LGI team developed a standard HR manual to be used as a basis for 23 partner LGUs to develop their own HR procedures. This excludes Qablan and Nablus who are currently in the process of developing their manuals. A special task force was formed in each LGU, including department heads and council members. These task forces were responsible for the review and development of human resources policies and procedures with assistance from the LGI team. Manuals have been endorsed by 14 LGUs including: Tubas, Kafr Thulth, Beit Jala, ‘Illar, Beit Fajjar, Beit Sahur, Bethlehem, Tulkarm, Yatta, Abu Dis, Bir Zeit, Ar Ram, Salfit, and Aqraba.

LGI finalized the deployment of the automated Human Resource Management Information System (HRMIS) in full accordance with the HR policies and procedural manuals that were developed in consultation with partner LGUs. This new system will improve their HR operations and reduce their total operating costs, and will improve the responsiveness, accuracy and control of HR operations and functions. Furthermore, LGI introduced the various elements of the electronic Human Resource Management Information System (HRMIS) that comprises of: Payroll system including allowances and deductions, attendance management, leaves and annual vacations, recruitment and applications processing, appraisal management, training and staff development, employees’ profiles, and E-services for staff. The HRMIS software is being customized to meet the individual use of each targeted LGU and to comply with MoLG HR policies and regulations. This has been finalized in all LGUs except for Salfit, whic already has an upgraded system; and Nablus, which already has a system in place.

Thus far, staff has been trained on the utilization of the HRMIS in 23 targeted LGUs as shown in the table above. Trainings covered all modules of the software to ensure that all LGUs have entered and reviewed the employees’ data and parameters. In parallel, LGI continued to provide the necessary support and follow up to LGUs to ensure they are effectively utilizing the system in processing the various HR

transactions and in processing the monthly payroll. The testing and debugging of the software is being conducted simultaneously with implementation.

LGU staff members being trained on HRMIS

3.3.6 Internal Audit Departments Established

Table 14 – Phases of the Establishment of Internal Audit Departments

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	✓	✓	Done	✓
Nablus	✓	✓		✓
Qalqiliya	✓	✓		✓
Tulkarm	✓	✓		✓
‘Attil	✓	✓		✓
Al Yamun	✓	✓		✓
‘Anabta	✓	✓		✓
Tubas	✓	✓		✓
Kafr Thuluth	✓	✓		✓
Aqraba	✓	✓		✓
Qabalan,	✓	✓		✓
‘Illar	✓	✓		✓
Jericho	✓	✓		✓
Al-Bireh	✓	✓		✓
Ramallah	✓	✓		✓
Ar Ram	✓	✓		✓
Bir Zeit,	✓	✓		✓
Salfit	✓	✓		✓
Abu Dis	✓	✓		✓
Yatta	✓	✓		✓
Beit Jala	✓	✓		✓
Beit Fajjar.	✓	✓		✓

Beit Sahur	✓	✓		✓
Halhul	✓	✓		✓
Adh Dhahiriyah	✓	✓		✓
Bethlehem	✓	✓		✓
Hebron	✓	✓		✓

This intervention focused on creating a shared understanding of the 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 was given to the differences between targeted LGUs based on size, classification, available human resources, and institutional capacity.

During the beginning of FY14, MoLG endorsed the Internal Audit Manual developed by LGI. As a result, LGI team extended its support to facilitate the institutionalization of the manual in 27 partner LGUs by providing training to relevant staff members. LGI kicked off the effort with meetings at various LGUs to introduce the objectives of the project, implementation of the work plan, and the roles and responsibilities of those involved. LGI began the process by conducting an analysis of the current internal audit processes and capacities in each targeted LGU that aimed to identify main challenges, difficulties, and opportunities for the improvement of internal audit processes in each LGU. The assessment report prepared for each targeted LGU included a proposed plan to develop the internal audit function/unit, taking into consideration the standard organizational structure and the internal audit manual, as well as the variations between the LGU's internal audit scope in terms of their organizational structures, job descriptions, and distribution of work In FY14, 13 LGUs completed all the steps necessary to establish and institutionalize the internal audit function including Tubas, Tulkarm, Nablus, Qabalan, Qalqiliya, Salfit, 'Aqraba, Ar Ram, 'Attil, Beit Jala, Bir Zeit, Jenin, and Jericho.

Following the finalization of the assessment phase, LGI team held three centralized workshops in August 2014. The first workshop was held August 5-7, and targeted 26 internal audit staff from ten partner LGUs including Hebron, Ramallah, Bethlehem, Nablus, Jericho, Yatta, Adh Dhahiriyah, Jenin, 'Anabta, and Tubas. The workshop aimed to introduce and discuss the internal audit process cycle including all the instruments and tools presented in the Internal Audit Manual endorsed by the MoLG. The methodology utilized in the workshop included the presentation of and discussion about practical cases that demonstrated aspects related to auditing technical, financial, and administrative functions of the LGU, in addition to the preparation of audit reports. The second and third workshops were a one-day each held August 11 and 12, respectively, and targeted 70 internal control committees (these committees are formed from a number of LGU council members) from 27 partner LGUs, and aimed to introduce and discuss the roles and responsibilities of related stakeholders with emphasis on the role and responsibilities of the council internal control committee.

These workshops assisted each LGU in identifying the necessary competencies for recruiting relevant internal audit staff. Based on that, LGI team facilitated four central workshops attended by approximately 130 participants including 70 members of internal control council committees and 60 internal control unit staff from LGUs. The last workshop took place in Bethlehem August 28-30, 2014, and was attended by approximately 35 internal control unit staff.

LGI team continues to provide support through reviewing and refining the existing internal audit systems and practices in the targeted LGUs. In addition, LGI provides technical assistance and guidance to help the LGUs overcome main challenges and enhance staff capacities, and also to identify opportunities for internal audit processes improvement in each LGU.

(Left to right): Internal audit meetings in Ar Ram and Abu Dis

3.3.7 Financial Management Packages

LGI supported 'Illar municipality in developing its first fixed assets registration and valuation system. This will assist the municipality in maintaining information needed for the preparation of financial statements, which will ensure greater control and accountability over fixed assets. LGI also provided training which focused on registering, valuating, and updating the fixed assets records. These skills and systems are a prerequisite to being able to institute a functional financial management system. As of the end of FY14, LGI was still awaiting feedback from MoLG regarding the potential to implement and install a unified financial system.

3.3.8 E-Municipality

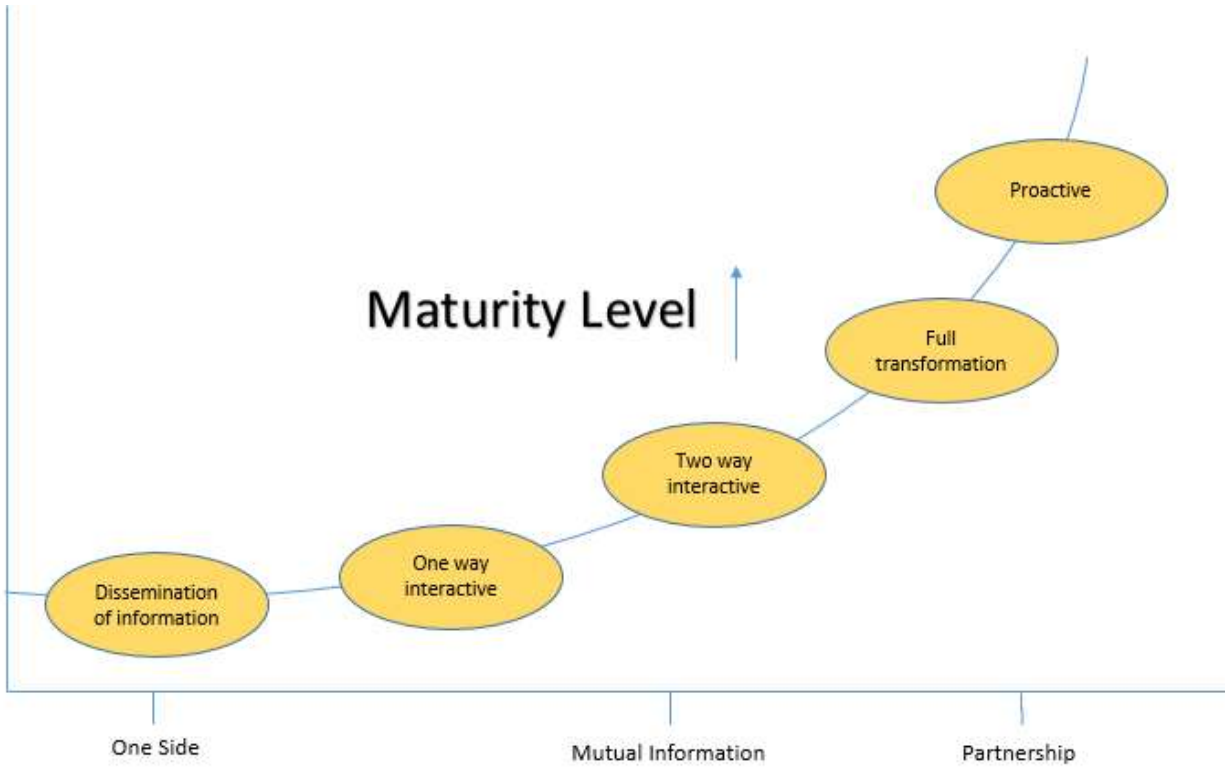
Global Communities held a workshop on March 16-17, 2014 entitled "E-Municipality - National Strategic Framework, and Legal Framework." The workshop addressed the final draft of the national strategy framework, online transactions, challenges, and legal requirements for proper implementation of e-municipality concepts. Approximately 100 participants attended the workshop representing various ministries, public organizations, the private sector, and other stakeholders.

Workshop to discuss the final draft of the national strategy framework for E-municipality

The final draft of the National Strategy plan was launched in March, 2014. LGI selected nine LGUs for e-municipality concept implementation including 'Illar, Tulkarm, Qalqiliya, Nablus, Jericho, Al-Bireh, Bethlehem, Hebron, and Adh-Dhahiriyah based on a collection of criteria and the LGUs' willingness to participate.

Preliminary visits were conducted at each of the targeted municipalities in which the concept was introduced and discussed. It was agreed to start the implementation of the first two stages of the five phases stated in the e-municipality strategy approved in March 2014, and it was agreed to dedicate a municipality team of relevant staff from relevant departments for the follow-up on implementation and participation in relevant activities.

Figure 12: Strategy Stages



Many activities were conducted under the mentioned first two stages of implementation through several interventions including provisioning of IT equipment, IT infrastructure, EDRMS system, and HR system, etc.

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, district, and local government levels as well as at the community level. This year, LGI delivered two trainings attended by 37 individuals (48 participants), of which 26 were males and 11 were females.

Table 15 – Trainees number disaggregated by Sex and Age

#	Title	Dates	Individual			Participants		
			# of Individuals FY13	Males	Females	Males >26	Females >26	Total
1	Designing a successful campaign	25-26 November 2013	26	17	9	17	9	26
2	Proposal writing and fund-raising	9-11 December	11	9	2	19	3	22
Total			37	26	11	36	12	48

Table 16 - Trainees disaggregated by Participants Partner Entity

Participants Partner Entity	Percentage
Local Body	69.0%
Ministry of Local Government	3.4%
Civil Society Institutions	13.8%
Private Citizens	13.8%

1. A training workshop entitled "Designing a Successful Campaign" was held on November 25-26, 2013. Participants included members of the SDIP support committees. The main objective of the training was to enhance participants' skills in designing awareness/advocacy campaigns. During the training, participants received detailed information about the concept of the awareness campaigns, types and goals of campaigns, as well as the main strategic elements of successful campaigns.

2. A training workshop entitled "Proposal Writing and Fund Raising" was held on December 9-11, 2013 in Ramallah. The training included participants from the SDIP support committees in partner LGUs of Al-Yamun, Qaffin, Kafr Thulth, Salfit, Beit Sahur, Beit Jala, Tuqu', and Abu Dis. The main objective of the training was to enhance participant skills in proposal writing and fund raising. During the training, the participants received detailed information and guidelines regarding the preparation of various types of proposals and were also introduced to the key strategic elements of successful fund raising campaigns targeting various donors.

Overall Training Analysis:

Feedback on training courses:

- 93% of trainees agreed that the objective of the training was clearly defined.

Training

- 94% of trainees agreed that they intend to use what I they have learned in their work.
- 94% of trainees agreed that training materials were useful.
- 87% of trainees said that the training program was sufficient in accomplishing its stated objectives.

Facilitator

- 97% of trainees said that the facilitator was knowledgeable about the topic.
- 94% of trainees said that the facilitator was well prepared for the session.
- 97% of trainees said that the facilitator encouraged active participation.
- 90% of trainees said that the facilitator answered questions in a complete and clear manner.
- 94% of trainees said that the facilitator used variety of training methods.
- 74% of trainees said that facilitator was considerate in terms of the different levels of skills and values among participants.

In-depth Training Evaluations: Are participants using what they've learned?

To assess the effectiveness of LGI's trainings and whether trainees utilize their new skills in their regular jobs, LGI team held one focus group discussion on December 5, 2013 for SDIP committee members who received training in Monitoring and Evaluation on February 25-26, 2013. The focus group discussion aimed to assess which skills they have actually used on the job compared what the trainee intended to use immediately after the training (documented in the 'Letter Home' written by each trainee) with what the trainee actually applied in his/her work. Participants were randomly selected. They included eight LGU members (six males, two female) and community representatives from five partner LGUs including Al-Yamun, Salfit, Beit Sahur, Beit Jala and Tuqu'.

Generally, participants agreed that:

- The training material was comprehensive and inclusive. Some participants still use it as a reference material.
- The trainers had a solid background and expertise in his/her field.
- Training allowed participants to use the knowledge in their work places.
- Participants became capable of differentiating between Monitoring and Evaluation.
- Participants designed and began using M&E templates and forms in their workplace.
- Participants' performance is more effective now and their roles are enhanced within their respective LGUs and/or SDIP committees.
- Participants can follow up and monitor their respective SDIP M&E plans. The training was especially important for those LGUs who did not have an existing M&E plan.

Recommendations/ Challenges:

- Recommendation: Conduct exchange visits between LGUs partner.
- Challenge: Resistance from the local council to implement trainees' recommendations, and lack of financial resources to support the required improvements.

Additional two focus group discussions were held on March 10, 2014, for trainees who received trainings during the past 3-6 months to assess their utilization of what they have learned on their jobs. Training topics included:

- Advanced Excel for Accountants
- Accounting for non-accountants
- Principles and best practices in networking, advocacy and partnership building
- Introduction to local governance in Palestine

The first focus group covered advanced excel for accountants and accounting for non-accountants. It included six LGU members (five males, one female) from five partner LGUs including 'Aqraba, 'Aqqaba, Abu Dis, Yatta and East Salfit cluster. The second focus group covered principles and best practices in networking, advocacy, and partnership building, and introduction to local governance in Palestine. It included eight LGU members (four males, four females) from five partner LGUs including Beit Sahur, Beit Jala, Tuqu', Abu Dis, and Kafr Thulth. During both focus groups, participants agreed that:

- The training material was comprehensive.
- The trainers had a solid background and excellent expertise in this field.
- Training allowed participants to use the knowledge in their work places.
- Participants are able now to carry out their roles and responsibilities in efficient and effective ways by using their new learning.

QUANTITATIVE HIGHLIGHTS

- 89% of partner representatives agreed that the maintenance and operations plan is being implemented.
- 78% of users and partner representatives agreed that the project was properly equipped and furnished.
- 82% of projects users and partner representatives were satisfied with the quality of materials used.
- 85% of projects users and partner representatives were satisfied with the durability of their projects.
- 95% of projects users and partner representatives stated they were proud of the projects in their respective communities.
- 74% of projects users and partner representatives stated their satisfaction with the quality of the project.
- 91% of users and partner representatives agreed that their respective projects achieved positive impact in their communities.

Impact & Sustainability for Infrastructure and Governance

Infrastructure Projects

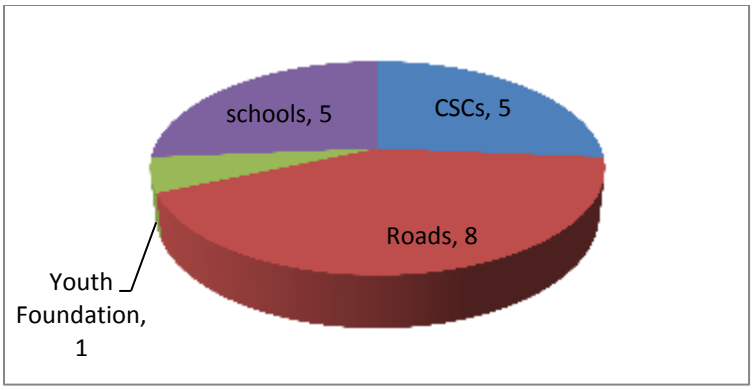
There are two types of sustainability reviews completed by the LGI team. The first (sustainability and impact evaluation) is conducted a few months after the completion of the project and focuses mainly on the community's utilization of the project, sense of ownership, and impact of the project. The 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 FY14, LGI team held a total number of 19 sustainability and impact evaluations across the West Bank focusing on five Citizen Service Centers (CSCs) and various types of infrastructure projects as per figure (13) below.

LGI team introduced a new tool to measure the sustainability and impact for governance interventions during Q15. Hence, this annual report will have two separate sections: one for infrastructure and one for governance. A unique section will be included to measure the sustainability and impact of infrastructure and governance related to CSCs.

A total of 575 surveys were filled, of which (77%) were filled by users and (23%) were filled by project administrators. Of the 575 participants, (70%) were males and (30%) were females. The figure below shows the number and types of completed sustainability and impact evaluation.

Figure 13: Number and Type of Completed Sustainability and Impact Evaluations during FY14



Below is a summary of the overall findings from this year's 19 sustainability & impact evaluations and 19 site visit reports.

IMPACT: ENHANCING QUALITY OF LIFE

Overall, the 19 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:

Improved road access supports mobility and local economic development

"This project is a milstone for all adjacent villages. The street, now, has no cracks or holes. Accedents have been noticeably minimized. Additionally, cars, maintain there good shape." Um Hatem, Head of Biet Surik Eoment Center.

- The rehabilitation of Tuqu' main road defined boundaries for increased pedestrian safety, in particular in regards to movement since the previous existing road was very narrow and unsafe. It also decreased the number of accidents, and directed excess rain water to drainage pipes. The rehabilitation also encouraged residents to open new supermarkets along the sides of the road, reviving the local economy. Amir Ala'mor, a bakery owner in his late forties said, "The rehabilitated road encouraged economic development and increased sales. For example, now even children come on their own to buy, and people are not afraid to visit the bakery during evening hours."

"The new main road in Tuqu' improved the flow of transportation, and allowed for enough space for pedestrians and cars, we rarely witness any crowdedness any more, which facilitated car movement in general" – Asa'ad Hajahjeh, Driver

- In Az Zeer co-educational school, primary female students have easier access to the new school, which is about three kilometers closer than their old school (Farahat girls' school).

"Now, and after I transferred to Az Zeer co-educational school, I arrived home earlier and have more paytime after school". 3rd grate female student at Az Zeer co-educational school.

- In Al Jalazun, the construction of the bridge contributed to an increase in safety for student, decrease in traffic jams, and a decrease in time for teachers to organize students.

The project improved traffic and safety, the main beneficiary from the project are the boy students. The bridge Tempered the complexity of traffic Interchange integrates more than a side street at the same time. Ghasan Hatab, 45 years old, Shop owner

Increased employment opportunities

- The rehabilitation of internal roads with water drainage system in Qaffin created job opportunities for the local citizens from Qaffin by working with the contract team.

Youth empowerment

- The maintenance of Al-Bireh Youth Foundation provided a safe and attractive environment for youth members to practice their activities. It also helped the foundation to establish long and effective partnership with national and international NGOs supporting youth activities. For instance, the foundation is in the process of partnering with IREX under a USAID program to provide capacity building activities to Palestinian youth.

Al-Bireh Youth foundation feels like a second home for youth in my community. I really enjoy the wide range of training courses provided by the foundation. I feel more empowered with my enhanced technical and leadership skills, and well prepared for the new chapter of my educational journey at the university. As youth member at the foundation we are so eager to participate in the new series of advanced training courses when the partnership established with the new donor "IREX". Ghayda Hamoudeh,17 years old student and member at Al-Bireh Youth foundation.

Enhanced Learning Environment and Opportunities:

- After the latest finishing works in Al Maniya School, teachers and students are more able to focus during classes given that there is no more rainwater leakage; classrooms are warmer during the winter with better lighting. Additionally, students don't feel forced to move to other schools in the neighboring villages given that the learning environment is much improved.

"Finally, we have benches in the playground where we can rest during school breaks instead of sitting on the ground with our uniform." 6th grade female student at Al Maniya co-educational school.

- Az Zeer co-educational school witnessed a significant improvement in male students' attitudes and educational performance. Students are receiving more attention from their teachers given that there is no more overcrowding in the new classrooms.

No only I'm proud of the new school building. But I'm happier that we have the positive learning atmosphere enabling us to improve students' behavior and performance." Iman Jebreel, teacher at Az Zeer primary Co-educational school

- Luqman Al-Hakim elementary co-educational school project directly impacted school students in terms of feeling comfortable and safe at school, having spacious classrooms, playing safely in the new school yard, promoting good education, utilizing well-constructed and finished school facilities, having specialized and healthy teaching and services facilities. Those children are helping in making it more beautiful by planting the surrounding areas.

"The school is so beautiful, and the playground is spacious. Now, we love to come to school, and our grades have improved. I wish I don't have to leave the school, and I hope it can expand to include more grades where I can finish my high school year here." – Saber Adel, 9 year old student.

"The new school had a positive impact on students' psyche and behavior. May family mainly benefited from this project as I have five children. They used to go late to school because they were unhappy. Recently, I heard from the school guard that he finds my children waiting for him to open school doors. This makes me feel happy, safe, and comfortable." – Tahani Thulthen, a mother.

Reduced Absenteeism and Drop Outs:

- According to Al Maniya school administration; there were many students, who dropped out of the school two years ago given the school's poor condition prior to rehabilitation works. These students were encouraged to resume their education at Al Maniya School following the latest finishing works. With reference to Az Zeer Secondary boys' school principal, the average number of missed school days decreased; especially during the winter season as the school no longer suffers from rainwater leakage problems.

SUSTAINABILITY

Some common sustainability findings from among these 19 sustainability and impact evaluations included:***Noticeable sense of LGU and citizen ownership and contribution***

- In Beit Amra, residents contributed parts of their land and helped build stonewalls at the edges of the road.
- In Beit Surik, the local council took the responsibility to install street lighting for the road, provide garbage containers, and clean the road on a daily basis.
- In Misilya, the local council contributed in the design and implementation of the project, and implemented road shoulders for the road.
- In Qaffin, the LGU took the responsibility of operating and maintaining the road by constructing separating beams at the edge of sidewalks to prevent erosion, regularly cleaning the road and drainage system, and fixing certain points of road by establishing a water grill to intake the collected water coming from higher locations due to rain. The Qaffin Municipality provided the technical team to conduct the maintenance assessment and worked with the community members providing garbage collection and responding to urgent problems which occurred at the beginning of rainy season. The municipality exceeded its contribution by planting trees and constructing walls to replace the damaged ones (due to bad weather conditions).Furthermore, residents contributed parts of their lands to expand the road and hired an artist to paint attractive wall plastering to beautify the project and their homes.

"After the completion of the rehabilitation works in Az Zeer secondary boys' school, my two sons started to go to the school earlier and there grades were much improved." Tariq Asakreh, parent

- In Saffa, the local council contributed in the design and implementation of the project and, the village council completed the main water network for the road and household connection.
- In Al Jalazun, the camp's service committee contributed by facilitating transportation, people and construction material movement. Additionally, the MoPW contributed by providing documents and plans as well as attending the bid evaluation meeting.
- In 'Illar, the municipality contributed in the CSC design and site supervision. Additionally, the municipality contributed cash for the rehabilitation of the municipal building that hosts the newly established CSC and covered the expenses of installing a new elevator. Moreover, the municipality exceeded the planned contribution through buying a piece of land near the municipal building to provide a parking area for municipality employees and CSC visitors.
- The maintenance of Salah Eddin and Al Maniya schools enhanced the sense of ownership among students, who now care more about their school cleanliness and prevention of any damage to school premises and furniture. Additionally, the local council in 'Anata hired a guard to look after Salah Eddin school premises.
- In Az Zeer schools, despite the fact that the financial resources of community members are limited as a result of the limited economic opportunities in Area C communities, community members and the LGU provided full technical and financial support to secure safe and compatible electrical power supply for the new co-educational school. Furthermore, the contractor carried out other voluntary maintenance works after the expiration of the project's warranty for Az Zeer secondary boys' school. It is worth mentioning that one of the community members targeted in the survey stated he will

provide free landscaping services for the two schools in the near future since he works in the field of agriculture.

- The local community in As Sura has been engaged in the completion and finishing works at Luqman Al-Hakim elementary co-education school throughout the project phases. The local community represented by the village council and the school principal has supported the project through providing a supervision engineer, and allowing the contractor to use the school water and electricity.
- In Al Hafassi, the municipality provided project designs, supervised expenses, and donated the land. The municipality exceeded its contribution by providing stationary, library shelves, and sports requirements.

Empowerment for Wider Development Vision

- The school administration in Az Zeer co-educational school has further plans to provide space for 4th grade students who are currently studying at Az Zeer secondary boys' school. This is being done in consultation with the Ministry of Education and Higher Education (MoEHE). As a result, the number of primary students is expected to increase, and the new co-educational school will be qualified to receive further support from MoEHE. Furthermore, Az Zeer secondary boys' school administration was closely following up work progress and requested additional necessary rehabilitation works that were not included in the original scope of work and were considered by MoEHE and Global Communities' as amendments to the project scope of work.

"before the project, there was no sign of a healthy educational atmosphere, rain water drips over students' heads inside classrooms, and no adequate ventilation or lightining. Once I heard there is a funding opportunity or this area, I said Az Zeer secondary boys' school is our number one priority." Fida', project engineer, MOEHE.

Overall Sustainability Rating

As mentioned above, LGI completed 19 in-depth sustainability and impact reports for infrastructure projects approximately six to nine months following the handover. Projects have been rated by LGI team to measure areas including available resources, construction quality, maintenance, and operation. Results revealed the following:

Table 17- Overall Sustainability Rating FY14

Score	Description	Result
1	The community could not use the project after completion due to limited functionality, technical know-how, or financial resources.	0%
2	The project is only partially operational and requires significant additional resources that have not been provided by counterparts. The community and partner representatives 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 partner representatives have some complaints about construction quality, maintenance, or the extent to which it is operational.	11%
4	The vast majority of the project is operational. Rather than complaints or requests to Global Communities, the community and/or project partner representatives is actively seeking possible solutions to greater functionality or ongoing maintenance issues, demonstrating high levels of ownership. Very minor complaints about construction quality/durability.	32%
5	The project is fully operational with no maintenance challenges identified. All required furnishings, supplies, etc. are available, sufficient financial resources are available for operations and maintenance, and required technical resources have been provided. The community and partner representatives have no complaints about construction quality and contribute regularly to maintenance of the project, demonstrating local ownership.	58%

As shown above, 17 out of 19 projects are rated highly (sustainability rating of 4 or 5). Two projects including Al-Bireh Youth Foundation and the Construction of Additional Classrooms and other Facilities at Haffasi Primary Coeducational School in Karf al Al Labad ranked 3. Al-Bireh Youth Foundation ranked low because youth and partner representatives explained that at the time, the club did not have sufficient operational funds, limiting their activities and ability to run the club at full capacity. However, this seems to be a temporary situation as they are finalizing a partnership with IREX under a new USAID program. As for Haffasi Primary Coeducational School, the low rating is due to the fact that despite the high quality of the project, the school is yet to be fully operational. Three classrooms are still closed as a result of the MoEHE's lack of commitment to provide additional teachers; hence additional students in the school. As a result, the school is operating at 60% only.

Impact & Sustainability

Governance Interventions

Impact and sustainability in local governance focuses on ensuring that decisions made at the national and local levels contribute to an excellent quality of life for citizens and for future generations. Reaching this goal requires striking a careful balance on a range of issues, namely economic growth, social development, using resources efficiently, and implementing policies and programs that support LGI's commitment to achieve this balance.

LGI's key determinants of sustainability identify nine key competencies including:

Leadership:

1. Vision and strategy.
2. People management.
3. Communication.

Management of Service Delivery:

4. Planning and review.
5. Innovation and change.
6. Service management.
7. Resource and assets management.

Community participation:

8. Citizen participation.
9. Alliance building.

Given that learning is a progressive and continuous process that entails identifying successes and challenges throughout implementation, program teams are bound to improve their capacities for working in a better and enhanced environment. As such, LGI developed a new tool to measure the impact and sustainability of its governance intervention in all its targeted LGUs. The purpose of this tool is to help the program team to especially assess the sustainability and impact of the institutional development initiatives with LGUs or the Ministry of Local Government, such as the development of new manuals, procedures, improved work processes, plans (Strategic Development and Investment Plans (SDIPs), Municipal Corporate Strategic Plans (MCSPs), MoLG's strategic plan, e-municipality national strategy, Strategic Development Frameworks (SDFs), and Management Information Systems (MISs) or institutional systems such as (Human resources, procurement, internal audit, etc.). The assessment of all these interventions will be submitted approximately 5-6 months after the completion of each intervention to ensure that the desired impact and sustainability have been achieved and to address any challenges.

Below is a summary of the overall findings from the eight sustainability & impact evaluations conducted during FY14, given that the tool was set for implementation starting from the third quarter of FY14. The evaluation results for the establishment/ automation of Citizen Service Centers are presented in a separate section below to present a holistic sustainability aspects and impact of both infrastructure and governance activities for the establishment of CSCs. Overall, LGI team held focus group discussions and interviews with approximately 60 LGU key staff members from eight LGUs to assess the impact of LGI's interventions listed in the table below:

Table 18 – List of Governance Sustainability and Impact Evaluations Conducted during FY14

Name of LGU	Name of Intervention	Intervention Completion Date
Bethlehem	a. Installation of Human Resource Management Information System (HRMIS) b. Development of human resource manual and procedures. c. Development of procurement procedures.	October 2013 October 2013 October 2013
Beit Sahur	a. Installation of Human Resource Management Information System (HRMIS) b. Development of human resource manual and procedures.	October 2013 October 2013
Tulkarm	Installation of Human Resource Management Information System (HRMIS)	October 2013
'Anabta	Establishment / Automation of Citizen Service Center	January, 2014
Al Bireh	Establishment / Automation of Citizen Service Center	February, 2014
Beit Fajjar	Establishment / Automation of Citizen Service Center	January, 2014
Kafr Thulth	Establishment / Automation of Citizen Service Center	March, 2014
Yatta	Development of human resource manual and procedures	March, 2014

IMPACT: ENHANCING PEOPLE, RESOURCES, AND ASSESTS MANAGEMENT

Overall, the sustainability and impact evaluations conducted by LGI team during the third and fourth quarters of FY14 demonstrated that the majority of interventions related to the installation of HRMIS, and the development of human resources and procurement procedures have witnessed high levels of impact in each LGU. Common themes about interventions' impact that arose from these sustainability and impact evaluations include the following:

Installation of HRMIS and the Development of a HR Manual:

- Increased accuracy and speed in delivering required tasks/requests. The majority of employees have been trained on how to utilize the system, which in turn, minimizes paperwork and increases efficiency.
- Improved privacy of personnel files.
- Increased commitment to working hours among staff at large.
- Automated the salary data entry, calculations, and ensuring it corresponds to the financial systems and statements.
- Enhanced transparency between LGU leadership and employees in a way that guarantees employees' ability to obtain their rights and benefits.
- Eased the archiving of employee related data.
- Enriched the activation of the organizational hierarchy within the LGU.
- Assisted persons with disability to carry out their work without the need to run from one department to the other.
- Ensured that the human resources manual is consistent with Local Authorities' employees' manual number (7) and prevented misinterpretation of laws and procedures.

"The system is user friendly. The old system was complicated, slow, and required so much time to incorporate any necessary change. The current system is unified and allo ws us the ability to make any tailor ed adjustments that may arise in the future." – Reem Jayyousi, Deputy Manager, IT department, Tulkarm

"Developing a human resource procedural manual was listed among the top priorities in Yatta Municipal Corporate Plan (MSCP). The Head of Management Affairs department manual provides documented and clear guidelines for employees to adhere to human resources procedures." Taleb An Najjar, Yatta

<u>Development of procurement manual:</u>

- Improved control over the procurement and purchasing processes, which ultimately led to enhanced transparency.
- Setting and regulating specific criteria for each procurement or purchase type, as well as ensuring the full commitment to the financial ceiling related to each type.

"The procurement manual is considered as a guiding constitution for staff working in the procurement and purchasing department. It allows for greater transparency, as well as the adherence to purchasing policies, and commitment to policy controls. We aspire to implement the manual in its entirety within our LGU." – Mr. Baher Marzouqa, Manager, Procurement and Projects Unit, Bethlehem.

SUSTAINABILITY

TULKARM:

In Tulkarm LGU, one can witness optimistic and encouraging sustainability marks. The HRMIS has been installed across all departments and units. All LGU staff is fully aware of the system and has been using it since early 2014. LGU staff received proper training in terms of how to utilize the system. Training was not limited only to HR department, but rather included IT and finance units. Much focus was put on training staff on how to utilize the system for personal reasons. For example, submitting leave requests, working hours, checking salary slips, etc.

Not only that, but the LGU introduced new features, fields, and tools to the system, based on the LGU's needs and structure. LGI team wrote a case study on Tulkarm[1], and the impact it captured regarding the full support of this new system was incredibly observed.

The LGU headed by its council members put extreme efforts in introducing this new technology to employees. Not only that, but the council members' buy-in led them to spend great time with employees to convince them about the vitality of this new system and the positive results it will yield in terms of efficiency, effectiveness, accuracy, and transparency.

BETHLEHEM, BEIT SAHUR AND YATTA:

In Bethlehem and Yatta, although the HR procedural manual was endorsed in October 2013 and March 2014, respectively, LGUs have not distributed the manuals among their employees yet. However, it is worth mentioning that the LGUs have been implementing HR procedures in a transparent manner and have been abiding by what has been stated in the manual.

In Beit Sahur, although the HR manual was endorsed in October, 2013, the LGU didn't put it into action until the fourth quarter of FY14. This delay was attributed to various reasons including the presence of powers, opinions, and at times absence in communication between the council members and departments on one hand, and among the various departments on the other hand. It was also thought that there might be contradictions between previous council decrees and what the manual currently states. Following the sustainability and impact evaluation conducted by LGI team during the third quarter of FY14, Beit Sahur municipality reviewed the HR manual again. Throughout the review process, department heads, municipality director and representative from the council's financial and administration committees reached a consensus regarding the HR procedures, re-endorsed the manual and finally put it into effect.

Local Councils' Buy-in and Continuous Support: In Bethlehem, the LGU established a more recent HR department, and a staff member from the finance department has been appointed to lead it following the sudden resignation of the HR manager. This clearly shows the LGU's commitment to enhance its work processes that will directly impact staff efficiency and productivity. In Yatta, the municipal council fully supported the efforts for the development and endorsement of the new HR procedural manual. The council also follows up closely with the HR department on the implementation and adherence to HR procedures among all employees.

Challenges in Implementation: Among the main challenges still facing Bethlehem, Beit Sahur and Yatta in the implementation of the HR and procurement procedures include:

- Lack of proper training on procedures.
- Minimal communication channels between employees and council members.
- Incompliance of the HRMIS with the LGUs' financial system.

[1] For more information, refer to Annex (9).

LGI team addresses the above challenges by developing a monthly operational plan for each team member to follow-up with LGUs on the progress made and to assist them in identifying possible solutions.

All of the above challenges have been closely monitored by LGI team, and constantly addressed and discussed with relevant parties at each respective LGU. Consequently, Bethlehem municipality is currently putting a plan in place to provide proper training to staff in procurement department, as well as other heads of departments. Additionally, LGUs are planning to conduct internal trainings for department heads on HR procedural manual. To enhance communication channels, LGUs are currently holding regular meetings with department heads to discuss with them any outstanding technical issues. Moreover, LGI team is putting additional effort to resolve the common challenge regarding the integration of the HRMIS with the financial systems in all LGI partner LGUs.

Sustainability & Impact of Citizens Service Centers

This section presents the sustainability and Impact evaluation results of infrastructure/construction aspects of CSCs in addition to governance-related interventions that support the effective functioning of CSCs and automation of government service delivery. During FY14, LGI team conducted two separate evaluations for each of the five CSCs for Kafr Thulth, Al Bireh, Beit Fajjar, ‘Anabta and 'Illar municipalities. The first evaluation focused on the CSC’s construction works including the durability of construction and finishing materials, furniture and proper CSC's operation and maintenance. The second evaluation highlighted the functionality and feasibility of the installed EDRMS, the competency of CSC staff in mastering the EDRMS in addition to the adherence of municipal staff to the developed CSC workflow procedures. Below are the common themes observed in the sustainability and impact evaluation of the five CSCs.

Improved Access, Facilitation of Movement and Work Environment

- The CSCs centralized the service delivery in a comfortable place that can be easily accessed by all citizens.

“Simply, the CSC facilitated the process of service delivery. Currently, citizens can complete their applications in one place. In the past, I had to run around different departments to complete my application. Moreover, the CSC eases the movement for persons with disabilities.” - Mahmoud Ali, 66 years old citizen, Beit Fajjar

"The CSC provided one address for receiving various municipal services. It provides services to citizens equally in a comfortable environment." Ra'ed Al Taweel, CSC Manager, Al Bireh

Increase in the number of female citizens and PWDs visiting the CSC: According to CSC staff, the location and the comfortable environment in the newly established CSCs encouraged many females to visit the building and receive services. Moreover, the CSC considered ease of access for people with disabilities by having an external ramp that facilitates their movement.

"Before this project, I was totally dependent on my family members. Despite the fact that I'm still dependent in many issues, now I can manage paying bills and attending public meetings like this focus group. I feel productive now and I have established many friendships as a result of my visits to the CSC." Hanan Amer, a citizen with disability from 'Illar.

There is a witnessed improvement in the working environment for the CSC employees after moving from the old crowded municipal buildings into larger offices with better lighting and ventilation, which ultimately affected their attitudes and performance.

Enhanced Service Delivery

Change in cultural behavior: The CSCs establishment resulted in a positive[2] change in cultural behavior among citizens and employees. Normally, this requires a long time especially when introducing new concepts, ideas, and systems. However, this change materialized in a relatively short period of time in the majority of CSCs. Employees' attitudes have improved and the citizens have higher level of trust regarding the service delivery. Overall, the enhanced quality of services is reflected in higher citizens' satisfaction regarding the provided services and the general performance of their municipalities.

[2] Refer to challenges section for more details about Beit Fajjar CSC.

“The beginning was difficult but the culture among citizens is changing. Currently, citizens no longer have to go to the Mayor or other departments to ask for services. The CSC eased the pressure on them by more than 90%. In addition, training employees also helped in enhancing the understanding of the importance of the CSC in improving and enhancing service delivery.” - Mr. Thabet Nimmari, CSC Director, ‘Anabta

"The CSC provides a comfortable environment to visitors. The interior design, the computerized system and employees' high professionalism enhance my trust in the quality of service delivery. That also encourage a wide variety of citizens especially women and elderly to pursue their services by themselves." Itaf Al Qabaj- a citizen, Anabta

Reduction in the time spent for service delivery: CSCs improved the quality of provided services to citizens. There is a noticeable decrease in time spent in service transactions, which used to take months before employing the new integrated computerized systems and workflow procedures. Furthermore, the provision of informative mobile message service updating the citizens about the status of the applied services and payments contributed in saving their time and effort in following up on service transaction.

Enhanced level of productivity, accountability and transparency among employees: The EDRMS systematized employees’ time and effort and enabled them to take decisions within their privileges. Additionally, the EDRMS generates regular reports regarding the status of all service applications including late and unprocessed services, which assists in services management and follow-up. All of that contributed to enhancing the productivity, efficiency, and sense of accountability among employees. Moreover, customer complaints are addressed through the CSC with high level of transparency and in a systematic way.

"Before the CSC we used to wait for long time to process any service. It was also difficult for the employees to manage the service application besides their daily work at the municipality. The establishment of Al Bireh CSC significantly facilitated service application process and saved our time and effort." Ahmed Al Taweel, a Citizen-Al Bireh

"The EDRMS is user friendly and time efficient, I can easily process, review and follow up on service applications.", Aisha Thawabteh,CSC employee,Beit Fajjar

The newly established CSC enhanced the employees' performance. They process the service applications within a pre-set time frame and professionally manage citizens' complaints." Faheem Shahawneh , council member, Kafr Thulth

"The CSC system and procedures empowered the CSC employees to take decisions independently. Additionally, the CSC feeds into the efforts for implementing E- Municipality concept."Kamal Abdel Nabi, fees collection department, Al Bireh

Increase in number of provided services: The service management systems and procedures adopted at the newly established CSCs enabled Kafr Thulth, Al Yamun and 'Anabta municipalities to partner with other service providing authorities and companies. For example, the above CSCs expanded their services to include electricity recharge and water bills payments, which save citizens' time and effort by receiving a package of integrated services in one place. Other CSCs are working on introducing similar services in their CSCs.

Enable municipal councils to focus on developmental issues: The municipality management team and council members are no longer receiving service applications directly from citizens. Therefore, they have more time to focus on development plans. Additionally, the regular EDRMS reports enable council members to better oversee the service delivery process and work on enhancing the quality of services provided.

"The CSC contributes in improving the overall municipality performance. It is a step towards becoming a center of governance excellence." Ra'ed Shawhneh- CSC Manager- Kafr Thulth

"

The CSC enabled better management of routine work in terms of time and effort. Now, the employees have more time dedicated for developing their departments." Tahseen Abdel Dayem- Director of administration affairs - Anabta

SUSTAINABILITY

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

Noticeable Sense of LGU and Citizen Ownership and Contribution

- In the five CSCs, the municipalities contributed to the CSC design and site supervision. In 'Illar, the municipality had cash contribution dedicated for the rehabilitation of the municipal building that hosts the newly established CSC besides covering the expenses of installing a new elevator. Moreover, the municipality exceeded the planned contribution by buying a piece of land near the municipal building to provide parking area for municipality employees and CSC visitors.

- CSCs administrators and users felt a high sense of ownership as the project addressed the basic needs of the community and benefited neighboring communities as well. Community members stated that the most important thing about the establishment of the CSC is the sense of satisfaction among citizens. They also indicated that what Global Communities is doing is not only establishing infrastructure, rather they are institutionalizing an enhanced local governance systems and a new way of thinking.

- Municipalities took the lead in following up on infrastructure maintenance issues with the contractor during the period of maintenance warrantee. Moreover, the five municipalities stated they are dedicating sufficient financial resources for any infrastructure maintenance issues that might arise after the warranty expiration.

- Management of human resources: All established CSCs are operated by qualified staff who received professional training on workflow procedures and EDRMS. Additionally, Al Bireh and Kafr Thulth municipalities hired additional CSC employees to assist in service delivery. Moreover, all related municipal staff and council members were involved in the preparation of the CSC workflow procedures. This level of involvement was necessary to reach consensus regarding the optimized service workflow in each CSC.

- All municipal councils provide continuous support to CSC staff. They also assure that all departments follow CSC procedures in processing service applications. In Kafr Thulth, the municipal council requested to monitor the productivity of CSC employees electronically by determining the frequency in using the EDRMS in processing service applications.

Site Visits

As mentioned above, Global Communities partner LGU engineers conduct site visits at least 1.5 years following the completion of infrastructure projects. This year, the following 21 site visits were completed:

Project 1	Completion of Additional Classrooms and Renovation of Al Buweib Co-Educational School
Project 2	Rehabilitation works for the Four Homes of Mercy of the Arab Orthodox Society in Al 'Eizariya
Project 3	Construction of Additional classrooms, other facilities and rehabilitation of Dhaher al 'Abed Primary Coeducational School
Project 4	Rehabilitation of Dahr El Baraheesh Road in Beit Ummar
Project 5	Construction of an Additional Floor and Finishing Works for Ad Deirat Co-Educational School
Project 6	Construction of Agricultural Roads in Al Lubban ash Sharqiya – Phase 2
Project 7	Rehabilitation of the main road in Beit Amra
Project 8	Construction of Additional Classrooms and other Facilities in Qira Primary Coeducational School
Project 9	Completion of Additional Classrooms and Renovation of Al Buweib Co-Educational School
Project 10	Establishment of a Citizen Service Center in Adh Dhahiriya Municipality
Project 11	Construction of one additional floor in the Village Council Building for Jaba' youth club
Project 12	Finishing and External Works for Qira Primary Co-educational School.
Project 13	Construction of three new floors for Salahdin Elementary Boys School 'Anata
Project 14	Rehabilitation of Akkaba - Qaffin connecting Road
Project 15	Rehabilitation of Al Maniya Main Road
Project 16	Rehabilitation of Khallet al Maiyya- Umm Lasafa Road
Project 17	Rehabilitation of Internal Roads in Khallet al Maiyya
Project 18	Construction of an Additional Floor and Finishing Works for Ad Deirat Co-Educational School
Project 19	Construction of Agricultural Roads in Al Lubban ash Sharqiya – Phase 2
Project 20	Rehabilitation of the main road in Beit Amra
Project 21	Construction of Additional Classrooms and other Facilities in Qira Primary Coeducational School

According to the site visit reports, all 21 projects (100%) have been properly maintained. Taking into account results from previous quarters, this means that 100% of all projects evaluated to-date have been properly maintained. Specifically, partner and LGI engineers stated that materials used are durable and have no signs of damage as a result of project usage. Two site visit reports revealed that corrective maintenance is recommended including painting and fixing minor cracks in walls in Al Buweib Co-Educational School. At the same time, the site visit reports revealed that corrective maintenance is recommended to re-install some missing traffic signs for Beit 'Amra main road, and maintenance of small cracks in walls in Ad Deirat co-educational school, which is the responsibility of the partner LGU and MoEHE, respectively. Overall, reports highlighted that partners need to continue to complete regular checks like these site visits to ensure future sustainability.

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

Palestinian delegation during their visit to Marmara University in Turkey

Table 19- Key Performance Indicators – Planned vs. Achieved for FY14

Obj. 4 Indicator	Planned Target for FY14	Achieved during FY14	% Achieved during FY14
# of dialogue and awareness sessions held around decentralization and local governance themes	2	3	150%
No. of national government procedures/regulations or manuals developed or adopted with USG assistance	3	3	100%

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.

During FY14, LGI worked closely with MoLG by discussing and finalizing MoLG's quarterly plans regarding LGI's interventions at the national level. Following are the detailed achievements under this objective.

4.1 Municipal Capacity Index (MCI) launching

During FY13, a national working group, composed of representatives from MoLG, MDLF, and APLA was formed to lead the integration process of the MCI into the current national performance measurement instruments. The group held its first meeting on February 6, 2014 to discuss the MCI and associated Participatory Performance Measurement (PPM).

On May 15, 2014, a presentation on the Municipal Capacity Index (MCI) was given to LGI staff for discussion and feedback before presenting MCI to the National Working Group. The presentation was attended by a USAID representative, and focused on the following:

- ✓ Introduction of the MCI: What is the MCI? Who can use it and why?
- ✓ Presenting the MCI in relation to the functions of the State Audit & Administration Bureau and the Guidance and Monitoring Unit in MoLG, and the criteria used by MDLF as part of the transfer mechanism for allocating capacity building packages to LGUs in WB & Gaza. Focus will be given on complementarity provided by the MCI as a tool.
- ✓ Cases and examples from partner LGUs and how the tool has been used to determine strategic directions and the development of the Municipal Strategic Corporate Plans for partner LGUs.

4.2 Launch of the Internal Audit and Public Participation Manuals

During this year, LGI, in cooperation with MoLG officially launched both manuals entitled “Developing Mechanisms for Guidance and Monitoring on Local Government Unit Affairs, and the “Reference Manual in Public Participation for LGUs.” The first manual aims to create a common understanding of the internal audit function in LGUs while the second aims to provide LGUs with a number of tools and mechanisms that can help them effectively engage the public with their affairs. The launching event was attended by Minster and Deputy Minister of MoLG, in addition to the Acting USAID/West Bank and Gaza Mission Director Mr. Jonathan Kamin and more than 200 mayors in addition to representatives from civil society organization.

