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CHF International West Bank & Gaza Local Democratic Reform Program (LDR)

TAWASOL - تواصل

Cooperative Agreement # 294-A-00-05-00242-00

Fourteenth Quarterly Report



Cover Picture: Beit Fajjar elected Youth Local Shadow Council (YSLC)

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IP	Implementation Plan
CA	Cooperative Agreement
CDP	Community Development Project
CE	Civic Engagement
CEP	Center for Engineering and Planning
CEP	Civic Engagement Project (of ARD Inc.)
CHF	CHF International
CTO	Cognizant Technical Officer
D&G	Democracy and Governance
DOS	Department of State
Geo-MIS	Geographical Management Information System
IFES	International Foundation for Electoral Systems
LAC	Local Action Committee
LDR	Local Democratic Reform program
LGUs	Local Government Units
M&E	Monitoring and Evaluation
MDLF	Municipal Development & Lending Fund
MoLG	Ministry of Local Government
MoU	Memorandum of Understanding
PA	Palestinian Authority
PMEP	Performance Monitoring and Evaluation Plan
PPM	Participatory Performance Monitoring
PPW	Participatory Planning Workshop
STTA	Short-term Technical Assistance
USAID	United States Agency for International Development
WB	West Bank
WBG	West Bank and Gaza
YSLC	Youth Shadow Local Council

Program Details	2
Acronyms & Abbreviations	3
Table of Contents	4
Executive Summary	6
1. Program Administration and Management	8
1.1 Coordination with USAID	8
1.2 Program Staffing	9
1.3 Procurement	9
2. Program Implementation By Objectives	10
OBJ 1	10
1.1 ACTIVITY—OBJ1-ACT1: Ministry Of Local Government Institutional Assessment and Stake Holder Analysis	10
1.2 ACTIVITY—OBJ1-ACT2: Development of 3-5 Year Strategic Development Plan for the MoLG	10
1.3 ACTIVITY—OBJ1-ACT3: Implementation of MoLG Development Activities	11
OBJ 2—CA	12
2.1 OBJ2- CA-ACT1: Community Mapping Exercise	12
2.2 OBJ2- CA-ACT2: Identify and Prioritize Community Needs Utilizing Participatory Process	12
2.3 OBJ2- CA-ACT3: Build LGUs and Citizens Capacity in the Design and Implementation of Participatory Planning Processes	13
2.4 OBJ2- CA-ACT4: Strategic Development Frameworks	14
2.5 OBJ2-CA-ACT5: Participatory Performance Measurement Training	15
2.6 OBJ2-CA-ACT6: Enhance LGUs Understanding of Physical Planning Processes, Regulatory Framework, Methodology and Tools	15
OBJ 2-CB	16
2.7 OBJ2-CB-ACT1: Implement Identified Priority Community Development Projects	16
2.8 OBJ2-CB-ACT2: Develop Sound Project Construction Management Practices in all LGUs	25
2.9 OBJ2-CB-ACT3: Environmental Impact Measurement and Project Design Considerations	26
2.10 OBJ2-CB-ACT4: Vocational Training	26
2.11 OBJ2-CB-ACT5: Internal Municipal Functions – Development of Public Procurement and Tendering Procedural Manual	27

2.12 OBJ2-CB-ACT6: Internal Municipal Functions—Develop and Install a Computerized Financial Accounting System in 11 LGUs	28
2.13 OBJ2-CB-ACT7: Internal Municipal Functions—Establish a Record Management and Archiving System in 3 LGUs	28
2.14 OBJ2-CB-ACT8: Internal Municipal Functions—Implement a Management Restructuring and Business Process Management Project for Hebron Municipality	28
OBJ 2– CC Civil Society Engagement and Oversight	29
2.15 OBJ2-CC-ACT1: Development of Municipal-Citizen Communication Mechanisms for 20 WBG LGUs	29
2.16 OBJ2-CC-ACT2: Civil Society-Private Sector-LGU Partnership Conference	29
2.17 OBJ2-CC-ACT3: Good Governance and Civic Responsibility Campaign	30
2.18 OBJ2-CC-ACT4: Youth Shadow Local Councils	30
3. Cross Cutting Themes	31
4. Visits and Visibility	34
5. Coordination and Leveraging	35
6. Difficulties Encountered	35
7. Monitoring & Evaluation	35
ANNEXES	37

Executive Summary

This 14th Quarterly report for the Local Democratic Reform program (LDR) covers the progress and achievements of the program during the period of 1 January – 31 March 2009 under Cooperative Agreement (CA) number 294-A-00-05-00242-00. The report follows activities laid out in the new Implementation Plan approved by USAID on 25 June 2008, which covers the period between 1 April, 2008-29 September, 2009. The complementary PMP was later approved by USAID in August 2008.

On 21 March 08, CHF submitted to USAID a request for a no-cost extension of the LDR program. Modification eight to the CA was instituted on 05 May 2008 extending the program duration by one year from 30 September 2008 until 30 September 2009 and providing additional incremental funding in the amount of US\$2,537,413 increasing the total obligated amount to US\$18,522,156.

During this reporting period, the political movements on the national level left much uncertainty within the Palestinian Authority. President Abbas's term officially ended on January 9, 2009 and negotiations to form some type of transition government prior to the next elections have taken up much of the past three months. Events in Gaza pre-occupied both the West Bank government and citizens for most of January and February. Furthermore, on March 11, 2009, the Minister of Local Governance (MoLG) announced that all elected LGUs would be dissolved as their term had expired, but that they would be re-appointed as caretaker governments until elections are called. This has had no immediate or tangible impact on LDR activities with its partner LGUs, but it does add another layer of uncertainty.

Despite these political challenges, LDR remains focused on reaching deliverables that will have significant impact on how the average citizen views their government. During this reporting period, several critical milestones were reached in program implementation. At the national level, LDR signed a Memorandum of Understanding (MOU) with MoLG which outlines the support that LDR will provide to the Local Governance sector at both the national and local levels. Based on the MOU, LDR began work with the MoLG to form working committees around five concrete areas of capacity building for the Ministry as well as developing a vision for the Local Governance sector in general.

At the local level, LDR activities aim to strengthen local government institutions and leadership to enhance their ability to plan for and manage basic service delivery effectively, transparently and in a participatory manner. While requests for the implementation of prioritized Community Development Projects (CDPs) currently surpass LDR's budget allocation for these activities, during this reporting period, LDR submitted the final CDP for approval under the current implementation plan to USAID—the Tubas Youth Activities Center, which will be the second project in Tubas. This increases the number of CDPs implemented by the program to 56 CDPs which is 20 projects beyond the LoP target. Additionally, during this reporting period 5 CDPs were completed, bringing the total number of CDPs completed under LDR to 29.

Capacity Building Activities for LGUs continued at a rapid pace during this quarter. A complete series of workshops for 18 LGUs was conducted to introduce the newly developed Public Procurement and Tendering manual. The tendering manual was submitted to the MoLG for review. In addition, a training on fundraising and proposal writing was delivered to 13 West Bank and Gaza partner LGUs. Much time was taken with Hebron municipality to solidify the terms of the business transformation work that LDR will be providing. This activity will be launched during the next reporting period. Lastly, office equipments (computers, printers, etc.) were procured, delivered and installed in all LDR West Bank LGUs.

Under the Civic Engagement Component, youth in 4 West Bank communities elected Youth Shadow Local Councils. This activity was met with much enthusiasm by all including the youth, their parents,

the schools and the official Councils. The Youth Shadow Council also began implementing community enhancement activities.

During this reporting period, LDR met with a group of 27 LGUs to discuss and assess their needs regarding improved communications with their citizens. Preparations also began for the presentation of a series of national roundtables on issues related to Public-Private sector partnerships.

In Gaza, as a result of the Israeli offensive, the LDR team undertook the task of maintaining continual contact with LDR partner LGUs throughout the conflict to determine the ever changing situation in the communities and to ascertain emergency needs of the LGUs and their citizens. Through emergency grant funds provided under another USAID funded program, CHF International was able to deliver critical emergency needs to LGUs and their citizens, including plastic sheeting to provide protection against the elements for municipal buildings as well as private homes, and emergency food and non-food items to individual families. While the fighting required LDR to stop work on the minor rehabilitation works it had been undertaking in 5 partner LGUs, LDR did restart capacity building activities, including a fundraising and proposal writing training delivered to 6 Gaza LGUs.

LDR staff participated in the new GEO-MIS training provided by LDR, and as a result is updating the LDR PMP to incorporate significant GEO-MIS indicators. LDR staff also participated in a partners meeting held by USAID's Democracy and Governance Office.

The following summarizes the program achievements to date:

- **64 LGU staff representing 35 LGUs have been trained in sound project construction management practices.**
- **1856 participants have been involved local government officials and their staff are being trained in subjects including financial management systems, budgeting, physical and strategic planning, performance monitoring and evaluation (M&E), project management, maintenance and operation, vocational training, project design and efficient tendering & procurement procedures, community outreach and engagement, and LGUs administration.**
- **54 prioritized CDPs selected by participating LGUs through Participatory Planning Workshops in 41 communities involving over 1400 representatives from the LGU's elected officials, staff, civil society organizations and concerned citizens of these targeted communities.**
- **29 CDPs have been completed to date. 7 additional projects are presently under tendering and awarding stage and eight others are in the implementation stage. These projects will ultimately benefit more than 1,000,000 citizens.**
- **4 Youth Shadow Local Councils with a total of 52 male and female members have been elected by 911 youth across the West Bank.**

Youth in Salfet Check YSLC Election Results

1.1 COORDINATION WITH USAID

While much of the focus of coordination with USAID during this quarter revolved around the ongoing crisis in Gaza, daily programmatic coordination also continued in the West Bank. The LDR Program Manager, Ms. Nisreen Muzayen, made weekly visits to LDR staff and projects, including visits to construction projects in Al Jeeb and Al Ram.

Public events were limited during this quarter due to the crisis in Gaza. No LDR projects in the West Bank undertook public inaugurations or visits from USAID.

In February, the LDR Senior Management attended an all partners meeting hosted by USAID to discuss ongoing contractual and administration issues across programs.

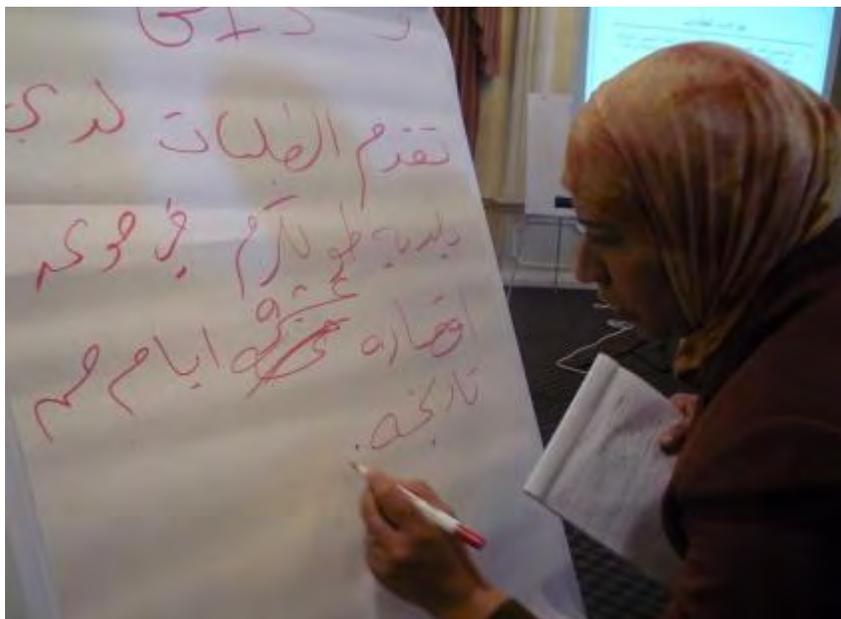
In February, LDR's Monitoring and Evaluation Team met with USAID's GEO-MIS specialist to review indicators based on the new PMP adopted by LDR in 2008. As it was determined that some activities were not being captured by GEO-MIS, it was decided to update LDR's PMP. In March, the M&E team attended a two day training hosted by USAID's Program Office on the use of new, upgraded GEO-MIS system.

The LDR team met with USAID's Public Relations Contractor, Al Nasher, to discuss the LDR program and potential opportunities for expanding the visibility of the program through Al Nasher's assistance.

The LDR team also had ongoing contact with other USAID D&G programs and Department of State's MEPI program. LDR met with program teams from IFES, ARD CEP, Internews and DOS's Community Leadership Empowerment Program to identify areas of necessary coordination. LDR has discussed with IFES the opportunity to leverage its relationships with the MoLG to assist IFES in building MoLG's buy-in to the electoral boundaries that they are currently mapping. LDR worked with both ARD CEP and Internews during this quarter to respond to the crisis in Gaza. ARD CEP provided CHF International with three emergency grants. Internews assisted CHF International in getting local news stations to report on distribution times and sites, as well as to provide local coverage of events in Gaza.

In late March, the LDR COP and M&E team attended the USAID Democracy and Governance Office's Partners' meeting. The LDR COP was requested by USAID to present CHF's work to date in implementing humanitarian assistance in Gaza.

The Public Procurement and Tendering Manual, prepared by LDR in cooperation with 18 West Bank LGUs, creates a manual which helps to simplify and make more transparent, the procurement and tendering processes for LGUs. The preparation and finalization of this manual was a 9 month process, which involved soliciting information from LGUs on the types and sizes of procurements they undertake under normal business conditions. During this reporting quarter, LDR worked with the legal and financial departments of the MoLG to review the Manual.



1.2 PROGRAM STAFFING

During this reporting period, there were no major staff changes within LDR, as the program is now fully staffed.

In order to assist with the oversight of the Community Development Projects, which is requiring a greater amount of time at this stage in which all projects are under full implementation, LDR hired Mr. Ala'a Abu Ali as LDR's Senior Engineer. Mr. Abu Ali's main role is to perform follow-up with LGU partners on the status of the projects. Mr. Abu Ali brings over 9 years of engineering experience to LDR.

1.3 PROCUREMENT

During this reporting period, the most significant procurement undertaken by LDR involved the procurement of computer and office equipment for LDR West Bank partner LGUs valued near \$500,000.

The capacity building assistance provided to LDR partner municipalities focuses on building the ca-

capacity of the finance, archiving, and engineering and planning departments of LGUs. Specifically, LDR works to build the capacity of the LGUs by establishing and streamlining the processes and systems within the LGUs. This is achieved by LDR activities through internal assessments, technical support and training.

The sustainability and support of these technical capacity and streamlining processes can only be assured with complimentary systems support. It is imperative that the LGUs have the technical hardware to ensure these systems are in place, which is what the provision of this equipment will ensure.

Bids were reviewed, and shortlisted and a proposed contractor (Hulul Company) was put forward to USAID for vetting for the development of a Records Management and Archiving System in 3 LGUs (Salfeet, Tulkarem and Yatta).

Delivery of Computer Equipment to Partner LGUs



OBJECTIVE 1: To Enhance the Capacity of MoLG to effectively assume a leading role towards the development and implementation of a vision, policies, regulations, and institutional frameworks for a democratic local governance system in WBG.

1.1 OBJ1-ACT1: Ministry of Local Government Institutional Assessment and Stake Holder Analysis

The institutional assessment and development framework prepared under LDR for the MoLG was finalized during the last reporting period. The results of the assessment provide the background and reference for work to be completed under objectives 1.2 and 1.3 as discussed below.

As a result of the work on the assessment, MoLG requested LDR's support in helping to develop organizational models for Local Government Units. During this reporting period, LDR developed models for LGU organizational structures based on three categories of size and services. During the month of January 2009, LDR presented them to Hebron municipality, a major LDR partner LGU. The MoLG is now working internally with the support of LDR to role out the new models for LGUs.

