



Clockwise from the top: the newly constructed Aqraba CSC; a voter in the Youth Local Council election in Beit Sahour; engineering fellows during a site visit to Nassar Marble and Stone Factory in Bethlehem.

Annual Report (#5)

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Program Information

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Acronyms and Abbreviations

ARIJ	Applied Research Institute – Jerusalem
CBO	Community Based Organization
CGE	Center 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
EPA	Environmental Protection Agency
GIS	Geographic Information System
HIMII	High Impact Micro Infrastructure Initiative
HRMIS	Management and Information System
HVAC	Heating, Ventilation and Air Conditioning (systems)
IRRAP	Immediate and Rapid Response Action Plan
JDECO	Jerusalem District Electric Company
K&A	Khatib and Alami
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
MIS	Management Information System
MSCP	Municipal Strategic Corporate Plan
MoEHE	Ministry of Education and Higher Education
MoLG	Ministry of Local Government
MoU	Memorandum of Understanding
NAPCO	National Aluminum and Profiling Company
NFIs	Non-Food Items
NGO	Non-Governmental Organization
PA	Palestinian Authority
PCU	Palestinian Contractors Union
PEFE	Palestinian Education for Employment
PGBC	Palestine Green Building Council
PHGBC	Palestinian Higher Green Building Council
PWDs	Persons with Disabilities
SAACB	State Audit & Administrative Central Bureau
SDF	Strategic Development Framework
SDIP	Strategic Development and Investment Plan
SEE	Sustainable Expertise Forum
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UAE	United Arab Emirates
USAID	United States Agency for International Development
WWTP	Wastewater Treatment Plant
YLC	Youth Local Council

Program Description¹

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 communities² 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.

¹ LGI's Cooperative Agreement has been modified as per modification number (19) signed on November 28, 2014. The modification stipulates a change in: a) Schedule, b) Program Description, and c) Standard Provisions for US Non-Governmental Organizations.

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.

Objective 5: Generate employment opportunities and build the capacity of the Palestinian construction sector through the construction of infrastructure projects: Under this objective, the 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: Windows of Opportunity: Up to 5 percent of the total budget may be reserved for unforeseen priority opportunities which adhere to the overall objective of the program.

Objective 7: Respond rapidly to identified Humanitarian Needs.

Executive Summary

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

Infrastructure: During FY15, LGI completed³ 34 infrastructure projects, of which 31 are HIMII and six are road projects prioritized by the Palestinian Authority (PA) and requested by USAID to be implemented under Objective 2. Projects include ten roads, ten schools, four Citizen Service Centers, seven community centers, two health centers, and one youth center. The total number of beneficiaries who benefitted from the multi sectorial infrastructure packages were 253,203 (125,085 males, and 128,118 females.)



Construction of additional classrooms for Safa elementary boys' school in Beit Umbar

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.

Sustainability & Impact Evaluation and Site Visits: LGI continued monitoring the sustainability and impact of the implemented infrastructure projects and governance interventions. During this year, LGI team held a total number of 39 infrastructure and 36 governance sustainability and impact evaluations across the West Bank. The sustainability and impact were monitored through various field visits to projects and holding focus group discussions with local citizens and LGUs' staff members. Moreover, Global Communities' and partner LGU engineers conducted 23 site visits a year and a half following the completion of two infrastructure projects. The site visit reports revealed that the projects have been properly maintained. *(Refer to Annex (A) for more information on infrastructure and governance sustainability and impact evaluations as well as site visits completed during FY15.)*

Governance⁴:

Local Economic Development: LGI organized seven central workshops during the period of March – July 2015, the central workshops were attended by the LED committees from 28 partner LGUs (111 persons including 88 males and 23 females). The workshops were utilized to present and discuss the project approach and objectives, and the anticipated outcomes. Additionally, 19 local workshops were implemented during the period of March – July 2015, and were attended by around 700 LGUs' staff, and community representatives,

Strategic Development and Investment Plan (SDIP): During FY15, LGI team finalized Hebron's SDIP along with the M&E matrix, and submitted to the municipality's council for review and approval.

Complementary Sectoral Plans: In FY15, sectoral plans for Bethlehem, Beit Sahur, and Beit Jala were completed.

Coding and Numbering of Streets and Buildings Project: In FY15, LGI completed the coding and numbering of streets and buildings project which was initiated in FY14 in 16 LGUs.

Youth Local Councils: In 2015, 16 YLCs held elections. Although LGI continues to provide support as referenced above, this year's approach focuses on stakeholder ownership and sustainability. The

³ Completed projects means final payments have been processed to the contractor.

⁴ Refer to Annex (A) for more information on infrastructure and governance sustainability and impact evaluations as well as site visits completed during FY15.

total number of general assembly members reached 5,056 (3,274 males, and 1,782 females while the number of voters reached 2,899 (1,923 males, and 976 females). The final number of elected members reached 216 (126 males, and 80 females). Moreover, LGI conducted a roundtable discussion themed “Expanding Youth Local Councils (YLCs) – Exploring Current Opportunities and New Horizons,” attended by representatives from 13 YLCs. YLCs in ten completed their initiatives which fell under the environmental, citizenship, historical, safety, and social themes.

SDIP Support Committees: LGI team held centralized workshops for the eight SDIP support committees to support them in amending their Memorandum of Understanding (MoUs) with their respective LGUs. All SDIP support committees held internal elections and modified their MoUs accordingly. The new structure of the committees in the eight localities include 137 members (83 CBOs and local community, 14 council members, and 40 LGU staff of which 31 are females and 106 are males.)

Decentralization: During FY15, LGI team in cooperation with MoLG, and partner LGUs finalized a situational analytical study to approach decentralization holistically focusing on the main four characteristics including autonomy, authority, accountability, and capacity. Two workshops were held in October 2014 and January 2015 to discuss the findings and receive feedback on the study. The study has been submitted to MoLG for review.



Speakers (L) and participants (R) at the LGI workshop on the findings of the situational analytical study on decentralization

Capacity Building for MoLG Directorates: LGI team in cooperation with MoLG held three workshops in November 2014, February and March 2015 focusing on the importance of public participation; namely, the reference manual and public participation policy paper that were developed earlier.

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

During this past year, LGI implemented the last round of the successful Engineering Fellows program, providing on-the-job and classroom training to 51 young, recently graduated engineers over a period of seven months. Fellows worked at Global Communities’ offices and project sites, Global Communities office, and the Engineers Association – Jerusalem Center (EAJC) offices. During their tenure, fellows received three non-technical trainings, six technical trainings, as well as various site visits. During the graduation ceremony, held June 30, 2015, 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, two fellows (one 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. The two fellows took the



Graduates of the 2014-2015 round of the Global Communities Engineering Fellows Program, as well as guests from MoLG and EAJC, praised the program, citing its unique and thorough approach to capacity building and professional development.

LEED examination, and both passed the exam with high scores.

Gender Mainstreaming and Integration: During FY15, Global Communities and INJAZ reached over than 300 female students as part of Female Role Models initiative with ten schools participating in the initiative. The initiative included activities such field field visits and sharing experience, women and leadership workshop, and finally profiling local women leaders.

Emergency Humanitarian Aid to Gaza: During FY15, Global Communities completed distribution of emergency assistance items acquired for Phases 1 and 2 of its Immediate and Rapid Response Action Plan (IRRAP) during the first quarter of this year. In October 2014, 7,588 families received food packages, hygiene kits, and bedding sets; more than 28,000 vulnerable families (approximately 197,000 individuals) Moreover, Global Communities implemented Phase 3 of the IRRAP. For a total value of \$473, 747.82, Global Communities procured and distributed 8,000 warm blankets, 4,001 plastic floor mats, and 2,000 winterization shelter kits (reinforced plastic tarpaulin, nylon sheets, duct tape, and plastic rope) to provide protection from winter weather in homes with broken windows and doors, leaking roofs, and open spaces benefitting 23,043 people in 3,545 vulnerable households in Gaza.



Beneficiaries in Gaza receive emergency winter supplies distributed by Global Communities staff.

Key Performance Indicators⁵: The table below highlights Global Communities' key performance indicators under LGI and the percent achieved to date for FY15:

Table (1)- Key Performance Indicators – Planned vs. Achieved for FY15

Key Performance Indicators	Planned Target for FY15	Achieved during FY15	% Achieved during FY15
Number of people who Received USG-Assisted Training, including management skills and fiscal management, to strengthen Local Government and/or Decentralization	110	124	113%
Number of communities provided access to new or rehabilitated infrastructure	64	49	77%
Number of people benefiting from USG-supported social assistance programming	429,745	331,583	77%
Number of multi-sectoral community projects provided	40	34	85%

⁵ Refer to Annex (B) for the Performance Management Plan Matrix. Also, refer to Annex (C) for Geo-MIS's updated report for Q4 of FY15.

Number of people employed in temporary jobs as a result of USG supported social assistance programming	5,082	3,257	64%
Number of person days of employment generated	165,656	134,362	81%
Number of learners enrolled in primary or secondary schools and/or equivalent non-schools based setting with USG support	5,620	2,813	50%
Kilometers of roads constructed or repaired through USG assistance	10.73	9	88%
Number of youth shadow local councils established or supported	19	20	105%
Number of community members involved in community participatory processes	50	5,157	10,334%
No. of strategic plans, physical plans, procedures, regulations, and manuals developed	19	36	189%
Number of persons obtaining long-term employment opportunities as a result of USG assistance	29	45	155%

In addition to the above indicators, LGI has supported two national entities (MoEHE and MoLG) and 56 sub-national entities this past year. Of the national entities, 34 are under the governance component and 39 under the infrastructure component (with an overlap in 17 entities between the two components). Of the total 56 national entities, 27 are potential Centers of Governance Excellence (CGEs)⁶.

⁶ For a list of LGUs, refer to Annex (D).

Implementation Activities by Program Objective & Expected Results

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

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

Under objectives 1 & 2⁷, LGI aims to improve the quality of life for Palestinians through the construction/rehabilitation of vital infrastructure projects that will assist communities to meet their basic needs and restore essential services. Under objective 1, LGI works in both vulnerable communities and communities that are potential centers for governance excellence. By gauging existing needs in some of the most vulnerable communities in the West Bank (selected based on a 2010-2011 vulnerability assessment conducted for the program by the Applied Research Institute – Jerusalem (ARIJ). LGI, through its community planning processes, is able to design and implement small and large scale infrastructure projects, part of which are labor intensive, in both health, education sectors, roads as well as water projects.

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. By the end of FY15, the 60 HIMII projects update is as follows: ten are ongoing, 48 are completed, and two⁸ projects are under design - Nablus indoor sports hall is awaiting USAID's "No Objection" letter on the tender package. Five of the six Area C schools are ongoing and the construction contract for Qalqas School was amended to include the construction of new school building replacing the existing one following the building permit from the Israeli Authorities and the receipt of USAID's No Objection letter. Five CSCs in the HIMII list are completed (Bethlehem, Abu Dis, Jenin, 'Aqraba, and Qabalan) Ramallah CSC is ongoing and Hebron CSC will be handed over early October, 2015. Moreover, the six road projects prioritized by the Palestinian Authority (PA) and requested by USAID to be implemented under the LGI program are completed.

The following table provides a summary of progress during FY15 against Objectives 1 & 2 targets.

Table (2): Key Performance Indicators for Objectives 1 & 2 – Planned vs. Achieved for FY15

Indicator	Planned Target for FY15	Total Achieved during FY15	% Achieved during FY15
Number of Palestinians benefiting from provision of USG sponsored multi-sectorial infrastructure packages. ⁹	299,745	253,203	84%
(Males)	158,997	125,085	79%

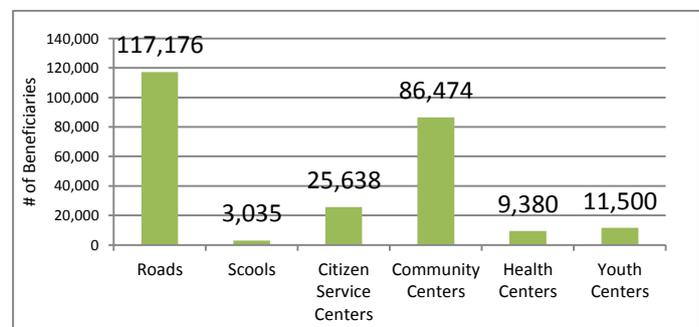
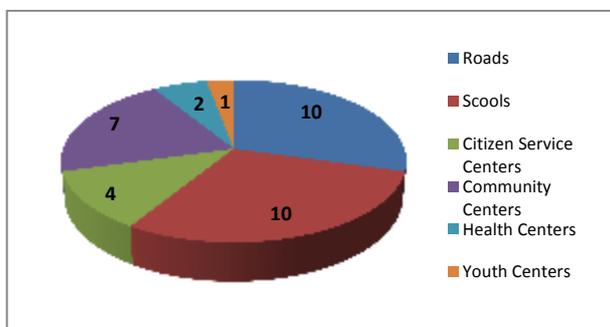
⁷ For detailed information on all projects under these objectives, refer to Annex (E) – Infrastructure Master and HIMII Design Tracking Sheet.

⁸ The design of Omar Ibn Abdel Aziz School in Sai'r (Area C) will be finalized but the construction works were cancelled since the construction permit request was rejected by the Israeli Civil Administration.

⁹ Total number includes objectives 1 and 2.

(Females)	140,748	128,118	91%
Number of communities provided access to new or rehabilitated infrastructure ¹⁰	64	49	77%
Number of multi-sectoral community projects provided ¹¹	40	34	85%
Kilometers of roads constructed or repaired through USG assistance	10.73	9.4	88%
Number of classrooms built or repaired with USG assistance	340	185	54%
# of learners enrolled in schools and/or equivalent non-school based settings with USG support	5,620	2,813	50%
(Males)	2,731	1,117	41%
(Females)	2,889	1,696	59%
# of learners enrolled in secondary schools and/or equivalent non-school based settings with USG support	4,516	2,009	44%
(Males)	2,060	764	37%
(Females)	2,456	1,245	51%
# of learners enrolled in primary schools and/or equivalent non-school based settings with USG support	1,104	804	73%
(Males)	671	353	53%
(Females)	433	451	104%

During FY15, LGI completed¹² 34 infrastructure projects, of which 31 are HIMII and six of them are the road projects prioritized by the Palestinian Authority (PA) and requested by USAID to be implemented under Objective 2. The target for the # learners and classrooms built and/or rehabilitated indicators would have been achieved had there not been delays in permit issuance and seismic design requirements for retrofitting of the old buildings requested by USAID for the five Area C school projects. Moreover, another two HIMII school projects are near completion and will be handed over early Q1, FY16 which would have contributed to increasing the percent target achievements for the above indicators. Besides school projects, completion of Nablus indoor sports hall project would have resulted in increasing the percent target achievement for the # of Palestinians benefiting from provision of infrastructure projects. However, the project is still pending USAID approval on tender package. The charts below provide projects classification and number of beneficiaries with reference to activity type. Moreover, the below map depicts LGI's achievements per governorate as a result of completing 34 infrastructure projects during FY15. It is worth mentioning that three projects (two school and one CSC) are expected to be completed during the first quarter of FY16.



¹⁰ Total number includes objectives 1 and 2.

¹¹ Total number includes objectives 1 and 2.

¹² Completed projects means final payments have been processed to the contractor.

Figure (1): Activity type for completed projects during FY15

Figure (2): Infrastructure projects beneficiaries per project type

Projects Status

Completed Projects¹³: Refer to Annex (F) for more information on the scope of work and photos of completed projects during, FY15.

On-going Projects¹⁴: At the end of FY15, there were ten¹ ongoing infrastructure projects (all are HIMII) under objective 1 &2, of which five are under Objective 2.

Projects under Design: At the end of FY15, there were two projects under design including Nablus indoor sports hall pending USAID approval on tender package and Omar Ibn Abdelaziz School in Sa'ir. The design of the latter will be finalized but construction works were cancelled since the construction permit request was rejected by the Israeli Civil Administration.

Completed Projects¹⁵:

Roads

Contributing to approximately 44% of implemented projects under LGI, road projects are prioritized by citizens during the community planning process to improve their quality of life by providing better access to various community facilities in addition to safe movement of vehicles and pedestrians. Below is the list of LGI's road projects completed during this fiscal year under Objective 1 & 2 in both vulnerable communities and potential Centers of Governance Excellence (CGEs).

Table (3): List of road projects completed FY15

Governorate	Project Name	Objective	Actual USAID Cost	Beneficiaries		Work Days Generated	# of Temporary Jobs
				Males	Female		
Hebron	Rehabilitation of main intersection and Al Jeif road in Halhul ¹⁶	1	\$310,120	11,200	15,000	1,290	32

¹³ Besides the 34 infrastructure projects completed this quarter, LGI completed construction of four Wastewater Treatment Plants (WWTPs) as Phase I of the four Area C school projects in Aba Ash Sharqiya, Nazat 'Isa, Ad Dab'a and Ras 'Atiyah under Objective 2. Moreover, LGI completed Phase I of Nablus indoor sports hall: construction of retaining and boundary walls under Objective 1. These projects are not highlighted in the Fig (3).

¹⁴ Refer to Annex (G) for more information on the scope of work and photos of ongoing projects.

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

¹⁶ The project's actual community match is US\$27,853.

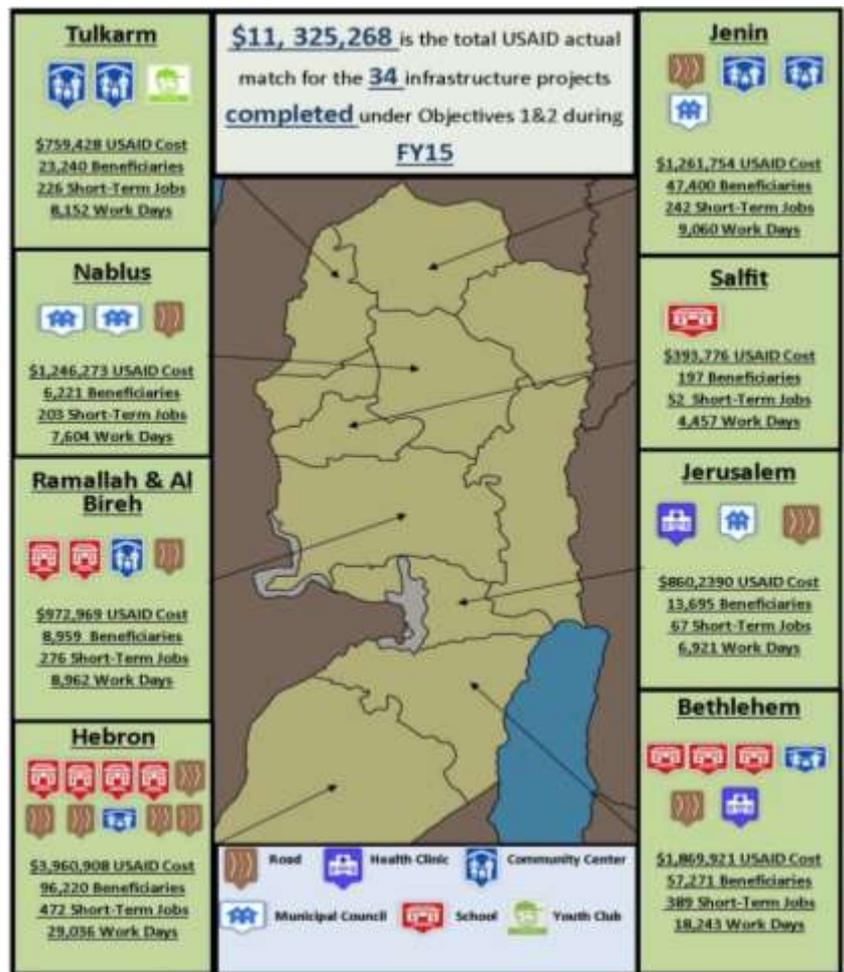


Fig (3): LGI's Infrastructure achievements for FY15

Hebron	Rehabilitation of internal roads in As Sura village	1	\$264,795	847	951	1,430	37
Jerusalem	Rehabilitation of internal roads in As Sawahira ash Sharqiya	1	\$249,713	2,620	3,330	1,451	76
Hebron	Rehabilitation of Doma road in Adh- Dhahiriya ¹⁷	1	\$236,004	25,100	24,900	1,103	23
Nablus	Construction of retaining walls and asphalt works for Jabal Qaseem Street in Huwwara	2	\$458,475	1,208	1,120	2,169	65
Bethlehem	Rehabilitation of internal roads in Al Walaja	2	\$284,307	1,300	1,200	1,568	42
Jenin	Rehabilitation of internal roads in Birqin	2	\$257,726	6,118	5,882	922	43
Ramallah & Al-Bireh	Rehabilitation of internal roads with storm water drainage in 'Ein 'Arik	2	\$267,751	882	918	1,625	44
Hebron	Rehabilitation of Qateyat Al Shamaly road in Sa'ir	2	\$267,479	3,700	3,500	1,703	48
Hebron	Rehabilitation of KHALLET AL Daw road in Tarqumiya ¹⁸	2	\$291,244	4,000	3,400	2,624	40
Total			\$2,887,614	56,975	60,201	15,885	450

Road projects completed under Objective 1

The internal road projects in As Sawahreh Ash Sharqiya and As Sura in Jerusalem and Hebron Governorates, respectively, were prioritized during community planning workshops in 2011. In As Sura village, the internal roads were unsurfaced, in poor condition, and adhered to few safety precautions, making As Sura inaccessible. This project would inherently impact the surrounding communities of Hadab al 'Alaqa, Marah al Baqqar and KHALLET al 'Aqed by providing easier access to As Sura. Moreover, the completed project provided better access to Luqman El Hakim school project implemented by LGI in FY14. The internal roads in As Sawahreh Ash Sharqiyah in Jerusalem Governorate were severely damaged due to continuous erosion caused by water and the steep topography of the village. The rehabilitated road is also one of the five main roads in the town, which serves a densely populated area. As Sawahreh Ash Sharqiya is centrally located to nearby communities; and West Bank drivers traveling between the central and southern areas of the West Bank use the village roads since they are not permitted to drive through Jerusalem.

On the other hand, rehabilitation of internal roads in the potential CGEs of Ad Dhahiriya and Halhul was listed among the top priority infrastructure projects in their updated Strategic Development framework (SDF), originally developed under the Local Democratic Reform program- LDR.

Road projects implemented under Objective 2

During FY15, LGI completed the six road projects prioritized by the Palestinian Authority (PA) and requested by USAID to be implemented under the LGI program as part of USAID's HIMII initiative to support the Palestinian economy. The road projects targeted vulnerable communities in 'Ein Arik, Al Walaja, Birqin, Sa'ir, Huwwara and Tarqumiya as per Deputy Prime Minister's (DPM) office assessment.