Launching ceremony of MoLG’s internal audit and public participation manuals

The cover pages of the internal audit manual and the reference manual for public participation

4.3 Institutionalizing Public Participation in Local Governance

LGI developed an assessment study entitled “The Reality of Public Participation in the Work of Local Government Units” and a reference manual in public participation for LGUs entitled “Reference Manual in Public Participation for Local Government Units (LGUs).” The assessment study highlighted the knowledge and attitudes of respondents towards public participation to inform the finalization of the reference manual. The reference manual included a number of tools and mechanisms, some of which were pioneered under Global Communities’ programs in the West Bank, for LGUs to effectively engage the public in their affairs.

One thousand copies of the assessment study on public participation and 2,000 copies of the reference manual were designed and printed. Copies of the assessment report and the reference manual were handed to MoLG for distribution to all LGUs.

Cover page for the assessment study entitled "The reality of Public Participation in the Work of Local Government Units"

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

Also, this year, LGI reviewed the developed unified operational and procedural manual with the 11 MoLG district offices in West Bank and revised the manual based on the regional offices recommendations. The purpose of this manual is to ensure consistency in operations and application of procedures as MoLG directorates do not have a common internal operational and procedural manual. Moreover, on-the-job training was completed at MoLG's 11 directorate offices during the months of November and December, 2013.

(Left to right): Participants during training at Nablus Directorate.

A total of 135 participants including 96 males and 39 females attended the on-the-job training as per the following table:

Table 20- Number of participant attended the on-the-job training

Directorate	Date	Participants		
		Male	Female	Total
Nablus	19 Nov. 2013	7	3	10
Jerusalem	24 Nov. 2013	10	3	13
Qalqiliya	25 Nov. 2013	6	3	9
Hebron	26 Nov. 2013	10	5	15
Jericho	28 Nov. 2013	3	4	7
Tulkarm	1 Dec. 2013	9	4	13
Jenin	2 Dec. 2013	19	6	25
Bethlehem	3 Dec. 2013	10	2	12
Salfit	9 Dec. 2013	8	3	11
Tubas	10 Dec. 2013	8	1	9
Ramallah	10 Dec. 2013	6	5	11
TOTAL		96 (71%)	39 (29%)	135

To complement the above, LGI team held a workshop on December 5, 2013 targeting the general directors of MoLG district offices with the presence of MoLG Deputy Minister's Assistant who oversees the work of the regional offices. The purpose of the workshop was to further build consensus on the role of the regional offices. Another workshop was held on March 4, 2014. The objective of the workshop was to develop the capacity and improve communication and efficiency between MoLG's regional offices, as well as present and discuss the draft institutional development plan for MoLG's regional offices which was prepared by MoLG's deputy assistant for regional offices affairs. The low turnout of females is due to the low number of females working the regional offices in general.

Participants during the workshop held on March 4, 2014

Additionally, in FY15, LGI team intends to develop a training package for MoLG's regional offices to further build on the technical areas covered in the reference manuals previously developed by LGI in partnership with MoLG, such as the Public Participation Policy Paper, the Reference Manual for Public Participation, and the Internal Audit Manual. The training will mainly focus on the areas of community participation, internal audit, and any other related subject areas deemed necessary and relevant by the MoLG.

4.5 Decentralization- Moving forward with the assessment for the Palestinian Local Governance System[3]:

During FY14, eight participants from MoLG including the deputy minister and assistant deputy minister, six general directors, seven mayors, and two LGI representatives traveled to Turkey on February 8, 2014. The purpose of the study tour was to allow participants to learn from the Turkish experience in the areas of decentralization, metropolitan municipality, and public private partnerships. The Palestinian delegation was led by the Deputy Minister of Local Government, the Assistant Deputy Minister, Directors Generals from the Ministry of Local Government (MoLG), in addition to mayors of Ramallah, Al-Bireh, Beitunia, Bethlehem, Beit Sahur, and Beit Jala LGUs. LGI and Belgium Development Agency (BTC) team members also participated in the study tour.

Istanbul metropolitan municipality and Kocaeli Metropolitan Municipality

During the visit, the Palestinian delegation visited various municipalities to establish new contacts and gain insights from numerous experienced Turkish institutions. Following the study tour, MoLG's deputy Minister stated *"This visit is an important and a successful step. It has opened new horizons for cooperation between the two countries, and an important chance for us to exchange the knowledge of the two parties in the field of local government reform."*

Palestinian delegation during their visit to Marmara University in Turkey

[3] Refer to Annex (9) for more information about Turkey study tour.

One of the main outcomes of this study tour was to establish and develop a relationship between MoLG/ Bir Zeit University and the University of Marmara in Istanbul/Turkey. Accordingly, LGI initiated and facilitated communication and networking between the MoLG, Bir Zeit University and the University of Marmara, to share experiences and knowledge regarding the implementation of academic programs related to local government sciences. The University of Marmara shared information about local government master degree studies and the program descriptions applied at the Marmara University in Istanbul, as a step forward for the sake of supporting establishment of a high quality local government master degree studies in Palestine. The following are the titles of the program descriptions applied in Marmara University which were shared with the MoLG and Bir Zeit University for review and feedback:

1. Associate degree in local government (2 years study).
2. Master degree in local government and decentralization (with thesis).
3. Master degree in Istanbul studies (metropolitan management). This program focuses more on the metropolitan municipalities and management of large cities.
4. Doctorate degree in local government and decentralization.

Development of a situational analytical study on decentralization and practical implementation plan

As part of the capacity building interventions and support to the Palestinian local government system, LGI aims to conduct an analytical study on decentralization entitled "Situational Analysis Study and Development of a Practical Implementation Plan on the Possibilities for a Future More Decentralized/Devolved Palestinian Local Government System". The analytical study aims to cover the current realities and possibilities for a more decentralized Palestinian local government system, and develop a practical implementation plan suggesting all steps to move forward to achieve a more decentralized local government system. At the same time, the study will aim to ensure that consensus is achieved among all relevant stakeholders, and will guarantee the implementation is carried out through a phased practical approach that would highlight all prerequisites/implementation steps and roles and responsibilities.

During this year, LGI conducted the first workshop for MoLG key staff on June 10, 2014 to identify and describe local government actions and practices that are subject to MoLG approval, highlight the extent of ministry's compliance or deviation from the various laws, and recognize its future ambitions regarding its role. The workshop was attended by MoLG's Deputy Minister, Deputy Minister's Assistant for LGUs affairs, and the ministry's directors of administrative units and heads of regional directorates.

Decentralization workshop for MoLG's key staff.

Following the workshop, LGI conducted three focus groups targeting LGUs in the north, center and south in order to assess the present situation of the local government system by identifying and describing local government actions and practices that are subject to MoLG approvals. The FGDs also highlighted practices that are consistent with the current Palestinian Local Authorities Laws and Regulations, determined the Mayors and representatives future ambitions regarding LGUs role, and established a criteria that needs to be adopted in order to decide which of the functions and actions granted to MoLG can be transferred to LGUs.

Focus Group Location	Attendance	Date
Nablus	Mayors and representatives from Nablus, Jenin, Qalqiliya, Tubas, and Salfit LGUs.	July 2, 2014
Ramallah	Mayors and representatives from Ramallah, Jericho, Al-Bireh, and Betunia LGUs.	July 10, 2014
Hebron	Mayors and representatives from Hebron, Bethlehem, Yatta, and Beit Sahur LGUs.	July 10, 2014

Left to right: Focus group discussions in Nablus and Ramallah

In addition to the FGDs, the following has been achieved during this year:

1. LGI team held a series of in-depth interviews with a number of ex-ministers and mayors, mayors, deputy ministers in line ministries.
2. LGI team continued collating first and second hand information required to finalize the initial draft of the study.
3. LGI also finalized the draft report of the decentralization study. The study aims to come up with recommendations for a more decentralized local governance system in the PNA territories. In addition, stakeholder discussions are underway regarding future workshops with LGUs, central government, and local government entities, and stakeholders are closer to reaching a consensus on the topics included in the study.

Moving forward with preparations for the Technical Visit: Metropolitan Municipality:

During FY14, Global Communities continued its efforts to support MoLG and LGUs to further develop and institutionalize appropriate grand municipality concept and model for the Palestinian local government sector. Building on the initial exploratory study tour to Istanbul, and the knowledge acquired from the successful Turkish experience in the grand municipality in the local government sector, MoLG, partner LGUs and the LGI team discussed the need for learning more from the Turkish experience in this including administrative, financial, technical, and legal aspects.

Accordingly, LGI team released and shared the request for expression of interest for individual consultants entitled "Provision of Professional Services for Organizing a Study Tour for Partner LGUs to learn from Turkish experience in Grand Municipality and Public-Private Partnerships." The evaluation committee finalized its evaluation and submitted it to HR department for approval. Preparations for the visit will immediately follow with an expected date for the study tour during early December.

Moving forward with preparations for the Technical Visit: Public Private Partnership:

Following the study tour to Turkey, MoLG, partner LGUs and LGI team have been discussing the need for developing a Palestinian 'model' for Public-Private Partnerships in daycare service for the elderly based on Turkish experience. The model focuses on management of public private partnership projects related to municipal day-care centers for senior citizens, including adopted operating mechanisms, registration, partner institutions, legal aspect, donation collection, resources management, and the role of private sector, municipality, government, civil society, and citizens administratively an financially. To further develop the model, follow up study tours to Turkey are planned to enable an in-depth technical assessment of such projects requirements at all levels.

Accordingly, LGI team released and shared the request for expression of interest for individual consultants entitled "Provision of Professional Services for Organizing a Study Tour for Partner LGUs to learn from Turkish experience in Grand Municipality and Public-Private Partnerships." The evaluation committee finalized its evaluation and submitted it to HR department for approval. Preparations for the visit will immediately follow with an expected date for the study tour during early December.

Additional Highlights:

- During this reporting period, one of the Technical Advisory Committee consultants assigned to support MoLG in reviewing and updating the Cross-Sectorial Strategy for the Palestinian Local Government and Administration Sector facilitated a workshop on October 1, 2013 for the Cross Sector National Committee members. The main purpose of the workshop was to review and update the Sector Strategy mission, goals and interventions included in the current Cross-Sectorial Strategy 2011 - 2013. The workshop was supported by LGI and attended by representatives from different ministries including: the Ministry of Local Government, the Ministry of Planning, the Ministry of Finance, the Ministry of Education, the Ministry of Women Affairs, and representatives of various NGOs.

- LGI team, in partnership with MoLG, conducted a workshop entitled "Assessing the Aftermath of Disasters" on February 27, 2014. The workshop targeted MoLG's senior management staff including general directors of regional offices, mayors and engineers from the most affected LGUs by the December 2013 snow storm. An expert in the field of assessing the aftermath of disasters, gave a presentation on the methods of assessing the damage and losses caused by disasters, mechanisms to be taken into consideration while preparing for disasters, and how to deal with citizens during such situations.

Participants during "Assessing the Aftermath of Disasters" workshop

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

Graduation Ceremony for the 3rd round of fellow engineers

During FY14, LGI's target for number of fellow engineers was 52. However, according to the indicator definition for number of engineering fellowships provided, fellows must be enrolled in the program for at least three months to be counted as fellows. Two fellows left the program early after accepting job offers with a well-respected engineering firm, Consolidated Contractors Company (CCC.) This reduced the total number of fellows to 50. The program team attempted to replace the two fellows by returning to the wait listed and vetted fellows; however, none were available for placement. This year saw a significant increase in the number of female fellows. Sixty percent of the current fellows are women, 25% more than the program's target for this year. This year, fellows have been trained in construction & contract management, quality control in construction projects, environmental impact assessment, and green building focusing on the newly established Palestinian Green Building Guidelines, and environmental impact assessment (EIA) in FY13. In addition, fellows attended a workshop on construction project safety.

Table 20- Key Performance Indicators – Planned vs. Achieved for FY14

Obj. 5 Indicator	Planned Target for FY14	Achieved during FY14	% Achieved during FY14
# of Engineering Fellowships Provided	52	50	96%
Number of persons obtaining long-term employment opportunities as a result of USG assistance	12	43	358%
Number of people employed in temporary jobs as a result of USG supported social assistance programming	3,093	1,510	49%
Number of person days of employment generated	63,884	51,478	81%

Engineering Fellows Program

Program Launch: During the first quarter of FY14, Global Communities and EAJC commenced the third year of the Engineering Fellows program under LGI. Following the completion of interviews in the final quarter of FY13, Global Communities received vetting clearance for the selected fellows and launched the program officially on 19 November, 2013 by holding an orientation session for all **52 selected fellows** and participating municipalities. Private companies were also invited to the orientation to alert them to the program and build relations with potential employers of fellows by the end of the program. The orientation provided an overview of the program, explanation of administrative matters and their contracts, and introduced the fellows to Global Communities and EAJC.

Fellows during the orientation session on 19 November, 2013.

Q: What interested you most in the engineering fellows program?

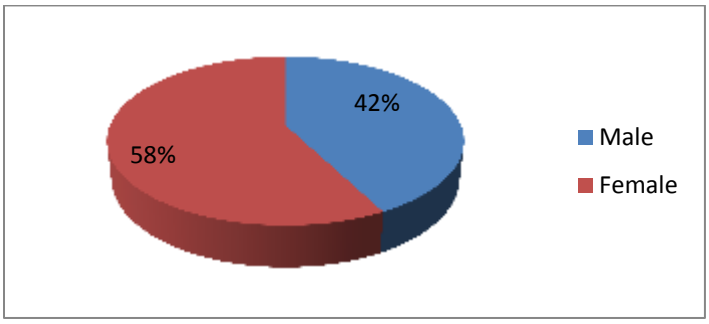
Fellow Rawan Aqel (below): I'm a fresh graduate. Global Communities is very well known and that was the most important reason for choosing it. I will have several opportunities to receive training in various topics, and there is a diversity of engineering locations.

Q: As a new graduate, what added value do you think you can bring to Global Communities?

Fellow Dalia Sa'adeh (above): *As new graduates, our ideas/ techniques/tools/methods are all new. All this may be an added value to the existing experience among Global Communities staff members.*

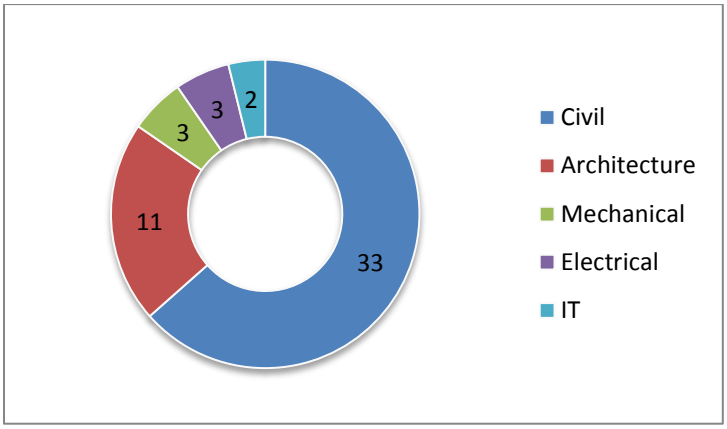
The below **Figure** provides information on the selected fellows – sex disaggregation, work location, and specialization.

Figure 14: Engineering Fellows: Sex-Disaggregation



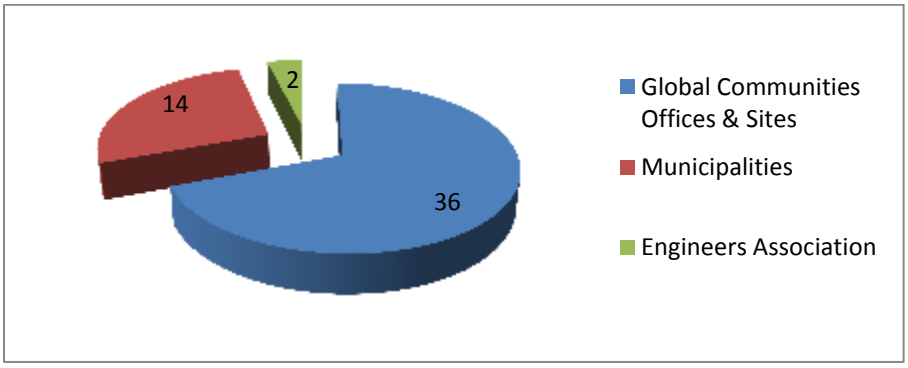
Though less than half of those interviewed were female engineers, the majority (58%) of fellows are female. There was no affirmative action policy in place other than to have a minimum of 35% women per our PMP indicators, demonstrating the high performance of young female engineers during the interview process.

Figure 15: Engineering Fellows: Specialties



As with previous years, the vast majority of fellows were civil engineers (63%) or architects (21%). The IT/Computer Engineering specialty was added to the program this year, and the two computer engineers worked at EAJC and Global Communities offices.

Figure 16: Engineering Fellows: Work Location



Most fellows (69%) are working at Global Communities offices in Ramallah/Al-Bireh, Nablus, and Hebron and project sites. In addition, based on an initial experience last year in placing fellows in municipalities and LGI's overall goal of improving local governance, Global Communities and EAJC expanded the fellows program to 14 municipalities this year including Bethlehem, Beit Jala, Jericho, Ramallah, Al-Bireh, Qalqilya, Qabalan, 'Illar, Tulkarm, Jenin, Yatta, Halhul, Tubas, and Nablus. In addition, the number of fellows placed at EAJC offices were reduced as feedback from last year indicated their work was largely administrative. During the second quarter of FY14, one civil engineering fellows at EAJC's Ramallah office was moved to Global Communities' office after determining the workload was not significant enough for her at EAJC. One IT fellow remained at the EAJC office. In addition, two engineering fellows were moved from Jenin and Jericho municipalities to Global Communities Nablus office/project sites. Global Communities and EAJC determined that the fellows did not have a substantive amount of work and would benefit more from placement at the Global Communities office and project sites.

Fellow engineers commencing their role on-site

Furthermore, and based on lessons learned from last year, Global Communities and EAJC held an orientation session specifically targeting all fellow supervisors, including those from municipalities. This session was held on December 9th, 2014 in Global Communities Ramallah/Al-Bireh office and provided an overview of the program for supervisors, clarified their role, and administrative requirements under the program for fellows and supervisors. Moreover, LGI team requested that all supervisors in all locations evaluate fellows using a standard three month evaluation form to determine if fellows are meeting expectations and should continue with the program. This ensures greater feedback from supervisors to fellows and ensures fellows feel accountable for their performance under the program. All fellows that were evaluated received positive evaluations and are set to continue with the program.

Capacity Building for Fellow Engineers:

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 aimed to improve the skills of fellow engineers in the field of construction project management and contract management; the second training aimed to enhance the engineering fellows' skills in controlling the construction works and technical tests on site; the third training aimed to gives basics of the environmental impact assessment conducted for buildings and construction projects and a case study on

Initial Environmental Examination of participants while the fourth training aimed to introduce fellows to the newly developed Palestinian Green Building Guidelines.

Table 21: Trainings for Fellow Engineers

Training	Date; # of Days	Location	Attendance
Technical Training (Construction Management)	14-16/01/2014	Ramallah	52 Participants 22 Male 30 Female
Technical Training (Quality Control)	11-12/2/2014	Ramallah	48 Participants 20 Male 28 Female
Technical Training (Environmental Impact Assessment)	24-25/3/2014	Ramallah	46 Participants 19 Male 27 Female
Technical Training (Green Building Guidelines Applications)	27-29/5/2014	Ramallah	48 Participants 19 Male 29 Female
Non-technical Training (Leadership, Communications, and Professional Development_	Between November 24th and December 30th, nine days for two group (three days for leadership, three days for communications, and three days for professional development)	Ramallah	52 participants 22 Male 30 Female

Technical Trainings: Immediately following the orientation session, fellows began their leadership & communications training with NGO - Palestine Education for Employment (PEFE). The purpose of this training is to prepare fellows for the workplace and improve their interpersonal/soft skills as they continue to gain more advanced technical skills on-the-job. In addition, based on lessons learned from the previous year, a workshop on safety was conducted immediately following the orientation to ensure fellows know and follow proper safety protocols on site, and can ensure contractors also adhere to these protocols.

"I remember going into the first day of [leadership] training without any expectations. But as the days passed, I found myself changed. Thanks to Mr. Husam Nazzal for his brilliant instruction. He taught us skills in effective leadership, how to manage our time and how to prepare ourselves for working in a professional environment. After the training, I was excited to start working to implement all the skills that I learned." Marwa Al-Tamimi, 24, Architectural Fellow Engineer, Hebron

Leadership training with PEFE.

The Construction Management training, conducted by a Global Communities' staff member, addressed three main topics: project life cycle, procurement and contract management and it also included FIDIC basic rules (FIDIC is the French acronym for the International Federation of Consulting Engineers).

The quality control training focused on quality management approaches, focusing mainly on civil engineering work. The training was optional for electrical and mechanical engineers. The trainer went over specific tests used to ensure quality and sampling methods. The Environmental Impact Assessment training introduced fellows to the methodology for conducting an Environmental Impact Assessment (EIA). The training included case studies of projects previously implemented by Global Communities.

The first session of the ĒIA training for the fellows.

Fellows participated in their last technical training on Green Building Guidelines Applications. The training aimed to enhance the engineering fellows' skills and knowledge in the field of green building. During the training, Dr. Sameh Muna (PhD in Sustainable Architecture and Building Technologies) focused on the importance of green elements in the design of buildings and introduced the fellows to the main areas and components that contribute to sustainable buildings. Moreover, the fellows were given several exercises to practice green building design software and applications such as the MIT design advisor and solar tool.

Engineering fellows during their last technical training on green building guidelines.

On-the-Job Training: Following the launch of the program for this fiscal year during the first quarter of FY14, the engineering fellows continued working at Global Communities' offices and site locations, municipalities, and EAJC. Overall, fellows reported high engagement and learning through their fellowships. Several fellows participated in the journaling/drawing initiative entitled 'How to Build an Engineer in 10 Easy Steps' where they detailed their personal experiences in the program and shared their drawings or writing on Global Communities' Facebook page. During FY14, ten posts were completed

under the initiative. Fellows were encouraged to share both their positive and constructive feedback and experiences in these posts to provide a realistic image of the program and ideas for how it can be improved. Links to the posts from the second quarter of this year can be found here:

Step 1: Start Strong
Step 2: Find your Passion
Step 3: Becoming a Leader
Step 4: Set your Goals
Step 5: Satisfy your Principles
Step 6: Don't Hesitate to Ask for Help
Step 7: Watch. Listen. Then, Speak.
Step 8: Trust, Perseverance, and You Will Get There (Arabic)
Step 9: Feel Proud
Step 10: Live Your Adventure

Image and Journal by Eng. Doaa Salem

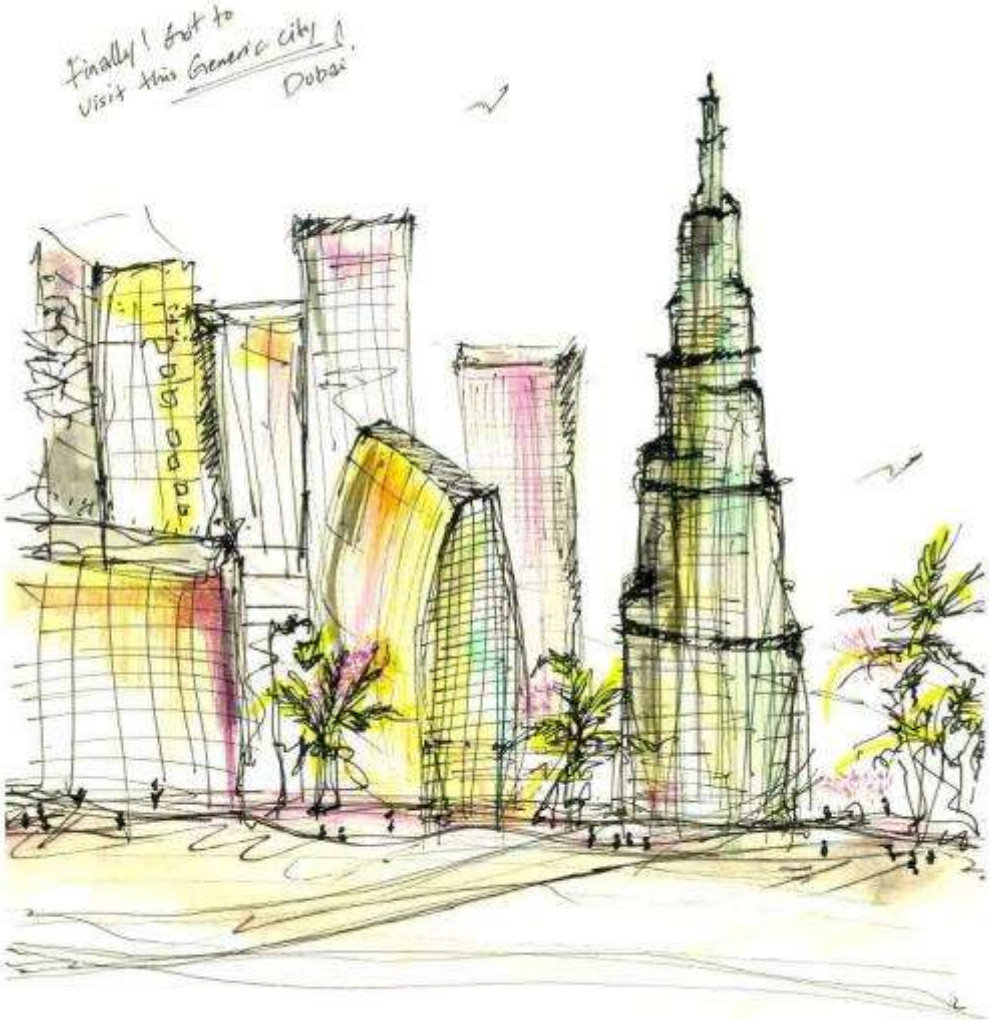


Table 22: Overall Training Analysis by Fellow Engineers

Scale	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %	Total positive results %
Item	5	4	3	2	1	
The Training Objectives were specified and Clear	38	39	18	5	1	77
I intend to use the experience gained from training in practical Life	47	39	10	3	1	87
Materials used during the training was useful	28	36	28	7	1	64
Training program fulfilled all of its objectives	20	45	22	13	0	65
The Coach Fully Cover and understand the training Material	61	27	10	3	0	88
The Training Material and Presentation is clear and easily understood	22	40	27	10	2	62
The Trainer Motivated the trainees during the training sessions	30	41	20	8	2	70
The trainer answered the trainees questions clearly	36	48	11	5	1	84
The trainer used different and helpful training tools	22	34	30	13	2	55
The trainer consider the different levels of trainees skills and knowledge	17	45	29	6	3	62

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:

- On February 26, 2014, EAJC organized and conducted two site visits for 47 fellow engineers (19 males and 28 females). Fellow engineers visited Nassar Stone Company to learn more about the stone manufacturing process, one of the largest industries in Palestine. They learned about various stones types and how stone testing is done in Palestine. They also visited Al-Minya landfill project to introduce fellows to the design features of landfills and waste management and disposal plans. Al Minya landfill is an important project as Bethlehem and Hebron governorates had suffered extensively from improperly managed and unregulated dumpsites which had caused unacceptable environmental degradation

(Left to right): Fellow engineers during their visit to Nassar Stone Company (right) and Al-Minya sanitary landfill project (left).

- Additionally, engineering fellows participated in a site visit to Al-Bireh waste treatment plant on April 7, 2014. Fellows were exposed to the challenges the municipality faces in building and operating the plant, as well as the technical process of collecting and treating the waste. Fellows also visited Rawabi city, located north of Ramallah. Fellows toured the construction site and visited Rawabi's showroom for a virtual visit of the city as well as watching a 3D movie showcasing the city after completion.

(left to right): Engineering fellows during their site visits to Al-Bireh waste water treatment plant and Rawabi city.

- As part of their introductory tours to Palestinian industries, projects, and local production companies, the engineering fellows went on a site visit to the National Aluminum and Profile Company (NAPCO) on June 9, 2014. Upon arrival, NAPCO staff took the fellows on a tour of the factory, and explained to them all the stages the aluminum goes through before reaching the end customer. These stages include recycling, melting, cooling, extrusion, painting, designing, and storing .After the tour, NAPCO engineers gave a presentation on the company's history, products, and software used, emphasizing the importance of developing products of high quality and good insulation.

Engineering fellows during their site visit to the National Aluminum and Profile Company (NAPCO)

What fellows had to say about the site visits!

"The most exciting thing about the visit to NAPCO Company was that I leant about a local product with high quality that is being produced in Palestine and distributed all around the country making us self-sufficient in this field. Another thing that caught my attention was that the factory /company provides job opportunities for the engineers in various specialties and adds value to their career." Alaa' Fayaleh - Fellow at Global Communities, Ramallah office.

" At Rawabi visit, the presentation of Dr. Shireen Al Nather on Rawabi city planning challenges was very interesting; it actually motivated me to continue my Master degree in Urban planning" Hadeel Mihsen- fellow at Qabalan Municipality

"I was really interested at Rawabi city to understand the vision of the owners and to learn about the challenges and the entrepreneurial approach"- Mais Al Astal- fellow at Ramallah Municipality

"I was really impressed to learn that such a factory does exist in my country and offers high quality product using advanced technologies. I would recommend they focus more on Aluminum profile details which are important for me as an engineer, but still overall this visit was really great". Ghassan Suboh- Fellow at GC Ramallah sites

Mid-Term Review of the Fellows Program[4]: 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.

[4] For detailed report, refer to Annex (10).

LGI team held focus groups for Engineering Fellows and their supervisors, as well as an interview with the program team in charge of managing this component including KM Director, Special Initiatives Coordinator, Gender Officer (replacing the SP coordinator during an interim period), and EAJC official. Focus Group Discussion for engineering fellows included 27 females and 18 males from the southern, northern and central Global Communities locations, as well as LGUs. Supervisors' FGD included 11 supervisors (two from LGUs, one from EAJC, and eight from Global Communities.)

KEY ACHIEVEMENTS

- *Overall improvement in the selection criteria of engineering fellows.*
- *Enhanced relationship between engineering fellows and LGI contractors.*
- *Enhanced relationship between engineering fellows and their respective supervisors.*

Young Green Fellows:

Green Fellows:

As part of the Engineering Fellows program, two or three 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 submit their cover letter, CV, and sit for a written exam to shortlist qualified candidates for interviews. The top seven applicants based on their CV, cover letter, and test scores were interviewed by a panel of four judges (including one former green fellow). Based on the evaluation criteria, three fellows were ultimately selected (one male, –mechanical engineer- and two female engineers- one mechanical and one architect) to go for the 8-week internship.

Young Green Fellows at Khatib & Alami offices on their first day

The three fellows traveled to Dubai and began their two-month internship with K&A on March 2, 2014 and returned to Palestine following the completion of their two-month internship at K&A in the UAE. During the internship, fellows were introduced to LEED practices both theoretically and practically. Part of the practical training was using software like Ecotect and Equest. Ecotect is used in many ways for green design of buildings, while Equest is used to measure the energy consumption of a building. Furthermore, fellows are planning to soon apply for the LEED exam.

Since knowledge transfer is very important in the Engineering Fellows program, and after the Green building Guidelines training, the three green fellows who received the internship at K&A shared their experience with their peers in a one hour presentation at EAJC head office in Ramallah. The three fellows briefly explained what they learnt in the two month period. On the other hand, Eng. Mohammad Alqam (Assessment & Design Review Electrical Engineer at Global Communities) provided an orientation session for all fellows to attain better understanding about electrical works in infrastructure projects.

Two female fellows from Round III Engineering Fellows program took the *Leadership in Engineering and Environmental Design* (LEED) examination, and both passed the exam with high scores. One of the two fellows received a two-month "Green" internship at Khatib & Alami Group in Dubai early in FY14; she is also interested in working in the field of green buildings engineering. The other fellow was recently offered a job in an engineering firm in Dubai, UAE.

Graduation Day for Fellow Engineers:

On September 30, 2014, Global Communities West Bank & Gaza and the Engineering Association-Jerusalem Center (EAJC) celebrated the graduation of the third round of engineering fellows. The ceremony was attended by the Acting Minister of the Ministry of Local Governance, the director of EAJC, and the Country Director of Global Communities Eng. Lana Abu Hijleh, as well as guests from the private sector and partner LGUs. The ceremony also included a fellow speech and a video presenting the 10 months of fellowship experience. It is worth mentioning that 12 of the 50 fellows of Round III were hired by local contractors and partner LGUs. Additionally, two fellows were hired by engineering companies in Dubai, and another two received scholarships to pursue higher education abroad.

Engineering fellows and Global Communities team celebrate at the engineering fellows graduation ceremony.

During the graduation ceremony, LGI's M&E team requested that each fellow describe their experience during this round by writing one word only. The largest words in the image below reflect what was mostly said by all fellows (WONDERFUL AND UNFORGETTABLE):

What did fellows have to say about their experience during round III?

"This program taught me professional behavior and ways to solve issues and challenges in a professional manner. As a fresh graduate, I advise fellows applying for the next round to take work seriously, show commitment, and ensure that they utilize their time efficiently and properly. The opportunity to work at Global Communities is considered complementary to any university degree. – Rawan Hijazi – IT Engineer.

"Global Communities is a pioneer in enhancing the capacity of newly graduate engineers by providing them with this internship opportunity. I have learned various technical and non-technical skills, especially the latest techniques used in the engineering field. A year ago, I was a fresh graduate. However, tomorrow, I will begin my career by working with the contractor that I used to supervise on-site." - Mohammad Dweik, Site Engineer

"Now, I learnt how to solve challenges I may face in the construction site. I improved my communication and project management skills. I can claim that after this experience, I've become a professional engineer." - Hassan Sayyeh, Building Engineer.

Engineering Fellows (Fourth Round for FY15):

Six hundred and ninety nine applications were received the fifth round of engineering fellows (2014-2015). Criteria for acceptance included whether the applicant had previously benefited from any of EAJC programs, whether the applicant has a current job with a signed contract, whether the applicant completed or started the membership registration process at EAJC, and whether the applicant has any unpaid fees. Following the finalization of the shortlisting process, a total of 398 applicants were selected for interviews. The interviewing committee consisting of representatives from LGI and EAJC began in August, 2014, and have taken place in three northern districts including Nablus, Tulkarm and Jenin; as well as Ramallah. Most applicants had outstanding skills, and appeared ambitious, and demonstrated enthusiasm about the LGI Fellows Program. The interviewees were scored based on pre-established criteria, and the final tabulations of the scores will be calculated during the upcoming reporting period.

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 110 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).

Green Apple Day of Service:

On September 28, 2014, Global Communities West Bank & Gaza celebrated the Green Apple Day of Service in Aqqaba. The event was organized and conducted in cooperation with the Ministry of Education and Aqqaba municipality in two separate locations - Aqqaba secondary girls' school and Aqqaba Municipality Park. Participants included 27 volunteers from Aqqaba community members, Global Communities team and fellow engineers, 25 male students from Ibn Al Haitham boys' school in Aqqaba and 39 female students from Aqqaba secondary girls' school. At the beginning of the event, both school students were briefed about the Green Apple movement, green schools, and environmental protection.

Green Apple Day of Service activities at Aqqaba municipality Park

Green Apple Day of Service activities at Aqqaba Girls School

Additionally, LGI team completed the printing of a green booklet entitled (Handmade – أصنع بيدي). The booklet used purely recycled paper using earthy colors of green, yellow, orange, and brown. The booklet has been distributed to schools. It includes an introduction on the 3R's (Reduce, Reuse, and Recycle), five initiatives to reuse waste material, and two initiatives for recycling material with a total of 11 final

products. It also includes three appendices; 1) safety measures in the workplace, 2) how to prepare a cement mixture, and 3) natural fertilizers.

"Green booklets; cover page and inside layout".

Furthermore, the fourth pamphlet under the green initiative entitled "Sustainable Urban Planning" was printed on purely recycled paper and is ready for distribution. Approximately 2,000 copies were distributed to municipalities, village councils, the engineering association, engineering offices, and construction firms. The pamphlet addresses a number of practices that fall under green and sustainable design in urban planning which include city centers, roads, and development of new neighborhoods. The main reference for the information in the pamphlet is the Green Building guidelines issued by Palestine Engineering Association and Palestine Higher Green Building Council as well as the LEED- neighborhood development. The creative design of the brochure included sketches prepared by Ms. Dua' Salem, a fellow engineer working at Global Communities as part of its fourth round of engineering fellows program.

"Sustainable urban planning brochure"

Capacity Building for Palestinian Contractors Union (PCU)

During FY14, three participants (2 male, 1 female) from the Palestinian Contractors Union (PCU) participated in a study tour to the United States (Washington, D.C., and Golden, Colorado) from December 1-13, 2013. The study tour was primarily organized and hosted by partner ICMA.

Learning objectives: The study tour focused on helping the PCU establish relationships with ICMA and other associations to exchange ideas, share knowledge and learn from one other about successful membership associations, government contracting and procurement and transparency in operations. This exchange brought together the previous capacity building interventions of PCU, such as the development of the strategic plan and board orientation, and allows PCU to expand on what they have learned and interact with others who have faced similar challenges.

Adel Badr, Vice Chairperson of the Board:
Adel focused his challenge on how the PCU can support Palestinian contractors to compete on a regional level. In turn, he believes that this will not only benefit the PCU, but also the larger Palestinian community as a whole through the field of construction, which constitutes 25% of the Palestinian economy, by creating jobs and stimulating economic growth.

Karima Hammouda, Finance Manager:
Karima focused on the financial sustainability and diversifying income sources of the PCU as her main personal and organizational challenge. PCU has a large number of classified contractors in many fields and those members are committed to pay: registration fees, annual subscriptions, and a percentage of their signed contracts. These revenues are the only income source of PCU.

Rifat Hashem, Member:
Rifaat's challenge focused on the lack of rules and laws governing qualifications of construction personnel and inspection of projects. In particular, when contractors are building private buildings, they are not inspected and the codes are not enforced, unlike with public buildings inspected by the local government. Results of not resolving this issue can be devastating and defects discovered too late.

Below is a brief summary of how the learning objectives were met by the exchange followed by a more detailed account of the study tour

- **Association Management.** Participants met with a number of American associations, including Associated General Contractors, Colorado Asphalt Pavement Association, the Colorado Contractors Association, US Green Building Council and the American Public Works Association (APWA), ICMA leadership.

Participants meet with Colorado Asphalt Pavement Association to learn about alternative revenue sources for associations.

- **Understanding good practices in procurement and contracting.** To cover this topic, the PCU exchange participants met with City of Golden staff, Colorado Department of Transportation (CDOT), Pinkard Construction, Jerry George, Chief Building Official, City of Golden
- **Learning about innovative contracting partnerships and public private partnerships** that U.S. local governments, such as the city of Golden, Colorado, and private construction firms engage in to achieve the most effective, fair pricing and results.

Participants meeting with Pinkard Construction in Golden, CO.

- **Understanding about how local governments in the U.S. conduct competitive bids so PCU staff can convey how it is conducted to PCU members and the Ministry of Public Works & Housing.** The City of Golden and CDOT addressed this in their discussions and in the documents they gave to PCU. The City of Golden staff provided USB ports of example bids, submissions and evaluations to PCU. CDOT also provided hard copies of bids as well

With the conclusion of the study tour, activities with the PCU are officially complete. However, funding remains in the ICMA grant, given the reduced number of travelers for the study tour. On January 21st, 2014, LGI team held a FGD as part of its monthly monitoring to get an update on the PCUs progress against the strategic plan and associated work plan completed in 2013. It was concluded by LGI team that the PCU did not implement the majority of its action plan, and there was a noticeable disagreement amongst its members in terms of the PCU role. Based on that, ICMA consulted with Global Communities and both parties agreed to suspend working with the PCU[5].

[5] For more information, refer to Annex (11), ICMA's final report.

Gender Analysis and Integration

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 23 – Key Performance Indicators – *Planned vs. Achieved for FY14*

Indicator	Total - FY14	Male	Female
# of Palestinians benefitting from provision of USG sponsored multi-sectoral packages	192,996 100%	99,472 52%	93,524 48%
No. of community members involved in community participatory processes	504 100%	344 68%	160 32%
Number of learners enrolled in secondary schools or equivalent non-school based settings with USG support	1,185 100%	919 78%	266 22%
# of temporary jobs created	1,510 100%	1,430 95%	80 5%
# of permanent jobs created	43 100%	24 56%	19 44%
# of people benefitting from USG supported social assistance programming	366,153 100%	186,654 51%	179,499 49%
No. of fellowship/internships provided	50 100%	20 40%	30 60%
Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	60%		
Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities	8%		

This year witnessed a gender balance in terms of the number of Palestinians benefiting from the provision of USG sponsored multi-sectorial packages, since projects included roads, and Citizen Service Centers (CSCs). Similarly, there is a balance in the # of people benefitting from USG supported social assistance programming as a result of the newly added intervention for LGI; namely, the provision of humanitarian assistance to Gaza as a result of the recent war in July, 2014.

However, the number of learners is low among females as since most schools that have been implemented during FY14 were Boys schools. Job opportunities created by LGI interventions clearly support women's long-term employment, while short-term employment continues to be focused on male laborers at construction sites although a noticeable increase in the number of females working in short term jobs has been noticeable compared to previous years. The proportion of female participants in USG

assisted programs designed to increase access to productive economic resources revealed a higher percentage among females since most qualified and competent fellows for round III were females.

In addition, the number of female community members involved in community participatory processes decreased during this year as a result of the decrease in the number of workshops over the course of the year – one workshop under the community planning component, as well as holding only two YLC elections for 'Illar and Hebron Pioneers Council. Furthermore, the last indicator in the above table shows percentage of the female role models initiative's outcome. This percentage did not match the target percentage for the following reasons:

- ✓ The initiative was implemented towards the end of the academic year, which caused extra load and stress on students during their final exams.
- ✓ The very strong resistance of some teachers and school directors against the idea of the initiative limited students' ability to better interact during the activities.
- ✓ The initiative's duration was relatively short (5-6 weeks). This short period was insufficient to ensure substantial influence and impact among students. The concept of breaking gender stereotypes in terms of choosing future profession requires more time and various interventions to ensure changes in the mind sets of young female students.
- ✓ The short period was because the process of developing the concept of the initiative in terms of the implementation process based on Injaz- Palestine field work, took a long time. This will be avoided in the upcoming period.

Higher percentages of future female participation are expected due to LGI's continuous efforts in promoting female participation through:

1. Working on enhancing its team's awareness regarding gender issues.
2. Initiating dialogue with partner LGUs on the importance of female participation.
3. Adopting companion and childcare guidelines to support women's participation.
4. Institutionalizing gender awareness throughout LGI interventions, and infrastructure components in particular.

Gender Sensitive Review of LGI Documents: Based on the gender strategy towards gender sensitization for all LGI program interventions, LGI team reviewed the Public Participation Manual, the unified manual for the establishment of the Citizen Service Centers (CSCs), the Self-Assessment Participatory Performance Measurement Toolkit (PPM), the Internal Audit Manual as well as Global Communities' fact sheets, other communications materials, and infrastructure projects assessment templates. The reviewing process aimed to ensure that all documents, manuals and reports are gender sensitive.

Gender Sensitive Infrastructure: Based on the gender mainstreaming strategy, LGI team finalized the gender sensitive infrastructure checklist. This checklist will serve as a technical support document to help LGI engineers integrate gender considerations in LGI's projects and infrastructure interventions. Furthermore, LGI team assigned three infrastructure projects and followed-up on the projects' design from a gender-sensitive perspective. The three projects include Jenin CSC, Nazlet Issa School, and 'Attil internal road. Based on the review, LGI will develop a gender sensitive design checklist for these types of projects. Some of the feedback on the designs of the projects thus far from a gender-sensitive perspective included:

- **Roads:** Considerations for safety (road marking, signs, lighting, bumps, avoid anything that cuts off the view for the driver to ensure safety, consider one-way roads to prioritize pedestrians, considering paving material as smoother roads can cause slipping; ensure during design process that there are no hidden areas from the public along the road to prevent abuse); accessibility (sidewalks available whenever construction area allows for it, and that includes not putting anything on the sidewalk to block the way for parents with strollers or persons for disability; considering support frames for elderly to support their walking and act as a barrier between the road and the sidewalk; low ramps for strollers and wheelchairs).

- **CSCs:** Considerations for accessibility issues for parents with strollers and persons using wheelchairs; play zone area for children to keep them occupied and reduce stress on parents accessing services; enough WCs for women and men depending on the estimated number of visitors at any one time; elevator for accessibility; at least one low counter for use by customers to ensure accessibility for those in wheel chairs or the elderly; and importance of glass partitions to ensure transparency and sense of comfort for visitors.

- **Schools:** The first review was for the Nazlet Issa School. Gender considerations included accessibility for those with disability. The Ministry of Education and Higher Education (MoEHE) does not permit the use of elevators in schools; however, originally the school only had one handicap accessible classroom on the ground floor. It is possible that multiple children from various grades will have a disability that prevents them from going to other floors, causing challenges for those students in the future if only one classroom is accessible to them. As a result, the team suggested either an elevator that can only be opened by the teachers or is looking into the possibility of support frames and a path on the stairs, though this is also quite expensive. These suggestions are still under consideration. In addition, the gender sensitive review suggested transparent windows in the classrooms (facing hallways) to help prevent corporal punishment in classrooms. In the same vein, the design team was conscious of the outside landscaping and avoided any hidden areas to reduce bullying or abuse on school grounds, especially given there are children of various ages at this school. An additional suggestion was changing the location of bathrooms to ensure greater accessibility and safety for students.

Companion & Childcare Guidelines: LGI team finalized the companion & childcare" guidelines after consultation with program participants and staff. The primary purpose of these guidelines is to provide doable strategies, suggestions, and considerations for reducing barriers to women's participation in program activities. This will, over time, contribute to changing LGUs' and communities' knowledge and beliefs about women's participation across program interventions. These guidelines are not prescriptive as each situation in a family or community is unique; the intent is simply to provide considerations for the program team when dealing with program participants. These guidelines are important for achieving equal visibility and participation of both men and women in the public sphere by providing options for women who have childcare responsibilities or are restricted by family or cultural/gender norms in participating independently in activities outside the home. While these guidelines acknowledge the reality of gender roles and norms in Palestine's context**,** LGI's ultimate intent as a program team is not to reinforce these traditional roles (i.e., women as responsible for the private sphere and men for the public sphere), through providing for example childcare services for men in some cases when they do not have alternatives. The full draft of the guidelines can be found in Annex 12.

International Women's Month Initiative: As part of LGI's gender strategy, one of LGI's activities is highlighting women in traditionally male dominated fields or leadership positions particularly in the local governance or infrastructure fields. To support this effort, during the month of March (International Women's Month), LGI team conducted interviews with four women in various leadership positions from partner organizations, and profiled them on Facebook. The four highlighted women included: Director of the Beit Sahour municipality (Hanan Manoli), Director of engineering department at Al-Bireh municipality (Dima Joudeh), Tulkarm Municipal Council Member (Shorouq Abu Shamaa), and Al-Ram YSLC President (Dania Ghazawneh). The posts raised awareness about women's potential in male-dominated fields and shared stories about successful women leaders. In addition, the women interviewed, by sharing their perspectives, promoted the concept of gender equality. For example, Shorouq Abu Shamaa stated ***"Education and knowledge are key to women's empowerment. They will enable women to participate effectively and allow their voices to be heard within their respective communities."*** At the same time, Hanan Manoli said, ***"Women can achieve anything if they have courage and perseverance."*** Meanwhile, Dima Joudeh stated ***"Cultural challenges and obstacles shouldn't limit or demotivate women. On the contrary, they should be perceived as incentives for them to enhance their capacities."***

First female director of Beit Sahour Municipality, Hanan Manoli

Female Role Models Initiative: On March 20, Global Communities and INJAZ Palestine established a new partnership by under the LGI program to implement "Breaking Gender Stereotypes: Promoting Leadership and Labor Opportunities among Young Women" initiative. The initiative reached approximately 350 female students in ten schools across the West Bank. Young female students between 14 and 16 years old (prior to selecting what fields of study they will pursue) have been exposed to female role models during site visits, learned new leadership skills, and worked on projects promoting women's leadership and potential in their communities.

