



USAID
FROM THE AMERICAN PEOPLE

CHF
International

Building a Better World

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

تواصل - TAWASOL

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

Fifteenth Quarterly Report



Prime Implementing PVO:	CHF International – West Bank / Gaza
Sub-Contractors:	ARD Inc. and the Center for Engineering and Planning (CEP)
USAID Program:	Local Democratic Reform-TAWASOL
Funded by:	USAID
Cooperative Agreement #:	294-A-00-05-00242-00
Modifications:	8
Award Level:	\$20,999,952
Obligation Level:	\$18,522,156
Agreement Officer:	Roy Plucknett
USAID Head of DG Officer	Chris LaFargue
USAID COTR:	Marc Ellingstaad
CHF Chief of Party:	Lana Abu Hijleh
Quarterly Report No.:	15
Reporting Period:	1 April—30 June, 2009
Date of Submission:	1 August, 2009
Prepared by:	LDR Team
Approved by:	Lana Abu-Hijleh
Submitted to:	USAID West Bank & Gaza



Building a Better World

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	13
2.5 OBJ2-CA-ACT5: Participatory Performance Measurement Training	13
2.6 OBJ2-CA-ACT6: Enhance LGUs Understanding of Physical Planning Processes, Regulatory Framework, Methodology and Tools	13
OBJ 2-CB	14
2.7 OBJ2-CB-ACT1: Implement Identified Priority Community Development Projects	14
2.8 OBJ2-CB-ACT2: Develop Sound Project Construction Management Practices in all LGUs	22
2.9 OBJ2-CB-ACT3: Environmental Impact Measurement and Project Design Considerations	22
2.10 OBJ2-CB-ACT4: Vocational Training	22
2.11 OBJ2-CB-ACT5: Internal Municipal Functions – Development of Public Procurement and Tendering Procedural Manual	23

2.12 OBJ2-CB-ACT6: Internal Municipal Functions—Develop and Install a Computerized Financial Accounting System in 11 LGUs	23
2.13 OBJ2-CB-ACT7: Internal Municipal Functions—Establish a Record Management and Archiving System in 3 LGUs	23
2.14 OBJ2-CB-ACT8: Internal Municipal Functions—Implement a Management Restructuring and Business Process Management Project for Hebron Municipality	24
OBJ 2— Civil Society Engagement and Oversight	28
CC	
2.15 OBJ2-CC-ACT1: Development of Municipal-Citizen Communication Mechanisms for 20 WBG LGUs	28
2.16 OBJ2-CC-ACT2: Civil Society-Private Sector-LGU Partnership Conference	28
2.17 OBJ2-CC-ACT3: Good Governance and Civic Responsibility Campaign	28
2.18 OBJ2-CC-ACT4: Youth Shadow Local Councils	30
3. Cross Cutting Themes	33
4. Visits and Visibility	34
5. Coordination and Leveraging	35
6. Difficulties Encountered	35
7. Monitoring & Evaluation	35
ANNEXES	36

Success Stories	Page
Mayor of Illar, Sufian Shadid – Sharing Dreams with Others	25
Beit Fajjar: A Model Youth Shadow Local Council	31

Executive Summary

This 15th Quarterly report for the Local Democratic Reform program (LDR) covers the progress and achievements of the program during the period of 1 April – 30 June 2009 under Cooperative Agreement (CA) number 294-A-00-05-00242-00. The report follows activities laid out in the Implementation Plan approved by USAID on 25 June 2008, which covers the period between 1 April, 2008-29 September, 2009. The complementary PMEP 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, there was a change in several Ministerial leaders at the national level, including the Minister of Local Government. The new Minister of Local Government, Dr. Khaled Al Qawasmi, was named to replace Dr. Ziad Bandak. While Dr. Khaled Al Qawasmi was previously the Minister of the MoLG and has worked with the LDR previously (he last vacated the Ministry post in early 2008), LDR spent much of this quarter re-building its relationship with the new Minister to ensure the momentum built on LDR's interventions at the national level thus far continue forward. To date, he has expressed much appreciation and support for the work being done by LDR and is encouraging LDR's activities to move forward speedily with the Ministry.

Despite the continued internal political changes and stalemates on the national level among the different political parties of the PNA, LDR's work continues to make critical impacts on all levels. At the national level, LDR established five task-oriented working groups consisting of staff from LDR and the MoLG which will be responsible for putting plans into place to fulfill LDR's commitments to the institutional development of the MoLG as defined in the MOU. The work of the tasks force includes the identification of needed staff, services and other resources necessary to achieve the MoLG's internal development plans. These task forces worked with the MoLG and LDR to identify the full, detailed packages of institutional and capacity development support which will be provided to the Ministry in the coming quarters based on the original institutional assessment completed in 2008 by LDR.

At the local level, progress moved rapidly forward in all activities which 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. LDR completed 5 Community Development Projects (CDPs) during this past quarter, bringing the total number of CDPs completed under LDR to 34. LDR also completed the tendering of two of LDR's biggest CDPs to date, the Hebron Public Peace Park and the Salfeet emissions center. Initial construction activities began on these two highly visible projects, which will have positive benefits for these LGUs and their communities.

Several of the activities under LDR's Capacity Building for LGUs component took significant steps forward. The Business Processes Re-engineering initiative with Hebron municipality has motivated staff throughout the municipality to take an active role in participating in finding solutions to improve the efficiency and effectiveness of the services they provide. A series of three vocational trainings on electricity networks provided 36 municipal engineers with hands-on safety and maintenance training which will improve their ability to maintain the West Bank's aging electrical infrastructure. During this reporting period, LDR also launched its pilot intervention of helping 3 West Bank LGUs (Yatta, Salfeet and Tulkarem) in establishing records archive management systems.

Under the Civic Engagement Component, the 4 West Bank Youth Shadow Local Councils gained critical

leadership skills and had their first opportunity to practice their community organizing skills through the implementation of their own community and voluntary projects. The Youth Shadow Local Council in Beit Fajjar proved especially resourceful, organizing a week-long city-wide festival. LDR also initiated its summer activities which will host 3,000 children and youth in the next reporting period.

In Gaza, after a period of relative calm, the LDR team re-initiated small repair works with the 4 partner municipalities. The lack of access to any building materials severely restricts any reconstruction projects that LDR can undertake with the municipality. Due to this fact, interventions identified are basic repairs which can be achieved using locally-available material, including minor repairs to sewage networks and the layout and clearing of agricultural roads. Simultaneously, capacity building initiatives restarted with the Gaza municipalities and planning for summer activities for youth and children also began.

LDR hosted a working visit for USAID with Hebron Municipality to discuss the business process re-engineering intervention. After discussions with the Municipality, USAID also visited with the Youth Shadow Local Council of Beit Fajjar to discuss their experience with local governance.