Additionally, as a result of the assessment, the Ministry requested LDR in reviewing the newly developed organizational structure prepared by the UNDP and modified by MoLG. LDR hired an organizational development expert who completed the following tasks:

- ◇ Reviewed the newly adopted organizational structure, which reduces the number of General Directorates from 13 to 8, with the goal of ensuring complementarity of tasks between the different Ministry departments and ensuring adequate qualifications and distribution of tasks among staff members.
- ◇ Developed documents describing the objectives, roles, and tasks of each department and position within the Ministry.

The Ministry is now pursuing this internally.

1.2 OBJ1-ACT2: Development of 3-5 Years Strategic Development Plan for the MoLG

On January 27th, LDR signed a Memorandum of Understanding with the Minister of Local Governance. The MOU defines LDR's role in assisting the Ministry in effectively assuming a leading role towards the development of a vision and institutional framework for a democratic local governance system in the WB/G by helping to streamline policies and regulations and build MOLG's internal institutional capacity (under Objective 1.3).

As a result of the signing of the MOU, LDR staff held several meetings with senior staff of the Ministry to determine how best to undertake the development of a vision. A working group has now been formed with the Deputy Minister and the LDR COP, among others to begin progress towards bringing a wide range of stakeholders together on this critical topic.

Additionally, the LDR team met with other key stakeholders in the Governance Sector (UNDP and the Danish government) and communicated to them the importance of solidifying the local governance vision for WBG before any major efforts are undertaken.

1.3 OBJ1-ACT3: Implementation of MoLG Development Activities

Based on the completed institutional assessment and the recently signed MOU, the LDR team worked during this reporting period to put into place concrete steps towards implementing the capacity development activities identified. It was decided to assign working groups to each of the following 5 development activities:

1. Supporting the MoLG in **developing a 3-5 year strategic plan.**
2. Articulating and building consensus around the **vision of the Palestinian local governance sector**
3. Supporting the **Guidance and Monitoring function, including policy functions** of the MoLG by establishing operational guidelines, building staff capacity, preparing manuals, and training of LGUs
4. Supporting the **coordination function of the MoLG** by institutionalizing the role and functions of the newly established coordination unit
5. Supporting the **relationship between MOLG and LGUs**

Two additional areas of assistance were also identified, capacity building and civic engagement; however, priority has now been given to the five areas mentioned above as activities in these two other areas are being fully addressed by LDR for the time being.

A LDR/MoLG MoU Implementation plan 2 day workshop was held in Jericho between the 25th and 26th of March, under the auspices of the Ministry of Local Government. 37 MoLG senior staff (Deputy assistant, General Directors, and other director) and 11 LDR senior staff attended the workshop whose aim was to design action plans with goals, objectives, time frame, and resources towards implementing the capacity development plan for the MoLG per the five development activities. There was much discussion around the steps towards building a local governance vision. As a result of the workshop, the terms of reference for seven main capacity development activities were prepared. Each working group identified the resources and timeline required to undertake their development plans. Each group will continue to meet independently towards their goals.

Activities under Objective Two are classified under three main components:

Component A: Needs Assessment, Participatory Planning and Performance Monitoring Processes.

Component B: Delivering and Managing Infrastructure and Basic Services.

Component C: Civic Engagement and Good Governance Promotion.



Participants at MOU Implementation Plan Workshop, Jericho - March 25th and 26th 2009



OBJECTIVE 2: To Strengthen Local Government Institutions and Leadership to more Effectively and in a Transparent, Democratic and Accountable Manner: Assess and prioritize needs; implement integrated strategic planning and performance monitoring processes; deliver and manage infrastructure and basic services.

When interlinked jointly, the three components contribute to strengthening the overall capacity of each targeted LGU towards meeting the set objective. Progress made in each of these areas is highlighted in the respective sections below.

In order to better present how LDR holistically responds to the horizontal and vertical governance needs of communities, we have presented in Annex B a list of WB LGUs supported by LDR showing which program components intervene in which LGUs.

COMPONENT A: NEEDS ASSESSMENT, PARTICIPATORY PLANNING AND PERFORMANCE MONITORING PROCESSES

2.1 OBJ2-CA-ACT1: Community Mapping Exercise

LDR has completed the Community Mapping Exercise in 13 communities under the first phase of the LDR program. The LDR team has re-examined the scope of this exercise to bring it in line with the activities and outputs of the new Implementation Plan, as well as the new Program M&E Plan.



Participants at a Salfeet PPM, January 2009

It was decided to reformat the scope of the community mapping exercise to fulfill three main objectives: one, is citizens' perceptions of the governance

needs provided by their LGUs, the second is to survey the LGUs to solicit their views on governance issues, especially as they pertain to the MoLG, and the last is to gauge the outcome of some of LDR's interventions to date to better inform future programming. This exercise will be conducted in the 30 communities where it hasn't been previously completed, and is planned to be completed next quarter.

2.2 OBJ2-CA-ACT2: Identify and Prioritize Community Needs Utilizing Participatory Process

During this quarter, no new CDP profiles were prepared since all funding committed to this activity was consumed. Nevertheless, LDR continues to receive requests from current and potential partner communities. In the coming quarter, LDR will investigate the possibility of new partnerships for future funding opportunities. Requests from current LDR partner communities will also be examined as part of the entire package of services provided to communities under LDR.

2.3 OBJ2-CA-ACT3: Build LGUs and Citizens Capacity in the Design and Implementation of Participatory Planning Processes

As of the last reporting period most of the targets under this objective were reached, activities here consisted of consolidating the knowledge gained from the trainings delivered.

Action Planning for LGUs

Based on the centralized and 4 regional **Action Planning for LGUs** trainings that were held, LDR is now consolidating feedback and lessons learned to develop a tool kit and manual for LGUs. These trainings aimed at enhancing the awareness and

capacity of partner LGUs of their roles as leaders of the long-term community development and introduced proper participatory methodologies for planning to ensure input from the community is captured and taken into consideration.

The toolkit manual will be developed during the next reporting period. After it is finalized, LDR will begin rolling out the Training of Trainers workshops in each LGU.

2.4 OBJ2-CA-ACT4: Strategic Development Frameworks

This assignment will aim at assisting 10 targeted partners in WB LGUs prepare a 3-5 year strategic framework and will build on the previous training delivered to these LGUs on this subject. This assignment will involve ; Al-Ram, Abu-Dies, Al-Thahrieh, Beit Fajjar, Azzoun, Bir Zeit, Bani Zeid, Tubas, Yatta, Ithna LGUs

LDR remains in close contact with both the MoLG and GTZ on this issue. In March, the MoLG has indicated its desire to adopt GTZ's approach. However, the approach GTZ uses looks at the internal operations of the LGUs and does not consider the external (community and private sector) factors in the municipal's development. LDR will be advocating for this broader approach which it is currently taking with its partner LGUs.

2.5 OBJ2-CA-ACT5: Participatory Performance Measurement Training

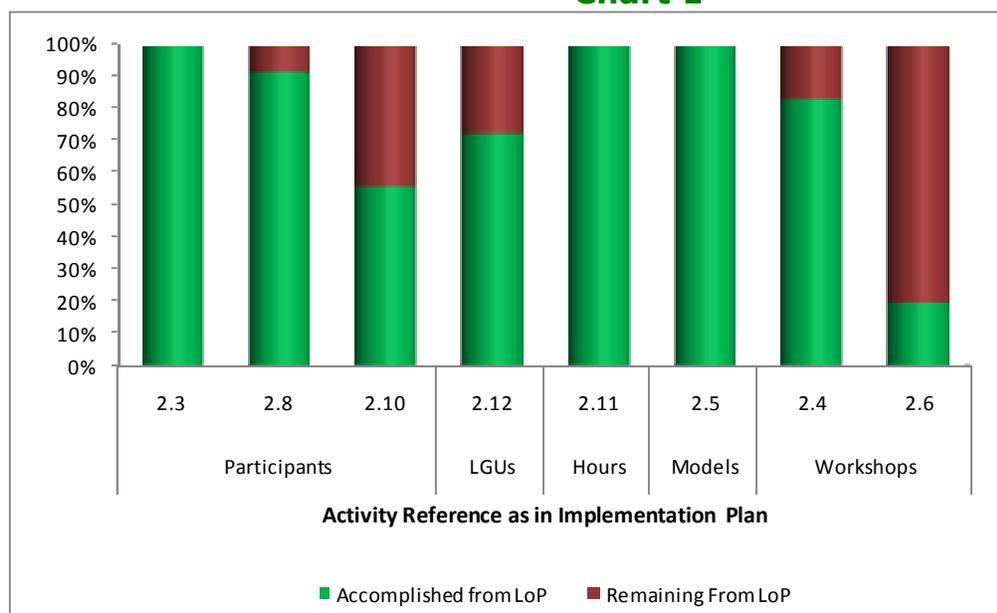
All Participatory Performance Measurement workshops were conducted during the last reporting period for a total of 185 participants, including officials and staff members representing both LGUs and Local Action Committee Members.

Based on the workshops, LDR continues to hold individual meetings with each LGU to follow up on the specific outcomes of the trainings. In this Quarter, LDR capacity building team has held meetings with Tubas, Sabastia and Tulkarem Municipalities to follow up on finalizing the Performance Enhancement Action Plan that the Municipalities developed based on the PPM workshops. These meetings were attended by LGU staff and members in addition to LAC members.

2.6 OBJ2-CA-ACT6: Enhance LGUs Understanding of Physical Planning Processes, Regulatory Framework, Methodology and Tools

Following the first training workshop held during in previous quarters, the LDR team is preparing additional physical planning training. To date, however,

Chart 1



Objective 2:

Accomplishments of **Objective 2** (Component A & B) training activities against LoP Targets.

the project has conducted two centralized knowledge enhancement workshops focusing on physical planning and highlighted in the chart above.

COMPONENT B – DELIVERING AND MANAGING INFRASTRUCTURE AND BASIC SERVICES

2.7 OBJ2-CB-ACT1: Implement Identified Priority Community Development Projects

The design and implementation of USAID approved CDPs in partner LGUs is in full gear. During the reporting period, 6 projects were completed, and 8 projects were under implementation, and 7 projects were in different stages of design, tendering and bidding. The five previously identified and designed minor rehabilitation projects for water and wastewater networks with partner LGUs in Gaza were suspended due to the crisis.

Based on the Memorandum of Understanding signed between LDR and the Ministry of Youth and Sports, the ministry has transferred \$200,000 as part of their cost share towards LDR program.

Additionally, LDR made much progress on its largest CDP project which is with the Hebron Municipality—the Hebron Public Peace Park. The designs were finalized and agreed upon, bids solicited and final evaluations on the bids completed. Construction work is expected to begin during the next reporting period.

LDR also provided substantial technical assistance to projects in Abu Dies (Football Field), Bir Nabala (Service Center) and Tubas (Youth Center) in the finalization of their project designs.

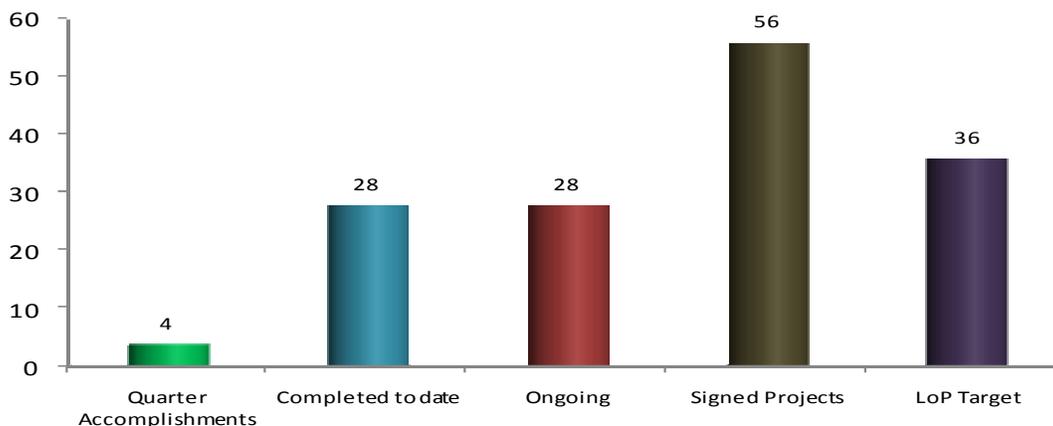
The pledged contributions from the PA to LDR projects total \$ 1,025,000 USD to date and are divided among projects as follows:

Community Development Projects

Arrabeh, Jenin Governorate. Construction of a Multipurpose Hall, \$152,000 (USAID), \$15,015 (Community) – 100% complete. The 350 sq m hall was inaugurated on 10 July 2008. It should be noted that prior to the official inauguration the hall was rented out by the municipality for several social, cultural and educational events, providing a much needed service to the community and generating good income for the municipality. Many surrounding villages are also using the facility which is located in a beautiful public park. The municipality is using the local media to publicize the availability of the hall for rent for various activities taking place in the Jenin area.

Project	Amount allocated to complete (\$)
Tulkarem Sports Hall	220,000
Yatta Stadium	275,000
Bani Zaid Football field	80,000
Abu Dies Swimming pool	200,000
Beit Jala public library (Ministry of Culture)	250,000
Al Ram Cultural Center	100,000

Community Development Projects



Azzoun Project 1, Qalqilia Governorate. Construction and Equipping of a Public Library, \$52,500 (USAID), \$7,200 (Community) - 100% complete. The library was officially inaugurated in August 2008 with the presence of USAID representatives. The municipality hired a librarian and several educational activities are already taking place at the library including a writing competition organized by LDR, the municipality and the LAC.

Azzoun Project 2, Qalqilia Governorate. School Construction. \$330,000 (USAID), \$154,145 (Community) - 100% Complete . The construction of the Azzoun Boys' school is comprised of a ground floor equalling 630m² (5 classrooms and administration rooms), sanitary units, surrounding walls, asphalted yards and other external works. Construction began in June 2008 and was completed in March 2009. The preliminary hand over took place on March 16, 2009. The community contribution towards this project is valued at \$154,145. See page 19 for a detailed project overview.

Sabastia Project 1, Nablus Governorate. Provision of Waste Containers and an Educational Program, \$15,000 (USAID), \$2,100 (Community) - 100% Complete. 60 solid waste containers procured and delivered in previous quarters are still in use by the municipality of Sabastia.

Sabastia Project 2, Nablus Governorate. Retaining Walls, \$ 90,000 (USAID), \$ 12,150 (Community)– 100% Complete. The construction of a critical retaining wall, 100 linear meters in length, sidewalk and cladding of stonewall was completed in August 2008 and handed over to the LGU. The retaining wall provides protection to a main road in the town allowing for road expansion and construction of sidewalks, and will prevent traffic deaths that have occurred in the past on this section of road.

East Salfit Cluster, Salfit Governorate. Expansion and Development of an Existing Youth Community Recreation Center, \$222,300 (USAID), \$63,000 (Community) - 100% Complete. Construction of this recreation center began in August 2007 and was completed in

June 2008. The project hand over was carried out in the end of June 2008 and an official inauguration occurred on August 28th 2008 with official USAID and PA representatives present. The community contribution towards this project was valued at \$63,403. The project generated 2,578 days of employment. The center serves the LGUs of Hares, Kifr Hares, Deir Istia, Marda and Qireh. In March 2009, a Mother's Day event was held at the center during which 700 people from surrounding villages. The festivities included education and awareness raising events.

Bani Zeid Project 1, Ramallah Governorate. Completion of a Public Community Center (Construction and Finishing), \$138,500 (USAID), \$ 74,300 (Community) - 100% complete. The finishing of the 800 m² skeleton was completed and handed over to the municipality in October 2007 for use by local community groups and NGOs. The construction of the projected generated 1,326 days of employment.

Bani Zeid Project 2, Ramallah Governorate. Rehabilitation of Football Field, \$317,000 (USAID) -100% Complete. The construction started in May 2008 and was completed in February 2009. The project is a regional facility being constructed which will serve all communities west of Ramallah. The project was to be handed over by on March 26, 2009 after the Contractor fixed issues noted in the December 2008 preliminary handover. The project generated 882 days of employment. The matching contribution by the community is \$396,504. See page 20 for a complete story on the facility.