Table 24 – List of Schools

#	School Name	School Location
1	Nusaiba AlMazinya School for Girls	Hebron
2	AlHaj Ishaq AlQawasmi School for Girls	Hebron
3	Tayseer Maswadeh School for Girls	Hebron
4	Betunia Girls Secondary School	Al-Bireh
5	Aziz Shahin Girls School	Ramallah
6	AlMajida AlWaseela Secondary School for Girls	Birzeit
7	AbdulRaheem Mahmoud Basic School for Girls	Nablus
8	Jamal Omar AlMasri Secondary School for Girls	Nablus
9	AlUmariya Girls Secondary School	Qalqilya
10	Jenin Girls Secondary School	Jenin

The initiative included the following activities:

1. **Field Visits and Sharing Experience**

   - On March 31, LGI team and INJAZ conducted the first site visit to Tulkarm municipality. Approximately, 35 female students of Al Umariya Secondary School in Qalqilia participated in the visit where they had the opportunity to meet a female council member who shared her personal journey and success story with the students. She took them on a tour throughout the municipality and the citizen service center, and explained the functions of each department. Then she spoke about the challenges she faced and still faces in terms of community perceptions of female council members. Students were very engaged in the session.

   - Ten visits were conducted in selected intervention locations including Global Communities Jabal An Nar Project, Jenin Governorate, Biet Fajjar, Beit Sahur, Adh Dhahrieyeh, Al-Bireh, Tulkarm, and Bir Zeit municipalities. During those visits, students saw female role models working in traditionally male-dominated fields, and heard their stories.

Female students during their visit in Nablus.

2. **Women & Leadership Workshop**

   Ten workshops in ten targeted schools were facilitated by women leaders from Global Communities as well as engineering fellows participating in the program this year, and volunteers working at Global Communities under the Local Government and Infrastructure Program (LGI.) Facilitators held discussions and carried out activities to raise awareness among young women about the gender stereotypes that exist in their culture and how these stereotypes can influence their choices later in life regarding the career path they should pursue.

3. **Profiling Local Women Leaders**
   The volunteers and INJAZ Palestine returned to target schools and opened a competition for all students who are interested to participate. The competition challenged student groups to find and

profile in creative ways local women leaders from their communities or neighborhoods. This was done in written form, drawing, photographs, etc.

Moreover, as part of Women International Day, LGI team, held a small activity in which they gathered young children and asked them what they aspire to be when they grow up. Kids brought uniforms to represent what their future profession would be.

Three young females showcasing their future professions

4. Centralized Competition & Celebration Event

A ceremony was held to conclude the initiative where each interested group presented their work of profiling local women leaders from their communities. The ceremony included a panel of judges who selected the winner group and presented them with a symbolic prize during the presence of INJAZ, volunteers, Global Communities, and USAID. The event was also highlighted in local media which brought greater awareness to the issue of women and leadership/work stereotypes that inhibit their full access to male-dominated, leadership and decision making positions.

Tenth grade students from Nusseibeh Al Mazinieh Girls School introducing their projects.

Global Communities' Country Director, Ms. Lana Abu Hijleh.

Gender Training for LGI Staff: During May 10 - 12, 2014, LGI team held gender training for 18 members from Global Communities and LGI partners including the Engineering Association and Sharek Youth Forum. Trainees will roll out the training to program participants, such as youth council members, fellows, and municipal staff. The training focused on foundational gender concepts and terms, gender considerations in developmental and humanitarian work, and training interactive methodologies.
The training covered the following topics:

- Basic concepts on gender terms and issues
- Gender integration & mainstreaming
- How to conduct gender analysis for developmental projects
- Planning from gender perspectives

LGI staff during the gender training in Jericho.

The training went very well, and the feedback was extremely positive. Some trainees were more familiar with gender issues and considerations than others who were more experienced in the training skills. Trainees will work in groups when rolling out gender training/ orientations sessions for LGI partners, this will help in having a trainer with a good experience in conducting training and another who is has a good knowledge of gender issues. Following the training, LGI team initiated a series of orientation sessions on gender concepts and has been initiated in Ramallah and Nablus. The awareness sessions aimed to

promote gender awareness and a better understanding of gender-related concepts focusing on the following:

- The social construction of gender – knowledge of the difference between sex and gender, understanding of gender roles, relations, needs, resources, stereotypes, etc.
- The importance of taking into consideration gender in development.
- How to conduct a gender analysis.
- How to mainstream gender considerations into the project life cycle (gender mainstreaming).

Caption (left to right): Gender orientation for fellows in Ramallah and Nablus

Table 25: List of Training Sessions completed for LGI Beneficiaries

Date	Location	Target Group	Total	Male	Female
August 11, 2014	Nablus	Fellow Engineers	18	6	12
August 12, 2014	Ramallah	Fellow Engineers	25	11	14
August 14, 2014	Hebron	Hebron Pioneers Council	22	13	9
August 15, 2014	‘Illar	YLC Members	30	27	3
August 16, 2014	Bidya	YLC Members	26	26	0
August 18, 2014	Bethlehem	Bethlehem, Beit Jala, & Beit Sahur YLC Members	12	6	6
August 18, 2014	Beit Fajjar	Beit Fajjar & Beit Ummar YLC Members	21	14	7
August 27, 2014	Jericho	YLC Members	22	6	16
September 13, 2014	Ar Ram	YLC Members	32	17	15
September 13, 2014	Nablus	Salfit & ‘Aqqaba YLC members	10	5	5
September 13, 2014	Nablus	‘Anabta & Qaliqiliya YLC Members	26	24	2
September 19, 2014	Ramallah	Bir Zeit & Al Taybeh YLC Members	29	15	14

Gender awareness sessions in Biddya, 'Illar, and Jericho.

Youth participants in the gender workshops were highly engaged and demonstrated an improved understanding of basic gender concepts and considerations.

Despite many challenges in terms of achieving higher females' participation, the overall feedback from participants was impressive. The participants were highly engaged and interacted well during the sessions. They demonstrated an improvement in their knowledge about basic gender concepts and considerations, and appeared genuinely happy to have learned more about gender.

Gender orientation for At Taybeh and Bir Zeit YLCs and general assembly members

On September 29, 2014, the orientation workshop for the volunteers for the second round of the *Women and Leadership* initiative was conducted in Ramallah. The orientation was attended by seven female volunteers and aimed to provide them with clear understanding about the initiative's goals and activities. Additionally, the orientation presented training skills that will be utilized by volunteers for the design and implementation of effective workshops in the targeted schools.

Challenges in Implementation

Delays in Finalizing Revisions to the Cooperative Agreement & FY14 Annual Implementation Plan: Delays in receiving USAID approval for required changes in the Program Description due to the incorporation of newly required program implementation approaches and activities namely major municipalities and the HIMII projects, the Program Description and Realigned budget submitted in September 2013 were approved and secured during May 2014. This also affected LGI's Annual Implementation Plan, which was submitted to USAID in November, and following USAID's feedback it was resubmitted in February, and May. Global Communities received USAID's final approval on May 8th, 2014.

Quality Control Issues: In addition to the HIMII-related challenges that Global Communities is currently managing, ensuring contractors maintain the high construction quality standards has been an ongoing issue. Many local contractors are unable to meet the high standards required by both USAID and Global Communities during the construction phase. Ensuring high quality requires constant follow-up by the engineering team. If quality standards are not met, Global Communities continues to request that contractors redo their work, implement rectification measures or in certain cases, Global Communities reached the stage of terminating contract if the Contractor is not responsive. In addition, Global Communities evaluates contractors upon completion of works to determine whether they should be awarded future contracts. Lastly, Global Communities works in partnership with contractors to build their capacity and increase the number of qualified contractors that adopt and can adhere to our quality standards. Nevertheless this remains an ongoing struggle with the high number of infrastructure projects throughout the country and the limited number of highly qualified local contractors capable of meeting all construction standard requirements.

Finalizing Designs and Tender Documents for HIMII Projects: Given the newly anticipated USAID guidelines for firefighting, safety, and seismic performance, which is based on UBC for all new projects and International Building Code (IBC) requirements for certain projects like Nablus Hall and Ramallah CSC, USAID's review and involvement in these projects has been more substantial. In addition, because the IBC is not applied locally, there have been capacity challenges among local designers in adopting and applying the new requirements and standards. To overcome this for the Nablus Indoor Sports Hall, Global Communities contracted an American firm to cover fire and safety requirements. This was also done by Ramallah Municipality for the CSC. In addition, because retrofitting and upgrading existing buildings for seismic performance, is not widely practiced in the West Bank, only a few engineers are well versed in this field. And also GC has to hire the professionals from Najah University for the review of Area C schools.

Area C Projects: Permits for construction application packages is in process for five of six area C schools given that Omar bin abdel aziz in Sair received objections from the community. ICA will hold meetings to decide on follow-up actions. This might cause delay in the implementation of the project. Normally the process takes about four months. The six area C projects were submitted in October 2013; however, LGI received initial approval in March 2014. Following the approval of master plans in March, no objections which normally take two month were only received by LGI in September 2014 for 5 of the 6. Currently, LGI team continues following up on the finalization of the requests of permit issuance.

GIS Readings for Infrastructure Projects: Global Communities has sampled a number of projects to validate their GIS readings, and found that many projects are off by a couple hundred meters. After discussing the situation with USAID's GIS Specialist, Global Communities investigated the root cause, re-calibrated GPS devices by a surveying and mapping company, verified the calibration, prepared standard procedures and instructions to re-take the XY coordinates for 113 road and building projects, and documented the verification process for any future clarification.

Change in Ministry Leadership: There were several leadership changes within the ministry including new directors for various departments important for LGI's implementation. A new minister was appointed in June 2014 replacing Minister Al Kony who was appointed in early in 2014. In addition, there is a new MoLG focal point for the program. While LGI was originally designed with input from MoLG leadership,

these changes mean that new directors and senior leadership are not fully aware of LGI and its goals. As a result, it has taken significant investment during the year to inform the incoming ministers and new leaders about LGI and ensure that they buy into the program's goals, objectives, and activities. Furthermore, this change affected LGUs ability to enact LGI's newly introduced policies as below.

Delays from the Ministry of Local Government: The implementation of LGI's governance interventions were affected by the continued changes in MoLG leadership and lack of focus on the capacity building efforts as well as fostered relationships with LGUs. For example, it was difficult for LGI to receive approval from MoLG on its developed HR and procurement manuals. Another example was MoLG's lack of clarity in terms of where it's heading with the financial policy with LGUs. MoLG enacted the unified fiscal policy including financial procedures, reporting requirements and standards without providing LGUs necessary tools to implement. For example the financial software (free balance) which failed to enable LGUs to implement them. LGI sees the financial system as the core function that all operations depend on. For example CSCs can neither fully operate nor can procurement procedures be fully or successfully implemented without it. Similarly, with regards to HR and payroll systems developed under the LGI program, LGUs are still working on two systems (the new system developed by LGI, and the manual (hard copy) system they have to send to MoLG. This causes waste of time and effort, and contradicts the policy MoLG has enacted on LGUs. Since governance interventions take longer to achieve impact, those delays have been extremely critical to LGI.

Visibility and Outreach

USAID Deputy Assistant Administrator, Alina Romanowski during her visit to Al-Haffasi coeducational elementary school

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 USAID and other donors, partners, and beneficiaries during this reporting period. Below are visibility and outreach highlights for this quarter.

Official Visits

Visit by Former American Mayor, Ms. Teresa Isaac: On October 7, 2013, Global Communities hosted two round tables in its office in Ramallah. Teresa Isaac, a former American Mayor of Lexington, Kentucky, along with USAID and Consulate General staff met and exchanged experience and skills with female council members from LGI's partner LGUs. Mayor Isaac also met with Palestinian youth from YSLCs at Sharek Youth Forum and talked about their potential to be the future leaders, as well as challenges and successes. She also visited Tulkarm Citizen Service Center (CSC) established under Global Communities' former program, the Local Democratic Reform (LDR). During her visit, she experienced how services are provided to citizens in an easy, timely, and automated way.

I'm happy to visit the West Bank, listen to citizens and youth from the various communities, and exchange experiences and skills. I look forward to future visits and exchange opportunities-. Teresa Isaac, an American politician.

USAID Administrator visit: On November 6, 2013, Global Communities and partners hosted a visit by USAID Administrator Dr. Rajiv Shah and US delegation at Az Zeer Co-educational School (Jannatah - Bethlehem Governorate). Dr. Shah toured the school, addressed members of the press including Palestine News Network (TV & online), Al-Ayaam newspaper, and a special reporter from the Ministry of Education and Higher Education. He also met and played soccer with students on the school playground. Earlier that day, Secretary of State John Kerry and Dr. Shah also visited Bethlehem YSLC where he listened to youth's initiatives, success stories, and challenges.

Caption (Left to right): USAID Administrator playing soccer with students and speaking with youth from Bethlehem YLC

USAID visit to Al Haffasi co-educational school: On March 24, 2014, the Deputy Assistant Administrator of the United States Agency for International Development (USAID), Alina Romanowski, visited Al Haffasi coeducational elementary school in Kafr al Labad, Tulkarm Governorate.

During her visit, Ms. Romanowski announced the launch of the national reading campaign that USAID/West Bank and Gaza implemented in partnership with the Ministry of Education and Higher Education. The campaign aimed to raise Palestinians' awareness on the importance of reading. The event was well covered in local media with approximately 34 articles published on the visit.

Events: During FY14, Global Communities and partners supported implementation of the following events:

Table 26: List of Events

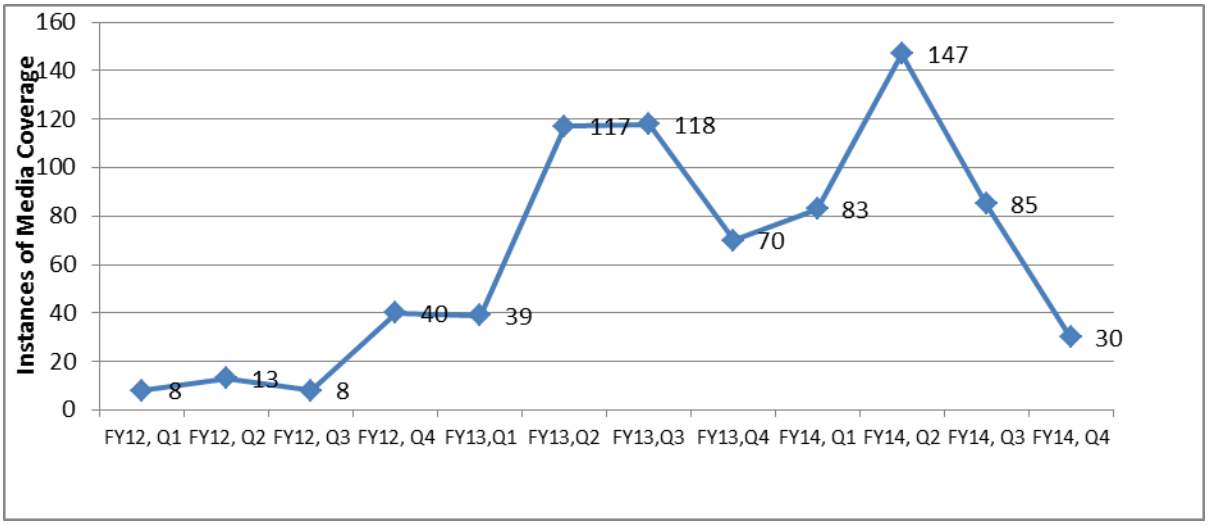
Date	Location	Event
November 21, 2014	Al Jalazun	Al Jalazun Bridge Press Tour
January 9, 2014	'Anabta	Citizen Service Center Inauguration
January 23, 2014	'Illar	Citizen Service Center & Municipal Building Inauguration
January 30, 2014	Bethlehem	Photo Competition Prize Distribution and Exhibition
March 3, 2014	Al Bireh	Citizen Service Center Inauguration
May 6, 2014	Ramallah	Strategic Development Framework for Ramallah City
May 27, 2014	Beit Fajjar	Citizen Service Center Inauguration
June 2, 2014	Ramallah	"Woman and Leadership" initiative final ceremony
June 11, 2014	Ramallah	Launching the Public Participation and Internal Audit Manuals
June 27, 2014	Beit Jala	Beit Jala YLC Marathon

Girls participating in 'Illar Citizen Service Center inauguration Ceremony

Participants during 'Anabta Citizen Service Center inauguration Ceremony

Media Coverage[6]: Global Communities and local partners are regularly covered by local media. During FY14, LGI was covered in 350 articles, focusing mainly on YLCs and Hebron Pioneers Council initiatives, CSCs inaugurations, engineering fellows program, "Woman and Leadership" initiative, launching SDIP's in partner LGUs and USAID's official visits to LGI projects.

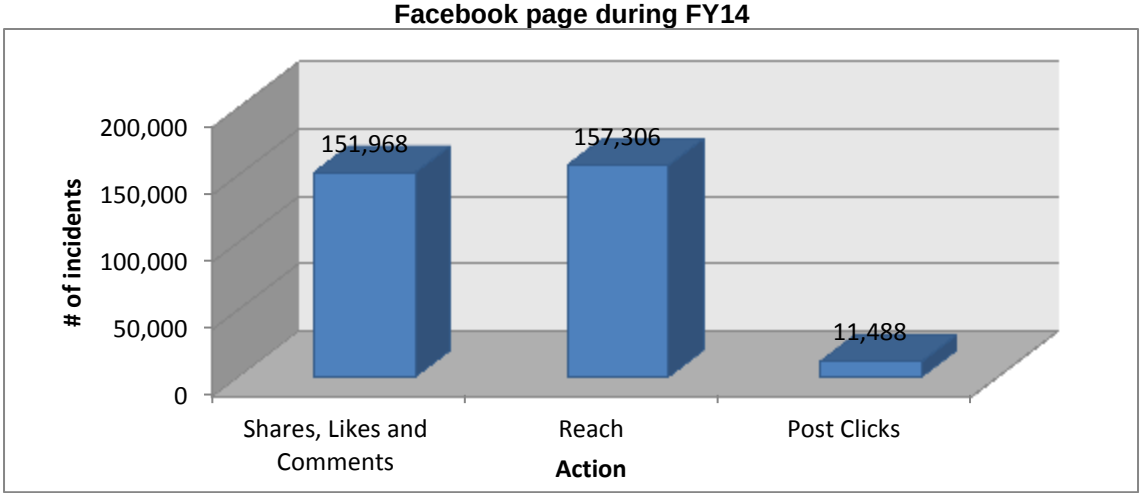
Figure 17: History of Instances of Media Coverage about the LGI program up to Q4, FY14



Social Media: During FY14, Facebook updates[7] featured YLC initiatives in several areas, posts from engineering fellows, female role models, trainings, LGI completed infrastructure projects, meetings and workshops, CSC inaugurations and emergency humanitarian assistance to Gaza people.

[6] For a list of media coverage, see Annex (13).
[7] For more information see Annex (13).

Figure 18: LGI program activities outreach on Global Communities' West Bank and Gaza Facebook page during FY14



Community Profiles[8]: 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 FY14, LGI updated the community profiles for Anabtaand finalized new community profiles for Al-Bireh, Beit Fajjar , Beit Sahur, Beit Jala and 'Illar in addition to the Arabic version of Bethlehem community profile, highlighting LGI's current and future interventions. Profiles were distributed during events, such as Christmas festivities in Bethlehem, Beit Sahur and Beit Jala, CSC inauguration in Al-Bireh and Beit Fajjar and electronically with donors and other stakeholders.

Technical Briefs[9]: Technical briefs provide reliable and up-to-date technical information about significant and pioneer interventions carried out by Global Communities. These technical briefs are shared with Global Communities offices in the West Bank for distribution to current and future target locations and with USAID. During FY14, LGI updated the Citizen Service Centers technical brief and produced a sheet on Az Zeer primary co-educational school in Jannatah-Harmala in Bethlehem Governorate, which was rehabilitated under LGI program. This sheet was distributed during USAID Administrator's visit to the school in November, 2013.

Video[10]: Global Communities produced a video entitled "Green Apple Day of Service- West Bank." The video documented Global Communities' celebration of Green Apple Day of Service, a global initiative created by the U.S. Green Building Council (USGBC) held in Saffa village- Ramallah & Al- Bireh Governorate on 29 September, 2013. The video was shared in April, 2014 to coincide with International Mother Earth Day.

[8] For more information, refer to: http://www.globalcommunities.ps/folder.php?id=xQcCaJKt3Ra19020AbjvORA0Ln4
[9] For more information, refer to: http://www.globalcommunities.ps/folder.php?id=xQcCaJKt3Ra19020AbjvORA0Ln4
[10] To see the video refer to the following link: http://www.youtube.com/watch?v=MLxPgJh8AX4.

Future Outlook

Planned Activities for FY15: The following are key milestones for the upcoming year:

- Completion of over 37 infrastructure projects improving the quality of life for Palestinians and access to government services
- Continue the planning process in LGUs focusing on physical planning intervention.
- Continue enhancing the capacity of staff members in partner LGUs in terms of updating their plans with minimum reliance on consultancy services.
- Complete GIS and spatial data management and integrate the solution with all other functions in partner LGUs.
- Focus on integrated planning in Bethlehem and Al Bireh by finalizing the cross sectoral studies such as the unified traffic plans.
- Invest in creating a resource pool of Palestinian experts from within partner LGUs.
- Connect partner LGUs with regional and international municipalities to develop their capacity and benefit from worldwide experiences.
- Assist partner LGUs in creating linkages with line ministries and the private sector in terms of street naming and coding in order for all stakeholders to benefit from this intervention.
- Focus on building a national consensus regarding the sustainability of YLCs.
- Rolling out the SDIP Support Committees in all partner potential CGEs and continue to provide support to the original eight locations.
- Provide skills enhancement to partner LGUs including advanced trainings, study tours, opportunities to international experiences especially in the areas LGI provided support during previous years.
- Implement E-municipality including phases one and two of the total five phases in nine partner LGUs.
- Focus on grand municipality including the development of a policy paper with focus on Bethlehem and Ramallah as pilot locations.
- Implement a non for profit “Resource Center” model employed by retirees to provide free of charge training and consultancy services to newly graduates in LGI’s partner communities.

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Program PMP Indicators Report

Program: **LGI** Partner: **CHF**

Program Component / IR	Program Element	Indicator Code and Name	Ind. Type / Ind. Result Type	Ind. Format	Baseline/ Partner's PMP Code		FY11	FY12	FY13	FY14	FY15
IR 3.2	5.1.2 Assistance and Recovery	**5.1.2-6** - Numberof internally displaced and host population beneficiaries provided with basicinputs for survival, recovery or restoration of productive capacity as a resultof USG assistance.	OP_std Output	Integer		Planned: Actual:				170,000 170,000	130,000
IR 3.2	5.1.2 Assistance and Recovery	**5.1.2OPE0157** - Liters of water delivered for drinking and hygiene use	Mgmt Output	Integer		Planned: Actual:				39,552 39,552	0
IR 3.2	5.1.2 Assistance and Recovery	**5.1.2OPE0160** - Numberof non-food packages delivered	Mgmt Output	Integer		Planned: Actual:				22,922 22,922	23,978
IR 3.2	5.1.2 Assistance and Recovery	**5.1.2OPE0161** - Numberof food packages delivered	Mgmt Output	Integer		Planned: Actual:				23,638 23,638	24,000
NA	2.2.3 Local Government and Decentralization	**2.2.3-5** - Number of sub-national and national entities receiving USG assistance to improve their performance	OP_std Output	Integer		Planned: Actual:		12 N/A	N/A	63 74	50
NA	2.2.3 Local Government and Decentralization	**2.2.3-C001** - Percent increase of citizens in targeted centers of governance excellence sub-national government entities who perceive that the LGU is addressing their relevant priorities.	Mgmt Outcome	Percent Change		Planned: Actual:	N/A	N/A	N/A	N/A N/A	20%
NA	2.2.3 Local Government and Decentralization	**2.2.3-C001-a** - Percent increase of citizens in targeted centers of governance excellence sub-national government entities who claim that the LGU is addressing their relevant priorities(male)	Mgmt Outcome	Percentage		Planned: Actual:				N/A	

FY16

Program Component / IR	Program Element	Indicator Code and Name	Ind. Type / Ind. Result Type	Ind. Format	Baseline/ Partner's PMP Code		FY11	FY12	FY13	FY14	FY15
NA	2.2.3 Local Government and Decentralization	**2.2.3-C001-b** - Percent increase of citizens in targeted centers of governance excellence sub-national government entities who claim that the LGU is addressing their relevant priorities (female)	Mgmt Outcome	Percentage		Planned:					
						Actual:				N/A	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C002** - Percent of projects properly maintained 1.5 years after completion/handover	Mgmt Outcome	Percentage		Planned:	N/A	N/S	70%	80%	80%
						Actual:			100%	100%	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C003** - Percent of all local government staff completing skill training courses who say they are using their new skills on the job	Mgmt Outcome	Percentage		Planned:	N/A	N/A	60%	80%	80%
						Actual:			100%	84%	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C004** - Percent decrease in average customer time spent to receive services in targeted LGUs with newly established citizen service centers	Mgmt Outcome	Percent Change		Planned:	N/A	N/A	N/A	20%	20%
						Actual:				68%	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C005** - Percent of service related transactions completed through the citizen service center in targeted LGUs one year after official opening	Mgmt Outcome	Percentage		Planned:	N/A	N/A	N/A	70%	70%
						Actual:				100%	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C006** - Percent of projects being obligated/ committed in target centers of governance excellence (sub-national government entities) come from the strategic development and investment plans	Mgmt Outcome	Percentage		Planned:	N/A	N/A	40%	90%	90%
						Actual:			94%	87.87%	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C007** - Percent of services improved in targeted centers for governance excellence through business process engineering	Mgmt Outcome	Percentage		Planned:	N/A	N/A	N/A	85%	85%
						Actual:				100%	

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Program Component / IR	Program Element	Indicator Code and Name	Ind. Type / Ind. Result Type	Ind. Format	Baseline/ Partner's PMP Code		FY11	FY12	FY13	FY14	FY15
NA	2.2.3 Local Government and Decentralization	**2.2.3-C008** - Percent of targeted centers of governance excellence that graduate up a performance category in which they are currently classified as a result of USG assistance	Mgmt Outcome	Percentage		Planned:	N/A	N/A	N/A	25%	50%
						Actual:				96%	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C009** - Percent of citizens reporting increased engagement in LGU decision making processes that affect their community	Mgmt Outcome	Percentage		Planned:	N/A	N/A	N/A	N/A	20%
						Actual:				N/A	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C009-a** - Percent of citizens reporting increased engagement in LGU decision making processes that affect their community (male)	Mgmt Outcome	Percentage		Planned:				N/A	
						Actual:				N/A	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C009-b** - Percent of citizens reporting increased engagement in LGU decision making processes that affect their community (female)	Mgmt Outcome	Percentage		Planned:					
						Actual:				N/A	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C011** - Percent of sub-national government entities (from among centers for governance excellence) that apply at least 2 public disclosure methods per year	Mgmt Outcome	Percentage		Planned:	N/A	N/A	20%	60%	80%
						Actual:			37%	63%	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C012** - No. of initiatives that support citizens' engagement with their sub-national government entities and/or increase awareness and dialogue about local government services	Mgmt Output	Integer		Planned:	N/A	29	25	62	0
						Actual:		8	42	55	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C1** - Percent of citizens in targeted communities reporting an increase in their quality of life due to new social infrastructure facilities	Mgmt Outcome	Percentage	baseline rep	Planned:	N/A	N/A	N/A	N/A	50%
						Actual:			8.8%	N/A	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C1-a** - Percent of citizens in targeted communities reporting an increase in their quality of life due to new social infrastructure facilities (male)	Mgmt Outcome	Percentage	baseline rep	Planned:					
						Actual:			5.6%	N/A	

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Program Component / IR	Program Element	Indicator Code and Name	Ind. Type / Ind. Result Type	Ind. Format	Baseline/ Partner's PMP Code		FY11	FY12	FY13	FY14	FY15
NA	2.2.3 Local Government and Decentralization	**2.2.3-C1-b** - Percent of citizens in targeted communities reporting an increase in their quality of life due to new social infrastructure facilities (female)	Mgmt Outcome	Percentage	baseline rep	Planned:					
						Actual:			12.1%	N/A	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C2** - Percent of citizens in targeted communities reporting an increase in their quality of life due to improved local government service delivery	Mgmt Outcome	Percentage		Planned:	N/A	N/A			40%
						Actual:				N/A	TBD
NA	2.2.3 Local Government and Decentralization	**2.2.3-C2-a** - Percent of citizens in targeted communities reporting an increase in their quality of life due to improved local government service delivery (Male)	Mgmt Outcome	Percentage		Planned:					
						Actual:				N/A	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C2-b** - Percent of citizens in targeted communities reporting an increase in their quality of life due to improved local government service delivery (female)	Mgmt Outcome	Percentage		Planned:					
						Actual:				N/A	
NA	2.2.3 Local Government and Decentralization	**2.2.3-C5** - No. of dialogue and awareness sessions held around decentralization and local governance themes.	Mgmt Output	Integer		Planned:	N/A	2	2	2	2
						Actual:		2	1	3	TBD
NA	2.2.3 Local Government and Decentralization	**2.2.3-C6** - No.of local government entities who have installed new Management Information Systems (disaggregated by type)	Mgmt Output	Integer		Planned:	N/A	9	7	8	N/A
						Actual:		0	9	10	N/A
NA	2.2.3 Local Government and Decentralization	**223-Cust** - Number of communities provided access to new or rehabilitated infrastructure	OP_cust Output	Integer		Planned:	31	62	22	53	64
						Actual:	23	22	22	45	TBD
NA	2.2.3 Local Government and Decentralization	**LGD0001** - No.of strategic plans, physical plans, procedures, regulations, and manuals developed	Mgmt Output	Integer		Planned:	N/A	8	11	17	19
						Actual:		6	45	81	TBD

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Program Component / IR	Program Element	Indicator Code and Name	Ind. Type / Ind. Result Type	Ind. Format	Baseline/ Partner's PMP Code		FY11	FY12	FY13	FY14	FY15
NA	2.2.3 Local Government and Decentralization	**LGD0005** - No.of policy development and/or reforms promoting decentralization, amalgamation, mergers, civic engagement and other related targeted topics supported with USG assistance	Mgmt Output	Integer		Planned:	N/A	1	2	1	2
						Actual:		0	0	0	TBD
NA	2.2.3 Local Government and Decentralization	**LGD0007** - No. of Citizen Service Centers established.	Mgmt Output	Integer		Planned:	N/A	N/A	5	4	8
						Actual:			2	5	TBD
NA	2.2.3 Local Government and Decentralization	**LGD0009** - No of Youth Shadow Local Councils (YSLCs)established or supported	Mgmt Output	Integer		Planned:	N/A	12	17	19	19
						Actual:		8	17	19	
NA	2.2.3 Local Government and Decentralization	**LGD0014** - No. of national government procedures/regulations or manuals developed or adopted with USG assistance	Mgmt Output	Integer		Planned:	N/A	1	1	3	1
						Actual:		1	0	3	
NA	2.2.3 Local Government and Decentralization	**MGT0084** - Number of community members involved in community participatory processes	OP_cust Output	Integer		Planned:	340	1,450	2,000	550	50
						Actual:	1,389	1,024	6,809	504	TBD
NA	2.2.3 Local Government and Decentralization	**MGT0084-a** - No. of community members involved in community participatory processes (male)	OP_cust Output	Integer		Planned:	289	1,233	1,700	385	35
						Actual:	1,092	778	4,770	344	
NA	2.2.3 Local Government and Decentralization	**MGT0084-b** - No. of community members involved in community participatory processes (female)	OP_cust Output	Integer		Planned:	51	217	300	165	15
						Actual:	297	246	2,039	160	
NA	2.2.3 Local Government and Decentralization	**MGT0089-a** - No. of Palestinians benefiting from provision of USG sponsored multi-sectoral infrastructure packages (male)	Mgmt Output	Integer		Planned:	8,150	147,500	33,763	113,553	158,997
						Actual:	20,334	23,369	21,920	99,472	

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Program Component / IR	Program Element	Indicator Code and Name	Ind. Type / Ind. Result Type	Ind. Format	Baseline/ Partner's PMP Code		FY11	FY12	FY13	FY14	FY15
NA	2.2.3 Local Government and Decentralization	**MGT0089-b** - No. of Palestinians benefiting from provision of USG sponsored multi-sectoral infrastructure packages (female)	Mgmt Output	Integer		Planned:	8,150	147,500	28,540	113,297	140,748
						Actual:	15,346	23,007	20,025	93,524	
NA	2.2.3 Local Government and Decentralization	**MGT0098-a** - No. of persons obtaining long-term employment opportunities as a result of USG assistance (male)	Mgmt Output	Integer		Planned:	54	23	22	6	14
						Actual:	53	18	11	24	
NA	2.2.3 Local Government and Decentralization	**MGT0098-b** - No. of persons obtaining long-term employment opportunities as a result of USG assistance (female)	Mgmt Output	Integer		Planned:	6	2	3	6	15
						Actual:	25	4	12	19	
NA	2.2.3 Local Government and Decentralization	**MGT0099-a** - No. of fellowship/internships provided (male)	Mgmt Output	Integer		Planned:	24	0	34	34	32
						Actual:	17	0	33	20	
NA	2.2.3 Local Government and Decentralization	**MGT0099-b** - No. of fellowship/internships provided (female)	Mgmt Output	Integer		Planned:	16	0	23	18	18
						Actual:	23	0	25	30	
NA	2.2.3 Local Government and Decentralization	**OPE0047-a** - No. of people employed in short-term jobs as a result of USG social assistance programming (male)	OP_std Output	Integer		Planned:	475	1,665	1,150	3,000	4,932
						Actual:	631	1,274	1,366	1,430	
NA	2.2.3 Local Government and Decentralization	**OPE0047-b** - No. of people employed in short-term jobs as a result of USG social assistance programming (female)	OP_std Output	Integer		Planned:	25	88	60	93	150
						Actual:	29	28	48	80	
NA	3.2.1 Basic Education	**3.2.1-14** - Number of learners enrolled in primary schools and/or equivalent non-school based settings with USG support	OP_std Output	Integer		Planned:	4,600	1,087	880	1,957	1,104
						Actual:	0	951	536	964	TBD

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Program Component / IR	Program Element	Indicator Code and Name	Ind. Type / Ind. Result Type	Ind. Format	Baseline/ Partner's PMP Code		FY11	FY12	FY13	FY14	FY15
NA	3.2.1 Basic Education	**3.2.1-14a** - Number of learners enrolled in primary schools and/or equivalent non-school based settings with USG support (Men)	OP_std Output	Integer		Planned:	2,243	555	726	1,122	671
						Actual:	0	518	448	698	TBD
NA	3.2.1 Basic Education	**3.2.1-14b** - Number of learners enrolled in primary schools and/or equivalent non-school based settings with USG support (women)	OP_std Output	Integer		Planned:	2,357	532	154	835	433
						Actual:	0	433	88	266	TBD
NA	3.2.1 Basic Education	**3.2.1-15** - Number of learners enrolled in secondary schools or equivalent non-school based settings with USG support	OP_std Output	Integer		Planned:	1,640	670	796	2,347	4,516
						Actual:	211	517	733	221	TBD
NA	3.2.1 Basic Education	**3.2.1-15a** - Number of learners enrolled in secondary schools or equivalent non-school based settings with USG support (men)	OP_std Output	Integer		Planned:	822	449	500	1,221	2,060
						Actual:	211	335	533	221	TBD
NA	3.2.1 Basic Education	**3.2.1-15b** - Number of learners enrolled in secondary schools or equivalent non-school based settings with USG support (women)	OP_std Output	Integer		Planned:	818	221	296	1,126	2,456
						Actual:	0	182	200	0	TBD
NA	3.2.1 Basic Education	**3.2.1-39** - Number of classrooms built or reparied with USG assistance	OP_std Output	Integer		Planned:	145	86	54	195	340
						Actual:	0	80	107	44	TBD
NA	3.3.2 Social Services	**MGT0088** - Number of multi-sectoral community projects provided	Mgmt Output	Integer		Planned:	11	59	21	34	40
						Actual:	24	30	19	28	TBD
NA	3.3.2 Social Services	**MGT0089** - Number of Palestinians benefiting from provision of USG sponsored multi-sectoral infrastructure packages	Mgmt Output	Integer		Planned:	16,300	295,000	62,303	226,850	299,745
						Actual:	35,680	46,376	41,945	192,996	TBD
NA	3.3.3 Social Assistance	**3.3.3-9** - Number of people benefiting from USG-supported social assistance programming	OP_std Output	Integer		Planned:	93,500	219,143	65,000	227,670	429,745
						Actual:	35,754	47,295	52,439	366,153	TBD

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Program Component / IR	Program Element	Indicator Code and Name	Ind. Type / Ind. Result Type	Ind. Format	Baseline/ Partner's PMP Code		FY11	FY12	FY13	FY14	FY15
NA	3.3.3 Social Assistance	**3.3.3-9d** - number of men	OP_std Output	Integer		Planned:	46,751	109,571	32,500	114,150	223,997
						Actual:	20,407	24,024	29,918	186,654	TBD
NA	3.3.3 Social Assistance	**3.3.3-9e** - number of women	OP_std Output	Integer		Planned:	46,749	109,572	32,500	113,520	205,748
						Actual:	15,347	23,271	22,521	179,499	TBD
NA	3.3.3 Social Assistance	**MGT0098** - Number of persons obtaining long-term employment opportunities as a result of USG assistance	Mgmt Output	Integer		Planned:	60	25	25	12	29
						Actual:	78	22	23	43	TBD
NA	3.3.3 Social Assistance	**MGT0099** - Number of fellowship / internship provided (engineering)	Mgmt Output	Integer		Planned:	40	0	57	52	50
						Actual:	40	0	58	50	TBD
NA	3.3.3 Social Assistance	**OPE0047** - No. of people employed in short-term jobs as a result of USG-supported social assistance programming.	OP_cust Output	Integer		Planned:	500	1,753	1,210	3,093	5,082
						Actual:	660	1,302	1,414	1,510	TBD
NA	3.3.3 Social Assistance	**OPE0048** - Person Days of employment generated	OP_cust Output	Integer		Planned:	65,200	65,200	65,200	63,884	165,656
						Actual:	13,611	49,998	23,257	51,478	TBD
NA	4.4.3 Transport Services	**OPE0054** - Kilometers of roads constructed or repaired through USG assistance	OP_std Outcome	Decimal		Planned:	0	25.48	12	12.36	10.73
						Actual:	6.02	18.25	9.62	12.26	TBD
NA	6.3.1 Gender	**GNDR-2** - Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	OP_std Outcome	Percentage		Planned:	23/57	0	23/57	18/52	18/50
						Actual:		0	25/58	30/50	

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Program Component / IR	Program Element	Indicator Code and Name	Ind. Type / Ind. Result Type	Ind. Format	Baseline/ Partner's PMP Code		FY11	FY12	FY13	FY14	FY15
Objective 1	6.3.1 Gender	**GENDER-4** - Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities	OP_std Outcome	Percentage		Planned:				20%	20%
						Actual:				8%	
Objective 3	2.2.3 Local Government and Decentralization	**2.2.3-1** - Number of people who Received USG-Assisted Training, including management skills and fiscal management, to strengthen Local Government and/or Decentralization	OP_std Output	Integer		Planned:	100	246	50	110	110
						Actual:	74	303	131	37	tbd
Objective 3	2.2.3 Local Government and Decentralization	**2.2.3-1a** - Number of men who Received USG-Assisted Training, including management skills and fiscal management, to strengthen Local Government and/or Decentralization	OP_std Output	Integer		Planned:	50	197	40	82	82
						Actual:	73	219	108	26	tbd
Objective 3	2.2.3 Local Government and Decentralization	**2.2.3-1b** - Number of women who Received USG-Assisted Training, including management skills and fiscal management, to strengthen Local Government and/or Decentralization	OP_std Output	Integer		Planned:	50	49	10	28	28
						Actual:	1	84	23	11	tbd
Objective 3	2.2.3 Local Government and Decentralization	**2.2.3-5A** - % of citizens in targeted communities reporting that services have improved in targeted potential centers of governance excellence	Mgmt Outcome	Percentage		Planned:					40%
						Actual:				N/A	
Objective 3	2.2.3 Local Government and Decentralization	**2.2.3-5B** - % increase of revenue on services provided through Citizen Service Centers	Mgmt Outcome	Percentage		Planned:					50%
						Actual:				N/A	

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Annex (2)

Geo-MIS/TraiNet Partner's Quarterly Update Report (CHF/ LGI)
Quarter 4, FY14

I certify that we have appropriate tools in place for data collection, verification, analysis, and storage and we have updated the Geo-MIS system and the participant training system TraiNet with the most updated information that reflects the current project implementation deliverables and achievements.

In addition, the attached list of PMP indicators are still appropriate, valid, and up to date for program performance tracking up to this quarter and those indicators are in compliance with DQA measures (Validity, Integrity, Precision, Reliability, and Timeliness) as per ADS 203.3.5.1.

1) **Number of Activities Added/Updated this reporting period:**

Activity Type Code and Title	Design	On Going	On Hold or Delayed	Closed	Completed	Total
A010 - Construction/renovation of classrooms and related facilities	7	4	0	0	17	28
A042 - Construction / renovation of small scale waste water systems	0	0	0	0	1	1
A051 - Construction / improvement of (regional, main and and local) roads	0	6	0	0	41	47
A061 - Construction/renovation of health clinics, hospitals and facilities	0	1	0	0	0	1
A106 - Construction / Renovation of community/village council/ Municipal centers	2	7	0	0	8	17
A108 - Construction / Renovation of Women Centers	0	1	0	0	1	2
A112 - Construction / Renovation of Other small infrastructure facilities	0	1	0	0	0	1
A113 - Construction / Renovation of Youth centers	0	1	0	0	14	15
A114 - Construction / Renovation of Sport centers/ sport fields/ stadium	0	1	0	0	0	1
D403 - Supporting civic engagement and community participation in LG affairs	0	1	0	0	1	2
D406 - Enhance the capacity of MOLG to assume a leading role in a democratic governance	0	1	0	0	0	1
W049 - Cons/rehab. water wells, reservoirs, pump stations, large networks	0	0	0	0	1	1
W097 - Construction related work(Engineering, design, studies, management, internships)	0	2	0	0	3	5
Total # of added/updated activities	**9**	**29**	**0**	**0**	**87**	**122**
Total # of activities in Geo-MIS for the whole program	**9**	**56**	**0**	**0**	**197**	**261**

2) Quarterly Program Updates during this reporting period:

Category	Added/Updated this reporting period	Date of last update	Comments
Overall Goals	*Yes*	*13/5/2014*	
Overall Achievements	*Yes*	*13/5/2014*	
FY14 Goals	*Yes*	*13/5/2014*	
FY14 Achievements	*Yes*	*13/5/2014*	
Planned Events	*Yes*	*10/29/2014*	
Success Stories	*NO*		
Pictures	*10 Pictures*	*2/11/2014*	
Documents	*Yes*	*16/10/2014*	
Sub Partners	*Yes*	*6/11/2014*	
PMP Indicators FY14 Results	*Yes*	*29/10/2014*	

i. PMP Indictors: Attach Current Geo-MIS PMP Matrix report (PMP&PPR indicators).

Annex 1-
Performance Manage

ii. Attach list of proposed PMP indicators to be added or dropped *(if any).*

N/A

Indicator title	Definition	Reasons for adding or dropping

3) **Participant Training (for past quarter)**:

a. All Participant Training programs have been updated in the TraiNet system: YES ☒ NO ☐

b. Number of courses reported in TraiNet: 2

Number of participants reported in TraiNet: 51 participants (3K&A, 48 Green Building Guidelines Applications training)

Photos for select ongoing projects by the end of FY14 under objective 1&2 are below:

Objective 1

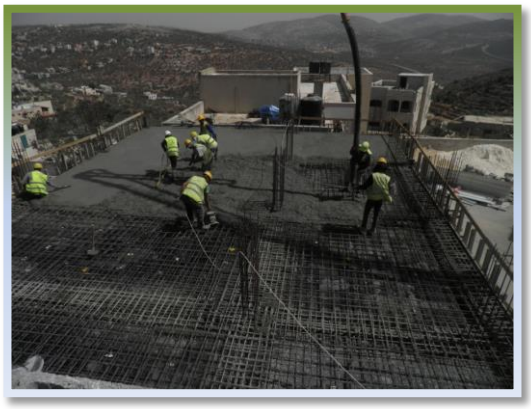
24043-14-CW-SA003- Construction of a community center in Sinjil- Ramallah and Al Bireh Governorate (HIMII List)

Caption: Pointing works for the community center in Sinjil.

24043-14-CW-SA011 Rehabilitation of internal roads in As Sawahira ash Sharqiya- Jerusalem Governorate (HIMII List)

Caption (left to right): Stone and retaining walls works for the internal roads in As Sawahira ash Sharqiya.

24043-14-CW-SA020 Construction of an additional floor for Yasuf- Iskaka secondary girls' school (HIMII List)



Caption: Ground floor slab concrete casting for Yasuf- Iskaka secondary girls' school.