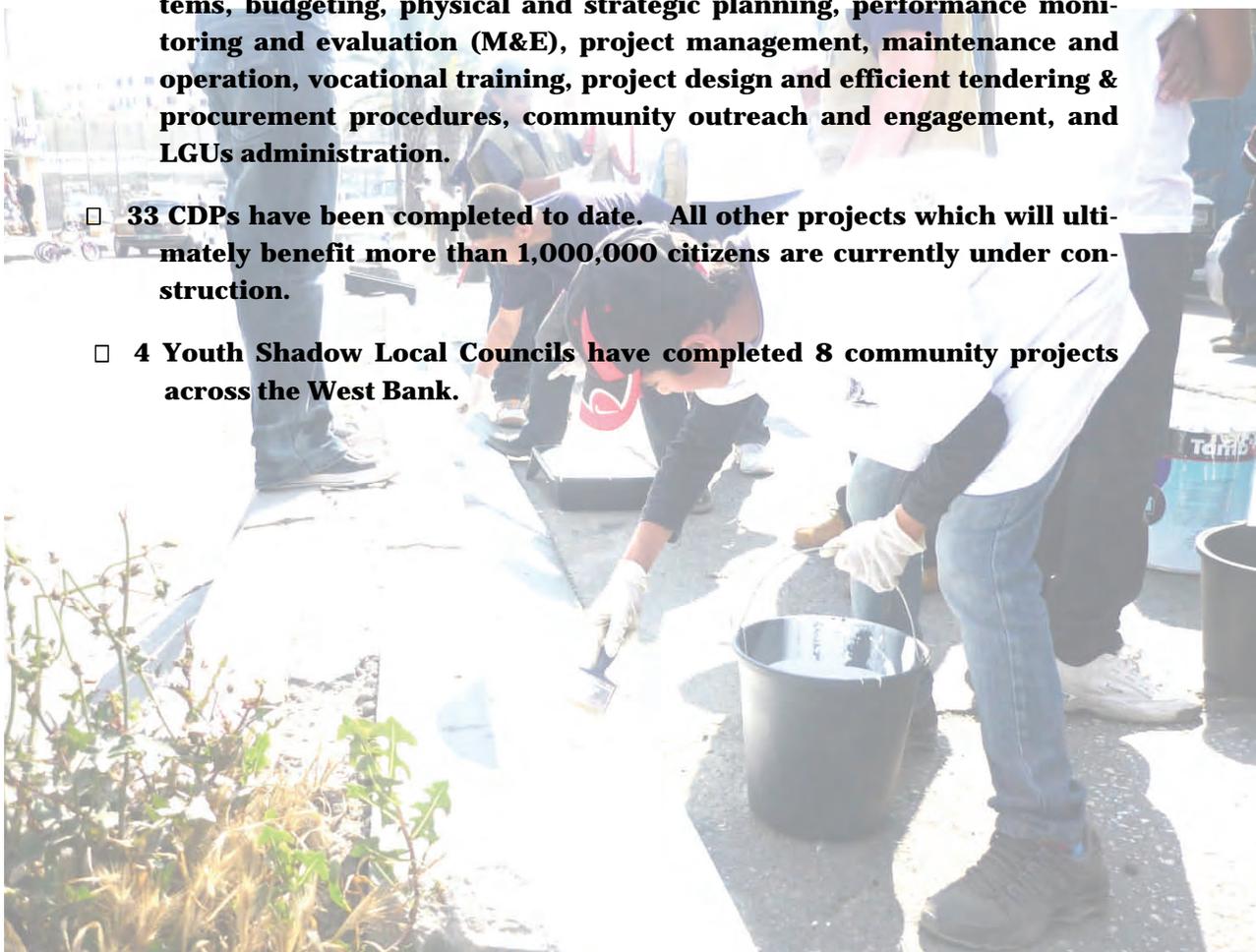
The following summarizes the program achievements to date:

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.**

- **33 CDPs have been completed to date. All other projects which will ultimately benefit more than 1,000,000 citizens are currently under construction.**

- **4 Youth Shadow Local Councils have completed 8 community projects across the West Bank.**



Youth in Al Ram Launch a Street Improvement Project

1.1 COORDINATION WITH USAID

LDR had the pleasure of hosting a working meeting with USAID and two of its partner municipalities. The meetings were very useful because both LDR and USAID staff were able to hear first-hand perceptions of the work and impact that LDR is making in the communities.

On June 2nd, Mr. Chris LaFargue, Mr. Marc Ellingstad, and Ms. Liz Ramirez visited with LDR staff, the Hebron municipality mayor, Mr. Khaled Osaly, and consultants from LDR's implementing partner on this component (Mayaza Business Services). Mazaya presented its program methodology to USAID. Staff from the municipality and the Mayor's office discussed their views of the issues the municipality faces and what they hope to gain from LDR's interventions. The Mayor thanked USAID and LDR for their assistance in helping them achieve their goals.

On June 2nd, the same USAID representatives visited Beit Fajjar to meet with members of the Youth Shadow Local council and youth participants from the general assembly to discuss their experience with LDR's Youth Shadow Council. Al-Mawrid, LDR's implementing partner on this activity, described the methodology used to elect the Youth Council. The Youth described their experience so far and discussed their ideas for their community's

development.

In April, USAID's GEO-Mis Manager and USAID's Program Manager met with the senior management of CHF LDR to discuss updating LDR's Performance Monitoring Plan. As a result of the discussion, PMP indicators were tweaked and a new set of indicators was agreed upon for the program.

LDR has also continued to coordinate with USAID on Gaza-related issues. The Mayor of Qarrara resigned, requiring LDR to cease assistance with that municipality. Accordingly, a list of three potential new partner municipalities in Gaza has been submitted to USAID for approval as new partners. Finally, LDR coordinated with USAID on issues related to the importation of steel for a community development project (see "Procurement" 1.3).

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 the Ministry of Local Government in achieving its institutional capacity building goals, CHF has developed job descriptions for several short term coordinators which CHF will hire for the MoLG to help establish its coordination unit.



The new Minister of Local Government, Dr. Khaled Al Qawasmi, discusses LDR work with his staff and the LDR-appointed Advisory Group.

LDR staff meet in Ramallah in June for a work planning meeting.



1.3 PROCUREMENT

During this reporting period, the most significant procurement undertaken by LDR involved importation of steel bars for the construction of a municipal sports hall. Steel bars were required as part of the design for the walls and roofing structures. When the contractor and municipality tested the steel to be used (which was produced in the West Bank), lab tests failed. LDR then decided together with the municipality and the contractor to import the required steel from Israel. LDR coordinated this request with USAID. Unfortunately, at the time of this report, permission was still not granted from Israel for the importation of steel for this purpose. Thus, LDR is working with the municipality to re-design the roof and supporting walls of the sports hall which will require an alternative, locally-

produced steel support beams.

The provision of IT equipment to LDR partner LGUs to complement training provided by LDR in the areas of finance, archiving, and engineering and planning was completed during this quarter. LDR visited partner LGUs to ensure the equipment was properly installed, working, and being utilized by staff for its intended purpose. Remaining work includes the upgrading of IT networks for Tulkarem and Yatta municipalities which will be completed during the next reporting period.

By the end of this reporting period, LDR has contracted out all remaining activities until the end of the fiscal year, in all program components.

Tulkarem April 09 :

Delivery of photocopier to the LGU



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 in late 2008. 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, the LDR-developed models for LGU organizational structures were approved by the Ministry of Local Government. LDR shared them with other Governance partners at the Sector Working Group meeting on April 28, 2009. The Minister hosted a series of workshops to roll out the structure. Four were held in total on June 3 (LGUs from northern region), June 4 (MoLG staff, LGUs from middle region), and June 8th (LGUs from southern region). LDR has provided support for the printing and distribution of manuals which clearly define the new structures.

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

During this reporting quarter, LDR made progress in laying the groundwork for the eventual support in the development of a strategic plan for the MoLG. To support the development of a Strategic Plan for the MoLG, LDR will provide Strategic Planning training for staff of the MoLG. In order to both assist its internal strategic planning process, as well as to be a model and leader for its municipal partners, staff of the MoLG will be provided with training on Strategic Planning by LDR. Eighty (80) staff members, including district-level staff and staff from

different working levels within the MoLG, will be trained in how to conduct strategic planning. LDR's training package will consist of three steps: an initial Ministry-wide needs assessment, two sets of week-long basic trainings, and a third training of trainers workshop focused on Ministry focal points who will be able to lead the process forward to train other MoLG staff members. Training will be completed during the next reporting period.

1.3 OBJ1-ACT3: Implementation of MoLG Development Activities

During this reporting period, the 5 working groups for the developmental areas for the MoLG were established, TORs developed, and tasks were identified under each of these areas. Additionally, an Advisory Group of 5 leading experts was formed which will serve as a resource group for the Ministry in technical areas which they may need more support.

Details on the progress of the working group are as follows:

1) Supporting the MoLG in *developing a 3-5 year strategic plan.*

See Section 1.2

2) Articulating and building consensus around the *vision of the Palestinian local governance sector*

Based on discussions with the Ministry, LDR will support the Ministry in re-initiating the process of articulating and building national consensus on the vision for the Palestinian Local Governance sector by first supporting a comparative study of local governance systems across the world. The study will look at three systems which each bring a unique comparative aspect for governance stakeholders in Palestine to consider. The three case studies that are in the process of being developed during this quarter are: South Africa, Lebanon and Switzer-

land. Each of those cases brings a unique context and local government structure which decision makers in Palestine can take into consideration when developing their own vision. The report will be finalized and presented for discussion with stakeholders during the next reporting period.

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.

LDR has established a working group who agreed on a workplan during this reporting period to support the development of this unit. This will bring clarity to this unit and fully operationalize its work. It was decided to review the draft manual for the unit and finalize it within the coming quarter. Based on the finalized manual, training and awareness raising will be provided to MoLG staff and LGUs on the role of the unit and the policies and procedures it will be monitoring.

4) Supporting the *coordination function of the MoLG* by institutionalizing the role and functions of the newly established coordination unit

Throughout Palestine, there are many different donors and stakeholders providing support to different local governance stakeholders, whether it is the Municipal Development Fund, individual municipalities, or the MoLG. While several mechanisms exist to coordinate the work in this sector, they are still insufficient to capture a full picture of the type and level of assistance being provided.