¹⁷ \$40,000 is the actual community cash contribution

¹⁸ The project's actual community match is US\$115,108.



Rehabilitation of internal roads in Birqin



Rehabilitation of internal roads in Al Walaja



*Rehabilitation of internal roads in As Sawahreh
Ash Sharqiya*



Rehabilitation of Doma road in Ad Dhahiriya

The internal roads in these villages were deteriorated and suffered from lack of safety elements. Moreover, the citizens in Ein 'Arik and Sa'ir used to suffer from heavy road floods during winter and it was necessary to have adequate road drainage systems. Now completed, the two road projects will provide safe access to pedestrians and vehicles.

Community Centers

Across Palestine, community centers function as the heartbeat of the community as they are utilized for activities, events, and community gatherings. The community members in Al Yamun, Beit Jala, Qaffin, Sinjil, Misliya, Al Majd and Kafr al Labad prioritized the construction of various forms of community centers during their community planning process or in their Strategic Development and Investment Plans (SDIPs). The completion of the Al Yamun multipurpose hall marks a positive outlook for the city as the hall has become the epicenter for community activities. The community centers in Sinjil and Misliya will host various social events as well as provide appropriate offices for the local councils instead of having offices in a rented warehouse or basement of a mosque.

Creating an enabling, inclusive environment for all community members is a hallmark of successful community planning. Therefore, dedicating adequate space for women and youth within the community centers in Qaffin, Al Majd, Misliya and Kafr al Labad will encourage more female inclusion in community activities, in addition to supporting the youth in their essential activities.



Community center in Misliya



Community center in Sinjil



Youth and women's community center in Ad Dhahiriya



Al Yamun multipurpose hall



Kafr al Labad multipurpose hall



Community center in Al Majd

Fostering local economic growth is a pivotal factor in facilitating the long-term development of community, and the community of Beit Jala realized such when they sought a commercial center for their community. The Normandy Commercial Center in Beit Jala provides the facility where the development of public-private partnerships (PPPs) can occur, further developing the local economy.



Normandy Commercial Center in Beit Jala

Table (4): List of Community Center projects completed during FY15

Governorate	Project Name	Objective	USAID Actual Cost	Beneficiaries		Work Days Generated	# of Temporary Jobs
				Males	Female		
Tulkarm	Construction of a multipurpose hall with a garden in Kafr al Labad ¹⁹	1	\$284,729	3,000	3,000	3,695	69
Hebron	Construction of a Community Center in Al Majd village	1	\$320,746	1,414	1,086	3,495	67
Jenin	Construction of a multipurpose hall in Al Yamun ²⁰	1	\$315,593	7,000	6,150	3,175	88
Bethlehem	Establishment of Normandy Commercial Center in Beit Jala ²¹	1	\$304,964	25,000	25,000	3,237	78
Tulkarm	Construction of a youth and women's community center in Qaffin	1	\$252,615	3,120	2,620	2,255	65
Ramallah & Al Bireh	Construction of a Community Center in Sinji ²²	1	\$388,200	3,107	3,227	3,720	106
Jenin	Construction of a Community Center in Misliya	1	\$240,542	1,330	1,420	1,547	59
Total			\$2,107,389	43,971	\$2,503	21,124	532

¹⁹ The project's actual community match is US\$80,461.

²⁰ The project's actual community match is US\$100,000.

²¹ The project's actual community match is US\$165,000.

²² The project's actual community match is US\$119,454.

Citizen Service Centers

Citizen Service Centers are established under LGI to assist LGUs in having centralized service provision in a well-designed space and comfortable atmosphere for citizens visiting CSCs. During FY15, LGI completed the construction works for the establishment of four Citizen Service Centers in Abu Dis, Qabalan, 'Aqraba, and Jenin municipalities. For the four LGUs, establishment of a CSC was prioritized in their Municipal Strategic Corporate Plans (MSCPs) completed under LGI in FY13. Each CSC will house municipal services delivery functions under one roof and enhance the communications between the LGUs and their citizens, which support LGUs' effort in becoming Centers of Governance Excellence (CGEs).



Left to right: Citizen Service Centers for 'Aqraba, Jenin, Qabalan and Abu Dis municipalities

Table (5): List of Citizen Service Center projects completed during FY15

Governorate	Project Name	Objective	USAID Actual Cost	Beneficiaries		Work Days Generated	# of Temporary Jobs
				Males	Female		
Nablus	Establishment of a Citizen Service Center for Qabalan Municipality	1	\$438,366 ²³	969	931	2,558	63
Nablus	Establishment of a Citizen Service Center for 'Aqraba Municipality	1	\$349,432 ²⁴	1,016	977	2,877	75
Jenin	Construction of a Citizen Service Center with central archive for Jenin Municipality	1	\$447,892	9,750	9,750	3,416	52
Jerusalem	Construction of local council offices and establishment of a Citizen Service Center in Abu Dis town	1	\$232,556 ²⁵	1,167	1,078	1,786	67
Total			\$1,468,245	12,902	12,736	10,637	257

²³ The project's actual community match is US\$35,303.

²⁴ The project's actual community match is US\$9,917.

²⁵ The project's actual community match is US\$13,000.

Health Centers

Construction of health clinic projects in Marah Rabah and Ash Sheikh Sa'ed was ranked as a first priority to community members who fell into the most vulnerable communities as per ARIJ's assessment of the West Bank. Prior to the project in Marah Rabah, the community lacked the existence of a health center and community members used to receive health care services in Bethlehem hospitals and clinics, 15 km away from their village. In Ash Shaikh Sa'ed, community had a rented small clinic far away from the village center. The old clinic was open to public only twice a week and provided limited health services mainly for maternity and child care. Moreover, community members used to travel to Ramallah hospital to receive basic health care services given that they need permits to be hospitalized in Jerusalem. Now completed, these projects will provide wide variety of health care services for citizens.



Construction of a health clinic in Marah Rabah



Construction of a health clinic in Ash Sheikh Sa'ed

Table (6): List of health center projects completed during FY15

Governorate	Project Name	Objective	USAID Actual Cost	Beneficiaries		Work Days Generated	# of Temporary Jobs
				Males	Female		
Bethlehem	Construction of a Health Clinic in Marah Rabah	1	\$312,345	1,926	1,954	2,165	75
Jerusalem	Construction of a health center in Ash Sheikh Sa'd	1	\$377,970	2,400	3,100	3,684	73
Total			\$690,315	4,326	5,054	5,849	148

Schools

Providing safe and enhanced educational environment for Palestinian students are the main goals that LGI is pursuing in the school projects implemented across the West Bank. During this fiscal year, LGI completed ten school projects in Tuqu', Beit Amra, 'Arab ar Rashaydeh, Khamat Al Maiyya, Yasuf & Iskaka, Deir As Sudan, Saffa, Khursa and Beit Ummar villages. Citizens of these communities identified the construction of additional classrooms and/or rehabilitation of school as a high priority during the community planning workshops conducted in 2011. The completed school projects will enhance the educational environment through reducing the over crowdedness, provision of specialized science and computer laboratories in addition to facilitate the movement of students with disabilities through the provision of external ramp and customized



The newly renovated secondary girls' school in Khursa

lavatories. Additionally, the newly completed school projects in Khursa, Yasuf and Isakaka, and Khallet El Mayyeh will save students the burden of daily travel to neighboring cities and villages, providing more classrooms to accommodate secondary grades; hence reducing the drop-out rate especially for female high school students whose families used to forbid them from going to schools outside the boundaries of their villages. Moreover, the school projects in Khallet El Maiyya, Yasuf and Iskaka and Beit Ummar will support the merging process by providing shared infrastructure facilities equally benefiting merged communities.



Construction of a secondary boys' school in Khallet al Maiyya



Construction of additional classrooms and rehabilitation of Yasuf secondary girls' school



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

Table (7): List of schools completed during FY15

Governorate	Project Name	Objective	USAID Actual Cost	Beneficiaries		Work Days Generated	# of Temporary Jobs
				Males	Female		
Hebron	Construction of a secondary boys' school in Khallet al Maiyya	1	\$1,041,122	184	0	7,585	80
Salfit	Construction of additional classrooms and rehabilitation of Yasuf secondary girls' school	1	\$393,776	0	197	4,457	52
Ramallah & Al Bireh	Rehabilitation works in Saffa secondary girls' school	1	\$163,591	0	538	1,668	62
Bethlehem	Construction of additional classrooms, and rehabilitation works in 'Arab ar Rashayida primary girls' school	1	\$288,538	0	168	2,434	72
Bethlehem	Construction of additional classrooms and rehabilitation works in 'Arab ar Rashayida secondary coeducational school	1	\$226,491	195	11	2,347	64
Hebron	Construction of additional classrooms and rehabilitation of Khursa secondary girls' school	1	\$410,332	0	311	3,551	57
Hebron	Construction of additional classrooms and specialized rooms, and rehabilitation of Beit 'Amra Secondary boys' school	1	\$404,458.	447	0	4,329	61
Ramallah & Al- Bireh	Rehabilitation of Deir as Sudan secondary girls' school	1	\$153,427	0	287	1,949	64
Hebron	Construction of additional Classrooms for Safa elementary boys' school in Beit Ummar	1	\$414,579	175	5	1,926	27
Bethlehem	Construction of additional classrooms and a sanitary unit at Al Huriyyeh Primary Co-educational School in Tuqu'	1	\$453,274	190	327	6,492	58
Total			\$3,949,589	1,191	1,844	36,738	597

Youth Clubs

Construction of youth and women centers in Tulkarm suburbs were prioritized and approved in Tulkarm updated SDF investment plan to address the developmental issue of the lack of centers and facilities dedicated for youth and women empowerment. Now completed, the constructed youth club and multipurpose hall in Dinnabeh suburb will provide a suitable place for youth and other community members to hold various youth and other social activities.



Construction of a youth club and multipurpose hall in Dinnabeh suburb

Table (8): List of youth club projects completed during FY15

Governorate	Project Name	Objective	USAID Actual Cost	Beneficiaries		Work Days Generated	# of Temporary Jobs
				Males	Female		
Tulkarm	Construction of a youth club and a multipurpose hall in Dinnabeh suburb-Tulkarm	1	\$222,085	5,720	5,780	2,202	92

Objective 3

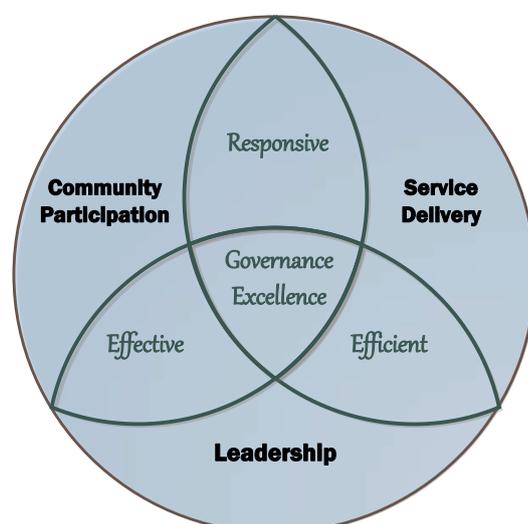
Strengthen local government capacity to respond effectively and efficiently to community needs by promoting and institutionalizing good democratic governance practices.

Towards an Enabling Environment for Good Governance

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

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

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



These activities are implemented under three main areas in Objective 3: 1) Community Planning; 2) Participatory Governance; and 3) Institutional Development.

Table (9): Key Performance Indicators for Objective 3 – Planned vs. Achieved for FY15

Obj. 3 Indicator	Planned Target for FY15	Achieved during FY15	% Achieved during FY15
Number of people who Received USG-Assisted Training, including management skills and fiscal management, to strengthen Local Government and/or Decentralization	110	124	113% ²⁶

²⁶ This reflects a minor deviation. Budget savings allowed for more LGU staff members to be trained.

Number of sub-national and national entities receiving USG assistance to improve their performance	50	58	116% ²⁷
Percent of all local government staff completing skill training courses who say they are using their new skills on the job	80%	71%	89%
Percent decrease in average customer time spent to receive services in targeted LGUs with newly established citizen service centers	20%	13%	65% ²⁸
Percent of service related transactions completed through the citizen service center in targeted LGUs one year after official opening	70%	100%	143% ²⁹
Percent of services improved in targeted centers for governance excellence through business process engineering	85%	99%	116%
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	50%	54%	108%
Percent of sub-national government entities (from among centers for governance excellence) that apply at least 2 public disclosure methods per year	80%	89%	111%
No. of dialogue and awareness sessions held around decentralization and local governance themes.	2	6	300% ³⁰
No. of strategic plans, physical plans, procedures, regulations, and manuals developed	19	36	189% ³¹
No. of Citizen Service Centers established.	8	5	63% ³²
No of Youth Shadow Local Councils (YSLCs) established or supported	19	20	105%
Number of community members involved in community participatory processes	50	5157	10112% ³³

Local Economic Development (LED)

Phase I- Project Mobilization

AS part of promoting the role of its partner LGUs in taking a pro-active role in supporting Local Economic Development (LED) at the local levels, and during this FY15, LGI team initiated the process with a total of 28 LGI's partner LGUs including 27 potential CGEs, in addition to one vulnerable community ('Aqqaba). The activities conducted in this phase aimed at introducing the concept, and gathering the feedback and input from the partner LGUs on the approach and project design, building interest in the process, and managing expectations of anticipated outcomes amongst representatives from partner LGUs. Moreover, and throughout various phases of this process, LGI team conducted the initial assessment to narrow down the selection of targeted LGUs to benefit from this project during

²⁷ This is a minor deviation. Following the successful implementation of certain interventions, additional LGUs requested LGI's support.

²⁸ The achieved is less than the planned for this target because not all CSCs reached the desired level of performance due to various contributing factors including changes in leadership at the LGU which impacted staff work and morale.

²⁹ The achieved is greater than the planned for this target because CSC service performance proved to be better than anticipated once the CSCs had been established for one year; all service related transactions were completed at the CSC.

³⁰ The achieved is greater than the planned for this target because some sessions that were originally planned to take place on the national level were divided and conducted regionally.

³¹ The achieved is greater than the planned for this target due to increased buy in by the LGUs of the importance of developing plans and procedures such as communications plans, strategic plans, etc.

³² The achieved is lower than the planned for this target due to delays in construction forced delays in the establishment of the CSCs.

³³ The achieved against the planned for this target is so high as a result of the new YLC general assemblies and elections (and resulting high level of participation) which were not factored into the target.

FY16 to 11 LGUs (Al-Bireh, Beit Jala, Beit Sahur, 'Attil, Salfit, Halhul, 'Illar, Yatta, 'Anabta, Qalqiliya, and Tubas).

To achieve the above, LGI team organized seven central workshops during the period of March – July 2015. Central workshops were attended by the LED committees from 28 partner LGUs (109 persons including 87 males and 22 females). The workshops were utilized to present and discuss the project approach and objectives, and the anticipated outcomes. Additionally, LGUs' representatives were given the space to share their views about similar experiences that were implemented by the LGUs or in partnerships with other local organizations or private sector. By the end of the workshop, representatives from each LGU prepared a preliminary framework for the local economic development that is most suitable to their locality. This framework is going to be used as the basis for LGI's interventions later during FY16 in providing support to those LGUs.

Based on the outcomes of the central workshops, LGI team facilitated at each partner LGU a local workshop to introduce the LED concept and approach to a wider range of stakeholders to seek their input and earlier involvement in the project. LGUs invited representatives from the local and public organizations, and private sector including Ministries' offices, banks, unions, chamber of commerce, CBOs, academics, and businessmen, etc to these workshops. A total of 19 local workshops were implemented during the period of March – July 2015, and were attended by around 700 LGUs' staff, and community representatives. In addition to verifying and framework for each locality, LED Committees at the local level were formed.

Table (10): List of Central Workshops

No.	Date	Location	Number of participants	Targeted Localities
1	17-18 March 2015	Jericho	16	Yatta, Beit Sahur, Salfeet, Adh-Dahiriyyeh, Ellar, Al Ram
2	28-29 March 2015	Jericho	15	Tubas, Halhoul, Birzeit, Attel, Beit Jala
3	13-14 April 2015	Jericho	15	Anabta, Aqqaba, Beit Fajjar, Tulkarem, Kufr Thulth
4	14-15 April 2015	Jericho	15	Jericho, Al Bireh, Qalqilia, Aqraba
5	29-30 April 2015	Jericho	15	Al Yamoun, Abu Dis, Qabalan, Jenin
6	20-21 May 2015	Jericho	18	Bethlehem, Hebron, Ramallah, Nablus
7	29-30 July 2015	Jericho	15	Halhoul, Beit Jala, Yatta
Total			109	

Table (11): List of Local Workshops

#	Date	Location	Number of participants
1	28 April 2015	Tubas	45
2	16 May 2015	Aqqaba	43
3	16 May 2015	Aqraba	18
4	19 May 2015	Qabalan	43
5	27 April 2015	Kufr Thulth	19
6	29 April 2015	Qalqilia	79
7	7 June 2015	Anabta	34
8	3 June 2015	Tulkarem	19
9	9 May 2015	Attel	40

10	6 May 2015	Illar	38
11	4 June 2015	Al Yamoun	40
12	20 April 2015	Beit Jala	40
13	8 April 2015	Beit Sahour	31
14	16 April 2015	Adh Dahrieh	15
15	12 April 2015	Halhoul	27
16	13 April 2015	Yatta	39
17	20 May 2015	Al Ram	31
18	7 May 2015	Salfeet	61
19	21 May 2015	Al Bireh	35
Total			697

First workshop(17-18 March 2015)



Centralized LED workshop, 17-18 March 2015, Jericho

Second workshop(28-29 March 2015)



Centralized LED workshop, 28-29 March 2015, Jericho

Third workshop (13-14 April 2015)



Centralized LED workshop, 13-14 April 2015, Jericho

Fourth workshop (14-15 April 2015)



Centralized LED workshop, 14-15 April 2015, Jericho

Fifth workshop(29-30 April 2015)



Centralized LED workshop, 29-30 April 2015, Jericho

Sixth workshop(20-21 May 2015)



Centralized LED workshop,20-21 May 2015, Jericho

Local LED Workshops:



Workshops in Beit Sahur (L) and Beit Jala (R)



Workshops in Halhul (L) and Adh Dhariyeh (R)

3.1 Community Planning

Effective community planning takes a comprehensive approach to meeting community needs, while ensuring active engagement of relevant community representatives in the process. It is an approach that recognizes the interrelationship of economic, physical, and social development. Community development is linked to empowerment – empowerment of local officials, the private sector, and citizens. LGI's planning interventions are successfully transforming the scope and scale of planning in municipalities across the West Bank.

LGI's approach to planning is one of the first to focus on building the capacity of LGUs to develop comprehensive community plans as opposed to the previous plans that were developed in individual sectoral vacuums. Through strategic long-term planning, physical planning, and complementary sectoral planning, LGI is supporting West Bank cities as they develop plans that help lay the foundation for true long-term development and take into consideration neighboring towns and villages, thus encompassing a broader, sub-regional area. The process is also helping enhance the capacity of national government bodies in planning and managing their service delivery.

3.1.1. Strategic Planning Process

Strategic Development and Investment Plan (SDIP) for Hebron City

This year, LGI worked closely with the Hebron Municipality to develop the Strategic Development and Investment Plan (SDIP) for Hebron City. Early in the year, LGI initiated the process by meeting with relevant municipality staff to orient them on the SDIP process and to explain the criteria used to form an SDIP coordination team. Then, on March 28, 2015 LGI conducted a workshop attended by municipality staff, council members, and community in which they learned about the three stages that comprise the SDIP process, as follows:

- Stage 1: Where are we? This includes organizing the process and analysis of the current situation and stakeholders.
- Stage 2: Where are we heading? This includes the strategic development framework (SDF) which includes the development of the collective vision based on the community's priorities and the main strategic objectives.
- Stage 3: How can we get there? This includes the investment plan and the monitoring and evaluation plan.

Participants also learned about the SDIP process design which includes one team and five committees: 1) the core planning team and 2) the supervisory team, and 3) four thematic committees. The core planning team, which is responsible for the overall development of the SDIP, consists of municipality staff (particularly department heads) and community representation from CSOs, the private sector, and prominent/influential local leaders. LGI actively promotes the participation of women and youth in the core planning team. The supervisory team also referred to as the strategic planning committee, which is made up of the mayor and four council members, is responsible for developing the strategy, and must approve/ endorse the SDF, M&E plan, investment plan, and completed SDIP.



Approximately 200 individuals attended the launch of the SDIP in Hebron.

The SDIP committees are focused on four thematic areas: 1) infrastructure and environment, 2) administration and good governance, 3) economic development, and 4) social considerations. In the coming quarter, LGI will continue to support the formation of these committees in Hebron, completion of the community profile, and development of the SDF (vision, objectives, indicators, etc.). Stakeholders worked diligently to move the SDIP process along as efficiently and effectively as possible.

An open meeting to officially launch the SDIP process was held on April 29, 2015, and attended by approximately 200 individuals representing city residents, local NGOs, public and private sectors, Hebron governorate, and PA line ministries. Following the launch, LGI and Hebron's SDIP committees developed the community's collective vision based on priority thematic issues, revised the strategic objectives, and developed the first draft of the monitoring and evaluation matrix.

The next major step was the first centralized SDIP workshop took place on June 3-4, 2015 at the Korean Center in Hebron. Approximately 120 individuals representing the local community and the municipality's staff attended the two-day workshop. LGI staff brief participants on the progress of the strategic planning process and reviewed the SDIP methodology and tools to identify the main four

thematic areas, SWOT analysis, priorities, development of strategic objectives, and the development of the main indicators for each objective. Participants were divided into four working groups based on the following thematic areas: 1) economic, 2) social, 3) planning and infrastructure, and 4) administration and good governance. Each group carried out a problem analysis and identified community priorities.

In August 2015, the SDIP committees finalized the SDF for Hebron and, based on the priorities and problem tree analyses developed the following objectives:

- To develop infrastructure and health services
- To promote sustainable urban planning
- To develop road networks and transportation system
- To improve traffic safety
- To improve learning environment in educational institutions
- To provide new job opportunities for Hebron residents
- To increase water sources
- To reduce losses in water network
- To develop effective security management system for disasters

They also developed the city vision: “Hebron is a sustainable economic center with modern service provision, well urbanized, and maintaining its authenticity and values.”

In September 2015, the Hebron SDIP was finalized, along with the M&E matrix, and submitted to the municipality’s council for review and approval.