Abu Dies Project 1, Jerusalem Governorate. Support for Master Planning and Support to Selected Local NGOs through the Rehabilitation and Upgrading of their Facilities, \$30,000 (USAID), \$5,000 (Community) - 100% Complete. All activities on this project have been completed, including the completion of aerial photos for planning purposes, the social society hall for local NGOs. The list of surveying equipment that required a USAID waiver for the Source, Origin and Nationality will not be done, as the equipment falls under the ineligible category of commodities.

AZZOUN BOYS' SCHOOL



AZZOUN BOYS' SCHOOL



Azzoun is a community of around 10,000 inhabitants in the Qalqilia district. Azzoun is located 9 Km East of Qalqilia and 23km SE of Nablus. The primary economic base of this area is agriculture, followed by trade and the public sector. Nine local NGOs work in Azzoun. The geographic location has added to the trading opportunities with Israel and the main cities in the West Bank.

Under LDR, two activities were completed in Azzoun including a public Library which was completed in November 2007 and a school under LDR which has just been completed. The Boys' School cost \$320,000 USD to complete, which included a direct cash contribution by the community of \$50,000 USD. The Municipality also contributed by preparing the design, supervising the construction, and most importantly, the land.



With the opening of the new school, the over-crowding in the current schools in Azzoun and Qalqilia will decrease. The school location was selected by the community at the western side of Azzoun which is the area of the community which is expanding most rapidly. Due to the importance of the location the PA has allocated \$400,000 USD for basic services to this area (mainly roads) as this is the only way into Azzoun from the West and South. This will certainly improve children's access to the school.

Abu Dies Project 2, Jerusalem Governorate. Half Olympic Swimming Pool (previously a Football Field) - **0% Progress**. The project scope was finalized between the Municipality, the Ministry of Youth and Sports and neighbouring communities to ensure an appropriate facility for the entire region. It was decided that the best use of resources was to construct a half Olympic sized swimming pool, due to the close proximity of another Football field in a neighbouring community. Draft engineering designs were completed, however no Significant progress was made yet as there are potential issues related to the possibility of parts of this park being located in Area C which would require Israeli approvals.

Beit Fajjar, Bethlehem Governorate. Community Social Center, \$123,000 (USAID), \$38,000 (Community) - 100% complete. LDR contribution was completed and the facility was officially inaugurated in March 2008. The LDR team provided all needed information to the ARD Inc.'s Civic Engagement Project (CEP) to provide a grant to the Center for the procurement of equipment and furniture. The project generated 2,053 days of employment.

Al-Thahrieh Project 1, Hebron Governorate. Construction of a Public Parking Facility, \$166,000 (USAID), \$ 168,600 (Community)-100% complete. The construction of a new parking facility for public taxi and buses was begun in Al Thahrieh in July 2007 and was completed in December 2007. Despite some initial problems with utilization, LDR worked with the with the municipality and users to improve the use of the facility and it is now working near capacity. The project generated 1,531 days of employment. The community contribution towards this project was \$168,592.

Al-Thahrieh Project 2, Hebron Governorate. School Construction, \$ 158,000 (USAID) - 100% complete. The school which includes 7 classrooms, a teachers' room, two basement rooms, external works and sanitary unit was handed over as planned in mid May 2008. The construction of the school generated 3,074 days of employment. The community contribution towards this project is estimated at \$125,466.

Illar, Tulkarem Governorate. Construction of a Football Stadium. \$147,000 (USAID). \$84,000 (Community) - 100% complete. The football field was officially inaugurated on 22 April 2008 by the USAID Mission Director and the Minister of Youth and Sports. Usage of the facility is reported to be at capacity. The construction of the facility generated 1,307 days of employment.

Tubas Project 1, Tubas Governorate. Aerial Photograph, Mapping Plotter and Training on Usage and Equipment, \$11,500 (USAID), \$4,200 (Community) - 100% Progress. The aerial photographs have been completed and were delivered to the Governorate at the end of 2008. As USAID issued a SON waiver on the equipment (mapping plotter) in July 2008, the procurement of the equipment is on-going.

Tubas Project 2, Tubas Governorate. Youth Activities Center, \$220,000 (USAID) -0% Progress. The project is to build three additional floors to an existing municipal building adjacent to the municipality, adding an area of approximately 265 m2. The floors will be used as follows: The first floor - A multipurpose meeting room, the second floor - A sports hall with offices for the Sports Club, and the third floor: A communication and technology center, offices for the women's association and offices for the Tubas Children Council. This project profile was approved by USAID during this reporting period. The design of the facility was finalized in February and tender documents are now prepared by the Municipality. The project will be tendered during the next reporting period.

Aqqaba, Tubas Governorate. Construction of a New Boys' Primary School, \$350,000 (USAID) -90% Progress. The school consists of a ground floor of 620m2 area, sanitary unit, surrounding walls, and asphalted yards. Construction began on the school in July 2008. The work will be completed in April 2009. During this reporting period, all major construction work was completed on the school structure and finishing work will be completed in April. The project so far has generated 1,020 employment days. The community contribution generated to date is \$58,686.

BANI ZEID FOOTBALL STADIUM



Completed Bani Zeid Football Stadium



Bani Zeid Football Stadium before



Ongoing work at Bani Zeid Football Stadium

Kufur Thulth, Qalqilia Governorate. Construction/Rehabilitation of Internal Roads, \$ 146,000 (USAID), \$36,992 (Community)- 100% Complete. The work included laying 6,000 m2 of asphalt, 8,000 m2 of base course, pipe culvert of 800mm diameter and a retaining wall of 40 linear meters. The project was completed the 16th of October 2008 . The project generated 198 employment days. The community contribution towards the project is \$36,992.

Ithna, Hebron Governorate. Rehabilitation of Internal Roads, \$ 315,000 (USAID), \$ 27,800 (Community)- 100% Complete. This project included rehabilitation of internal roads through ground displacement, spreading a base course layer of 5m wide, an asphalt layer of 3m wide for 4.3 km of internal roads in addition to construction of pipe culverts and retaining walls. The project generated 1, 143 days of employment. The community is reporting a major ease in transport of citizens within and between areas around Ithna, particularly those who use the roads for the transport of their agricultural goods.

Kober, Ramallah Governorate. Construction/Rehabilitation of Internal Roads, \$288,000- 100% Complete. During this reporting period, all work on 9km of internal roads in Kober was completed. See page 22 for a more detailed look at the project.

Baqa Al-Sharqiyeh, Jenin Governorate. Asphaltting of Internal Roads, \$ 162,600 (USAID), \$ 16,906 (Community)- 100% Complete. The work on this project was completed during this reporting period on 13th October 2008, which included laying of an asphalt layer of 7,000 m2, 9,000 m2 of base course, a small rubble retaining wall in addition to protection of the road shoulders. 472 days of employment were generated

Kufur Ni'meh, Ramallah Governorate. Construction of a Primary Girls' School, \$296,000 (USAID), \$30,000 (Community)- 100% Complete. The project is comprised of the rehabilitation of an existing ground floor of 450 m2 and construction of two additional floors for a total area reaching 900 m2 (additional 10 classrooms). All construction work was completed. The

project generated 1,745 days of employment.

Huwwara, Nablus Governorate. Rehabilitation of Internal Roads, \$ 147,000 (USAID)- 100% Complete. The project rehabilitated 4 internal roads that serve the town population. The project was completed on 12th of November 2008. The project generated 625 days of employment. The community contributed \$16, 962 towards this project.

Hebron, Hebron Governorate. Construction of a Public Park, \$700,000 (USAID) – 5% Progress. During this reporting period, the tendering for this project was launched. All tendering steps were completed with the assistance and in the presence of representatives from Hebron municipality. The project is expected to be contracted and ground breaking of the site will occur during the next reporting quarter.

Tulkarem, Tulkarem Governorate. Construction of a Sports Hall, \$ 400,000 (USAID) – 16% Progress. During this reporting period, the project was contracted and initial works began on the project. As of March 31, 2009 form-works and steel reinforcement for ground beams have been cast, painting asphalt for caps/ground beams has been done, filling and compaction works between ground beams was also completed. The work was temporarily stopped when quality control measures found some issues with the reinforcement steel used for pile foundation.

Ya'bad, Jenin Governorate. Construction of a Second Floor of the Boys' School, \$ 227,000 (USAID), \$26,000 (Community)- 100% Progress. The project consists of construction of a second floor of area 650m2 (8 classrooms) and external work (boundary walls, re-asphaltting of yards and furnishing of playgrounds). Work was completed on the 12th of October 2008. The project generated 1,605 days of employment.

Doha, Bethlehem Governorate. Construct/ Rehabilitate the Hurieh Main Road and Connecting Segment, \$295,000 (USAID), \$26,762 (Community)- 100% Complete. The work included road rehabilitation equalling a length of 900m and a width of 8m. Implementation started in June and was completed on 20th

October 2008. The project generated 1,682 days of employment.

Birzeit, Ramallah Governorate. Aerial Photo for Master Planning, Old City Preservation, Water Network Rehabilitation, \$132,000 (USAID) - 70% Progress. The aerial photos were taken on March 2, 2009. The contractor has submitted AutoCAD drawings based on those photos and the municipality is now reviewing to verify boundaries. The Water network rehabilitation works were completed on the 11th of November 2008, generating 357 days of employment. In regards to the Old City Preservation, verification of ownership of buildings is still ongoing.

Yatta, Hebron Governorate. Construction of the West Wing of Yatta Stadium, \$ 565,000 (USAID) - 78% Progress. The project aims to serve the youth sector in Yatta and the surrounding area which lacks such facilities and is composed of the construction of 20 concrete spectators' rows at



Tulkarem Sports Hall

the western wing of Yatta sport stadium and building facilities like changing rooms, a first-aid unit, and sanitary units. During this quarter, work continued on casting concrete and formwork for drop sloped beams and seats of the stadium. The block building for the first floor and plastering the ground floor has also been completed. So far, 330 days of employment have been generated by the construction of the stadium. The community contribution mobilized to date is \$133, 709. The project is expected to be completed during the next reporting period.

Beit Jala, Bethlehem Governorate. Construction of a Public Library, \$438,000 (USAID) - 78% Progress. Currently, the municipality operates a library in a rented building where the space is extremely limited and the proper display of their

books is impossible. The construction of a new library will enable the public library to serve at capacity. While rapid progress was made in the first part of this quarter, construction works have now been delayed and the contractor has asked for an extension which LDR is now evaluating.

Al-Ram, Jerusalem Governorate, Multipurpose Building, \$413,000 (USAID) - 70% Progress. The MP building will have a public library, a children's library, a games library for older children and teenagers, a multipurpose hall, and a computer center. To date, the plastering has been finished for the first floor, tiling works for ground floor have been completed, all electrical and mechanical components have been installed. The project is expected to be completed in April 2009. To date, 202 days of employment have been generated by the construction of the building.

Al-Jeeb, Jerusalem Governorate, Building Community Center, \$ 166,000 (USAID), 100% Complete. The project is to construct a two floor building with two separate entrances/ exits. The project was completed during this reporting period. 360 days of employment were generated by the construction of the center. Please see page 27 for more details.

Rafat, Jerusalem Governorate, Rehabilitation of Internal Roads, \$134,000 (USAID) 100% Complete. The project includes asphaltting/rehabilitation of a number of internal roads of 3.0 km in length. The project was completed on 12 November 2008 and generated 434 days of employment. The community contributed \$6,388 towards the project.

Bir Nabala, Jerusalem Governorate, Service Center, \$ 325,000 - 5% Progress. Bir Nabala has a plan to construct a building that includes a Service Center, Municipality Facilities and a Post Office. The tender documents were completed during this quarter with significant technical support



Beit Jala Library Progress

Paving the Way for the Future

Internal Roads
constructed by
LDR

Al Doha, Bethle-
hem Governorate



The ease of movement and transport of citizens, trade, services and goods is a priority for communities throughout the West Bank. The over 600 checkpoints throughout the West Bank which have been put in place to direct traffic away from Israeli settlements have added significant time and inconvenience to West Bank communities and commerce. In several communities where LDR is working, communities have prioritized the work on internal roads which help facilitate the movement of traffic around these restricted areas and between neighboring communities.

On November 2007, the LDR team held a participatory planning workshop in Kober village in the north-west of Ramallah governorate. Present were 26 persons representing village organizations and citizens. The participatory planning workshop is always the first step of engagement with a community that LDR initiates. The critical step in the provision of improved community services helps to guarantee ownership and sustainability in operations and maintenance for the community development project for years to come. At the end of the Kober workshop, the community listed five projects as priority needs. Based on LDR criteria, the construction and rehabilitation of internal roads was selected by the community as a CDP to be implemented by LDR in Kober. *cont...*



Kufr Thulth Internal Roads Before



Kufr Thulth Internal Roads After



Kober Internal Roads, After

Kober Internal Roads, Before

In January 2009 LDR began rehabilitating and asphaltting 2.2km of internal roads inside the village of Kober. The roads lead to different public and private facilities such as schools, mosques and agricultural lands. As evidence of their urgent need for to the project, the Kober community contributed US\$ 21,266 to this project whose total cost was around US\$ 170,000.

The project was completed after three months at the end of March 2009. The villagers, now able to freely use the new roads, expressed their satisfaction in many ways - students reported that it is taking them less time to reach school now as they are walking smoothly and with fun, instead of running on the dirt roads they had before trying to avoid dust in summer and mud in winter. While to the elderly villagers the satisfaction was different *“This new road is easing our passage,”* he said expressing his happiness.

Realizing that the rehabilitation and asphaltting of internal roads is quite an urgent need in the West Bank villages, through its PPW process, LDR has now implemented 7 internal roads projects since the beginning of 2008. To date, 15.5km of road have been completed in the 7 villages (Baqā Al Sharqieh, Doha, Hiwarra, Ithna, Kober, Kufr Thulth, Rafat) investing around US\$ 900,574 directly, while communities matching contribution in addition have reached US\$ 133,778.6. On this relatively limited budget LDR has paved the way for a better quality of life for the 50,000 person residing in the different villages. The roads have also created 2,914 working days through the construction work and has had an impressive impact of easing the commerce throughout the small West Bank communities that until now remained isolated from the larger markets.

from LDR engineers. Tendering and contracting will occur in the next reporting quarter.

Zababdeh, Jenin Governorate. Construction of a Multipurpose Hall, \$208,000 (USAID) - 76% Progress. A multipurpose hall to serve as a venue for cultural and youth activities will be constructed. During this reporting period, painting, external plumbing, manholes, tiling, external and internal plastering, electrical works, and fixing the roof parapet were all completed. 293 days of employment were generated by this work. The project is expected to be completed in April 2009.

Kufer Al-Deek, Salfeet Governorate, Construction of primary girls school, \$305,000 (USAID) - 75% Progress. During this reporting period, plastering of internal and external works continued, tiling for classrooms and toilets were completed, electrical works and the septic tank were installed. To date, the works have generated 95 days of employment. The project is expected to be completed in April 2009.

Salfeet, Salfeet Governorate, Construction and Equipping of an Emissions Testing Sta-

tion, \$350,000- 5% progress. As there is no emissions' testing center in Salfeet, drivers must travel long distances to test their vehicles for registration. The construction and equipping of such a station will elevate this problem and provide the Municipality with income. There was little forward movement on this project during the reporting period as LDR is still awaiting the appointment of a site engineer by the Municipality. The notice to proceed will be issued during the next quarter.

Aqraba, Construction of a Health/Women Center facility, \$269,000— 71% Progress. The project will construct a medical center along with a women's center on a total area of about 400 m2, of which the medical center will occupy half of the total area and the rest will be used as a women center; this center will be used to educate and train the women of the Aqraba area. During this quarter tiling, pointing of stone walls, painting, filling works around ground beams of boundary wall, and form-work and steel reinforcement for septic tank walls, was completed. 239 employment days have been created as a result of this work.