During this reporting period, the LDR-established working group prepared a terms of reference for establishing a new unit within the Ministry to improve its ability to coordinate assistance in the local governance sector. A staff structure and job descriptions were developed for the new positions. During the next reporting period, the positions will be staffed and material support will be provided by LDR to establish the office.

5) Supporting the *relationship between MoLG and LGUs*

Historically, the weak capacity on both the municipal side of Palestine's local governance system and the national side at the MoLG have been contributing factors to the strain in relations between the two bodies. In order to fully consolidate the developmental and strategic processes that is now being undertaken in the local governance system, it is important to ensure the relationship is well functioning.

As such, a working group to support the relationship between the MoLG and LGUs was established during this reporting period, with a working terms of reference. As a first step, the working group decided to launch a survey and study gathering opinions and facts on the relationship from both MoLG staff as well as that of LGUs.

As part of the survey, two focus groups were conducted, one on June 1, 2009 for MoLG staff and the other on June 14 for 15 West Bank mayors. A questionnaire was also designed and distributed to staff of the MoLG and LGUs. During the next reporting period, the results of the survey will be analyzed and a work plan to address the main issues arising from the survey will be developed.

Local Governance Advisory Group:

LDR has established a Local Governance Advisory Group which includes 5 specialists from Palestine in the fields of: Local Governance Vision, Public Sector Institutional Capacity Building, Information Technology, and Guidance and Monitoring. This team will provide technical support to the Ministry in moving towards its strategic goals.

Other Activities:

- ◇ The MoLG has requested LDR's assistance in updating its Website, as well as conducting IT Assessment Study for the MoLG. These are being developed with assistance from CHF International's IT team.
- ◇ LDR is also providing support to the Ministry in the development of financial analysis software for the budgeting department which will help integrate LGU and MoLG budgeting processes.

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.

Activities under Objective Two are classified into three 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.

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.

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.

The mapping of socio-economic data will be completed next reporting quarter in 14 additional communities under the Strategic Development Framework process (see Objective 2.4).

LDR will also undertake a survey of its citizens' perceptions of the governance needs provided by their LGUs and will survey the LGUs to solicit their views on governance issues. This will be done as part of the interim evaluation which will gauge the outcome of some of LDR's interventions to date to better inform future programming. See Monitoring and Evaluation section for more details.

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.

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.

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

The goal of this assignment is to assist 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. During this reporting period, as the terms of reference was fully developed, it was decided to expand the assignment to 15 of the partner LGUs: Al-Ram, Al-Thahrieh, Beit Fajjar, Azzoun, Bir Zeit, Tubas, Illar, Yatta, Arrabeh, Abu-Dies, Bani Zeid, Ithna, Al-Doha, Beit Jala and the East Salfeet Joint Services Council (Hares, Kifel Hares, Marda, Qireh, Dier Istia).

LDR developed the terms of reference for this as-

signment in close cooperation with GTZ and MoLG to ensure a similarity in approach which will help inform MoLG's draft manual that is under development for the preparation of Strategic Development Frameworks for LGUs.

On April 8th, 2009, the MoLG released a policy note to LGUs on the development of the Strategic Development Investment Plans as well as a toolkit and manual which will help the LGUs undertake the exercise themselves.

During this reporting period, the methodology and terms of reference for this assignment were developed. Under this task, LDR will provide technical assistance to the targeted communities, under the leadership of their LGUs to develop the following:

- 1) Community Profile Reports
- 2) Integrated Strategic Development Plan
- 3) Business plans for major stakeholders in the community
- 4) Integrating the results of the above into a strategic planning process to help them develop their Corporate Plans.

The assignment was tendered and contracted out during this reporting period. The assignment will be implemented in two rounds, with the first round (profile report and CIDP) completed during the next reporting period.

Based on last quarter's visit of CHF's knowledge management advisor, Scott Yetter, LDR was provided with the first draft of the Strategic Planning Toolkit which was developed based on a methodology developed by LDR. This toolkit will be utilized by LGUs when developing their strategic plans as mentioned above.

2.5 OBJ2-CA-ACT5: Participatory Performance Measurement Training

During this quarter, one last and final PPM workshop was held with Al-Ram on 25th of April. The purpose of the meeting was to discuss the implications of the current financial crisis on the ability of

the LGU to deliver on its Performance Enhancement Plan deliverables. The meeting was held with more than 25 LGU staff members and civil society representative. The meeting participants reached agreement on the changes to be reflected in the Performance Enhancement Action Plan deliverables.

All other Participatory Performance Measurement and Performance Enhancement Action Plans were developed with the Municipalities and finalized during previous reporting periods.

In order to institutionalize the self-assessment tool which LDR rolled out in prior quarters, LDR will incorporate the outcomes of this exercise into the strategic planning methodology process as part of the Strategic Development Frameworks. Under that exercise, LGUs will implement a PPM evaluation which introduces and uses 9 core competencies to evaluate the leadership within each LGU against a set of self-developed benchmarks. The benchmarks were developed during PPM training workshops which took place in 2008 with the participation of more than 120 LGU staff, mayors, and civil society representatives. LDR will then develop a Toolkit out of this methodology for use by the LGUs.

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

Following the first training workshop held in previous quarters, the LDR team is preparing additional physical planning training. To date, however, the project has conducted two centralized knowledge enhancement workshops focusing on physical planning.

COMPONENT B – DELIVERING AND MANAGING INFRASTRUCTURE AND BASIC SERVICES

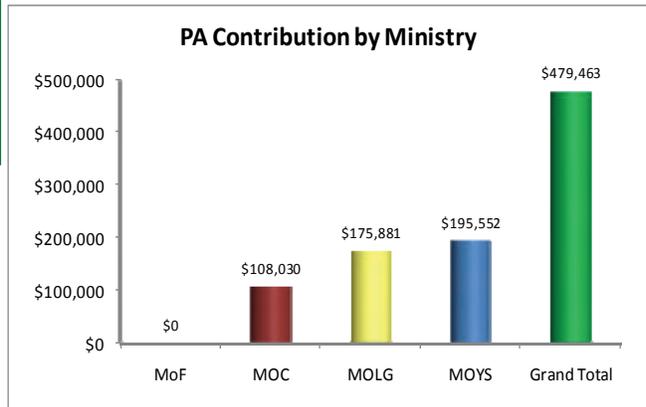
2.7 OBJ2-CB-ACT1: Implement Identified Priority Community Development Projects

The design and implementation of USAID-approved CDPs in partner LGUs is in full gear. During the reporting period, 6 projects were completed, 5 projects were under implementation, and 4 projects were in different stages of design, tendering or bidding. It should be noted that the 5 projects under implementation are some of the largest and most complicated in terms of scale, resources and design.

Additionally, during this quarter, LDR re-started CDP implementation in Gaza on projects which were suspended prior to the launch of Operation Cast Lead in December-January 2009.

With the favorable change in the USD– NIS exchange rate, LDR has recognized a savings which enabled the program to work with municipalities of completed projects to identify projects in need of external works (landscaping, finishing of facility surroundings, etc), and those works were also contracted out during this reporting period.

LDR received cost share payments from the MoLG as their contribution towards several LDR constructed school projects (Aqqaba, Azzoun, Kufr Deek and Kufr Nimeh). The funds were received as cash contributions toward the school projects from and total \$175,881 or 69% of the total pledged.