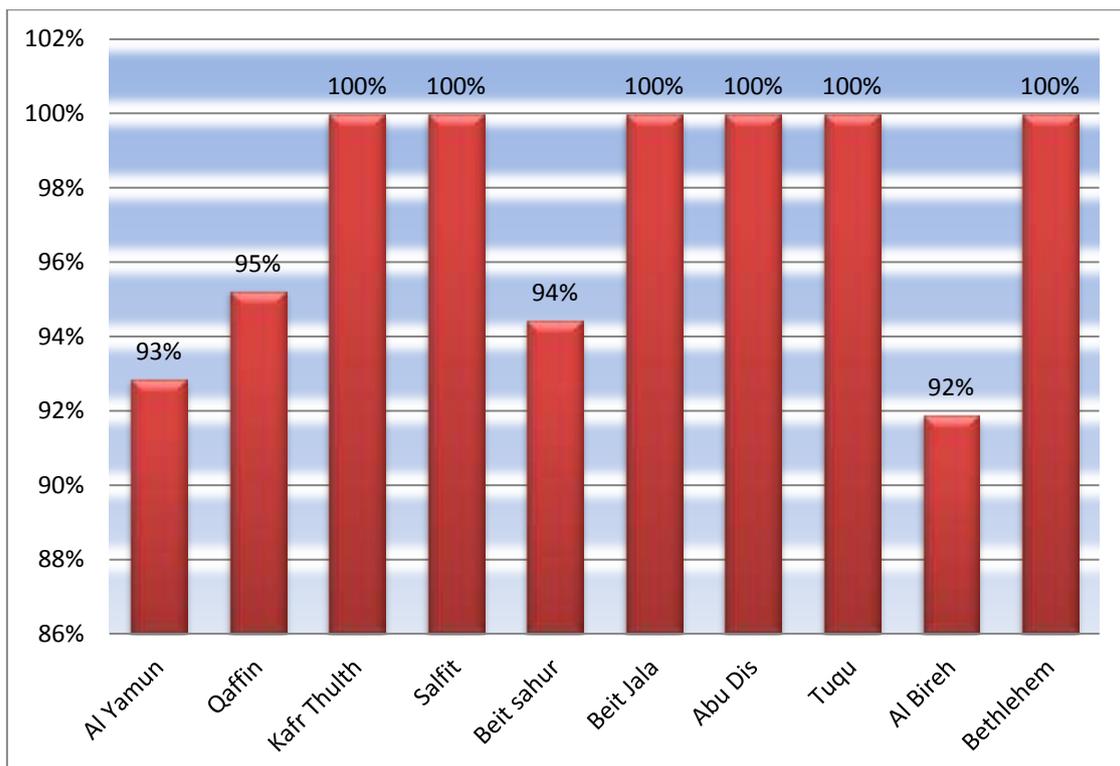


Figure (4) Percentage of SDIP Projects Committed / Obligated for FY15

Strategic Development Framework (SDF) for Ramallah City

LGI supported the Ramallah municipality as it developed its strategic development framework (SDF). This process involved the selection of the key stakeholders group; the expanded key stakeholders

group, and the development of the planning guidelines to be adopted by the SDF updating committee. Members of the key stakeholders group, as well as the expanded key stakeholders group, are local and national players who lend credibility to the process and help ensure buy-in of outcomes of the planning process, and help ensure successful implementation of the SDF and the future sustainability of the process.

Both the key stakeholders group and expanded key stakeholders group agreed upon planning criteria to be considered during the development of the SDF. The criteria took into consideration jurisdiction, geographical boundaries, types of services provided, population, and other city-specific information. Although the SDF is specific to Ramallah, it integrates the needs of surrounding localities. By encompassing a broader, sub-regional area, the SDF provides the foundation necessary for Ramallah City to function beyond its geographical boundaries, as an effective governance hub for management of service delivery in the central West Bank.

LGI team with the municipality leadership and staff will continue working on finalizing the outcomes of the SDF process throughout the first two quarters of FY16, with the aim of integration current strategies being developed by the municipality (LED and resilient city strategies) in the SDF framework before finalizing, both of which are expected to be completed by December 2015.

3.1.2 Physical Planning

Table (12) summarizes LGU progress in the stages of physical planning as of the end of the fiscal year. 12 partner LGUs completed the process and three are still in process.

Table (12) - 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	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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
Hebron	✓	✓	✓	✓							
Nablus	✓	N/A	N/A	N/A	N/A	✓	N/A	N/A	N/A	N/A	N/A
Sinjil	✓	✓	✓	✓	✓	✓	✓	✓			

Physical Planning and Aerial Photography

Physical planning is a technical process concerned with the use of land and 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, as well as heritage and environmental protection. Global Communities and USAID are currently the only implementer and funder, respectively, to provide this high level of support for physical planning (exclusive of Area C) in large city clusters in the West Bank.

This intervention continues to create more interest in, and a better understanding of, the importance of physical planning on the part of the LGUs. In addition, the private sector is also seeing the importance and becoming more actively engaged. A greater interest and increased capacity for physical planning by private sector consulting firms is an important factor in creating sustainability for this process.

Complementary Sectoral Plans

Table (13) summarizes LGU progress in the phases of the complementary sectoral studies as of the end of this fiscal year. three partner LGUs completed the process.

Table (13) – Phases of the Complementary Sectoral 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 provided technical support to four partner LGUs – Al Bireh, Bethlehem, Bet Sahur, and Beit Jala – in the development of complementary sectoral plans for water, sanitation, power supply, transportation, housing, environment, tourism and cultural heritage. The detailed studies that are conducted in the development of these plans provide information about businesses, roads, vehicles, bottlenecks, environmental impact, etc. These complementary plans will shape the overall plan for each locality, and LGI is the first program to initiate such an initiative in the West Bank. In FY15, sectoral plans for Bethlehem, Beit Sahur, and Beit Jala were completed; the plan for Al Bireh is still in process.

Municipal Spatial Data Management and Administration Systems/GIS

Table (14) - 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	✓	✓	✓	✓	✓	✓	✓

Coding and Numbering of Streets and Buildings Project

The coding and numbering of streets and buildings project which was initiated by LGI in FY14 in 23 partner LGUs was completed in 16 LGUs in FY15 and is ongoing in the remaining seven. As cities in the West Bank improve hard infrastructure (roads, electricity, telecommunications, etc.), and soft infrastructure (systems, procedures, etc.), the coding and numbering of streets and buildings is the bridge that connects both types of infrastructure development to help ensure the best possible service delivery to citizens.

The LGI coding and numbering of streets and buildings project adopted national coding used by Palestinian telecommunications and postal authorities so that it will be consistent with the existing system. However, the existing system provides coding for large areas, much like zip codes in the US.



LGI's coding and numbering of streets and building project is helping 23 LGUs across the West Bank and will enhance planning and service delivery in numerous ways.

LGI's coding and numbering of streets and buildings is more specific and will enhance service delivery in all sectors. For example, property will be identified by an exact address, not just the vicinity and/or name of the owner, which is important for land registration and property taxes. Planning and zoning for buildings, roads, electricity, water, and sewage will be improved and help enhance services. The

coding and numbering will also provide more exact addresses which can shorten response times for emergency vehicles and ultimately save lives.

Table (15) – 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	✓	✓	✓	✓	✓	✓	✓	✓	
Phase III	Tubas	✓	✓	✓						
	Qabalan	✓	✓	✓						
	'Attil	✓	✓	✓						
	'Illar	✓	✓	✓						
	Kafr Thulth	✓	✓	✓						
	Beit Fajjar	✓	✓	✓						
	Jericho	✓	✓	✓						

3.2 Participatory Governance

The capacity of local government to reach out to citizens and to involve citizens in identifying priorities, planning, and monitoring builds trust and solidifies the relationship between citizens and government officials. Citizen participation in the local governance process also creates an environment of transparency and accountability by allowing constituents to interface directly with their local government representatives and communicate the needs and priorities of their communities. LGI's interventions are designed to enhance awareness of good governance practices and the important role of the community in local government. The programs various interventions target LGUs, CBOs, and citizens. Special emphasis is placed on the role of youth through the Youth Local Councils (YLCs) initiative.

3.2.1 Youth Local Councils

Palestinian local government systems have begun to increase emphasis on civic engagement in the governance process. New participatory instruments and mechanisms have been introduced in the areas of planning, budgeting, and monitoring and evaluation to enhance citizen participation, namely youth participation, in the decision-making process at both the national and local levels. LGUs recognize the significance of participatory governance as a process that facilitates their work and contributes to community development.

Despite these positive developments, participatory governance at the local level still faces challenges, mainly in the areas of empowerment of community members, particularly marginalized groups, as well as the sustainability of the process. In light of this, LGI continues to focus its efforts on providing further support to citizen engagement activities, the development and promotion of citizen engagement tools and mechanisms, and empowerment of community representatives and vulnerable groups.

YLC Elections

Over the years, LGI has provided YLCs with constant support and mentoring. The process begins with establishing general assemblies; campaigning and outreach to voters; and holding democratic elections under the direct supervision of the Central Elections Commission and then forming the councils. These important steps are later followed by enhancing skills in areas such as leadership, advocacy, project management, and gender equity; establishing local partnerships and alliances; and conducting youth-led community development and assistance activities.



In 2015, 16 YLCs across the West Bank held elections.

In 2015, 16 YLCs across the West Bank held elections. Although LGI continues to provide support as referenced above, this year's approach focuses on stakeholder ownership and sustainability. The respective municipalities took ownership of the election committee in cooperation with members of the local community, including representatives from community-based organizations, and LGI staff worked with the election committees to ensure their awareness and understanding of the YLC election process, especially for individuals that were not previously involved in the YLC process.

In preparation for the elections, LGI conducted a series of awareness sessions targeting general assembly members. These sessions focused on issues such as community participation, local governance, the role of LGUs, and citizenship. In addition, YLC nominees were oriented on how to design and conduct an election campaign, debate techniques, etc. The nominees developed campaign slogans that were reflected in their campaigning activities through social media, banners, and posters.

The table below lists the communities in which YLC elections have been held in 2015. General participation and female participation varied from location to location. However, overall the outcomes were positive across the West Bank.

Table (16) – List of YLC Elections

#	YSLC	Date	# of General Assembly Members	% of Participation	Sex of Total GA		# of Voters			# of Nominees			# of Elected Members		
					M	F	Total	M	F	Total	M	F	Total	M	F
1	Beit Sahur	Mar 27	622	64%	406	216	398	219	179	16	11	5	13	8	5
2	Ar Ram	Mar 28	257	74%	190	67	191	141	50	30	20	10	15	10	5
3	Salfit	Apr 4	338	47%	260	78	158	128	30	20	15	5	15	10	5
4	Tubas	Apr 7	410	37%	87	323	152	44	108	41	12	29	15	7	8
5	Jericho	Apr 11	169	35%	62	107	59	26	33	18	8	10	15	7	8
6	'Anabta	Apr 11	472	73%	369	103	344	286	58	20	16	4	13	9	4
7	Abu Dis	Apr 12	332	83%	224	108	276	195	81	28	19	9	13	8	5
8	Beit Fajjar	Apr 13	466	57%	285	181	266	161	105	19	14	5	13	8	5
9	Bethlehem	May 22	585	48%	380	205	282	205	77	25	16	9	15	11	4
10	Beit Ummar	May 24	228	48%	161	67	109	78	31	17	12	5	13	8	5
11	Halhul	May 26	120	58%	94	26	70	54	16	46	29	17	13	8	5
12	Qabalan	May 28	114	32%	79	35	36	24	12	15	10	5	11	7	4
13	Biddya	May 30	275	34%	230	45	93	83	10	17	12	5	13	9	4
14	Bir Zeit	Jun 4	181	71%	112	69	129	78	51	22	14	8	13	9	4
15	'Aqqaba	Jun 6	175	53%	142	33	90	74	16	17	13	4	13	9	4
16	Beit Jala	Jun 13	312	79%	193	119	246	127	119	23	15	8	13	8	5
TOTAL			5056	56%	3274	1782	2899	1923	976	374	236	138	216	136	80

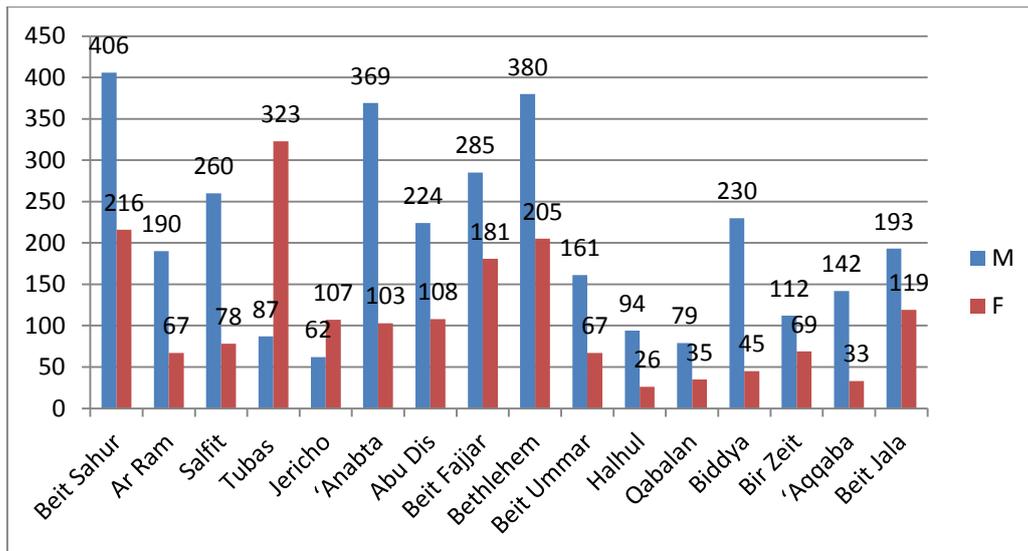


Figure (5) - Elected members of YLCs and Hebron Pioneers' Council during FY15

As with any evolving democratic process, elections did not come without challenges. YLCs are viewed as important entities in their communities, so election competition was fierce and emotions were intense. The elections revealed various social, cultural, and political issues in some of the communities that needed to be addressed to ensure that the YLCs continue in the spirit that they were intended. However, LGI team viewed this as an opportunity to enhance its approach to ensuring the sustainability of the YLCs, and the issues were addressed to the extent possible during and after the elections.

On June 24, 2015, representatives of the newly elected YLCs were invited by the USAID mission to a group Iftar held for all youth involved in various USAID funded programs. Prior to the Iftar, Nimer Qawsmi, President of Ar Ram YLC, highlighted the YLCs initiative, and thanked USAID, Global Communities, and above all the local community for their support and faith in the power of youth.



YLC members and USAID representatives during Iftar gathering hosted by USAID

YLC Roundtable

In Quarter 2 of FY15, LGI conducted a roundtable discussion entitled “Expanding Youth Local Councils (YLCs) – Exploring Current Opportunities and New Horizons,” attended by representatives from 13 YLCs – Bidya, ‘Anabta, Qalqiliya, ‘Aqqaba, ‘Illar, Salfit, Bir Zeit, Ar Ram, Jericho, Halhul, Beit Ummar, Beit Sahur, and Beit Fajjar. Global Communities Country Director Lana Abu Hijleh began the roundtable discussion with an overview of the initial purpose of establishing the YLCs and engaged the participants with opening questions such as: *In what ways have the YLCs accomplished their goals? How have the YLCs contributed to enhancing good local governance practices? In what ways*

have the YLCs benefitted their communities? As individuals, how has your participation in the YLC affected your thinking and your perspective of local government and your role in the future?

During the first part of the roundtable, YLC Presidents and representatives shared their successes, challenges, and overall experiences within their respective communities. As they prepared for the 2015 elections, the YLC members became even more aware of their successful involvement in their respective communities by the increased attention from community members and the desire of many more youth to become involved.



YLC roundtable participants shared information about their community initiatives and engaged in a lively discussion on how to move forward to ensure continued success of their YLCs and how to support the establishment of new YLCs in other communities.

The second part of the roundtable was dedicated to discussing the sustainability of the current YLCs and building on their success to empower neighboring communities to establish their own YLCs. The current YLCs, which were established with support and mentoring from Global Communities, first through the USAID-funded LDR and later LGI, would mentor the new YLCs to ensure their viability and positive community involvement.

YLC Initiatives

LGI's Youth Local Council (YLC) initiative goes beyond engaging youth in citizen participation activities and increasing awareness of local governance issues. YLCs, 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.

This year, YLCs in ten locations including Bethlehem, Qabalan, Ar Ram, Halhul, Biddya, Jericho, 'Anabta, Beit Jala, Beit Sahur, and Bir Zeit completed their initiatives which fell under the environmental, citizenship, historical, safety, and social themes. Furthermore, two nationwide initiatives took place this year; one focused on the Palestinian heritage, and the other aimed to increase local tourism in Bethlehem.

Nationwide Initiatives

On November 8, 2014, approximately 50 youth representing 16 YLCs in the West Bank participated in a Palestinian heritage tour including visiting three locations in the northern West Bank. The tour emphasized the importance of investing in historical and religious sites in Palestine, and highlighted how this investment can enhance the tourism sector. The trip also aimed to encourage mutual visits among YLC members to build better relationship between each other in order to share and discuss their mutual needs and experiences.

The tour began from Salfit where the youth met Salfit's mayor and council members. The mayor and council members explained the importance of Salfit as a major producer of olive oil. After that, the youth watched a short documentary about Salfit and its heritage, including the historical water spring. The group then went to 'Anabta, where they met the mayor. This was followed by a visit to the Citizen



YLC members participated in two nationwide initiatives: Palestinian heritage tour (L) and Bethlehem 5K Run (R).

Service Center, Al Mintar tourist resort, and Al Mintar historical museum. The final stop was Sabastiya where youth visited the ancient Roman amphitheater, Herod's jail, and Yahya Mosque. Participants included youth from Beit Sahur, Beit Jala, Beit Fajjar, Beit Ummar, Halhul, Salfit, 'Illar, Qalqiliya, 'Anabta, Biddya, 'Aqqaba, Ar Ram, Jericho, Bir Zeit, and At Tayba YLCs.

On February 6, 2015, approximately 300 YLC and general assembly members from all YLCs participated in the 5K Run organized in Bethlehem. The event was organized by Bethlehem municipality in coordination with YLCs, the private sector, and the USAID-funded Compete Project. The event's objective was to encourage local tourism and create an opportunity for Palestinian youth and families to visit, explore, and experience the various cultural and historic sights of Bethlehem.

Local Initiatives



YLCs implemented various initiatives to promote fire safety (L), cultural and heritage awareness (center), and environmental awareness and neighborhood/street cleanliness (R).

This year, YLCs across the West Bank continue to work on a variety of initiatives. Ten YLCs completed initiatives related to the environment, safety, journalism, sports, literacy, or social awareness. For example, environmental initiatives increased public awareness about the dangers of pollution and climate change and gathered community volunteers to clean streets. The literacy initiative included establishment of a youth center that included a library – YLC members archived books for the library. Refer to Annex (H) for a detailed list of initiatives completed with their descriptions

Several YLCs also conducted special activities for Ramadan. In Bir Zeit and Ar Ram, YLCs distributed dates and water to community members who could not make it home in time to break the fast. Bir Zeit YLC also coordinated with local businesses to prepare and distribute food packages to vulnerable families. 'Aqqaba YLC conducted a cleaning day to emphasize the spirit of the month, and Beit Fajjar YLC held quiz night events during Ramadan.



Beit Jala youth volunteered their time to help the community during the olive harvesting season.

In addition, Beit Jala YLC members joined the local community during the 2014 olive harvest season. Their voluntary assistance to the community comes as a contribution to help families protect their olive trees as well as to enhance the volunteerism spirit amongst the youth population.

3.2.2. Promoting Coordination and Cooperation between Local Councils and Community Based Organization – Grants to CBOs

Hebron Pioneers Council

Due to the highly successful performance of the Hebron Pioneers Council in FY14, LGI, in coordination with PCAC, amended the original agreement to provide an eight-month extension, which ended in



The Hebron Pioneers Council distributed winter clothing donated by the community.

August 2015. During this time, the council completed four initiatives on the following topics: knowing your country, media and photography, persons with disabilities, providing winter clothing to the needy. Refer to Annex (H) for additional details about these initiatives.



Participants during the conference (photos above and bottom left) and Ms. Lana Abu Hijleh, Country Director, Global Communities, during her speech

Under the Patronage of his Excellency of President Mahmoud Abbas, Hebron Pioneers Council held a conference on June 1, 2015 with approximately 320 attendees including pioneers, partners, public figures, representatives from NGOs, and media agents. The conference program had three main panels in addition to the opening remarks and the other art activities. The first panel had presented the project's achievements and outcomes, the second panel addressed the pioneers' projects and the role of the family in supporting their projects and initiative, and finally, the last panel addressed the rights of persons with disabilities,

and the need to engage them in the development process.

Following the conference, participants visited the *Hebron through Their Eyes* photo exhibition. After their recent participation in advanced training in media and workshops on the basics of photography, council members went on a photography tour to historical sites, which included many historical sites in Hebron. The photos were displayed in the photo exhibition.

In June, Pioneer members held a four-day environmental camp. Participants were divided into groups where each group participated in four workshops: leadership, soft skills, environment, and music and fine arts. Following the workshops, council members held many activities such as cleaning, painting, and visiting environmental and scientific centers.



Pioneers during their environmental camp

During the last day of the camp, the project staff held a special closing ceremony for the participants which included a musical performance followed by distribution of certificates.

Establishing the Hebron Pioneers Council provided an opportunity for a younger age group, ages 13-15 years old, to be exposed to, participate in, and benefit from learning experiences and activities similar to the YLCs. Such involvement boosted their motivation, self-esteem, and sense of responsibility towards their community.

'Illar Youth Local Council

'Illar Youth Local Council focused its efforts this year on engaging their members and others within the community in activities to benefit 'Illar and the surrounding neighborhoods. 'Illar YLC conducted two awareness sessions on: 1) the dangers of drugs, smoking, and HIV/AIDS, and 2) personal life planning – issues that today's youth face and how to address them. The YLC also coordinated sports

activities that were held in collaboration with 'Illar secondary school to promote cooperation and healthy life styles.

They also held a day in the park at the 'Illar public park. YLC members invited students and lecturers from Palestine Technical University in Tulkarm district to participate as part of their efforts to network with the broader community in Tulkarm. The 'Illar YLC conducted their activities without LGI funding or involvement, which is a good indicator of the sustainability of YLC community initiatives.

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

In the first quarter of this year, a series of workshops were conducted in an effort to build on the support LGI provided during FY13 to partner LGUs in terms of developing their Strategic Development and Investment Plans (SDIPs). LGI continued to work closely with the SDIP support committees to provide the required follow up, capacity building, and other support required to enable them to assume their roles. These workshops came as a result of the review completed by LGI to assess the pilot project implemented in FY13. Recommendations included amending the Memorandum of Understanding (MoU) and revisiting topics for capacity building.