Near Completion Aqqaba School

Ongoing work



AL JEEB SERVICE CENTER



Al Jeeb Service Center



Al Jeeb community has a population of 6,000 whose economy primarily consists of agricultural-based activities. The unemployment rate is estimated at 55%.

The service center constructed under LDR consists of a two story building that houses both a youth center and a health clinic. The area of each floor is approximately 200 m2. The project was identified as a community priority through an LDR facilitated community meeting in 2007.

Al Jeeb lacks an outlet for youth to spend their time. This space will offer a location for youth to meet and become involved in physical, social and cultural activities. The youth club will contain a large meeting room that can be used by the municipality and different organizations for meetings, trainings and workshops.



The current health clinic consists of two rooms in the local council building. The space is extremely limited and has not been meeting the demands of Al Jeeb citizens. Due to the lack of space, investments in new necessary medical equipment have been impossible.

The village council's contribution to this project was significant and included the prepare of the engineering designs and tendering documents, the donation of the land for the building, the supervision of all onsite construction, and the development of the maintenance and operation plans.

Gaza Repair Works

Due to the Israeli attacks on Gaza, all work scheduled for the previous quarter regarding rehabilitation works for water and wastewater networks in five Gaza municipalities; Al Zahra, Al Qarara, Abasan Al Kabira, Abasan Al Jadida and Al Fukhary Municipalities, has now been halted. Instead, work in the Gaza municipalities was limited to the identi-



fication and delivery of vital humanitarian aid, including plastic sheeting.

2.8 OBJ2-CB-ACT2: Develop Sound Project Construction Management Practices in all LGUs

During this quarter, the LDR team held the first of advanced training series on “Professional Project Management” targeting experienced engineers and managers in Municipalities, who have at least 4 years experience in the management of large construction and infrastructure projects. The objectives of the training are; 1) to increase the capacity of engineers in practicing professional project management based on solid knowledge of the latest Project management theories and literature. 2) to raise their awareness and appreciation of the importance of the principles of Community Participation; Transparency, Participation, Empowerment, Accountability, and Ownership, and how to incorporate them into the community development cycles.

This first training was conducted between the 17th and 18th of March 2009 in Ramallah. 19 LGU Staff (17 Male, 1 Female, including one Mayor) attended the training representing a total of 18 partner LGUs in the WB (Sabastia, Kufer Thulth, Arrabeh, Azoun, Tubas, Tulkarem, Ya’bad, Baq-AlSharqieh, AlRam, BirZeit, Salfeet, Rafat, East Salfeet Joint Services Council, Yatta, AlTharieh, Al-Doha, Ithna,

Beit Jala). It is anticipated that the series of Project Cycle Management trainings will exceed a total of 100 training hours.

In the coming quarters, LDR also plans to complete construction management manuals to be distributed to the 37 LDR partner LGUs.

2.9 OBJ2-CB-ACT3: Environmental Impact Measurement and Project Design Considerations

An Environmental Assessment report was prepared and submitted to the Environmental Officer at USAID for all approved activities. Mitigation and monitoring plans are kept with contractors and municipal engineers for reference and utilization during the implementation of projects.

2.10 OBJ2-CB-ACT4: Vocational Training

In order to ensure efficient and effective maintenance and delivery of municipal services, LDR provides vocational training in a diverse range of technical areas covering maintenance of electrical and water and waste water networks , in addition to welding and steel works.

During this reporting period, LDR capacity building team visited the Jerusalem District Electricity Company’s Training Center in Jericho, and met with the technical team to discuss the delivery of 6 training modules for engineers and technicians from partner LGUs that will take place during April and May 2009.

Training modules to be delivered will include: High Tension Networks maintenance, Electrical Wiring, Safety and prevention of unauthorized access to Public Electricity Networks, Traffic Light Maintenance and First Aid for electrical shocks injuries. These will contribute to the achievement of the LoP target for this activity as highlighted in Chart 1 above.

2.11 OBJ2-CB-ACT5: Internal Municipal Functions: Development of Public Procurement and Tendering Procedural Manual

This quarter, LDR worked closely with different departments within the MoLG to formally approve and roll out the Public Procurement and Tendering Procedural Manual. The draft of the report was finalized after the completion of the training workshops (see below) along with the comments and review from the Ministry of Finance. LDR staff met with the Legal Department within the MoLG to discuss the manual. During the next quarter, LDR will work to help the MoLG roll out the use of this manual and to adopt it and use by all LGUs. At that point, LDR will work with the MoLG to hold a joint workshop to release the manual.

LDR held **Four Centralized Training Workshops and one Training of Trainers workshop** on the newly developed Public Procurement and Tendering Manual. The trainings were delivered in January and February 2009 to 80 LGUs staff members representing 27 partner LGUs, and a total of 20 staff members from MoLG and 13 District Offices. Twenty participants also received the training of trainers workshop. In addition to training on the content of the manual, the workshops aimed at getting final feedback on the manual as input into the final draft, that was submitted to the MoLG. The centralized training workshops will be followed by a total of 540 hands-on trainings to be delivered to specialized staff from the 27 partner LGUs.

The participating partner LGUs are: Arrabeh, Aqqaba, Aqraba, Azzoun, Bani Zied, Beit Fajjar, Beit Jala, Bir Nabala, BirZeit, Hebron, Illar, Ithna, Kober, Kufir Ni'emah, Tubas, Tulkarem, Ya'bad, Yatta, Al-Tharriyah, Al-Doha, East Salfeet Cluster, Salfeet, Sabastiya, Al-Ram, Zababdeh, Baqa Al-Sahrqieh, Kufir Thulth.

2.12 OBJ2-CB-ACT6: Internal Municipal Functions: Develop and Install a Computerized Financial Accounting System in 11 LGUs

During this reporting period, CHF purchased and delivered the equipment to the partner LGUs who have received the training in the financial accounting system. See Annex A.

2.13 OBJ2-CB-ACT7: Internal Municipal Functions: Establish a Record Management and Archiving System in 3 LGUs

LDR will help develop the record and archiving systems for 3 WB LGUs (Salfeet, Tulkarem and Yatta). Currently, the services provided to their constituents generate significant volumes of paper and other types of e-records.

During this reporting period, six companies were shortlisted, a pre-bid meeting was held in January and responses were received on 15th February 2009. After all technical and financial reviews were completed, **Hulul company** was selected to complete this activity. All activities under this deliverable will begin during the next quarter.

2.14 OBJ2-CB-ACT8: Internal Municipal Functions: Implement a Management Restructuring and Business Process Management Project for Hebron Municipality

LDR's assistance will be provided to develop an internal corporate plan for Hebron Municipality's internal structure. The Plan will refine the roles and processes of the 15 different municipal departments and work to enhance the horizontal and vertical linkages among them. The Hebron municipality would also like LDR to undertake an internal IT audit to determine how the processes can be supported with IT inputs.

During this reporting period, Mazaya Business Services consulting firm was selected to lead this intervention. In cooperation with their international partner, Business Enterprise Services (based in Dubai), Mazaya was contracted to work on a daily basis with the Hebron Municipality to observe their internal business processes and to begin working with them on redesigning the Municipality's functions.

In February and March, meetings were held between LDR, Hebron Municipality Representatives and Mazaya Business Services to negotiate and map out the work plan, in which the following contract items were finalized:

a- Resource Mobilization—the Hebron municipality has agreed to set up an operation room for this activity, so all infrastructure related to that was mobilized. Additionally, the commitment and time of senior staff was mobilized.

b- Change Management Approach—The activity Action Plan which was developed during this reporting period lays out the time period and synchronization of steps which will be followed in the implementation of the transformation activity.

c- Requirements to be provided by Hebron Municipality to ensure successful implementation of the project were agreed upon. **Hebron municipality is working closely with the local council to ensure their buy-in and understanding of the activity.**

A public Kick Off meeting will take place at the beginning the next quarter (April 23rd, 2009) to announce the project, its objectives, main result areas and expected overall impact on Hebron Municipality.

2.15 OBJ2-CC-ACT1: Development of Municipal-Citizen Communication Mechanisms for 20 WBG LGUs

During this reporting period, LDR held three regional assessment workshops with partner municipalities to assess their issues, experiences, and views on communications with their citizens. Attendees consisted of LGU staff, LGU members, LAC representatives and representatives of local CBOs. Participants presented current systems in place, and broke up into working groups to discuss existing challenges, priorities and opportunities.

Based on the initial feedback from the LGUs, three suggested topics will be explored for messages centered around certain topics which require a high level of transparency and which often cause signifi-

COMPONENT C

CIVIC ENGAGEMENT AND GOOD GOVERNANCE PROMOTION

cant misunderstandings between municipalities and the citizens they serve:

- ◇ Transparent and Participatory Budgeting Process
- ◇ Zoning and Physical Infrastructure Planning
- ◇ Prioritizing Income Generating Projects and Community Development in a participatory fashion

Given the significant interest and need for this activity, LDR has decided to expand it to all partner LGUs in the WB. LDR will develop 3-5 standard communication manuals.

Awrad, LDR's partner in this activity, has investigated best practices in each of these sectors for government-civic communications and will be sharing this with LDR and our partner municipalities in the coming quarter.

In addition, the LDR capacity building team is working with partner LGUs to help them develop PR materials for their wider use. Partner LGUs have been requesting LDR's support in providing material and technical resources for publication and communications support. A total of 13 LGUs will benefit from this initial work, consisting of brochure design and printing, annual report preparation, and preparation of other PR documents. An additional 8 LGUs will also benefit from the development of Municipal websites under this activity.

2.16 OBJ2-CC-ACT2: Civil Society -Private Sector-LGU Partnership Conference

During the LDR all-staff planning meeting in October 2008, the team discussed the general environment of public-private partnerships in the WB. The general perspective is that while public-partnerships do exist, they are small in number, and

seemingly quite random. It was decided that given LDR's partnerships with municipalities, coupled with CHF International's links to private partners, LDR could provide substantial leadership on exploring the issues of public-private partnerships; determining how and why they are formed, examining specific case studies, and hosting conversations around specific topics related to these partnerships.

During this reporting period, CHF-LDR chose a participatory workshop as an entry point to this intervention. Preparations were undertaken for the first of a series of seminars dedicated to initiate national-level dialogue on a partnership between the private, public and civil society sectors in the Palestinian society. The first event will be dedicated to the local councils and brings together the largest of LDR's partners with a well developed private sector to address the topic from a local government point of view. The remaining series will target private sectors and civil society, the scopes of which will be determined at a later stage depending on the themes raised during the first seminar.

Researchers and experts in the field have been invited to submit their research papers on various topics relevant to the Public-Private Sector Partnerships, including:

- ◇ Existing sector partnerships for the delivery of public (and municipal) services
- ◇ Legal and policy environment (current and desired)
- ◇ Partnership investment projects for local councils
- ◇ Social responsibility in private sector investments and partnership projects.

During the next reporting period, research proposals will be evaluated and the first workshop to address the Public-Private Partnership concept in general detail will be held.

2.17 OBJ2-CC-ACT3: Good Governance and Civic Responsibility Campaign

The goal of the Good Governance and Civic Respon-

sibility Campaign is to develop advocacy and information campaigns around good governance messages.

LDR has decided to focus on two types of campaigns - advocacy and outreach activities. Advocacy campaigns will work with the LGUs and their communities around specific problematic areas that they would like to address together to resolve. The outreach activities will target citizens with the aim of building understanding of good governance themes and informing them of vital issues in the local government context. LDR initiated activities in both these formats during this reporting period.

Advocacy

LDR initiated discussions with the Birzeit Municipality which had shown a commitment and solid vision for a well-organized advocacy campaign. The LGU at Birzeit developed a concept note on their proposed campaign, which aims to encourage local communities to meet their citizenship obligations through fulfilling their service fee obligations by increasing the rate of payments received by LGUs for services provided. A four month campaign will be launched using a variety of tools including publicity material, media outreach, workshops and public meetings. In a meeting with the Birzeit LGU, the mayor expressed his enthusiasm for the campaign in its final format, and provided his approval to begin implementation which will initiate during the next reporting period. A replication of this campaign is now being discussed with Azzoun LGU.

Joint-Services Council of the East Salfeet Cluster—After several meetings with the Kifl Hares mayor, who represents the East Salfeet Joint Services Council, the idea of an advocacy campaign to raise awareness of the new Solid Waste Management Unit has been materialized. The planned campaign aims to raise awareness among the public of the unit's impact on the environment, its benefits on the overall welfare of the community, and most importantly, the citizens' anticipated role. In particular, the campaign will advocate citizens to facilitate the waste management process by engaging in source waste separation. The campaign will extend over the span of 3 months, through which publicity material will be disseminated and a wide range of social activities held. The main objective of this

campaign is to increase public participation in public affairs and their engagement in the municipality's scope of work.

Summer Outreach Activities

These activities target different societal sectors and groups with the overall aim of raising their involvement and engagement with their LGUs. For these activities, the civic engagement team will work with six LGUs in order to assess their needs for such activities. Initially, the following areas have been nominated for such an intervention: Illar, Sabastia, and Al-Zababdeh in the North as well as Yatta, Ithna, al-Thahrieh in the South.

The Civic Engagement Team has finalized the application for partner LGUs and CBOs to submit their planned good governance activities during the summer, including the summer camps in each region. The application form will be disseminated to local councils, which will hold a meeting with CBOs and identify their expected partner. The application is gauging CBO's financial and technical capacity to implement its proposed activities and relevance to civic engagement.

Possible activities include town hall meetings, summer camps, and public festivals.

2.18 OBJ2-CC-ACT4: Youth Shadow Local Councils

During this reporting period, all initial activities with the Youth Shadow Local Councils have begun, including the initial mobilizing of communities, the election of 4 councils, training of council members and the start-up of YSLCs community development activities.

All activities were positively received by the LGU, parents and youth in each of the four participating communities—Bani Zeid, Beit Fajjar, Salfeet and Al Ram. Initially, this activity also had a proposed fifth partner, Baqa Al-Sharqieh. Unfortunately, LDR reached an impasse with this municipality over issues of gender representation on the YSLCs. While the community of Baqa Al-Sharqieh requested two YSLCs, one male and one female, LDR decided that the intervention would be compromised by this approach, as in all communities formal LGUs do have

both male and female representatives.

After the election of the YSLCs in January and February 2009, each council was trained in topics covering leadership and communication skills. YSLC members received approximately 20 hours of training to further educate them on the LGUs and their role, in addition to enhancing their skills and capacities as youth leaders. Based on these trainings, the YSLC will design their own bylaws and regulations which will define their scope of work and limitations. These trainings guided YSLC members on how to hold efficient meetings, time management skills, conflict-resolution techniques, decision-making, planning and prioritizing, and project implementation. The theoretical component of the training educated the members on the reality of local governance, the role of the LGU, and the duties and responsibilities of elected members.

LDR has also procured some office equipment and furniture for each of the YSLCs in all four locations.

During February and March 2009, joint-YSLC activities were held to introduce the members to each other and exchange their experiences.

Three exchange visits took place. On March 6th, Salfeet YSLC paid a visit to its counterpart in Beit Fajjar, where participants engaged in different social and educational activities, such as discussion about their election experiences and their respective draft bylaws.

On March 13th, all members of the four YSLCs, local councils, and their respective LAC members met in Kufur Ni'meh collectively for the first time. A total of 70 persons participated in this one-day event and introduced themselves to their peers and presented their experiences so far. A second collective meeting took place on March 27th in Salfeet.

Together, the YSLCs have embarked on project planning, in addition to making significant headways in drafting their own YSLC by-laws. Below is a detailed description of the activities undertaken for each YSLC in this reporting period.

Beit Fajjar

In Beit Fajjar, a total of 500 youth of both genders registered for in January to take place in the first

phase of the project. Participants were divided into 10 groups and attended an initial 5 hour awareness workshop to explain the program to the youth and introduce them to the essential citizenship, good governance and democracy concepts within the context of local governance. The workshops were used as an opportunity to prepare a “youth voters registry” and for interested youth to declare their candidacy to the youth council elections .