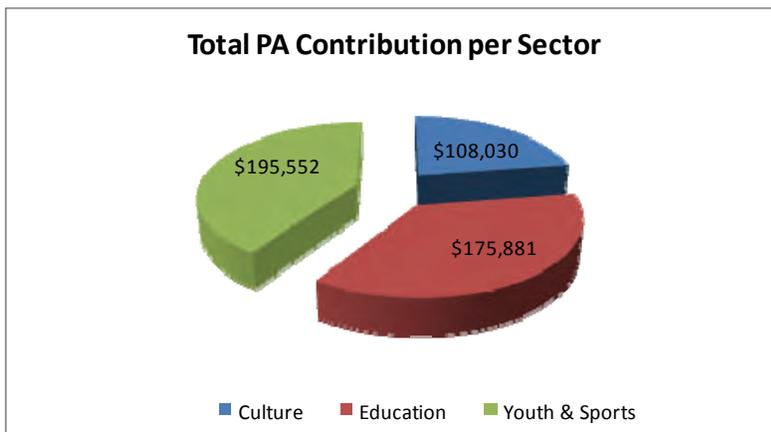


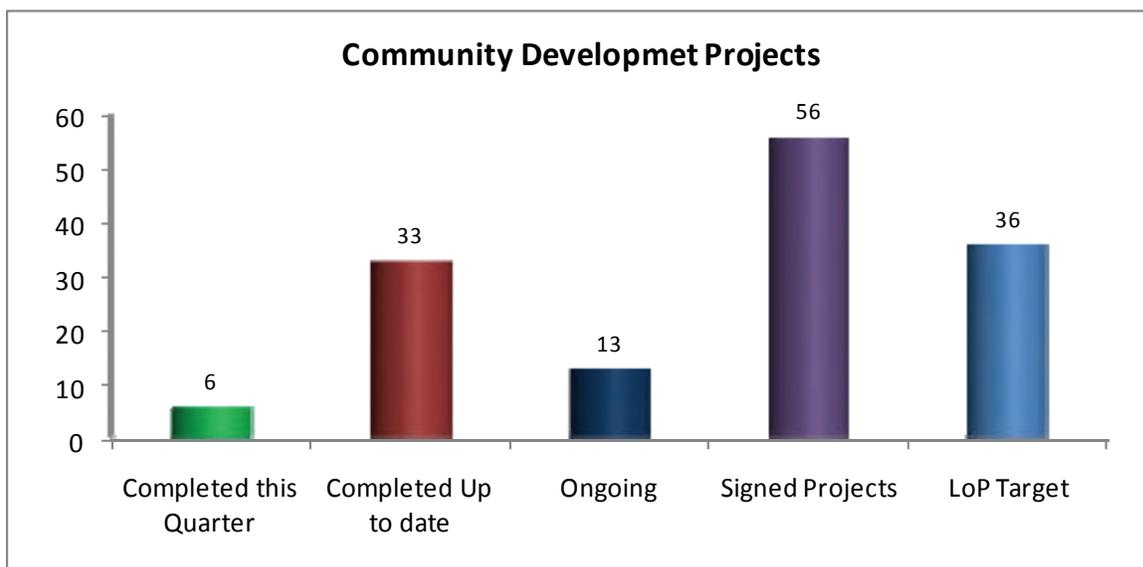
Community Development Projects

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.

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 24 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 attended. 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 project 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 the construction of a regional facility 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.

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, and the construction of 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 for commodities.

Abu Dies Project 2, Jerusalem Governorate. Half Olympic Swimming Pool - ON HOLD.

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 has been made yet as there are potential issues related to the possibility that of parts of this park are located in Area C which would require Israeli approvals. During this quarter, LDR provided designs to Israeli authorities and had several conversations with them, but no approval has yet been given. This project will now be considered "ON HOLD."

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'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 taxis and buses began in Al Thahrieh in July 2007 and was completed in December 2007. Despite some initial problems with

utilization, LDR worked 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) -5% Progress. LDR will 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. During this reporting quarter, the project was tendered and a contract was signed with a construction company on June 21st. The project will take 3-6 months to complete and will benefit over 14,000 residents.

Aqqaba, Tubas Governorate. Construction of a New Boys' Primary School, \$350,000 (USAID) –100% Complete. The school consists of a ground floor of 620m² area, sanitary unit, surrounding walls, and asphalted yards. Construction work completed on April 8, 2009 and will be fully ready for use for the 2009-2010 school year. So far, the project has generated 765 employment days. The community contribution generated is \$58,686. During the next reporting period, LDR will be looking at providing external finishing works to ready the school for the launch of the new school year in August.



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 transportation 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. All work on 9km of internal roads in Kober was completed during the previous reporting period.

Baqa Al-Sharqiyeh, Jenin Governorate. Asphaltting of Internal Roads, \$ 162,600 (USAID), \$ 16,906 (Community)- 100% Complete. The work on this project was completed 13th October 2008, and included the 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 in March 2009. 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. During this reporting period, the Mayor informed LDR that the Municipality and the Ministry of Health have decided to upgrade a private clinic into a government-sponsored emergency care center, as the construction of the new road now eases and improves access to the hospital.

Hebron, Hebron Governorate. Construction of a Public Park, \$700,000 (USAID) – 5% Progress. Construction was contracted and began on this public park on June 8, 2009. During this reporting period, a survey was done in order to layout the locations of the park facilities. Excavation work also began. LDR is encouraging the work to proceed at a brisk pace to make up for time lost during the design phase of the project.

Kuf'r Al Deek—Primary Girls' School



Yatta - Construction of the West Wing of Yatta Stadium



Tulkarem, Tulkarem Governorate. Construction of a Sports Hall, \$ 400,000 (USAID) – 23% Progress. During this reporting period, the concrete for the facility's ground slab was cast and the shear walls and columns were started. Unfortunately when quality control measures found some issues with the reinforcement steel used for pile foundation during the last quarter, LDR decided to try to import the steel from Israel. Several attempts to get the approval for the steel have gone unanswered. LDR then decided to go through a re-design of the facility that will require locally made steel.

Ya'bad, Jenin Governorate. Construction of a Second Floor of the Boys' School, \$ 227,000 (USAID), \$26,000 (Community)– 100% Complete. The project consists of construction of a second floor of area 650m² (8 classrooms) and external work (boundary walls, re-asphalting 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 was completed on the 11th of November 2008, generating 357 days of employment. In regards to the Old City Preservation, during this reporting period, LDR undertook frequent discussions with the Mayor and Council to come to a final decision on this project. It was decided to rehabilitate one house in the Old City which could be transformed into a hostel. This facility would enable Bir Zeit to promote tourism to this historic town, while also generating income for

the municipality. The project is in the final design stages and will be contracted out during the next reporting period.

Yatta, Hebron Governorate. Construction of the West Wing of Yatta Stadium, \$ 565,000 (USAID) - 100% Complete. This project was completed on June 18, 2009 and 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 the western wing of Yatta sport stadium and building facilities like changing rooms, a first-aid unit, and sanitary units. During this quarter, all work was completed and handed over to the municipality. 2,565 days of employment were generated by the construction of the stadium. The community contribution mobilized is \$133,709.

Beit Jala, Bethlehem Governorate. Construction of a Public Library, \$438,000 (USAID) - 97% 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. Construction works were extended during this reporting period, enabling the contractor to finish up the majority of works. All work was completed on the two-story building, the bottom floor of which will be finished internally by the Municipality. LDR is now completing external landscaping works on the library, including the laying of a sidewalk, a boundary wall, and other minor landscaping.

Al-Ram, Jerusalem Governorate, Multipurpose Building, \$413,000 (USAID) - 100% Complete. 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. All work on the building was completed on June 4, 2009. The work generated 2,228 days of employment. The Municipality and community contributed \$111,562 toward the construction of this facility. See following page for photos.

Al-Jeeb, Jerusalem Governorate, Building Community Center, \$ 166,000 (USAID), 100% Complete. The project is to con-

Zababdeh– Multipurpose Hall



Al Ram - Municipal Building



struct 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.

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 from LDR engineers. During this reporting period, tendering was completed and the Notice to Proceed was provided to the contractor on June 22, 2009. So far the site positioning has been completed and initial construction work began.

Zababdeh, Jenin Governorate. Construction of a Multipurpose Hall, \$208,000 (USAID) - 100%. Complete. A multipurpose hall to serve as a venue for cultural and youth activities was completed during this reporting period on April 26, 2009. 1,493 days of employment were generated by this project. The community contribution towards this project is valued at \$105,250. LDR is now in the process of completing external works on this facility in order to improve the landscaping around the facility to ensure the safety of the public.

Kufer Al-Deek, Salfet Governorate, Construction of primary girls school, \$305,000 (USAID) - 100% Complete. During this reporting period, all works were completed on this facility, enabling it to be ready for the new school year in August. The works generated 963 days of employment. The community contribution towards this project is valued at \$95,554.

Salfet, Salfet Governorate, Construction and Equipping of an Emissions Testing Station, \$350,000– 11% progress. As there is no emissions' testing center in Salfet, drivers must travel long distances to test their vehicles for regis-

tration. The construction and equipping of such a station will elevate this problem and provide the Municipality with income. This is one of LDR's largest projects and during this reporting period, the reinforced concrete for the foundation was laid and the formwork for columns were constructed. The concrete for external wall base failed to pass specified strength tests and shall be removed. There are delays being experienced by the contractor, which LDR is following closely. Constructed is expected to be completed near the end of October 2009.

Aqraba, Construction of a Health/Women Center facility, \$269,000— 100% Progress. LDR completed the construction of a facility which will house a medical center and a women's center on a total area of about 400 m2. During this quarter all construction and internal finishing work was completed. 1,520 employment days have been created as a result of this work. The community contribution towards this project is valued at \$68,604. LDR is now completing external works to enhance the appearance of the building and the landscaping outside the building.