LGI held a two-day workshop for SDIP support committees and to assist LGUs in updating their SDIPs.

In parallel, LGI facilitated a discussion based on a review of the MoUs between some committees and their respective LGUs. Based on this, MoUs would be modified to capture the following:

1. The role of the SDIP committees in following up on the implementation of the investment plans.
2. Sharing all documents published by the committees with the general public, and mobilizing CBOs to start programming and implementation of activities and projects in line with the SDIP objectives and its investment plan.
3. The role of SDIP committee members as a local technical resource pool that can provide technical know-how in programming and fundraising for local CBOs.

Following the discussions held by the eight SDIP support committees, LGI conducted a workshop on December 30–31, 2014 targeting the SDIP support committees from Abu Dis, Tuqu', Kafr Thulth, and Qaffin. The workshop provided an overview of the Memorandum of Understanding (MoU) and the required changes needed in terms of structure, and roles and responsibilities of each party. The workshop also focused on assisting LGUs in updating their strategic development and investment plans as part of enhancing the capacity of LGU staff. The importance of the workshop stems from the fact that updating plans is an annual mandatory activity requested by the Ministry of Local Government and the Municipal Development and Lending Fund. The workshop also highlighted key findings and recommendations of an evaluation that has been conducted by LGI during the fourth quarter of 2014.

Table (17) – Structure of SDIP Support Committees

Committee Structure					
Location	CBOs and local community	LGU Members		Females	Males
		Council Member	Employee		
Kufr Thulth	11	0	4	4	11
Al-Yamoun	6	2	5	2	11
Beit Jallah	8	3	4	5	10
Beit Sahour	8	1	7	7	9
Tqou	10	3	2	2	13
Abu dis	11	2	6	4	15
Salfeet	13	2	10	4	21
Qaffin	16	1	2	3	16
Total	83	14	40	31	106

The first day of the workshop included an in-depth discussion regarding the content of the original MoU. Participants were divided into three groups where each group focused on the main three elements of the MoU including the structure of the committee, the role of the LGU, and the role of the SDIP support committee. During the second day of the workshop, the focus was on providing participants with the tools necessary to update their SDIPs. Prior to that, participants were briefed about the importance and phases involving the updating of the strategic development plans.

During the latter part of the year and based on the outcomes of the “Developing Community Initiatives” meetings held during second quarter, eight SDIP support committees including Beit Sahur, Beit Jala, Tuqu’, Abu Dis, Salfit, Qaffin, Al-Yamun, and Kufr Thulth finalized the development of their local initiatives in close coordination with their respective LGUs. The initiatives reflect their strategic planning goals and objectives such as children right to play through initializing, operating and equipping public parks, and environmental objectives through the beautification and cleaning of the city. Others focused on some awareness issues such as limiting traffic accidents through rehabilitation of the roads and encouraging local tourism, public safety awareness and emergency readiness. Refer to Annex (H) for details about initiatives completed by the SDIP committees this year.

All SDIP committees also coordinated with different organizations and stakeholders in their respective cities, which, indeed, reflect their active role as members of society and their ability to make sustainable and viable connections and partnerships through cooperation. In addition, a needs assessment was carried out to identify priority training topics for the eight SDIP committees, and a training plan was developed.



SDIP Support Committee members participated in training on fundraising and proposal writing.

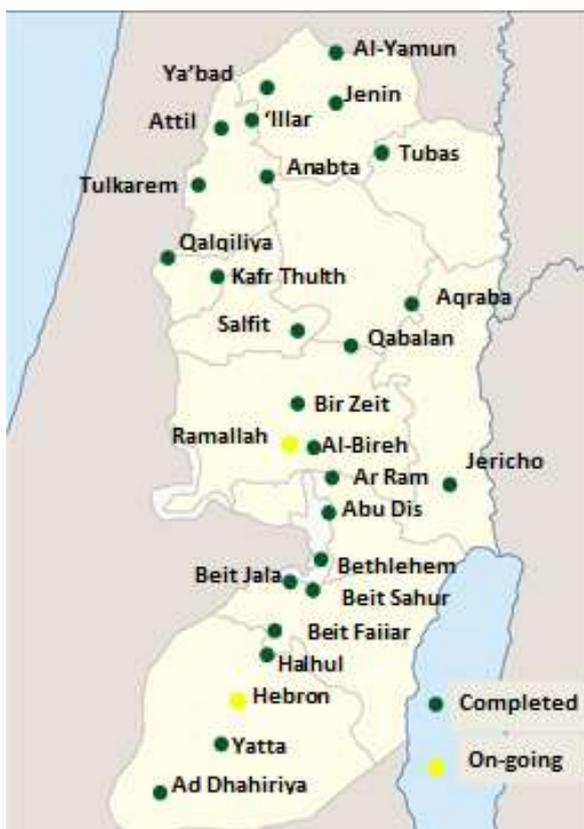
SDIP support committee members participated in two trainings. The first training, *Fundraising and Proposal Writing*, covered the key aspects of fund raising and proposal writing in detail, from the problem identification to finalizing a comprehensive proposal. The trainees were divided into working groups, with each group developing the main outlines of proposals addressing the social and economic problems they face in their local communities. The second training, *Local Economic Development*, taught SDIP committee members learned how to assess their local economic needs and available resources and how to design local economic development strategies which will lead to more sustainable local economies.

3.3 Institutional Development

LGI's institutional development interventions build the capacity of local government entities to identify, prioritize, plan, and address opportunities to improve internal operations and citizen service delivery. Addressing the needs and concerns of citizens is a powerful, positive demonstration that citizen voices are heard and heeded by decision makers. LGI has supported partners LGUs in the establishment of Citizen Service Centers (CSCs) that act as an interface between citizens and local government. In addition, LGI provides support to LGUs as they work to enhance their human resources capacities, restructure and reengineer work processes, and prepare for a future of e-municipalities. As most interventions under this component have come to an end, the impact of these interventions are reflected in Annex (A).

3.3.1 Municipal Capacity Index

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. Figures 6 and 7 show the progress in the three main areas and the nine core competencies:



CSC progress through FY 15

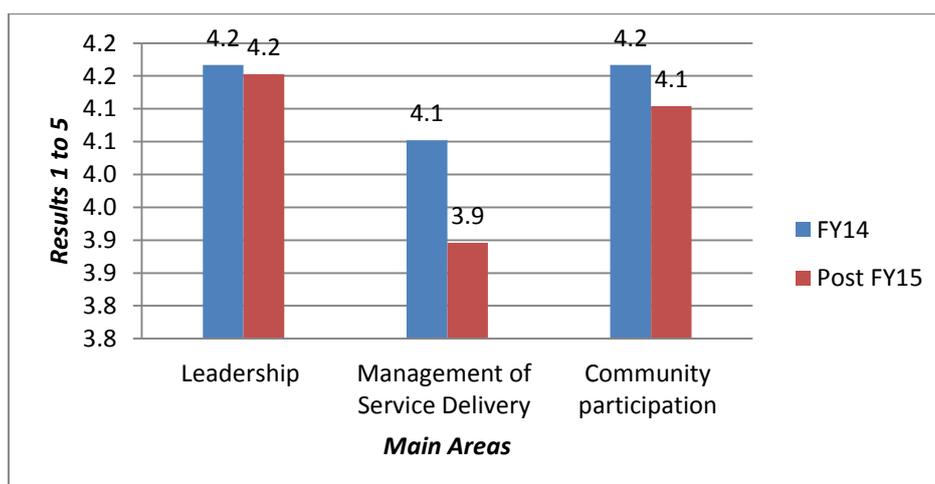


Figure (6): Comparison of MCI Results for the Three Main Areas of the Governance Model

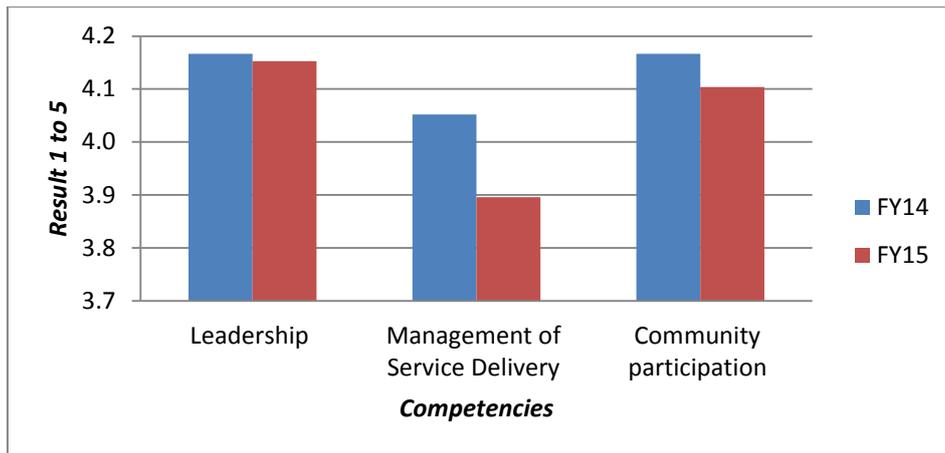


Figure (7): Comparison of MCI Results for the Nine Competencies of the Governance Model

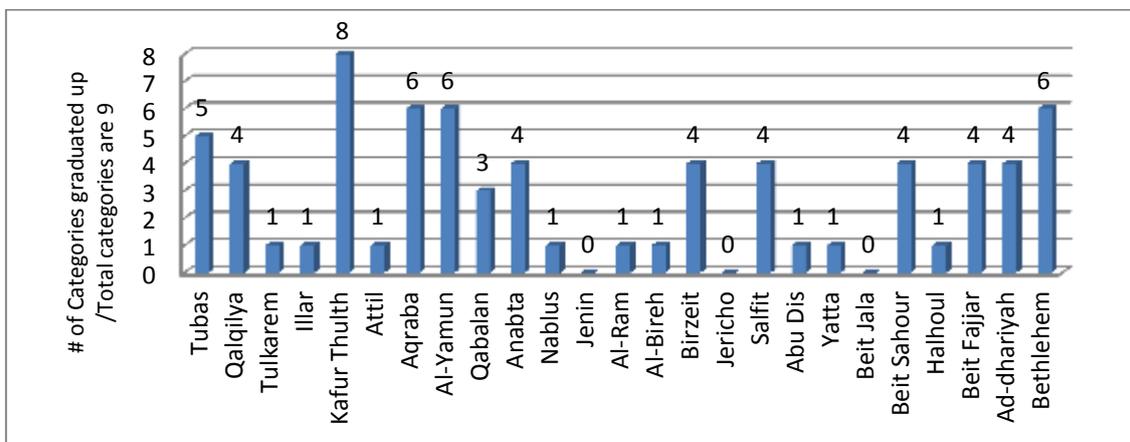


Figure (8): LGUs Graduating Up a Performance Category

The above figure shows the number of competencies LGUs have upgraded as a result of the MCI's interventions during FY15. In FY14, MCI was finalized for targeted CGEs to measure the nine main competencies as baseline.

3.3.2 Automation of Service Delivery: Citizen Service Centers

LGI's institutional development interventions build the capacity of local government entities to identify, prioritize, plan, and address opportunities to improve internal operations and citizen service delivery. Addressing the needs and concerns of citizens is a powerful, positive demonstration that citizen voices are heard and heeded by decision makers. LGI has supported partner LGUs in the establishment of Citizen Service Centers (CSCs) which act as an interface between citizens and local government. In addition, LGI provides support to LGUs as they work to enhance their human resources, capacities, restructure and reengineer work processes, and prepare for a future of e-municipalities. Five CSCs were established this year (), for a total of 12 CSCs established under LGI, and two remain in process. The table below summarizes progress to date in the automation of service delivery.

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. Overall, one can notice a significant decrease in time to complete services among the four CSCs. Prior to the establishment, it used to take 11.70 days, while following the operationalization of the CSC, the number of days have decreased to 8.69 days. In the case of Al-Bireh, the main reason behind the increase in the number of days following the establishment of the CSC was the LGUs inability to determine accurately and precisely the workflow necessary to complete each service. This will be modified and corrected by the LGU during the upcoming year.

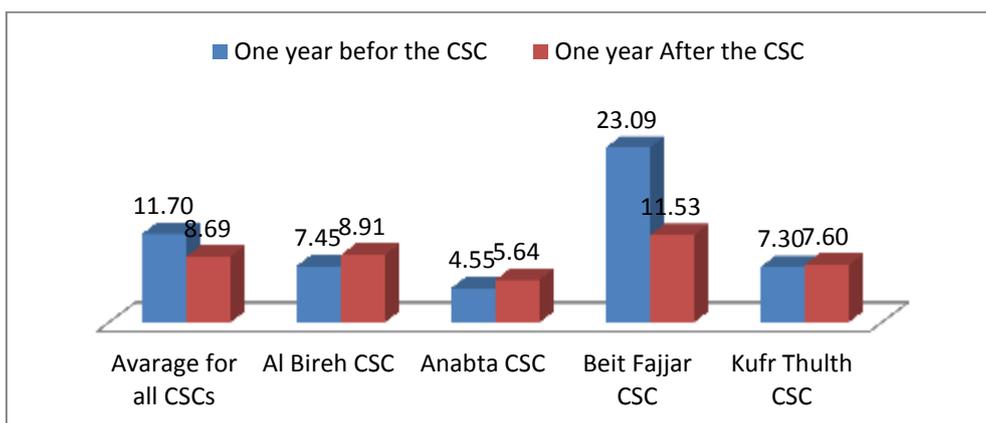


Figure (9) Average time for services complete through the CSC

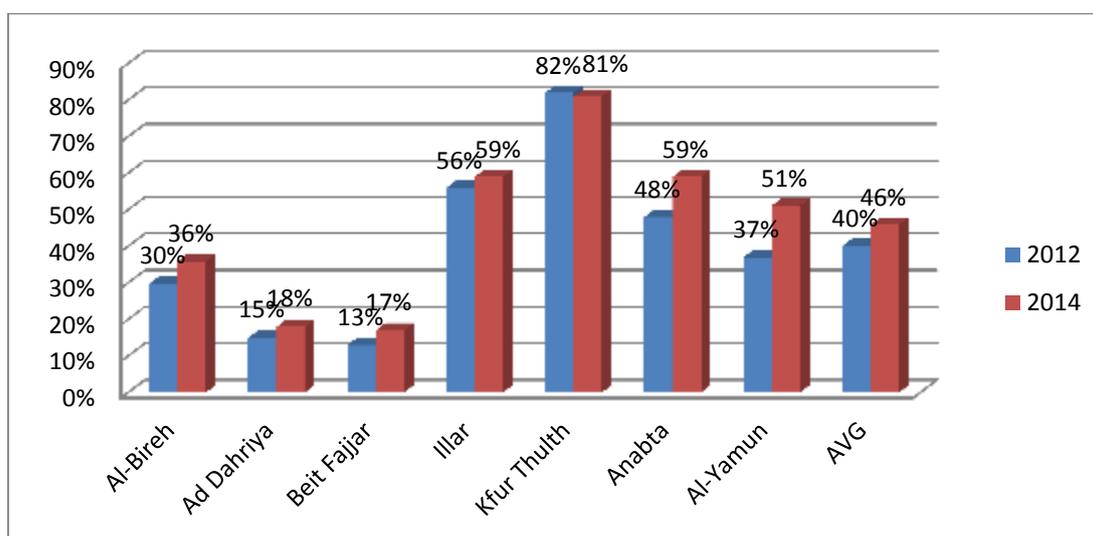


Figure (10) Percent increase of revenue on services provided through CSCs

Table (18) – Progress in Phases of the Automation of Municipal Service Delivery

No.	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
1	Ad-dhariyah	✓	✓	✓	✓	✓	✓	✓
2	'Anabta	✓	✓	✓	✓	✓	✓	✓
3	'Illar	✓	✓	✓	✓	✓	✓	✓
4	Beit Fajjar	✓	✓	✓	✓	✓	✓	✓
5	Kafr Thulth	✓	✓	✓	✓	✓	✓	✓
6	Al Bireh	✓	✓	✓	✓	✓	✓	✓
7	Al Yamun	✓	✓	✓	✓	✓	✓	✓
8	'Aqraba	✓	✓	✓	✓	✓	✓	✓
9	Qabalan	✓	✓	✓	✓	✓	✓	✓
10	Abu Dis	✓	✓	✓	✓	✓	✓	✓
11	Bethlehem	✓	✓	✓	✓	✓	✓	✓
12	Jenin	✓	✓	✓	✓	✓	✓	✓
13	Ramallah	✓	Partially	-	-	-	-	Planned
14	Hebron	✓	In Process	-	-	-	-	Planned

3.3.2 Business Restructuring and Work Processes Reengineering

LGI continued to support 27 partner LGUs in the process of business restructuring and reengineering to streamline work processes, thus increasing the LGUs' work capacity and improving service delivery, as well as enhancing transparency and accountability. To achieve this, LGI provided guidance and technical assistance to the LGUs as the conducted an institutional assessment, developed a municipal strategic corporate plan (MSCP), proposed a management model, and developed public notification and communication plans.

This year, the development and dissemination of internal/external communication plan and the review of current public notification process and policies was completed in 16 LGUs: Al-Bireh, Beit Fajjar, Jericho, Tubas, Qalqilya, Tulkarm, Illar, Kufr Thulth, 'Attil, 'Aqraba, Al Yamun, Qabalan, 'Anabta, Jenin, Nablus, and Ramallah. The review of internal policies and procedures and defining roles and responsibilities for each department was begun in 14 of the 16 LGUs referenced above, with the exception of Nablus and Ramallah.



Snapshot of Jericho municipality's website disclosing their new projects

Table (19) – Progress in Phases of Business Restructuring and Re-engineering of Work Processes

No.	LGUs	Assessment Analysis	MSCP Development	Review Internal Policies & Procedures	Define Roles & Responsibilities for each Department	Propose Management Model	Review current public notification process and policies	Develop and disseminate an internal/external communication plan
1	Al-Ram							
2	Birzeit							
3	Salfit							
4	Abu Dis							
5	Yatta							
6	Beit Jala							
7	Beit Sahur							
8	Halhul							
9	Adh-Dhahiriyah							
10	Bethlehem							
11	Al-Bireh							
12	Beit Fajjar	✓	✓	In Process	In Process	In Process	Done	Done
13	Jericho							
14	Tubas							
15	Qalqilya							
16	'Illar							
17	Kufr Thulth							
18	'Attil							
19	'Aqraba							
20	Al-Yamun							
21	Qabalan							
22	'Anabta							
23	Jenin							
24	Tulkarm							
25	Nablus	✓	✓	-	-	-	Done	Done
26	Ramallah	✓	-	-	-	-	Done	Done
27	Hebron	-	-	-	-	-	Done	Done

These activities promote LGU capacities and interactions with the public. For example, in cooperation with the institutional development committee in Salfit municipality, LGI held a public meeting that was attended by more than 70 citizens and representatives of local institutions. The meeting comes as part of the public notification policy and the communication plan developed with the assistance of LGI, and aimed to present the various institutional development initiatives identified in the MSCP including the accomplishments to date. Also, the meeting was utilized to distribute copies of the service procedural manual that was developed and recently printed through the LGI program. During the meeting, the mayor emphasized the municipality's eagerness to provide its services in an easy and fast manner



Participants during Salfit's public meeting (L) and cover page for Salfit's Service Procedural Manual (R)

3.3.3 Human Resources Management Information System (HRMIS)

This activity was designed to develop the capacity of 25 partner LGUs in human resources management, one of the nine core competency areas targeted by LGI. In FY 15, Global Communities continued its support for partner LGUs in developing their own HR procedures and installing an automated human resources and payroll management information solution, the Human Resources Management and Information System (HRMIS).

The HRMIS will improve HR operations and reduce their total operating costs, and will improve the responsiveness, accuracy, and control of HR operations and functions. The HRMIS includes: payroll system that includes allowance 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 has been customized to meet the individuals needs of each target LGU while ensuring that it remains compliant with MoLF HR policies and regulations. Table (20) summarizes LGU progress in the phases of this intervention.

Table (20) – 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	✓	✓	✓	✓	✓	✓	✓	✓
Tubas	✓	✓	✓	✓	✓	✓	✓	✓
'Illar	✓	✓	✓	✓	✓	✓	✓	✓
Kafr Thulth	✓	✓	✓	✓	✓	✓	✓	✓
'Aqraba	✓	✓	✓	✓	✓	✓	✓	✓

Qabalan	✓	✓	✓	✓	✓	✓	✓	✓
Nablus	✓	✓	✓	✓	-	-	-	-
Ar Ram	✓	✓	✓	✓	✓	✓	✓	✓
Bir Zeit	✓	✓	✓	✓	✓	✓	✓	✓
Salfit	✓	✓	✓	✓	✓	✓	✓	✓
Abu Dis	✓	✓	✓	✓	✓	✓	✓	✓
Yatta	✓	✓	✓	✓	✓	✓	✓	✓
Beit Jala	✓	✓	✓	✓	✓	✓	✓	✓
Beit Fajjar	✓	✓	✓	✓	✓	✓	✓	✓
Ramallah[1]		-----	-----	-----	-----	-----	-----	-----

3.3.4 Procurement Process Procedures

Under LGI, 26 partner LGUs developed customized procurement procedures in line with MoLG's legal framework and best practices in the field. The methodology took into consideration the differences between targeted LGUs in terms of size, classification, scope of work, available human resources, work flow, volume of procured services and commodities, and institutional capacity. The new procedures will streamline the procurement process and ensure transparency and accountability. This year, LGI completed the development of the procurement computerized database in the 25 as referenced in the table below, and completed the development of operational procedures in Al Bireh, which was pending from FY14.

Table (21) – Progress in the Phases in the Development of Procurement Process Procedures

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
1. Nablus	✓	✓	✓	✓
2. Jenin	✓	✓	✓	✓
3. Bethlehem	✓	✓	✓	✓
4. Salfit	✓	✓	✓	✓
5. Qalqiliya	✓	✓	✓	✓
6. Tubas	✓	✓	✓	✓
7. 'Illar	✓	✓	✓	✓
8. Tulkarm	✓	✓	✓	✓
9. Kafr Thulth	✓	✓	✓	✓
10. 'Attil	✓	✓	✓	✓
11. Aqraba	✓	✓	✓	✓
12. Al Yamun	✓	✓	✓	✓
13. Qabalan	✓	✓	✓	✓
14. 'Anabta	✓	✓	✓	✓
15. Ar Ram	✓	✓	✓	✓
16. Al Bireh	✓	✓	✓	✓
17. Bir Zeit	✓	✓	✓	✓
18. Jericho	✓	✓	✓	✓
19. Abu Dis	✓	✓	✓	✓
20. Yatta	✓	✓	✓	✓
21. Beit Jala	✓	✓	✓	✓
22. Beit Sahur	✓	✓	✓	✓
23. Halhul	✓	✓	✓	✓
24. Beit Fajjar	✓	✓	✓	✓
25. Adh-Dhahiriyah	✓	✓	✓	✓
26. Hebron	✓	✓	✓	In process[1]

3.3.5 Internal Audit Function

LGI supported 27 partner LGUs in ensuring the institutionalization and sustainability of the internal audit function in their respective LGUs. This included providing the newly/recently established internal control units with needed resources adopting relevant internal control recommendations, and facilitating communication with other units/departments to streamline the work of the internal control staff. As with the other institutional development activities, the internal audit function enhances transparency and accountability, and ultimately contributes to improved service delivery. LGI followed

and supported the implementation of the developmental plan that was prepared by each LGU to institutionalize and operationalize the internal control unit based on the unified internal control manual that was developed by LGI in FY2013 and was endorsed by the MoLG.