Elections were held at the end of January with 13 out of 60 nominees elected to represent the youth in the YSLC, reflecting the number of LGU members in Beit Fajjar. In Beit Fajjar, the YSLC discussed the various details of their “Citizenry Project” and agreed that the period of the implementation of their first community project will be one month starting from the end of March 2009 to April 2009.

The YSLC mayor met with CBO representatives in late March 2009 to update them on the YSLC plans and upcoming events. The CBO representatives expressed their pride with the YSLC and its achievements and promised to offer help for the YSLC in order to continue its success.

Salfeet

After selecting the local coordinator and forming a support committee, the general assembly of interested youth at Salfeet was formed. The election day in Salfeet was very organized with sophisticated election procedures. Salfeet formed committees for monitoring the elections and others for opening and counting the votes. A press release was held after the elections whereby the LGU president, Mr. Tahseen Sleemi, discussed how this project will benefit the community. Mr. Sleemi clarified that the elected YSLC will assist the LGU in its performance. The speech was followed by announcing the results. Out of the 28 nominees for the YSLC, 15 were elected including 7 females, which is considered a high gender representation in the Palestinian society.

The first training was delivered to the YSLC members on February 13th. The YSLC of Salfeet met with its general assembly (registered electorate) in a step towards immersing the members in the democratic life and focusing on the accountability concept.

The Salfeet YSLC introduced their project “Beautiful and Clean Schools of Salfeet” to 81 interested youth. The youth volunteered to participate in the implementation of the project in its different stages and were divided into three committees, namely; the painting, planting and cleaning committees.

Actual implementation of the project in Salfeet began on March 30 throughout the community. In addition, the first public meeting was held which was attended by 5 LGU members, 4 CBO representatives, and 63 youth participants. During this meeting, the YSLC mayor and other members welcomed the participants and talked about the YSLC plans and upcoming project. After listening to recommendations and suggestion by participants, the YSLC mayor stated he would pursue the needs of the youth of Salfeet in order to improve it as much as possible.



Salfeet Elected Youth Shadow Local

Kufr Ni'meh

After confirming its participation in the pilot-phase of YSLCs, a total of 23 YSLC nominees competed for the 9 seats devoted for the Kufr Ni'meh YSLC. The elections monitoring committee was comprised of LGU and LAC members, civil society representatives, and CHF representatives. Though the number of nominees was comparatively small in Kufr Ni'meh, high competition could be easily noticed during and prior to the elections.

The candidates undertook different campaigning methods that they gained from the initial educational workshops. Of the 124 youth who participated in the educational workshops, 82 voted on a Friday, their day off from school, to elect their fa-

favorite candidate. Four of the nine elected members in the YSLC were female, three of whom ranked from the top four candidates in terms of votes.

The Kufur Ni'meh YSLC selected their first community project- tree planting. The action plan and timeframe have been discussed and volunteers recruited to help with the project implementation (63 youth registered).



Elected Kufur Ni'meh YSLC

Al Ram

In Al-Ram with the participation of the LGU, local school principals, and CHF a “general assembly” of 70 students was nominated to select 15 candidates. Over 40 youth participated in the educational workshops to prepare them for the elections.

The elections in Al-Ram took place on March 7.

Al-Ram YSLC is made up of 15-elected youth (8 female and 7 males). Since its formation, the YSLC has held its first meeting to distribute seats and roles.

3. CROSS CUTTING THEMES

Cross cutting themes such as Support to Moderate Leaders, Youth Positive Engagement, Gender Mainstreaming and Citizenship Promotion continue to be fundamental principles to the implementation of all of LDR’s activities, and as such are integrated into program activities.

Support to Moderate Leaders

LDR continues to support key partner LGUs in which moderate leaders show keen support to developing good governance practices in their communities.

During this reporting period, the Mayor and Municipality of Illar received an award recognizing the good governance principles of transparency and participation. The award was given by UNDP, and was the only one issued in the West Bank. See Annex B visibility for a note thanking LDR for its support. While LDR interventions are aimed at enhancing the good governance practices of municipalities, it is most often the attitudes and behaviors of moderate leaders, such as the Mayor of Illar who make the difference for their citizens.



Elected Al Ram YSLC

LDR provides critical public infrastructure to municipalities, helping them to serve their citizens better. However, the simple provision of infrastructure is not enough to ensure the long term relevancy and sustainability of the infrastructure. That is why LDR is ensuring well designed use and cost and maintenance sustainability plans are put in place well in advance of the completion of the project. Several of the Municipal leaders of LDR have begun to share their experiences and best practices. During this quarter, the Mayor of Zababdeh (multipurpose hall and park), has met with his counterparts in Arrabeh and East Salfeet Cluster who have similar community infrastructure projects from which they have a vast number of lessons learned and best practices to share on the utilization of the facilities that can be taken into account by all Mayors in preparing their sustainability plans.

AL THAHRIEH—THE GATEWAY TO THE FUTURE

**“Al-Thahrieh,
beautiful and
well-organized
by the year
2010 “**

*The Municipality's
Slogan*



“Together we can make Al-Thahrieh Municipality’s Vision come True”

Since its establishment in 1997, Al-Thahrieh Municipality has been working hard to accommodate the growing population of the town. With a population of 31,000 persons, Al-Thahrieh sits on an area of 20 acres and is considered the southern most “Gate” of Palestine. The population of Al-Thahrieh is growing at an overwhelming rate which has made it difficult for the municipality to meet the needs of the population.

The Partnership between Al-Thahrieh Municipality and CHF started in 2007 through a Participatory Planning Workshop (PPW) that took place in the municipality. Thirty seven members representing civil society and the public and private sector participated in the workshop. During a typical PPW, the community decides its priority needs through a SWOT analysis and a voting process. At the completion of Al Thahrieh’s workshop, the community decided that a public transport parking site was a dire need to elevate the traffic congestion problems facing the town.

Randa Samasira, a 28 year old community member stated, “The public transport vehicles are blocking the center of the town making it impossible for traffic to move. The center of Al-Thahrieh is really small and does not accommodate the number of cars currently present in town.” Something needed to be done to relieve this problem. In the middle of September 2007 the implementation of the project began with a budget of \$334,000; USAID contributed \$166,000 of this, while the community demonstrated its commitment to the project by contributing over 50% of the total project costs—\$168,000.

cont...



Like all partner municipalities with whom LDR works, the public transport parking facility came hand in hand with the capacity building interventions to improve the technical and administrative capacities of the municipality. A series of trainings were offered to the municipality staff in the fields of engineering, financial administration and communication. Through LDR, the municipality was provided with the Al-Shamel accounting system to better organize its financial data and allow for an improved financial monitoring and evaluation system.



Mr. Iyad Abu Sharkh, the financial manager (pictured at the left) stated that the system has allowed for more accurate financial reporting as well as improved transparency. Financial data can be retrieved within minutes. The head of the Billing and Taxing Unit, Mr. Ahmad Kisieh, stated, “In previous years the municipality had to rely on a primitive system of issuing all sorts of bills. A time consuming process was then needed to enter the data collected from all the bills. Now, the system allows for the bills to be issued in an effortless manner and within minutes. This system has helped save time and effort as well as provide us with a tight monitoring system that is tied directly to the financial accounting system.”

One of the most remarkable success stories that demonstrates the interactivity of LDR’s multi-layered approach is told by Mr. Mohammad Rbaa (pictured below with an LDR staff member), the Head of the Public Relations Unit who stated, “We faced resistance from the public once we completed the public transport parking. This is normal because people are usually resistant to change what they are used to doing things a certain way. Such a project requires a public awareness campaign that highlights the benefits of the public transport parking. In order to advance the project and incite the people to use it we had to rely on our Local Action Committee (LAC), also created by CHF. Discussions between the municipality, LAC and civil society organizations took place during which a clear action plan was drawn that identified the roles needed to be played by the three partners to make the project a success. Much effort was put into this by the three partners. With the help of the police, the public transport parking was functioning by the end of August 2008.” The public transport parking enables parking for up to 70 vehicles and offers services to and from Hebron city. The parking also includes service rooms for the drivers and passengers, facilitating their trips into and out of Palestine’s southern gateway.



Finally, Ms. Suhad Rabaa (pictured at the left), the Head of the Engineering Unit in the municipality states, “All the CHF projects have come hand in hand with the vision and mission of Al-Thahrieh Municipality, the main aim for us is a beautiful and well-organized Al-Thahrieh by 2010. The CHF projects have helped develop the service delivery aspects of the municipality as well as provide the people with a more beautiful city. I myself have received trainings in the areas of evaluation, proposal writing and project management and these trainings are essential to my job and have helped raise my professional capacity. I apply what I have learned daily in my work with the community.”

Youth Engagement

As LDR's civic engagement team engages with communities on the Youth Shadow Local Council initiative, it has found that while youth enthusiasm for the initiative is quite high, awareness raising for both youth and non-youth populations within the communities is critical to ensure full buy-in and trust in this initiative. By the act of "shadowing" the formal council, this activity is giving youth the recognition and respect they yearn for as a critical mass of Palestine's democratic future.

LDR's support to the Youth Local Shadow Councils is giving youth an opportunity to practice democratic principles first hand. This activity is providing opportunities for the participating youth to directly interact with leaders in their own communities and beyond. They are also receiving experience interacting with their "constituents" and learning the democratic principle of accountability to those constituents who are going to monitor their performance. They are coming away with a more profound understanding of democratic principles shown by the seriousness with which they approached the elections.

Democratic Participation

Democratic participation is not only about casting a vote, it is about citizens accepting the outcome of those elections and also calling upon their leaders to be accountable to their constituents.

In Beit Fajjar, the outcomes of the YSLC elections resulted in candidates being elected from each of the three main families which make up the community. The youth, the community and LDR see this as truly representative of the democratic nature of the elections, as elected candidates truly represented a cross-section of the make-up of the community. As such, the youth can feel that this Youth Shadow Local Council is one which can voice their concerns and needs.

The ability of the entire community to participate in the YSLC elections in a democratic fashion, even in these "mock" elections, is demonstrative of the eagerness of youth to be civically engaged in their communities towards constructive ends. As such, they are learning what participation means both as leaders and as constituents.

Transparency, Accountability and Anti Corruption

At the heart of good governance principles are transparency, accountability and anti-corruption.

Several of the LDR capacity-building interventions are focused on the cross-cutting themes of transparency, accountability and anti-corruption. Specifically, the public procurement and tendering manual revision works at standardizing and making transparent procurement practices across the local government sector in Palestine.

If regulations on procurement processes are transparently made available to the public, then the public can hold its government accountable for adhering to it. It also follows, that opportunities for corruption are lessened when a systematized, publicly published system is followed and known to all. And as such, confidence in local governance is increased.

Civic Awareness

Good governance messages cannot take root within any society, without an equal build up of civic awareness of the roles and capacities of their governance structures. LDR activities are designed to enhance awareness of citizens, elected officials and LGUs of their rights, roles and functions vis a vis other governance structures, as well as the people they serve.

The local advocacy campaigns and awareness raising activities are at the heart of building citizens' participation and knowledge of how government works. They will call for citizens not only to participate by making demands on their government and finding ways to influence service delivery, but also by ensuring their contribution towards governance by the payment for services, their input on the maintenance of community infrastructure, and their participation in regular discussions with their representative officials.

Local Governance Dialogue

Creating dialogue around local governance themes is a goal LDR aims at through both national and local levels.

LDR is putting significant effort in this phase to mobilize national stakeholders in developing a vision for the local governance sector in order to better clarify how support to the sector can be targeted. Currently there is frustration on the part of both LGUs and the MoLG in terms of how the two bodies should relate – is the MoLG a regulatory body or a funding body or an oversight body? Are the LGUs completely independent bodies from the national level? Are LGUs accountable to their citizens, to the MoLG, and if to both, in what ways does the MoLG support that? The details to those questions need to be answered in order to determine how to best ensuring local democratic practices can be encouraged and supported throughout the Local Governance sector.

4. VISITS & VISIBILITY

During the reporting period no major visibility events took place under the LDR program, given the dire events in Gaza which required a low profile for all USAID funded programs. Additionally, communities in the West Bank were generally unwilling to participate in any celebratory events which may have sent conflicting messages about their views on events in Gaza.

Despite the low visibility, much of LDR's work was covered on a continual basis in the local press (See Annex B). Local print, radio and TV media covered LDR's MOU signing with the Ministry of Local Governance, several other meetings with LGUs, and the National MoLG workshop in Jericho. In cooperation with the Internews Program, the elections of several YSLCs were also covered by local press.

LDR expects the visibility of the program to return to normal levels during the next reporting period, with the inauguration of several completed infrastructure project and several workshops and events related to the Hebron Transformation work and the Civic Engagement YSLCs.

Visits

Several program-related visits were made by LDR and USAID staff during this reporting period. USAID D&G staff visited CHF offices in Ramallah, as well as several project sites. Additionally, visits were made by IFES staff to determine how to coop-

erate on their work in developing electoral boundaries.

5. COORDINATION & LEVERAGING

The most significant need for coordination and leveraging at this point in the LDR project is presenting itself at the national level. With the signing of the LDR-MoLG MOU, LDR is now committed to fulfilling its obligations under this MOU. However, several other actors have also made similar commitments to the MoLG.

Therefore, during this reporting period, LDR took the leadership in coordinating with and sharing their experience with several of the lead actors in the sector, including the Danes, UNDP and the Swedish government. Several of these donors are at different stages of their funding cycles and commitments, and the coordination and leveraging is taking place to ensure that resources are brought to bare in the proper amounts and proper places to ensure everybody's contributions make the most significant impact possible.

Likewise, LDR is continuing to track other donor initiatives and interest as they relate to several of our capacity building interventions. Particularly the work in the financial training and provision of software and the development of the tendering and procurement manual seem to have drawn quite a bit of positive attention from other donors. LDR will continue to leverage the interest and resources by other donors in these issues to again ensure that any investment made is done to maximize the impact of the inputs.

6. DIFFICULTIES ENCOUNTERED

This past quarter has been a particularly fluid and uncertain period for Palestine's Governance sector. It has required LDR to continually reflect on where and how the program can impact the sector in a sustainable manner.

The signing of the MoU with the MoLG was a sig-

nificant step towards solidifying a year's worth of plans and small interventions during which LDR was able to build the trust with the MoLG to ensure that the dialogue will result in national level interventions which can influence the local governance sector. The LDR team is maintaining its forward momentum at the national level in order to ensure gains made to solidify the commitments are not undone with a change of the PA's political face. However, this area of the program still remains a sensitive and challenging one.

As expected, it LDR's work at the local level which continues to make the most gains, where demand for governance improvements is high. Even so, there are troubling trends of political fractionalization which strains the good governance of practices of even the strongest of LDR partner LGUs. The level of effort put in by LDR in the YSLC and advocacy activities was quite major to overcome the highly politicized environment impacting local government units.

7. MONITORING & EVALUATION

LDR continues to consolidate its monitoring and evaluation activities. During this quarter, tools have been developed to efficiently monitor deliverables at the national level as well as with the recently activated civic engagement activities. Progress is on track with deliverables (see Annex C).

In a meeting with USAID's GEO-Mis specialist, it was brought to LDR's attention that the new activities introduced into the Implementation Plan in late 2008 are not being captured by the MIS indicators selected several years ago for the program. As such, LDR is re-examining its PMP to consolidate its operational and impact indicators to bring them in line with new MIS indicators which will be added to LDR.

LDR developed the terms of reference for a program evaluation to be conducted during the next reporting period in all of LDR 37 West Bank partner LGUs. The evaluation will help LDR determine the next phase of its local governance activities in terms of horizontal and vertical expansion. The evalua-

tion will also capture community mapping information and attitudes toward local governance issues.

LDR has also decided to enhance its post-activity impact tools and methodologies. LDR will be developing new ways to capture the broader impact of capacity building interventions through a tool called, "Most Significant Change". A sustainability survey tool will also be introduced with communities to measure indicators of ownership and sustainability of community projects after LDR's construction work has completed. These methodologies and tools were developed during this reporting period and will be introduced into LDR workflows in the next reporting quarter.