24043-14-NW-SA023 Citizen Service Center for Qabalan Municipality- Nablus Governorate (HIMII List)

(Left to right): General external view and first floor slab steel reinforcement for Qabalan Citizen Service Center

24043-13-NW-SA011 Construction of multi-purpose hall in Al Yamun- Jenin Governorate

General internal view for the multi-purpose hall in Al Yamun

24043-14-NW-SA018 Citizen Service Center for Aqraba Municipality- Nablus Governorate (HIMII List)

General view of construction works for Aqraba Citizen Service Center

24043-14- NW-SA009 Construction of a youth club and a multipurpose hall in Dinnabeh - Tulkarm Governorate (HIMII List)

(Left to right): General external view and plastering works for the youth club and a multipurpose hall in Dinnabeh

24043-14-NW-SA007A Phase I: Nablus indoor sports hall: construction of retaining and boundary walls- Nablus Governorate (HIMII List)

Retaining walls foundation concrete casting for Nablus indoor sports hall

24043-13-SW-SA028 Construction of a secondary boys' school in Khallet al Maiyya- Hebron Governorate (HIMII List)

(Left to right): Internal view of science laboratory works and playground asphalting works General view of construction works for the secondary boys' school in Khallet al Maiyya

24043-14-SW-SA021 Construction of a Community Center in Al Majd Village- Hebron Governorate (HIMII List)

Ground floor columns concrete casting for the community center in Al Majd village

24043-14-SW-SA009 Rehabilitation of internal roads in As Sura village- Hebron Governorate (HIMII List)

Asphalting works for the internal roads in As Sura village

24043-14-SW-SA031 Construction of a health clinic in Marah Rabah- Bethlehem Governorate (HIMII List)

(Left to right): Stone cladding works and retaining wall foundation concrete casting for the construction of a health clinic in Marah Rabah

24043-14-SW-SA010 Construction of a secondary boys' school in Ar Ramadin- Hebron Governorate (HIMII List)

Retaining walls foundation concrete casting for the construction of a secondary boys' school in Ar Ramadin

Objective 2

24043-14-CW-SA021 Rehabilitation of Internal Roads in 'Ein 'Arik- Ramallah & Al Bireh Governorate (HIMII List)

Sub grade works for 'Ein 'Arik internal roads

24043-14-NW-SA020 Rehabilitation of Internal Roads in Birqin- Jenin Governorate (HIMII List)

Sidewalk asphalting for the internal roads in Birqin

24043-14-SW-SA030 Rehabilitation of internal roads in Al Walaja- Bethlehem Governorate (HIMII List)

Retaining walls concrete casting for the internal roads in Al Walaja

24043-14-SW-SA028 Rehabilitation of Khallet Al Daw road in Tarqumya- Bethlehem Governorate (HIMII List)

(Left to right): Stone walls and rock fill works for Khallet Al Daw road in Tarqumya

Photos for closed projects by the end of FY14 under objective 1 are below with HIMII projects highlighted:

24043-14-SW-SA005 Construction of additional classrooms, specialized rooms, and rehabilitation of Beit 'Amra secondary boys' school – Hebron Governorate (HIMII List)

Construction of additional classrooms and specialized rooms, and rehabilitation of Beit 'Amra secondary boys' school

24043-14-SW-SA008 Construction of additional classrooms, and rehabilitation works in 'Arab ar Rashayida primary girls' school- Bethlehem Governorate (HIMII List)

Construction of additional classrooms and rehabilitation works in 'Arab ar Rashayida primary girls' school

24043-14-SW-SA007 Construction of additional classrooms, and rehabilitation works in 'Arab ar Rashayida secondary co-educational school- Bethlehem Governorate (HIMII List)

Construction of additional classrooms and rehabilitation works in 'Arab ar Rashayida secondary co-educational school

24043-13-SW-SA015 Establishment of Normandy commercial center in Beit Jala – Bethlehem Governorate (HIMII List)

Establishment of Normandy commercial center in Beit Jala

Annex (7): List of Completed Initiatives during FY14

Partner	Location	Activity / Initiative name	Theme/ Category	Purpose and Scope of Initiative	Date of Completion
Youth Local Councils	Anabta	Anabta is More Beautiful	Environmental	"Anabta Ajmal" is an environmental initiative was identified by the YLCs to promote keeping the environment clean. Garbage cans were purchased and installed in various locations of the town, accompanied with public adverts from the YLC on the purpose of the initiative and the importance of keeping the environment clean	Nov, 2013
Youth Local Councils	Beit Fajjar	Beautiful Beit Fajjar	Environmental	Beit Fajjar: The YLC has implemented the initiative "Helwa Ya baladi"; an environmental initiative to increase the awareness on environmental issues in Beit Fajjar. Advocacy paintings, activities in the neighborhoods of the town where made by over 70 volunteers.	Oct, 2013
Youth Local Councils	Beit Sahur	Disabled People	Disabled	Beit Sahour YLC with coordination with their municipality completed the Christmas community activities which oriented towards needed target groups like children, disabled people and others. The activities took the form of a community event and Christmas tree lighting activities/for the CBO, besides organizing entertainment activities such as theater and musical events for disabled people in Beit Sahur "Ush Gourab park". These activities lasted for two days (Dec 20th-21st)	Dec, 2013
Youth Local Councils	Biddya	Road Safety	Public safety	The road safety initiatives aimed at increasing a long term impact on road safety by increasing the awareness of school students on road signs and road safety. Road signs have been purchased, field visits with the police to assign the locations of the signs, and activities with school students were conducted to orientate them on the road signs and street safety instructions. The locations are identified, polls for the signs have been drilled and put in place	Nov, 2013
Youth Local Councils	Qabalan	Road Safety	Public safety	The road safety initiatives aimed at increasing a long term impact on road safety by increasing the awareness of school students on road signs and road safety. Road signs have been purchased, field visits with the police to assign the locations of the signs, and activities with school students were conducted to orientate them on the road signs and street safety instructions. The locations are identified, polls for the signs have been drilled and put in place and the signs will be finally installed in coordination with the municipality and the police.	Nov, 2013
Youth Local Councils	National	Social Accountability	Social	Round Table Meeting "YLCs An Innovative Model in Social Accountability" The Round table meeting took place on the 30 October in Ramallah in the presence of his excellency the Minister of Local Governance Dr Saed Al Koni, Mrs Lana Abu Hijleh GM of Global Communities, Mr Bradly Beisseire USAID , Sharek and representatives of the 17 YLCs, Heads of partner Local councils and; guests, NGOs and partners. Three parallel round table meetings were conducted under the themes: Youth and youth transfer of the knowledge, youth and the local government towards an inclusive governance model and youth and the local community towards a creative responsible civil society. Each round table presented a set of recommendations for the way forward to be summarized by the need for a continuance support to take the Youth local councils as a model to strengthen and develop to become a national model for youth engagement in governance and social accountability. The round table meeting on a national scale was planned as the concluding activity for this phase of the project. The round table meeting aimed at summarizing the work of the YLCs in the past 12 months and presenting the experience of the Youth Local Council as an inclusive governance model.	Oct, 2013
Youth Local Councils	Jericho	Hawakom Rehawe	Tourism	In order to promote in-country tourism and to remind people about the benefits of outdoor sports, Jericho YLC organized a bicycle tour and walking activity on February 7, 2014.	Feb, 2014
Youth Local Councils	Beit Jala	Christmas Celebrations and Activities	Community Engagement	As part of Christmas festivities, Beit Jala YLC in coordination with their municipality and local community CBOs conducted three community activities for children including fun activities, clowns, painting on faces and plays These activities took place during January 4-5, 2014.	Jan 2014
Youth Local Councils	Bethlehem	Launching Holiday Season in Bethlehem	Community Engagement	The Bethlehem YLC in coordination with Bethlehem municipality undertook community engagement activities during the holiday season, which included decoration and lighting activities for Star Street, hosting Christmas season launch in Bethlehem on December 1, 2013 in addition to the photo competition and exhibition on January 30, 2014. The competition was open to public, and photos from different Christmas seasons in Bethlehem were accepted. Thirty two entries were received and 50 photos were printed and displayed. A panel of four judges selected three winners at the opening ceremony on January 30, 2014 in presence of the Mayor, USAID, Global Communities and other stakeholders, prizes were distributed to the three winners.	Jan 2014

Partner	Location	Activity / Initiative name	Theme/ Category	Purpose and Scope of Initiative	Date of Completion
SDIP Support Committee	Beit Jala	Enhance Traffic Safety	Safety	Beit Jala SDIP through coordination with their municipality and many of local CBOs finished implementation of their initiative "enhance traffic safety in Beit Jala on January 24, 2014, which reflects the strategic plan goal in enhancing public voluntary work and community participation. Through this initiative many activities were implemented, including painting the sidewalks, maintaining and installing traffic signs, awareness session for the community about traffic safety, in addition to street cleaning.	Jan 2014
SDIP Support Committee	Qaffin	Rehabilitation of Qaffin Woodlands	Green	The SDIP supporting committee completed its initiative entitled "Rehabilitation of Qaffin Woodlands" on February 10, 2014. The initiative aimed to promote volunteerism, the preservation of the environment and provide recreational places for citizens of Qaffin and neighboring villages. It included many activities such as maintenance of the road leading to the site, installation of swings and slides for children, providing trash bins, installing benches and water tanks, and conducting an awareness workshop on the importance of volunteerism. Qaffin municipality's contribution included opening the road leading to the rehabilitated woodland and preparing the base course layer.	Feb, 2014
SDIP Support Committee	Salfit	Promote Road Safety	Safety	The SDIP supporting committee completed its initiative entitled "Promote Road Safety" on February 4, 2014. The initiative aimed to raise the level of road safety awareness for local citizens, improve cleanliness and general appearance of the city, and promote the spirit of volunteerism among youth. The initiative included installing street signs, cleaning streets, planting trees, and painting sidewalks. The municipality's contribution included providing transportation, equipment and hospitality to volunteers and workers.	Feb, 2014
SDIP Support Committee	Abu Dis	Our Health and Environment Safety is Our Responsibility	Health and Environment	The Abu Dis SDIP committee initiative "Our Health and Environment Safety is Our Responsibility", initiated on December 26, 2013 and concluded on March 26, 2014. Activities included planting flowers and trees along main roads, painting sidewalks, redistributing garbage containers, and holding an awareness session focusing on health and the environment.	Mar, 2014
SDIP Support Committee	Kafr Thulth	The Right for Good Health and Clean Environment	Environment	Kafr Thulth: The SDIP support committee completed its initiative entitled "The Right for Good Health and Clean Environment". The initiative fed into Kafr Thulth SDIP framework, and was developed and designed to mainly focus on raising the sense of ownership and volunteerism among community members in addition to strengthening cooperation between both municipalities and their communities. Activities included painting sidewalks, planting trees, distributing brochures, installing fences, and planting 200 trees (of which 160 were contributed by the LGU) around the cemetery, as well as holding a chemical pesticide awareness workshop for farmers.	Mar, 2014
SDIP Support Committee	Tuqu'	Let us Work Together for our Kids	Safety	The SDIP committee and in coordination with Tuqu' municipality completed their initiative "Let us Work Together for our Kids", which aimed to increase traffic safety among the community, particularly students. Through the initiative many activities were conducted including a public meeting, putting curve stones near schools, conducting several awareness sessions for students, and drivers, distributing awareness brochures about traffic safety in addition to the traffic awareness vests and traffic safety signs.	Mar, 2014
SDIP Support Committee	Al Yamun	Clean Environment and Safe Roads	Green	The SDIP support committee completed its initiative entitled "Clean Environment and Safe Roads'. The initiative fed into Al Yamun SDIP goals by raising the sense of ownership and volunteerism among community members in addition to strengthening cooperation between both municipalities and their communities. The initiative included cleaning streets, painting sidewalks, installing benches, planting trees, providing garbage bins in addition to holding awareness sessions for citizens about the preservation of public property.	Mar, 2014
SDIP Support Committee	Beit Sahur	Tourism in Beit Sahur	Tourism	Beit Sahur SDIP committee with coordination with Beit Sahur municipality finished their initiative which aimed to improve tourism in Beit Sahur . The initiative included installing tourist maps, benches, painting sidewalks and crosswalks in the main intersections.	Mar 2014
Youth Local Councils	Illar	Safe Traffic in 'Illar	Safety	The YLC in 'Illar completed their initiative entitled "Safe Traffic in 'Illar" aiming to improve safety, cleanliness and general appearance of 'Illar streets, and enhance the sense of volunteerism among youth in the community. The initiative included installing road signs, cleaning streets, planting trees, and painting sidewalks in addition to holding traffic awareness workshops and distributing awareness brochures.	Mar 2014
Youth Local Councils	Salfit	Friends of the Environment	Environmental	Friends of the Environment intuitive: Aiming to raise awareness about environmental issues in Salfit. The YLC initiative targeted citizens, school and university students and community bodies in order to promote more environmentally friendly practices in the community.	May-14

Partner	Location	Activity / Initiative name	Theme/ Category	Purpose and Scope of Initiative	Date of Completion
Youth Local Councils	Taybeh	Deep Rooted in Taybeh	Environmental	The YLC of Taybeh launched their "Jothore Tybaweh – Deep Rooted in Taybeh" initiative which aims to keep the community clean and green, and to motivate children and youth to engage in volunteering activities and assist their town. "Jothore Tybeh" was launched on April 10, 2014 and continued the next day. In those two days, more than 130 people showed up to clean and paint the streets of Taybeh. It was organized in partnership with the Orthodox Scouts, Taybeh Municipality and Latin Secondary School of Taybeh, and is the biggest community initiative in Taybeh this far in terms of the number of partners and volunteers.	May-14
Youth Local Councils	Bidyya	We are Equal	Social	This initiative comes in line with identified priority at the community to advocate for the right of access, education and equal opportunities for persons with disabilities (PWDs). The initiative aims to enhance the society awareness about the needs and rights of PWDs achieved through several activities targeting schools, students and local government bodies in the area.	May-14
Youth Local Councils	Anabta	The Park is for Everyone	Social	"The Park is for Everyone", an initiative addressed the rights of persons with disabilities (PWDs)access to the city's park. The initiative included installment of park PWD tailored games and seating areas in addition to activities inviting PWDs to use the park and its facilities.	May-14
Youth Local Councils	Aqqaba	Green Zone	Environmental	YLC completed their initiative "Green Zone in Aqaba" which targeted school students, facilities, and community based organizations. Initiative included many activities including installation of garbage baskets, water tank, fences and a water pump. The initiative also included planting 100 trees in the secondary school park donated by the municipality . Fifty volunteers including school students and YLC members participated in the activity.	May-14
Youth Local Councils	Qabalan	Towards More Distinguished Students	Social	YLC completed their initiative "Towards More Distinguished Students" which focused on tutoring sessions on selected subjects for local school students. Tutoring included s Arabic, English and Math subjects and targeted approximately 100 students (1st- 3rd graders) in different schools of Qabalan. The classes were given by three volunteers using creative and innovative educational tools.	May-14
Youth Local Councils	Qalqilia	Hand in Hand	Social	"Hand in Hand" is an initiative that aims to address the rights of persons with disabilities (PWDs)s and their equal right to access to public buildings, education, health, and other facilities. The main outcome of the initiative is to provide a tailored games park for persons with disabilities.	May-14
Youth Local Councils	National	Friendly Cities	Social	"Friendly Cities" is a national campaign that lasted for five months and aimed to raise awareness about the rights of people with disabilities among municipalities and to facilitate services to them. The campaign included impress conference, and survey work, and public workshops in the south, center and north of West Bank.	May-14
Youth Local Councils	Jericho	Accountable Citizens for the Environment	Environmental	On the World Health Day, 7 April, 2014 , Jericho YLC in partnership with the municipality officially launched their environmental initiative "Accountable Citizens for the Environment." in the presence and participation of volunteers and CBOs and other official parties like the Civil Defense, The national Security forces , the Agricultural relief committees, The Medical relief committees, The Palestine Red Crescent Society, The Environmental Group of Jericho, School health and the ministry of education and many others. The launch was followed by a wide cleaning campaign in Al Bayader neighborhood and Al Maghtas Street. The initiative was designed and planned to create 16 neighborhood committees in the city of Jericho which took part in monitoring and taking action towards the health and environment conditions of their neighborhood after a series of awareness and capacity building activities. The neighborhood committees as a concept is an innovative social accountability methods for an effective engagement of citizens and young people in city affairs and local government policy setting.	May-14
Youth Local Councils	Beit Ummer	Go Green and Make it Clean	Environmental	Beit Ommar YLC completed their initiative "Go Green and Make it Clean "which focused on environmental awareness. The initiative was originally launched on February, 2014 and completed on May, 2014 .The initiative included many activities of roads cleaning , planting trees, drawing and painting morals. Through the initiative, YLC targeted four schools and worked on increasing students' awareness towards environmental practices.	May-14
Hebron Pioneers Council	Hebroun	Reducing Water Consumption	Environmental	On June 11, 2014, the pioneers completed their first initiative entitled "Reducing Water Consumption" by holding the last activity "Qattura: Water Drop" exhibition, which lasted for three days in the Child Happiness Center in Hebron. The gallery was opened by PCAC and Hebron municipality and visited by local community members	Jun-14

Partner	Location	Activity / Initiative name	Theme/ Category	Purpose and Scope of Initiative	Date of Completion
Enhancing Voluntary work	Salfit	Green Salfit	Environmental	Under the initiative "Green Salfit" a series of awareness activities was conducted in Safit. The activities included hanging campaign banners and distributing brochures and stickers and environmental awareness sessions. Additionally, the volunteers conducted trees planting and cleaning campaigns activities as part of their green initiatives.	Jun-14
Enhancing Voluntary work	Beit Fajjar	Beautiful Entrance with Lived Hearts	Environmental	Beit Fajjar municipality in coordination with Beit Fajjar YLC, and local CBOs, conducted several activities within the voluntary national campaign under the slogan "beautiful entrance with lived hearts". This campaign focused on beatification for the main entrance of Beit Fajjar through cleaning and planting activities through voluntarism. The campaign targeted the whole community in order to enhance their sense of ownership.	Jun-14
Enhancing Voluntary work	Biet Jala	Beit Jala developed by its citizens	Environmental	Beit Jala municipality in coordination with the local CBOs and YLC in Beit Jala completed their national voluntary campaign "Beit Jala amreh biahliha (Beit Jala developed by its citizens) which was initiated on May 13, 2014 by holding a public meeting announcing the campaign and its activities. Additionally, YLC in coordination with the municipality and local CBO s conducted cleaning and maintenance campaign for Almakhrour area.	Jun-14
Enhancing Voluntary work	Beit Sahur	Responsible Citizen - Safe Environment	Social	Beit Sahur Municipality in coordination with local CBOs and YLC completed their voluntary national campaign by conducting a voluntary work day for persons with disabilities at Al Malath Centre and Al Basma Centre in Beit Sahur. The event included cleaning campaign for the centers in addition to planting trees and fun activities including singing and dancing.	Jun-14
Youth Local Councils	Beit Jala	Sports Week in Beit Jala	Health	Beit Jala YLC in coordination with their municipality and in presence of USAID's representatives completed their initiative "Sports Week in Beit Jala " by conducting their Marathon under the slogan" Abna Albalad", which aimed to promote for financial donations for cancer patients in Beit Jala. The marathon was implemented on June 27, 2014 with 130 participants of different ages. YLC took the responsibility for organizing for the marathon including announcement and registration. The registration for the marathon was open to all community members in Beit Jala.	Jun-14
Enhancing Voluntary work	Halhul	Halhul Between the Past and the Future	Volunteerism	Halhul municipality with coordination with the local CBOs conducted several activities regarding their national voluntary campaign "Halhul between the past and the future "which launched on 12 of May through public meeting attended by several CBOs and governorate representatives in addition to representatives from the ministry of youth. Halhul municipality with coordination with the local community and Halhul YLC conducted cleaning campaign to the old city area. Additionally, Halhul municipality provided their heavy trucks for preparing the area as community contribution. Finally Halhul municipality with local CBOs completed the voluntary campaign by Holding a final celebration which attended by 38 citizens. During the celebration, the coordinator reviewed all the activities implemented in the awareness campaign and the local initiative. The objectives of the campaign and the local initiative were also mentioned and discussed. At the end of the celebration, the municipality handed awards to the local organizations,	Jul-14
Enhancing Voluntary work	Bethlehem	Bethlehem of Good for Others	Volunteerism	Under the slogan "Bethlehem of good for others", Bethlehem municipality in coordination with their local CBOs completed their voluntary campaign activities which included hanging out banners of the campaign and handing out promotional material about voluntary civic engagement, in addition to announcing the campaign on social media such as face book and other tools and finally collecting and distributing the clothes for the needed people. Bethlehem Mayor Dr. Vera jointed the volunteers in distributing the clothes in different locations.	Jul-14
Enhancing Voluntary work	Biet Ummar	Your Health is Worth the World	Volunteerism	Beit Ommar municipality in coordination with the local CBOs and YLCs conducted several activities for their national voluntary campaign "Your Health is Worth the World". The campaign included cleaning and planting activities besides drawing morals focusing on voluntarism. Additionally, fun day activities were conducted in order to enhance psychological health for children.	Jul-14
Enhancing Voluntary work	Qabalan	Green Qabalan	Volunteerism	Qabalan municipality in coordination with local CBOs and YLCs conducted several activities for their national voluntary campaign "Green Qabalan". The campaign included many activities including a series of awareness activities to promote and encourage the volunteerism, publications, included hanging campaign banners and distributing brochures and stickers. Additionally, the volunteers in Qabalah planted trees, cleaned and painted streets as part of their green initiatives.	Jul-14

Partner	Location	Activity / Initiative name	Theme/ Category	Purpose and Scope of Initiative	Date of Completion
Enhancing Voluntary work	Aqqaba	Aqqaba the Green Oasis	Volunteerism	Many activities are implemented by many volunteers from the town through "Aqqaba the Green Oasis": Hanging street banners of the awareness campaign, distributing awareness brochure and stickers to citizens, planting trees in the streets, plastering and Painting the walls and conducting two workshops about the voluntary work and the environment, one for the school students and the other for the citizens. Volunteers continued working in the main square in the town and continue irrigating the trees planted through the last period	Jul-14
Enhancing Voluntary work	Biddya	Good Homes in Bidya	Volunteerism	The initiative entitled "Good Homes in Bidya" was conducted in cooperation with the LGU and CBOs in Bidya. The initiative aimed to help families in need by distributing 40 food packages donated by community members.	Jul-14
Enhancing Voluntary work	Abu Dis	Organized work, Greater achievements	Volunteerism	Abu Dis Voluntary Awareness Campaign initiative was completed. The voluntary work coordination committee established during the campaign have fulfilled their initiative which aimed to organize and build a voluntary data base of all active volunteers in Abu Dis. That in addition to a series of public meetings and events discussing the importance of voluntary action in civic engagement and development of the society and creating a stronger sense of citizenship.	Jul-14
Enhancing Voluntary work	Ar Ram	My Garden is My Home	Volunteerism	The initiative was launched on May 21, 2014 and concluded on July 23, 2014. The initiative aimed to raise environmental awareness about green space and creating a secure environment for the children through voluntary collaboration of community members, municipality CBOs and the YLC.	Jul-14
Enhancing Voluntary work	Bir Zeit	Green Bir Zeit	Volunteerism	The initiative was launched on April 10, 2014 and concluded on June 30, 2014. The initiative aimed to raise environmental awareness about green space and its importance for the future of the town, This was achieved through voluntary tree planting activities and a series of public awareness workshops through voluntary collaboration of community members, municipality CBOs and the YLC.	Jul-14
Enhancing Voluntary work	Jericho	Education is for Everyone	Volunteerism	The initiative was launched on May 17 2014 and was concluded on June 28, 2014. The initiative aimed to raise awareness about the importance and the right of education for everyone. The campaign included a voluntary event for promoting reading amongst children in the municipal library, book collection activities to enhance existing public and school libraries and a radio talk show regarding the topic. The campaign was conducted by community members, municipality, CBOs and the YLC.	Jul-14
Hebron Pioneers Council	Hebron	Towards Clean Environment	Environmental	On June9, 2014 Hebron Pioneer council launched their second initiative in coordination with Hebron municipality. On June 24, 2014, Hebron Pioneer council held environmental camp which included different activities including environmental awareness sessions, planting trees, in addition to the other activities. It is worth mentioning that the initiative was implemented in coordination with ministry of agriculture and other local CBOs. Also Hebron municipality council members attended part of these activities. On July 28, 2014, Hebron pioneer council completed their initiative by drawing and painting a moral about environmental awareness.	Jul-14
Enhancing Voluntary work	At-Taybeh	Eye on At-Taybeh	Volunteerism	The campaign was launched on May 16, 2014 and concluded on June, 27 2014. The initiative and campaign aimed to raise environmental awareness in At-Taybah and increase the sense of voluntarism among community members, CBOs, NGOs and the LGU.	Aug-14
Enhancing Voluntary work	Anabta	Gardens of Anabta	Volunteerism	Through the campaign the volunteers conducted sidewalks paving activities	Aug-14
Youth Local Councils	Beit Fajjar	Education	Education	YLC members in coordination with local CBOs, local community, and Beit Fajjar municipality launched their initiative to support impoverished students by providing them with school needs including bags, stationary, as well as other school materials. More than 100 families benefited from this initiative.	Sep-14
Youth Local Councils	Aqqaba	Flower of Hope	Culture, Safety	YLC members held a 5-days summer camp entitled "Flower of Hope." The camp targeted approximately 100 students aged between 8 and 12. It addressed a wide range of themes including folklore, sports, and arts, awareness session on road safety led by the local police department, and an environmental recreational trip to a local park.	Sep-14
Youth Local Councils	Qalqiliya	Cultural Summer Camp	Cultural	YLC members held a cultural summer camp for young youth over the course of six days. The camp targeted approximately 50 young youth aged between 8 and 12. During the camp, several thematic activities were implemented including storytelling, drawing, a basic first aid awareness session, as well as a trip to the zoo.	Sep-14
Youth Local Councils	At-Taybeh	The League of Pride to the People of Gaza	Sports	The YLC of At-Taybeh completed their football league initiative which targeted the youth of At-Taybeh in two age groups "under 9 years old" and another league for the following age group. The leagues were conducted under the slogan of "The league of Pride to the people of Gaza". The winners were honored in both leagues in addition to the recognition of all participating players.	Sep-14

Partner	Location	Activity / Initiative name	Theme/ Category	Purpose and Scope of Initiative	Date of Completion
Hebron Pioneers Council	Hebron	School Supplies for Impoverished Students	Economic	Hebron pioneer council completed the third initiative which aimed to support the impoverished students by providing them with school needs including bags, stationary, as well as other school materials. This initiative implemented with coordination with local community since the pioneers opened the door for receiving donations for this category. More than 100 families benefited from this initiative. The initiative started on mid of Aug 2014 and finished on 9/Sep.	Sep-14
Youth Local Councils	Illar	Your Summer is Different with Us	Culture, Health	YLC members organized a 6-days summer camp entitled "Your Summer is Different with Us". The camp targeted approximately 100 students aged between 8 and 12. It addressed a wide range of themes including culture, sports, arts, as well as a trip to 'Illar public park.	Sep-14
Youth Local Councils	Biet Ummar	Festival for School Stationary	Education	The YLC of Beit Ummar in coordination with their municipality organized Beit Ommar first festival for school stationary. The festival aimed to provide students with school stationary at low price. The festival was visited by more than 7000 persons.	Sep-14
Youth Local Councils	Salfit	SalfIt Safe and Beautiful roads	Safety	YLC president and members participated in voluntary activities through an initiative entitled "Salfit Safe and Beautiful Roads" . The initiative included installation of traffic signs in the main street, painting sidewalks, planting trees, distributing traffic awareness brochures and voluntary day to clean the main streets.	Sep-14

برنامج الحكم المحلي والبنية التحتية
مراجعة أداء اللجان المساندة للتخطيط التنموي الاستراتيجي
تشرين أول 2014

مقدمة

عمل فريق الحوكمة، من خلال برنامج الحكم المحلي والبنية التحتية (LGI) الممول من الوكالة الامريكية للتنمية الدولية (USAID)، مع اللجان المساندة للتخطيط التنموي الاستراتيجي في الهيئات المحلية المستهدفة لتوفير الدعم المطلوب و بناء القدرات من أجل تمكين هذه اللجان في أداء الأدوار المسندة إليها وتحديدا في إعداد الخطط التنموية الإستراتيجية و لضمان مبدأ المشاركة و الشفافية،و تعزيز المشاركة المجتمعية، ومأسسة واستمرارية عملية التخطيط الإستراتيجي في الهيئات المحلية، تبلورت فكرة تشكيل لجان مساندة للخطة التنموية الإستراتيجية في الهيئات المحلية التي تم الإنتهاء من إعداد خططها التنموية خلال عام 2012 ليندرج في عضويتها متطوعون من المجتمع المحلي و الهيئة المحلية من ذوي الخبرات الفنية و الإدارية في القضايا التنموية لتتكامل أدوارهم في دعم جهود لجان التخطيط الإستراتيجي الأساسي خلال مراحل تنفيذ و متابعة الخطة التنموية الإستراتيجية. تهدف هذه المراجعة إلى إستعراض أداء اللجان المساندة للخطة التنموية الاستراتيجية التي تم تشكيلها في الهيئات المحلية الثمانية خلال العام المنصرم، بما يشمل ذلك الية تشكيل اللجان، توقيع مذكرات التفاهم وبعض المبادرات الأولية، بالإضافة إلى تحليل أولي لأداء اللجان المساندة للتخطيط التنموي الاستراتيجي لأغراض المضي قدما في تحقيق الأهداف المرجوة من تشكيلها.

نبذة عن الخطة التنموية الإستراتيجية

بناء على الدعم المقدم من خلال مشروع الحكم المحلي والبنية المحلية (LGI) الممول من الوكالة الأمريكية للتنمية الدولية (USAID) تم استهداف عدد من الهيئات المحلية الشريكة لتطوير خطط التنمية الاستراتيجية بما يتماشى مع سياسات و منهجية وزارة الحكم المحلي الواردة في دليل التخطيط التنموي الإستراتيجي المقرعام 2011 والتي تهدف إلى بلورة الأولويات والأهداف التنموية في المدن و البلدات الفلسطينية وتحقيق هذه الأهداف من خلال تحديد عدد من المشاريع التنموية الواجب تنفيذها خلال إطار زمني محدد و ضمن الموارد المتاحة. و ترتكز الخطة التنموية الإستراتيجية على مبادىء الحكم و الإدارة الرشيدة المتمثلة بما يلي:

- المشاركة المجتمعية في تحديد القضايا التنموية و إتخاذ القرار.
- المساءلة و الشفافية من خلال مشاركة المجتمع المحلي في متابعة و تقييم الإنجازات.
- التكاملية من حيث التطرق لجميع الجوانب الإقتصادية، الإجتماعية و البيئية و تكاملها مع خطط الهيئات المحلية على كافة المستويات.

نبذة عن اللجان المساندة للخطة التنموية الإستراتيجية

في أوائل عام 2013 اشرفت مؤسسة مجتمعات عالمية على توقيع مذكرة تفاهم لمدة عام بين كل من اللجنة المساندة للخطة التنموية الاستراتيجية والهيئة المحلية في ثمان هيئات محلية موزعة على المدن و البلدات الفلسطينية تشمل اليامون، أبوديس، قفين، تقوع، كفر ثلث، بيت ساحور، بيت جالا وسلفيت لتكون عينة تجريبية لدراسة مدى نجاح هذه الفكرة و تعميمها على الهئيات المحلية الأخرى التي تم فيها إعداد أو تحديث الخطط التنموية الإستراتيجية. وتشتمل مذكرة التفاهم[1] على أدوار و مسؤوليات كل من الفريقين بما يضمن نجاح وفعالية دور اللجنة المساندة في دعم الهيئة المحلية في تنفيذ و متابعة الخطة التنموية الإستراتيجية. وقد قامت مؤسسة مجتمعات عالمية خلال العام المنصرم بالعمل عن كثب مع اللجان المساندة الثمانية لتمكينها من أداء أدوارها من خلال تقديم الدعم المادي لتنفيذ عدد من المبادرات المجتمعية والتي تخدم أهداف الخطة التنموية الإستراتيجية، كما ساهمت في العمل على رفع قدرات أعضاء هذ اللجان من خلال عقد عدد من الورش التدريبية التي من شأنها تعزيز أدوار اللجان المساندة في مجال المشاركة المجتمعية وتصميم الحملات، كتابة مقترحات المشاريع وجمع الدعم المادي لمشاريع الخطة التنموية الإستراتيجية بالإضافة إلى تطوير مهارات المتابعة و التقييم.

مراجعة وتحليل أداء اللجان المساندة للخطة التنموية الإستراتيجية

أهداف المراجعة :

تهدف المراجعة الى توصيف أداء وتحليل تركيبة وقدرات اللجان المساندة للخطة التنموية الإستراتيجية والتي تم تشكيلها خلال عام 2013 بالإضافة الى إستخلاص الدروس و العبر لبحث إمكانية تعديل مذكرة التفاهم من حيث المهام المتبادلة بين اللجان المساندة و الهيئات المحلية بما يتكامل مع هيكلية و أدوار لجان التخطيط الأساسي المعتمدة من قبل وزارة الحكم المحلي و يضمن زيادة فعالية اللجان المساندة ككيان ذو استدامة ذاتية قادر على دعم سيرعملية تنفيذ الخطة التنموية الاستراتيجية، وشريك فعّال في تحديث الخطة التنموية الاستراتيجية في المستقبل من خلال توفير ورش عمل تدريبية تمكنهم من تحقيق التشبيك اللازم مع مؤسسات المجتمع المدني.

[1] لمزيد من المعلومات حول مذكرة التفاهم, يرجى الرجوع إلى ملحق رقم (1).

الفرضيات

تتمثل الفرضيات الكامنة خلف تقييم اللجان المساندة للخطة التنموية الاستراتيجية بما يلي:

- اللجان المساندة للخطة التنموية الإستراتيجية حاجة ضرورية في الهيئات المحلية لدفع عجلة عملية إعداد، متابعة وتحديث الخطة التنموية الإستراتيجية، خاصة فيما يتعلق بحشد الدعم و المشاركة المجتمعية لتنفيذ الخطة.
- تميز الهيئات المحلية التي تم تشكيل لجان مساندة للخطة التنموية الإستراتيجية فيها في مجال متابعة الخطة التنموية الإستراتيجية مقارنة مع الهيئات المحلية التي إعتمدت فقط على لجان التخطيط الأساسي.

مجال المراجعة :

يتناول التقييم محورين أساسيين يتطرق أولهما الى مراجعة ما نفّذ من قبل اللجنة المساندة للخطة التنموية الاستراتيجية خلال العام المنصرم 2013 خاصة فيما يتعلق بتشكيل اللجان و إلتزامها بالأدوار المسندة إليها في مذكرة التفاهم ، التدريبات التي تلقاها أعضاء اللجنة، علاقتها مع الهيئة المحلية في توفير الدعم الفني و الإشراف على سير عملية تنفيذ الخطة التنموية الاستراتيجية، والشراكة الفاعلة في تحديث الخطة التنموية الاستراتيجية في المستقبل مع تسليط الضوء على النجاحات و التحديات الداخلية و الخارجية التي واجهت اللجنة بالإضافة إلى بعض المبادرات الأولية التي تم إنجازها و التي تخدم أهداف الخطة التنموية الإستراتيجية في شتى قطاعاتها. أما المحور الثاني فيرتكز على تحليل إمكانيات اللجان المساندة للخطة التنموية الاستراتيجية في مجال تحقيق النتائج بعيدة المدى فيما يتعلق بزيادة مستوى مشاركة المجتمع المحلي في عمل الهيئات المحلية، تشبيك الناشطين في المجتمع ومؤسسات المجتمع المدني من جهة والهيئات المحلية من جهة أخرى وإشراكهم في تنفيذ الخطة التنموية الاستراتيجية، بالإضافة إلى تحليل قدرة اللجان المساندة على تقديم الدعم الفني للهيئة المحلية كهيئة تملك معرفة تراكمية في عملية تنفيذ الخطة التنموية الاستراتيجية و المساهمة في جمع التمويل اللازم من الجهات المانحة المحلية والدولية لدعم تنفيذ الخطة التنموية الاستراتيجية. كما يتطرق التقييم الى قياس مدى إمكانية إستدامة اللجان المساندة في ظل غياب الدعم المادي من قبل مؤسسة مجتمعات عالمية.

منهجية المراجعة:

قام فريق برنامج الحكم المحلي و البنية التحتية في مؤسسة مجتمعات عالمية بتصميم و تنفيذ هذه المراجعة للجان المساندة للخطة التنموية الاستراتيجية كجزء من المهام الملقى على عاتقها في تحسين نوع الأنشطة المدرجة ضمن تدخلات الحكم المحلي، حيث سيتم مشاركة نتائج هذه المراجعة مع فريق الحكم المحلي في مؤسسة مجتمعات عالمية و الهيئات المحلية التي تم تشكيل اللجان المساندة فيها لتعزيز مبدأ الشفافية و الإطلاع على الدروس المستفادة لتطوير أداء اللجان المساندة للخطة التنموية الإستراتيجية مستقبلا.

عينة المراجعة:

تناولت عينة الدراسة جميع اللجان المساندة للخطة التنموية الإستراتيجية و التي تم تشكيلها في ثمان هيئات محلية في مختلف المحافظات الفلسطينية كما هو مبين في الخارطة أدناه و التي تم إعداد الخطة التنموية الإستراتيجية في كل منها بدعم من برنامج الحكم المحلي والبنية التحتية (LGI) كما تم ايضا بناء نتائج المراجعة بالرجوع إلى إنجازات عينة ضابطة من خمس هيئات المحلية تم إعداد و تنفيذ الخطة التنموية الإستراتيجية في ظل غياب لجان مساندة لها وقد تم إختيار العينة الضابطة بناء على المعايير التالية و التي تضمن محاكاة القدرات و الظروف الإقتصادية، والإجتماعية، والسياسية للهيئات المحلية الثمانية التي شكلت فيها اللجان المساندة للخطة التنموية الإستراتيجية:

- مخرجات مؤشر قدرات البلدية.(MCI)
- عدد موظفي البلدية/ الهيئة المحلية.
- الكثافة السكانية بالرجوع إلى التعداد العام للسكان و المنشئات لعام 2007 الصادر عن الجهاز المركزي للإحصاء الفلسطيني
- تحديد مراكز التميز مقارنة بالهيئات المحلية المهمشة.

شكل رقم (1): التوزيع الجغرافي للجان المساندة للخطة التنموية الإستراتيجية و المجموعات الضابطة المشمولة في المراجعة

ادوات المراجعة:

الإستبيان[2]:

تم إعداد إستبانة مخصصة لأعضاء و منسقي اللجان المساندة للخطط التنموية الإستراتيجية في المواقع الثمانية حيث إشتملت الإستبانة على أسئلة تقييم ذاتي آخذة بعين الإعتبار محوري المراجعة الأساسيين المتمركزين حول هيكلية اللجنة و فعاليتها و إمكانية إستدامتها كهيئة داعمة لتنفيذ و تحديث الخطة التنموية الإستراتيجية وقد تناولت الإستبانة أسئلة حول مدى نجاعة هيكلية اللجان المساندة، علاقة اللجنة المساندة مع الهيئة المحلية و المجتمع المحلي، دورية وفعالية إجتماعات اللجان المساندة، مدى دعم الهيئة المحلية لمبادرات اللجنة المساندة، مدى مساهمة اللجان المساندة في تقديم الدعم الفني لإبرام مذكرات التفاهم مع مؤسسات المجتمع المحلي و القطاع الخاص و فعاليتها في إعداد قاعدة بيانات حول الجهات المانحة لدعم تنفيذ مشاريع الخطة التنموية الإستراتيجية .كما تطرقت الإستبانة لموضوع رفع كفاءة أعضاء اللجان المساندة من خلال ورشات العمل التدريبية بالإضافة إلى تقييم اللجان المساندة تشاركيا من قبل الهيئات المحلية من الجدير بالذكر أنه تم تعبئة الإستبانة من قبل أعضاء و منسقي اللجان المساندة للخطة التنموية الإستراتيجية المشاركين خلال المجموعات البؤرية في الهيئات المحلية الثمانية.

تعبئة الإستبانة من قبل أعضاء اللجنة المساندة للخطة التنموية الإستراتيجية المشاركين في المجموعة البؤرية في بيت ساحور

المجموعات البؤرية[3]

إعتمدت أيضا منهجية المراجعة على عقد مجموعات بؤرية للجان المساندة للخطة التنموية الإستراتيجية و لجان التخطيط الاساسي، الهيئات التي لم يتم تشكيل لجان مساندة للخطة التنموية الإستراتيجية فيها بإعتبارها عينة ضابطة وذلك بهدف مقارنة حجم الإنجازات و الفعالية في متابعة تنفيذ و تحديث الخطط التنموية الإستراتيجية.

المجموعة البؤرية للجان المساندة للخطة التنموية الإستراتيجية

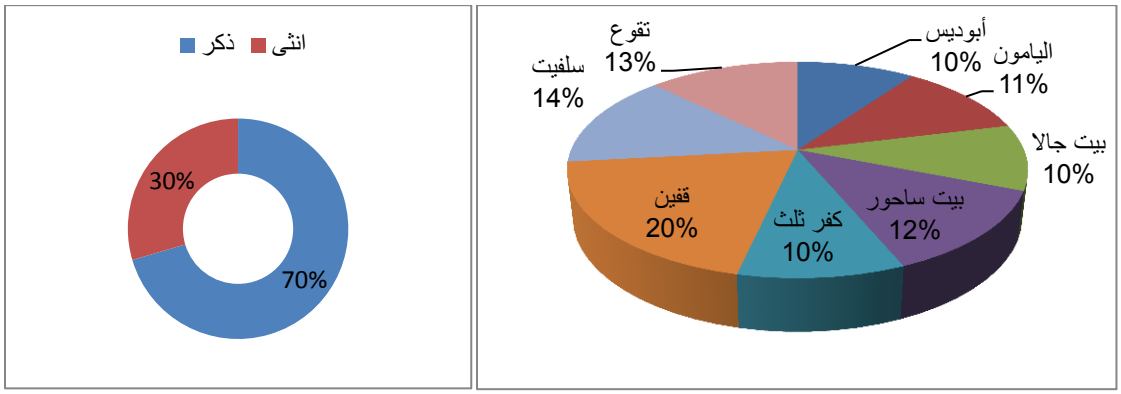
تم عقد مجموعات بؤرية في الهيئات المحلية/ البلديات الثمانية كل على حدى و قد شملت بما معدله 65% من أعضاء اللجنة المساندة في كل من الهيئات المحلية/ البلديات الثمانية كما هو موضح في جدول رقم (1) .تناولت المجموعات البؤرية أسئلة موحدة تم إعدادها بشكل متكامل مع الإستبانة المستخدمة و في الوقت نفسة كان لها دورفي إثراء هذه المراجعة بامثلة عن النجاحات و العقبات التي واجهت اللجان المساندة خلال العام المنصرم بالإضافة إلى مناقشة المقترحات لتطوير و دعم أدوار اللجنة المساندة.

[2] لمزيد من المعلومات حول الإستبانة، يرجى الرجوع إلى ملحق رقم (2).

[3] لمزيد من المعلومات حول أسماء المشاركين في المجموعات البؤرية للجان المساندة للخطة التنموية الإستراتيجية يرجى الرجوع إلى ملحق رقم (3)

جدول رقم (1): اعداد المشاركين في المجموعات البؤرية لمراجعة أداء اللجان المساندة للخطة التنموية الإستراتيجية

اسم الهيئة المحلية	مجموع المشاركين	عدد الذكور	عدد الإناث	نسبة مشاركة الإناث	نسبة التمثيل في اللجنة من الهيئة المحلية	نسبة التمثيل في اللجنة من المجتمع المحلي	تاريخ إنعقاد المجموعة البؤرية
ابو ديس	7	4	3	43%	42%	58%	26\03\2014
بيت ساحور	10	5	5	50%	50%	50%	29\03\2014
بيت جالا	7	5	2	29%	57%	43%	29\03\2014
اليامون	8	6	2	25%	14%	86%	30\03\2014
قفين	16	14	2	13%	50%	50%	4\04\2014
سلفيت	11	8	3	27%	18%	82%	5\04\2014
كفر ثلث	7	5	2	29%	57%	43%	12\04\2014
تقوع	8	6	2	25%	37%	63%	05\05\2014
المجموع	**74**	**53**	**21**	**28%**	**40%**	**60**	_



شكل رقم (2),(3): نسبة تمثيل المشاركين في المجموعات البؤرية الخاصة باللجان المساندة من حيث الهيئة المحلية و النوع الإجتماعي.

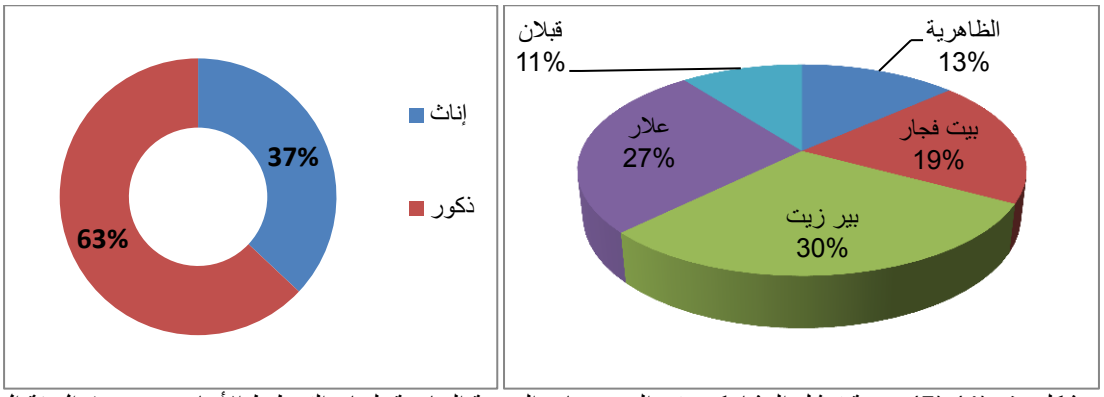
المشاركون من أعضاء اللجان المساندة في المجموعات البؤرية في قفين و كفر ثلث

المجموعات البؤرية للمجموعة الضابطة[4]

تم عقد مجموعات بؤرية في الهيئات المحلية الخمسة التي تم إختيارها كعينة ضابطة كل على حدى وقد شملت بما معدله 70% من أعضاء لجنة التخطيط الأساسي في كل من الهيئات المحلية/ البلديات الخمسة كما هو موضح في جدول رقم (2). تناولت المجموعات البؤرية أسئلة موحدة تتطرق إلى فعالية اللجنة، إنجازاتها و تحدياتها فيما يتعلق بإعداد و تنفيذ الخطة التنموية الإستراتيجية في ظل غياب اللجنة المساندة للخطة التنموية الإستراتيجية.

جدول رقم (2) :اعداد المشاركين في المجموعات البؤرية الضابطة لمراجعة أداءلجان التخطيط الاساسي

إسم الهيئة المحلية	عدد الذكور	عدد الاناث	مجموع المشاركين	نسبة مشاركة الأناث	نسبة التمثيل من الهيئة المحلية	نسبة التمثيل من المجتمع المحلي	تاريخ إنعقاد المجموعة البؤرية
قبلان	3	4	7	57%	43%	57%	31\03\2014
بير زيت	14	6	20	30%	50%	50%	12\04\2014
علار	10	8	18	44%	50%	50%	15\04\2014
الظاهرية	7	2	9	22%	77%	33%	16\04\2014
بيت فجار	8	5	13	38%	53%	47%	21\04\2014
المجموع	**42**	**25**	**67**	**37%**	**55%**	**47%**	_



شكل رقم (4),(5): نسبة تمثيل المشاركين في المجموعات البؤرية الخاصة بلجان التخطيط الأساسي *من حيث الهيئة المحلية و النوع الإجتماعي.*

المشاركون من أعضاء لجان التخطيط الأساسي في المجموعات البؤرية الضابطة في الظاهرية و علار

[4] لمزيد من المعلومات حول أسماء المشاركين في المجموعات البؤرية للمجموعة الضابطة , يرجى الرجوع إلى ملحق رقم (4).

المجموعة البؤرية لمنسقي اللجان المساندة للخطة التنموية الإستراتيجية

تم عقد مجموعة بؤرية مركزية في مقر مؤسسة مجتمعات عالمية في رام الله و التي شملت سبع من منسقي اللجان المساندة للخطة التنموية الإستراتيجية (خمس ذكور- اثنان إناث)، وقد تناولت هذه المجموعة البؤرية أدوار منسقي اللجان المساندة و مدى فعاليتهم في تعزيز التواصل بين أعضاء اللجان المساندة و الهيئة المحلية بالإضافة الى استخلاص مدى دعم الهيئة المحلية لمنسقي اللجان و الرؤية المستقبلية لأدوارهم و أدوار أعضاء اللجنة المساندة بشكل عام.

المقابلات[5]

تم عقد مقابلات مع مدراء أو رؤساء الهيئات المحلية في كافة الهيئات المحلية التي تم تشكيل لجان مساندة للخطة التنموية الإستراتيجية فيها وذلك لمعرفة مدى دعم الهيئة المحلية لأدوار اللجنة المساندة للخطة التنموية الاستراتيجية و تقييم أدائهم في مجال دعم تنفيذ وتحديث الخطة التنموية الإستراتيجية خلال العام المنصرم. بالمقابل تم عقد مقابلات مع مدراء أو رؤساء الهيئات المحلية للمجموعة الضابطة وذلك لتقييم أدوارلجنة التخطيط الأساسي للخطة التنموية و فعاليتها في إعداد و تنفيذ الخطط في ظل عدم وجود لجنة مساندة للخطة التنموية الاستراتيجية.

المقابلات مع رؤساء الهيئات المحلية في بيت جالا و علار

جمع البيانات و تحليلها

تم توزيع و تعبئة 71 إستبانة من قبل أعضاء و منسقي اللجان المساندة خلال المجموعات البؤرية التي عقدت في كل من الهيئات المحلية الثمانية. كما تم إستخدام برنامج إحصائي (PSPP) لإدخال البيانات و تحليل النتائج.

مخرجات المراجعة

هيكلية وأدوار اللجنة المساندة للخطة التنموية الإستراتيجية

تفاوتت أراء أعضاء اللجنة المساندة للخطة التنموية الإستراتيجية المشاركين في المجموعات البؤرية حول هيكلية اللجنة وتوزيع الأدوار فيها فعلى الرغم من إطلاع أعضاء اللجان على مذكرة التفاهم في المراحل الأولى لتشكيل اللجان إلا أن اللجان المساندة للخطة التنموية الإستراتيجية في تقوع، بيت جالا, بيت ساحور واليامون بينوا أن أدوار اللجنة المساندة في مذكرة التفاهم لم تكن واضحة و خاصة فيما يتعلق بتقاطع بعض الأدوار مع الهيئة المحلية مما إنعكس سلبا على توزيع الأدوار وتكاملها بين أعضاء اللجنة المساندة الممثلين عن الهيئة المحلية من جهة ومع كادر الهيئة المحلية من جهة أخرى و أولئك الممثلين عن المجتمع المحلي . في المقابل ساهم وضوح الأدوار و مناقشتها بين أعضاء اللجان المساندة الخمس الأخرى في قفين، أبوديس، كفر ثلث وبيت ساحورفي تعزيز التواصل البناء بين أعضاء اللجنة .

يظهرتميز هيكلية اللجنة المساندة في بلدة أبو ديس و قفين و ذلك لضمها خبرات فنية في مختلف المجالات التنموية بما في ذلك المرأة، التنمية، البنية التحتية، الصحة، الرياضة و الزراعة من الأعضاء الممثلين عن المجتمع المحلي حيث ساهمت عضوية عدد من اساتذة جامعة القدس في اللجنة المساندة في ابو ديس في تقديم الدعم الفني للهيئة المحلية في مرحلة إعداد الخطة التنموية الإستراتيجة بالإضافة إلى تشجيع طلاب جامعة القدس في مرحلة الماجستير على تناول مشاريع تطبيقية وأبحاث دراسية تخدم أهداف الخطة التنموية الإستراتيجية.كذلك الحال في قفين، فبالإضافة لتنوع الخلفيات الفنية لأعضاء اللجنة كان لعضوية المرأة في قفين و سلفيت دور مميز

[5] لمزيد من المعلومات حول أسماء المشاركين في المجموعات البؤرية للمجموعة الضابطة , يرجى الرجوع إلى ملحق رقم (5).