Table (22) – Progress in the Phases of Establishing the Internal Audit Function

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	✓	✓		✓

3.3.6 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 six types of training under this component as described in the table below.

Table (23) – Trainees number disaggregated by Sex and Age

#	Title	Dates	Individuals			Participants		
			Total	Males	Females	Males	Females	Total
1	Public Procurement Procedures (I)	16-17/12/2014	23	21	2	21	2	23
2	Public Procurement Procedures (II)	21-22/12/2014	26	24	2	24	2	26
3	Fundraising & Proposal Writing Training (I)	24-25/8/2015	12	9	3	14	3	17
4	Fundraising & Proposal Writing Training (II)	26-27/8/2015	12	9	3	10	4	14
5	Local Economic Development Training (I)	10-11/8/2015	14	11	3	11	3	14
6	Local Economic Development Training (II)	12-13/8/2015	18	12	6	12	6	18
7	Information Technology Infrastructure Library	1-5/8/2015	11	9	2	10	3	13
8	Virtualization Training	15/8 - 19/9/2015	4	3	1	8	1	9
9	Strengthen local government capacity to respond effectively and efficiently to community needs	21-28/4/2015	3	1	2	1	2	3
TOTALS			120	99	24	111	26	137

Table (24) - Trainees disaggregated by Participants Partner Entity

Participants Partner Entity	Percentage
Local Body	82%
Ministry of Local Government	2%
Civil Society Institutions	11%
Private Citizens	5%

- 1) Public Procurement Procedures (I): Training on Implementing Procurement Procedures in partner municipalities was held on December 16-17, 2014. Participants included procurement employees from 11 partner municipalities (Yatta, Beit Fajjar, Bethlehem, Halhoul, Bir Zeit, Al-Bireh, Kafr Thulth, Aqraba, Tubas, Anabta, Qalqilya). This training was part of the activities designed to enhance the institutional capacity for partner municipalities. The training addressed the annual procurement planning process and its linkage to the preparation of municipalities' budget. Each participating municipality prepared a draft procurement plan for the 2015 fiscal year. They also utilized various sample forms including request for quotation, technical and financial tendering. Participants utilized standard tender documents to develop their first tenders in accordance with tenders' terms of reference, and general terms and conditions including contracts, and special correspondence related to awarding's and guarantees; 23 LGUs staff members attended the two-day training, including 2 females and 21 males, which was held in Jericho and facilitated by the consultant Mr. Fa'ed Awashreh.
- 2) Public Procurement Procedures (II): Training on Implementing Procurement Procedures in partner municipalities was held on December 21-22, 2014. Participants included procurement employees from 13 partner municipalities (Abu Dis, Ar Ram, Jericho, Salfit, Tulkarm, Al Yamoun, Illar, Attil, Qabalan, Beit Sahour, Beit Jalla, Adh Dhirieh and Hebron). This training was part of activities aiming to enhance the institutional capacity for partner municipality. The training addressed the annual procurement planning process and its linkage to the preparation of municipalities' budget. Each participating municipality prepared a draft procurement plan for the 2015. They also utilized various sample forms including request for quotation, technical and financial tendering. Participants utilized standard tender documents to develop their first tenders in accordance with tenders' terms of reference, and general terms and conditions including contracts, and special correspondence related to awarding's and guarantees; 26 LGUs staff members attended the two-day training, including 2 females and 24 males, which was held in Jericho and facilitated by the consultant Mr. Fa'ed Awashreh.
- 3) Strengthen Local Government Capacity to Respond Effectively and Efficiently to Community Needs: The study tour supported LGI's Objective 3 – Strengthen local government capacity to respond effectively and efficiently to community needs by promoting and institutionalizing good democratic governance practices; and particularly Component B of Objective 3 – Participatory Governance. The Mayor of Bethlehem and the two members of the Bethlehem YLC witnessed firsthand, and had the opportunity to participate in, the democratic process in the US which allows both local government officials and citizens to communicate with officials at the national level.
- 4) Local Economic Development Training (1): LGI began the delivery of the training program developed for the SDIP support committees. The first training session under the title of "Local Economic Development" took place on August 10-11 with the participation of approximately 14 trainees (3 females and 11 males) from the SDIP support committees of Kufr Thulth, Al Yamoun, Qaffin, and Salfet. During the training workshops, various training methods were used to reach the goals of the training, including assisting the SDIP support committee members to assess their local economic needs and available resources, and demonstrating how to design local economic development strategies which will lead to more sustainable local economies. The training methods varied during the sessions from focus groups, open discussions, presentations, and review of case studies.
- 5) Local Economic Development Training (II): LGI continued the delivery of the training program developed for the SDIP support committees. The second session under the same title took place August 12-13 with approximately 18 participants (6 females and 12 males) from the

SDIP support committees of Beit Sahur, Tuq'ou, Beit Jala, and Abu Dis. During the training workshops, various training methods were used to reach the goals of the training, including assisting the SDIP support committee members to assess their local economic needs and available resources, and demonstrating how to design local economic development strategies which will lead to more sustainable local economies. The training methods varied during the sessions from focus groups, open discussions, presentations, and review of case studies.

- 6) Fundraising & Proposal Writing Training (I): LGI deliver training program developed for the SDIP support committees under the title of "proposal writing and fundraising" two consecutive training workshops took place. The first was on the 24th-25th of August 2015 with the participation of approximately 17 trainees, 3 of which were females and 14 males coming from the SDIP support committees of Kuffer Thulth, Al-yamoun, Salfeet, and Qafeen. The training covered all the main aspects of fund raising and proposal writing in detail, from the problem identification to the entire process of developing a comprehensive proposal. The trainees broke down into groups and developed the main outlines of proposals targeting social and economic problems they face in their local communities.
- 7) Fundraising & Proposal Writing Training (II): LGI deliver training program developed for the SDIP support committees under the title of "proposal writing and fundraising" two consecutive training workshops took place. The second session under the same title took place on the 26th-27th of August 2015 with approximately 14 participants of both genders; 5 females and 9 males coming from the SDIP support committees of Beit Sahour, Tqou, Beit Jallah and Abu-Dis. The training covered all the main aspects of fund raising and proposal writing in detail, from the problem identification to the entire process of developing a comprehensive proposal. The trainees broke down into groups and developed the main outlines of proposals targeting social and economic problems they face in their local communities
- 8) Virtualization Training: Global Communities has conducted the first training course under the title of "Virtualization" during the period from August, 15th 2015 to September 19th 2015, Nine IT staff (1 female and 8 males) from several LGU (Beit Fajar, Beit Sahour, Halhoul, Bethlehem, Yatta, Abu Dis and Adh Dharyia) benefited from the training that was held at EXPERTS training center in Hebron. The main topics for the training are Microsoft Hyper-V, Benefits of Virtualization, System Center Virtual Machine Manager and Monitoring Virtualizations

Overall Training Analysis:

Feedback on training courses:

- 97% of trainees agreed that the objective of the training was clearly defined.

Training

- 97% of trainees agreed that they intend to use what they have learned in their work.
- 91% of trainees agreed that training materials were useful.
- 74% of trainees said that the training program was sufficient in accomplishing its stated objectives.

Facilitator

- 98% of trainees said that the facilitator was knowledgeable about the topic.
- 92% of trainees said that the facilitator was well prepared for the session.
- 98% of trainees said that the facilitator encouraged active participation.
- 93% of trainees said that the facilitator answered questions in a complete and clear manner.
- 79% of trainees said that the facilitator used variety of training methods.
- 72% of trainees said that facilitator was considerate in terms of the different levels of skills and values among participants.

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 prefer to be participated from LGU stockholders, to improve bylaws and procedures.
- Participants' performance is more effective now and their roles are enhanced within their respective LGUs and in preparation to contract with vendors

Recommendations/ Challenges:

- Participants recommended that LGI conduct exchange visits between LGUs, partner, private sector and community.
- Participants agreed that material for Local economy development training should be developed to meet trainees capabilities.

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

Additional one 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, LGI team held one focus group discussion on August 8, 2015 for Procurement LGU staff who received training in Public Procurement Procedures on 16-17-21-22/12/2014, 2014. 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 (11 males, two female) and LGU staff representatives from 10 partner LGUs including Anabta, Yatta, Abu Dis, Bethlehem, Qabalan, Attil, Aqraba, Jericho, Tulkarem, Bet Jala, and tubas.

over all 84% of all local government staff completing skill training courses who say they are using their news kills on the job

Participants agreed that:

- The training material (Procurement Manual) was comprehensive. Almost all LGUs use it as a reference material in their municipalities.
- The trainers had a solid background and expertise in his field (but some trainees described him as impatient some time about their interventions).
- Training allowed participant to use the knowledge in their work places.
- Participants became capable of prepared procurement plan.
- They also became capable of using various sample forms such as request for quotation, technical and financial tendering.
- Participants are able now to do their roles and responsibilities in procurement department in their LGUs.
- After the training participant are more able to develop their tenders, contracts, and special correspondence related to awarding's and guarantees.

Suggestion and challenges:

- Some time they face lack of understanding among Ministry of Local Government (MoLG) employee to the recommendation they propose following the Manual & the trainings.
- In such training they prefer participation from MoLG & State Audit & Administrative Central Bureau (SAACB) employee with them.
- They prefer to have more time for such important training and not only two days.

Objective 4

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

Decentralization

Decentralization plays an important role in broadening participation in political, economic, and social activities in developing countries. When implemented effectively, decentralization helps alleviate bottlenecks in decision making that are often caused by central government planning and control of economic and social activities. Under this objective, LGI is continuing its support to MoLG by partnering with its 27 potential CGEs to develop a consensus around main characteristics of a more devolved and decentralized local government system, and in the process develop practical implementation steps toward achieving this in the next five years.

Table (25): Key Performance Indicators for Objective 4 – Planned vs. Achieved for FY15

Obj. 4 Indicator	Planned Target for FY15	Achieved during FY15	% Achieved during FY15
# of dialogue and awareness sessions held around decentralization and local governance themes	2	6	300% ³⁴

Situational analytical study

Working in cooperation with MoLG and its partner LGUs, LGI is bringing all relevant stakeholders to reach a consensus of regarding the type of decentralization in the local government we want to achieve and formulate a practical implementation plan that will lead to pave the way for actual steps to occur.

The importance of establishing a decentralized local government system stems for the significance of prioritizing the impact of LGUs and empowering them to further enhance their communities, guided by strategic planning, service delivery improvement, sustainable local development, urging national government to develop required tools and establish support mechanisms to help them (LGUs) to become more efficient, and responsive to their constituents needs. Despite the fact that many studies and research has been carried out on the topic, this is the first study to approach the topic holistically focusing on the main four characteristics of decentralization: 1) autonomy, 2) authority, 3) accountability, and 4) capacity.

A two-day workshop on October 29-30, 2014 occurred where the initial premise was to discuss with LGU mayors across the West Bank, MoLG senior representatives including the minister, deputy minister assistants, and all general directors from MoLG's regional offices the numerous roadblocks that the LGUs and MoLG faced, impending the process of decentralization. It was a holistic approach to discovering the challenges that are present through various forms of workshops, focus groups, and in-depth interviews. Through these discussions the formulation of meaningful solutions occurred and,

³⁴ The number of sessions exceeded what was originally planned because of the unanticipated need for increasing knowledge and gain consensus with regard to public participation. After the first session was conducted at the national level for high level officials, the plan for the consequent sessions to be held at a national level for middle management was changed to three regional workshops.

consequently, these recommendations and solutions will serve as the basis for further dialogue that will reach local and national stakeholders.

On January 28, 2015, LGI conducted a workshop with local government sector stakeholders to present, discuss, and receive feedback on the findings of the situational 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 situational study aimed to cover the current realities and possibilities for a more decentralized Palestinian local government system and develop a practical implementation plan suggesting the required steps to move forward to achieve a more decentralized local government system and propose steps to be implemented on the short, medium, and long terms.

The workshop was attended by senior management from MoLG including the Deputy Minister, representatives from line ministries, civil society representatives, think tanks including representatives from Palestinian universities, and experts in the field. The workshop included a presentation about the study’s methodology, recommendations, and lessons learned. Participants were divided into three groups where each group discussed the issues learned from the study and the implication of each issue on the local government sector.



Speakers (L) and participants (R) at the LGI workshop on the findings of the situational analytical study on decentralization

Capacity Building for MoLG

Local governance derives its importance from its proximity to the people as it is the closest government entity to citizens. This requires LGUs to effectively communicate with their citizens and to provide citizens with the opportunity to effectively and efficiently communicate with their respective LGUs. In the Palestinian context, this two-way communication has steadily improved over recent years. However, it has yet to reach its full potential due to: 1) the need for a more streamlined approach that should be adopted by both national and local entities; 2) the fact that some good communications practices have only recently been adopted and LGUs are still developing plans on how to promote more active engagement of the public in local governance; and 3) the lack of appropriate communications tools and mechanisms.

Expanding on the implications of increased public participation, an orientation workshop took place November 12-13, 2014 highlighting this crucial component, which targeted the general directorates’ regional offices and representatives of the public participation committees in 12 LGUs. Moreover, representatives from MoLG including the assistant deputy minister for LGUs affairs participated in this workshop and a representative from USAID were in attendance as well. The primary agenda focused on presenting the aforementioned situation analysis study, the policy paper for public participation, and the reference manual for public participation developed and distributed in coordination with MoLG. Additionally, the workshop focused on presenting and reviewing the four levels for public participation and the tools and mechanisms for each level; disclosure of information, consultation, participation in planning and decision-making, and participation in efforts and money.

Furthermore, LGI, in cooperation with MoLG and several LGUs from the central West Bank, conducted a workshop on February 19, 2015, which focused on public participation as an element of

good governance. Deputy Minister of Local Government, Mr. Mohammed Hasan Jabareen, began the workshop by stating, “Local institutions cannot be built to succeed without strong foundations, and that government should take into account the needs of all citizens.”



Deputy Minister of Local Government Mr. Mohammed Hasan Jabareen (L) and Global Communities Senior Policy Formulation Specialist Dr. Mohammed Alami (R) during the LGI public participation workshop held February 19, 2015.

During this workshop, LGI team presented an overview of the policy paper and the reference manual. In addition, representatives from several LGUs presented their experiences in the implementation of the four key areas of public participation in their communities, namely: 1) public notification and disclosure; 2) consultation; 3) planning and decision-making; and 4) fiscal and in-kind contributions. Workshop participants, including staff involved in promoting public participation in from ten LGUs (Al Bireh, Bir Zeit, Betunia, Ar Ram, Jericho, Ni'lin, Beit Liqia, Abu Dis, Deir Dibwan, and Zaytouna), gender and guidance officers from MoLG regional offices (Jerusalem, Jericho, and Ramallah and Al Bireh), and LGI team,

engaged in a discussion of the challenges and opportunities LGU staff encounter in their communities as they work to enhance public participation.

This workshop, which targeted municipalities in the central region, was part of a series of workshops on the same topic, and was repeated on March 11, 2015 for LGUs from the north including Nablus, Salfit, and Tubas. The first workshop of the series was conducted last quarter, in November 2014, and targeted senior level management from MoLG's regional offices and the larger municipalities across the West Bank.

Objective 5

Generate employment opportunities and strengthen the capacity of the Palestinian construction sector

Table (26)- Key Performance Indicators – Planned vs. Achieved for FY15

Obj. 5 Indicator	Planned Target for FY15	Achieved during FY15	% Achieved during FY15
# of Engineering Fellowships Provided	50	51	102%
# of temporary/short-term jobs created	5,082	3,257	64%
Male	4,932	3,181	64%
Female	150	76	51%
# of long-term jobs created	29	45	155%
Male	14	34	243%
Female	15	11	73%
# of working days generated	165,656	134,362 ³⁵	81%

The completion of another 11 infrastructure projects (Ten are ongoing including two CSCs and eight school projects of which five are Area C schools, one Area C school project was cancelled due to permit rejection by Israeli Civil Administration and Nablus Indoor sports hall is pending USAID approval) would have resulted in meeting FY15 targets for short term jobs and person days of employment. The delay in the completion of these high budget ongoing projects was due to the delay in permit issuance, the new seismic design requirements and USAID approval, which in turn resulted in the delay of initiating construction works.

Engineering Fellows Program

Program Launch: During Q4 of FY14, Global Communities and EAJC commenced the fourth year of the Engineering Fellows program under LGI. LGI received 690 applications from engineering fellows interested in joining the fourth round of the program, of which 398 were selected for interviews. During the Q1 of FY15, and following the completion of the interview process, 51 fellow engineers were selected to join the program.

On November 3, 2014, an orientation session was held with the presence of EAJC and LGI. An overview of the LGI program occurred as well as an explanation of the objectives. Yasmine Fakhr Eldin, fellow engineer from Nablus stated *"It was an amazing experience, meeting engineers from different universities was really exciting, we learnt a lot from each other. The training helped me build my personality and explore sides I never thought I had. I think it will improve my skills in writing my resume, interviewing employers, and writing reports."*

³⁵ The total number reflect person days generated from completed, ongoing and closed construction and design activities during FY15. Of the total number reported, 32,073 is the actual person days generated from ongoing and closed activities to be completed during FY16.



Fellow engineers during the program launch ceremony

The below Figures provide information on the selected fellows – sex disaggregation, work location, and specialization.

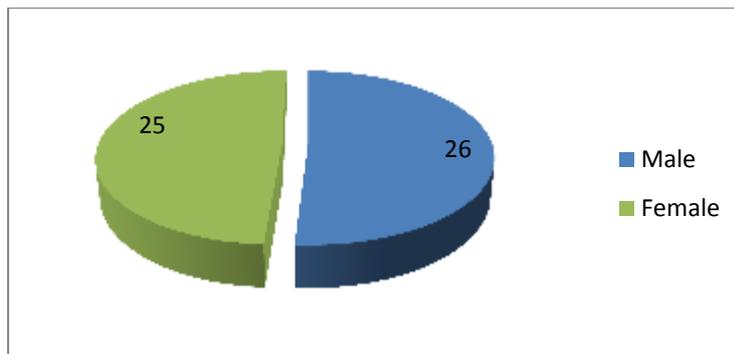


Figure (11): Engineering Fellows: Sex-Disaggregation

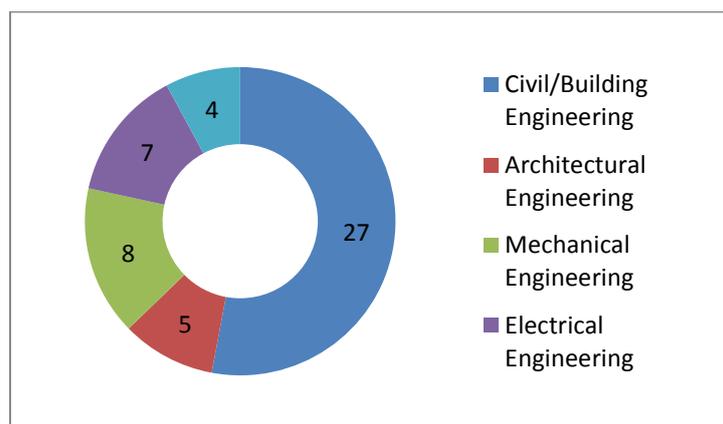


Figure (12): Engineering Fellows: Specialties

The vast majority of fellows were civil engineers (53%), mechanical and electrical engineers (16% and 14% respectively), and architects and civil/building engineers (10% and 8% respectively.)

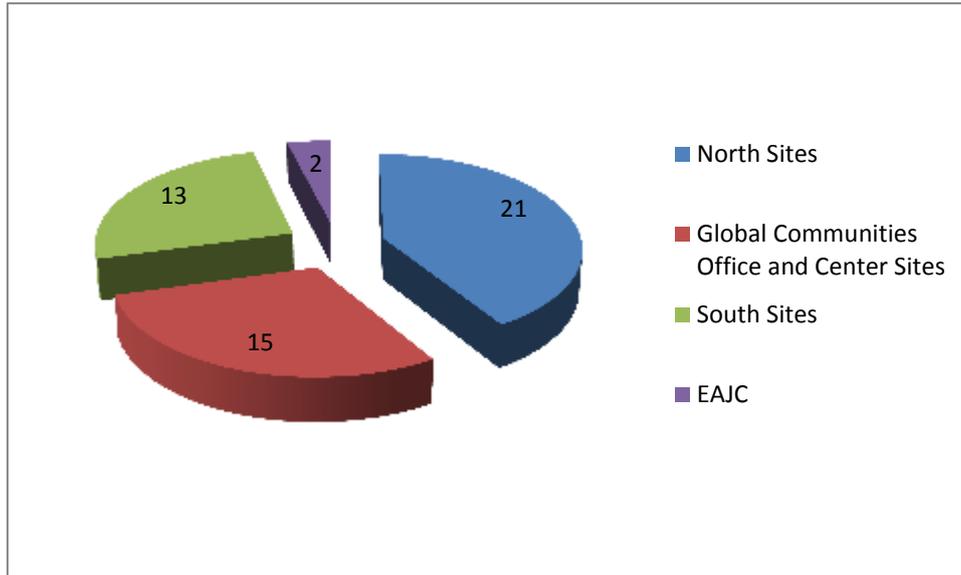


Figure (13): Engineering Fellows: Work Location



Clockwise (left to right): Fellow engineers commencing their roles in Global Communities' offices and on-site

Capacity Building for Fellow Engineers:

Non-Technical Trainings: Following the orientation, fellows began their 9-days non-technical training. Trainings were delivered by the Palestinian Education for Employment (PEFE) who provided experienced trainers, educational materials, and all other logistical arrangements associated with the training.