“معا من أجل بلدة الظاهرية جميلة ومرتبعة حتى العام 2010”



منذ تأسيسها في العام 1997 تعمل بلدية الظاهرية من أجل مواكبة الكثافة السكانية في المدينة التي بلغ عدد سكانها حتى العام 2009 واحد وثلاثون ألف نسمة ينتشرون على مساحة 20 دونم هي مساحة بلدة الظاهرية ، حيث تعاني البلدة التي تعتبر بوابة الجنوب الفلسطيني من الزيادة الكبيرة في الكثافة السكانية وما يترتب عليها من مشكلات شح المياه و ندرة الأماكن المناسبة للسكن وبطأ تقديم الخدمات والبطالة والازدحام المروري ، الأمر الذي يشكل تحديا كبيرا امام البلدية التي تحاول بإمكانياتها المتواضعة إيجاد أفضل السبل للقيام بواجباتها .



بدأ التعاون بين بلدية الظاهرية ومؤسسة CHF الدولية في بداية العام 2007 من خلال ورشة العمل بالمشاركة المجتمعية التي عقدت في بلدية الظاهرية ، والتي حضرها سبعة وثلاثون شخصا مثلوا القطاع العام والقطاع الخاص و المواطنين والجهات المعنية في قطاع الحكم المحلي هناك، وقد نتج عن تلك الورشة تحديد لاحتياجات المجتمع المحلي من المشاريع التطويرية واكتشاف مناطق الالتقاء والانفصال بين المواطن والسلطة الممثلة بالبلدية من أجل إيجاد أمثل السبل لتقوية العلاقة بينهما على أسس تضمن الشفافية والنزاهة والمشاركة، كذلك تمخض عن الورشة لجنة المساندة المجتمعية للإشراف على المشاريع المنوي تنفيذها بين البلدية ومؤسسة CHF الدولية من أجل ضمان تنفيذ ما تم الاتفاق عليه بالجودة المطلوبة .

وبعد التصويت على المشاريع المقترحة تم اعتماد تنفيذ موقف للسيارات العمومية يعمل على التخفيف من الأزمة المرورية التي تسببها سيارات الأجرة، التي كانت تتخذ من مركز البلدة موقفا لها ، الأمر الذي كان سببا في الاختناقات المرورية والحد من حرية الحركة للمواطنين في تلك المنطقة التي تعج في الحياة يوميا . تقول رائدة سمامرة 28 عاما، مواطنة من بلدة الظاهرية في هذا الخصوص "كانت السيارات والسائقين يسدون مركز البلدة وكانت الحركة مستحيلة فمركز البلد صغير ولا يحتمل وجود هذا العدد من السيارات ، وكان وجود السائقين الذين يجتمعون حول السيارات يسبب الحرج والضيق فيمنعنا من الحركة بيسر " .

في منتصف أيلول من نفس العام تم البدء بتنفيذ الموقف العمومي بميزانية وصلت إلى 334 ألف دولار أمريكي، ساهم المجتمع المحلي بما مقداره 168 ألف دولار أمريكي بينما قدمت الوكالة الأمريكية للتنمية الدولية USAID الممولة للبرنامج باقي المبلغ إي ما مقداره 166 ألف دولار . وكان العمل قائم بموازاة مشروع آخر سيشكل فرقا في مستوى الخدمات المقدمة من قبل البلدية للمواطنين على المدى البعيد وهو مشروع بناء القدرات الفنية والإدارية للبلدية، فبالإضافة إلى التدريب الذي تلقاه موظفو البلدية في التخصصات الهندسية والمالية والإدارية والاتصالات تم التعاقد مع شركة الإسراء للبرمجة من أجل تحميل برنامج الشامل للمحاسبة العامة الذي تم تطويره ودمجه بنظام الفوترة من أجل استخدامه في عمليات الجباية والتحصيل وإصدار الكشوفات المالية ومتابعة الإيرادات والمصروفات وإصدار التقارير المالية. وقد قدمت شركة الإسراء دورات تدريبية من أجل تأهيل موظفي البلدية لاستخدام البرنامج . ووفق ما أفاد السيد إياد أبو شرخ المدير المالي في البلدية فقد ساهم البرنامج في ضبط وتنظيم الأمور المالية وساعد في عملية التدقيق وقياس الأداء فبالإضافة إلى سرعة إدخال المعلومات وإخراجها يربط البرنامج بين الأنظمة المالية المختلفة في البلدية مما يسمح للمعنيين الحصول على تقرير مالي كامل متكامل في غضون دقائق . ويقول السيد أحمد قيسية رئيس قسم الجباية والتحصيل "في السابق كنا نستخدم برنامج بدائي في عملية إصدار فواتير الماء والكهرباء والنفايات والمعارف فكانت عملية إدخال المعلومات وطباعة الفواتير تستغرق ساعتان من الزمن الآن كل ذلك يتم بخمس دقائق لقد وفر علينا البرنامج الكثير من الجهد والوقت بالإضافة إلى إنه لا يسمح بحصول إي تلاعب في الفواتير والأرصدة لارتباط النظام بالنظام المالي العام للبلدية"

منذ العام 2005 يعمل برنامج الحكم الديمقراطي المحلي "تواصل" الممول من قبل الوكالة الأمريكية للتنمية الدولية USAID في الضفة الغربية وقطاع غزة على الصعيدين الوطني والمحلي من أجل دعم جهود السلطة الفلسطينية الرامية إلى توفير البيئة الملائمة لإيجاد نظام حكم محلي ديمقراطي لامركزي فعال، والاستجابة لاحتياجات الهيئات المحلية من أجل تمكينها من أداء أعمالها بفعالية وكفاءة وتلبية احتياجات المواطنين بنهج تشاركي .



مقابلة معمقة تجريها CHF مع السيد محمد رباح مدير العلاقات العامة

ويطرح السيد محمد رباح مدير العلاقات العامة في البلدية قصة نجاح أخرى لا تقل أهمية عن كل ما ذكر وهي العلاقة التي تم تنميتها ما بين المواطن والبلدية ويقول السيد محمد " خلال الستة أشهر الأولى التي تلت تشييد الموقف العمومي ، واجهنا مقاومة شديدة من قبل السائقين والمواطنين الذين يرفضون استخدام الموقف ، وأنا أعزو ذلك إلى الثقافة العامة وربما لأن طبيعة الإنسان تستسهل القيام بالأعمال التي اعتاد القيام بها على التعود على عادات جديدة ، الأمر الذي استدعى إيجاد حلول سريعة لتوعية الجمهور بأهمية استخدام الموقف العام ، فتم استدعاء لجنة الإسناد المحلية ومؤسسات المجتمع المدني والتشاور معهم ووضع خطة عمل توضح دور كل مؤسسة من أجل إنجاز تشغيل الموقف وفعلا بفضل تكاتف الجهود ومساعدة أجهزة الشرطة تم تشغيل الموقف في 20 آب 2008 "



سهاد رباح - رئيسة القسم الهندسي في بلدية الظاهرية

تقول سهاد رباح رئيسة القسم الهندسي في البلدية " لقد توافقت المشاريع المنفذة من قبل مؤسسة CHF الدولية مع الرؤيا العامة لبلدية الظاهرية التي مفادها "من أجل بلدة الظاهرية جميلة ومرتبطة حتى العام 2010" حيث ساهمت المشاريع المنفذة في تطوير الجوانب الخدمائية والترفيه وتحسين المظهر الداخلي للبلدة كذلك خدمت البلدية بشكل خاص التي استفادت من ورش العمل الخاصة بقياس الأداء من أجل وضع خطة عمل لقياس الأداء في البلدية على مستوى القيادة والخدمات المقدمة والمشاركة المجتمعية ، أنا شخصيا تلقيت تدريبات فيما يتعلق بقياس الأداء وكتابة المشاريع وإدارة المشاريع ، وهي دورات في صميم عملي في البلدية ورفعت من كفاءتي المهنية التي ألمسها يوميا من خلال العمل في الميدان "

يضم الموقف الآن سبعون سيارة أجرة تخدم المسافرين على طريق الظاهرية -الخليل وبالعكس ويوجد في الموقف غرف خدمات للسائقين والمسافرين من أجل التيسير عليهم ، يقول معاذ جراد أحد السائقين على طريق الظاهرية - الخليل " لقد تم تنظيم الأمر بالفعل حيث يوجد مكان لنا كسائقين للاستراحة دون أن نسبب حرج للمارة ودون إعاقة المرور . في البداية لم نكن موافقين بسبب بعد الموقف عن مركز المدينة لكن الآن وجدنا أن الأمر يعود بالفائدة علينا والجميع تقبل الأمر "

وتقول رائدة سامرة "أنا أعمل في الخليل وعلي السفر يوميا بين الظاهرية والخليل وأجد الموقف مريحا جدا عما كان في السابق فلا أزمة مرور ولا انتظار وكل شيء يتم بتنظيم واحترام "

ولم يتوقف التعاون بين بلدية الظاهرية ومؤسسة CHF الدولية عند هذا الحد حيث تم تنفيذ مشروع آخر ضمن نفس البرنامج وهو مشروع بناء غرف إضافية لمدرسة الغزالي الأساسية بكلفة 284 ألف دولار أمريكي ، ساهم المجتمع المحلي بما مقداره 125 ألف دولار أمريكي بينما قدمت USAID باقي المبلغ إي ما مقداره 159 ألف دولار. وتخدم المدرسة التي تضم ثمانية شعب 311 طالب من المرحلة الأساسية كانوا مضطرين للدوام على مرحلتين مسائية وصباحية و في غرف مستأجرة بسبب قلة الغرف الصافية في البلدة .

برنامج الحكم الديمقراطي المحلي "تواصل"

بلدية الظاهرية - 2009



وضمن برنامج آخر تنفذه المؤسسة هو برنامج الحدائق العامة PARCS والممول أيضا من الوكالة الأمريكية للتنمية الدولية تم إنشاء حديقة عامة على مساحة أربعة دونمات بتكلفة 169 ألف دولار أمريكي توفر الترفيه واللعب بأمان وحرية لجميع أفراد العائلة .

النضال الشعبي تندد بقرار هدم المنازل في بيت فوريك

فلسطين - عمان - كوكبة - تحدثت لجنة النضال الشعبي الفلسطيني بقرار السلطات الإسرائيلية بهدم أكثر من 20 منزلاً في قرية بيت فوريك في الضفة الغربية المحتلة. وقالت اللجنة في بيان صحفي إنها تندد بقرار هدم المنازل في بيت فوريك، قائلة إن القرار يهدد حياة سكانها الذين يعيشون في ظل الاحتلال الإسرائيلي منذ عقود. وأضافت أن القرار يهدد حياة سكانها الذين يعيشون في ظل الاحتلال الإسرائيلي منذ عقود. وأضافت أن القرار يهدد حياة سكانها الذين يعيشون في ظل الاحتلال الإسرائيلي منذ عقود.

موسى يقوم بجولة اقليمية في مسعى لتسوية الخلافات العربية

القاهرة (أ.ب) - بدأ الأمين العام للجامعة العربية عمرو موسى أمس جولة في مسعى لتهيئة الأجواء لمفاوضات تسوية الخلافات العربية. وقال موسى إنه سيقوم بجولة في مسعى لتسوية الخلافات العربية. وقال موسى إنه سيقوم بجولة في مسعى لتسوية الخلافات العربية. وقال موسى إنه سيقوم بجولة في مسعى لتسوية الخلافات العربية.

اجتماع تقييمي لادارة الشباب في الاتحاد العام لنقابات العمال

الغزة - أعلن المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال. وقال المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال. وقال المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال.

الغزة - أعلن المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال. وقال المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال. وقال المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال.

وطن السلام .. أغنية جديدة للفنان هيثم الشوملي

رام الله - أصدر الفنان الفلسطيني هيثم الشوملي أغنية جديدة بعنوان «وطن السلام» من ألبومه الجديد «وطن السلام». وقال هيثم الشوملي إن أغنية «وطن السلام» من ألبومه الجديد «وطن السلام». وقال هيثم الشوملي إن أغنية «وطن السلام» من ألبومه الجديد «وطن السلام».

انتخاب مجلس محلي مساند في سفيت ضمن مشروع المجلس المحلي المساندة

رام الله - اختار المجلس المحلي في سفيت من بين 15 مرشحاً أعضاء المجلس المحلي المساندة. وقال المجلس المحلي في سفيت إن أعضاء المجلس المحلي المساندة. وقال المجلس المحلي في سفيت إن أعضاء المجلس المحلي المساندة.

النيسان وغول يؤكداً على الصلحة/ بقيقة

الغزة - أعلن النائبان غول والنيسان في جلسة مشتركة مع أعضاء المجلس التشريعي في قطاع غزة. وقال النائبان غول والنيسان في جلسة مشتركة مع أعضاء المجلس التشريعي في قطاع غزة. وقال النائبان غول والنيسان في جلسة مشتركة مع أعضاء المجلس التشريعي في قطاع غزة.

انحسار مياه البحر الميت في حوضها

الغزة - أعلن المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال. وقال المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال.

اعتقال لص سرقة سيارة أحد القسامين

الغزة - اعتقل أحد القسامين في الضفة الغربية لص سرقة سيارة أحد القسامين. وقال أحد القسامين إن لص سرقة سيارة أحد القسامين. وقال أحد القسامين إن لص سرقة سيارة أحد القسامين.

القدس ادي

القدس ادي

القدس ادي

الإحصاء الفلسطيني ينظم ورشة عمل حول مسح الثقافة الأسري، ٢٠٠٩

رام الله - ألقى القسامين في الضفة الغربية محاضرة عن الإحصاء الفلسطيني. وقال القسامين إن الإحصاء الفلسطيني. وقال القسامين إن الإحصاء الفلسطيني.

«جوال» تطلق برنامج «نفاطك» لمشركي الدفع المسبق

رام الله - أعلنت شركة «جوال» إطلاق برنامج «نفاطك» لمشركي الدفع المسبق. وقال برنامج «نفاطك» لمشركي الدفع المسبق. وقال برنامج «نفاطك» لمشركي الدفع المسبق.

«دار الشفاء» تنشئ مصنعاً لإنتاج الأدوية في مالمط نظفية الأسواق الأوروبية

الغزة - أعلنت شركة «دار الشفاء» إنشاء مصنع لإنتاج الأدوية في مالمط نظفية الأسواق الأوروبية. وقال مصنع لإنتاج الأدوية في مالمط نظفية الأسواق الأوروبية. وقال مصنع لإنتاج الأدوية في مالمط نظفية الأسواق الأوروبية.

القدس ادي

الغزة - أعلن المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال. وقال المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال.

رام الله - أعلن المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال. وقال المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال.

رام الله - أعلن المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال. وقال المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال.

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لقاء قانوني في جامعة بيرزيت حول تنظيم ضريبة الأملاك ودعم التنمية

الغزة - ألقى المحامون في جامعة بيرزيت محاضرة حول تنظيم ضريبة الأملاك ودعم التنمية. وقال المحامون في جامعة بيرزيت محاضرة حول تنظيم ضريبة الأملاك ودعم التنمية. وقال المحامون في جامعة بيرزيت محاضرة حول تنظيم ضريبة الأملاك ودعم التنمية.

«بالتريد» ينظم المشاركة الفلسطينية بمعرض حلال الدولي ٢٠٠٩ في ماليزيا

الغزة - أعلن المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال. وقال المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال.

فوز طلبه من الاسلامية مبررات متقدمة في مسابقة المستثمر لسوق فلسطين المالي

الغزة - أعلن المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال. وقال المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال.

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رام الله - أعلن المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال. وقال المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال.

ANNEX B VISIBILITY



جلسة مع المستثمر الذي انفق عليه من المبررات لشركة التأمين العوار في مالمط

رام الله - بدأت شركة «دار الشفاء» تصنيع الأدوية ومطابقته مع المواصفات العالمية. وقال مصنع لإنتاج الأدوية في مالمط نظفية الأسواق الأوروبية. وقال مصنع لإنتاج الأدوية في مالمط نظفية الأسواق الأوروبية.