Gaza Repair Works

During this reporting quarter, LDR re-started the contracting process for work which had been put on hold during the conflict in December and January. The following work was tendered out for completion during the next reporting period:

Rehabilitation of Agricultural Roads: Abasan Al Kabira, Abasan Al Jadida, Al Mosader and Al Fukhary Municipalities. Tender documents were prepared, bidded out, and contracted out during this reporting period. Work will be completed during the next reporting period.

Rehabilitation of Sewage Network: Al Musader. During this reporting period, work was tendered and contracted out. Work will be completed during the next reporting period.

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

During this quarter, there were no activities under this intervention. A further series of trainings is under preparation. 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.

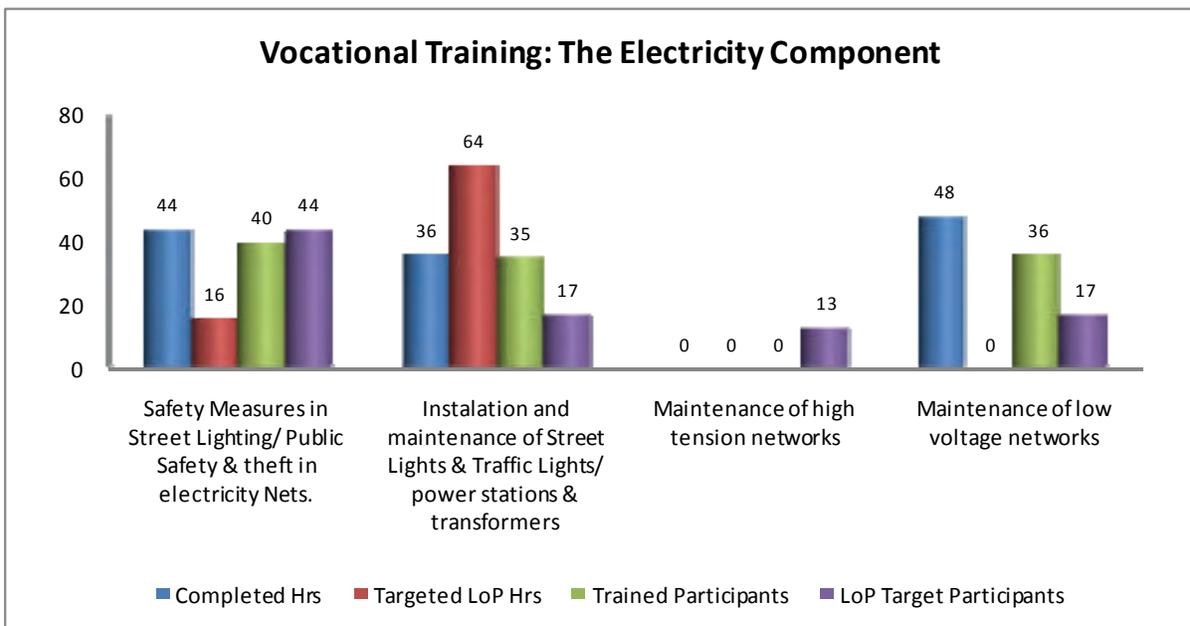
2.10 OBJ2-CB-ACT4: Vocational Training

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 delivered a series of three trainings (in a series of 6, three of which were already delivered in 2008) on High Tension Networks Maintenance from June 15-30, 2009 as follows.

High Tension Networks: LDR delivered vocational training on High Tension Networks from 15-18th June 2009 in the Jerusalem District Electricity Company (JEDCO) in Jericho for 20 participants from 14 partner LGUs (Arrabeh, Kufr Thulth, Tubas, Aqqaba, Illar, Ya'bad, Azzoun, Aqraba, Tulkarrem, Salefeet, Abu Dies, Al-Ram, Hebron and East Salfet Joint Services Council). The training introduced the latest techniques, safety procedures, and failure preventive measures in the maintenance of High Tension Networks and its components (cables, transformers, and power stations). LDR's Capacity Building team will follow-up on the use of the techniques introduced to participants. It is anticipated that the overall benefit of such training will have a highly visible impact on the type of services provided to citizens, as many of the networks in the targeted partner LGUs are old, and proper maintenance is essential to minimize failures common in electricity services provision.

Power Stations and Transformers: LDR delivered vocational training on Power Stations and Transformers from 20-23rd June 2009 at JEDCO training center in Jericho to 17 participants representing 10 partner LGUs (Salfet, Hebron, Tulkarrem, Azzoun, Ya'bad, Aqqaba, Tubas, Kufr Thulth,



Arrabeh and East Salfeet Joint Services Council). The training built on the previous workshop and provided in-depth details and techniques for engineers responsible for the maintenance of high tension networks and components of such networks, such as transformers and power stations.

Low and Medium Networks: LDR delivered vocational training for the sixth and final time in the electrical services provision series to 16 engineers and technicians representing 10 West Bank LGUs. This training built on the previous two workshops and provided in-depth hands-on training on various techniques for cable-joint welding, isolation of joints, safety measures, and other techniques necessary for the successful and error-free maintenance of those networks.

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

A Public Procurement and Tendering Procedural Manual, which addresses procurements of varied sizes utilized by many smaller LGUs throughout Palestine was finalized in the previous quarter. LDR worked with the MoLG to determine the best way to roll out the use of the manual to a broader number of LGUs. It was decided to hold a joint workshop to release the manual in the near future. LDR will also sponsor the printing and distribution of the manual.

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

In an effort to standardize accounting systems used by LGUs, and build on the training, equipment and software already provided to partner municipalities by LDR, LDR met with the Municipal Development Fund to discuss possible areas of collaboration. It was agreed to assist the MoLG in developing a policy note on Financial Policies and Procedures for LGUs.

Additionally, it was agreed that LDR will develop

training packages which it will roll out to its partner LGUs in coming quarters specifically in areas addressed by the Policy note, specifically: 1) cost accounting, 2) budgeting cycles and budget preparation, and 3) modified accrual financial principles. Simultaneously, MDLF will roll out the training package to its partner 34 partner LGUs.

All equipment, software and requisite training has been delivered in previous quarters. In the future, LDR would like to consider expanding this intervention to other partner LGUs who have a demand for such capacity, but for which LDR currently lacks the resources.

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, the selected partner implementer of this activity, **Hulul company**, was vetted and began its extensive work with the three municipalities.

An action plan was developed and agreed upon with all municipalities, and a kick-off meeting for this intervention was held with all three municipalities on June 1, 2009 with 10 staff members from the three municipalities who will play key roles in assisting this intervention moving forward.

The first step was to conduct an assessment of records management needs within each municipality. These assessments were in-depth and were conducted in each department where significant paperwork is maintained for the provision of municipal services, ie, water departments, planning departments. In each municipality, data was gathered to map the workflow within each of the municipality's, the types of records necessary, the documentation flow within and between the various departments, and records ownership. All data gathering for all three municipalities was completed on June 30,

2009.

During the next reporting period a File Plan will be developed for each municipality, and based on that, the computerized Records Management and Archiving system will be designed, installed and ready for operation by the end of September 2009.

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 a 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.

During this reporting period, all steps in the project mobilization phase (detailed action plan, communications plan, MOU, establishment of a project operation room within the Municipality) were completed. LDR held a public kick-off meeting on April 25th designed to bring public attention to the major task that the Municipality was about to embark on.

During May and June, the needs assessment phase was undertaken which included the collection and analysis of internal and external data, including:

- ◇ Mapping of internal municipal functions
- ◇ Interviews with Mayor, council members, and senior staff on their functions and roles
- ◇ Development and delivery of an assessment tool (for Municipal staff and customers)
- ◇ Review of documentation and procedures used by each of the municipality's departments
- ◇ Design and delivery of an employees' voice survey
- ◇ Design and delivery of a customer voice survey to help provide the municipality with a better understanding of constituents' expectations.
- ◇ Design of a training needs assessment plan
- ◇ Capturing of a financial model.

Based on the data gathered, LDR presented a report to the Hebron Municipality on 14th of June, which was followed by a two-day strategic retreat on the 19-20th June 2009. 45 representatives from the Hebron Municipality, including all seven members of the council, and the Mayor, senior managements, and heads of departments attended the meeting.

The comprehensive, 45-day long assessment revealed that 54.6% of citizens in Hebron were satisfied with the services provided by the Municipality and a similar 56% of the municipality's employees were satisfied with working conditions in the Municipality.