The training consisted of three parts. The first part was on how to turn a job into a career and how to maintain that career. Participants were introduced to various topics including researching jobs and careers, writing a resume, promoting themselves, networking, interviewing, and setting benchmarks. The second part focused on personal development. It aimed to direct participants on how to develop a standard of excellence through time and stress management, setting goals, communications skills and decision-making. It also introduced them to Professional Business Protocol. Finally, the third part was on dynamics of effective teamwork where participants were trained on how to work effectively with other and resolve conflict.

Table (27): Non-Technical Trainings for Engineering Fellows FY15

Training Name	Dates	Training Hours	Participants			
			Male		Female	
			18-25	>26	18-25	>26
Turning a Job into a Career and Maintaining your Career	November 4-6, 2014	21	24	2	23	1
Personal Development: Developing a Standard of Excellence, and Professional Business Protocol	November 8-10, 2014	21	24	2	23	1
The Dynamics of Effective Teamwork.	November 11-13, 2014	21	24	2	23	1

On-the-Job Trainings: Following the completion of soft skills trainings, fellows were assigned to their respective Global Communities sites. Assignments were based on several factors, including their engineering specialties, localities, and preferences (construction site vs. office), as well as Global Communities needs for support on projects. As a result, 15 fellows were assigned to the center area, 13 to the south area, and 21 to the north area. One fellow was assigned to the EAJC office. Since there was a need for another IT engineer at Global Communities’ IT department and an available budget, LGI hired an additional fellow to assist in addressing IT problems in satellite offices in Nablus and Hebron.



Engineering fellows checking mechanical works at Kafr Al Labad multipurpose hall project (L) and fellow engineer checking the IT cabinet at Jenin CSC (R)

Technical Trainings: Engineering fellows received the following technical trainings during the course of their fellowship:

1. **“Health and Safety of Construction Projects”:** During the training, fellow engineers were introduced to guidelines for ensuring safety for all stakeholders at a project.
2. **“Construction and Procurement Management”:** Training topics included project life cycle, project planning process, contract management as well as procurement procedures. The training was intensive and the participants were introduced to several concepts and ideas pertaining to project management.

3. **“Electrical Installations”**: Training topics included electrical design of projects, electrical layouts and installations, and the implementation of electrical works in construction projects. It is worth mentioning that this training topic was added to the list of technical trainings delivered to fellows as recommended in the Mid-term Review of the former rounds of Engineering Fellows Program.



Engineering fellows during the “Electrical Installations” (L) and “Construction and Procurement Management” © trainings delivered by Global Communities’ team

4. **“Environmental Impact Assessment (EIA)”**: Participants were introduced to EIA of infrastructure projects, initial environmental examination, scoping, screening, mitigation measures and USAID regulations in that matter.
5. **“Green Building Guidelines Applications”**: Participants were introduced to the Green Building Guidelines issued by Palestine Higher Green Building Council. They were requested to look at the guidelines and answer some questions before the training. They were also introduced to Ecotect; a simulation software.
6. **“Primavera P.6 Software”**: Participants were introduced to Primavera software and its application in engineering project management



Fellow engineers during the training entitled “Green Building Guidelines and Applications.”

Table (28): Technical Trainings for Engineering Fellows FY15

#	Training Name	Dates	Training Hours	Training Location	Participants				
					Total	Male		Female	
						18-25	>26	18-25	>26
1	Health & Safety of Construction Projects	December 22 – 23, 2014	14	Ramallah	51	24	2	24	1
2	Construction Management and Procurements Management	January 18 – 21, 2015	28	Ramallah	46	21	2	22	1
3	Electrical Installations	February 17 – 18, 2015	17	Ramallah	51	23	2	25	1
4	Environmental Impact Assessment (EIA)	April 5 – 6, 2015	14	Ramallah	44	19	2	22	1
5	Green Building Guidelines Applications	May 4 – 5, 2015	14	Ramallah	43	18	2	22	1
6	Primavera P.6 Software	May 24-26, 2015 May 28-June 1, 2015 June 2-4, 2015	21	Ramallah	48	22	2	23	1

"I was really impressed by the way the trainer delivered the training. He was creative and motivated us to think in a creative way. I also was keen to learn about procurement procedures and steps. I believe this was a very important training for me," Raghad Ali, LGI engineering fellow

"I think it is very important for all engineers to learn about electrical installations especially that we go to the site and we supervise the implementation of the project as a whole. The training was very beneficial and included fruitful information." Sufian Natsheh, LGI engineering fellow

Table (29)- 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	%43	%37	%11	%6	%4	%80
I intend to use the experience gained from training in practical Life	%56	%28	%11	%3	%3	%84
Materials used during the training was useful	%33	%37	%20	%7	%5	%70
Training program fulfilled all of its objectives	%29	%30	%22	%13	%7	%59
The Coach Fully Cover and understand the training Material	%53	%29	%13	%3	%3	%82
The Training Material and Presentation is clear and easily understood	%34	%30	%20	%8	%8	%64
The Trainer Motivated the trainees during the training sessions	%35	%34	%16	%9	%5	%69
The trainer answered the trainees questions clearly	%44	%32	%13	%5	%6	%76
The trainer used different and helpful training tools	%25	%31	%24	%13	%6	%56
The trainer consider the different levels of trainees skills and knowledge	%27	%29	%27	%10	%7	%56

Site Visits:

Engineering fellows held various site visits during the course of the program. Fellows visited the Jerusalem District Electric Company (JDECO). Engineers at JDECO briefed the fellows about the company, its history, obstacles, challenges and achievements. Fellows were then escorted on a tour to the laboratories, including the electronics lab, smart grid lab, high voltage lab, and solar energy lab. Fellows were also briefed about the various courses the center provides for engineers and technicians.

Moreover, JDECO engineers highlighted the company's effort in enhancing public awareness and encourage public use of solar energy as part of their renewable energy initiative.

Additional visits included Nassar Group for Stone and Marble. Nassar is well-known locally and internationally for its products. Nassar staff welcomed the fellows and began the visit with a short video on the company's history and main achievements. The fellows were then taken on a guided tour of the factory - staff



Fellows during their site visit to JDECO labs

described the process that the raw stone goes through in order to obtain the final product that is delivered to the consumer.

Additionally, and as part of Global Communities' interest in and support of environmentally friendly projects and other green initiatives, the fellows visited Al Meniya Landfill in Bethlehem. The landfill is operated by the joint council for solid waste (for Hebron and Bethlehem districts) to dispose solid waste without affecting the environment. The Environmental Specialist explained the overall concept of the project, its importance for the community and the environment, and the project's operations.



Engineering Fellows visited Nassar Group for Stone and Marble in Bethlehem as part of the series of site visits which are an integral part of the fellowship program.

Another visit was conducted to the Waste Water Treatment Plant (WWTP) in Al Tireh. At Al Tireh WWTP, fellows were taken on a tour around the treatment plant to explore its various parts and learn about the processes that the wastewater goes through to be treated and disposed. This WWTP is the first in Palestine to use compaction technology with membranes in treating waste water. This technology requires new, high standard equipment and membranes, as well as high control software of the mechanical and power systems.

“The visit to Nassar factory was very important mainly because I realized that here in Palestine we have the resources and abilities to create high quality products. More importantly, this was my first time to visit a landfill and learn about the treatment of solid waste in a manner that does minimum harm to the environment. Anything we can do to protect the environment for Palestinians is important for our future” Muath Khalife, a mechanical fellow engineer

Following Al Tireh visit, fellows visited a construction project in Ramallah that uses Cobiax system in slabs. The project manager explained the Cobiax system to fellows including its advantages, how it works, and its return on investment, as well as other technical aspects. This system is newly introduced to the country and it is considered a green practice since it uses recyclable materials.



Fellow engineers during their site visit to Al Tireh WWTP (L) and construction project in Ramallah (R)



Fellow engineers during their visit with JDECO to the Arab Development Society solar panels farm

Gender Orientation:

Fellows received gender orientation workshops. The workshops focused on clarifying gender related terms and concepts such as gender needs, powers, roles, relations, stereotypes, and the difference between sex and gender within a certain cultural and social context. It moreover provided in depth explanation of gender sensitization of the engineering field, projects and workers. Refer to '**Gender Analysis and Integration**' section for more details on the gender orientation.



Fellows during their gender orientation

Key Achievements

Tangible and concrete sense of partnership between Global Communities and EAJC.

Full acceptance, respect, and cooperation by the local communities, contractors and their engineers towards female fellow engineers working on-site.

Successful selection of fellows majoring in Information Technology who exhibited noticeable added value to Global Communities' Operations Department.

Engineering Fellows Program Mid-term Review

The purpose of the midterm review conducted on March 4, 2015 was to assess the successes and challenges facing the program in general and the fellows in particular in order to make necessary adjustments to the program.

Data Collection: The M&E team at Global Communities held focus groups for Engineering Fellows, site engineers, as well as in-depth interviews with project engineers, and program team in charge of managing this component including Green and Youth Initiatives Officer, and EAJC representative. Focus Group Discussions for engineering fellows included 24 females and 23 males from the southern, northern, and central Global Communities locations. Twelve Site Engineers participated in the FGD, three Project Engineers participated in the in-depth interview, and finally two representatives from Global Communities and EAJC participated in another in-depth interview. Quantitative data included a questionnaire that was posted online by EAJC for fellows to fill out.



Fellows from North area (L) and fellows' supervisors (R) during the focus group discussions for Engineering Fellows Program Mid-term Review

Conclusions: The fourth round of the engineering fellows program witnessed a great improvement in terms of selection criteria, gender balance, variety of disciplines, improved site visits, and enhanced training courses. Unfortunately, due to external factors and the consequent reduction of the number of on-going projects, fellows had minimal workload and limited practical exposure to engineering aspects. However, this challenge was mitigated immediately. Detailed results of focus group discussion, in depth interviews in addition to mid-term review conclusions and recommendations available under Annex (I). In order to enhance fellows' sense of contribution and confirm that their feedback is taken into consideration, the mid-term review results and recommendations was shared with them, during the month of April, during a central workshop.

To summarize and present fellows' experience, a workshop was organized for fellows and their supervisors on May 27, 2015 to transfer knowledge as well as share successes and challenges. Fellows were creative and used various ways to reflect on their journey with Global Communities. Additionally, the two green fellows shared their experience throughout the eight weeks internship at K&A.



Fellow engineers during their presentations

A role model speaker from USAID: Since the workshop was about knowledge transfer and motivations, a leading female engineer was invited to present her own experience for the young fellow engineers. Eng. Sonia Massis, Senior Projects Manager at the Water Resources & Infrastructure Office of USAID West Bank & Gaza accepted the invitation and joined the workshop along with Ms. Lana Abu Hijleh, Country Director of Global Communities. Ms. Massis who has 19 years of experience in the field of engineering, talked about her challenges after she graduated and how she was determined to make a change especially as a woman.

Graduation Ceremony: Global Communities celebrated the graduation of the 2014-2015 round of engineering fellows on June 30, 2015. The fellows completed seven months of technical, non-technical, and site training benefitting from the experience of Global Communities professionals. Several of the fellows have already secured employment either in Palestine or regionally. During the ceremony, Dr. Tawfeeq Al-Budeiri, Assistant Deputy Minister for Planning Affairs in the Ministry of Local Government (MoLG), praised the program and highlighted the importance of the partnership with Global Communities, supported by USAID funding, in producing engineers with the highest level of experience and professionalism. Dr. Al-Budeiri noted that from among dozens of candidates for a new engineering position at MoLG, the top candidate was an individual who had graduated from the program in recent years.



Graduates of the 2014-2015 round of the Global Communities Engineering Fellows Program, as well as guests from MoLG and EAJC, praised the program, citing its unique and thorough approach to capacity building and professional development.

Global Communities Country Director Lana Abu Hijleh and EAJC Chairman Majdi Al-Saleh also addressed the guests at the ceremony, thanking USAID for their important contribution and highlighting key accomplishments of the engineering fellows program. Guests at the ceremony included academics from An-Najah University and Bir Zeit University, EAJC board members, and representatives from local contractors, consultants, and the Ministry of Education and Higher Education.

The graduates praised the program, citing its unique and thorough approach to capacity building and professional development. In addition to the training and site visits, the fellows benefited from the opportunity to work alongside engineers from varying specialties which further enhanced their experience.

Employment Rate of Fellows from Round III (FY14): Out of a total of 50 fellows from last fiscal year, EAJC and Global Communities designed and distributed a survey by email as well as using fellows' Facebook page to learn whether fellows had obtained employment following the program. 43 fellows responded to the survey; out of which 29 had obtained employment within three months of completing the fellows program, representing 67 % of the sample size. Of the 43, 37 (representing 86%) were employed in the engineering field, while the remaining six state 'other' field. In addition, of the 18 fellows, 21 were employed on temporary contracts, and eight on long-term contracts.

The survey also requested qualitative feedback to provide suggestions for improving the program in the future. Overall, responses stated positive feedback about classroom training, but wanted more specific subjects covered according to engineering specialty or on new software that was released and used in the market after their graduation/during the program. They also felt the site visits were very beneficial and suggested additional site visits should the program be replicated in the future.

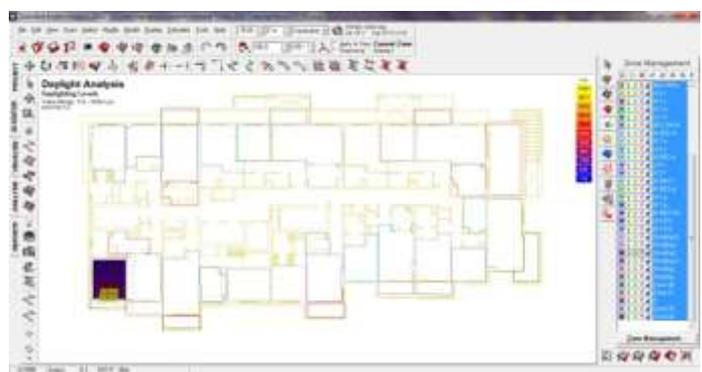
Fellows also felt that the non-technical/soft skills leadership, communications, and professional development training were most beneficial and are highly used in their current jobs. Trainings included:

1. Non-technical/soft skills leadership, communications, and professional development
2. Safety
3. Construction Management and Procurements Management
4. Green Building
5. Environmental Impact Assessment & Construction Management (tied)
6. Quality Assurance

Lastly, fellows provided feedback on what was most important from their on-the-job training that enabled them to obtain employment. The most critical tasks and experiences included: learning work procedures and policies at project sites, supporting supervision of projects, reviewing contract and tender documents, calculating quantities, as well as involved in the infrastructure project implementation cycle.

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. Selected green fellows have the opportunity to be introduced to green principles, sustainable design of buildings, and LEED guidelines. To ensure a fair and transparent selection process, Global Communities invited interested fellows to submit their cover letters, CVs, and undertake a written exam to shortlist qualified candidates for interviews. The top nine applicants were interviewed on February 8, 2015 by a panel of three judges comprised of LGI's Deputy Program Director for Infrastructure, Director of Knowledge Management Unit, and Green and Youth Initiatives Officer. Two fellows (one male civil engineer and one female mechanical engineer) were ultimately selected for the 8-week internship which ended early May 2015.

During their internship, both fellows were evaluated, on a weekly basis, through daily discussions and exams covering the Leadership in Energy and Environmental Design (LEED) assigned topics. During the practical part, the trainees were involved in a LEED project and introduced to various simulation tools, including Ecotect Analysis and E-Quest. Besides the internship, both fellow engineers got the opportunity to attend the World Green Economy Summit 2015, where they were exposed to high level keynote speakers and workshops.



Sample of the green fellows' work during their internship with K&A Green fellows during their visit to Masdar City

Additionally, fellows got the opportunity to visit the first Eco city in the Middle East- Masdar City. Designed by Foster and Partners, Masdar city in Abu Dhabi is a sustainable mixed- use development

that will rely on renewable energy, have clean energy vehicles and be a hub for clean tech companies. According to Rana *“The visit was an amazing experience; I was really impressed that every single detail in the design is thought through to achieve sustainability.”*

Mainstreaming Green Elements in Infrastructure Projects

Green or sustainable building requires the implementation of actions that are environmentally friendly, responsible and resource efficient and incorporate such measures into all phases of a project life cycle. As a vital cross-cutting theme under the infrastructure and special initiatives objectives, a partnership with the Engineers Association—Jerusalem Center (EAJC), the Palestinian Higher Green Building Council (PHGBC), and relevant ministries was created in order to promote green building techniques and approaches, incorporate cost-effective and practical green building elements into all LGI-funded designs and projects, and support pilot green construction projects that incorporate cutting edge technologies.

With the support of LGI, EAJC and PHGBC launched the national Palestinian Green Building Guidelines in FY13. Today, the Palestinian Green Building Guidelines, the Leadership in Energy and Environmental Design (LEED) guidelines from the United States, and the ISTIDAMA guidelines from the United Arab Emirates (UAE) serve as the foundational premise for a well-defined rating system to achieve green building classification status.



The six categories of the Palestinian Green Building Guidelines

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.

Mainstreaming Green Elements in Infrastructure Projects

With reference to the Palestinian Green Building Guidelines and under their respective green categories, the incorporation of green elements occurred in the design, implementation, and operation of completed building projects during this fiscal year.³⁶

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 completed projects during this quarter.

Construction Activity Pollution Prevention

Prior to construction, USAID approved an Environmental Documentation Form (EDF) for the 34 infrastructure projects completed this fiscal year. 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 Executive Regulation Law of 4/1994. All mitigations listed in EDFs, including construction waste management, preservation of project site archeological and historical findings were taken into consideration and inspected during project implementation.

³⁶ Refer to Annex (F) for more details about the scope of work for completed projects during FY15.

Site Selection

Eleven of the 24 completed building projects during FY15 included the rehabilitation of existing buildings or vertical construction of additional floors, primarily for school projects. This practice contributes to preserving undeveloped green sites. Moreover, the building projects are located in urban areas which are served by existing infrastructure. This strategy is taken into consideration in the assessment of building projects to prevent the need for expanded transportation and utility infrastructure.

Building Accessibility

Access to project location through public and private transport as well as pedestrians is something that is taken into consideration during the design and implementation of community projects. Keeping the notion of access in mind, all completed building projects during this reporting period including schools, CSCs, health clinics, youth, community and commercial centers have dedicated parking areas for users. Moreover, construction of an external ramp with handrails for easy access by persons with disabilities (PWDs) was considered a priority in the external works for the majority of completed projects.



Open-to-air parking area in Misliya Health center and a ramp in Deir As Sudan school

Site Development

In order to preserve and develop green surrounding within project area, more than 10% of project sites in the majority of newly constructed building projects were planted with durable native plants that are water conscientious. Also, the existing green vegetation cover surrounding 'Arab ar Rashaydeh, Tuqu', Khursa and Beit 'Amra schools and Sinjil community center was protected and maintained during the construction period as part of the environmental mitigation actions identified in the EDF.



The green vegetation around Arab ar Rashaydeh school was protected during the construction

Thermal Comfort Strategy

Internal Thermal Comfort

Thermal comfort is naturally achieved though orienting the building such that the east-west building length is equal to or greater than north-south lengths, and east-west axis within 15 degrees of geographic east-west. Such building orientation will reduce the cooling and heating requirements and provide a comfortable environment for users. This technique was used for Ash Sheikh Sa'ed health clinic, Al Yamun multipurpose hall, Sinjil community center and Dinnabeh youth club. Other thermal comfort strategies include:

- Installation of sun breakers for windows at Khursa secondary girls' school in order to assist in the thermal distribution and provide vision comfort.

- Interior redesign, to overcome the improper existing building orientation especially in CSCs, where crowded areas such as the reception, service counters and the meeting room are located in the northern western side of the building.
- In Al Yamun multipurpose hall, additional thermal elements were taken into consideration because of the climate and the large building capacity. Such elements include the installation of windows sun breakers, elevated windows to reduce solar radiation reaching the main hall, and the enhancement of natural ventilation through the discharge of warm air by convection.
- Use of double paneled windows in all newly constructed buildings.
- Open air corridors in the majority of school projects to reduce the intensity of solar radiation that reached the classrooms.



Proper building orientation and interior design in Ash Sheikh Sa'ed health center with east-west building length greater than the north-south length for optimal thermal comfort

Outdoor Thermal Comfort

In Beit Amra, Arab ar Rashaydeh and Khursa schools, sunshades were constructed in the playground and the terrace in Al Yamun multipurpose hall provides shaded area at the hall entrance.

Indoor Environment Quality

The quality of the indoor environment affects the health of occupants and 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 completed projects this fiscal year.

Internal Air Quality Performance

- Heating, ventilation and air conditioning systems (HVAC) were installed in all CSCs and the multipurpose hall in Al Yamun to enhance internal air quality when the building is overcrowded with community members. Additionally, HVAC units are also installed in certain rooms in Ash Sheikh Sa'ed health center, which requires controlling the room temperature and air quality in emergency, X-Ray, and pharmacy rooms.
- Roofless parking areas are available for all completed building projects, which reduces the level of inhaled vehicle emissions.
- Smoke-free policy is enforced in all building projects and "No Smoking" signs were also installed throughout the buildings.
- All ceiling, painting, and coating materials used in all building projects contain volatile organic compounds, lead and mercury within acceptable limits as set by the Environmental Protection Agency (EPA). Additionally, Asbestos is banned for use in all LGI building projects for its hazardous impact.
- The X-ray room in Ash Sheikh Sa'ed health center was designed according to MoH standards to prevent X-ray radiation leakage through installing lead insulation for the X-ray room walls.



Installation of air conditioning system in Abu Dis CSC

View, Daylight, and Glare

In all completed building projects during this fiscal year except Al Yamun multipurpose hall³⁷, 75% of the available spaces provide 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. Moreover, in Normandy Commercial Center in Beit Jala, a skylight was installed to enhance utilization of natural daylight.

Energy and Atmosphere

Energy and atmospheric ramifications are crucial components that are addressed in the building of projects and, therefore the tracking of building energy performance, use of renewable energy, and managing air conditioning systems to eliminate the release of air pollutants is continuously accessed. The following describes green standards and systems that are implemented in completed projects to reduce energy consumption and ultimately building operation costs:

- Design considerations in building orientation and windows distribution to optimize daylight utilization and ventilation in addition to minimizing electrical power consumption for lighting, heating, and cooling.
- The installed air conditioning systems in Ash Sheikh Sa'ed, all CSCs and Al Yamun multipurpose hall 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 save more electrical energy compared to traditional bulbs.
- Solar panels are installed for cold water heating in all newly constructed building projects.



The skylight in the Normandy Commercial Center provides optimized utilization of daylight



Solar panels for water heating in Qaffin

Water Efficiency

The national recommendations and guidelines for water consumption are continuously taken into advisement. The installed lavatories in completed projects, whose scope of work included mechanical works, have dual flush valves. These types of lavatories generally require less cold water to operate (less than 4.5 L/flush). Additionally, storm water drainage systems installed in building roofs of Al Yamun, Qaffin, Sinjil, Kafr al Labad and Misliya use harvested water for irrigating the surrounding green areas.