فوز طلبه من الاسلامية مبررات متقدمة في مسابقة المستثمر لسوق فلسطين المالي

الغزة - أعلن المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال. وقال المكتب التنفيذي للاتحاد العام لنقابات العمال في قطاع غزة اجتماعاً تقييمياً لادارة الشباب في الاتحاد العام لنقابات العمال.

القسط القديم

وزير الأشغال العامة والإسكان يوقع مع شركة «بريكو» اتفاقية المباشرة ببناء مقر وزارة التخطيط وهيئة الإذاعة والتلفاز



المنطقة المخصصة للتخطيط والتلفاز، وزارة الأشغال العامة والإسكان

وقعت وزارة الأشغال العامة والإسكان اتفاقية المباشرة ببناء مقر وزارة التخطيط وهيئة الإذاعة والتلفاز مع شركة «بريكو» الإيطالية. وتبلغ مساحة الموقع ١٠٠ ألف متر مربع، وتحتوي على ١٠٠ ألف متر مربع من المساحة المخصصة للتخطيط والتلفاز. وتحتوي على ١٠٠ ألف متر مربع من المساحة المخصصة للتخطيط والتلفاز. وتحتوي على ١٠٠ ألف متر مربع من المساحة المخصصة للتخطيط والتلفاز.

الأعرج يستقبل وفدا من مؤسسة CHF ويبحث معه المشاريع التي تحتاجها المحافظة

استقبل محافظ الخليل الدكتور حسين الأعرج في مكتبه وفد من مؤسسة CHF ضم مدير المشاريع في المؤسسة محمد الجهميني وخبر تقويم الأثر الاجتماعي د. محمد العمري والمهندس حياض عمرو ومدير معهد التنمية لتقويم الأثر الاجتماعي د. إبراهيم شمشيطة. ناقش الوفد مع المحافظ المشاريع التي تحتاجها المحافظة، ومنها: مشروع تطوير المنطقة السكنية في الخليل، ومشروع تطوير المنطقة السكنية في الخليل، ومشروع تطوير المنطقة السكنية في الخليل.

«اتحاد الشباب» يوقعان اتفاقية تعاون لتطوير رؤية مشتركة للعمل الشبابي

وقع اتحاد الشباب الفلسطيني واتحاد شباب الخليل اتفاقية تعاون لتطوير رؤية مشتركة للعمل الشبابي. تهدف الاتفاقية إلى تعزيز التعاون بين الاتحادين في مجالات التنمية الاجتماعية، والتدريب، والتوظيف، والتأهيل. وتحتوي الاتفاقية على ١٠ بنود، وتوقعها في مدينة الخليل بحضور ممثلين من كلا الاتحادين.

اجتماع لجنة التوجيهية للمشروع الدنماركي في جين الحكم المحلي تفتح عطاءات مجموعة من المشاريع وتسلم أخرى في مجالات البنية التحتية

اجتمع في مدينة الخليل وفد من شركة «بريكو» الإيطالية مع أعضاء لجنة التوجيهية للمشروع الدنماركي في جين الحكم المحلي. ناقش الوفد مع اللجنة المشاريع التي تحتاجها المحافظة، ومنها: مشروع تطوير المنطقة السكنية في الخليل، ومشروع تطوير المنطقة السكنية في الخليل، ومشروع تطوير المنطقة السكنية في الخليل. وتحتوي الاتفاقية على ١٠ بنود، وتوقعها في مدينة الخليل بحضور ممثلين من كلا الاتحادين.

ضمت ٦٠ وكيلاً من كافة مناطق الضفة الوطنية موبايل تعلق عن شبكة موزعها المعتمد

ضمت ٦٠ وكيلاً من كافة مناطق الضفة الوطنية موبايل تعلق عن شبكة موزعها المعتمد. أعلنت شركة موبايل تعلق عن شبكة موزعها المعتمد في الضفة الغربية، وهيئة الإذاعة والتلفاز، عن ضمت ٦٠ وكيلاً من كافة مناطق الضفة الوطنية. وتحتوي الاتفاقية على ١٠ بنود، وتوقعها في مدينة الخليل بحضور ممثلين من كلا الاتحادين.

الاحتلال يعتقل ٢٦ مواطناً من محافظات الضفة ويغلق جمعية خيرية بطولكرم

اعتقل الاحتلال ٢٦ مواطناً من محافظات الضفة الغربية، وهم: محمد الجهميني، وخبر تقويم الأثر الاجتماعي د. محمد العمري، والمهندس حياض عمرو، ومدير معهد التنمية لتقويم الأثر الاجتماعي د. إبراهيم شمشيطة. وتحتوي الاتفاقية على ١٠ بنود، وتوقعها في مدينة الخليل بحضور ممثلين من كلا الاتحادين.

المحافظة

المحافظة الخليلية هي من المحافظات التي تشهد نمواً اقتصادياً متسارعاً. وتحتوي على ١٠٠ ألف متر مربع من المساحة المخصصة للتخطيط والتلفاز. وتحتوي على ١٠٠ ألف متر مربع من المساحة المخصصة للتخطيط والتلفاز. وتحتوي على ١٠٠ ألف متر مربع من المساحة المخصصة للتخطيط والتلفاز.

الأعرج يبحث مع وفد دوي المشاريع التي تحتاجها محافظة الخليل

استقبل محافظ الخليل الدكتور حسين الأعرج في مكتبه وفد من مؤسسة CHF ضم مدير المشاريع في المؤسسة محمد الجهميني وخبر تقويم الأثر الاجتماعي د. محمد العمري والمهندس حياض عمرو ومدير معهد التنمية لتقويم الأثر الاجتماعي د. إبراهيم شمشيطة. ناقش الوفد مع المحافظ المشاريع التي تحتاجها المحافظة، ومنها: مشروع تطوير المنطقة السكنية في الخليل، ومشروع تطوير المنطقة السكنية في الخليل، ومشروع تطوير المنطقة السكنية في الخليل.

أهالي الأسرى يطالبون بالاحتلال بعلاج الحالات المرضية

طالب أهالي الأسرى في الضفة الغربية الاحتلال بعلاج الحالات المرضية للأسرى. وتحتوي الاتفاقية على ١٠ بنود، وتوقعها في مدينة الخليل بحضور ممثلين من كلا الاتحادين.

إغلاق ضاحية البريد.. خطوة متقدمة نحو إحكام عهد القدس وتجهيز المقدس

أعلنت سلطات الاحتلال عن إغلاق ضاحية البريد في القدس، وذلك كخطوة متقدمة نحو إحكام عهد القدس وتجهيز المقدس. وتحتوي الاتفاقية على ١٠ بنود، وتوقعها في مدينة الخليل بحضور ممثلين من كلا الاتحادين.

إغلاق ضاحية البريد.. خطوة متقدمة نحو إحكام عهد القدس وتجهيز المقدس

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نادي الأسير: تأجيل تصاق بقرار وسالم وزيارة أسرى في قضاء نابعلو

طالب نادي الأسير في الضفة الغربية الاحتلال بتأجيل تصاق بقرار وسالم وزيارة أسرى في قضاء نابعلو. وتحتوي الاتفاقية على ١٠ بنود، وتوقعها في مدينة الخليل بحضور ممثلين من كلا الاتحادين.

توقيع اتفاقية في الزبادة لتشييد مدرسة ثانوية للبنين

توقيع اتفاقية في الزبادة لتشييد مدرسة ثانوية للبنين. تهدف الاتفاقية إلى تعزيز التعاون بين الاتحادين في مجالات التنمية الاجتماعية، والتدريب، والتوظيف، والتأهيل. وتحتوي الاتفاقية على ١٠ بنود، وتوقعها في مدينة الخليل بحضور ممثلين من كلا الاتحادين.

الحكم المحلي: اتفقت عطاءات مجموعة من المشاريع غنيم يترأس اجتماع اللجنة التوجيهية للمشروع الدنماركي

اجتمع في مدينة الخليل وفد من شركة «بريكو» الإيطالية مع أعضاء لجنة التوجيهية للمشروع الدنماركي في جين الحكم المحلي. ناقش الوفد مع اللجنة المشاريع التي تحتاجها المحافظة، ومنها: مشروع تطوير المنطقة السكنية في الخليل، ومشروع تطوير المنطقة السكنية في الخليل، ومشروع تطوير المنطقة السكنية في الخليل. وتحتوي الاتفاقية على ١٠ بنود، وتوقعها في مدينة الخليل بحضور ممثلين من كلا الاتحادين.

نادي الأسير: عتاق جماعي ومعتقل طمي واعتداء على الخصخصة في مهمل حوار

طالب نادي الأسير في الضفة الغربية الاحتلال بعتاق جماعي ومعتقل طمي واعتداء على الخصخصة في مهمل حوار. وتحتوي الاتفاقية على ١٠ بنود، وتوقعها في مدينة الخليل بحضور ممثلين من كلا الاتحادين.

ANNEX B VISIBILITY

رئيس الوزراء يفتتح حديقة عامة في قرية كفر نعمة

وشكر الشعب الإسرائيلي وشركته USaid eCHF لدعمهم هذا المشروع وإعادة بناء مدرسة بنات كفر نعمة. ورئيس الوزراء لدعمه للاقتصاد الريفية.

وعدت العظة تلا محمد، العالم أن لا ينسى أطفال المسنين وأطفال غزة، وأطفال القدس، والأغوار، والبدو الذين يرثون الآن من بيوتهم.

وقالت: إن أكثر ما يحزننا في بيوتنا كأطفال نشأت الأحياء وأحداث المساجد، خاصة أن غالبية الفلسطينيين مدعو سياسة كما هم مدعو تدخين.

وشكرت تلا في ساهم في إنشاء وتطوير هذا المشروع الذي أعاد لأطفال بعض حقوقهم المسلوبة منهم والخاصة في مناهج التزيين، وأوقات خاصة في الوزراء بلا يعرف لماذا قدمت المنطقة مسجونون بتدبير من قبل هذا التطوير هذه.

وشارك في حفل الافتتاح وزيرة الشباب والرياضة تهاني أبو نداء، ومدير المشاريع في وزارة الحكم المحلي خالد، ومعاون البيروني مخلص عن محافظ رام الله والبيرة، وممثلة منظمة GTZ معلقة بيرون، ومديرة مؤسسة CHF لانا أبو حجلة، وممثلين عن المجلس المحلي في محافظة رام الله وإبناء القرية والغري المجاورة.



وقال رئيس الوزراء، سلام فياض، أمس حديقة عامة في قرية كفر نعمة بمحافظة رام الله والبيرة، مؤكداً هذا المشروع يمثل نمواً على عدة مستويات ومعايير مشاريع أخرى تم تنفيذها في مدارس وتجمعات طرق في كفر نعمة.

وأكد فياض أن هذه الحديقة نموذج لشوارع تم تنفيذها في مناطق مختلفة من الوطن وخاصة المناطق الريفية منها في مختلف الجالات والخدمات الاجتماعية والتعليمية والصحية وخدمات البنية التحتية التي يستلزمها أبناء شعبنا.

وأضاف كما أنها نموذج وتكريس لفلسفة الفكر التنموي التي اعتمدها السلطة كإطار فلسفي للتنموي في فلسطين كإطار خطة الإصلاح والتنمية للسنوات ٢٠٠٨-٢٠١٠، والتي تركز في الأساس على تقديم الخدمات للمواطنين في أماكن تواجدهم، وأوضح رئيس الوزراء أن هذه الحديقة نموذج للشراكة الحقيقية ما بين السلطة ومواطنيها، والحكم المحلي وبين المواطنين، والمشروع تم تمويله بالجهود المشتركة بين السلطة والشعب الفلسطيني، وقال المدير العام لـ USaid (CHF) مايكل جونز، إنه إن دولتي سوري أوكون يوم معكم في افتتاح هذه الحديقة، مؤكداً أن مثل هذه المشاريع القوية بين USaid ومنظمة أهلية

وقال فياض، هذه الحديقة نموذج للعمل الدؤوب التي تقوم به السلطة في كافة المناطق مما تم تنفيذها وما قيد التنفيذ وما ستتمكن سورية من تنفيذها في قطاع غزة بعد رفع الحصار القائم عن أعضائها في هذا المشروع مما بدأ لأهالي البلدة والشوارع على طريق الحديقة والنطاقات المختلفة على طريق البناء السريع لتعزيم إمكانية المواطن على السموود والقيام على هذه الأراضي السريع الأول لإنشاء الأبنية السكنية والإسكانية على طريق الحديقة، معتمداً على استراتيجيات المواطنين في كل مكان.

وأشار رئيس الوزراء إلى أن الظروف الحظية التي يتده فيها تنفيذ مثل هذه المشاريع في غاية الصعوبة والتعقيد، والاعتماد على الإسهامات والإحتلال الإسرائيلي وممارساته وتجاهلها لحقوقنا، ولكن علينا أن لا نؤاخذ على تنفيذ أي شيء يمكن في سبيل تحسين معنوياتنا في الأرض والشعور بالقدرة على الإحتياج في إطار الجهد المبذول لإنهاء الإحتلال وتحقيق الهدف الأسمى في قيام دولتنا المستقلة والوطنية الفلوس الشريفة.

وقال المدير العام لـ USaid (CHF) مايكل جونز، إنه إن دولتي سوري أوكون يوم معكم في افتتاح هذه الحديقة، مؤكداً أن مثل هذه المشاريع القوية بين USaid ومنظمة أهلية

رسالة صريحة إلى المتحاورين في القاهرة عبد الجبار البرغوثي

تنفس أبناء شعبنا الصعداء عندما رأوا مسلمات الحوار تعقد من أجل الوصول إلى اتفاق في القاهرة، وعقلنا اصلاً عرضة على إمكانية التوصل إلى وحدة الصف ووحدة الخطاب الممثل لشعبنا وقضيتنا مع العالم، وظننا أن ما مررتنا من تجارب الية سوف يدفع الجميع إلى الاستقلال العبر، والأصراع التي التخلص من نقاط الضعف والتزعات الفتوية التي تستر على سلوك طرف أو آخر.

والآن وهم يربقون الحوار واجوه وما قد يقضي اليه، فإنهم يتوجهون للفرقاء المتحاورين بضرورة استكمال أن القضايا والأحزاب التي يمثلونها، إنما تشكلت أساساً من أجل خدمة القضية والشعب، والسير على طريق تحقيق الأهداف واستعادة الوطن، وأن قيادات التنظيمات وعناصرها قد وضعت الأرواح على الألف وفي مختلف المراحل والتعقيدات، وإن تلك الأهداف العامة وفي مقدمتها نحر الإحتلال، وتقريب المسير إلى إقامة الدولة المودة إلى وطن، وسيرج الراس والبلدية والبيارة والحارة التي سلبت وهوت، ومجزى سلب وتهويد سواها ما بقي من أرض الوطن.

وتؤكد الالظية الصامدة اليوم، أن هذه المسألة بكل الحاح والجدية تعودت لتناقض الأولى، ولنايب تفكيرها الأول، وللخلف من أي نزعاً فتوية ذاتية، خاصة وأننا ما زلنا نخرع عذاب هذا الحبيب المله، الذي يشابهه في حالنا، حال كباك سفينة تصارع أمواج ميثك «برمواد» الذي في أغلب الأحيان لا نجاة فيه، إلا إذا تمكنت جميعاً أن تعمل بتكاتف ذات تام، وأخوة حقيقية وتحالف جبويي سريعاً، راسخ، يعقب مصلحة الوطن، ويخذي نفسه في سبيلها، ويستخدم كل العقل والذكاء، والشرايين الفطنية المنهج، من أجل صياغة خطة سياسية وإعلامية، تخاطب بها العالم وتناجس من يخالقنا فيها، بغية إقناعه وحمله على تأييد حقنا الثابت، التي تقره الشرايين ومواقف وقرارات الأمم المتحدة، وأعلان حقوق الإنسان الذي يعتبر حق تقرير المصير للممثل للشعب، حقاً أساسياً لا تقا

إيسام فلسطينية 3

بعد إضافة طابق جديد للمبنى

رام الله - أوفاء: تسلمت وزارة التربية والتعليم العالي، أمس مبنى المدرسة العالمية في جنين بمدينة جنين.