Based on the assessment, participants worked on analyzing the external forces and trends that the municipality is facing. A SWOT analysis was undertaken, and a vision and mission for the Municipality were developed. Eight major focus areas were developed for the Municipal Corporate Plan to address as follows:

- 1) Governance (policies, role of council and mayor)
- 2) Institutional capacity building (procedures, systems)
- 3) Human resources development
- 4) Financial Management (revenue generation, cost centers)
- 5) Management of services, efficiency of service delivery (one stop shop model)
- 6) Information technology (integration of MIS within the municipality, GIS, Financial software)
- 7) Partnerships and networking (with civil society, private sector, other public institutions, regional, int'l networks)
- 8) Disaster Management.

Another workshop was conducted from 28-30 June with the Hebron municipality task force to continue the identification of initiatives, to develop key performance indicators, and a responsibility matrix. From these, the Corporate Development plan will be prepared and submitted to the Mayor and council for approval during the next reporting period.

Sufian Shadid – Sharing Dreams with Others

Like all Palestinians, Sufian Shadid has long dreamt of a country where the rule of law and the spirit of patriotism unite people. As a young boy, he was too young to find the right words to express his thoughts, but his dreams made him aware of his obligations towards his homeland; and he felt the drive to find an appropriate way to honor Palestine and its heritage.

Born to a humble family as one of eleven children, Sufian felt burdened by the deteriorating conditions of his village and its people. As a child, he would search for the idyllic, safe spot to play with a ball that he and his friends bought after they gathered their several months savings together to buy. The children would be harassed by older children, or chased away from neighbors who were disturbed by the children's yells from the streets. Sufian, along with the other children of his town had never seen the sea, it was only something he imagined.



His childhood dreams of safe and beautiful space became trapped deep in his soul. As a young boy, he was often fraught with emotional distress. Sufian dropped out of school in the ninth grade and when the first Intifada broke out in 1987, he was imprisoned for the first time at the age of sixteen due to his vocal activism. He was released, but returned to prison four more times, until he was eventually sentenced to life imprisonment.

"We were intrigued by the resistance, its ideology and values. This is what we were taught in jail. When the Palestinian National Authority came into power after the Oslo Accords were signed we young people were exceptionally thrilled. We considered the PNA as revolutionaries who could not make any mistakes. Later, we were shocked to learn about the rampant corruption in the PNA, not to mention favoritism and grand embezzlements. This is *not* what we were raised to do, nor was it what we wanted." says Sufian.

Sufian was eventually released in the prisoners' exchange process; but he continued to suffer from the second Intifada and he eventually headed back to his home town Allar (also known as Illar), out of his longing to achieve something for his homeland. Sufian has always loved his home town, Allar, and he knows every corner of it and every person. He always hoped to give it all he could and make his endless dreams for his town come true.

When the Mayor of the Municipal Council of Allar resigned, Sufian was asked by his friends to lead the local council in the town; a responsibility which he had secretly longed for. He dreamt of being Mayor of the Local Council in order to advance Allar's to development through the provision of the very services he had wished for as a child. Sufian was already aware of how difficult this would be; especially that he did not have the traditional qualifications or experience for such a position. Against all odds, he believed that he had a vision and sufficient motive to be successful.

Cont....

The council included thirteen members from diverse families of the town. Notably, and upon Sufian's insistence, the council included four women; unprecedented in Palestinian villages at that time. The difficult work began. The municipality was housed in a cramped, one-storey building, and was drowning in debts with no real budget. He didn't think twice before asking everyone he knew – including friends, mayors of the surrounding villages and the municipality's secretaries – about everything he wanted to learn. He was in charge of building his own capacity and developing the necessary administration skills.

"It was not easy in the beginning. It was a personal challenge. I spent many sleepless nights reading and studying all the laws and regulations of local government. The problem was that there were no special regulations for the staff of local authorities. Moreover, the municipality suffered a critical financial crisis and lacked the necessary administrative and technical resources; it didn't have even one computer," says Sufian.

Sufian's first term of office spanned three years, during which he implemented several projects that were vital to the town such as building schools and roads, licensing the water network and creating communication channels with donors. At the end of his first term, he decided to officially run for mayor, a move which would put to vote his image and the community's perceptions of his accomplishments as Mayor in the previous three years.

"I won the elections, even though the competition was fierce. This encouraged me to work harder for the service of the citizens. During the first term, I used to think that I was appointed against their will, which did not feel right. Then, they willingly elected me, which means I'm bound to offer my best for their wellbeing in order to be worthy of their trust."



Sufian's major concern has always been finding an outlet for the energy of the youth and providing them with proper mentoring for their futures. He did all he could to urge young people to make decisions and embrace visions that would help them reach a level of maturity at which they could assume full responsibility for their actions. He has been fighting to protect them from the suffering he endured as a young man, due to the lack of proper roll models, which left him feeling as though he had no option other than activism. He has visited schools and taught young people that patriotism can be honored in many ways, including: building the country, embracing high morals and values, helping senior citizens, having good manners and conveying the best image of their religion and community. These, he states, are good examples of how one can be a good patriot.

In 2005, the Allar Municipality engaged in cooperation projects with CHF International through the "TAWASUL" program, funded by the USAID. Sufian started to absorb and adopt new concepts during workshops and training courses held under the program. He was introduced to the concept of community participation and learned methods of engaging community involvement in the making of important decisions. He applied these concepts in connection with new town projects, functions of the municipality and in ways of dealing with the public. He was also acquainted with concepts of transparency, team work and decentralization, and joined training courses on

Cont.....

accounting, budgeting, management, and strategic planning.

"Those training courses have completely changed my own perception of authority. Previously, I used to believe that I was the sole decision maker. However, I now realize the advantage of community participation and transparency. The community now has more confidence and trust in the municipality, since everything has become public knowledge. Financial reports are issued publicly on a monthly basis. The local community now participates in and preserves projects. They know and appreciate the fact that we work hard for their services, which makes it easier for us to do so." says Sufian.

The construction of football stadium project in Allar was a dream for Sufian, as he endeavored to find creative space for the youth; as he himself dreamt of as a child. With his vision and the participation of the community, LDR and USAID threw their full support behind the idea and began construction of the stadium in 2008. Sufian's dreams don't stop there, though. He is currently planning the construction of a community theater and a public pool.

Sufian's motivation has improved the quality of life of Allar's citizens, and has also helped to improve the efficiency of the Allar Municipality. The Municipality is now housed in a centrally-located and well maintained building with sufficient operational budget and several well capacitated technical and administrative divisions to serve the people of Allar. There is also a strategic plan.

In 2009, the Allar Municipality earned the Ministry of Local Government and UNDP's transparency and integrity certificate. Allar was evaluated on the extent of transparency and integrity through a public survey which measured the extent of public satisfaction with the efficiency of the municipal staff, the level of involvement of the council members in the municipality's functioning and its commitment to community participation.

Allar football stadium built under CHF International's "TAWASOL" program; funded by the USAID – 2008.



A design of the theater Sufian dreams to construct in Allar

"I am working hard to eradicate the suffering I went through as a young man. I encourage young people to achieve an education. I strive to create public facilities that meet the needs and make available all necessary services, without corruption. I am still learning and will not stop. Mayors of some neighboring towns and villages contact me for advice on municipality administration matters, as I had done in the past. I am proud of what I have become because I rose to the occasion. I seized each and every opportunity to learn, and I believe that everyone can make a change if they work hard. The sky is our limit, and we will maintain our commitment to accomplish as much as we can."

END

COMPONENT C

CIVIC ENGAGEMENT AND GOOD GOVERNANCE PROMOTION

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

During this reporting period, the design of communication manuals began, as previously identified in four main areas:

- ◇ Transparent and Participatory Annual Budgeting Process
- ◇ Planning for Infrastructure development and design
- ◇ Physical Planning and Zoning
- ◇ Community Oversight and Participatory Monitoring of LGU performance

During this quarter, a best practices manual summary of major lessons gathered from the world in these four areas. was prepared in participatory budgeting, Participatory Zoning and Land Use Planning, and Participatory Planning for infrastructures and services, including Monitoring and Evaluation guidelines.

LDR recruited technical experts to help in developing the manuals which flow out of the best practices documents. The 4 manuals were prepared and finalized, translated into Arabic and shared with partner LGUs for their feedback.

A workshop is planned for the next reporting quarter during which the contents of the manuals will be discussed to compare the actual experience of LGUs in community participation. Additionally, LDR will undertake a series of training workshops on the manual and print and distribute the manuals to its partner LGUs.

As a related activity, LDR is also in the process of documenting internal procedures of service delivery operations for some partner municipalities. Based on these assessments, LDR has begun to provide

assistance in helping these partner LGUs in documenting their procedures with the goal of development “Information Packets” publications which will be provided to citizens. The packets will help clearly state the types of services provided by each LGU, the fees for the services, the timeframes for delivery of the services, and application procedures. In some municipalities, this task will be utilized as a tracking database for applications received for certain services.