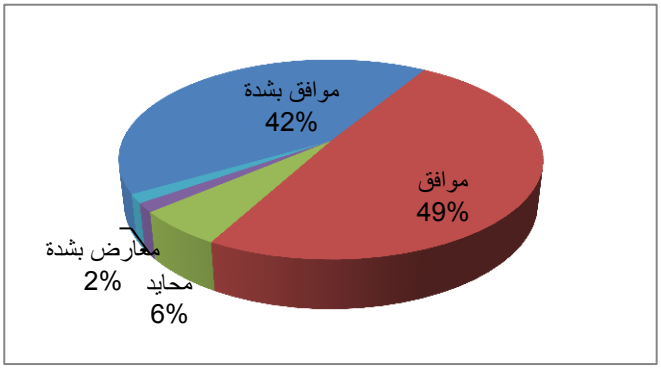
ساهم في نجاح المبادرات و إستقطاب العنصر النسائي في المشاركة المجتمعية بالإضافة إلى توجيه إهتمام الهيئة المحلية إلى القضايا و المشاريع التي تعنى بتنمية المرأة و التي تمخض عنها مشاريع تشييد المراكز النسوية في كل من قفين و سلفيت.

من الواضح أن اللجانالمساندة للخطة التنموية الإستراتيجية التي شملت تمثيلا فاعلا من المجتمع المحلي تجسدت فيها أدوار اللجنة المساندة بشكل أفضل من حيث تعزيز المشاركة المجتمعية والتشبيك بالإضافة لتكامل أدوارهم و رؤيتهم معالأعضاء الممثلين عن الهيئة المحلية خاصة أن معظم الأعضاء الممثلين للهيئات المحلية في اللجان المساندةهم أيضا أعضاء في لجنة التخطيط الأساسي. لذلك كان للأعضاء من المجتمع المحلي دورفي ترسيخ الأدوار المناطة بهم في مذكرة التفاهم عوضا عن الإنسياق نحو أدوار ورؤية لجنة التخطيط الأساسي .

من الجدير بالذكر أن عددا من مدراء و رؤساء الهيئات المحلية هم أعضاء في اللجان المساندة للخطة التنموية الإستراتيجية ويرى بعض المشاركون في المجموعات البؤرية للجان المساندة أن ذلك يلعب دورا إيجابيا في دعم أراء وتوصيات اللجنة المساندة. في المقابل، يرى البعض الأخر أن ذلك يتعارض مع كون اللجنة المساندة جسما داعما و في الوقت نفسه مستقلا عن هيمنة رئاسة الهيئة المحلية.

تظهر من نتائج المراجعة أن فعالية أعضاء اللجنة المساندة تعكس مدى إلتزامهم و نشاطهم مع غياب مأسسة واضحة لأدوارهم والتي من شأنها أن ترفع من مستوى الحس بالمسؤولية وتضمن إستدامة أدوارهم في ظل التغيرات الداخلية في اللجنة المساندة للخطة التنموية الإستراتيجية أو الهيئة المحليةعلما بأن المشاركين يفضلون أيضا أن تحاكي هيكلية اللجنة المساندة هيكلية لجنة التخطيط الأساسي لضمان فعاليتها في مناقشة مختلف القضايا و المشاريع التنموية. ومن الأمثلة على مدى إقتناع أعضاء اللجان المساندة بأهمية أدوارهم في خدمة أهداف الخطة التنموية الإستراتيجية، مشاركة المنسقة السابقة للجنة المساندة في بيت ساحور في المجموعة البؤرية الخاصة بمنسقي اللجان المساندة للخطة التنموية الإستراتيجة و ذلك لمشاركة النجاحات و التحديات التي واجهت اللجنة في بيت ساحور بهدف تطوير اداء اللجنة مستقبلا وإن لم تكن عضوا فيها. كما و شملت اللجنة المساندة للخطة التنموية الإستراتيجية في قفين عدد من المتطوعين الذين إلتزموا بإجتماعات اللجنة وكان لهم دور فاعل ضمن مبادرات و أنشطة اللجنة المساندة و إن لم يكن لهم إعتبارا رسميا من حيث تلقي الدوارت التدريبية أو الدعوة لورشات العمل من قبل مؤسسة مجتمعات عالمية.

تظهر نتائج مراجعة الأداء للمجموعات الضابطة أن لجان التخطيط الأساسي تمتعت بمستوى عال من الإلتزام، المسؤولية و الحرص على المشاركة المجتمعية في مرحلة إعداد الخطة إلا إن هناك غياب واضح لدور لجان التخطيط الأساسي في مرحلة المتابعة و التنفيذ وخاصة في مجال المشاركة المجتمعية وحشد الدعم و التأييد لتنفيذ الخطة التنموية الإستراتيجية مما يلقي عبء تنفيذ الخطة على كاهل الهيئة المحلية بصورة غير ممنهجة.



- *يتفق89% من المشاركين في المجموعات البؤرية للجان المساندة أن أدوارالهيئة المحلية في مذكرة التفاهم بحاجة لتعديلات.*
- *يتفق 65% من المشاركين في المجموعات البؤرية للجان المساندة أن أدوار المجتمع المحلي في مذكرة التفاهم بحاجة لتعديلات.*

شكل رقم (6): رؤية أعضاء اللجنة المساندة لمدى وضوح معايير إختيار أعضاء اللجنة المساندة

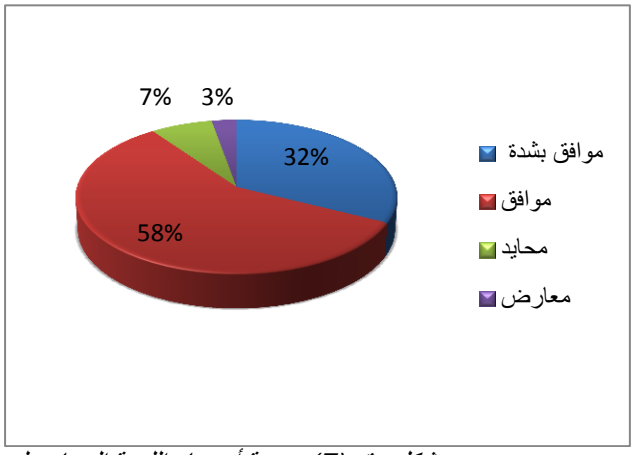
"ساهم وجود جامعة القدس في أبو ديس برفد الهيئة المحلية بالخبرات الأكاديمية و الفنية من أعضاء اللجنة المساندة للخطة التنموية الإستراتيجية لسد النقص في الكادر الفني في مجلس محلي أبو ديس." عادل صالح- رئيس مجلس محلي أبو ديس

الاتصال والتواصل

علاقة أعضاء اللجان المساندة مع الهيئات المحلية

يعتبردعم الهيئات المحلية للجان المساندة للخطة التنموية الإستراتيجية ركيزة أساسية لعمل وفعالية هذه اللجان والتي نصت عليها إتفاقية التفاهم. .و قد أظهرت هذه المراجعة أثر علاقة اللجنة المساندة مع الهيئة المحلية على حجم و فعالية إنجازات اللجنة المساندة للخطة التنموية الإستراتيجية، فقد تمتعت اللجان المساندة في كل من قفين، سلفيت، كفر ثلث، وأبو ديس بعلاقة وطيدة مع الهيئات المحلية الممثلة عنها لجهة إدراك هذه الهيئات المحلية لأهمية اللجنة المساندة للخطة التنموية الإستراتيجية وثقتهم العالية بأدوار أعضائها الذين يتوفر لديهم نظرة ثاقبة في القضايا التنموية الأمر الذي يعتبر عاملا محفز في دعم تنفيذ الخطة التنموية الإستراتيجية. كما يشعر أعضاء هذه اللجان المساندة بحاجة البلدية لخبرات اللجنة وأثرها في دفع المجتمع لتفهم العقبات التي تواجه هذه الهيئات المحلية في تلبية حاجات المجتمع و تطويره بالمقابل، و على الرغم من إدراك الهيئات المحلية في اليامون، و بيت ساحور، و بيت جالا، و تقوع لأهمية أدوار اللجان المساندة للخطة التنموية الإستراتيجية في متابعة الخطة التنموية الإستراتيجية إلا أن عدد من العوامل و/أو الظروف ساهمت في إحداث فجوة في عملية التواصل فيما بينهم تمثلت في الصراعات الداخلية في مجالس الهيئات المحلية وخاصة عقب إنتخابات المجالس المحلية، غياب الإجتماعات الدورية فيما بينهم، الفهم الخاطئ لتكامل الأدوار التي نصت عليها إتفاقية التفاهم على أنها تعدي على صلاحيات و أدوار مجالس الهيئات المحلية.

- *يتفق 90% من المشاركين في المجموعات البؤرية للجان المساندة أن الهيئة المحلية تقوم بتسهيل عمل اللجان المساندة.*
- *يرى 51%% من المشاركين في المجموعات البؤرية للجان المساندة بأن الهيئة المحلية تستشير اللجنة المساندة بالقرارات المتعلقة بالخطة التنموية الاستراتيجية"*



شكل رقم (7): رؤية أعضاء اللجنة المساندة لمستوى إحترام ودعم الهيئة المحلية.[6]

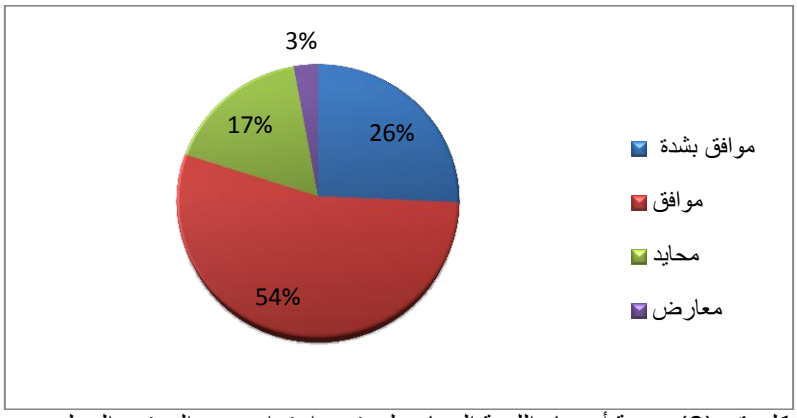
[6] يعزى المستوى المرتفع للإجابات الإيجابية في الإستبانات مفارنة مع نتائج المجموعات البؤرية للجان المساندة ،لى أن أكثر من 40% من الأعضاء الذين قاموا بتعبئة الإستبانة يمثلون ثلاث من ثمانية مجموعات بؤرية كان لديهم مستوى عال من الرضى عن التجربة في حين كان لدى باقي المجموعات البؤرية الخمس مستويات متفاوتة من الرضى عن تجربتهم. لذلك فإن المجموعات البؤرية عكست صورة واقعية و دقيقة لمجمل أداء اللجان المساندة أكثر من الإستبانة الكمية التي إستندت نتائجها إلى تقييم النظرة الفردية لدى الأعضاء الذين قاموا بتعبئة الإستبانة. كما أن بعض الأعضاء أعربوا عن تحفظهم عن بعض الأسئلة التي إحتملت وجهين من الإجابة الإيجابية و السلبية في الأن ذاته فكانت المجموعات البؤرية أداة ناجعة لفهم وجهة نظر الأعضاء بصورة واضحة و مفضلة لإستخلاص النتائج.

"تربطنا علاقة تكاملية مع اللجنة المساندة للخطة التنموية الإستراتيجية, نحن بأمس الحاجة لخبراتهم و أفكارهم البناءة لتطوير مجتمع قفين. كما أنهم عامل محفز للهيئة المحلية لتطبيق العديد من الأفكار التنموية."
وائل هرشة- رئيس مجلس محلي قفين

علاقة أعضاء اللجان المساندة مع المجتمع المحلي

بشكل عام كان تعزيزالتواصل والمشاركة المجتمعية هو الدور الأساسي الذي سعت إليه جميع اللجان المساندة للخطة التنموية الإستراتيجية مع تباين مستوى التواصل على إختلاف الظروف السياسية، الإجتماعية، والإقتصادية في هذه الهيئات المحلية ومدى نشاط أعضاء اللجنة المساندة و دعم الهيئة المحلية لها بإستثناء بلدية اليامون التي إفتقدت بشكل كامل الى التواصل مع المجتمع المحلي بعد إنسحاب أعضاء اللجنة المساندة الممثلين عن المجتمع المحلي و يعزى إنسحاب الاعضاء الممثلين للمجتمع المحلي إلى غياب التفاهم بينهم وبين الهيئة المحلية وعدم إلتقاء وجهات النظر حول الية عمل اللجنة المساندة للخطة التنموية الإستراتيجية بالإضافة إلى عدم تفرغ بعضهم بشكل كاف لإنشغالهم بوظائفهم الرسمية

يتفق رؤساء الهيئات المحلية أن اللجنة المساندة هي صلة الوصل الأساسية مع المجتمع المحلي التي لا بديل عنها في حشد الدعم المادي و اللوجستي لتنفيذ الخطة الإستراتيجية، تعريف المجتمع المحلي على الخطط التنموية، وإستفتاء رأيهم في الألية المثلى لتنفيذ هذه المشاريع لإخراجها في الصورة المثلى التي تهدف في النهاية لخدمة المجتمع. وقد تبلورت هذه الرؤية في أبوديس، كفر ثلث، سلفيت، وقفين حيث شكلت فيها اللجان المساندة نافذه الهيئات المحلية على المجتمع يظهر دور اللجان المساندة في تعزيز التواصل مع المجتمع المحلي جليا عند مقارنتة مع مستوى التواصل الضعيف في الهيئات المحلية التي لم يتم تشكيل لجان مساندة للخطة التنموية الإستراتيجية فيها ففي حين حرصت لجان التخطيط الأساسي في هذه الهيئات المحلية على مستوى فاعل من التواصل المجتمعي في مراحل إعداد الخطة، إفتقرت اليه في مراحل التنفيذ و المتابعة خاصة أن نشاط وفعالية لجان التخطيط الأساسي تراجع بشكل كبير بعد الإنتهاء من إعداد الخطة التنموية الإستراتيجية.



شكل رقم (8): رؤية أعضاء اللجنة المساندة لمستوى إحترام ودعم المجتمع المحلي.

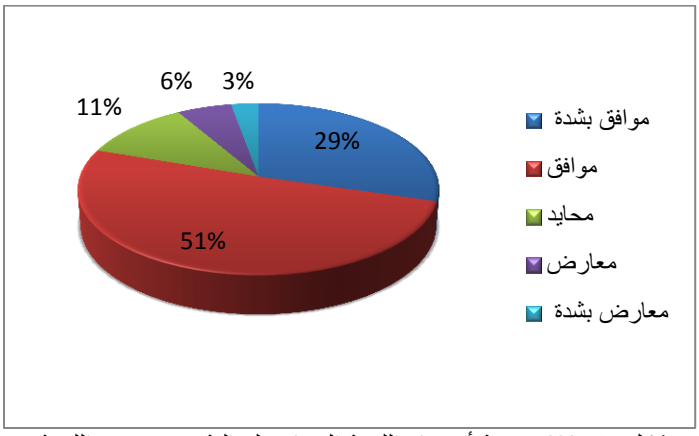
إجتماعات اللجنة المساندة للخطة التنموية الإستراتيجية

تباينت دورية الإجتماعات الخاصة باللجان المساندة في الهيئات المحلية الثمانية في قفين، كفر ثلث، وأبوديس، يجتمع أعضاء اللجنة المساندة بشكل أسبوعي و شهري و تميزت إجتماعاتهم بمستوى عال من الإلتزام والمشاركة الفاعلة وإن كانت إجتماعاتهم لا يغلبها الطابع الرسمي من حيث تحضير أجندة الإجتماعات، إعداد المحاضر، وتوثيقها، و تعميمها على الأعضاء أو مشاركتها رسميا مع الهيئة المحلية. إلا أنه غالبا ما يتمخض عن هذه الإجتماعات قرارات وإقتراحات تخدم عملية تنفيذ الخطة التنموية الإستراتيجية يتم تبادلها شفويا من خلال الإجتماعات الدورية مع رؤساء، مدراء وأعضاء مجالس الهيئات المحلية والتي يتم فيها أخذ إقتراحاتهم حول الية تنفيذ

الخطة التنموية الإستراتيجية بمستوى عال من التفهم والشفافية في المقابل، عزفت اللجان الأخرى عن عقد إجتماعات دورية سواء كانت على مستوى أعضاء اللجنة المساندة أو مع مجالس الهيئات المحلية وقد ساهم في ذلك أسباب عدة تمثلت بضعف التفاهم بين أعضاء اللجنة الممثلين عن اللجنة المساندة و أولئك الممثلين عن الهيئة المحلية، غياب التواصل والدعم من قبل الهيئة المحلية كما هو الحال في بيت ساحور و تقوع بالإضافة لإنشغال المنسقين من الهيئات المحلية كما هو الحال في سلفيت، إضافة إلى انشغال أعضاءاللجنة المساندة بوظائفهم و إلتزاماتهم الشخصية مما عرقل إكتمال النصاب في معظم إجتماعات هذه اللجان.

فعالية منسقي اللجان المساندة للخطة التنموية الأستراتيجية

يتفق أعضاء اللجنة المساندة للخطة التنموية الإستراتيجية ورؤساء الهيئات المحلية بتمتع جميع منسقي اللجان المساندة بالمؤهلات الشخصية والفنية المطلوبة لمهمة التنسيق إلا أنهم أيضا مثقلون بالمهام التي تتعدى أدورهم كمنسقين للجنة فمعظمهم منسقي لجان التخطيط الأساسي بالأضافة إلى وظائفهم الأساسية في الهيئة المحلية والتي تشتمل على كثير من الأعمال المكتبية والميدانية يرى المنسقون أن فعالية أدوارهم تعتمد بشكل أساسي على مواقعهم الوظيفية في الهيئة المحلية مما يسهل عملهم في اللجنة المساندة للخطة التنموية أو يعيقه. فمن جانب، يتمتع المنسقون بفهم واضح لتفاصيل الخطة التنموية الإستراتيجية والية تنفيذها وتواصل مباشر مع رؤساء/مدراء الهيئات المحلية مما يسهم في مناصرة قرارات ومقترحات اللجنة المساندة. ومن ناحية اخرى لديهم تحفظ حول مدى شفافية تقاطع أدوارهم كمنسقي لجان التخطيط الأساسي، اللجنة المساندة إلى جانب موقعهم الوظيفي في الهيئة المحلية . يرى المنسقون أن كبر حجم المسؤوليات المناطة بمنسق اللجنة المساندة تتعدى قدراته و تتعارض مع جدول إلتزاماته الوظيفية مما يؤثر سلبا على فعالية المنسق و أداء اللجنة المساندة بشكل عام . هنالك حاجة ماسة لتوزيع الأدوار والمسؤوليات الملقاة على عاتق منسق اللجنة المساندة للخطة التنموية الإستراتيجية لتشمل كافة الأعضاء بشكل ممأسس مما يعزز اللامركزية في تنفيذ أدوار اللجنة المساندة و يرفع من روح المبادرة و الأبداع لديهم.



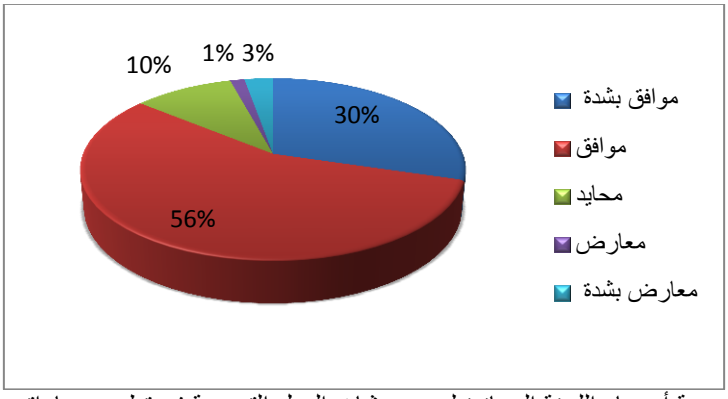
شكل رقم (9): رؤية أعضاء اللجنة المساندة لفعالية دور منسق اللجنة.

رفع الكفاءة والقدرات

التدريب

قامت مؤسسة مجتمعات عالمية خلال العام المنصرم بدعم رفع كفاءة و قدرة اللجان المساندة للخطة التنموية الإستراتيجية في المواقع الثمانية كي يتمكنوا من القيام بأدوراهم ومسؤولياتهم فيما يتعلق بإعداد و تنفيذ الخطة التنموية الإستراتيجية من خلال عقد مجموعة من ورشات العمل التدريبية و التي تناولت مهارات التخطيط الإستراتيجي، تعزيز المشاركة المجتمعية، تصميم الحملات، كتابة مقترحات المشاريع، وحشد التموسل اللازم لمشاريع الخطة التنموية الإستراتيجية بالإضافة إلى تطوير مهاراتهم في مجالات المتابعة و التقييم. يتفق معظم الأعضاء بأن مواضيع التدريب كانت موجهة لخدمة أدوار اللجنة المساندة إلا أنها تفتقد لجوانب التدريب العملية من خلال أمثلة تحاكي واقع مشاريع الخطط التنموية الإستراتيجية . بالمجمل كان لدى الأعضاء تحفظ حول محدودية حجم مشاركة أعضاء اللجان في الورش التدريبية بمعدل ثلاث أعضاء من كل لجنة مساندة للخطة التنموية الإستراتيجية والتي هي مرتبطة بالأساس بعملية الموافقة على المشاركين من قبل الوكالة الأمريكية للتنمية الدولية(USAID) .وقد بين المشاركون بالمجموعة البؤرية في سلفيت بأنهم قاموا بإرسال هويات جميع أعضاء اللجنة (20 عضوا) لمؤسسة مجتمعات عالمية إلا أنه لم يتم الموافقة إلا على خمس أعضاء هذه اللوجستيات تعتبر عائقا لضمان إستفادة معظم الأعضاء من التدريبات كما أنها تمثّل عائقا أمام إنضمام أعضاء جدد للجنة المساندة و خاصة في حال إنسحاب أي من الاعضاء القدامى والذين حصلوا على الموافقة للمشاركة في الورش التدريبية. من جهة أخرى، أبدى عدد من المشاركين في المجموعات البؤرية تحفظهم حول مدى محاكاة الورشات التدريبية للمستوى الفني و الأكاديمي للمشاركين ومدى معرفتهم السابقة

بمواضيع التدريب. و قد يتطلب هذا التنوع في الخلفيات العلمية و الفنية لدى أعضاء اللجان المساندة للخطة التنموية الإستراتيجية إلى إجراء دراسة تقييمية للحاجات التدريبية للأعضاء وذلك لضمان نجاعة التدريبات من حيث الموضوع، المحتوى بالإضافة إلى مستوى و أسلوب التدريب.

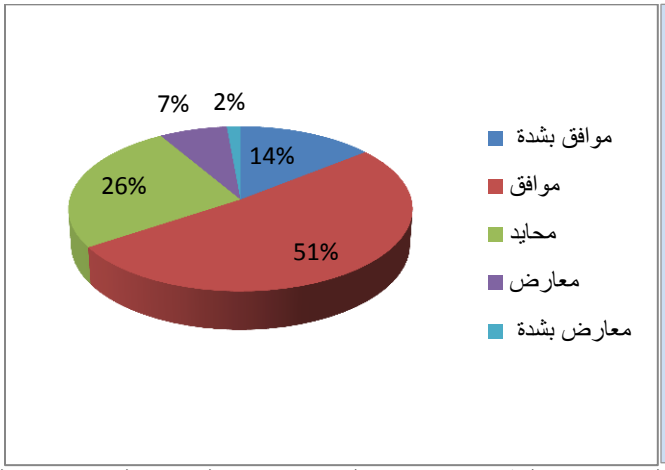


شكل رقم (10): رؤية أعضاء اللجنة المساندة لدور ورشات العمل التدريبية في تطوير مهاراتهم و زيادة فعاليتهم.

التقييم

لم تقم أي من الهيئات المحلية الثمانية بتقييم اللجان المساندة للخطة التنموية الإستراتيجية باستخدام المنهجية التشاركية كما هو مذكور في مذكرة التفاهم بين الطرفين وقد بدى جليا لدى عدد من رؤساء الهيئات المحلية عدم معرفتهم بجزئية التقييم في مذكرة التفاهم بينما وضح البعض الأخر بأن الأدوار للجان المساندة تعتبر مبادرة تطوعية تتطلب الثناء بغض النظر عن مستوى و حجم الإنجازات خلال العام المنصرم. في المقابل، بيّن كل من رؤساء البلديات و المشاركون في المجموعات البؤرية في الهيئات المحلية التي كان أداء اللجان المساندة فيها دون التوقعات، أن لديهم إدراك واضح بأن التقصير في الأداء يتحمله كل من أعضاء اللجنة المساندة والهيئة المحلية بشكل مشترك. بشكل عام يتفق رؤساء\مدراء الهيئات المحلية بأن اللجان المساندة ضرورة لا غنى عنها لدفع عجلة العمل في تنفيذ الخطة التنموية الإستراتيجية وإأنتخلل التجربة الأولى بعض العقبات.

أما على مستوى المجموعات الضابطة، بعد انجاز الخطة التنموية الاستراتيجية لم يكن هنالك لجان متخصصة في متابعة الخطة، فكانت مسؤولية المجلس البلدي متابعة الخطة والتحضير لاي من مقترحات تمويل لمشاريع الخطة ويظهر هنا ضعف القيادة في مجال توحيد الجهود لمتابعة الخطة التنموية الاستراتيجية كذلك ضعف الامكانات الفنية لانجاز الخطط والدراسات ذات العلاقة.



- *يرى 65% من المشاركين في المجموعات البؤرية للجان ان اللجنة المساندة للخطة التنموية الاستراتيجية تشارك في تقييم ومراجعة وتحديث الخطة التنموية الاستراتيجية*

شكل رقم (11): **مشارك اللجنة المساندة للخطة التنموية الاستراتيجية في تقييم ومراجعة وتحديث الخطة التنموية الاستراتيجية**

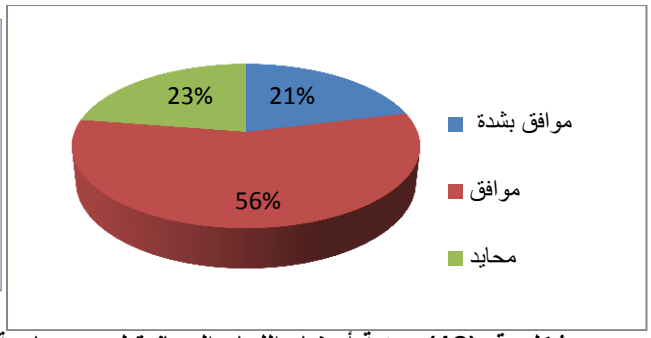
الانجازات

تفاوتت حجم الإنجازات وأشكالها بين اللجان المساندة الثمانية بإختلاف الظروف السياسية والإقتصادية في الهيئات المحلية التابعة لها. بالإضافة إلى ذلك لعبت هيكلية اللجنة المساندة للخطة التنموية الإستراتيجية والعلاقات الداخلية بين أعضائها من جهة وعلاقتهم مع الهيئة المحلية و المجتمع المحلي من جهة أخرى دورا أساسيا في مستوى هذه الإنجازات. تلخصت إنجازات اللجان المساندة في الهيئات المحلية الثمانية كالأتي:

المبادرات

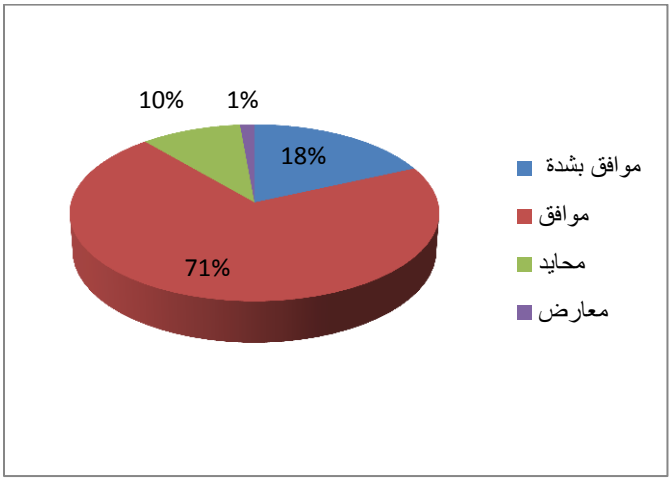
بشكل عام إعتبرت المبادرات المجتمعية التي قامت بتصميمها و تنفيذها اللجان المساندة للخطة التنموية الإستراتيجية السمة المميزة لإنجازاتهم في الهيئات المحلية الثمانية و التي تصب في خدمة أهداف الخطة التنموية الإستراتيجية وساهمت أيضا في تعزيز المشاركة المجتمعية وتجنيد عدد كبير من المتطوعين من كافة شرائح المجتمع والذين كان لهم دور أساسي في نجاح المبادرات وإستدامتها وأصبحوا بدروهم مبادرين في طرح، تصميم و تنفيذ المبادرات. كما نجحت اللجان المساندة في حشد الدعم المادي من قبل أفراد المجتمع الهيئة المحلية لإستكمال تنفيذ عدد من المبادرات والتي لم يكن الدعم المادي المقدم من مؤسسة مجتمعات عالمية كافيا لتغطية جميع جوانبها. ساهم وجود أعضاء من أساتذة جامعة القدس في اللجنة المساندة للخطة التنموية الإستراتيجية في أبو ديس بجذب عدد كبيرمن طلبة الجامعة للتطوع في المبادرات المجتمعية وتشجيع الطلاب في مرحلة الماجستير على تناول مشاريع و مواضيع متعلقة بالخطة التنموية الإستراتيجية للدراسة البحثية ناهيك عن عقد عدد من الورش التوعوية في مجالات الصحة والبيئة داخل الجامعة بمجهود شخصي من قبل الأعضاء و التي تهدف لرفع مستوى الوعي والإنتماء بين طلبة الجامعة و المجتمع المحلي بشكل عام. في قفين تم وضع قضايا المرأة على سلم اولويات مبادرات اللجنة المساندة للخطة التنموية الإستراتيجية حيث تم تخصيص ريع المتنزه الذي تم إنشائه كمبادرة للجنة المساندة في أحرش بلدة قفين لدعم جمعية المرأة في قفين.

- *يرى 77% من المشاركين في المجموعات البؤرية للجان المساندة أن المواطنين يساهمون بالأعمال التطوعية و تقديم الموارد الفنية اللازمة لإنجاز المبادرات .*



شكل رقم (12): رؤية أعضاء اللجان المساندة لمدى مساهمة المبادرات في تعزيز المشاركة المجتمعية

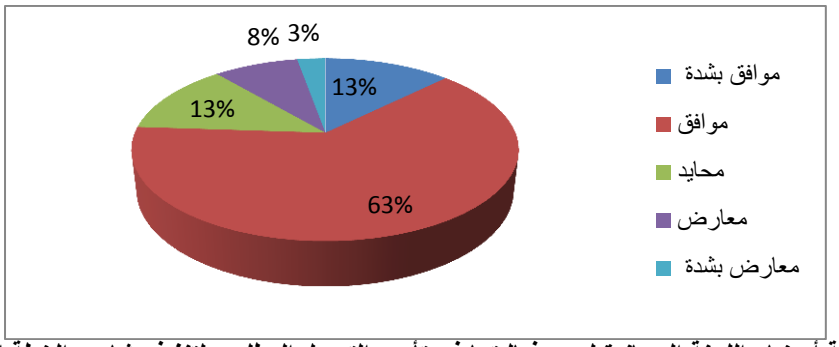
- ***يرى 89%*** *من المشاركين في المجموعات البؤرية للجان ان الهيئة المحلية تقوم بتشجيع اللجنة المساندة للخطة التنموية الاستراتيجيةعلى تخطيط وتنفيذ المبادرات المتعلقة بالخطة الاستراتيجية للهيئة المحلية*



شكل رقم (13): تقوم الهيئة المحلية بتشجيع اللجنة المساندة للخطة التنموية الاستراتيجيةعلى تخطيط وتنفيذ المبادرات المتعلقة بالخطة الاستراتيجية للهيئة المحلية.

حشد الدعم المادي واللوجستي لتنفيذ مشاريع الخطة التنموية الإستراتيجية

لم تأل بعض اللجان المساندة للخطة التنموية الإستراتيجية جهدا في الحصول على الدعم المادي لتنفيذ مشاريع الخطة التنموية الإستراتيجية. لجأت بعض اللجان بشكل أساسي للمجتمع المحلي لحشد الدعم المادي لتنفيذ مشاريع البنية التحتية وخاصة فيما يتعلق بملكية الأراضي لإنشاء مشاريع الطرقات والأبنية. كما توجهت اللجان المساندة في سلفيت، قفين و أبو ديس إلى أفراد المجتمع المغتربين الذين لهم قدرة على دعم عدد من المشاريع الصغيرة أو أجزاء من المشاريع الكبيرة المدرجة في الخطة التنموية الإستراتيجية. واجهت اللجان المساندة عدد من العقبات في ما يتعلق بتمويل مشاريع الخطة التنموية الإستراتيجية من قبل الجهات المانحة الدولية وذلك لأسباب سياسية تمثلت بعدم رغبة الجهات المانحة بتقديم الدعم المادي لمشاريع تقع ضمن منطقة ج و ذلك لصعوبة الحصول على التراخيص اللازمة من قبل سلطات الإحتلال الإسرائيلية و خاصة فيما يتعلق بملكية الأرضي في تلك المناطق. فعلى سبيل المثال عملت لجنة المساندة في أبوديس جنبا إلى جنب مع لجنة التخطيط الأساسي للحصول على الدعم المادي من قبل الهيئة اليابانية للتنمية والبنك الإسلامي للتنمية لدعم عدد من مشاريع البنية التحتية إلا أن هذه الجهود وقفت أمام عائق التراخيص. كذلك الحال مع اللجان المساندة الأخرى إلا أنها تمكنت من إستقطاب بعض الجهات المانحة لتنفيذ بعض المشاريع التنموية حيث قامت اللجنة المساندة للخطة التنموية الإستراتيجية في قفين بإعداد مقترح و تقديمه للصندوق الكويتي من خلال المجلس المحلي لبناءعيادة صحية في قفين بالإضافة الى إستقطاب الدعم من بنك القدس لأعمال التأهيل في مدارس بلدة قفين.



شكل رقم (14): رؤية أعضاء اللجنة المساندة لمدى فعاليتها في تأمين التمويل المطلوب لتنفيذ مشاريع الخطة التنموية الإستراتيجية.

الدعم الفني للهيئات المحلية

أمدت اللجان المساندة الهيئات المحلية بخبرات فنية واسعة في شتى قطاعات التنمية مثل (الحكم المحلي، البنية التحتية، المرأة و الصحة) والتي ساهمت في سد العجز في الكوادر الفنية في عدد من الهيئات المحلية التي لا تتناسب هيكلية الهيئة المحلية فيها مع حجم الخدمات التي تقدمها وزخم الخطة التنموية الإستراتيجية التي تطمح لتنفيذها. ساهمت بعض اللجان المساندة في رفد الهيئة المحلية بعدد كبير من المتطوعين من أصحاب الخبرات الفنية والذين يعملون في وزارة الحكم المحلي و الأشغال العامة لدعم تنفيذ لعدد من المشاريع التنموية. كان لبعض اللجان المساندة بصمة واضحة في التخطيط للمشاريع التنموية فعلى سبيل المثال، ساهمت توصيات اللجنة المساندة في تعديل تصميم عدد من مشاريع الخطة التنموية الإستراتيجية بما يتناسب حاجات و توصيات المجتمع المحلي . كما ساهمت اللجان المساندة في سلفيت وقفين في وضع موازنات الهيئات المحلية لعام 2014 بالمشاركة مع القطاع الخاص والمجتمع المحلي.

في المقابل, يشكو معظم اعضاء الجان التخطيط الاساسي السابقة ورؤساء/ مدراء البلديات من المجموعات الضابطة بان المجلس المحلي لا يملك القدرات الفنية لانجاز الدراسات المتطلبة والخطط لتقدم الى الممولين بصدد تنفيذ مشاريع الخطة، بالاضافة الى انة لا يملك الكوادر القادرة على الحشد والتأثير في المجتمع المحلي.

التحديات:

معوقات سياسية تتعلق بالتقسيمات الإدارية والأمنية (أ،ب،ج)

تواجه البلديات الواقعة في منطقة (ج) العديد من التحديات كونها تقع تحت السيطرة الاسرائيلية أمنيا واداريا، خاصة فيما يتعلق بمشاريع البنية التحتية المضمنة في الخطة التنموية الاستراتيجية بسبب الرفض الإسرائيلي في تنفيذ هذه المشاريع، والذي من شأنه التأثير على قدرة البلدية في الحصول على التمويل اللازم لهذه المشاريع.

المبادرات والمشاريع التنموية:

لم تلاقي المبادرات المنفذة الرضا الكافي من قبل اعضاء اللجنة المساندة للخطة الاستراتيجية التنموية على الرغم من تنفيذ عدد منها، إلا أن غالبية البلديات عبّرت عن رغبتها في تنفيذ مبادرات تتسم بقدرتها على تحقيق أهداف طويلة المدى ومن شأنها تحقيق الاستدامة المرجوة منها حتى لو كانت ميزانيتها ضئيلة علما بأن الميزانية المخصصة لإنجاز المبادرات في كل هيئة محلية لا

تتجاوز 6000 دولار. عبّرت غالبية البلديات عن تذمرها من نوع المبادرات المطروحة مثل زراعة الأشجار أو دهان أجزء صغيرة من الشوارع الداخلية أو تنظيف بعض الأحياء لن يؤدي إلى إحداث أي تطوير تنموي لمدنهم. . كما لوحظ في غالبية البلديات صعوبة حصولها على التمويل اللازم من الجهات المانحة من أجل تنفيذ المشاريع التي وردت في خططها بالرغم من قيام عدد من اللجان المساندة في توفير الدعم الفني للبديات. وبالتالي، فإن عدم وجود ضمانات لتنفيذ المشاريع ضمن حدودها الزمنية من شأنه أن يؤدي إلى حالة من عدم الثقة ما بين الهيئة المحلية واللجنة المساندة للخطة التنموية الاستراتيجية من جهة والمجتمع المحلي من جهة أخرى.

هيكلة اللجنة المساندة للخطة التنموية الاستراتيجية:

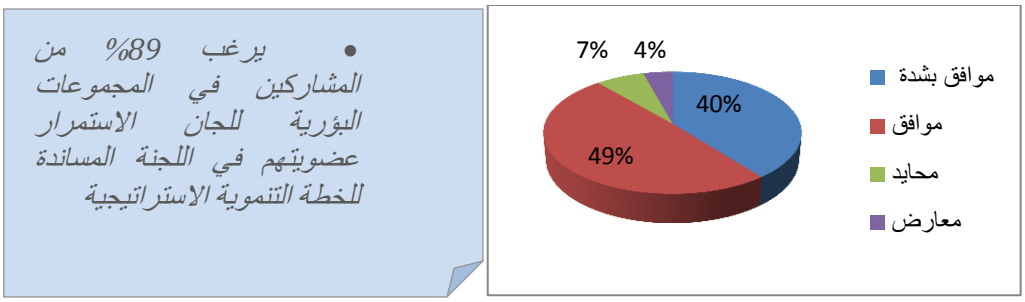
بشكل عام، تتفاوت تجارب البلديات بخصوص هيكلة اللجنة المساندة للخطة التنموية الاستراتيجية، حيث يتضح ذلك من خلال الامثلة التالية:

- ✓ أعضاء الهيئة المحلية في اللجنة: االلجان التي انضم لعضويتها كل من موظفي اقسام الخدمات والعلاقات العامة والمدير بالاضافة الى احد اعضاء المجلس البلدي تمتعت بروح عالية وبفعالية ملموسة لانجازاتها من اللجنة التي زاد فيها من مستوى التمثيل ليصل الى رئيس البلدية.
- ✓ أعضاء المجتمع المحلي في اللجنة: كلما ازداد مستوى تمثيل اللجنة من المجتمع المحلي من خلال ضم أعضاء ذوي خبرات وكفاءات فنية عالية، كلما ارتفعت نسبة فعالية وانتاجية اللجنة. يظهر ذلك جليا في ابوديس، سلفيت، قفين، كفرثلث وبيت جالا. لا تساهم بعض الهيئات المحلية في ابراز دور وأهمية اللجنة المساندة للخطة التنموية الاستراتيجية خلال اللقاءات العامة أو الرسمية، وهذا يضعف علاقة اللجنة المساندة بالمجتمع المحلي ودورها بالاخص في عمليتي الحشد والتأثير.
- ✓ لم يكن هنالك فهم واضح لطبيعة العلاقة بين كل من مؤسسة مجتمعات عالمية واعضاء اللجنة المساندة الذين عبّروا عن رغبتهم بالتواصل بشكل أكبر مع مجتمعات عالمية ريثما يتم مأسسة اللجان ووضح أدوارها والتوصل إلى منهجية عمل واضحة لها.
- ✓ الاقتراحات بخصوص البناء الهيكلي لاعضاء اللجنة المساندة للخطة التنموية الاستراتيجية:
  - تعيين رئيس للجنة المساندة على ان لا يكون هو رئيس المجلس المحلي.
  - أن يكون منسق اللجنة المساندة احد موظفي المجلس المحلي ليكون متاحا له جميع موارد البلدية لاتمام اعمال اللجنة وتوزيع مهامها.
  - تعيين سكرتير للجنة ليقوم بمساندة المنسق وتوثيق اجتماعات اللجنة ورفع التقارير الدورية الى المجلس البلدي.
  - تعيين اعضاء من لجنة التخطيط الاساسي كونهم على دراية بمنهجية اعداد الخطة التنموية الاستراتيجية في المرحلة السابقة بسبب خبراتهم المتراكمة. كذلك تعيين ممثلون عن مختلف القطاعات من كلا الطرفين (المجلس المحلي والمجتمع المحلي) يتم التوجة لهم من خلال البلدية اخذين بعين الاعتبار التمثيل النسوي، ووجود التزام عالي لديهم.
  - تحديد الية التواصل والاتصال وقنواتها بين كل من اللجنة المساندة و المجلس المحلي كذلك اللجنة المساندة والمجتمع المحلي.

أداء اعضاء اللجنة المساندة للخطة:

- ✓ جاء تشكيل اللجان المساندة للخطة التنموية الاستراتيجية في مرحلة مزامنة لانتخاب البلديات، وقد انعكس ذلك سلبا أو إيجابا إلى أعضاء اللجنى بحسب مدى دعم الهيئات المحلية الجديدة لهذه اللجان.
- ✓ لايوجد فهم واضح لادوار اعضاء اللجنة المساندة للخطة التنموية الاستراتيجية وكذلك مسؤوليتهم لم تتبلور خلال الفترة المنصرمة، الا ان اداءها تفاوت حسب خبرات اعضاء اللجنة و مدى تمثيلهم عن المجتمع المحلي و اتصالهم وتواصلهم به.
- ✓ عدم الفصل الواضح بين مهام اللجنة المساندة للخطة التنموية الاستراتيجية ولجنة التخطيط الاساسي في بعض البلديات حدث من فعالية اللجنة ففي كثير من اللجان المساندة تم استحدات اللجنة لنفسها من خلال طرح موضوع العضوية واتاحتها للمجتمع المحلي كذلك اسقاط العضوية على من لم يلتزم بها. ايضا، لم يكن هناك وضوحا لدى أعضاء اللجنة حول قدرتهم على استقطاب أعضاء جدد من المجتمع المحلي لسد أي شواغر قد تطرأ خلال العام.
- ✓ الانجازات المتراكمة لاعمال اللجنة المساندة كانت واضحة خلال الفترة المنصرمة، حسب الإمكانات المتاحة، من خلال تنفيذ المبادرات، حشد الدعم المادي واللوجستي لتنفيذ مشاريع الخطة التنموية الإستراتيجية وتقديم الدعم الفني للهيئات المحلية .
- ✓ خلق قنوات تواصل واتصال بين الطرفين كان ايجابيا بالمجمل.

الالتزام: اغلب اعضاء اللجان المساندة، من الهيئة المحلية والمجتمع المحلي، عبروا عن التزامهم ورغبتهم بالعمل في هذه اللجنة وشعورهم باهميتها والاهداف المنبثقة عنها. أضف غلى ذلك، أصبح لدى الأعضاء، بعد مرور أكثر من عام، فهم اعمق للادوار التي وجب عليهم القيام بها و تهيئهم للمرحلة الانتقالية من خلال وضع صيغة اعمق وادوار اوضح ومسؤوليات كل طرف في مذكرة التفاهم.



شكل رقم (15): أرغب في استمرار عضويتي في اللجنة المساندة للخطة التنموية الاستراتيجية

الاستدامة

ان اللجان المساندة للخطة التنموية الاستراتيجية من خلال تجاربها مع مختلف المجالس المحلية خلال العام المنصرم قد تمكنت بشكل عام من القيام بالدور المناط بها بالرغم من خصوصية كل لجنة على حدة، بينما لوحظ في المجموعات الضابطة أن لجان التخطيط الأساسي لا ترى أهمية استمراريتها بعد الانتهاء من إعداد الخطة. من أهم مكونات تحقيق الاستدامة لدى هذه اللجان هو قناعة أعضائها من الهيئات المحلية والمجتمع المحلي بضرورة وأهمية استمراريتها. وهنا لا بد من الإشارة إلى أن كافة اللجان أبدت رغبتها بذلك مما يضع فريق مجتمعات عالمية أمام إيجاد طرق ووسائل أخرى تضمن الارتقاء بمستوى أداء هذه اللجان وبالتالي ضمان ديمومتها.
ان مختلف المراحل التي مرت بها اللجان المساندة للخطة التنموية الاستراتيجية و جميع المستويات التي تفاعلت معها تعبر بالمدلول ان الطريق نحو الاستدامة ملئ بالصعوبات الا انها لا تقلل من قدرة الوصول الى الاستدامة والقدرة على تحقيق الاهداف، لا بد في هذا القسم الاخذ بعين الاعتبار ان المرحلة السابقة لعمل اللجان المساندة للخطة التنموية الاستراتيجية كانت تجريبية بالاضافة الى انعدام نموذج يحتذا به أو دليل يسترشد به.

تعددت المصادر البشرية لعضوية اللجان المساندة للخطة التنموية الاستراتيجية حيث تمتعت بالحس العالي و الرغبة في التطوع وبذل الجهد وتوفير الوقت لانجاز الاهداف المنوطة بها، تتفاوت الهيئلات المحلية بين قدراتها أو رغباتها في تمكين أعضاء اللجان المساندة للخطة التنموية الاستراتيجية كل حسب خبرته مع اللجان المختلفة. ان نجاحات اعضاء اللجان المساندة للخطة التنموية الاستراتيجية انعكس ايجابا على قدرة ورغبة الهيئة المحلية في استقطاب نوع وكم من الموارد البشرية التي اثرت العمل المشترك بين الهيئات المحلية و اللجان المساندة للخطة التنموية الاستراتيجية وحققت هدف الوصول الى المجتمع المحلي ومثال على ذلك (كفر ثلث، ابوديس) مما سيساهم في تحقيق استدامة لعمل اللجان المساندة للخطة التنموية الاستراتيجية. في المقابل تتفاوت اسباب انعكاف بعض الاعضاء اللجان المساندة للخطة التنموية الاستراتيجية عن استمرار عضويتهم او فعالية اداءهم_ كتغير اعضاء المجلس البلدي أو عدم تمكين اعضاء اللجان المساندة للخطة التنموية الاستراتيجية من ممارسة مهامها الى درجات اقل مثال عدم تعريفها للمجتمع المحلي أو عدم توفير مصادر لعمل اللجنة وذلك لمحدودية قدرة البلدية كالموارد المالية.