On average, 62 m³ of storm water is annually harvested from the roof building of Misliya community center. The harvested storm water is collected in a 10 m³ existing well that was equipped with overflow pipe and a pump to discharge the water exceeding the well capacity to neighboring agricultural areas.

³⁷ The multipurpose hall was designed and implemented to serve as events hall where visual contact with the surroundings is minimized by having elevated windows to provide privacy, thermal comfort and reduce noise pollution.

Materials and Resources

The promotion of local, non-polluting, reused and recycled materials contribute to reducing the negative environmental impacts resulting from construction wastes and depletion of natural resources. For all building projects, there was an approved construction and operation waste management program implemented by each project contractor and thoroughly inspected by LGI. Durable and locally manufactured stones, paints, and coating materials were used in the construction and finishing of completed projects.

Green Elements in Road Projects

Although the national Palestinian Green Building Guidelines focuses only on building projects, the incorporation of green elements in the design and implementation of road projects occurred as well. The following green elements were mainstreamed in the completed road projects:

Pollution Prevention, Materials, and Resources

Similar to building projects, Environmental Documentation Form (EDF) was prepared and approved by USAID prior to launching the road projects. Additionally, there was an approved construction and operation waste management program implemented by the contractor and inspected by LGI. Durable and local construction materials were used in the completed road projects including stone walls, rock fill, and base course.

Site Development

The rehabilitation works for the internal roads in Ein Arik included construction of storm water drainage system to prevent road floods. Additionally, the works for the internal roads in Tarqumiya, Sa'ir, Birqin, Ad Dhahiriya and As Sawahreh Ash Sharqia included construction of pipe culverts to manage storm water runoff during winter.



Storm water drainage system works for 'Ein 'Arik

A Green Success Story in Hindaza and Burid'a School Project

The dedication to green sustainability trickled its way down to Hamdi Ideis, a Project Engineer. He was inspired to use recycled material being produced at a local sponge mattresses factory which was also used as highly dense sponge sheets under the flooring mosques and kindergartens.

The need for a material that acts as a barrier or filler between seismic joints was present and Hamdi Ideis not only created a solution, but he did it in an environmentally friendly way. Expansion or seismic joints create a separation between different parts of a single building or between adjacent buildings in order to reduce the impact of lateral movements during an earthquake or thermal expansion. Usually the separation between slabs, beams, or columns of two parts is filled with a certain type of material like polystyrene. Following the approval from the designer, the final product was used in school projects in Hindaza and Bureida in the Bethlehem Governorate.



Project Engineer Hamdi Ideis was inspired to use recycled material as a filler.

"I wasn't sure if it was a viable idea at first. However, when I presented it to my colleagues, we all began brainstorming on how to solve the existing problems using the material at hand to make it efficient and practical for usage" – Hamdi Ideis, Project Engineer, Global Communities

Aqqaba Green School:

During the third quarter of FY15 and in accordance to the Palestinian Green Building Guidelines and under their respective green categories, LGI initiated the construction of 'Aqqaba secondary girls'

school in April 2015. The school project will be the first green school in Palestine after being certified by the Palestinian Higher Green Building Council.

Ongoing evaluation of green practices fulfillment in 'Aqqaba school project:

On June 6, 2015, LGI along with the Governor of Tubas District, members of the technical committee of the Palestinian Higher Green Building Council (PHGBC) and representatives of 'Aqqaba local council held a meeting followed by a visit to the construction site of 'Aqqaba girls' green school in Tubas Governorate. The purpose of the visit was to inspect and evaluate the green practices conducted during the first stage of the project, mainly focusing on "Construction Activities Pollution Prevention" as part of "Site Sustainability" certification requirements. LGI's construction team presented green practices implemented during construction works including waste separation in the site for reuse or recycling; reducing dust pollution through regularly sprinkling the site with water and covering the vehicles for soil transport in addition to prohibition of smoking inside the site. Moreover, as part of protecting the vegetation cover, olive trees were removed from the construction site and replanted at the village's main entrance.



Evaluative site visit at 'Aqqaba Green school site



Sample of construction waste segregation practices conducted in Aqqaba school project in preparation of waste materials reuse



Re-planting olive trees removed from construction site at the main village entrance



Beautifying the construction site with reused tires and plastic bottles

Internal Thermal Comfort: in order to satisfy the PGBC guidelines for optimal thermal comfort, efficient insulation is considered for the school building slabs and shear walls. The insulation materials were chosen following a thorough thermal simulation conducted at design stage to achieve low cooling and heating energies within the school building.



Thermal insulation materials for slab on grade in Aqqaba (Green) school

“Eco-Cities of the Mediterranean 2014”: LGI sponsored the Palestinian delegation participating in the “Eco-Cities of the Mediterranean 2014” Forum and Expo held October 18–20, 2014 in Jordan. The delegation included members of the Palestinian Higher Green Building Council (PHGBC), the Palestine Green Building Council (PGBC), the Engineer’s Association – Jerusalem Center (EAJC), LGI staff, and the members of the private sector and in addition, several members from the delegation were selected by the conference organizers as speakers for various panel discussions. Global Communities President and CEO, Mr. David Weiss, shared the organization’s experience and strategy regarding sustainable development in the first panel discussion, “Green Economy and Sustainable Development.”



Participants during the “Eco-Cities of the Mediterranean 2014” Forum and Expo

Following the opening ceremony, Her Highness Princess Basma bint Al Hussein, visited Global Communities’ booth at the Expo. Her Highness and other guests learned about Global Communities projects in Jordan and Palestine. LGI presented to her the ‘Aqqaba School project, which will be the first “green” school in Palestine. In addition, LGI discussed their experiences in designing the school

with interested visitors. Several publications on LGI's green initiatives, projects in Jordan, and relevant work across the globe were also being distributed in the Expo.

On both days of the conference, participants attended the various sessions and learned about the experiences of others in the region. Besides the three panelists that were part of the delegation, two speakers were provided by Khatib and Alami as part of the agreement between them and Global Communities under the LGI program. Attending the conference was a great opportunity to network with experts in the green field as well as members of green building councils in the region. Prior to the conference, a meeting was held for green building councils in the region including the Palestine Green Building Council.

Global Communities Participation in Sustainable Expertise Forum (SEE) on 'Green Buildings in Palestine: Global Communities participated in the Sustainable Expertise Forum (SEE) on 'Green

Buildings in Palestine, From Theory to Implementation' on May 26, 2015 at An Najah University. During the opening remarks, Engineer Abdel Hakim Juhari, Global Communities' Deputy Program Director for Infrastructure, introduced the organization to the audience and briefly described its green initiatives and involvement in sustainable building. Additionally, Global Communities presented its green projects including Aqqaba Secondary Girls' School as the first green (Silver) certified school in Palestine.



LGI's Deputy Program Director giving an over view of Global Communities' green projects (L) and Eng. Bleibleh showcasing the green elements used in 'Aqqaba Secondary Girls School

Global Communities, in cooperation with Tubas Directorate and 'Aqqaba Municipality, celebrated the Palestinian National Environment Day marked March 5, 2015 with students and staff at 'Aqqaba Girls' Primary School. This initiative complemented other activities held at the same school for celebrating the Green Apple Day of Service in September 2014. Participants spent the day beautifying the school by making chairs and planters from old tires, in addition to planting trees around the school grounds. Two fellows volunteered to renovate a wall in the playground so that students would be able to create a drawing reflecting their environmental interests.



Students at 'Aqaba Girls School during the Palestinian National Environment Day

Global Communities, in coordination with the School Health Directorate of the Ministry of Education and Higher Education (MoEHE), published a green booklet for the year 2015 targeting school children

ages 5-10 years, approximately grades 1-4. The booklet consists of puzzles and fun exercises that enhance children's awareness regarding the environment and green practices to reduce pollution and conserve energy. The booklet aims to motivate children to think in an environmentally friendly way and to highlight the importance of caring for the planet Earth.



Cover (L) and inside page (R) of the children's green activitybooklet

Solid Waste Management (Green) Brochure³⁸: The green brochure on solid waste management and construction waste was finalized and printed. The brochure consists of two parts: a general brief on solid waste and recycling, and construction waste. The brochure aims to shed light on solid waste problem in the country and stress on the importance of the 3R's concept (Reduce, Reuse, and Recycle). Additionally, the brochure highlights green practices implemented by Global Communities' engineers and partners for best management of construction waste to minimize their negative environmental impact. The brochure will be distributed to EAJC branches, municipalities, engineering firms and construction firms.



Solid waste management and construction waste brochure

³⁸ Refer to the link: <http://www.globalcommunities.ps/files/server/20152304032346.pdf> for more details on the solid waste management brochure.

Gender Analysis and Integration

Gnder Analysis: On a quarterly and annual basis, 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 (30)- Key Performance Indicators disaggregated by Sex

Indicator	Total - FY15	Male	Female
Number of people who received USG-Assisted Training, including management skills and fiscal management, to strengthen Local Government and/or Decentralization	124	98	26
	100%	79%	21%
# of Palestinians benefitting from provision of USG sponsored multi-sectoral packages	331,583	125,085	128,118
	76%	38%	39%
No. of community members involved in community participatory processes	5,056	3,271	1,785
	100%	65%	35%
Number of learners enrolled in secondary schools or equivalent non-school based settings with USG support	2,813	1,117	1,696
	100%	40%	60%
# of temporary jobs created	3,257	3,181	76
	100%	98%	2%
# of permanent jobs created	45	34	11
	100%	76%	24%
# of people benefitting from USG supported social assistance programming	331,583	165,051	166,532
	100%	50%	50%
No. of fellowship/internships provided	51	25	26
	100%	49%	51%
Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities	216/312		
Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	26/51		

This year witnessed gender balance in terms of the number of Palestinians benefitting from the provision of USG sponsored multi-sectoral packages, the number of people benefitting from USG supported social assistance programming, and the number of learners enrolled in secondary schools. The gender imbalance under the number of temporary jobs created as a result of the absence of female workers in construction sites. Female participation in the YLC elections varied among communities. In Beit Jala, for example, 119 females are members of the general assembly and 119 female voters participated in the elections, for a 100% turn out of female members. Similarly, 75% of the female members participated in Ar Ram, 75% in Abu Dis, and 74% in Bir Zeit. In other areas, the percentage of female voters were much lower than anticipated: 33% in Tubas, 31% in Jericho, and 22% in Bidya. Overall, 33.7% of the voters across the 16 YLC elections were female, as compared to 35.2% of the total general assembly members being female.

Female Role Models Initiative

During FY14, Global Communities and INJAZ Palestine established a new partnership under the LGI program to implement “Breaking Gender Stereotypes: Promoting Leadership and Labor Opportunities among Young Women” initiative. The initiative was composed of two phases covering spring and summer semesters in ten schools.

The initiative included the following activities:

- Field Visits and Sharing Experience
- Women & Leadership Workshop
- Profiling Local Women Leaders

In FY14, LGI 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.

During the first quarter of FY15, LGI reached more than 300 females students in the same ten schools that were targeted in FY14:

Table (31)- Schools Participating in Round 2 of the Female Role Models Initiative

#	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	Ramallah Secondary 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

Following INJAZ’s submission of their work plan for the second round of the initiative, LGI held an orientation workshop on September 29, 2014 for the volunteers who will be mentoring female students. 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.

In October 2014, students participated in field visits in their communities to meet and observe female leaders in action in their respective fields, including organizational leaders, municipals council members, and engineers. Approximately, 35 female students from ten schools participated in the visits. Visit locations included the municipalities in Hebron, Bir Zeit, Habla, Nablus, and Al Bireh, Nablus governorate, Global Communities’ office in Ramallah, and Global Communities’ construction project sites in Jenin.

Leadership workshops were conducted at the ten targeted schools; approximately 35 female students participated from each school. Global Communities volunteers conducted the workshops which focused on leadership skills and women empowerment.

Profiling 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. Below are representative projects that were implemented by female students.

“Let’s Change It” Project³⁹

Implemented in AlUmariya Girls Secondary School, the project aimed to educate young women about their rights to choose future career based on their personal willingness and capacity in line with the local market needs for careers in Palestine in general and in Qalqiliya District in particular. The project’s objective was to raise the awareness about women’s leadership abilities by highlighting true examples of Palestinian and Arab women leaders by inviting selected female leaders to workshops, and by designing posters to deliver motivational messages in order to enhance the image of creative working women.

Project activities were designed to meet the group goals starting by enhancing their communication, presentation, and leadership skills to facilitate their role on how to better communicate with targeted students from different schools on one hand; and how to communicate with parents, leaders, and media on the other hand. This was done by exposing female students to effective and polite messages that confirm the positive attitude to ensure the achievement of their goals. Furthermore, activities included designing the awareness campaign; for example, preparing workshops material, design posters, collecting fund, launching a Facebook page to expose their work to the public, meeting with local women leaders with different careers and highlighting their success and challenges, inviting media to cover their initiative, in addition to a radio interview where they explained their goals to encourage more people to listen and accept the change in themselves.



Students worked together to brainstorm potential activities that would increase gender awareness in their school.

As such, female students developed the title "Let’s Change It" to cover the project’s goal on two levels. The first level is to change the status quo, which imposes on women certain socially acceptable professions, or linking their choices with their parents opinions which may conflict with the student’s passion. The second level is to focus on teamwork to achieve the project’s objectives by taking the first step of change, and leading by example.



Women leaders served as role models for the students and shared their experiences.

"Yesterday, when my father told me that he is surprised and amazed by our role and what we were capable of achieving, I felt thrilled and more confident about myself. This initiative encouraged us to discover our inner power to help others. This experience made me feel strong enough to make my own decision regarding my future." Ranan Salameh- 10th grade student, Al Omariya School, -Qalqilia

³⁹ For more information on the initiative, refer to: <https://www.facebook.com/pages/بلانغير-ها-انجاز>

“Female Engineers in Civil Defense”, a Success Story in Serving Our Community Project⁴⁰

Implemented in Jamal Omar AlMasri Secondary School for Girls, the project aimed to raise awareness regarding career opportunities for female engineers in the Palestinian Civil Defense sector, which extends beyond rescue and crisis management, but rather focuses on the implementation of safety measures in the design and operation of industrial and domestic establishments. Project activities were initiated with a visit to Nablus Civil Defense Directorate, which included video interviews with three female engineers and one of their male colleagues. During the interviews, the female engineers shared with students their work experience, the support they've received from their surroundings, successes and challenges they face in their career path in Civil Defense.

Additionally, two students accompanied two female engineers in a work day where they had safety inspection visits to the National Aluminum and Profiling Company (NAPCO), a kindergarten, and a school in Nablus. The students were exposed to civil defense responsibilities of inspecting safety



The female students presented their initiatives to their respective schools.

measures and sensed the positive perception among the community regarding women enrollment in this field given the level of confidence and professionalism they've proved since they joined Civil Defense.

Moreover and in cooperation with Nablus municipality and Hamdi Manco Cultural Center in Nablus, students organized and conducted an awareness event on Female Engineers in Civil Defense. The event included a presentation by civil defense female engineers on their work experience, silent play on women leadership in various professions, presentation of site visits videos and photos, chorus and poetry on women courage and ambition.

Throughout the project, students conducted awareness campaigns within their school and on Facebook about females' enrollment in Civil Defense. The campaign included preparation of school wall magazines, Facebook updates on project activities, in addition to an interview on Radio Hayat to highlight the project theme and accomplishments.

It is worth mentioning that the project was conducted in close cooperation with the gender unit in the Palestinian Civil Defense to support their continuous effort in encouraging more females to get engaged in various work fields of civil defense.

“My Future Career is My Choice” Project⁴¹

Implemented in Betunia Girls Secondary School, the project aimed to raise the awareness of students regarding the importance of the women's role in society and her ability to assume leadership positions. The project consisted of multiple activities that are intertwined in nature in order to achieve the desired results. Activities included:

- A charity day to collect donations for the school. The activity focused on the role of women.
- Working in various fields that enhanced the idea that women can choose her career path.
- Producing awareness posters, which were distributed in their school and the city showing the type of careers they are interested in.
- Holding interviews outside their school with a random selection of citizens to assess their opinions regarding the subject-matter.
- Conducting an awareness lecture by inviting a pioneer female speaker.
- Seeking media to disseminate their ideas.
- Creating a Facebook page to post their achievements and activities.

⁴⁰ For more information on the project, refer to: <https://www.facebook.com/pages/مهندسات-الدفاع-المدني-الفلسطيني-قصة-نجاح-وخدمة-وطن>

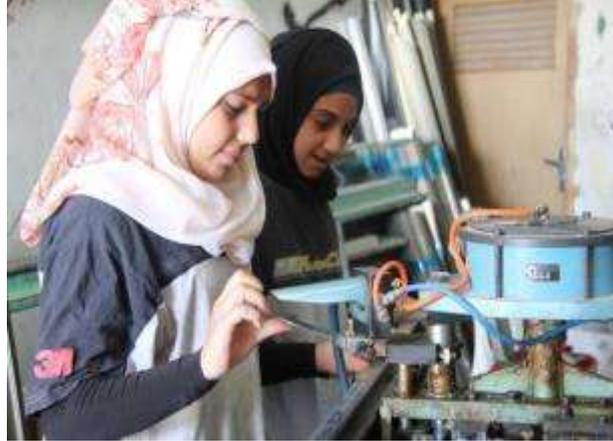
⁴¹ For more information on the project, refer to: <https://www.facebook.com/pages/The-perfect-woman>

- Establishing a society to ensure the sustainability of their project.

Initiative's Impact for Round II

One of the tools that LGI utilized to assess the impact of this initiative on female students was to distribute a pre and post evaluation questionnaire. Results revealed the following:

A total of 312 female students attended the “Promoting Leadership & Labor Opportunities among Young Women” initiative implemented by Global Communities in partnership with INJAZ Palestine. The methodology adopted for assessing the change in the perceptions of female students entailed distributing a pre and post evaluation questionnaires among the ten schools participating in the initiative. Two hundred ninety seven students completed the pre and post evaluation questionnaire, of which (100%) were filled by 10th grade students. Of the 297 students, 34% were from the north, 24% from the center, and 42% from the south.



The participants visited many sites to learn about potential careers.

Questionnaire Results:

- When asked about the profession they would want to practice in the future be it a housewife, a doctor, a teacher, a director of a foundation, a secretary, and many others, results revealed minor change in perception between the pre and post evaluation questionnaire. Percentage increase ranged from 2% - 4%. Surprisingly, the doctor, lawyer, and engineer professions showed a decreased interest in the post evaluation questionnaire.
- When asked what equality meant to students in terms of gender, results revealed moderate change in perception. Questions included whether students believe that there are no difference between men and women in terms of rights and responsibilities, a man should assist his wife in house chores, and women should decide their career in accordance with traditions.
- When asked whether women should have equal rights with men, results revealed 13% positive increase among female students. Although the percentage is not high enough, it's relatively positive given that several factors including the short duration of the initiative, the nature of its design, and the historically embedded beliefs, culture, and traditions had direct impact on the results of this question.
- When asked if men were more efficient at work than women, results revealed a positive change in perception. This could be due to the types of activities female students were involved in as far as practicing untraditional professions on the ground, and realizing the results first hand.
- When asked if men are more suitable for leadership positions because they are more rational than women, results also revealed a positive change in perception. This could be attributed to the fine selection of female leaders that female students had the chance to meet, and to jobs they undertook during the implementation of their activity.
- When asked whether a female should resume her sole role as a housewife and a mother, results revealed high positive change in perception. Furthermore, when asked whether they think that it would be hard for them to be working mothers, results revealed that this perception has witnessed a significant positive change.
- When asked whether students believe that dangerous jobs should be given to men, results revealed a positive change in perception.
- When asked whether men should be given priority over women in terms of job opportunities since men are perceived as the breadwinners of the family, results revealed a moderate positive change in perception.
- A remarkable positive change in perception can be seen when female students were asked to state their opinions regarding types of work for men and women. The question stated that

women are not suitable for certain jobs such as engineers, lawyers, and doctors. Rather, they should be working as teachers, secretaries, and housewives.

- There was a minor positive change in perception when female students were asked whether they believe that women should be working in the field.
- When asked whether they believe that women can succeed in all professions including being a president, results revealed a significant positive change in perception among all female students.

Over all analysis for Pre-Post Evaluation:

This part of analysis is measured as part of LGI’s Performance Management Plan indicator:

Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities.

The chart shows the percentage of change in perception for students who filled the pre and post evaluation questionnaire per school:

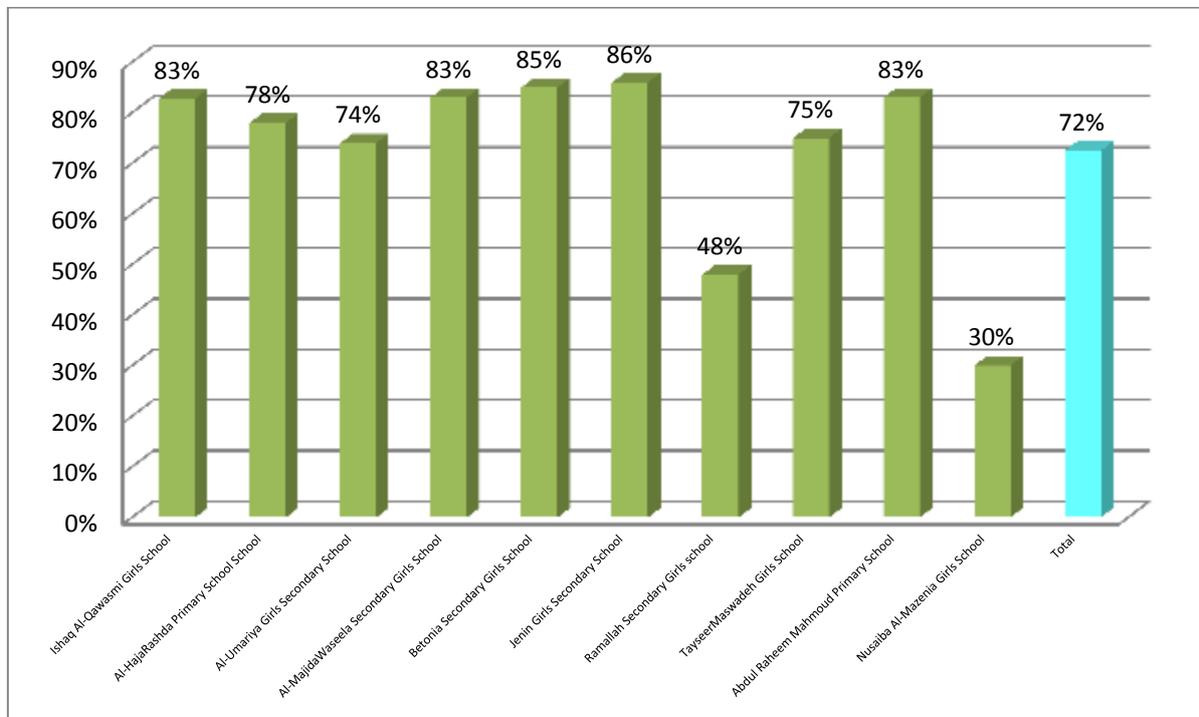


Figure (14): Change in Perception per School

Gender Sensitive Infrastructure Review

LGI conducted gender-sensitive design reviews for three sample infrastructure projects including a community center, a multi-purpose hall, and a school. These reviews will feed into and update the existing gender sensitive infrastructure checklist. For example, LGI staff visited Al-Yamun multi-purpose hall project on February 12, 2015, and met with a female council member, a female municipal staff, and two male municipal staff in order to assess the beneficiaries’ impressions of the project. Certain elements were identified in the project that enhances the accessibility and use of the project by wide range of community members including women and Persons with



LGI visit to Al Yamun multipurpose hall to assess its impact on increased public participation by women

Disabilities (PWDs). These elements included the availability of lavatories designed for PWDs besides separated men and women lavatories, as well as the availability of external and internal ramps that provide smooth access for PWDs to various project facilities.