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

During this reporting period, LDR engaged three technical experts to help research relevant topics related to Public-Private Sector Partnerships, including:

- ◇ Palestinian laws and the trend towards public-private sector partnerships: actual need and legal requirements
- ◇ Partnership investments projects for local councils
- ◇ Corporate social responsibility (Sustainability) in Palestine: an empirical investigation of impact on firm profitability .
- ◇ Partnerships for the delivery of public and municipal services.

During this reporting period, LDR held the first in a series of seminars on this topic on May 20th 2009. Discussions revolved around the possibilities and capacities of public-private partnerships. The seminar was held under the auspices of the former Minister of Local Governance, with the attendance of USAID and senior LGU staff.

The research papers will be finalized, and further seminars held in the coming reporting periods.

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

The goal of the Good Governance and Civic Responsibility Campaign is to develop advocacy and information campaigns around good governance messages in LDR partner LGUs.

Ithna Summer Camp—Hebron



Sara Matar— Sara is 6 years old and is suffering from a childhood disease which requires daily treatment at a hospital. When asked about the Summer Camp she said:

In these few days I am spending in the summer camp, I can see red, blue, yellow and all other colors except the gray painted walls of the hospital and the white coats of the hospital staff ”



Ansam, Sara and Feda’ are three class mates who are 11 years old and live in one of the areas in Hebron most effected by Settler violence.

“ The Summer Camp has helped us meet other children living in different area, and we discovered that other people are living worse situation than ours. On the other hand, the social and physiological counseling that we had during the summer camp enhanced our abilities to deal with the surrounding conditions .”

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.

Advocacy

Furthering the advocacy campaign with the Birzeit Municipality which aims to encourage local communities to fulfill their service fee obligations by increasing the rate of payments received by LGUs for services provided, LDR contracted with Ellam Tam to help the municipality launch a communications and PR campaign. Ellam Tam worked with Bir Zeit to put together a detailed action plan and activities began in June 2009 through the design of a citizens survey which will target 20% of Bir Zeit citizens and gauge their satisfaction with water services provided and the reasons for non-payment of fees. They also met with the bill collectors and processors to better understand the internal systems. The survey and interviews will form the basis for the publicity campaign (brochures, boards, etc) that will be completed in the next reporting quarter.

Joint-Services Council of the East Salfeet Cluster— The proposal for the planned advocacy campaign was finalized and a public tender was launched for a company to help in implementing the campaign. The main objective of this campaign is to increase public participation in public affairs and their engagement in the municipality's obligations towards providing solid waste services.

Summer Outreach Activities

The summer outreach activities were launched during this reporting period and entail the implementation of youth-oriented governance activities from June-August 2009. The activities will be hosted by partner CSOs and LGUs and incorporate a host of educational, recreational and cultural activities. The program aims at reaching out to the remote and underserved areas in the heavily populated northern and southern districts of the West Bank, as well as Gaza partner municipalities by strengthening the

cooperation and complementarities in the promotion of citizenship among youth. Activities will occur in the following areas : Illar, Sabastia, and Al-Zababdeh in the Northern West Bank, Yatta, Ithna, al-Thayhrieh in the Southern West Bank, and Abbasan Kabira, Abbasan Jadida, Foukhari and Mossader LGUs in Gaza.

During this reporting period, partner CSOs were selected, action plans were put in place in cooperation with each CSO and LGU, and one summer camp was launched in late June in Al Thayhrieh with 200 children participating. The remaining camps will take place in July and August 2009, during which over 2,000 children and youth are expected to participate in a range of governance activities from town hall meetings, summer camps, and public festivals.

2.18 OBJ2-CC-ACT4: Youth Shadow Local Councils

With the full launch of the YSLC activities last quarter, and the end of the school year during this quarter, LDR decided to meet with members of the YSLCs, their parents, the LGUs and other community members to assess progress to date of this pilot intervention in Bani Zeid, Beit Fajjar, Salfeet and Al Ram. Based on the high level of training and program activities, parents requested a slow down in YSLC activities for May and early June as the students prepared for their final high school exams.

The YSLCs each completed at least two community service projects during the last quarter. Projects included a public traffic safety awareness campaign, tree planting, and street beautification activities. During this period, a revised implementation plan was worked with each YSLC for the coming quarter, until the completion of LDR's intervention with them, and an assessment of YSLC equipment needs was taken for procurement by LDR. LDR also assisted the YSLCs in producing informational and visibility material for their work.

On May 1st, 2009, all YSLC members from all four communities met together to discuss and develop a common by-law for the YSLC. With the help of an LDR-identified legal specialist, the by-laws were finalized and will be utilized for the establishment

Beit Fajjar: A Model Youth Shadow Local Council

The Youth Council's Moto: "Participation through Action and Responsibility"

LDR has formed 4 Youth Shadow Local Councils across the West Bank as part of a pilot program which strives to provide youth the opportunity to practice the skills of local government in their own communities. The pilot project also aims to increase youth's understanding of the functions that local governments carry out in their communities. Four youth shadow local councils were elected in Beit Fajjar, Salfit, Kafr Ne'meh and Al-Ram during 2009.



In January of 2009, LDR hosted a series of awareness-raising workshops with over 100 youth of Beit Fajjar, which introduced them to concepts of good governance and citizenship. Youth then registered to vote for the twelve council members of what has now become LDR's model Local Youth Shadow Council in Beit Fajjar. The 12 members, one of whom has been appointed by the youth as the "Mayor," range in age from fifteen to twenty years.

Through the participation in public campaigns, debates, elections, leadership and skills training, and the design of a community project, the young elects have opened doors to new aspects of civil life which hadn't previously been available to them. It also offered them a new understanding of civic responsibility and of their individual potential to make decisions and initiate changes which will accompany them daily throughout the rest of their lives.

The young people of Beit Fajjar set a model example of what Palestinian youth are capable of when provided with the appropriate opportunities. In Beit Fajjar, the Youth Shadow Local Council mobilized the youth of the community to carry out an environmental awareness project. The youth planted trees, painted road curbs, distributed garbage cans and painted environmentally-themed murals in public areas of the town.

Realizing the success of harnessing the energy of their peers, Beit Fajjar's Youth Shadow Local council decided to take on the ambitious project of organizing a Culture and Art Week for Beit Fajjar all by themselves.

Mohammed Derereyeh, the nineteen-year-old Mayor of Beit Fajjar's model Local Youth Council said: "After consulting with the youth who voted us in, we realized that the youth are in need of art and cultural activities which allow them to express their dreams and needs, away from their daily tedious routine which lacks extra curricula activities. Therefore, we cooperated with the municipality to prepare the Culture Week between the 18th and 21st of May, 2009. A special agenda was created and several local institutions were contacted to get the participation of artists. Moreover we arranged all the advertising and logistics for the event."

The youth council organized several committees from the youth of the village. They sent invitations to local residents and interested cultural groups from Beit Fajjar and the surrounding villages.



cont...

For three consecutive days in May, the arts fair took place and included a Book Fair, a Painting Exposition and Palestinian Folklore presentations. A video on the city of Jerusalem was shown. The cultural week also featured a play, Palestinian popular singing known as "Zajal", poetry nights, and renaissance of folklore music and traditions.

Members of the council took care of the hefty logistics involved in such an event, selecting display locations, designing themes and creating decorations. They also filmed a documentary on Beit Fajjar and held a donation book fair for Beit Fajjar's public library.

"This experience has taught us a lot. Most importantly, we started to realize what it feels like to shoulder such a great responsibility, and to appreciate all the efforts made by the municipality and the local council. We have been through the hardships that all leaders and decision makers face; which require that you assume responsibility for your actions and decisions. Further, we developed new respect for public property and for the development plans implemented by the municipality. In order to build on this achievement, we are raising awareness of this new concept of community participation among our peers", said Derereyeh.

The culture week turned out to be such a success. Those who attended were quite pleased and impressed by what young people can do and how responsible they can be.

Zuhair Ghayyada, the adult coordinator of Beit Fajjar's Local Youth Council, describes the success of the youth: "The potential of the youth was steered in the right direction. They have definitely proven that they can be creative and productive in a way that best serves their community."



of any future YSLCs.

In late June, LDR re-initiated activities, centered around YSLC-lead summer camps. YSLC members distributed applications within their communities. LDR provided four trainings, one to each YSLC, for YSLC members in how to lead and facilitate the summer camps. The trainings took place from the 26-30th of June and the summer leadership camps for youth will take place throughout the month of July. For LDR, it is critical to have youth lead and conduct these camps as it not only provides them with first hand experience in putting to work their newly acquired leadership skills, but the material presented is also more likely to have a successful outcome of transference was done peer to peer. It's expected that 800 youth will participate in these camps throughout the West Bank.