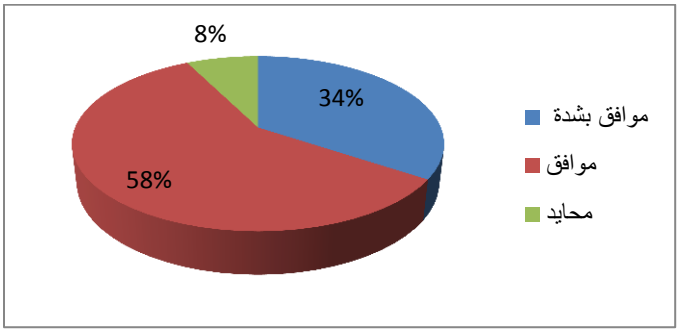
ان التحديات التي مرت بها اللجان المساندة للخطة التنموية الاستراتيجية هي الجوهر التي ستبني الاستدامة اساس لها لطريق تحقيق اهداف اللجان بالاخص على مستوى العلاقة مع الهيئة المحلية، فان مأسسة اللجان المساندة للخطة التنموية الاستراتيجية تفاوتت ضمن خبرات الهيئات المحلية وأعضاء الفريق وقدرة كل منها لاستيعاب الاخر وتحديد افضل نموذج للاتصال والتواصل وتحديد الادوار من اجل الانجاز. فقد تفاوتت قدرة هذه اللجان مع مأسسة ذاتها الى التركيز على التحدي كطريقة لايجاد ذاتها، الا ان الصورة لم تكن بالشكل السلبي حيث ان التحديات خلفت الخبرات والدلائل لهذه اللجان لاهمية المأسسة لاجل استدامة عمل اللجان المساندة للخطة التنموية الاستراتيجية ضمن الهيئات المحلية وكذلك سد الفجوات التي تعاني منها الهيئات المحلية كمخرجات لهذا الصراع. و مثالا على ذلك كل من البلديات (طقوع، بيت ساحور واليامون).لقد تذبذبت مخرجات التشبيك بين اللجان المساندة للخطة التنموية الاستراتيجية تحت مظلة الهيئة المحلية ومختلف القطاعات بالرجوع الى العلاقة بين كل منهما، فكلما كانت العلاقة ممأسسة والمهام الموكلة لأعضاء اللجان المساندة للخطة التنموية الاستراتيجية واضحة كان الوصول الى فرص للشراكة والتضامن بين المنظمات المختلفة اكثر لتحقيق الأهداف المشتركة وكلما كانت العلاقة متخبطة ولا تتسم بالشفافية كل ما ضعف انجاز اللجان المساندة للخطة التنموية الاستراتيجية. و بالمجمل كان عمل اللجان المساندة للخطة التنموية الاستراتيجية ضعيف في مجال التشبيك حيث كان هنالك محدودية في توفير الدعم المادي للمبادرات والمشاريع نتيجة تدني مخرجات التشبيك مثال (تقوع، اليامون وبيت ساحور). ومن خلال المجموعة الضابطة لم تذكر العلاقات مع اصحاب المصالح بعد انجاز الخطة التنموية الاستراتيجية حيث اقتصر دورهم في مرحلة اعداد الخطة التنموية.بالاضافة تظهر لنا المجموعات الضابطة بأن المجلس المحلية اعتمدت على الممول في الاعداد لمشاريع البنية التحتية، حيث لم يكن هنالك خطط مسبقة للتوجة للمموليين، ولا يوجد دور خاص للجنة التخطيط الاساسي في هذا البند.

وبالتطرق الى المشاركة المجتمعية: لقد اثرت اللجان المساندة للخطة التنموية الاستراتيجية ايجابا واظهرت قدرة للوصول الى المجتمعات المحلية بالرغم من محدودية المصادر المادية، و كان أثر المشاركة المجتمعية باستقطاب بعض الكفاءات الفنية لعضوية اللجان المساندة للخطة التنموية الاستراتيجية، و بالتأكيد انه كلما كانت القدرة الى الوصول الى المجتمع المحلي ستكون اللجان المساندة للخطة التنموية الاستراتيجية قادرة على تحقيق أهدافها ورغبة المجتمع المحلي باستدامة اللجنة لاعمالها.

ان اهم العوامل السياسية التي تؤثر سلبا على استدامة عمل اللجان المساندة للخطة التنموية الاستراتيجية هو تواجدها ضمن منطقة (ج)، يظهر هذا محدودية تمويل/ تحكم الهيئة المحلية لتنفيذ مشاريع البنية التحتية المنبثقة من الخطة الاستراتيجية التنموية و التي تواجة دوما ان وجد التمويل عقبات التراخيص الاسرائيلية أو محدودية توفير الامن والامان.

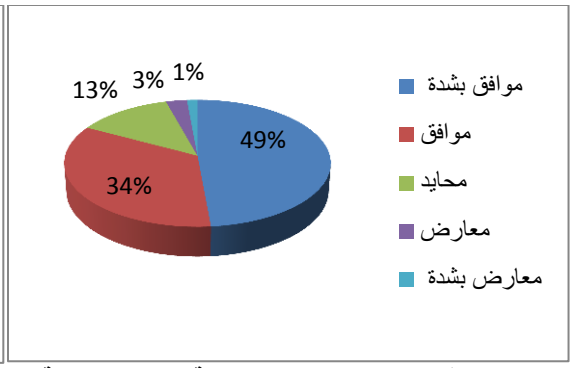
لقد استطاعت اللجان المتميزة والتي تبرز مدى انتقالها من مستوى الوجود المؤقت الى استدامتها من الناحية الوظيفية، بالوقت نفسة ان مخرجات المراحل التي مرت بها اللجان المساندة للخطة التنموية الاستراتيجية وجميع المستويات التي تفاعلت معها تعود بالنفع والفائدة لاستخلاص العبر والدروس للخروج باعلا مستوى لتحقيق الاستدامة وتفعيل الدور المناط باللجان المساندة للخطة التنموية الاستراتيجية ونذكر منها:

- تعزيز التنوع بالمصادر البشرية وتمكين اعضاء اللجان المساندة للخطة التنموية الاستراتيجية من خلال توصيف الادوار للخروج بالانجازات الى ارض الواقع والتي من شأنها تحسين نظرة المجتمع المحلي لكلا من اللجان المساندة للخطة التنموية الاستراتيجية و الهيئات المحلية.
- علاج الصراعات الدائرة بين كل من اللجان المساندة للخطة التنموية الاستراتيجية والهيئة المحلية، من خلال التطرق الى "*حل الصراع للخروج بنموذج لبناء ممأسس*" لعمل اللجان المساندة للخطة التنموية الاستراتيجية ضمن الهيئة المحلية، ووضع الادوات المناسبة لبناء العلاقة ضمن اطار امكانية الاطراف المتشاركة.
- من اجل الوصول الى التشبيك بين الهيئات المحلية ومختلف المموليين ومختلف القطاعات على الهيئة المحلية تبني رؤيا واضحة لدور اللجان المساندة للخطة التنموية الاستراتيجية واناطة هذا الدوربها لا بل والمساهمة في انجاحة، حيث ان الثقة المتبادلة ستكون المحور الرئيس الذي من شانة ان ينجح هذه المهمة.
- توفير مصدر مالي مستدام بهدف تحقيق اكبر اثر للمبادرات المجتمعية والمشاريع ذات الاثر الاكبر للمشاركة المجتمعية والتي ستزيد من تقبل المجتمع المحلي للهيئة المحلية.

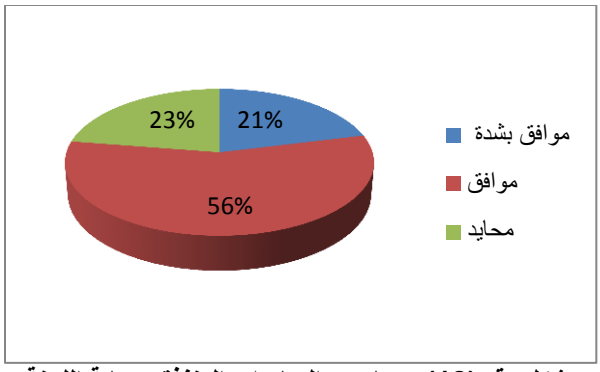


- *يرى **92%** من المشاركين في المجموعات البؤرية للجان ان قرارات اللجنة المساندة للخطة التنموية الاستراتيجية منسجمة مع أهدافها وغاياتها.*

شكل رقم (16): قرارات اللجنة المساندة للخطة التنموية الاستراتيجية منسجمة مع أهدافها وغاياتها



شكل رقم (17) : لا تستطيع اللجنة المساندة للخطة التنموية الاستراتيجية الحفاظ على إستدامتها دون دعم الممولين



شكل رقم (18) : ساهمت المبادرات المنفذة برعاية اللجنة المساندة للخطة التنموية الاستراتيجية في زيادة المشاركة المجتمعية

- *يرى 81% من المشاركين في المجموعات البؤرية للجان اللجنة المساندة للخطة التنموية الاستراتيجية ان لا تستطيع الحفاظ على إستدامتها دون دعم الممولين بينما يرى77% من المشاركين بالمجموعات البؤرية في اللجنة المساندة للخطة التنموية الاستراتيجية ان المبادرات المنفذة برعاية اللجنة المساندة للخطة التنموية الاستراتيجية ساهمت في زيادة المشاركة المجتمعية*

التوصيات

- إعادة صياغة و بلورة مذكرة التفاهم بين اللجنة المساندة للخطة التنموية الإستراتيجية و الهيئة المحلية بحيث تشمل توضيح و تفصيل للأدوار مع الأخذ بعين الإعتبار خصوصية الهيئات المحلية والية تنفيذ الخطة التنموية الإستراتيجية.
- إستحداث الية مناسبة لإستقطاب أعضاء جدد من كافة قطاعات المجتمع المحلي و شرائحه للمشاركة في اللجان المساندة للخطة التنموية الإستراتيجية و توضيح الية إندماج الأعضاء الجدد في مذكرات التفاهم.
- اعادة هيكلية اللجنة المساندة للخطة التنموية الإستراتيجية وعمل لجان مختصة بكل مهمة وتعيين رئيس للجنة بهدف توزيع الأدوار والمسؤوليات مما يقلل العبء الواقع على عاتق المنسق ويزيد من الانجاز وكفاءة العمل.
- من المفضل عدم مشاركة رؤساء الهيئات المحلية في عضوية اللجنة المساندة وذلك لضمان الشفافية و إثراء عملية المتابعة و التنفيذ للخطة التنموية الإستراتيجية بأفكار بناءة تتكامل مع رؤية و أهداف مجالس الهيئات المحلية .في المقابل يمكن أن يكون لعضوية مدير البلدية في اللجنة المساندة للخطة التنموية الإستراتيجية أثر فاعل في اللجنة بعيدا عن أدوار التنسيق.
- الأخذ بيعين الإعتبار جوانب التدريب العملية للجان المساندة و التي يمكن خلالها تطبيق المهارات التي إكتسبوها من خلال أمثلة تحاكي واقع مشاريع الخطط التنموية الإستراتيجية و العمل على زيادة حجم المشاركة في التدريبات لضمان رفع كفاءة معظم أعضاء اللجان.
- أن تتضمن نشاطات اللجان المساندة ورشة عمل مركزية يدعى إليها ممثلين عن مؤسسات المجتمع المحلي و الجهات المانحة لإستعراض مجالات عملهم و متطلباتهم التي ينبغي أن تأخذها اللجان بعين الإعتبار عند إعداد مقترحات المشاريع التنموية .
- تدريب أعضاء اللجان المساندة على الأدوات والنماذج المتعلقة بدليل التخطيط التنموي الإستراتيجي لرفع كفائتهم في عملية متابعة ,تنفيذ و تحديث الخطة التنموية الإستراتيجية حيث تمتعت اللمجموعات الضابطة (لجان التخطيط الاساسي) بالقدرة التنفيذية للتخطيط والادارة والتقييم، من خلال العمل على منهجية التخطيط التنموي الاستراتيجي للمدن والبلدات الفلسطينية / دليل الاجراءات و كتيب الادوات والامثلة لعام 2011. كون الدليل يوجة عمل الفريق لجنة التخطيط الاساسي، و يضع بين يدي اللجنة أدوات التخطيط و تقييم مخرجات الخطوات المبذولة في عملية التخطيط.
- عقد ورشة عمل مركزية للجان المساندة لمناقشة الإنجازات ,التحديات و العقبات التي واجهت كل من اللجان المساندة في الهيئات المحلية الثمانية و ذلك لإستقاء الدروس و العبر لرفع مستوى الأداء.
- تعميم فكرة اللجان المساندة للخطة التنموية في جميع الهيئات المحلية التي تم إعداد و إستحداث الخطط التنموية الإستراتيجية فيها لدفع عجلة العمل في تنفيذ و متابعة الخطط التنموية الإستراتيجية.

REPORT

Subject	Report on Study Tour of Local Government Delegation of MoLG/ USAID - Global Communities to Turkey (Feb 10-15, 2014)
From	Murat Daoudov, Senior LG Consultant, President of Middle East Development Network (MDN), president@mdncorp.com
To	Global Communities (formerly CHF), Palestine
Date	February 19, 2014

MISSION

In the framework of USAID-funded "Local Governance and Infrastructure (LGI)" project implemented in the West Bank/Palestine by Global Communities (formerly CHF), a study tour for a high level Palestinian delegation was implemented in Turkey on February 10-15, 2014. The delegation consisted of officials from the Palestinian Ministry of Local Government (MoLG), several Palestinian mayors, and representatives from both Global Communities (GC) and the Belgian Technical Cooperation (BTC).

The Palestinian delegation was led by Deputy Minister of Local Government Mr. Mazen Ghunaim, Assistant Deputy Minister Mr. Mohammed Al-Jabarin, several Directors-General from the MoLG, and the mayors of Ramallah, Al-Bireh, Betunia, Bethlehem, Beit Sahour, and Beit Jala. These cities are located in the central and south central areas of the West Bank, and are key centers of Palestinian government, tourism, education, and other sectors. The delegation was joined by Mr. Nidal Ali Hasan and Dr. Mohammad Alami, who represented the USAID-funded LGI project; and Mr. Olivier Donnet and Ms. Dalia Al-Sharif, who represented the BTC-funded project.

The study tour consisted of an intensive exploratory visit, designed and organized by the team of the Middle East Development Network (MDN) - an international consultancy company specialized in local government and public administration - with the support of the Union of Municipalities of Marmara. Despite the municipalities' busy agendas in the context of the ongoing electoral campaign in Turkey, a number of key actors and institutions were mobilized for meetings with the delegation. The program was designed to address the needs of the Palestinian local governments and the relevant ministry. It was centered on the Turkish experience in decentralization, metropolitan municipality model, public-private partnerships, and amalgamation of small municipalities. An overview of the role of universities in providing specialized studies and trainings in local government, and cooperation between universities and local governments, were included in the intensive agenda.

GEOGRAPHIC AND INSTITUTIONAL SCOPE

The delegation visited three Turkish provinces (Istanbul, Kocaeli, Tekirdag). Visits to various types of local government units were included the program, such as the district municipalities, township municipality (under process of amalgamation), metropolitan municipalities, affiliated companies (e.g. environmental management company), local government association, university faculty, a research center and a specialized LG library.

PROGRAM SCHEDULE

Monday, February 10, 2014

The program started with a visit to the Faculty of Political Science of Marmara University (in Beykoz area, Istanbul Asia). The delegation was welcomed by Professor Recep Bozlağan, Dean of the Faculty, who gave a presentation on the role of universities in Turkey in providing specialized studies and trainings in the field of local government and cooperation between universities and local governments. Specialized local government studies started in Turkey in 1990s, and in 1994 Marmara University established its LG program. As result of the university's efforts, Turkey has become the first country in the world to establish a full spectrum of local government studies culminating in associate, bachelor, masters, and doctoral degrees. Prof. Bozlağan, who is leading Turkish expert in metropolitan management, emphasized the importance of linking practice and theory in the LG field. Thus, most of the graduates from LG studies of Marmara University work in the local governments in managerial positions. Prof. Bozlağan himself has a long experience of executive work in the LGs (among others he worked as Secretary General of the Union of Municipalities of Marmara in 2007-2012). Currently he also chairs the Advisory Board of MDN.

As the next step in the program, the delegation visited the district municipality of Pendik (Istanbul Asia). A presentation on local government structure and services was given by Deputy Mayor Rüstem Kabil and Mayor's Advisor Cihat Aslanoğlu. Following an official lunch offered by the municipality, the delegation visited Marinturk İstanbul City Port (yacht port), Technopark (science park), and Via Port (shopping and entertainment area), to see some practical examples of cooperation between local government, central government, and the private sector (Build-Operate-Transfer models).

Tuesday, February 11, 2014

In the morning, an official meeting and information session was held at the Union of Municipalities of Marmara (UMM) (in Eminönü area, Istanbul Europe). The Vice President of UMM and Mayor of Bağcılar District Lokman Çağrıcı welcomed the delegation. Following the official speeches, Associate Prof. Erbay Arıkboğa (Head of Department of Local Governments and Decentralization, Faculty of Political Sciences, Marmara University) gave a presentation on decentralization and the local government system of Turkey, focusing on the metropolitan management system that Turkey is actively developing. Dr.Jur. Ahmet Keşli, President of the International Public Private Partnership (PPP) Platform-Turkey, gave a presentation on public-private sector cooperation in Turkey. The program ended with an official lunch hosted by UMM in municipal restaurant Kasımpaşa, which is one of the "best practices" of municipal social policy in Istanbul.

In the afternoon, the delegation was received by the Deputy Secretary General of Istanbul Metropolitan Municipality (equivalent to Deputy Metropolitan Mayor) Ibrahim Kapaklıkaya. Mr. Kapaklıkaya gave a presentation about metropolitan municipality model, and its relations with the central government and the district municipalities.

Wednesday, February 12, 2014

The delegation visited Bağcılar Municipality (district municipality in Istanbul Europe), the largest district of Istanbul by population (it has 650,000 residents). The municipality

organized a field visit to some municipal projects such as Palace for Handicapped, Center for Talented Children, Women and Family Center. During a working lunch, hosted by the municipality, Deputy Mayor Yavuz Subaşı and Director of Social and Cultural Affairs Kenan Gültürk gave a presentation on the scope of work of the district municipality and it best practices.

In the afternoon, the delegation visited Zeytinburnu Municipality (district municipality in Istanbul Europe). Mayor of Zeytinburnu Murat Aydın welcomed the delegation in the municipal council hall for an exchange of views about local democracy, relations with the citizen, and municipal action. The delegation also visited the Waste Selection/Decomposition Center of Zeytinburnu, which is an example of successful public-private cooperation. The center is designed and owned by the municipality and operated by a private company. This generates additional income for the local budget.

Thursday, February 13, 2014

The delegation visited Kocaeli Metropolitan Municipality in the neighboring province of Kocaeli, and was received by the Vice Chairman of the Metropolitan Council Zekeriya Özak. Mr. Özak gave an overview of the metropolitan municipality model, which has been implemented in Kocaeli since 2004. With this change important additional financial support is provided by the central government that represents 65% of the budget.

The delegation also visited İZAYDAŞ, the environmental management company owned by the municipality, and was received by the General Manager of İZAYDAŞ Muhammet Saraç, and his deputies Bayram Karakuş and İsmail Uludağ. A presentation on the role and activities of the company in environmental management was given by Eng. Onur Uludağ.

In the afternoon, the delegation visited İzmit Municipality (district municipality in Kocaeli) and was received by Deputy Mayor Ayhan Acar. Mr. Acar explained to the delegates the scope of competences of the municipality and its relations with the metropolitan municipality. He explained that Izmit, together with local government associations (like UMM), has been very active in the past in helping Palestinian local governments. Following the meeting the delegates visited the “House of the Retired.” Twelve local facilities of this type have been built by the municipality to allow elderly people to meet and to spend time together, while participating in various cultural and social activities. Finally, the delegation visited the “Sukaypark” (Waterboard park), an important municipal entertainment and sports project.

Friday, February 14, 2014

In the morning, the delegation visited the City and Local Government Library, the first specialized local government library in Turkey. The library was established by the Union of Municipalities of Marmara and the University of Marmara, and is located at the historical central building of the university at the Sultanahmet square. The library possesses 20.000 publications in various languages, and it is a unique resource for local government studies.

An information session was held for the delegation in the premises of the Center for Local Government and Urban Studies (Marmara University) by Murat Daoudov (lecturer at Francophone Department of Public Administration at Faculty of Political Science) and Associate Professor Erbay Arıkboğa (Head of Local Government Studies Department of the same faculty). Murat Daoudov gave a presentation on the models of inter-governmental

relations (IGR), as well as models of local government associations, and on the instruments of inter-municipal cooperation in Turkey and in Europe, with specific focus on transition countries. Mr. Arıkboğa provided a detailed presentation on the Turkish process of amalgamation of small municipalities. This last section was organized upon the request of the Belgian Technical Cooperation.

Saturday, February 15, 2014

With the objective of gaining practical insight into the amalgamation process, the delegation of MoLG and BTC visited Mürefte Township Municipality in the Tekirdağ Province. The delegation was welcomed by Mayor İlhan Koçer and members of the municipal council. Following a lunch hosted by the Mayor, the delegation visited the municipal hall and the town museum. The discussion was held on the advantages and challenges of the amalgamation process in the general framework of developing the metropolitan municipality model in 30 out 81 Turkish provinces. Small municipalities are unable to offer necessary services in response to the increasing demands. Amalgamation seems to be a better option for achieving improved service delivery, although it requires an important work of persuasion towards the local population.

VISIBILITY

The MoLG/USAID-GC/BTC delegation has also received wide local media coverage. During the visit to Mürefte, the Deputy Minister of the Palestinian MoLG Mazen Ghunaim and the BTC representatives were interviewed by local TV channel "Tekirdağ TV." In addition, approximately 27 local newspapers published articles about the visit, while several websites also published reports about the delegation. A selection of the newspaper coverage is attached to this present report.

DELEGATION AND HOST LIST

Palestinian Delegation:

1. MAZEN MOHAMMAD RATEB GHUNAIM, Deputy Minister- MoLG
2. MOHAMMED H.A. ALJABARIN, Deputy Minister Assistant- MoLG
3. SAFWAN J. M. HALABI, General Director- MoLG
4. RASHID M.M. AWAD, General Director- MoLG
5. SAMEER A. M. DAWABSHEH, General Director- MoLG
6. ABD MUGHNI NOFAL, General Director- MDLF
7. TAWFIQ HAMED TAWFIQ BDEIRI, General Director- MoLG
8. IBRAHIM M. I. ALFETYANI, General Director- MoLG
9. MUSA F.M. HADID, Mayor of Ramallah City
10. FAWZI A. SALEM, Mayor of Al Bireh City
11. VERA G. M. BABOUN, Mayor of Bethlehem City
12. HANI N. A. ABDALMSIH, Mayor of Beit Sahur City
13. RIBHI W. M. DOLA, Mayor of Betunia
14. NAEL A. J. SALMAN, Mayor of Beit Jala
15. KHALED IBRAHIM HAMDAN MAHBOUB, Mayor of Al Dawha Municipality
16. NIDAL ALI HASAN, LGI Deputy Program Director, Global Communities
17. MOHAMMAD ALAMI, Senior Policy Formulation Specialist, Global Communities

Host institutions:

1. Faculty of Political Science of Marmara University.
2. Pendik Municipality
3. Union of Municipalities of Marmara (UMM)
4. Istanbul Metropolitan Municipality (IMM)
5. Bağcılar Municipality
6. Zeytinburnu Municipality
7. Kocaeli Metropolitan Municipality
8. İZAYDAŞ
9. İzmit Municipality
10. City and Local Government Library of Marmara University and UMM
11. Center for Local Government and Urban Studies of Marmara University
12. Mürefte Township Municipality

http://www.marmara.gov.tr/newsdetail.aspx?newsId=14931

Annex (9): Turkey Study Tour Report

http://www.marmara.gov.tr/newsdetail.aspx?newsId=14917

http://mdncorp.com/news/view/mdn-hosts-palestinian-delegation-for-study-tour-on-local-governance?lang=ar#.UwMfrPmSyPU

Annex (9): Turkey Study Tour Report

MIDDLE EAST DEVELOPMENT NETWORK
شبكة تنمية الشرق الأوسط

MDN hosts Palestinian delegation for study tour on local governance

Key officials from the Palestinian Ministry of Local Government (MoLG), as well as prominent Palestinian mayors, participated in an intense, week-long study tour in Turkey that focused on the theory and practice of local government. The delegation was welcomed by local governments and related institutions in three Turkish provinces as part of an enriching program co-organized by the Middle East Development (MDN), the Union of Municipalities of Marmara, the Local Governance and Infrastructure (LGI) project, which is funded by the United States Agency for International Development (USAID) and implemented by Global Communities (a non-profit organization formerly known as CHF), and the Belgian Technical Cooperation (BTC).

The study tour, an intensive exploratory visit designed to address the needs of the Palestinian local government delegation, centered on the Turkish experience in decentralization, metropolitan municipality model, public-private partnerships, and amalgamation of small municipalities. An overview of the mutual cooperation between universities and local governments was an important part of the visit agenda. The delegation visited Marmara University's Faculty of Political Science, as well as its Center for Local Government and Urban Issues, and the City and Local Government Library. Prof. Dr. Recep Bozlagan, Dean of the Faculty of Political Science and a

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Local Government and Infrastructure Program
Mid-term Review of Engineering Fellows Program
April 27, 2014

OBJECTIVE

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.

DATA COLLECTION METHOD AND TOOLS

The M&E team held focus groups for Engineering Fellows and their supervisors, as well as an interview with the program team in charge of managing this component including KMU Director, Special Initiatives Coordinator, Gender Officer (replacing the SP coordinator during an interim period), and EAJC official. Focus Group Discussion for engineering fellows included 27 females and 18 males from the southern, northern, central Global Communities locations, as well as LGUs. Supervisors' FGD included 11 supervisors (two from LGUs, one from EAJC, and eight from Global Communities.)[1] Quantitative data included a questionnaire that was posted online by EAJC for fellows to fill out. The results of the questionnaires were entered and analyzed by LGI's M&E team. The M&E team developed a questionnaire, which was shared and agreed upon during a meeting with EAJC.

Key Achievements

- *Overall improvement in the selection criteria of engineering fellows.*
- *Enhanced relationship between engineering fellows and LGI contractors.*
- *Enhanced relationship between engineering fellows and their respective supervisors.*

MAIN OUTCOMES OF THE QUANTITATE AND QUALITATIVE DATA, AND OPEN ENDED QUESTIONS:

<u>Outcomes of the Engineering Fellows FGDs:</u>

1) The majority of fellows heard about the program through emails received from EAJC, Facebook page for EAJC, website: www.Jobs.ps, previous engineering fellows, newspapers, orientation day at universities, and friends working at Global Communities.

2) In terms of their initial impressions about the program, generally, most fellows had positive feedback. This positive attitude was mainly as a result of their past experience in following the engineering fellows' Facebook page before they started. They were interested in the program because it provides trainings (safety, EIA, etc.), practical experiences and most importantly working on-site. Working

[1] FGD transcriptions can be found in Annexes (2 – 6).

with an international NGO, especially on USAID funded project, was also key to their enthusiasm in joining the program.

3) In terms of comparison between their previous and current expectations, the majority of fellows stated the following: Working on site allows a fellow to benefit in various fields (civil, architecture, electrical, mechanical.). There is a huge difference between working in a LGU and Global Communities. At the LGU, work is limited, while at Global Communities, there is a huge workload and more respect for fellows. Some fellows' expectations were that they were only trainees. They were surprised by supervisors who gave them clear responsibilities that made them feel a huge sense of responsibility. The program and training delivered exceed their expectations. Non-technical training fully received and positively gained, all actions token as part of the training, communicating well with the all parties of the project. Communicating with contractors can be described as positive and appreciated. Most of participant stated that they feel very lucky for being engaged in "once in a life time" experience.

4) In terms of how the program will impact their professional lives in the future, the majority of fellows stated the following: Working with Global Communities and USAID funded projects builds fellows' reputation. Trainings and working on site will assist them because it's demanded by the market place. It also builds self-confidence. Contractors hire fellows who worked at Global Communities. Fellows build their professional reputation and increase their contacts by working at GC. It introduces fellows to challenges that face the different fields of engineering. The majority of site engineers stated that this fellowship is an integrated work experience. It enhances their technical and management skills, which are the qualities that any engineering employer looks for.

5) In terms of systems used for report writing, fellows stated that Weekly and monthly reports are used and shared with supervisors. Fellows felt it's useful and describes what they have learned and any personal input they have. Reports are divided into parts (office work/achievements/planned work for the following week/site work, etc.)

6) In terms of technical skills acquired, fellows stated that they receive seven trainings in total. Some felt that certain trainings require more time (safety and EIA trainings.) Despite that, trainings have one common benefit which is basically opening one's eye to various topics to research further and enhance knowledge in. Most felt that trainings are introductory, but fellows have the main responsibility to empower themselves more. Other trainings were sufficient in terms of content and duration. Non-technical trainings were extremely useful, although some didn't realize during the process the importance of these trainings. The procurement training was especially useful. Main skills acquired included time management, confidence while working in the field, communication skills, implementation of construction works, communication dynamics between the supervisor, the contractor and the workers, and knowledge in contracts and tendering processes.

7) In terms of tools available and whether they were sufficiently used, fellows stated that all tools are available. Contractors are responsible to provide all tools. Some stated that they don't have access to the shared drive which hinders their work and causes unnecessary delays. Some didn't have desks or PCs (working in LGUs.)

8) In terms of construction safety, fellows working with GC felt very safe as high standards of safety measures are applied at projects sites. Fellows working in LGUs, stated that safety requirements aren't taken into consideration; however all fellows wear the safety equipment and try to apply what they have learnt at the safety quality.
9) In terms of holding regular meetings with supervisors, fellows stated that regular meetings are held all the time. Supervisors involve fellows in other meetings as well. They constantly have open

discussions with their supervisors. The fellows working in the site feel empowered by their supervisors as they engage them in supervision and let them present their own comments to the contractor under the supervision of Global Communities site or area engineer. Very few fellows in GC office were engaged in the meetings held by DRU with the consultants. The other vast majority of office fellows didn't have the opportunity to participate in any internal or external technical meetings. Most fellows working in LGUs didn't attend any meetings.

10) In terms of the relationship with their supervisors, fellows had positive feedback about their relationships with their supervisors. Fellows working in LGUs had varied feedback as some had positive relationship with their supervisors while others stated that their supervisors were either too busy or there wasn't enough work to begin with.

11) In terms of weekly report and tasks, fellows in the north and center stated that weekly reports have a section for the upcoming period. The project engineers also review the reports and give feedback on fellows' reports. Supervisors always encourage fellows to be proactive and creative and give them space to provide additional input. However, this is not the case in the south and in LGUs.

12) As far as feedback received from supervisors compared to fellows' planned tasks, the majority of fellows stated the feedback received was from site engineers not project engineers (North). Most fellows in the south mentioned there was no feedback on their work from their official supervisors (project engineers) Most fellows received feedback from site engineers. In LGUs, some fellows were not working with their direct supervisors and were getting feedback from the contractor or another LGU employee.

13) As far as working with contractors, fellows in the north felt there were mutual respect between fellows and contractors. In the south, fellows were given clear instructions not to deal with contractors. Fellows working in LGUs dealt with LGU staff. Most of them were not welcomed at first and some even faced discriminations based on where they come from (from different village or city) or gender issues. Some deal with contractors and there is mutual respect between them.

14) In terms of fellows' feedback on site visits, most fellows stated they had no idea that such companies exist in Palestine. Site visits are a unique component of the program. It is something that they would never be able to have on their own. The variation of the visits is also good. It allows to link theory with practice. It also introduces them to success stories in Palestine.

15) In terms of the timing aspect of the program, All fellows stated their time is fully utilized. In the beginning, they had some free time, but their supervisors would utilize this time to explain different topics/concepts to them, and would ask them to submit assignments later to ensure they have researched the specific topic/concept. Other fellows stated they suffered from peak times which could have been avoided by better planning. Fellows at LGUs had varied opinions, but mostly leaning towards the fact that they felt much time is wasted.

Outcomes of the Supervisors (Global Communities and LGUs) FGD:

The following highlights the main results of the focus group discussion that was held with fellows' supervisors:

The focus group included 11 supervisors (10 males, 1 female), (8 from Global Communities, 1 from EAJC, 2 from partner LGUs).please refer to attendance sheet the table below for background information about the supervisors who participated in the FGD.

- All the FG participants assured that the Engineering Fellows program is a great opportunity for any fresh graduate engineer who is looking for an intensive professional and integrated technical experience.
- Not all the supervisors were invited to the orientation workshop.
- Given the workload as a result of the HIMII projects, fellows were resourceful and an added value to GC's work.
- Supervisors stated that fellows submit regular weekly and monthly reports to their supervisors. The supervisor review and provide the necessary feedback about fellows' achievements.
- Supervisors stated that most fellows are very responsive to supervisors feedback; very few fellows have personal issues in addressing their supervisor comments, especially those related to their interpersonal and work management skills
- The majority of the supervisors stated that the fellows exceeded the roof of their expectations provided the current load of work.
- In general, supervisors stated that there were shared work plans except in the case of the design review unit as a result of the internal HIMII projects, and the interruption and prioritization due to USAID requests and the level of consultants' response.
- In the LGUs, the fellows were providing support and fill in some technical gaps due to staff shortage.
- Supervisors noticed that it took Global Communities long time to provide a suitable workplace and laptops for fellows.
- There is an agreement among supervisors that all fellows follow safety measures set by Global Communities at construction sites. They also contribute in enforcing the implementation of these measures at construction sites.
- There is an agreement among supervisors that they have cooperative relationship with the fellows based on respect.
- According to supervisors, dealing with contractor is already a challenge for an experienced site engineer, especially when it comes to enforcing high standards in implementation. Therefore, the supervisors worked on empowering the fellow in the site to take the lead and present their comments and notes to the contractor under their supervision.
- Both LGUs' representatives stated that the direct supervisors try to introduce the fellows to different technical works carried out by the municipality.
- According to supervisors, high commitment is witnessed from fellows of this round. Some fellows stay on site after working hours to provide support to the site engineers when there are a major construction works taking place (i.e concrete casting or hand over). The same commitment is witnessed in fellows working in the design review unit, where they stay after work helping the team in final design review or for submitting final tender documents to procurement.
- The evaluation was a good tool for praising the points of strength in fellows and highlighting some points of weakness that they need to work on. Much improvement was witnessed in fellows after sharing the evaluation results with their supervisors.

<u>Outcomes of the Program Team Interview:</u>

Overall impression about the program this year in terms of the number of fellows:

1) Timely implementation of the program.
2) Active participation among females (60%).
3) Additional streams were included. Civil was particularly chosen to correspond with the nature of LGI projects.
4) LGI's experience in locating fellows in LGUs did not bare any fruits. Needs assessment should be considered in the future.

5) Regular follow up in terms of objectives, plans, experience is being done to assess any gaps during the implementation of the program and the bridging the gaps between fellows' academic background and practical experience.
6) The addition of gender training was a plus this year.
7) LGI needs to focus more on the marginalized engineers; those who have less chances in acquiring jobs after the fellowship.
8) LGUs do not follow safety methods. It's good to invite them to safety trainings in the future.

Overall impression of the orientation workshop that was held at the beginning of the program:

The workshop was extremely beneficial and positive. A manual including program objectives, selection criteria was distributed among fellows. Supervisors became more aware of the roles expected from them.

Overall impression of fellows' adaptation to the work environment this year:

1) They adapted pretty quickly.
2) Fellows with disabilities were hired this year.
3) More harmony is found among fellows working in GC rather than LGUs.
4) LGUs needs must be taken into consideration before appointing fellows.
5) There is higher commitment to work among fellows this year, and more follow up by supervisors is also witnessed.

Steps taken to improve the program:

1) Organized site visits.
2) Orientation workshop.
3) Modification of application process.
4) Identifying LGU needs.
5) Modification in trainings.
6) Provision of gender training.
7) Financial issues have been resolved.
8) Hiring policies are clear in the manual.
9) This year, there are no salary delays. The time sheet issues have been resolved. Any delays affect the relevant fellows and not all.
10) All fellows were evaluated except the ones stationed in LGUs.
11) Both orientations were beneficial for both parties, except LGUs since they didn't attend. Roles and responsibilities are now clear.
12) Reports are improving. Challenges are addressed by EAJC directory in a regular manner. Also EAJC is following up with LGUs on various issues such as the absence of safety and fellows' communication with contractors.
13) Generally, positive. This is reflected in the improvement in admin and technical issues. The absence of focal points didn't affect the program. Admin and financial issues are not overcome in collaboration between the financial supervisor and the program coordinator.

CHALLENGES:

- No feedback received from EAJC on the monthly reports submitted by fellows.
- Computer engineers at Global Communities and EAJC stated they only benefited from the non-technical training and they wish if there were training workshops related to their field.
- Long period (around a month) to allow fellows to settle in or distribute them to their relevant locations.
- Decide on what fellows should be accessible to (shared drive, GC email address, etc.)
- Fellows working at Global Communities office in Ramallah shared their concern of having computer cables and wires passing under their feet, which is not considered a safe workplace.
- Fellows working in the office rarely participate in any meetings especially the ones working the DR unit.
- It was not easy to be accepted at LGUs; LGU staff was rude in the beginning.

RECOMMENDATIONS:

General:

- The difference between LGI and EAJC in terms of how they link criteria for selection with development objectives.
- Criteria for targeted fellows must be revisited. Fellows recruited are based on LEED requirements and not the most marginalized graduates.
- Reconsider the allocation of fellows at EAJC or LGUs. In case of the latter, a thorough needs assessment must be conducted for the LGU to ensure fellows benefit from this experience. Defining mutual understanding between LGI and the LGU in terms of expectations, roles, and responsibilities is necessary.
- Ensure all supervisors attend the orientation.
- Planned rotation between different types of infrastructure projects as it happened that most of them have been working on the same types of projects since they started their fellowship.
- Take into consideration what is available on site in terms of specialty before stationing fellows. For example, one fellow in the north travels to Ramallah to work in the design/review unit b/c there aren't electrical tasks on site.
- Avoid having two supervisors at the same time (Dua' case).
- The site engineer should be the supervisor across the board and based on the preference of the project engineer.
- To provide an award for the best site engineer supervisor. This should take into consideration developing a criteria for selection, of course.

Trainings:

- To make safety and EIA trainings longer, and introduce a one-day training focusing on practical challenges/obstacles site engineers face in the field and how to deal with them. Also, have trainings on current software. First aid training is also vital especially as site engineers.
- To have some training courses tailored for electrical, mechanical, and IT engineers since they are a minority. Moreover, provide technical trainings that include hands on exercises to enable fellows to apply the knowledge they gained on a real case study. This training methodology was only applied by the safety trainer. However, the trainer didn't follow up with the fellows or provide a feedback on their case studies outcome.
- Most fellows suggested to include software training on "Primavra", for engineering management", 3D Max and Photoshop. According to fellows the knowledge in these software packages will distinguish them from other engineers when they apply to jobs. REVET software training and project Management professional PMP training.

- Allow supervisors to provide feedback about trainings. They only learn about trainings from EAJC emails. That way, they can assess how the training courses contribute to on-job capacity building for the fellows.
- The engineering management training included introduction to MS-Project software but the fellows didn't know how to employ the software in their work.
- The supervisors would prefer to provide more interactive training courses, so instead of focusing on lecturing, they work on real case studies from the field.

Site Visits:

- Replace the site visit to Rawabi with another project as most are not benefitting from it. Most felt it was a promotional visit to Rawabi.
- To have site visits to labs to practically observe how materials are being checked and see the results of the exams conducted.
- Site visits could be considered in the future for DR unit.

Administrative:

- To develop a sheet that explains the various phases a fellow must accomplish. For example, during the first two months, a fellow must be exposed to and well informed about A, B, and C. This should be revised and approved by the supervisor. It will allow us to monitor ourselves further. (BoQs, Bills, Design, Admin issues, etc.)
- Online time sheets to minimize errors.
- Supervisor prefer if there is a possibility to start the fellowship late December or January since fellows get enrolled during the busy annual planning period at Global Communities.
- To provide the fellows with laptops or desktops if the LGU can't provide them. Also laptops for fellows especially when they're at different sites.
- To transfer their salaries on time (they currently receive their salaries between 12-14 of each month.) Transportation reimbursement could be done the following month.
- Possible recommendation for the future is to send an email to all informing GC staff of the beginning of the program and to be more welcoming to fellows.

RECOMMENDED SUCCESS STORY:

The below four stories could be combined into one success story:

- The computer engineering fellow at EAJC is considered a person with disability (her movement is limited and has some speech impairment). According to her supervisor that didn't prevent her from carrying out the assigned tasks and communicate with the rest of the time and, she actually excelled in her performance.
- The head of planning and development at Qalqiliya municipality will raise a recommendation letter to the local council to hire the fellow engineer temporary as a site supervisor for additional six months after the end of his fellowship.
- There is an electrical engineer in the center who prepared a standard active worksheet to calculate the number of required lighting units for LGI building projects.
- The fellow architects had the time and the skills to prepare 3D Max design for some projects.

Global Communities
Partners for Good

ICMA
Leaders at the Core of Better Communities

Palestinian Contractors Union (PCU)

Quarterly and Final Report
January 2014 - March 2014

Prepared for Global Communities (CHF International)

International City/County Management Association (ICMA)
Subcontract: CHF-13-01-ICMA

I. Introduction

Under the Local Government and Infrastructure Program (LGI), Global Communities (formerly CHF International) will strengthen the construction sector and improve construction quality by building the capacity of the Palestinian Contractors Union (PCU) (LGI/Objective 5). Global Communities awarded a subcontract to ICMA to conduct three 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 members and PCU staff.

These activities are designed to provide the PCU with knowledge and educational experiences that will help the PCU serve its members more effectively.

Activity 1: Participatory Assessment and Strategic Planning with PCU and members
From June 9 – 13, 2013, Laura Hagg, Project Director and Dr. Amal Hijazi, Consultant (ICMA Team) conducted an assessment of PCU. The ICMA Team met with PCU board, staff, and key members to understand PCU's strengths, challenges and opportunities.

Based on the assessment, the ICMA Team identified the following broad goals to support PCU's long term sustainability:

1. Strengthen the internal operations of PCU
2. Increase services and continue to provide value to PCU members
3. Increase visibility and role in national decision making and with donors

These goals were addressed in the development of the Strategic Plan and Annual Work Plan.
For the assessment, the ICMA Team used as a guide the Association Viability Index, which categorizes five key components of a professional membership association: leadership, program planning, human resource management, member communications, and financial viability.

The assessment was described in greater detail in the previous quarterly report. During this quarter, all deliverables were reviewed by Global Communities and PCU and were then finalized and officially submitted to Global Communities.

Timeline: The assessment was conducted from June 9-13, 2013 with Amal Hijazi, Consultant for ICMA and Laura Hagg, Program Director, ICMA.
Deliverables: Final three year Strategic Plan; Final 2013 Work Plan; Final PCU's Association Viability Index rating; and Final Summary Report. All were sent to Global Communities.

Activity 2: Board Orientation Training
From August 26 – 29, 2013, ICMA consultant Lisa Myers delivered orientation training to the PCU Board of Directors and conducted Training of Trainers for four (4) PCU staff so they can deliver this training or train others to deliver this training in the future.

Staff trained included:
Omar Nofal, Executive Director

Karima Hammoudi, Finance Director
Wafa Aqqad, Nablus Branch Coordinator
Adnan Madani, Administrative Manager

Overall recommendations from the Board Orientation and staff training:

1. Board orientation should be an annual event, for each new board, and the material should be presented by a combination of staff and knowledgeable volunteers. Board members should spend at least a full-day each year reviewing and considering their roles and responsibilities.
2. The pattern of frequency, timing, and agenda for board meetings should be reviewed, with perhaps fewer meetings of longer duration. Currently the board meets monthly for about an hour—usually telephonically – and the agenda is whatever seems timely at the moment, as opposed to creating a strategic agenda.
3. The Executive Director should always be present at Board meetings. Key staff members should play key roles during the Board meetings as appropriate.
4. Financial Policies should be reviewed with an eye toward developing new policies to address, among other things:
    a. Signatory authority to allow staff signatures on expenditures below some threshold and within budget.
    b. Development of a program-based budgeting system so that members can clearly see how their programmatic goals are reflected in the allocation of their resources.
5. A system for communication with branch leaders and members should be established.
6. The strategic use of committees should be incorporated to include, for example, a government affairs committee to galvanize industry-wide positions and recommend a clear strategy to the Ministries.
7. The Bylaws should be reviewed to consider representational rotation of board members so that tenure overlaps allowing for some continuity and some fresh faces on every board, and considering the limitation of tenure and terms for officers and board members.
8. Job descriptions for both volunteers and staff should be established, communicated and adhered to.
9. In the future, as new Boards are seated, it would be beneficial if Board members who have rotated out of service could be utilized in presenting and/or discussing the overall message/practical application of this training and how it correlates with board member participation and the sustainability and effectiveness of the association. Their points of view are likely to be respected and well-received by their colleagues, and they can say the tough things that need to be said without appearing to "lecture" the new Board members.

Timeline: August 26-29, 2013.
Deliverables: Orientation training materials in English and Arabic; Trained PCU Trainers; Trained new board; all were delivered to Global Communities.

Activity 3: Study Tour

LGI would like to connect the PCU and potentially members to their American counterparts to share knowledge, form relationships and learn best practice from peers. This exchange is tied to specific learning outcomes and organizational capacity building efforts identified in LGI and following the assessment process.

ICMA brought three (3) PCU staff and members to the U.S. (Washington, DC and Golden, CO) for the study tour and exchange: Adel Badr, Vice Chairman, PCU Board of Directors; Rifaat Hashem, PCU member and Nablus Branch Board member; and Karima Hammouda, Finance Manager, PCU. PCU opened up the process for two slots to all members and thus the members chosen competed in an open, transparent process.

Learning objectives. The study tour focused on establishing relationships with ICMA and other associations to exchange ideas, share knowledge and learn from one other about successful membership associations, government contracting and procurement and transparency in operations. This exchange brought together the previous capacity building of PCU, such as the development of the strategic plan and board orientation, and allows PCU to expand on what they have learned and interact with others who have faced similar challenges. Below is a brief summary of how the learning objectives were met by the exchange followed by a more detailed account of the study tour.

- **Identifying and addressing a current challenge.** Exchange participants will present a challenge they are facing within the association, with members or with pricing, etc. These will be discussed at the beginning of the exchange and will be addressed when visiting with the host community. Participants will present possible solutions to their challenge upon return to DC after their host community visit and will discuss this with ICMA staff and fellow participants.
    - *Each participant presented their challenge and action plan. Participants in Colorado worked on their action plans and they were presented to Golden city staff to brainstorm additional ideas and solutions.*
- **Understanding good practice of government procurement and contracting.**
    - *Meeting with City of Golden staff where participants discussed procurement and bidding practices. Golden staff shared their bid documents and processes with PCU on USB ports.*
    - *Meeting with the Colorado Department of Transportation (CDOT) to discuss transparent emergency procurement in response to repairing damaged roads because of severe storms. CDOT shared their unit pricing guidebook, their procurement processes and other documentation with PCU participants.*
    - *Meeting with Pinkard Construction about how they respond to bids.*
- **Learning about innovative contracting partnerships and public private partnerships** that U.S. local governments, such as the city of Golden, Colorado, and private construction firms engage in to achieve the most effective, fair pricing and results.
    - *Golden shared their three types of bids they submit. They also spoke extensively about the partnership that is developed between the city and their contractors. Partnerships and partnering with government was also discussed in depth with the Colorado Contractors Association and the Colorado Asphalt Pavement Association. All had lessons learned and advice for establishing trust and building a strong relationship between government and the private sector.*
    - *Meeting and learning from private sector contractors such as Pinkard Construction, who work extensively with government, about how they bid and price their services.*
- **Understanding about how local governments in the U.S. conduct competitive bids so PCU staff can convey how it is conducted to PCU members and the Ministry of Public Works.**
    - *City of Golden and CDOT addressed this in their discussions and in the documents they gave to PCU. City of Golden staff provided USB ports of example bids, submissions and evaluations to PCU. CDOT also provided hard copies of bids as well.*
- **Participating in meetings with state professional associations, such as the Colorado Contractors Association (or other associations depending on the host community location), to hear about their association, how they operate, what they offer to members.**

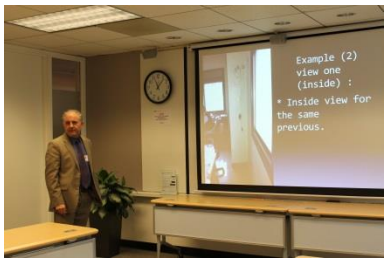
- *Met with the Associated General Contractors, Colorado Asphalt Pavement Association, the Colorado Contractors Association, US Green Building Council and the American Public Works Association (APWA) and addressed these issues. All shared documentation on processes, roles and responsibilities, budgeting, strategic planning, annual work plan and performance reviews with PCU.*

- **Learning about leading and managing a membership association with ICMA staff.** Discussed ICMA's Code of Ethics, member benefits, financial viability, among other topics of interest to professional membership associations.
    - *PCU met with Uma Ramesh, ICMA's COO, who is responsible for the annual budget process and the overall financial viability of the association. They also met with Rita Ossolinski, Director of State and Affiliate Relations, who discussed ICMA's Code of Ethics and a copy was provided to PCU. Josh Franzel, Vice President for Research, Center for State and Local Excellence, ICMA spoke about developing policies to educate lawmakers and David Grossman, Director of International programs at ICMA also met with them.*

Timeline: December 2-13, 2013
Deliverable: Two-week study tour and exchange with U.S. city for six individuals

II. Major Accomplishments/Progress towards Results during the Quarter

As mentioned in the previous quarterly report, **Rifaat Hashem,** at large Member of PCU from Nablus, is concerned about the lack of rules and laws governing qualifications of construction personnel. In particular, the challenge he presented at the beginning of the study tour focused on when contractors are building private buildings, their buildings are not inspected and the codes are not enforced, unlike with public buildings where the work is inspected and enforced by the local government. Only PCU members can build public buildings but anyone can build a private building. He feels this is one of the biggest challenges PCU faces: a large majority of private sector projects are performed and executed by unqualified and unclassified personnel, lacking minimum required knowledge to execute or implement such projects. Until today there are no local laws and rules that limit executing projects on only qualified and classified companies. There are no certified institutions to educate and give minimum required knowledge and experience to those in need for such qualifications. The results of not resolving this issue can be devastating with poor and unsafe structures showing multiple defects discovered too late.