وقالت الوزارة في بيان صحافي: أمس: إننا تسلمت المبنى بعد عملية إنشاء وصيانة وتوسعة طابق جديد، بواقع سبع غرف صفية، مشيرة إلى أن هذه العملية استمرت ١٨٠ يوماً.

بتمويل من السوق الأوروبية المشتركة، وجرى التسليم بحضور فخري الصعدي مدير إدارة الشؤون الهندسية في الإدارة العامة للتربية والتعليم، ومهندسي الوزارة، وممثلين عن السوق الأوروبية، وبلدية جنين، والحكم المحلي.

وأوضح الصعدي أن هذه التوسعة جاءت بهدف استيعاب الزيادة الطبيعية في عدد الطلبة داخل المدرسة، وحل مشكلة الاكتظاظ القائمة وتأمين البيئة التربوية في المدرسة.

وأضاف: إن التوسعة جاءت ضمن خطة مشاريع جاري العمل على تنفيذها بتمويل من السوق الأوروبية استناداً إلى الأيسام الفلسطينية التي توفر بيئة صفية صحية،

فياض يفتتح حديقة عامة في كفر نعمة: نركز على تقديم الخدمات ودعم صمود المواطنين



رام الله - أوفاء: افتتح رئيس الوزراء الدكتور سلام فياض، أمس حديقة عامة في قرية كفر نعمة غرب رام الله، بدعم من وزارة التنمية الدولية الأميركية (USaid) وتنفيذ من مؤسسة الإسكان التعاوني (CHF).

وقال فياض: إننا نتحقق اليوم بتسليم الحديقة العامة في كفر نعمة التي تمثل نموذجا على عدة مستويات ومعايير مشاريع أخرى تم تنفيذها في مدارس وتجمعات طرق في هذه البلدة الطبيعية وهذا الموقع الهام من وطننا.

وأكد أن الحديقة نموذج لشوارع تم تنفيذها في مناطق مختلفة من الوطن وخاصة المناطق الريفية منها في مختلف الجالات والخدمات الاجتماعية والتعليمية والصحية وخدمات البنية التحتية التي يستلزمها أبناء الشعب الفلسطيني، خاصة أنها أيضا نموذج وتكريس لفلسفة الفكر التنموي الذي اعتمدهت السلطة الوطنية كإطار فلسفي للتنموي في فلسطين كإطار خطة الإصلاح والتنمية للسنوات الوطنية لعام ٢٠٠٨-٢٠١٠، والتي تركز في الأساس على تقديم الخدمات للمواطنين في أماكن تواجدهم تحت العنون الأبرز وهو تعزيز إمكانية على السموود والقيام على هذه الأراضي السريع لتعزيم إمكانية المواطن على السموود والقيام على هذه الأراضي السريع الأول لإنهاء الإحتلال والإسكانية على طريق الحديقة، معتمداً على استراتيجيات المواطنين في كل مكان.

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telepal electronics

عروض كثيرة خاصة بمناسبة عيد الألام
لتي واستطلي لست الحباب

جهاز نوكيا 3110 فقط 499

جهاز سامسونج B330 فقط 199

وخبيل معتمد ل جوال

طوكيون، بجاب الصدر للشعبة
هاتف 02970333 جوال 0599 666111

Both of these cover events under the PARCS program in Kufr Ni'meh, however given LDR's relationship and activities in the community, reference was made during the event of CHF and USAID's contribution to the Municipality.

ANNEX B VISIBILITY

14th Quarterly Report Jan-March 2009
Local Democratic Reform (LDR) TAWASOL

PROGRAM IMPLEMENTATION—Monitoring Table: Progress against Work Plan

Type of Deliverable	LOP Target	This Quarter Result	Cumulative as of Mar. 31, 2009
1. Objective 1 National Component (MOLG)			
1.1 Institutional assessment and Stakeholders Analysis	1. Two workshops (for a total of 15 MoLG's senior staff and the Minister, and 6 participants representing major donors working in the sector. 2. An Institutional assessment and Stakeholders Analysis Report		1. Workshops were completed in 2008. The completion of this activity will form the base for the following two activities under the national component. 2. Report is completed, translated and was presented for the SWG. Executive summary was also distributed during the meeting.
1.2 Develop of a 3-5 year strategic development plan for the MoLG	1. Development of a vision for the Palestinian Local Governance System. 2. 3-5 year Strategic Development Plan for MoLG 3. Develop an organizational structure model for LGUs	1. MoU between CHF has been signed 2. 5 Joint Thematic Committees have been established to lead capacity building interventions. 3. One two-day workshop was implemented to develop work plans for each of these thematic committees.	
1.3 Implementation of MoLG Development Activities	1. Contribute to the institutionalization of MoLG policy development and implementation processes; 2. Support & develop MoLG's guidance & monitoring function; 3. Support & institutionalize MoLG coordination function between all relevant stakeholders at the national and local level as well as with all donors & implementing agencies; 4. Support the development of consultation & planning processes between the Palestinian central & local authorities & between local authorities & relevant stakeholders through facilitation of joint planning, & formal & informal meetings.	5 Joint Thematic Committees have been established to lead the interventions	

Type of Deliverable	LOP Target	This Quarter Result	Cumulative as of Mar. 31, 2009
2. Objective 2: To strengthen local government institutions and leaderships to become more effective and in a transparent, democratic and accountable manner; assess and prioritize needs; implement integrated strategic planning and performance monitoring processes; deliver and manage infrastructure and basic services.			
2.1 Conduct Community Mapping Exercise	<ol style="list-style-type: none"> 1. Socio-Economic Information for 37 LGUs. 2. Communities' Perception of Performance baseline survey for 37 communities. 3. Feedback activities held with LGUs, LACs, CBOs, citizens, etc. 	<ol style="list-style-type: none"> 1. LDR has revised scope of community mapping exercise. 2. Scope of Perception survey discussed and preliminarily drafted. 3. No results this period 	Socio-economic mapping was completed in 13 LGUs prior to program suspension. Results were used only internally, thus the reason we are re-drafting the scope for a broader use by LGUs.
2.2 Identify and Prioritize Community Needs Utilizing a Participatory Process	37 LGUs		Target reached and completed in FY08.
2.3 Build LGUs and Citizens Capacity in the Design and Implementation of Participatory Planning Processes	<ol style="list-style-type: none"> 1. Two Centralized TOT Training Workshops. 2. Training Too kit developed in Arabic. 3. Thirty Seven/ forty four (37/44) LGUs training workshops. 4. 48 LGUs Staff trained as TOT. 5. 180 trained in local LGUs workshops. 	Training Too kit is being developed in Arabic	<ol style="list-style-type: none"> 1. One Centralized TOT Training Workshops completed. 2. Four pilot local workshops implemented. During which 47 LGU staff were trained.
2.4 Strategic Frameworks	<ol style="list-style-type: none"> 1. Strategic Planning Toolkit. 2. 6 centralized training workshops. 3. 3 workshop reports. 4. 10 local community workshops 5. 10 Strategic Planning Workshops 6. 10 Strategic Development Plans. 	Contract is being prepared with selected firm to implement the 10 strategic development plans.	<ol style="list-style-type: none"> 1. 5 centralized training wrkshps held so far focusing on; Action Planning, Strategic planning and Monitoring and Evaluation. 2. One report completed (strategic planning)
2.5 Participatory Performance Measurement Training	<ol style="list-style-type: none"> 1. PPM too kit 2. Workshops Report 3. 26 localized Benchmarks models. 4. 26 PEAPs and 26 BPMRs. 5. 52 local public meetings between targeted LGUs and their constituents. 		<ol style="list-style-type: none"> 1. Draft PPM Toolkit Developed 2. Workshops Report finalized 3. 26 localized Benchmarks models developed. 4. 26 PEAPs and 26 BPMRs finalized.
2.6 Enhance LGUs Understanding of Physical Planning Processes, Regulatory Frameworks, Methodology & Tools	<ol style="list-style-type: none"> Two centralized knowledge enhancement workshops. 8 Follow up workshops (total of 100participants representing 37 LGUs). 		Two centralized knowledge enhancement workshops conducted in March & April 2008 in which 50 LGU representatives attended.
2.7 Implement Identified Priority Community Development Projects	<ol style="list-style-type: none"> 1. 36 CDP Designs 2. 36 CDPs implemented 3. 12-15 public ceremonies 4. 12-15 press releases 	4 CDP projects were completed during this reporting period	28 CDP projects completed up to date

Type of Deliverable	LOP Target	This Quarter Result	Cumulative as of Mar. 31, 2009
2.8 Develop Sound Project Management Practices in all LGUs	Two centralized training workshops (total of 26hrs, for a total of 70 participants representing 37 LGUs).	Two centralized training workshops (total of 26hrs, for a total of 70 participants representing 37 LGUs).	1 of 26hrs, for a total of 70 participants manuals. The manuals will be of 20 centralized training workshops
2.8 Develop Sound Project Construction Management Practices in all LGUs	2. Delivery of Two Construction Measurement and Project Management manuals will be distributed to and utilized by a total of 37 LGUs in the WB and Gaza.	Two training sessions. The 36 EAMPs manuals will be distributed to 37 SOGs of 30 LGUs in the WB and Gaza.	on a Project Management (site and software) (total of 24hrs, for a total of 64 participants representing 35 LGUs)
2.9 Environmental Impact Measurement and Project Design Considerations	1. Two training workshops (total of 32hrs, for a total of 90 participants representing 43 LGUs in the WB and Gaza.) 2. 36 EAMPs developed 3. 5 SOGs	Installation of training of 32hrs, for a total of 90 participants representing 43 LGUs in the WB and Gaza.) Maintenance Safety mea	ings: ghts and Traffic Lights (total 64hrs ns). Three training workshops; 2 on environmental assessments and one on Solid Waste Management. (Total of 48 hrs targeting 140 participants technicians). electricians (total of 16hrs hands-on and 14 engineers)
2.10 Vocational Training	Delivery of the following vocational trainings: 1. Installation and maintenance of Street Lights and Traffic Lights (total 64hrs of training for a total of 17 technicians). 2. Maintenance of high tension water networks (total of 5 technicians and 8 engineers).	Installation training Leakage detection Welding and	etworks (total of 36hrs hands-on). al of 16hrs hands-on training, for a ning will be delivered to 10 engineers (nts). raining for 7 technicians). hrs for 10 technicians).
2.11 Develop Internal Management Systems and Procedures in LGUs-Development of a Public Tendering Procedural Manual	3. Maintenance of low voltage networks (total of 17 technicians). 4. Safety measures and first aid training for electricians (total of 18 hrs) and on hands-on training for a total of 30 technicians and 14 engineers)	Performance Delivery of the the 18 proced	1. A total of 64 training hrs in Installation and maintenance of Street Lights and Traffic Lights for a total of 21 technicians. f 128 hrs), and hands-on training for implementation and utilization of the 3. Yet to be implemented systems (total of 27 user licenses). 4. Yet to be implemented.
2.12 Internal Municipal Functions- Develop and Install a Computerized Financial Accounting System in 11 LGUs			
2.10 Vocational Training	5. Installation and maintenance of water networks (total of 36hrs hands-on training, for a total of 19 technicians). 6. Leakage detection in water networks (total of 16hrs hands-on training, for a total of 19 technicians). 7. Water cost recovery (a total of 32hrs training will be delivered to 10 engineers and 30 financial manager/accountants). 8. Welding and steel works (total of 28hrs training for 7 technicians). 9. Waste water networks maintenance (32 hrs for 10 technicians).		5. Two training workshops delivered to total of 23 participants, and a total of 72 training hrs. 6. Two training conducted for a total of 29 participants, and a total of 36 training hrs. 7. Two trainings conducted for a total of 29 participants and a total of 36 training hrs. 8. Yet to be Implemented. 9. Yet to be Implemented.

Type of Deliverable	LOP Target	This Quarter Result	Cumulative as of Mar. 31, 2009
2.11 Develop Internal Management Systems and Procedures in LGUs-Development of a Public and Tendering Procedural Manual	<ol style="list-style-type: none"> Internal Review and Assessment Report. Performance Enhancement Action Plan for 18 LGUs. Delivery of four training sessions (total of 128 hrs), and hands-on training for the 18 LGU staff members on the implementation and utilization of the procedural manual (total of 576 hrs) 	Five training sessions have been held for the 18 LGUs where during 160 training hours 106 staff have been trained.	<ol style="list-style-type: none"> Internal Review & Assessment Report Prepared & finalized Performance Enhancement Action Plan for 18 LGUs prepared & finalized 5 training sessions have been held for the 18 LGUs where 106 staff have been trained. Public Procurement & Tendering Manual Prepared & Reviewed by MoLG.
2.12 Internal Municipal Functions-Develop and Install a Computerized Financial Accounting System in 11 LGUs	<ol style="list-style-type: none"> Installation of 11 computerized financial systems (total of 27 user licenses). Centralized orientation training (total 32hrs), and on-hands training (total 172hrs) delivered. 		<ol style="list-style-type: none"> Installation of 8 computerized financial systems (total of 23 user licenses). Centralized orientation training (total 64 hrs), and on-hands training (total 233 hrs) delivered
2.13 Internal Municipal Functions-Establish a Record Management and Archiving System in 3 LGUs	<ol style="list-style-type: none"> 3 local workshops for 3 LGUs. Development of CRMS Total of 24hrs centralized training, in addition to 48hrs of on-hands training delivered to total number of 14 staff members representing 3 LGUs. 	Consultant has been identified for the establishment of a Record Management and Archiving System in 3 LGUs	
2.14 Internal Municipal Functions – Implement A Management Restructuring and Business Process Management Project in Hebron Municipality	<ol style="list-style-type: none"> Newly developed Organizational Structure Comprehensive Documentation that includes detailed description of each service, procedure or process being mapped and analyzed Processes Flowcharts Analysis report Recommendation Report Functional Requirements report for tools and systems Newly Designed Flowcharts, including job descriptions. Automation of Internal Workflow System 	The award letter has been submitted to Mazaya Company	A "One Stop Shop" workshop was held on Nov. 26 th , seven LGU partners attended in addition to the MOLG Deputy minister.
2.15 Development of Municipal-Citizen Communication Mechanisms for a Minimum of 20 WB LGUs	<ol style="list-style-type: none"> A report on Global Best Practices on Municipal Communication Mechanisms. 3-5 SOGs. 20 SOG operational plans. 20 Town Hall meetings 	Work in progress	Contract has been granted to Awrad.

Type of Deliverable	LOP Target	This Quarter Result	Cumulative as of Mar. 31, 2009
2.16 Civil Society-Private Sector-LGU Partnership Conference	<ol style="list-style-type: none"> 1. One conference held. 2. One conference report prepared and disseminated to relevant stakeholders. 3. One press release issued to cover the conference and major recommendations. 		
2.17 Good Governance & Civic Responsibility Campaign	<ol style="list-style-type: none"> 1. 10 Radio Spots 2. 3 TV sports 3. A Total of 4,000 Square meters of billboard space. 4. Two newspaper supplements 5. A total of 37 School Days 6. 6 democracy, governance & civic responsibility summer camps. 7. 8 local community festivals, 37 municipal days. 	The team is working on identifying specific themes at community level to conduct an advocacy campaign, so far 4 localities have been identified.	
2.18 Youth Shadow Councils	<ol style="list-style-type: none"> 1. 5 Young Leaders Shadow Governments formed and actively involved in the work of LGUs. 2. 10 youth-led dialogue sessions and presentations. 3. 20 Back-to-School Good Governance Promotion Campaign. 	4 Youth shadow councils have been elected.	<p>Contract has been signed with Al Mawrid to carry out this activity.</p> <p>Coordination meeting with all LGUs and grassroots organizations has been conducted.</p>