Institutional Development Gender Responsive Process

With reference to the gender assessment conducted by LGI in FY13, one of the obstacles facing females while accessing municipal services was the cultural stigma associated with interacting with male employees. LGI took these considerations into account through encouraging partner LGUs to have a more gender-balanced work environment. To measure the impact of this effort, LGI began an assessment entitled “CSC Impact on Breaking Women’s Barriers to Accessing Municipal Services.” As such, LGI visited Tulkarm, Adh Dhahiriya and Al-Bireh CSCs during February 2015 and met with female staff members. The visits revealed that hiring female CSC staff (two in Adh Dhahiriya, two in Tulkarm and four in Al Bireh) as advised in LGI’s Gender Analysis and Integration Strategy provided a more comfortable environment for female beneficiaries to access public services and therefore increased the number of female beneficiaries pursuing services through the CSC.



General external view (L) and Citizens accessing services at Al Bireh CSC

Gender Orientations

LGI provided a one-day gender orientation for the engineering fellows fellow engineers, held once in Nablus and again in Ramallah to accommodate the fellows especially in light of their commitments at LGI project sites and office. The orientation focused on clarifying gender related terms and concepts such as gender roles, relations, stereotypes and the difference between sex and gender within a certain cultural and social context. Furthermore, the orientation provided in depth explanation of mainstreaming gender concepts in engineering fields and projects. Overall, the orientation enhanced fellows’ knowledge and understanding of gender sensitivity and responsiveness during the planning, design, implementation and evaluation of infrastructure projects.



Fellows during their gender training in Nablus

It is worth mentioning that the orientation materials were prepared and customized taking into consideration fellows' various knowledge, backgrounds, and skills. The first part of the orientation focused on gender concepts and definitions, whereas the second part highlighted gender considerations in infrastructure projects.

Additional Gender Activities

This year, LGI developed qualitative gender sensitive evaluation tool to capture the impact of CSCs enhancing public participation and involvement of women and other marginalized community members in public services. This tool was also integrated with the existing tool utilized by LGI to evaluate the sustainability and impact of CSC establishment under infrastructure and governance interventions.

In order to benefit from the experience of other organizations and contribute to discussions on gender based on LGI experience, LGI staff participated in the following gender-related activities:

- LGI staff participated in three-day gender training on December 8-10, 2014 in Ramallah. The training was implemented by the World Food Distribution Program. It targeted humanitarian workers in order to mainstream gender considerations and indicators through their developmental projects. LGI staff gave a presentation on LGI gender interventions and shared examples of how the program has been integrating gender issues and considerations throughout infrastructure and governance sectors.
- On December 18, 2014, LGI staff attended a launching event for a research focusing on the access of women to security and justice services in the West Bank. This event was held by the UN Women in Ramallah. The event targeted the Ministry of Social Affairs, the Palestinian Police, and the Judicial Authority, civil and international organizations. The research addressed challenges that prevent women from accessing justice and security services and how the Palestinian legislations and laws in addition to the cultural axioms do not protect women from violence but rather often times violate women's freedom and security.
- On December 22, 2014, LGI staff attended a workshop to launch a study entitled "Barriers to Female Labor Market: Participation and Entrepreneurship in the Occupied Palestinian Territory". This event was organized by the Ministry of Women's Affairs, the National Committee for the Employment of Women, and the YWCA of Palestine.
- On April 20, 2015, LGI staff participated in the Palestinian Women's Leadership Conference. The American Consulate General brought together more than 70 professional Palestinian women, including women from Gaza, for the Palestinian Women's Leadership Conference in Ramallah, engaging them in a dialogue on how to achieve success as Palestinian women leaders. This event is part of the American Consulate General's ongoing efforts to support the empowerment of Palestinian women.

Objective 7

Emergency Humanitarian Aid to Gaza - Respond rapidly to identified humanitarian needs

Table (32)- Table (26)- Key Performance Indicators – Planned vs. Achieved for FY15

Obj. 7 Indicator	Planned Target for FY15	Achieved during FY15	% Achieved during FY15 ⁴²
Number of internally displaced and host population beneficiaries provided with basic inputs for survival, recovery or restoration of productive capacity as a result of USG assistance.	130,000	72,365	56%
Number of non-food packages delivered	23,978	7,063	29%
Number of food packages delivered	24,000	5,030	21%

Approved shortly after the start of the war on 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 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. Phase 3 was designed to respond to provide assistance to vulnerable families as they try to shelter themselves from the cold winter weather.

Global Communities completed distribution of emergency assistance items acquired for Phases 1 and 2 of its Immediate and Rapid Response Action Plan (IRRAP) during the first quarter of this year. In October 2014, 7,588 families received food packages, hygiene kits, and bedding sets; more than 28,000 vulnerable families (approximately 197,000 individuals) have received assistance since the beginning of the war.



LGI provided vulnerable, displaced families with food, hygiene kits, and bedding sets as part of its emergency response to the Gaza crisis that began in July 2014.

Global Communities President and CEO, Mr. David Weiss, made a special visit to the West Bank and Gaza, October 19-21. Accompanied by Global Communities West Bank and Gaza Country Director Ms. Lana Abu Hijleh, David went to Gaza to see first-hand the devastation of the recent attacks, to congratulate the team on the great work implemented during the crisis, and to thank them for their courage and tireless efforts. David and Lana also met with long-term partners to discuss early recovery and reconstruction.

⁴² The low achievement against targets for the Objective 7 indicators is due to the delay in USAID approval to spending the remaining funds allocated for Gaza; \$1.6 million of the \$5 million allocated have not yet been spent.



Global Communities President and CEO, Mr. David Weiss, and Country Director, Ms. Lana Abu Hijleh, observe the destruction in Gaza.

In Quarter 3, Global Communities implemented Phase 3 of the IRRAP. For a total value of \$473,747.82, Global Communities procured and distributed 8,000 warm blankets, 4,001 plastic floor mats, and 2,000 winterization shelter kits (reinforced plastic tarpaulin, nylon sheets, duct tape, and plastic rope) to provide protection from winter weather in homes with broken windows and doors, leaking roofs, and open spaces benefitting 23,043 people in 3,545 vulnerable households in Gaza.



Beneficiaries in Gaza receive emergency winter supplies distributed by Global Communities staff.

Global Communities continues to work closely with USAID to plan and implement Gaza humanitarian assistance activities. Of the \$5 million allocated for Gaza assistance, \$1.6 million remain to be spent in the coming year.

Visibility and Outreach

Visibility and outreach work hand-in-hand, and are equally important to the success of the program. Global Communities continued to make the impact of LGI's efforts visible to USAID and other donors, partners, and beneficiaries during this reporting period. Below are visibility and outreach highlights for FY15.

Events and Official Visits: During FY15, Global Communities and partners supported implementation of the following events and visits:

Inauguration of the newly constructed Beit Kahil primary boys' school

On December 17, 2014, the Palestinian Authority (PA), the United States Agency for International Development (USAID), and its implementing partner Global Communities celebrated the inauguration of the newly constructed Beit Kahil primary boys' school completed during FY14. Beit Kahil is located in the Hebron Governorate, six kilometers northwest of Hebron city. The event was attended by Mr. Kamel Humaid, Governor of Hebron; Mr. Mohammed Jabareen, Deputy Assistant at the Ministry of Local Government; Mr. Mohammed Abu Zaid, Deputy Minister of Education and Higher Education; Head of the Village Council Mr. Isma'el Atawneh; USAID West Bank and Gaza Mission Director Dave Harden; Ms. Lana Abu Hijleh, Global Communities Country Director, and representatives from the Beit Kahil Village Council.



(Left to Right): Ribbon cutting ceremony at Beit Kahil Elementary Boys School, and Mr. Harden interacting with students

Inauguration of the Citizen Service Center and the multi-purpose hall in Al Yamun

On November 18, Al Yamun Municipality, Ministry of Local Government, USAID, and Global Communities celebrated the inauguration of a new Citizen Service Center (CSC) and the multi-purpose hall project. The event was attended by Mr. Dave Harden; USAID's Mission Director, PA representative including Mr. Mohammed Jabareen; Deputy Assistant, Ministry of Local Government and Ibrahim Ramadan; Governor of Jenin, Ms. Lana Abu Hijleh; Global Communities' Country Director and representative from Al Yamun municipality.



(Left to right): Global Communities', USAID's and PA representative during the inauguration ceremony of the Citizen Service Center and the multi-purpose hall in Al Yamun

Celebrating the Inauguration of the Kafr Thulth Citizen Service Center

Global Communities, USAID, the Ministry of Local Government, Qalqiliya governorate, Kafr Thulth municipality, and local citizens participated in the inauguration ceremony of the Kafr Thulth Citizen Service Center (CSC) on January 14, 2015. The CSC, established in 2014 under the USAID-funded Local Government and Infrastructure (LGI) Program, provides more efficient services to citizens in a centralized location and ensures transparency and accountability. In their opening remarks, local officials acknowledged Global Communities, USAID, and others involved in the establishment of the CSC and other successful development activities.

Deputy Minister of Local Government, Mr. Mohammed Jabareen, praised the accomplishments in Kafr Thulth and emphasized the importance of the linkages between national government, local government, and citizens. Global Communities' Country Director, Mrs. Lana Abu Hijleh, spoke of these important partnerships and their impact on enhancing the service provision to citizens



Kafr Thulth officials presented appreciation plaques to MoLG and Global Communities

“Our ministry would not exist without local governments; and local governments would not exist if it were not for the citizens who elected them. A national tapestry of citizens, governments, and organizations has been created, thus building the foundations for a Palestinian state.” Deputy Minister of Local Government, Mr. Mohammed Jabareen

“With every CSC inauguration, we celebrate the successes of the partnership between Global Communities, USAID, local government, the private sector, and citizens. The partnership was not only about funding construction, equipment, etc. but also enhancing capacities, responsibility, accountability and transparency to ultimately provide better services to citizens.” Global Communities Country Director, Mrs. Lana Abu Hijleh

USAID's visit to Salah Eddin School in 'Anata:

On February 15, 2015, Ms. Paige Alexander, **USAID** Assistant Administrator for the Middle East Bureau, met with students at the Salah Eddin School in 'Anata – Jerusalem Governorate. The school was constructed to ensure a safe learning environment and provide more educational opportunities for students. The school was completed in 2012 and benefits 379 students.



USAID delegation interacting with students at Salah Eddin School in 'Anata

Inauguration of and Celebrations at Yasuf Secondary Girls School

On April 14, 2015, Global Communities joined school staff and local officials in the inauguration of the Yasuf Secondary Girls School in the Salfit Governorate. The school serves Yasuf and the neighboring village of Iskaka, and is the only girls' secondary school serving that area.. The celebration was not only for the inauguration of the school, but also the Spring Palestinian Folklore Event held by the Salfit Directorate of Education. The event brought together students from others schools in the area for a day of activities, and provided an opportunity for school and directorate officials to “show off” the new school.



Global Communities joined school staff and local officials in the inauguration of the Yasuf Secondary Girls School in the Salfit Governorate

American Delegation Visits to Round II Area C school Projects

On July 29, 2015, an American delegation led by USAID’s Mission Director in West Bank & Gaza “Mr. David Harden” had a visit to the Area C school project in Qalqas village in Hebron Governorate that is currently under construction by LGI. Additionally, on September 17, 2015, a delegation from USAID West Bank & Gaza had a series of site visits to the other four Area C schools under construction in northern West Bank including Aba Ash Sharqiya School in Jenin Governorate, Nezlet Issa and Ad Dab'a schools in Tulakrm Governorate and Ras Atiya School in Qaqiliya governorate. LGI team accompanied the delegations during the site visits and briefed them on the project scope of work and construction progress in these projects.



LGI team and the American delegation during the site visit to Qalqas school project (L) and LGI team briefing USAID representatives on construction work progress in Ras Atiya secondary girls' school

Lana Abu Hijleh: 2014 John P. McNulty Prize Laureate for Youth Local Councils Initiative

Ms. Lana Abu Hijleh, Global Communities’ Country Director in the West Bank and Gaza, was recognized by the John McNulty Prize committee for her leading role in improving and implementing the “Youth Local Councils” initiative in Palestine. In a ceremony held in New York City, Ms. Abu Hijleh received an award for being one of the five laureates selected from among the 150 Aspen Institute fellows from around the world. The Aspen fellows are known for their leadership in recommending, developing, and implementing projects and initiatives to positively affect their communities.



The five McNulty Prize laureates at the McNulty Prize ceremony

Media Coverage⁴³: Global Communities and local partners are regularly covered by local media. During this fiscal year, LGI was covered in 266 articles, focusing mainly on inauguration of the CSCs in Kafr Thulth, Al Yamun, and schools in Beit Kahil and Yasuf & Iskaka, the fourth round of

⁴³ For a list of media coverage, see Annex (K).

engineering fellows program, Hebron SDIP, the workshops on decentralization in addition to YLCs and Hebron pioneers council initiatives and activities.

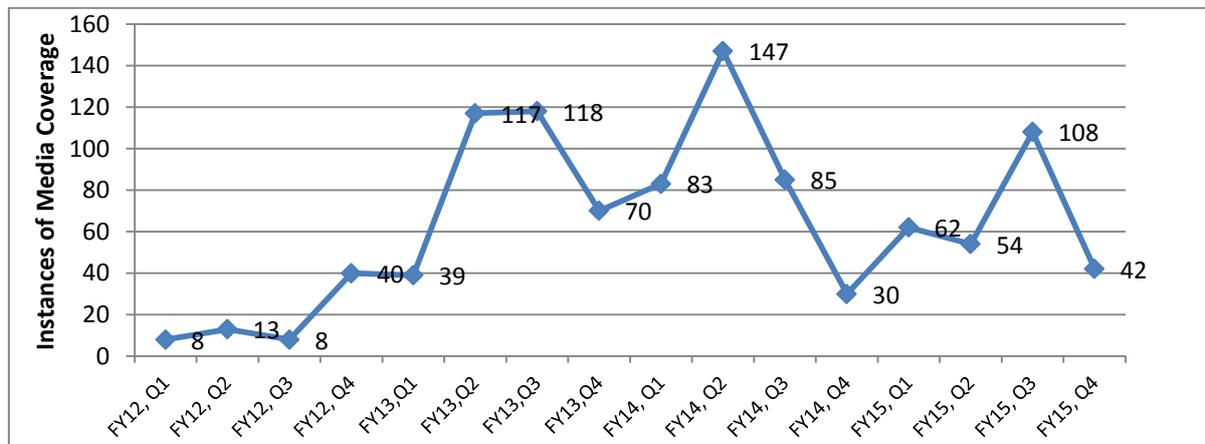


Figure (15): History of Instances of Media Coverage about the LGI program up to end of FY15

Social Media: During FY15, 62 Facebook updates⁴⁴ featured LGI completed infrastructure projects, emergency humanitarian assistance to Gaza people, Global Communities’ participation in “Eco-Cities of the Mediterranean 2014” Forum and Expo, the fourth round of engineering fellows program, inauguration ceremonies of Beit Kahil primary boys’ school, the CSC and the multi-purpose hall in Al Yamun, and Kafr Thulth CSC, USAID’s visit to Salah Eddin school in 'Anata, green practices and activities, workshops on decentralization and public notification, SDIP workshops in Hebron, YLCs election and initiating the construction of ‘Aqqaba (green) school.

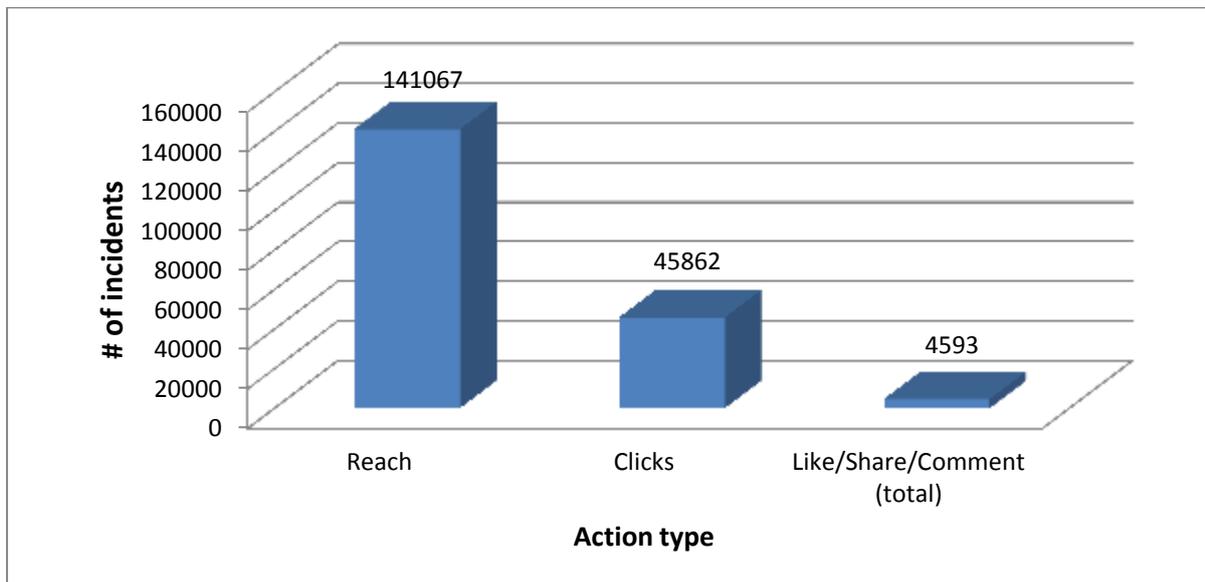


Figure (16): LGI program activities outreach on Global Communities' West Bank and Gaza Facebook page during FY15

Community Profiles⁴⁵: The community profile summarizes the long-term partnership Global Communities has and is continuing with a municipality and summarizes the key interventions that have been implemented by Global Communities. During this fiscal year, LGI team finalized new community profiles in Arabic for Al- Yamun and Kafr Thulth highlighting LGI’s current and future interventions. Additionally, LGI updated the Arabic version of Bethlehem and Beit Jala community

⁴⁴ For more information see Annex (K).

⁴⁵ For more information, refer to : http://www.globalcommunities.ps/ar_folder.php?id=dTwChoBRova19020A0BiDSzRNHo

profiles and prepared new English versions. Profiles were electronically shared with donors, stakeholders and Global Communities' West Bank and Gaza official website. Al Yamun community profile was distributed during the inauguration of the CSC and multi-purpose hall in Al Yamun, whereas the other profiles will be distributed during the upcoming events in the respective communities.



Snap shots of community profiles for Kafr Thulth (L) and Beit Jala (R) in Arabic

Technical Briefs⁴⁶: Technical briefs provide reliable and up-to-date technical information about significant and pioneer interventions carried out by Global Communities. These technical briefs are usually shared with Global Communities offices in the West Bank for distribution, partner LGUs and USAID. In preparation for Beit Kahil primary boys' school inauguration ceremony, LGI team prepared a one pager fact sheet about the school in Arabic and English. The fact sheet was distributed at the day of the event. Additionally, LGI drafted an update on the YLC technical brief and prepared new ones for infrastructure, governance, green and gender interventions under LGI program. These sheets will be updated and printed for future events.



(Left to right): Snap shots of Beit Kahil school, YLC and gender technical briefs

Videos⁴⁷: During FY15, LGI produced a video documenting YLC election process across the West Bank. The video was shared on Global Communities' Facebook page and website. LGI is also producing another vide showcasing YLC initiatives and activities conducted over the life of YLC initiative. The second video will be finalized and shared as well during the first quarter of FY16.

⁴⁶ For more information, refer to: http://www.globalcommunities.ps/ar_folder.php?id=dTwChoBRova19020A0BiDSzRNHo

⁴⁷ To watch the video, refer to: <http://www.globalcommunities.ps/videogallery.php>

Future Outlook

Planned Activities for Q1FY16: The following are key milestones for the upcoming year:

- Completion of two infrastructure projects.
- Local Economic Development (LED): Development of 11 LED strategies.
- Finalize the municipal spatial data management and administration systems for Nablus.
- Finalize coding and numbering of streets and buildings for seven LGUs including Tubas, Jericho, Qabalan, Kafr Thulth, 'Illar, 'Attil, and Beit Fajjar.
- Finalize complementary sectoral plans for Al-Bireh.
- Replication of the YLC model in five LGUs.
- Integrate the MCI into the MDLF transfer mechanism.
- CSCs: Two CSCs will become fully operational.

List of Annexes

ANNEX (A): Sustainability and Impact of LGI's Infrastructure and Governance Interventions and Site Visits for FY15

ANNEX (B): Performance Management Plan Matrix

ANNEX (C): Geo-MIS Update Report for Q4, FY15

ANNEX (D): List of LGI's Partner Vulnerable, CGEs and National Entities for FY15

ANNEX (E): LGI Infrastructure Master and HIMII Design Tracking Sheet up to Q4, FY15

ANNEX (F): Completed Projects under Objectives 1&2 for FY15

ANNEX (G): Photos of Ongoing Infrastructure Projects under Objectives 1&2 by the end of FY15

ANNEX (H): List of Completed Initiatives during FY15

ANNEX (I): Round IV Engineering Fellows Program Mid-Term Review Report

ANNEX (J): List of Media Coverage for FY15

ANNEX (K): List of Facebook updates for FY15