The majority of Rifaat's contracting work is to build private buildings. Thus even though it would require him to file additional documentation and have his work inspected, he is working towards making these changes in Nablus.

After the study tour, Rifaat presented his action plan to the Mayor and City Council of Nablus about changing municipal policies to have public and private buildings held to the same permitting, construction and inspection standards. He also hosted a meeting and shared his experiences with 11 PCU members in Nablus.

In February, he reached out to the Mayor and Council about his idea again. He spoke to them on several occasions. In mid-March, the City Council and Mayor did pass a resolution in support of his idea to have

the same permitting, construction and inspection standards for public and private buildings. Unfortunately, he could not get a hard copy of the resolution to share with CHF in time before the contract expired, which was a requirement for continued support of this effort. This was due to a couple of factors, one of which was opposition from the Engineering Association to the resolution.

However, he has promised to continue to pursue this and if successful, he will approach CHF for support funds for Nablus to make this change. This would entail:

- Gathering data on the number of private buildings that were constructed poorly and the impact that has on the community;
- Bringing in pro-bono ICMA volunteer Dan Hartman, the Director of Public Works for Golden, Colorado who hosted him in December. Dan has offered to help Rifaat in the calculations of the impact of these new policies and would provide technical assistance to implement these changes, including looking at ways to streamline processes and to conduct outreach to those stakeholders impacted
- Host a meeting of municipalities and PCU about the changes Nablus instituted, the first in West Bank.

ICMA on its own will continue to keep in touch with Rifaat and PCU to offer up ideas for continuing this important effort. Dan Hartman has been in contact with Rifaat on at least two occasions to offer his assistance even after the resolution could not fully be implemented.

III. Challenges/Remedial Actions Taken

We encountered challenges in our support of Rifaat Hashem to support municipal policy changes in time before the March 31 close out. Rifaat was unable to get written documentation of the proposed Nablus changes. However, Rifaat will continue to pursue this and will approach CHF/GC at later date if successful. ICMA will be ready to assist if this comes to fruition.

The other major challenge is the Chairman of PCU. CHF conducted a meeting with him and others, particularly the participants of the study tour/exchange to gage lessons learned and their plans for utilizing the knowledge they have gained during their work with CHF and with ICMA. ICMA received notes from the meeting and in conversations with CHF learned that the Chairman was defensive about needed changes at PCU and felt that PCU was doing fine. There were no plans to hire a new executive director and no movement towards implementing the annual work plan and the strategic plan. This was extremely disappointing and this directly impacted ICMA's efforts to offer continued support to Rifaat in his action plan. Perhaps if the Chairman was able to receive a visa and participate in the study tour/exchange as previously planned, we may have had a different outcome as he could have seen the value of the exchange and learning.

IV. Proposed Activities and Expected Results for the Next Quarter

This is the final report.

Annex (12): Companion & Childcare Guidelines

Women throughout the world face many obstacles that limit their appearance and potential participation in the public sphere. One of the main underlying reasons for this is context-specific gender 'norms' or roles that influence the responsibilities and opportunities available to men and women. The assigned gender role mostly associated with women is mother, wife, and caretaker, which often means women are responsible for childcare and homemaking far more than men. This is the case for most women in Palestine and the Middle East.

Based on LGI's gender assessment conducted in July 2013, when women were asked about the reasons that limit their access to municipal services, many of the top reasons were associated with house and childcare responsibilities and other cultural norms that preclude women from traveling along outside their homes (see graph#1 below). This clearly shows that a woman's primary role as caretaker of home and family has a significant impact on her life outside the home. As a result, the LGI team extrapolates from these results that the same gender roles and norms negatively impact women's ability to participate in other program interventions, such as training, community meetings, etc. under LGI.

Graph#1: *Perceived obstacles facing women in accessing municipal services in ascending order (from LGI's gender assessment in July 2013)*

#	Women	%[1]
1	Busy with house and childcare	53.9%
2	Cannot allow LGU workers into the house when there are no family male members	51.3%
3	Husband does not like me to leave the house during the day when he is not here	49.8%
4	Husband does not like me to deal with these issues	47.7%
5	I don't leave the house alone	46.6%
6	No access to child care	27.9%
7	The staff of the council are not willing to deal with women	18.6%

To address these challenges to women's participation in program activities, the LGI team has developed the enclosed 'Companion and Childcare' guidelines. Throughout the guidelines, please note that it is important to remember that women are not a monolithic, homogenous group. They include the young, employed, unemployed, various socioeconomic levels, Muslims, Christians, etc. Women are not just women, but a diverse group of sub-categories, just as men are a diverse group.

What is the Purpose of these Guidelines?

The primary purpose of these guidelines is ***to provide doable strategies, suggestions, and considerations for reducing barriers to women's participation in program activities.***

This will, over time, contribute to changing LGUs' and communities' knowledge and beliefs about women's participation across program interventions.

Ultimately, this will contribute to LGI's overall goals of ***reducing the gap between all citizens and local government units***, enhancing community participation in local governance and local decision-making processes, and ensuring services are provided with consideration to all segments of society.

These guidelines are not prescriptive as each situation in a family or community is unique; the intent is simply to provide considerations for the program team when dealing with program participants. ***Please always feel free to discuss specific situations with the gender technical support available in the Knowledge Management Unit.***

Why are these Guidelines Important for Gender Equality in our Programming?

These guidelines are important for achieving ***equal visibility and participation*** of both men and women in the public sphere by providing options for women who have childcare responsibilities or are restricted by family or cultural/gender norms in participating independently in activities outside the home. In addition, these guidelines also address challenges that may face the elderly or persons with disabilities.

While these guidelines acknowledge the reality of gender roles and norms in Palestine's context***, our ultimate intent as a program team is not to reinforce these traditional roles (i.e., women as responsible for the private sphere and men for the public sphere).*** As an organization, we believe that all people are free to develop their personal abilities and make choices without limitations set by strict gender roles. Therefore, as an example, while childcare may be made available at overnight program training, it should be clear that men would also be able to bring their children if they do not have appropriate childcare alternatives. In addition, the program team will have to challenge stereotypes in conversation with program participants or community members as they arise; this type of dialogue is necessary for changing gender norms and roles.

For Global Communities to support gender equality (equal access to opportunities, decision-making, and resources for men and women), women must first be present (i.e., participate).

What Specific Challenges do Women Face in Participating in Program Activities?

Timing and childcare: Timing and childcare were of the main challenges that face women according to the gender assessment done under LGI in July, 2013, and the SDIP gender analysis from January 28, 2013.

The most convenient time for women's attendance was during the day while children are at school or before the family returns home for lunch (prior to 4 pm), while many of the meetings took place in the evenings and on the weekends. In addition, it is not always culturally appropriate for women to be out late so meetings after dark often result in women leaving early.

***Table #1**: Barriers and success factors regarding female participation from the SDIP participation & gender analysis*

Barriers to Women's Participation	**Success Factors for Women's Participation**
Conservative norms including: women should not be out late; it is inappropriate for women and men to mix; or husbands not benefiting from women's activities outside the home.	Women who had previous work (including previous SDIPs) or relationships with the LGU were more likely to be involved in the process, or women who are staff of the LGU.
Community members, particularly women, gossiping about other women who are engaged	Female SDIP coordinator or PR staff person who could more easily follow up with other women
Common belief among men *and women* that women should be mostly involved in issues that are associated with women, such as children, health, education, etc.	Active women who reached out to other women
High time commitment required by the process, particularly for the coordinator, but also core planning committee.	If women had a female friend or group also involved in the process, were more likely to maintain their participation.
Without institutional affiliation or connection to the LGU, it will be difficult for women to be selected to participate.	Public relations point person or department in the municipality that was focused on women's participation
Belief that women's participation is required by donor or external entity (and a related belief that perhaps women's participation is not that critical to the process)	Culture of volunteerism in the community that increased the participation of both men and women
Night time meetings difficult for women to attend.	Women who seemed to have high self-esteem or are personally driven to represent other women are more likely to nominate themselves for committees and maintain their participation – "If I pay attention to what people say or whether they like/dislike my participation, I would never reach anywhere and would continue to walk in circles." Female, Tuqu'
Limited coordination with women's groups or civil society organizations	"Social fabric allows for personal freedom" as phrased by one interviewee - Local culture

	where mixing was very acceptable as well as strong history of female leadership
	Outreach and awareness tools were varied and most importantly targeted (rather than general approaches) and used multiple mediums to inform the public about the SDIP process, its importance, and ways to participate.
	LGU is a strong supporter of women and has strong relationships with women's groups

What can be done during Activity Planning to Increase Women's Participation and Overcome some of these Challenges (excluding childcare and companion options)?

Gender Analysis of Target Community: When beginning any intervention, it is important to consider gender relations, stereotypes and roles in a target community. Not all Palestinian communities are the same – some are more conservative while others are more inclined towards women's participation in the public sphere (our range is Beit Sahour/Ramallah to Arab Ar Rashayida/Kufr Thulth). A basic understanding of how the community perceives women's role is necessary before undertaking awareness activities to ensure proper messaging that resonates with the community. Some questions that can be asked in carrying out this analysis include the following. If you have any questions on conducting a gender analysis, please refer to the Knowledge Management Unit for support.

1. Is mixing between the sexes common in public areas in the target community? Why or why not?

2. To what extent are women employed/working outside the home in the target community?

3. To what extent are women and men sticking to strict gender roles and stereotypes in the target community?

4. When previous activities have been done in the community, has there been a relatively equal level of participation between men and women? Why or why not?

Awareness: Always raise awareness with communities about the importance of women's participation in such events. Often the (male) leaders you speak with will feel there is no need to include women and say this to you directly. This assumption needs to be challenged should be done sensitively to not seem like simply a donor requirement, but rather as something necessary for ensuring wide community or staff participation and adherence to good governance principles of inclusion, participation, etc. and critical for Palestine's development . Also, women should be

targeted directly via their organizations and channels, such as local women's centers and organizations to learn about program activities and how they can participate.

Other strategies include:

- Increase the number of regional (rather than central) trainings or workshops, thereby reducing the distance women would need to travel to participate and their ability to return home at the end of the work day.
- In accordance to the SDIP gender analysis, the best time for meetings is during the day before 4 pm to suit women's schedules. However, day time meetings for male or female professionals may be difficult because of work duties. Letters from the municipalities and outreach to places of employment may assist in allowing for daytime meetings.
- Increase the number of days of training while also decreasing the number of hours per day, since a shorter day is more convenient for women so they can return home during daylight hours and not have to sleep overnight.

Question of Quantity vs. Quality: It is important to always consider the quality of participation not just quantity (i.e., the extent to which people are able to participate actively and freely and not simply attending to reach certain participation quotas or targets). For example, based on the SDIP's gender analysis, the way in which community meetings and committee meetings are facilitated heavily influences the quality of participation for all attendees, particularly women. If the facilitation methodologies rely mainly on large group interactions or requiring participants to speak up in front of everyone, women will be less likely to participate. However, if facilitation methodologies rely on small group work, anonymous voting, etc., there will be greater participation of generally marginalized voices, including women. In addition, women should be given the opportunity to participate in fields or discussions that are not traditionally associated with 'women's issues' (i.e., infrastructure and not just social or education issues). ***These examples of participation quality are critical as over time, if the quality of women's participation is poor, their participation will decrease as they will perceive the meeting or workshop to not be worth their limited time.***

Childcare

What is Childcare Service?

Childcare service refers to babysitting services during the activity or event period. Children should be easily accessible to parents attending the event.

This service is provided only for children five years old or younger (except in the case of study tours abroad as highlighted below) as those ages are too young to be left away from their parents especially if they still need breastfeeding or any special care.

When is Childcare Provided?

Childcare services are provided at:

- Workshops, trainings, and/or meetings, day or night, to enable parents to attend and still cover domestic responsibilities.
- Study tours abroad: childcare only for children who are younger than two years given cost implications. However, exceptions will be considered on a case by case basis for women with children between 2-5 years old.

Who Should Benefit From these Guidelines?

Any program participant (male or female) who has challenges in participating due to childcare responsibilities (i.e. they do not have childcare alternatives and their participation in program activities would not be possible because of childcare responsibilities). This applies to program participants attending workshops, trainings, community meetings, or focus groups.

Based on our strategic vision which intends not to reinforce gender stereotypes, childcare service is not associated with mothers only, but it should be provided for fathers as well when needed.

Who Pays for the Service?

It depends on the event. If the event is hosted by the community (i.e., community meeting, SDIP meeting, etc.), then the target community, municipality, or partner, should pay for the whole related service costs (childcare and babysitters' food and lodging). In extreme circumstances where the community is considered highly vulnerable, Global Communities will consider covering the cost.

But if the event is hosted by LGI, then it should be covered by Global Communities. However, to avoid responsibility for children directly, the service should be procured through the event venue

(i.e., usually the hotel or hall) so they carry the liability. It should be clear that we are arranging a service but not taking responsibility for their children.

In the case of study tours, the cost of babysitting would also be covered by Global Communities, though the visa and other costs would be covered by the participant. Given this option is available only for parents whose children under two years of age, there is no charge for an airline ticket.

Companion

What does Companion Refer to?

A companion generally refers to a family member (often a male) who would accompany a woman for events or training because some families may feel uncomfortable with a woman being outside the home or alone (especially overnight). As SDIP Gender Analysis results mentioned (see Table 1 above), one of the challenges facing women's participation was reputation issues for women ("Community members, particularly women, gossiping about other women who are engaged [in the program])." Woman attending without a trusted family member may be perceived negatively in the community and affect her personal reputation and that of her family. In this way, the companion provides social protection to the woman in guarding her reputation. Therefore, given these and other obstacles also mentioned above, feedback from program participants and as an outcome of the staff orientation in gender and social inclusion, LGI staff allowed women who either requested or who they came to know needed a companion to bring someone from their family with them to attend overnight workshops or training.

What Message do we not want to send as a Program Team?

We do not want to send a message that women should only be attending workshops and trainings if they are accompanied by a male companion. This would be reinforcing traditional gender roles and norms. Having a companion is a last resort when we know after speaking to program participants and community members that women's participation would not be possible or there would be strong resistance from potential participants' family members for them to attend. Our first reaction should be to say that there is no concern for women to be attending without a companion.

In addition, if the program team sees that there is really resistance to women traveling alone, team members can discuss other alternatives that are more geared towards empowering women. For example, would it be more socially acceptable if female attendees roomed together? Would community members feel more comfortable if there were a larger number of women attending together? Or can a female relative be considered as the companion, thereby increasing the participation of women (if the female companion is relevant to the event or workshop, etc.)? Additionally, and as shown in Table 1, of the success factors that positively affect women's participation are *"Active women who reached out to other women" and "If women had a female friend or group also involved in the process, were more likely to maintain their participation."* Thus, the companion option may encourage other females (in case of having female companion) to get involved and participate publicly in the future.

> *Having a companion is a last resort when we know after speaking to program participants and community members that women's participation would not be possible or there would be strong resistance from potential participants' family members for them to attend.*

Over time, if companions do join, from experience in other contexts, generally they see that there is nothing to worry about and may eventually decide not to come, having more trust in Global Communities as an organization, in their female family members, and other program participants.

Could Men ever be targeted under the Companion Policy?

There are specific cases where men could be targeted under this policy. For example, elderly and or men with disabilities[1] who are not able to care for themselves and still need/want to participate in the program may need a companion more for care (as opposed to the cultural restrictions that result in some women requiring a companion).

When to Apply the Guideline?

Needing a companion is very context specific, and can be determined by LGI' staff members who work directly with the community. They need to speak with members of the community before planning an event to see if not having a companion would be a challenge for women's attendance. They need to do it in a way where they are not just right away offering the companion option, but seeing first if that option is even perceived as culturally appropriate or

[1] In the case of disability or age considerations, women with disabilities or elderly women could also be targeted for consideration under the companion policy.

necessary. It takes some digging at the start and should happen during activity planning. The Gender Officer can support the team in determining this if necessary.

Who Pays for the Service?

The main financial burden would be lodging; however, we assume that the companion would be staying in the same room as the participant and Global Communities will cover the additional cost, if any, for a double room. However, any additional lodging beyond sharing double room would not be provided to the companion.

If a per diem is provided to cover food, it should not be provided directly to the companion. In the case of workshops or trainings at hotels where buffet style eating is the norm, the organization would add the companion to the total. In the case of per diem being provided to participants to cover food, beverages, and other miscellaneous expenses, the per diem for the companion should be given directly to the program participant, not the companion, because this creates a relationship between the companion and the program and does not empower the women involved in the situation.

For which Events/Activities are Companions Appropriate?

- Overnight workshops and trainings.
- A companion may be necessary at night time events.
- External study tours and internships: A companion option will not be offered for study tours. However, to reduce local resistance to women's participation in study tours or even internships (like the fellows program), information sessions can be held for potential participants and their families to hear about the program and be more comfortable with the idea of having female family members traveling alone with the program.

A companion is based on the situation and circumstances. Should have a side discussion with the woman involved and based on that see the best approach.

Depending on context, it may make sense for the companion to participate in the event or workshop depending on the nature of the workshop, their role in the community, and whether their participation adds value to the group. ***In additional cases, where the primary attendees may be female and there are a large number of companions, it is an opportunity to have facilitated discussions with the companions about gender, women's rights, etc. which can ultimately influence how the companions think and slowly influence gender norms.***

When the Need for Childcare and Companions Overlap – What should be done?

There have been cases where women have brought companions not because of cultural restrictions but simply to care for their children while they are in meetings or workshops. This is a good example of a case where the need for childcare may appear to be a need for a companion. The approach of the Global Communities team in these cases is to see which (providing childcare or allowing a companion) is the more cost effective option; if there are many female or male participants who require childcare, it will likely be more cost-effective to get babysitters for this large number of children. However, if there are only a couple of children who need care, it may be more cost-effective to allow companions to come and also care for the children. ***The final choice, assuming the companion is being considered only for the case of childcare, is based on cost effectiveness.***

Who Should Not Benefit From These Guidelines (both Childcare and Companion)?

- Anyone who is able to participate without childcare or companionship support would not be offered. Annex 1 includes a questionnaire to help the program team have a discussion with female participants to determine this.

- While we acknowledge that this policy may be taken advantage of by program participants, we prefer to err on the side of caution and provide the required support more than may be needed in reality to remove as many obstacles as possible facing women in particular. Ultimately, frontline program staff can make the required judgments as they are familiar with the communities and participants.

What is the Process for Applying these Policies?

Based on discussions with the governance team in particular, the current process for workshops and training is:

1. Send a letter to the LGU or Ministry of Local Government inviting them to participate and nominate individuals. Based on previous discussions, this letter should include that female representation is required and may include a minimum percentage requirement depending on the activity.

2. The LGU or Ministry then replies via letter or phone confirming who will attend.

3. At this point, the program team member responsible for the activity should determine if there is enough female participation. If the municipality tells them that certain people, particularly women, apologized for not making it, the program team should further investigate the reasons. The Gender Officer can support in this regard and determine if it

is an issue of childcare or companion, which the program can address based on the enclosed guidelines.

4. If the target participants are a known group, for instance the SDIP Support Committee members or the Institutional Development Committee members at a municipality, the program team should request that these target groups fill in the survey found in Annex#1 (Participant Ability Assessment Form) to understand their situations. This survey will be analyzed by the Gender Officer to provide recommendations on how to overcome any challenges that may face female participants in particular.

5. In addition, the program team is advised to request double rooms in the activity summary sheets for all expected female participants in case they require a companion given the difficulty in last minute changes for room types. In the case of a woman who does not need the double room, the program will cover this small price difference or the hotel will be requested to waive the cost.

How do we Monitor and Evaluate the Application of these Guidelines?

First, the Gender Officer will evaluate if there has been an increase in female participation after these policies were shared with the program team (based on figures collected for governance workshops, the Gender Officer will establish a baseline as of December 31, 2013 to be compared with figures as of December 31, 2014). In addition, the Gender Officer and program team can interview those who benefit from these policies to see how it has impacted their ability to participate, if at all.

The Gender Officer will also seek feedback from the staff impacted by this policy to determine what were the challenges and successes that should be taken into consideration in upcoming activities and in any updates to the policy.

_____Annex#1_____

برنامج الحكم المحلي والبنية التحتية المجتمعية LGI
نموذج تقييم إمكانية المشاركة في نشاطات البرنامج **Participation Ability Assessment Form**

القسم الأول: معلومات عامة
General Information

الاسم: Name	
الوظيفة: Job Title	المستوى الأكاديمي:
الجنس:Sex	أنثى☐ ذكر ☐
العمر :Age	26 فما فوق☐ 25-18☐ أقل من 18 ☐
الحالة الاجتماعية Marital Status	متزوج/ة ( ) مطلق/ة ( ) أرمل/ة ( ) أعزب/ عزباء ( )
انا ممثل عن :Org	مجلس شبابي☐ مواطن/ه ☐ مؤسسات مجتمع مدني ☐ وزارات أخرى ☐ وزارة حكم محلي ☐ هيئة محلية ☐

تاريخ تعبئة الإستمارة ___/__/2014	
الأطفال Children	
هل لديك أطفال؟ Do you have children	( ) نعم ( ) لا
عدد الأطفال من عمر 0- سنتين Age: (0- 2 years)	( ) طفل واحد ( ) طفلان ( ) لا يوجد
هل هناك أطفال رضّع؟ (Breastfeeding need)	( ) نعم ( ) لا
عدد الاطفال من سنتين- 5 سنوات Age: 2- 5 years	( ) طفل واحد ( ) طفلان ( ) لا يوجد
عدد الاطفال من 5 سنوات – 10 سنواتAge: 5- 10 years	( ) طفل واحد ( ) طفلان ( ) أكثر من طفلين ( ) لا يوجد

القسم الثاني: المشاركة المجتمعية

1. مكان ووقت الفعاليات التي شاركت فيها		
1	هل سبق وشاركت في نشاطات مجتمعية؟	( )نعم ( ) لا
2	ما نسبة مشاركتك في فعاليات للمجتمع؟	( )يوميا ( ) اسبوعيا ( ) شهريا ( ) سنويا
	مكان الفعالية Activity Location	
3	مكان الفعالية يؤثر على إمكانية مشاركتي؟	( )نعم ( ) لا

	الفعاليات التي سبق وشاركت بها كانت	( )في مجتمعي المحلي ( )خارج مجتمعي المحلي ( )خارج فلسطين ( )كل ما ذكر
	مكان الفعالية المستقبلية الذي يتناسب معي هو	( ) في مجتمعي المحلي ( )خارج مجتمعي المحلي ( )خارج فلسطين ( )كل ما ذكر
	مكان الفعالية المستقبلية الذي لا يتناسب معي هو	( ) في مجتمعي المحلي ( )خارج مجتمعي المحلي ( )خارج فلسطين ( )كل ما ذكر
	وقت وفترة الفعالية Activity Time & Duration	
4	أوقات الفعاليات التي سبق وشاركت بها	( )فعاليات صبا حية ( )فعاليات مسائية
5	مدة الفعاليات التي سبق وشاركت بها	( )اقل من 4 ساعات ( )يوم كامل ( )أكثر من يوم
6	الأوقات التي تتناسب معي لحضور اي فعاليات مستقبلية	( )فعاليات صبا حية ( )فعاليات مسائية ( )لا يوجد وقت محدد
7	مدة الفعالية التي تتناسب معي لحضور اي فعاليات مستقبلية	( )اقل من 4 ساعات ( )يوم كامل ( )أكثر من يوم

2. ما هي العقبات التي تمنع مشاركتي بما يخص مكان الفعالية؟ Location-based Challenges

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3. ما هي العقبات التي تمنع مشاركتي بما يخص وقت ومدة الفعالية؟Time & Duration-based Challenges

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4. هل سبق وشاركت في فعالية تتطلب المبيت؟ كم مرة؟ أذا كانت الاجابة لا، ما هي الاسباب؟

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القسم الثالث: المشاركة المجتمعية
Public Participation

1. نوع وموضوع الفعاليات التي شاركت فيها		
1	موضوع الفعاليات التي شاركت فيهاActivity Topic	( )اجتماعية ( )سياسية ( )علمية ( )تخطيطية ( )متنوعة
	الفعاليات الاجتماعية Social Activities	
3	افضل المشاركة في الفعاليات الاجتماعية	( )نعم ( ) لا
	يتم ترشيحي للمشاركة بهذا النوع وليس اختياري الشخصي	( )نعم ( ) لا
	أود المشاركة في مواضيع اخرى	( )نعم ( ) لا

الفعاليات في الحوكمة/ التخطيط/ السياسة/ البنية التحتية Politics/Governance/ Planning/ Infrastructure		
4	لا أرغب بالمشاركة بهكذا فعاليات	( )نعم ( ) لا
5	لا تتم دعوتي أو ترشيحي للمشاركة بهذه المواضيع	( )نعم ( ) لا
6	أرغب بالمشاركة ولكن هذه المواضيع تتطلب التزام لوقت طويل	( ) نعم ( ) لا
7		

2. ما هي العقبات التي تمنع مشاركتي بما يخص موضوع الفعالية؟Topic-based Challenges

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توصيات واقتراحات Suggestions & Recommendations

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Annex (13): LGI Media Coverage during FY14

#	Date	Title	News Agency	Link
1	2/10/2013	Workshop in Qaliliya Municipality	Maan news	http://maannews.net/arb/ViewDetails.aspx?ID=635268&MARK=chf
2	3/10/2013	Qalqilya Municipality signed a memorandum of understanding with Aman	Alhayat newspaper	http://www.alhayat-j.com/pdf/2013/10/3/page9.pdf
3	6/10/2013	Workshop for the application and development capacity index in the Qalqilya municipality	Panet	http://www.panet.co.il/online/articles/110/111/S-723068,110,111.html
4	6/10/2013	Workshop for the application and development capacity index in the Qalqilya municipality	Maan news	http://www.maannews.net/arb/ViewDetails.aspx?ID=635268
5	19/10/2013	Global Communities Celebrates Green Apple Day:	Green Clean WebSite	http://www.green-clean-now.org/index.php/news/arab_news/4946.html
6	21/10/2013	Finishing work in construction a bridge connecting two school in Al- Jalazoun camp:	Alhayat newspaper	http://www.al-ayyam.com/pdfs/19-10-2013/p02.pdf
7	26/10/2013	Municipality of Beit Ummar begin paving 37 Street and the development of the electricity grid and water	Maan news	http://maannews.net/arb/ViewDetails.aspx?ID=641348&MARK=CHF
8	29/10/2013	Jenin Municipality and USAID discuss prospects of joint cooperation	Donia Al Watan	http://www.alwatanvoice.com/arabic/news/2013/10/29/452725.html
9	30/10/2013	Youth local councils: pioneering experiments in social accountability	Maan news	http://maannews.net/arb/ViewDetails.aspx?ID=642785&MARK=CHF
10	30/10/2013	Jenin Municipality and USAID discuss prospects of joint cooperation	Maan news	http://maannews.net/arb/ViewDetails.aspx?ID=642683&MARK=CHF
11	30/10/2013	During a round table organized by Sharek and global communities institution in Ramallah .. youth local councils: pioneering experiments in social accountability	Donia Al Watan	http://www.alwatanvoice.com/arabic/news/2013/10/30/453128.html
12	30/10/2013	Youths are taking part in a conference of youth local councils and social accountability	Wattan	http://wattan.tv/ar/video/78833.html
13	31/10/2013	Ramallah: Round table calls for strengthening the role of youth in the advancement of society	al ayyam newspaper	http://www.al-ayyam.com/pdfs/31-10-2013/p06.pdf
14	31/10/2013	Local bodies and civil institutions, donors and experts laud the achievements of Youth Local Councils	al hayat newspaper	http://www.alhayat-j.com/pdf/2013/10/31/page14.pdf
15	31/10/2013	During a round table organized by Sharek and global communities institution in Ramallah .. youth local councils: pioneering experiments in social accountability	Donia Al Watan	http://www.alwatanvoice.com/arabic/news/2013/10/30/453128.html
16	3/11/2013	During a round table organized by Sharek and global communities institution in Ramallah .. youth local councils: pioneering experiments in social accountability	Donia Al Watan	http://www.alwatanvoice.com/arabic/news/2013/10/30/453128.html
17	3/11/2013	Youth local councils: pioneering experiments in social accountability	maan news	http://www.maannews.net/arb/ViewDetails.aspx?ID=642785
18	3/11/2013	Al Koni: The Government appreciates the great importance of the youths role to the society	maan news	http://www.maannews.net/Arb/ViewDetails.aspx?ID=642703
19	3/11/2013	Youth Local Councils …. Ambition and prospects	Al Quds	http://www.alquds.com/vidcb/470266
20	6/11/2013	Al Hamdallah: the importance of Kerry's Economic plan in supporting the investments in Area C	wafa	http://www.wafa.ps/arabic/index.php?action=detail&id=162867
21	6/11/2013	PA: we have a solid partnership with the USAID	Al Bawabh News	http://www.albawabhnews.com/news/201406
22	6/11/2013	Al Hamdallah meets the general director of USAID	Panet news	http://www.panet.co.il/online/articles/110/111/S-733422,110,111.html
23	6/11/2013	Al Hamdallah: the importance of Kerry's Economic plan in supporting the investments in Area C	Palpress	http://www.palpress.co.uk/arabic/?Action=Details&ID=100394
24	6/11/2013	Al Hamdallah: the importance of Kerry's Economic plan in supporting the investments in Area C	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2013/11/06/455769.html
25	6/11/2013	Al Hamdallah: the importance of Kerry's Economic plan in supporting the investments in Area C	Shasha News	http://www.shasha.ps/more/83263#.Un9viXDIakk
26	6/11/2013	Al Hamdallah: the importance of Kerry's Economic plan in supporting the investments in Area C	Federation Of Arab News	http://www.fananews.com/?p=943809
27	6/11/2013	Al Hamdallah: the importance of Kerry's Economic plan in supporting the investments in Area C	Palestine News Network/	http://www.palnnn.com/?p=12715
28	6/11/2013	Al Hamdallah: the importance of Kerry's Economic plan in supporting the investments in Area C	maan news	http://www.maannews.net/arb/ViewDetails.aspx?ID=644924
29	6/11/2013	PA: we have a solid partnership with the USAID	Youm 7 news	http://www1.youm7.com/News.asp?NewsID=1330868&SecID=88&IssueID=0#.Un9v93DIakl
30	6/11/2013	PA: we have a solid partnership with the USAID	Ahram	http://massai.ahram.org.eg/News/1552/53/111758/%D8%A3%D8%AE%D8%A8%D8%A7%D8%B1-%D8%B9%D8%A7%D8%AC%D9%84%D8%A9/%D8%A7%D9%84%D9%8AD%D9%83%D9%88%D9%85%D8%A9-
31	6/11/2013	PA: we have a solid partnership with the USAID	Alwafd	http://www.alwafd.org/%D8%B9%D8%A7%D9%84%D9%85%D9%80%D9%8A/567794-%D8%A7%D9%84%D8%AD%D9%83%D9%88%D9%85%D8%A9-%D8%A7%D9%84%D9%81%D9%84%D8%B3%D8%B7%D9%8A%
32	6/11/2013	PA: we have a solid partnership with the USAID	Moheet.com	http://rss.moheet.com/news/newdetails/732488/1/%D8%A7%D9%84%D8%AD%D9%85%D8%AF-%D8%A7%D9%84%D9%84%D9%87-%D8%A7%D9%84%D8%B4%D8%B1%D8%A7%D9%83%D8%A9-
33	6/11/2013	Al Hamdallah: the importance of Kerry's Economic plan in supporting the investments in Area C	PNN	http://arabic.pnn.ps/index.php/economy/71829

Annex (13): LGI Media Coverage during FY14

#	Date	Title	News Agency	Link
34	6/11/2013	(USAID): the export of Palestinian products contributes to the openness to the world	Raya	http://www.raya.ps/ar/news/842590.html
35	6/11/2013	the Director of USAID Checks on the projects in Harmolah Village, Bethlehem	Radio Bethlehem 2000	http://www.rb2000.ps/ar/news/94343.html
36	6/11/2013	Bethlehem: Director of USAID visits Azzir School	PNN	http://arabic.pnn.ps/index.php/local/71900-58747747112-878
37	6/11/2013	the Director of USAID Checks on the projects in Harmolah Village, Bethlehem	Wattan Voice	http://www.alwatanvoice.com/arabic/news/2013/11/06/456010.html
38	6/11/2013	the Director of USAID Checks on the projects in Harmolah Village, Bethlehem	Panet news	http://www.panet.co.il/online/articles/110/111/S-733573,110,111.html
39	6/11/2013	the Director of USAID Checks on the projects in Harmolah Village, Bethlehem	maan news	http://www.maannews.net/arb/ViewDetails.aspx?ID=645075
40	6/11/2013	(USAID): the export of Palestinian products contributes to the openness to the world	Alquds newspaper	http://www.alquds.com/news/article/view/id/471544
41	7/11/2013	Al Hamdallah: the importance of Kerry's Economic plan in supporting the investments in Area C	al hayat al jadeedah	http://www.alhayat-j.com/pdf/2013/11/7/page7.pdf
42	7/11/2013	(USAID): the export of Palestinian products contributes to the openness to the world	Al hayat Al jadeedah, Eco	http://www.alhayat-j.com/pdf/2013/11/7/page12.pdf
43	7/11/2013	Bethlehem: Director of (USAID) inspects the Agency's projects in the village Harmalah	Al Wasat Today	http://www.alwasattoday.com/ar/news/21560.html
44	15/11/2013	The Debate for Illar's YSLCs elections	facebook	https://www.facebook.com/media/set/?set=a.570555499680510.1073741841.487938584608869&type=1
45	16/11/2013	Illar Municipality held the second round of YSLC elections	Al Fajer TV	http://www.alfajertv.com/alfajertube/107286.html
46	16/11/2013	the moment of pulling out the elections' results	facebook	https://www.facebook.com/media/set/?set=a.570964812972912.1073741842.487938584608869&type=1&comment_id=4766817&offset=0&total_comments=1&notif_t=photo_album_comment
47	19/11/2013	SDIP workshop in Nablus Municipality	Nablus TV	http://www.nablustv.net/internal.asp?page=details&newsID=124483&cat=13
48	21/11/2013	press tour to celebrate the project finishing of Jalazoun bridge	wafa	http://www.wafa.ps/arabic/index.php?action=detail&id=163815
49	21/11/2013	press tour to celebrate the project finishing of Jalazoun bridge	raya	http://www.raya.ps/ar/news/843989.html
50	21/11/2013	press tour to celebrate the project finishing of Jalazoun bridge	Atlas News	http://www.atlasnews.ps/news.php?action=view&id=31806
51	22/11/2013	Ramallah Municipality holds a workshop to update its strategic plan:	donya al watan	http://www.alwatanvoice.com/arabic/news/2013/11/22/462725.html
52	22/11/2013	A media tour to check the overpass bridge in Jalazoun camp:	al ayyam news paper	http://www.al-ayyam.com/pdfs/22-11-2013/p03.pdf
53	23/11/2013	Ramallah Municipality holds a workshop to update its strategic plan:	al hayat al jadeedah	http://www.alhayat-j.com/pdf/2013/11/23/page8.pdf
54	24/11/2013	Ramallah Municipality holds a workshop to update its strategic plan:	al ayyam news paper	http://www.al-ayyam.com/pdfs/24-11-2013/p06.pdf
55	24/11/2013	Ramallah Municipality holds a workshop to update its strategic plan:	maan news	http://www.maannews.net/arb/ViewDetails.aspx?ID=650036
56	24/11/2013	Mayor of Qalqilya: vital projects have been carried out by the municipality over the past year:	al hayat al jadeedah / new	http://www.alhayat-j.com/pdf/2013/11/24/page9.pdf
57	24/11/2013	Mayor of Qalqilya: vital projects have been carried out by the municipality over the past year:	al hayat al jadeeha / webs	http://www.alhayat-j.com/newsite/details.php?opt=3&id=221664&cid=3134
58	29/11/2013	A Press Conference to announce onset of preparations for Christmas Celebrations in Bethlehem	Orient Radio	http://www.orientbethlehem.net/ar/%D9%81%D9%8A%D8%B1%D8%A7-%D8%A8%D8%A7%D8%A8%D9%88%D9%86-%D8%A8%D9%8A%D8%AA-%D9%84%D8%AD%D9%85-%D8%AA%D8%B2%D8%AF%D8%A7%D8%AF-%D8%B5%D8%BA%D8%B1%D8%A7-%D8%A8%D9%81%D8%B9%D9%84-%D8%A7%D9%84%D8%A7/
59	29/11/2013	A Press Conference to announce onset of preparations for Christmas Celebrations in Bethlehem	al ayyam news paper	http://www.al-ayyam.com/pdfs/29-11-2013/p02.pdf
60	30/11/2013	Yatta Municipality opens tenders for rehabilitating a new main road	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=652620
61	30/11/2013	Yatta Municipality opens tenders for rehabilitating a new main road	PNN	http://pnn.ps/index.php/local/74335
62	30/11/2013	Yatta Municipality opens tenders for rehabilitating a new main road	Amad	http://www.amad.ps/ar/?Action=Details&ID=6757
63	30/11/2013	Yatta Municipality opens tenders for rehabilitating a new main road	donya al watan	http://www.alwatanvoice.com/arabic/news/2013/11/30/466511.html
64	1/12/2013	Yatta Municipality opens tenders for rehabilitating a new main road	Al Hayat Al Jadeedah	http://www.alhayat-j.com/pdf/2013/12/1/page6.pdf
65	1/12/2013	Yatta Municipality opens tenders for rehabilitating a new main road	Al Ayyam Newspaper	http://www.al-ayyam.com/pdfs/1-12-2013/p08.pdf
66	4/12/2013	Global Communities and the UN Women sign MoU	Wafa	http://www.wafa.ps/Arabic/index.php?action=detail&id=164613
67	4/12/2013	Global Communities and the UN Women sign MoU	AL Manar	http://www.manar.com/page-13217-ar.html
68	5/12/2013	Global Communities and the UN Women sign MoU	Al Ayyam Newspaper	http://www.al-ayyam.com/pdfs/5-12-2013/p11.pdf
69	8/12/2013	Baboun: Bethlehem is looking forward to celebrate Christmas and welcome its pilgrims and visitors from all over the world:	Nablus TV	http://www.nablustv.net/internal.asp?page=details&newsID=127676&cat=14
70	9/12/2013	Baboun: Bethlehem is looking forward to celebrate Christmas and welcome its pilgrims and visitors from all over the world:	Al Ayyam Newspaper	http://www.al-ayyam.com/pdfs/9-12-2013/p08.pdf
71	9/12/2013	Baboun: Bethlehem is looking forward to celebrate Christmas and welcome its pilgrims and visitors from all over the world:	Al Hayat Al Jadeedah	http://www.alhayat-j.com/pdf/2013/12/9/page7.pdf

Annex (13): LGI Media Coverage during FY14

#	Date	Title	News Agency	Link
72	21/12/2013	Beit Sahour Municipality brings joy to people with special needs	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=658878
73	21/12/2013	Beit Sahour Municipality brings joy to people with special needs	Al Gaded Newspaper	http://www.algded.com/17162.html
74	21/12/2013	Beit Sahour Municipality brings joy to people with special needs	PNN	http://arabic.pnn.ps/index.php/local/76301
75	21/12/2013	Beit Sahour Municipality brings joy to people with special needs	Al Ayyam Newspaper	http://www.al-ayyam.com/pdfs/22-12-2013/p08.pdf
76	23/12/2013	Beit Sahour Municipality brings joy to people with special needs	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2013/12/22/475996.html
77	23/12/2013	Beit Sahour Municipality brings joy to people with special needs	Panet	http://www.panet.co.il/online/articles/110/111/S-750167,110,111.html
78	23/12/2013	A meeting in Tubas Municipality on the new human resources system	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=659363
79	24/12/2013	Bethlehem Municipality announces its strategic development plan for the years 2014-2017	Al Quds Newspaper	http://www.alquds.com/en/node/479766
80	24/12/2013	Bethlehem Municipality announces its strategic development plan for the years 2014-2017	PNN	http://arabic.pnn.ps/index.php/local/76482-%D8%AA%D8%AA%D8%B6%D9%85%D9%86-%D9%85%D8%B4%D8%A7%D8%B1%D9%8A%D8%B9-%D8%AA%D8%B7%D9%88%D9%8A%D8%B1%D9%8A%D8%A9-%D8%AD%D8%AA%D9%89-%D8%A7%D9%84%D8%B9%D8%A7%D9%85-2017-
81	24/12/2013	Bethlehem Municipality announces its strategic development plan for the years 2014-2017	Al Ayyam Newspaper	http://www.al-ayyam.com/pdfs/24-12-2013/p07.pdf
82	24/12/2013	Bethlehem Municipality announces its strategic development plan for the years 2014-2017	Nativity TV	http://nativitytv.ps/tv/2013/12/%D8%A8%D9%84%D8%AF%D9%8A%D8%A9-%D8%A8%D9%8A%D8%AA-%D9%84%D8%AD%D9%85-%D8%AA%D8%B9%D8%B1%D8%B6-%D8%AE%D8%B7%D8%A9-%D9%87%D9%8A%D9%83%D9%84%D9%8A%D8%A9-
83	24/12/2013	Bethlehem Municipality announces its strategic development plan for the years 2014-2017	Maan News	http://maannews.net/arb/ViewDetails.aspx?ID=659448&MARK=%D8%AE%D8%B7%D8%AA%D9%87%D8%A7%20%D8%A7%D9%84%D8%A7%D8%B3%D8%AA%D8%B1%D8%A7%D8%AA%D9%8A%D8%AC%D9%8A%D8%A9%20%D8%A7%D9%84%D8%AA%D9%8
84	6/1/2014	Al-Bireh Municipality announces its strategic development plan for the years 2014-2017	Pal24	http://www.pal24.net/ViewNews.aspx?ID=19480
85	6/1/2014	Qalqilya's YSLC launched the activity "a book for good"	YSLC	http://www.yslc.ps/atemplate.php?id=508
86	9/1/2014	Inauguration of Anabta CSC	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=664082
87	9/1/2014	Inauguration of Anabta CSC	Panet	http://www.panet.co.il/online/articles/110/111/S-756888,110,111.html
88	9/1/2014	Inauguration of Anabta CSC	Al-Hayat Al-Jadeeda	http://www.alhayat-j.com/newsite/details.php?opt=3&id=225324&cid=3177
89	9/1/2014	Inauguration of Anabta CSC	Al Fajer T.V	http://www.alfajertv.com/news/118644.html
90	9/1/2014	Inauguration of Anabta CSC	Facebook	https://www.facebook.com/photo.php?fbid=723830247635202&set=a.256030004415231.70411.253888444629387&type=1&theater
91	9/1/2014	Inauguration of Anabta CSC	PNN	http://www.pnn.ps/index.php/home/pnn/services/website/2012-01-11-16-33-28/78045-%D8%A7%D9%81%D8%AA%D8%AA%D8%A7%D8%AD-%D9%85%D8%B1%D9%83%D8%B2-
92	9/1/2014	Inauguration of Anabta CSC	Al Fajer T.V	http://www.alfajertv.com/alfajertube/118673.html
93	9/1/2014	Inauguration of Anabta CSC	Salam T.V	http://www.salam-tv.ps/ar/salam-tube/55716.html
94	9/1/2014	Inauguration of Anabta CSC	Youtube	http://www.youtube.com/watch?v=7i7rBvkhX0g&feature=youtube_gdata
95	9/1/2014	Inauguration of Anabta CSC	Youtube	http://www.youtube.com/watch?v=etTIB4gMjdA
96	9/1/2014	Inauguration of Anabta CSC	Facebook	https://ar-ar.facebook.com/Anabta.Lovers
97	9/1/2014	Inauguration of Anabta CSC	Anabta Municipality	http://www.anabta.org/anabta/index.php?option=com_content&view=article&id=113:2014-01-12-14-13-23&catid=35:after-matchh-news&Itemid=1
98	16/1/2014	Beit Sahur Municipality meets USAID's delegation	Bethlehem 2000	http://www.rb2000.ps/ar/news/99195.html
99	19/1/2014	Hebron WFB (Article)	Al-Hayat Al-Jadeeda	http://www.alhayat-j.com/newsite/details.php?opt=7&id=226099&cid=3186
100	20/1/2014	Pioneer Council - PCAC meeting - Hebron	Siraj FM	http://sirajfm.ps/?p=2334
101	21/1/2014	Qabalan's YSLC President	Maan News	http://maannews.net/arb/ViewDetails.aspx?ID=666864
102	23/1/20114	Illar CSC opening	Raya FM	http://www.raya.ps/ar/news/849077.html
103	23/1/20114	Illar CSC opening	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/01/23/487660.html
104	23/1/20114	Illar CSC opening	Wafa	http://www.wafa.ps/arabic/index.php?action=detail&id=167296
105	23/1/20114	Illar CSC opening	Anba' Net	http://www.anbaanet.com/feed/126967.html
106	23/1/20114	Community participation manual (MOLG)	Asdaa'	http://www.asdaapress.com/2014/01/89_23.html#.UudRcBD8IdU
107	23/1/20114	Illar CSC Inauguration	Palestinian Civil Defence	http://www.pcd.ps/new/?q=arabic/content/%D8%A7%D9%84%D9%85%D8%B4%D8%A7%D8%B1%D9%83%D8%A9-%D8%A8%D8%AD%D9%81%D9%84
108	23/1/20114	Illar CSC Inauguration	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=667663
109		Illar CSC Inauguration	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/01/23/487699.html
110	24/1/2014	Illar CSC Inauguration	Panet	http://www.panet.co.il/online/articles/110/111/S-762332,110,111.html
111	26/1/2014	Illar CSC Inauguration	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=668146
112	27/1/2014	MoU with Education Directorate in Jenin	Jenin TV	http://jenintv.net/?articles=topic&topic=12489
113	28/1/2014	Pioneers Council - PCAC meeting - Hebron	Hebron Radio	http://hebronfm.ps/index.php?news=17965
114	28/1/2014	Pioneers Council - PCAC meeting - Hebron	Atlas News Agency	http://www.atlasnews.ps/news.php?action=view&id=41086

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#	Date	Title	News Agency	Link
115	28/1/2014	Pioneers Council - PCAC meeting - Hebron	Al Watan Voice	http://www.alwatanvoice.com/arabic/content/print/489289.html
116	28/1/2014	Pioneers Council - PCAC meeting - Hebron	Raya FM	http://www.raya.ps/ar/news/849522.html
117	28/1/2014	Pioneers Council - PCAC meeting - Hebron	Panet	http://www.panet.co.il/online/articles/110/111/S-763979,110,111.html
118	28/1/2014	Pioneers Council - PCAC meeting - Hebron	Siraj FM	http://sirajfm.ps/?p=2804
119	30/1/2014	Bethlehem Photo Exhibition	PNN	http://mail.pnn.ps/index.php/local/80029-%D8%A7%D9%81%D8%AA%D8%AA%D8%A7%D8%AD-%D9%85%D8%B9%D8%B1%D8%B6-
120	30/1/2014	Bethlehem Photo Exhibition	Mawwal FM	http://mawwal.ps/ar/mawwal/34206
121	31/1/2014	Bethlehem Photo Exhibition	ALQuds Newspaper	http://www.alquds.com/news/article/view/id/486312
122	31/1/2014	Bethlehem Photo Exhibition	Al watan Voice	http://www.alwatanvoice.com/arabic/news/2014/01/31/490443.html
123	31/1/2014	Bethlehem Photo Exhibition	Mawwal FM	http://mawwal.ps/ar/mawwal/34242
124	31/1/2014	Bethlehem Photo Exhibition	Al Ayyam Newspaper	http://www.al-ayyam.com/pdfs/1-2-2014/p05.pdf
125	11/2/2014	Pioneers Council - PCAC meeting - Hebron	Panet	http://www.panet.co.il/online/articles/110/111/S-766719,110,111.html
126	11/2/2014	Ar Ram Workshop	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/02/05/492256.html
127	11/2/2014	Ar Ram Workshop	Panet	http://www.panet.co.il/online/articles/110/111/S-767643,110,111.html
128	11/2/2014	Pioneers Council - PCAC meeting - Hebron	Dahriya Website	http://dahriya.com/?p=23911
129	11/2/2014	Pioneers Council - PCAC meeting - Hebron	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/02/11/494584.html
130	11/2/2014	Pioneers Council - PCAC meeting - Hebron	Panet	http://www.panet.co.il/online/articles/110/111/S-767643,110,111.html
131	11/2/2014	Pioneers Council - PCAC meeting - Hebron	Siraj FM	http://sirajfm.ps/?p=3984
132	11/2/2014	Pioneers Council - PCAC meeting - Hebron	Al Wasat News	http://www.alwasattoday.com/ar/news/24517.html
133	11/2/2014	Pioneers Council - PCAC meeting - Hebron	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=672572
134	11/2/2014	Pioneers Council - PCAC meeting - Hebron	Raya FM	http://www.raya.ps/ar/news/850965.html
135	11/2/2014	Pioneers Council - PCAC meeting - Hebron	Atlas News Agency	http://bit.ly/1lGRLTk
136	14/2/2014	Pioneers Council Elections - Hebron	Maan News	http://www.maannews.net/Arb/ViewDetails.aspx?ID=673437
137	14/2/2014	Pioneers Council Elections - Hebron	Panet	http://www.panet.co.il/online/articles/110/111/S-770792,110,111.html
138	14/2/2014	Beit Sahur Voluntary Workshop	Bethlehem 2000	http://www.rb2000.ps/ar/news/101336.html
139	14/2/2014	Beit Sahur Voluntary Workshop	Maan News	http://www.maannews.net/Arb/ViewDetails.aspx?ID=673440
140	15/2/2014	Beit Sahur Voluntary Workshop	Mawwal FM	http://mawwal.ps/ar/mawwal/35186
141	15/2/2014	Pioneer Council Elections - Hebron	Raya FM	http://www.raya.ps/ar/news/851292.html
142	16/2/2014	Turkey Visit	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/02/16/496814.html
143	21/2/2014	Pioneers Council Elections - Hebron	Maan News	http://www.maannews.net/Arb/ViewDetails.aspx?ID=675498
144	21/2/2014	Pioneers Council Elections - Hebron	Siraj FM	http://sirajfm.ps/?p=5740
145	23/2/2014	YLCs Forum	PNN	http://bit.ly/1d9Kzq4
146	27/2/2014	Arleen Odeh- Birzeit YSLC President	Al Ayyam Newspaper	http://www.al-ayyam.com/article.aspx?did=234363&date
147	27/2/2014	Arleen Odeh- Birzeit YSLC President	Al Quds Newspaper (Page 10)	http://dl.alquds.com:8080/pdf/417cc69f08caa2bd64618e1b7afe4e22/5312e3ec/pdf-docs/2014/2/27/page10.pdf
148	27/2/2014	Arleen Odeh- Birzeit YSLC President	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/02/26/500820.html
149	3/3/2014	Al Bireh CSC Inauguration (municipality press release)	Maan News	http://maannews.net/arb/ViewDetails.aspx?ID=678292
150	3/3/2014	Al Bireh CSC	Wafa	http://www.wafa.ps/arabic/index.php?action=detail&id=169452
151	3/3/2014	Al Bireh CSC	Raya FM	http://www.raya.ps/ar/news/852916.html
152	3/3/2014	Al Bireh CSC Inauguration (USAID press release)	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/03/03/503069.html
153	3/3/2014	Al Bireh CSC Inauguration (municipality press release)	Palestine 24	http://www.pal24.net/ViewNews.aspx?ID=23359
154	3/3/2014	Al Bireh CSC	Al Ayyam Newspaper	http://www.al-ayyam.com/pdfs/4-3-2014/p06.pdf
155	3/3/2014	Al Bireh CSC Inauguration	Panet	http://www.panet.co.il/online/articles/110/111/S-779698,110,111.html
156	3/3/2014	Hebron Pioneers Council Launch Ceremony	Naba' News	http://www.naba.ps/arabic/?Action=Details&ID=38007
157	3/3/2014	Hebron Pioneers Council Launch Ceremony	Firas Network	http://fpnp.net/site/news/13559
158	3/3/2014	Hebron Pioneers Council Launch Ceremony	Naba' News	http://www.naba.ps/arabic/?Action=Details&ID=38007
159	3/3/2014	Hebron Pioneers Council Launch Ceremony	Firas Network	http://fpnp.net/site/news/13559
160	3/3/2014	Hebron Pioneers Council Launch Ceremony	Hebron FM	http://hebronfm.ps/index.php?news=18611
161	3/3/2014	Hebron Pioneers Council Launch Ceremony	Siraj FM	http://sirajfm.ps/?p=9188
162	3/3/2014	Hebron Pioneers Council Launch Ceremony	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=680199
163	3/3/2014	Hebron Pioneers Council Launch Ceremony	Hebron FM	http://hebronfm.ps/index.php?news=18611
164	3/3/2014	Hebron Pioneers Council Launch Ceremony	Siraj FM	http://sirajfm.ps/?p=9188
165	3/3/2014	Hebron Pioneers Council Launch Ceremony	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=680199
166	3/3/2014	Hebron Pioneers Council Launch Ceremony	Al Hayat Al Jadida	http://www.alhayat-j.com/pdf/2014/3/11/page8.pdf
167	3/3/2014	Hebron Pioneers Council Launch Ceremony	Al Hayat Al Jadida	http://www.alhayat-j.com/pdf/2014/3/11/page8.pdf
168	3/3/2014	Hebron Pioneers Council Launch Ceremony	Al Quds Newspaper	http://dl.alquds.com:8080/pdf/c29f31c6eafe29ea8ee6da3ecb86e84d/5321b6ce/pdf-docs/2014/3/11/page33.pdf
169	3/3/2014	Hebron Pioneers Council Launch Ceremony	Al Ayyam Newspaper	http://www.al-ayyam.com/pdfs/11-3-2014/p10.pdf
170	3/3/2014	Hebron Pioneers Council Launch Ceremony	Al Quds Newspaper	http://dl.alquds.com:8080/pdf/c29f31c6eafe29ea8ee6da3ecb86e84d/5321b6ce/pdf-docs/2014/3/11/page33.pdf
171	3/3/2014	Hebron Pioneers Council Launch Ceremony	Al Ayyam Newspaper	http://www.al-ayyam.com/pdfs/11-3-2014/p10.pdf
172	14/3/2014	Yasuf Water Tank Project	Maan News	http://www.maannews.net/Arb/ViewDetails.aspx?ID=681496
173	15/3/2014	Yasuf Water Tank Project	Al Hayat Al Jadida	http://www.alhayat-j.com/pdf/2014/3/15/page18.pdf
174	15/3/2014	Yasuf Water Tank Project	Al Quds Newspaper	http://dl.alquds.com:8080/pdf/c0b955098c41a8d82d722552dab130f7/53255776/pdf-docs/2014/3/15/page10.pdf

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#	Date	Title	News Agency	Link
175	18/3/2014	MoLG Workshop	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/03/18/509476.html
176	18/3/2014	Salfit Workshop	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=682446
177	19/3/2014	Salfit Workshop	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=682835
178	20/3/2014	Beit Jala YSLC	Wattan	http://www.wattan.tv/ar/news/88955.html
179	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Bethlehem 2000	http://www.rb2000.ps/ar/news/105186.html
180	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Nablus TV	http://www.nablustv.net/internwsID4&fb_source=message
181	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	AlFajr AlJadid TV	http://www.youtube.com/watch?v=beO9TonwjAs
182	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	AlFajr AlJadid TV	http://www.alfajertv.com/news/644564.html
183	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	AlFajr AlJadid TV	http://www.alfajertv.com/alfajertube/645595.html
184	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Salam TV	http://www.youtube.com/watch?v=g-ck1dWsumo
185	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Salam TV	http://www.salam-tv.ps/ar/salam-tube/59605.html
186	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Salam TV	http://www.salam-tv.ps/ar/news/59600.html
187	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Watan TV	http://www.wattan.tv/ar/video/89252.html
188	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Watan TV	http://www.youtube.com/watch?v=cNMGplPsiuM
189	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Sheraa TV	http://www.sheraatv.com/?p=92603
190	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Raya FM	http://www.raya.ps/ar/news/854970.html
191	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Jenin TV	http://jenintv.net/?articles=topic&topic=14478
192	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Tarik Al-Mahabba	http://www.tmfm.net/article/18820
193	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Hona Al-Quds	http://www.honaalquds.net/#!/post/view/6404
194	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Nas FM	http://nasfm.ps/?p=24227
195	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Zamn Press	http://zamnpress.com/news/47680
196	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Bethlehem 2000	http://www.rb2000.ps/ar/news/105186.html
197	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Al-Watan voice	http://www.alwatanvoice.com/arabic/news/2014/03/24/512500.html
198	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Nablus TV	http://www.nablustv.net/internwsID4&fb_source=message
199	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Asda' Press	http://www.asdaapress.com/?newsID=1255
200	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Ekhbariyat	http://www.ekhbaryat.net/?newsID=53802
201	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Raya Press	http://rayapress.org/?p=3163
202	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Raya Press	http://rayapress.org/?p=3168
203	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Maan	http://www.maannews.net/arb/ViewDetails.aspx?ID=684349
204	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Maan	http://www.maannews.net/arb/ViewDetails.aspx?ID=684319
205	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	PNN	http://pnn.ps/index.php/local/85069
206	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Pal 24	http://www.pal24.net/ViewNews.aspx?ID=25159
207	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	WAFA	http://www.wafa.ps/arabic/index.php?action=detail&id=170846
208	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Ekhbaryat	http://www.ekhbaryat.net/?newsID=53802
209	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Al Quds portal	http://dl.alquds.com:8080/p313b43/pdf-docs/2014/3/25/page10.pdf
210	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Al Ayyam Portal	http://www.al-ayyam.com/pdfs/25-3-2014/p10.pdf
211	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	AL Hayat portal	http://www.alhayat-j.com/pdf/2014/3/25/page11.pdf
212	24/3/2014	Alina Romanowski's Vast to Al Haffasi School	Hona Al Quds	http://www.honaalquds.net/#!/post/view/6404
213	25/3/2014	Alina Romanowski's Vast to Al Haffasi School	Al Quds Newspaper	http://dl.alquds.com:8080/pdf/7202626a827cad773fd78851b5b0bd6e/5332d192/pdf-docs/2014/3/25/page10.pdf
214	25/3/2014	Alina Romanowski's Vast to Al Haffasi School	Al Ayyam Newspaper	http://www.al-ayyam.com/pdfs/25-3-2014/p10.pdf
215	25/3/2014	Alina Romanowski's Vast to Al Haffasi School	Al Hayat Al Jadida	http://www.alhayat-j.com/pdf/2014/3/25/page11.pdf
216	26/3/2014	Hebron Pioneers council	Panet	http://www.panet.co.il/online/articles/110/111/S-788004,110,111.html
217	26/3/2014	Alina Romanowski's Vast to Al Haffasi School	Panet	http://www.panet.co.il/online/articles/110/111/S-788020,110,111.html
218	27/3/2014	Dinnabeh Youth Club and Multipurpose Hall Agreement	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/03/27/513871.html
219	27/3/2014	Jericho Community Meeting	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=685224
220	29/3/2014	Illar initiative	Al Fajr Tv	http://www.alfajertv.com/news/687733.html
221	29/3/2014	Illar initiative	Palestine TV (report)	https://www.facebook.com/photo.php?v=649330241803640&set=vb.132091353527534&type=2&theater
222	30/3/2014	Beit Sahur Initiative	Wafa	http://www.wafa.ps/arabic/index.php?action=detail&id=171294
223	31/3/2014	Hebron Pioneers council	PNN	http://bit.ly/1kJgg17
224	31/3/2014	Hebron Pioneers council	Raya FM	http://www.raya.ps/ar/news/855493.html
225	31/3/2014	Hebron Pioneers council	Maan News	http://www.maannews.net/Arb/ViewDetails.aspx?ID=686376
226	31/3/2014	Hebron Pioneers council	Wafa	http://www.wafa.ps/arabic/index.php?action=detail&id=171328
227	31/3/2014	Hebron Pioneers council	Siraj FM	http://sirajfm.ps/?p=12951
228	31/3/2014	Beit Sahur YSLC Initiative	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/03/31/515640.html
229	31/3/2014	Beit Sahur YSLC Initiative	Nas FM	http://nasfm.ps/?p=24445
230	31/3/2014	Beit Sahur YSLC Initiative	Al Quds Newspaper	http://www.alquds.com/news/article/view/id/496879
231	2/4/2014	Global Communities team visit to Al Bireh Municipality	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=686885
232			Shasha News	http://www.shasha.ps/more/98719#.U0aYHvmSx_I
233	7/4/2014	Hebron Pioneers Council Workshop	Hebron FM	http://hebronfm.ps/index.php?news=19031
234		Jericho initiative	PNN	http://bit.ly/1lSIr1M
235			Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=688141
236			Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/04/07/519383.html
237	8/4/2014	Hebron Pioneers Council Workshop	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/04/08/519798.html
238			Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=688562
239		Ar Ram YLC Initiative	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/04/08/519647.html
240			PNN	http://bit.ly/1gPfgoj

Annex (13): LGI Media Coverage during FY14

#	Date	Title	News Agency	Link
241	9/4/2014	MoE meeting with Hebron's Pioneer Council	Siraj FM	http://sirajfm.ps/?p=14268
242			Al Watan Voice	http://www.alwatanvoice.com/arabic/content/print/520092.html
243			PNN	http://bit.ly/QiOSgJ
244			Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=688599
245	12/4/2014	Illar YLC initiative	Al Fajr Tv	http://www.alfajertv.com/news/824244.html
246	14/4/2014	Signing MoU with Tubas Municipality	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/04/14/522688.html
247			PNN	http://bit.ly/1gSOkFi
248	15/4/2014	Launching Tulkarm Streets Coding Project	As - Salam TV	http://www.salam-tv.ps/ar/news/60901.html
249			Al Fajr Tv	http://www.alfajertv.com/news/856163.html
250			Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/04/15/523233.html
251			Shasha News	http://www.shasha.ps/more/99998#.U1i0mfmSx_I
252		Hebron Pioneers Council Meeting	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/04/15/523071.html
253			PNN	http://bit.ly/1gSOkFi
254	17/4/2014	LGI team visit to 'Illar Municipality	Baqh net	http://baqh.net/?p=43430
255	25/4/2014	Nablus Sports Hall Project	Nablus Municipality	http://bit.ly/1nulkKv
256	27/4/2014	Hayat wa Souq	Al Hayat Al Jadida	http://www.alhayat-j.com/sooq/HayatWaSouq150.pdf
257	28/4/2014	LGI team visit to 'Illar Municipality	Illar Municipality	http://www.ellar.ps/ar/content/7411.html
258	2/5/2014	Hebron Pioneers Council Meeting with the Governor of Hebron	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/05/02/531685.html
259			Siraj FM	http://sirajfm.ps/?p=18048
260	3/5/2014		Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=694731
261			Panet	http://www.panet.co.il/online/articles/110/111/S-803278,110,111.html
262	4/5/2014	Hayat wa Souq: Green Fellows	Al Hayat Al Jadida	http://www.alhayat-j.com/newsite/details.php?opt=7&id=234323&cid=3284
263		Stations to Qalqilia municipality	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/05/04/532390.html
264	6/5/2014	Launching Ramallah Strategic Development Framework	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=695411
265			Wafa News	http://www.wafa.ps/arabic/index.php?action=detail&id=173738
266			Al Eqtesadia	http://www.eqtesadia.ps/local/20861.html
267			Al Ayyam Newspaper	http://www.al-ayyam.com/printpreview.aspx?did=118467
268			Al Hayat Newspaper	http://www.alhayat-j.com/newsite/details.php?opt=7&id=235075&cid=3294
269		Hebron Pioneers Council Initiative "Reducing Water Consumption"	Raya	http://www.raya.ps/ar/news/858864.html
270	7/5/2014	The president and vice president of Ar Ram YSLC acted as the mayor and deputy mayor of Ar Ram municipality for three days	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=695586
271			PNN	http://bit.ly/1sfQDrp
272	8/5/2014		Al Ayyam Newspaper	http://www.al-ayyam.com/pdfs/8-5-2014/p14.pdf
273	8/5/2014	Open community meeting in Salfit discussing SDIP accomplishments	Maan News	http://www.maannews.net/Arb/ViewDetails.aspx?ID=695884
274	26/5/2014	Signing MoU with Bethlehem Municipality	Panet	http://www.panet.co.il/online/articles/110/111/S-811911,110,111.html
275	27/5/2014	Beit Fajjar CSC inauguration	Panet	http://www.panet.co.il/online/articles/110/111/S-813110,110,111.html
276			Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/05/27/543951.html
277			PNN	http://www.pnn.ps/index.php/local/90673
278			Wafa News	http://www.wafa.ps/arabic/index.php?action=detail&id=175279
279	28/5/2014	Beit Fajjar CSC inauguration	Bethlehem News	http://www.bnews.ps/ar/?p=73372
280			Al Arab 24	http://www.alarab24.com/palestine/2014/5/28/80288/
281	31/5/2014	Tulkarm streets & buildings coding project	Palestine Now	http://bit.ly/1nyp9gB
282			Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/05/31/545670.html
283			Masdrk news	http://www.masdark.com/palestine-news/66857.html
284			Baqh News	http://baqh.net/?p=56780
285	1/6/2014	Tulkarm streets & buildings coding project	Raya	http://www.raya.ps/ar/news/860917.html
286	3/6/2014	Global Communities and Injaz Conclude Phase 1 of Women and Leadership Initiative	PNN	http://www.pnn.ps/index.php/local/91219
287		Global Communities and Injaz Conclude Phase 1 of Women and Leadership Initiative	Raya	http://www.raya.ps/ar/news/861065.html
288		Qalqilia Municipality Discusses Disclosure and Communication Policies Projects	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/06/02/546558.html
289		Global Communities and Injaz Conclude Phase 1 of Women and Leadership Initiative	Radio Siraj	http://sirajfm.ps/?p=22503
290		Global Communities and Injaz Conclude Phase 1 of Women and Leadership Initiative	Radio Bethlehem 2000	http://www.rb2000.ps/ar/news/112333.html
291		Qalqilia Municipality Discusses Disclosure and Communication Policies Projects	Panet	http://www.panet.co.il/online/articles/110/111/S-814447,110,111.html
292	4/6/2014	Salfit Municipality celebrates international day of Environment	Raya	http://www.raya.ps/ar/news/861251.html
293	8/6/2014	Beit Jala cleaning initiative	Baladna FM	http://baladnafm.ps/?p=35540
294	9/6/2014	Hebron Municipality discusses Disclosure and Communication Policies Projects	Maan news	http://www.maannews.net/arb/ViewDetails.aspx?ID=703367
295	11/6/2014	Launching Public Participation and Internal Audit reference manuals	Maan news	http://www.maannews.net/arb/ViewDetails.aspx?ID=704038
296			Wafa	http://www.wafa.ps/arabic/index.php?action=detail&id=176358
297			Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/06/11/551184.html

Annex (13): LGI Media Coverage during FY14

#	Date	Title	News Agency	Link
298		reference manuals	Rawasi	http://www.fateh-gaza.com/ar/?Action=PrintNews&ID=43638
299			Al Bayader	http://www.al-bayader.org/showdetails.php?Article=73415
300			Masdark	http://www.masdark.com/palestine-news/75978.html
301	14/6/2014	Hebron Pioneers Council Initiative "Reducing Water Consumption"	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=704705
302	15/6/2014	Launching Public Participation and Internal Audit reference manuals	Panet	http://www.panet.co.il/online/articles/110/111/S-818973,110,111.html
303		Bethlehem Voluntary Event	PNN	http://bit.ly/1njcxgG

Annex (13): LGI Media Coverage during FY14

#	Date	Title	News Agency	Link
304		Hebron Pioneers Council Conference	Maan News	http://www.maannews.net/Arb/ViewDetails.aspx?ID=704992
305	17/6/2014	Beit Sahur Voluntary Event	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=705531
306			Bethlehem 2000	http://www.rb2000.ps/ar/news/113550.html
307	19/6/2014	Launching Qalqilya Street Coding Project	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/06/19/554937.html
308	20/6/2014	Postponing Hebron Pioneers council conference	Panet	http://www.panet.co.il/online/articles/110/111/S-821336,110,111.html
309	21/6/2014	Launching Qalqilya Street Coding Project	Panet	http://www.panet.co.il/online/articles/110/111/S-821765,110,111.html
310	22/6/2014	Rehabilitation of Marah Jaber road project in Yatta	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=706954
311	23/6/2014	Rehabilitation of Marah Jaber road project in Yatta	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/06/23/556689.html
312	24/6/2014	Yatta Public Disclosure and Communication Policy	PNN	http://bit.ly/1mJofi4
313		Hebron Pioneers Council green day	Siraj FM	http://sirajfm.ps/?p=25691
314	27/6/2014	Hebron Pioneers council conference	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=708299
315		Hebron Pioneers council conference	PNN	http://bit.ly/1maksvn
316	5/7/201	Yatta Minucipality conducts its third community meeting	Maan News	http://maannews.net/arb/ViewDetails.aspx?ID=710150&MARK=chf
317	16/7/2014	Yatta Municipality & Global Communities lauch the GIS project	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=713629&MARK=chf
318	16/7/2014	Yatta Municipality & Global Communities lauch the GIS project	NewHub	http://newhub.shafaqna.com/AR/PS/983261
319	16/7/2014	Yatta Municipality & Global Communities lauch the GIS project	Yatta Facebook page	https://www.facebook.com/City.Yatta/posts/755764251142413
320	22/7/2014	With funds from USAID, Halhul Municipality rehabilitates Al Jeef Road	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=715234&MARK=chf
321	22/7/2014	With funds from USAID, Halhul Municipality rehabilitates Al Jeef Road	Halhul Facebook page	https://www.facebook.com/Halhul.Municipality/photos/a.749111445149616.1073741996.159258017468298/749111545149606/?type=1
322	22/7/2014	With funds from USAID, Halhul Municipality rehabilitates Al Jeef Road	Sahafaty	http://sahafaty.net/news1560748.htm
323	22/7/2014	With funds from USAID, Halhul Municipality rehabilitates Al Jeef Road	Halhul Municipality page	http://www.halhul-city.ps/site/
324	7/8/2014	Qalqilya Municipality holds a meeting to introduce Spatial Data Management	Maan News	http://maannews.net/arb/ViewDetails.aspx?ID=718743&MARK=chf
325	7/8/2014	Mr. Al Ayaseh: we give our full support to Gaza	Maan News	http://maannews.net/arb/ViewDetails.aspx?ID=718798&MARK=chf
326	10/8/2014	Tubas Municipality holds a meeting to introduce Spatial Data Management	Tubas Municipality FB page	https://www.facebook.com/pages/Tubas-Municipality-%D8%A8%D9%84%D8%AF%D9%8A%D8%A9-%D8%B7%D9%88%D8%A8%D8%A7%D8%B3/116127435219701
327	11/8/2014	Salfit Municipality holds a meeting to introduce Spatial Data Management	Maan News	http://maannews.net/arb/ViewDetails.aspx?ID=719751&MARK=usaid
328	22/8/2014	GC staff hold a meeting with members from Hebron Pioneer Council to introduce the "Gender Concept"	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/08/22/581706.html
329	22/8/2014	GC staff hold a meeting with members from Hebron Pioneer Council to introduce the "Gender Concept"	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=722971
330	24/8/2014	GC staff hold a meeting with members from Hebron Pioneer Council to introduce the "Gender Concept"	PNN	http://arabic.pnn.ps/index.php/local/97021-%D9%85%D8%AC%D9%84%D8%B3-%D8%A8%D9%84%D8%AF%D9%8A-%D8%A7%D9%84%D8%B7%D9%84%D8%A7%D8%A6%D8%B9-
331	24/8/2014	GC staff hold a meeting with members from Hebron Pioneer Council to introduce the "Gender Concept"	Sahafaty	http://sahafaty.net/news1787860.htm
332	10/9/2014	Streets naming and coding in Ad Dhahiriya	Radio dahriya	http://dahriya.com/news/32998
333	22/9/2014	Bethlehem Youth environmental activity	Wafa	http://www.wafa.ps/arabic/index.php?action=detail&id=184204
334			Nativity Tv	http://nativitytv.ps/15549.html
335	27/9/2014	Green Apple Day Aqqaba	Atlas Agency	http://www.atlasnews.ps/news.php?action=view&id=67654
336			Raya FM	http://www.raya.ps/ar/news/873513.html
337	28/9/2014	Adh Dahriya road rehabilitation	Maan News	http://www.maannews.net/ARB/ViewDetails.aspx?ID=730535
338			PNN	http://pnn.ps/index.php/local/100961-%D8%B1%D8%A6%D9%8A%D8%B3-%D8%A8%D9%84%D8%AF%D9%8A%D8%A9-%D8%A7%D9%84%D8%B8%D8%A7%D9%87%D8%B1%D9%8A%
339	29/9/2014	Green Apple Day Aqqaba	Al Watan Voice	http://www.alwatanvoice.com/arabic/news/2014/09/29/597934.html
340	`	Green Apple Day Aqqaba	Besan/ Tethkar	https://www.facebook.com/faris.hamdan.796?fref=ts
341	29/9/2014	Green Apple Day Aqqaba	Besan/ Tethkar	http://besan.ps/archives/%D9%85%D8%A4%D8%B3%D8%B3%D8%A9-%D9%85%D8%AC%D8%AA%D9%85%D8%B9%D8%A7%D8%AA-
342	30/9/2014	Green Apple Day Aqqaba	Al Falastinia TV	https://www.youtube.com/watch?v=YysxAhU59fU&list=UUY6za8YMN5RY8g2xlZbFo5Q&feature=player_embedded
343		Fellow Engineers graduation ceremony	Maan News	http://www.maannews.net/arb/ViewDetails.aspx?ID=731103
344			Besan News	http://bit.ly/1r1zosC
345			Zamn Press	http://zamnpress.com/content/60488

Annex (14): List of Facebook Updates for FY14

#	Publish Date	Title	Reach	Clicks	Like/Share/Comment (Total)	Link
1	1-Oct-13	Green Apple day (get involved)	1,300	9,500	460	https://www.facebook.com/media/set/?set=a.203879169784526.1073741837.182552215250555&type=1
2	6-Oct-13	YLCs Elections Press Conference	253	3	1	https://www.facebook.com/GlobalCommunities.pal/posts/205501172955659
3	8-Oct-13	Ataybeh YLC initiative	84	271	1	https://www.facebook.com/media/set/?set=a.206370179535425.1073741840.182552215250555&type=1
4	29-Oct-13	Hanan and Salem from Illar (CSC)	302	80	12	https://www.facebook.com/media/set/?set=a.212492232256553.1073741841.182552215250555&type=1
5	30-Oct-13	AIP Oct 2013	2,460	1,150	415	https://www.facebook.com/media/set/?set=a.213103025528807.1073741842.182552215250555&type=1
6	31-Oct-13	YLC Roundtable	700	7,500	177	https://www.facebook.com/media/set/?set=a.213523922153384.1073741843.182552215250555&type=1
7	6-Nov-13	Az Zeer Coeducational School-Jannatah	381	355	35	https://www.facebook.com/media/set/?set=a.215073191998457.1073741844.182552215250555&type=1
8	6-Nov-13	Rajiv Shah Tour	509	817	45	https://www.facebook.com/media/set/?set=a.215084948663948.1073741845.182552215250555&type=1
9	6-Nov-13	Shared USAID status	448	35	4	https://www.facebook.com/photo.php?fbid=544367115640559&set=a.137951152948826.34390.130476143696327&type=1&theater
10	13-Nov-13	Voices from the field " Razan Sharawi"	250	448	28	https://www.facebook.com/media/set/?set=a.216959048476538.1073741847.182552215250555&type=1
11	20-Nov-13	Engineering Fellows Program	NA (photo album)	9,700	1,600	https://www.facebook.com/media/set/?set=a.218666274972482.1073741848.182552215250555&type=3
12	20-Nov-13	Engineering Fellows Program	NA (photo album)	4,003	75	https://www.facebook.com/media/set/?set=ms.218679064971203.218679068304536.218679074971202.218679098304533.bps.a.218666274972482.1073741848.182552215250555&type=1
13	20-Nov-13	Al Jalazun Bridge Opening	1,396	4,200	88	https://www.facebook.com/media/set/?set=a.219871988185244.1073741851.182552215250555&type=1
14	25-Nov-13	New Bridge at Jalazun = Student Safety & Better Business!	NA (photo album)	4,007	88	https://www.facebook.com/media/set/?set=a.219871988185244.1073741851.182552215250555&type=1
15	27-Nov-13	'Illar YLC Elections	635	184	14	https://www.facebook.com/ellar.municipal/media_set?set=a.561531477256737.1073741904.100001996708969&type=1
16	1-Dec-13	Invitation to Bethlehem Christmas Tree lighting	1,056	222	37	https://www.facebook.com/photo.php?fbid=221396544699455&set=a.182565118582598.1073741828.182552215250555&type=1&theater
17	2-Dec-13	Bethlehem Christmas Tree Lighting	837	255	41	https://www.facebook.com/photo.php?fbid=221653501340426&set=a.182565118582598.1073741828.182552215250555&type=1&theater
18	3-Dec-13	Rehabilitation of Al Haffasi School	458	3,007	86	https://www.facebook.com/media/set/?set=a.221847287987714.1073741853.182552215250555&type=1
19	3-Dec-13	Al Haffasi School	_	_	35	https://www.facebook.com/media/set/?set=a.221847287987714.1073741853.182552215250555&type=1
20	5-Dec-13	How to build an engineer in 10 easy steps: Step 1 (Mohammed Khalaf)	1,576	837	168	https://www.facebook.com/photo.php?fbid=222444941261282&set=a.182565118582598.1073741828.182552215250555&type=1&theater
21	5-Dec-13	How To Build An Engineer in 10 Easy Steps	1,688	911	168	https://www.facebook.com/GlobalCommunities.pal/posts/222444954594614
22	9-Dec-13	Voices from the field "Mohammad Qatta"	1,135	542	136	https://www.facebook.com/photo.php?fbid=223434341162342&set=a.182565118582598.1073741828.182552215250555&type=1&theater
23	12-Dec-13	How to build an engineer in 10 easy steps: Step 2 (Doaa' Salem)	865	2,400	123	https://www.facebook.com/media/set/?set=a.224303294408780.1073741856.182552215250555&type=1
24	19-Dec-13	Drawing by Marwa Altamimi	1,165	556	31	https://www.facebook.com/photo.php?fbid=226214154217694&set=a.226213817551061.1073741860.182552215250555&type=1&theater
25	19-Dec-13	Fellow Engineer "Marwa Altamimi"	720	413	51	https://www.facebook.com/photo.php?fbid=226214150884361&set=a.226213817551061.1073741860.182552215250555&type=1&theater
26	19-Dec-13	How to build an engineer in 10 easy steps: Step 3 (Marwa Altamimi)	316	283	43	- https://www.facebook.com/photo.php?fbid=226214150884361&set=a.226213817551061.1073741860.182552215250555&type=1&theater
27	19-Dec-13	Bir Zeit YLC helps clean the town from snow (shared from Bir Zeit page)	191	555	24	https://www.facebook.com/media/set/?set=a.544193625676919.1073741950.331733596922924&type=1
28	21-Dec-13	Beit Sahour Municipality brings joy to people with special needs (shared from the municipality page)	-	443	12	https://www.facebook.com/beitsahourmunicipality.bsm/media_set?set=a.323609527777340.1073741851.100003848871303&type=1
29	29-Dec-13	Engineering Fellows are experiencing LGI projects	838	1,400	87	https://www.facebook.com/GlobalCommunities.pal/posts/229326640573112
30	30-Dec-13	Workshop entitled "Developing annual action plan for 'Illar YLC"	833	591	24	https://www.facebook.com/GlobalCommunities.pal/posts/229610743878035
31	6-Jan-14	Al - Bireh SDIP Launch	802	148	17	https://www.facebook.com/GlobalCommunities.pal/posts/231871013652008
32	6-Jan-14	Qalqilya YLC campaign: " A book for good"	590	11	12	https://www.facebook.com/GlobalCommunities.pal/posts/231760863663023
33	8-Jan-14	Abu Dis YLC Initiative - Installation of Wooden Benches	684	108	12	https://www.facebook.com/GlobalCommunities.pal/posts/1015361557834046 7
34	9-Jan-14	Anabta CSC Inauguration	1,700	1,100	83	https://www.facebook.com/GlobalCommunities.pal/posts/232877933551316
35	19-Jan-14	How to Build an Engineer in 10 Easy Steps (Step 4)	1,600	527	191	https://www.facebook.com/media/set/?set=a.224303294408780.1073741856.182552215250555&type=1
36	20-Jan-14	Ramallah Workshop	907	378	20	https://www.facebook.com/photo.php?fbid=236736899832086&set=pcb.236737206498722&type=1&theater
37	22-Jan-14	How to Build an Engineer in 10 Easy Steps (Step 5)	837	292	37	https://www.facebook.com/photo.php?fbid=237707883068321&set=pcb.237708316401611&type=1&theater
38	25-Jan-14	Illar's CSC Inauguration	2,700	28,300	891	https://www.facebook.com/media/set/?set=a.238572026315240.1073741863.182552215250555&type=1
39	26-Jan-14	Jericho Bike Tour	582	70	31	https://www.facebook.com/photo.php?fbid=239416702897439&set=pcb.239416916230751&type=1&theater
40	28-Jan-14	Public Participation Manual	547	168	18	https://www.facebook.com/GlobalCommunities.pal/posts/1015368516413046 7
41	28-Jan-14	Beit Jala SDIP Initiative	453	132	17	https://www.facebook.com/GlobalCommunities.pal/posts/240264046146038
42	29-Jan-14	Bethlehem Photo Competition	511	26	6	https://www.facebook.com/GlobalCommunities.pal/posts/222636891256345
43	30-Jan-14	E-Municipality (Jericho Workshop)	1,200	531	60	https://www.facebook.com/GlobalCommunities.pal/posts/240867022752407
44	3-Feb-14	How to Build an Engineer in 10 Easy Steps (Step 6)	1,100	450	49	https://www.facebook.com/GlobalCommunities.pal/posts/242251929280583
45	7-Feb-14	"Hawakom Rihawe" bike ride (photo Album)	N.A	0	N.A	https://www.facebook.com/media/set/?set=a.243723985800044.1073741864.182552215250555&type=1
46	9-Feb-14	Beit Sahur Initiative: Planting Trees	588	88	24	https://www.facebook.com/GlobalCommunities.pal/posts/1015372673924046 7
47	13-Feb-14	How to Build an Engineer in 10 Easy Steps (Step 7)	639	413	18	https://www.facebook.com/GlobalCommunities.pal/photos/a.182565118582598.1073741828.182552215250555/245627562276353/?type=1&theater
48	17-Feb-14	Hebron Pioneers Elections	836	187	38	https://www.facebook.com/GlobalCommunities.pal/posts/247178428787933
49	20-Feb-14	Al Bireh CSC	527	105	19	https://www.facebook.com/GlobalCommunities.pal/posts/229126627274038
50	23-Feb-14	Shared Sharek Youth Forum Post	538	65	12	https://www.facebook.com/GlobalCommunities.pal/posts/229942683859099
51	25-Feb-14	Shared Jericho YLC post	423	29	9	https://www.facebook.com/GlobalCommunities.pal/posts/1015378121217046 7

Annex (14): List of Facebook Updates for FY14

#	Publish Date	Title	Reach	Clicks	Like/Share/Comment (Total)	Link
52	27-Feb-14	Green Fellows in Dubai	3,800	2,700	324	https://www.facebook.com/GlobalCommunities.pal/photos/a.182565118582598.1073741828.182552215250555/250059955166447
53	2-Mar-14	Shared Sharek's Album	675	273	27	https://www.facebook.com/GlobalCommunities.pal/posts/10153797292020467
54	3-Mar-14	Al Bireh CSC Inauguration	1,500	858	59	https://www.facebook.com/GlobalCommunities.pal/posts/251426365029806
55	4-Mar-14	More photos of Al Bireh CSC Inauguration	1,100	1,000	38	https://www.facebook.com/GlobalCommunities.pal/posts/251612775011165
56	6-Mar-14	Woman's Day	1,000	351	44	https://www.facebook.com/GlobalCommunities.pal/photos/a.182565118582598.1073741828.182552215250555/252341924938250
57	9-Mar-14	Women Role Models : "Dania Ghazawneh"	1,100	496	80	https://www.facebook.com/GlobalCommunities.pal/posts/253326031506506
58	10-Mar-14	Woman's Month	1,000	479	95	https://www.facebook.com/GlobalCommunities.pal/photos/a.182557338583376.1073741826.182552215250555/253589224813520
59	13-Mar-14	How to Build an Engineer in 10 Easy Steps (Step 7)	4,000	2,900	437	https://www.facebook.com/GlobalCommunities.pal/photos/a.182565118582598.1073741828.182552215250555/255012301337879
60	16-Mar-14	Women Role Models: Hanan Manoly	3,200	1,600	233	https://www.facebook.com/GlobalCommunities.pal/photos/a.182565118582598.1073741828.182552215250555/255959884576454
61	18-Mar-14	E-Municipality workshop	1,300	881	44	https://www.facebook.com/GlobalCommunities.pal/posts/256683947837381
62	20-Mar-14	Qalqilya YLC Initiative	708	192	22	https://www.facebook.com/GlobalCommunities.pal/posts/236117513241616
63	23-Mar-14	Women Role Models: Shorouq Abu Shamah	3,700	2,100	405	https://www.facebook.com/GlobalCommunities.pal/photos/a.182565118582598.1073741828.182552215250555/258232724349170
64	25-Mar-14	New Partnership with INJAZ Palestine	416	195	59	https://www.facebook.com/GlobalCommunities.pal/photos/a.182557338583376.1073741826.182552215250555/258943224278120
65	26-Mar-14	Beit Sahur Initiative	629	52	12	https://www.facebook.com/GlobalCommunities.pal/posts/237628236423877
66	27-Mar-14	How to Build an Engineer in 10 Easy Steps (Step 9)	1,200	435	45	https://www.facebook.com/GlobalCommunities.pal/posts/259491560889953
67	30-Mar-14	Women Role Models: Dima Joudeh	2,900	1,500	247	https://www.facebook.com/GlobalCommunities.pal/photos/a.182565118582598.1073741828.182552215250555/260492464123196/?type=1" data-width="466"> <a href="https://www.facebook.com/GlobalCommunities.pal/photos/a.182565118582598.1073741828.182552215250555/260492464123196
68	10-Apr-14	INJAZ visit to global communities office in Ramallah	5,500	3,100	192	https://www.facebook.com/GlobalCommunities.pal/posts/263895817116194
69	14-Apr-14	Fellows' voluntary work - Raba	2,800	1,800	243	https://www.facebook.com/GlobalCommunities.pal/posts/265132640325845
70	17-Apr-14	Women & Leadership Initiative-INJAZ/ Beitunia School	2,200	1,700	161	www.facebook.com/GlobalCommunities.pal/posts/266248426880933
71	21-Apr-14	Mother Earth Day	111	111	16	https://www.facebook.com/GlobalCommunities.pal/photos/a.182565118582598.1073741828.182552215250555/267396586766117
72	23-Apr-14	Green Apple Day Video	595	85	23	https://www.facebook.com/GlobalCommunities.pal/posts/268020083370434
73	25-Apr-14	Representatives from municipalities meet to develop policies & mechanisms that enhance citizen outreach and participation	1,392	1,145	60	https://www.facebook.com/GlobalCommunities.pal/posts/269322613240181
74	5-May-14	Hebron Pioneers Council Initiative "Qatoura"	800	191	40	https://www.facebook.com/GlobalCommunities.pal/posts/271892302983212
75	7-May-14	Women & Leadership Initiative-INJAZ	949	299	63	https://www.facebook.com/GlobalCommunities.pal/posts/272577896247986:0
76	8-May-14	Launching Ramallah Strategic Development Framework	932	844	29	https://www.facebook.com/GlobalCommunities.pal/posts/272864979552611
77	11-May-14	Gender Training for LGI Team	1,300	928	79	https://www.facebook.com/GlobalCommunities.pal/posts/273969739442135
78	11-May-14	Building orientation in Green Buildings	583	99	20	https://www.facebook.com/GlobalCommunities.pal/posts/273890302783412
79	12-May-14	Signing MoU with Bethlehem Municipality	1,200	387	48	https://www.facebook.com/GlobalCommunities.pal/posts/274277386078037
80	13-May-14	Women & Leadership Initiative-INJAZ/Hebron	1,700	1,200	102	https://www.facebook.com/GlobalCommunities.pal/posts/274907479348361
81	14-May-14	Voluntary Campaign	811	344	37	https://www.facebook.com/GlobalCommunities.pal/photos/a.182565118582598.1073741828.182552215250555/275229662649476/?type=1
82	19-May-14	Salfit YLC Initiative	484	122	8	https://www.facebook.com/GlobalCommunities.pal/posts/276762822496160
83	22-May-14	Green Practices: Recycling	496	187	22	https://www.facebook.com/GlobalCommunities.pal/photos/a.182565118582598.1073741828.182552215250555/277865775719198/?type=1
84	28-May-14	Beit Fajjar CSC Inauguration	526	371	31	https://www.facebook.com/GlobalCommunities.pal/posts/279853295520446
85	29-May-14	Fellows Practicing New Software	1,200	1,600	41	https://www.facebook.com/GlobalCommunities.pal/posts/280242542148188:0
86	3-Jun-14	Women & Leadership Initiative Ceremony	166	38	0	https://www.facebook.com/GlobalCommunities.pal/posts/281881601984282
87	5-Jun-14	Physical Planning Workshop	1,400	1,100	33	https://www.facebook.com/GlobalCommunities.pal/posts/282698125235963
88	9-Jun-14	With Voluntary Work We Can	1K	498	20	https://www.facebook.com/GlobalCommunities.pal/posts/284285245077251
89	10-Jun-14	Engineering Fellows' Site Visit	3,200	2,700	126	https://www.facebook.com/GlobalCommunities.pal/posts/284656705040105
90	11-Jun-14	Launching Public Participation and Internal Audit reference manuals	1,000	606	19	https://www.facebook.com/GlobalCommunities.pal/posts/285084274997348
91	12-Jun-14	YLCs meeting with Director of the Anti-Corruption Commission, and Minister of Local Government	800	750	9	https://www.facebook.com/GlobalCommunities.pal/posts/285359908303118
92	19-Jun-14	Persons with disabilities in Beit Sahur Participating in the Volunteerism Campaign.	14	519	57	https://www.facebook.com/GlobalCommunities.pal/posts/288092084696567
93	22-Jun-14	Two Workshops entitled "Developing Procurement Procedures in Partner LGUs"	19	916	33	https://www.facebook.com/GlobalCommunities.pal/posts/288944407944668
94	25-Jun-14	Global Communities Conducts its Third Workshop to Develop Public Disclosure Policies for Partner LGUs	28	0	69	https://www.facebook.com/GlobalCommunities.pal/posts/290302524475523
95	26-Jun-14	The Hebron Pioneers Council Launched a series of Environmental Activities at Child Happiness Center in Hebron.	815	452	14	https://www.facebook.com/GlobalCommunities.pal/posts/290628974442878
96	29-Jun-14	Mcnulty prize representative visits Salfit YLC	1,070	1,247	21	www.facebook.com/GlobalCommunities.pal/posts/291530467686062
97	1-Jul-14	Engineers Fellows program application	4200	2600	176	https://www.facebook.com/GlobalCommunities.pal/photos/a.182565118582598.1073741828.182552215250555/292123790960063
98	9-Jul-14	Jabal Al Nar youth club in Nablus	1400	916	47	https://www.facebook.com/GlobalCommunities.pal/posts/294930254012750

Annex (14): List of Facebook Updates for FY14

#	Publish Date	Title	Reach	Clicks	Like/Share/Comment (Total)	Link
99	15-Jul-14	Shared Bethlehem Municipality post	881	830	9	https://www.facebook.com/GlobalCommunities.pal/posts/296732237165885
100	27-Jul-14	Emergency food distribution to 1000 families in Gaza	3700	1100	175	https://www.facebook.com/GlobalCommunities.pal/posts/300332376805871
101	28-Jul-14	Emergency food distribution in Gaza/ part 2	900	51	32	https://www.facebook.com/GlobalCommunities.pal/posts/300698856769223
102	7-Aug-14	Emergency humanitarian aid to Gaza	4670	2902	221	https://www.facebook.com/GlobalCommunities.pal/posts/303789939793448
103	10-Aug-14	YLCs volunteer their time to to package food and non-food items to support Gaza	6284	3441	200	https://www.facebook.com/GlobalCommunities.pal/posts/304767496362359
104	12-Aug-14	Hebron Pioneer Council members participated in Hebron Municipality campaign "Support Gaza"	533	97	16	https://www.facebook.com/GlobalCommunities.pal/posts/305328109639631
105	13-Aug-14	Emergency humanitarian aid to Gaza	3594	1364	153	https://www.facebook.com/GlobalCommunities.pal/posts/305676002938175
106	13-Aug-14	Gender orientation workshops to promote gender awareness	1266	642	19	https://www.facebook.com/GlobalCommunities.pal/posts/305711676267941
107	14-Aug-14	Emergency humanitarian aid to Gaza	2445	489	82	https://www.facebook.com/GlobalCommunities.pal/posts/306010886238020
108	17-Aug-14	Global Communities team & EJAC started the interviews for the Engineering Fellows Program	1164	687	16	https://www.facebook.com/GlobalCommunities.pal/posts/306924439479998
109	19-Aug-14	Emergency humanitarian aid to Gaza	1116	107	29	https://www.facebook.com/GlobalCommunities.pal/posts/307490212756754
110	24-Aug-14	Illar YLC summer activities	752	124	23	https://www.facebook.com/GlobalCommunities.pal/posts/309277885911320
111	27-Aug-14	Back to School	1682	342	62	https://www.facebook.com/GlobalCommunities.pal/posts/311834068989035
112	28-Aug-14	Gender Workshop/ Jericho	3164	1806	122	https://www.facebook.com/GlobalCommunities.pal/posts/312457222260053
113	1-Sep-14	Internal audit workshop for LGUs	2100	744	89	https://www.facebook.com/GlobalCommunities.pal/posts/315229588649483
114	3-Sep-14	Voluntary work workshop	2100	941	68	https://www.facebook.com/GlobalCommunities.pal/posts/316457435193365
115	4-Sep-14	Spatial Data Management System in 17 partner municipalities	1200	337	51	https://www.facebook.com/GlobalCommunities.pal/photos/a.182565118582598.1073741828.182552215250555/316690821836693
116	10-Sep-14	Al Ram - Bir Zeit - Marah Rabah internal roads	3500	1300	94	https://www.facebook.com/GlobalCommunities.pal/posts/318395874999521
117	15-Sep-14	Salfit's Head of YLC as "Acting Mayor" for 1 day	2300	624	47	https://www.facebook.com/GlobalCommunities.pal/posts/319766314862477
118	16-Sep-14	"Public Notification Policies and Related Communication Plans in Partner LGUs" workshp	4200	1400	126	https://www.facebook.com/GlobalCommunities.pal/posts/320364254802683
119	22-Sep-14	Gender orientations for YLCs	1700	271	39	https://www.facebook.com/GlobalCommunities.pal/posts/321763564662752
120	23-Sep-14	Shared USAID's post about infrastructure and economic development projects in the WB	776	77	19	https://www.facebook.com/GlobalCommunities.pal/posts/322165707955871
121	24-Sep-14	Bethlehem Citizen Service Center	1100	429	27	https://www.facebook.com/GlobalCommunities.pal/posts/322420354597073
122	29-Sep-14	Green Apple Day of Service	2100	1200	86	https://www.facebook.com/GlobalCommunities.pal/posts/323929651112810
Total			157,306	151,968	11,488	