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.

Several of the Municipal leaders served by LDR are undertaking the courageous steps of trying out new ways of business to demonstrate their leadership to their community. The willingness of the Mayor and the Council of Bir Zeit to listen to citizens honest feedback of their water services demonstrates the courage that moderate leaders need to have to engage with citizens in a way that can constructively improve their services.

Youth Engagement

The participants in LDR's Youth Shadow Local Councils are surpassing expectations of their communities, particularly in regards to their level of engagement. In particular, the Beit Fajjar YSLC engaged the public to a level which surpassed the expectations of LDR and the LGU. The enthusiasm and professionalism that they demonstrated in their ability to engage their citizens has been reflected in the seriousness and respect which the community has given the youth, and which the youth have worked diligently to attain. This experience also gives youth confidence in their ability to engage their citizens, an important step in building democratic leadership that is responsive to their citizens.

LDR's summer activities and YSLC camps will work with good governance themes, such as civic awareness and provide youth with leadership skills. The summer activities are working to give a voice to youth and to give them the understanding that they have rights and obligations to voice their opinions and participate in their community. Youth in Palestine are well voiced in what "development" means, citing the need for clean streets, clean water, and good schools. LDR is striving to give them the tools to help them realize that these critical elements of community development are not only ones which can be achieved through their participation in governance systems, but also help them to realize their personal development goals.

Democratic Participation

Each of LDR's components and interventions encourage citizens and governments to participate in democratic bodies that will work to improve the local governance systems. At the national level, LDR is now encouraging an open dialogue and participation in solving issues around strengthening relationships between the Ministry of Local Government and the LGUs to ensure each is supportive of the other and working towards a common goal.

At the local level, with LDR's Hebron Transformation project, the municipality will examine its business processes through gauging citizens' percep-

tions of how well it functions and determining the real issues citizens have with the operations and services of the municipality. The advocacy campaign in Bir Zeit and East Salfet also encourage dialogue by helping citizens understand how their actions (or inactions) contribute to the quality of the services provided by municipalities.

Transparency, Accountability and Anti Corruption

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

Despite the continued uncertainty in the national level political scene, LDR continues to put significant effort towards assisting LGUs in making real, practical changes to their internal systems which will have immediate impact on how the citizens engage with the local government bodies. The activities centered around developing Strategic Development Frameworks for LGUs, developing record management systems for LGUs and helping support the documenting of business processes within LGUs will not only make the task of service delivering more friendly to citizens, but will also provide a level of transparency that will make the LGUs more accountable and less corrupt in front of their citizens.

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.

As many of LDR infrastructure projects are now completed or coming towards completion, LDR is looking at closely how the provision of services in these facilities impact the interactions that citizens have with their local government units. Increasingly, LDR will play a stronger role in building citizens awareness of the obligations of their local governments and the democratic principles of providing services in ways which are transparent and make the leaders of these government units accountable. LDR is building civic awareness so that people understand that interaction with their governments is a two-way, give and take relationship.

Local Governance Dialogue

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

LDR strives to create dialogue on local governance issues throughout the multi-layers of the governance system in Palestine. At the national level, LDR is now embarking on a study which will examine in detail the differing systems throughout the world, putting them into a comparative context. The study is a first step in getting critical government actors in Palestine to discuss the strengths and weaknesses of different governance systems in order to reach a consensus on the definition and structure of what an ideal system would look like in the Palestinian context.

Likewise, at the local government level, LDR is now creating a dialogue on the relationship and interaction between LGUs and the MoLG. The dialogue is at times fraught with confusion and tension, however, LDR's goal is to facilitate a constructive dialogue in which issues are raised and solutions can be proposed and discussed.

4. VISITS & VISIBILITY

During the reporting period, several visits were made by the USAID team to key project activities, including meeting with the Mayor of Hebron and its senior management team to discuss the ongoing business reengineering initiative. USAID also participated in a LDR-sponsored seminar on public-private partnerships. USAID met with the Youth Local Shadow Council at Beit Fajjar.

Much of the work that LDR is accomplishing in the local government units is gaining much press coverage by both local and national outlets.

LDR is preparing for several high, visible events and inaugurations in the next reporting quarter, including coverage of the summer activities and camps, as well as the inauguration of Beit Fajjar Library.

Print press coverage of LDR events is included in Annex A.

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.

LDR coordinated several meetings between the MoLG and the Municipal Development Fund in areas where potential synergies exist in our interventions, including on the provision of financial training and software. LDR also coordinated closely with the Ministry on the development of the Strategic Development Framework task. On both the evaluation committee for that task, as well as for the Strategic Planning training for MoLG, the Ministry served as members on the bid evaluation committee, fully exposing them to CHF's bidding policies, and providing them with a degree of ownership over the processes that will ultimately serve to benefit them.

6. DIFFICULTIES ENCOUNTERED

This past quarter the change in leadership at the Ministry of Local Government, as well as several other line Ministries, required LDR to engage in renewed relationship building to ensure that the progress that it had gained on building multiple stakeholder buy in to LDR goals was not lost.

The financial limitations of the Palestinian Authority are increasing concern, particularly among LDR's LGU partners. LDR is trying to ensure that its resources are not only used most efficiently and effectively, but are ones which will have the greatest impact for the resources invested in these LGUs.

Security remains a concern both in West Bank and Gaza municipalities. Settler violence in the south and inter-political rivalries in the north are keeping the close attention of LDR and its partner municipalities. In Gaza, two of our former partner LGU leaders resigned during this reporting period. It remains a delicate balance to provide optimal support to these LGUs in Gaza in the current operating context, while also ensuring that undue attention is not drawn to them.

7. MONITORING & EVALUATION

During this quarter, LDR's PMEP was updated in consultation with USAID in order to ensure all activities were captured by the updated GEO-Mis system. The new PMEP chart is attached in Annex C, showing deliverables to date. Related to this, LDR has now updated its program and activity data on the new GEO-Mis system and will continue to do so on a monthly basis.

LDR developed the terms of reference for a interim program evaluation to be conducted during the next reporting period. The evaluation will help LDR determine the next phase of its local governance activities in terms of horizontal and vertical expansion. The evaluation will also capture attitudes toward local governance issues. The terms of reference is attached in Annex B.

LDR has also decided to enhance its post-activity impact tools and methodologies. LDR has developed a tool to capture the broader impact of capacity building interventions through a tool called the "Sustainability Matrix". The survey tool was introduced into several LDR communities this quarter to measure indicators of ownership and sustainability of community projects after LDR's construction work has completed. The tool is providing additional anecdotal information on some key operational issues at the level of the local government units, particularly around their interactions with other line Ministries (Education, Health) and will also help to inform the design of the next phase of LDR.

الاحتفال بافتتاح مدرسة مسقط الاساسية للبنين شرق طولكرم

لا تزال عملية البناء جارية في هذا المبنى الجديد الذي ساهم في توفير بيئة تعليمية مناسبة للطلاب في هذا الحي السكني الجديد. وقد افتتح مدير المدرسة السيد محمد عيسى عيسى في حفل حضره عدد من المسؤولين والضيوف. وتحت إشراف مدير التربية والتعليم في طولكرم السيد محمد عيسى عيسى، تم افتتاح مدرسة مسقط الأساسية للبنين شرق طولكرم. المدرسة مبنية على مساحة 10 آلاف متر مربع، وتحتوي على 12 فصلاً دراسياً، و100 طالباً. المدرسة مجهزة بأحدث الوسائل التعليمية والتقنية، وتحت إشراف مدير التربية والتعليم في طولكرم السيد محمد عيسى عيسى، تم افتتاح مدرسة مسقط الأساسية للبنين شرق طولكرم.

في حفل حضره عدد من المسؤولين والضيوف. وتحت إشراف مدير التربية والتعليم في طولكرم السيد محمد عيسى عيسى، تم افتتاح مدرسة مسقط الأساسية للبنين شرق طولكرم. المدرسة مبنية على مساحة 10 آلاف متر مربع، وتحتوي على 12 فصلاً دراسياً، و100 طالباً. المدرسة مجهزة بأحدث الوسائل التعليمية والتقنية، وتحت إشراف مدير التربية والتعليم في طولكرم السيد محمد عيسى عيسى، تم افتتاح مدرسة مسقط الأساسية للبنين شرق طولكرم.

د. أشية: المطلوب الآن ليس وقف الاستيطان فقط بل أيضاً كل الحوافز الممنوحة للمستوطنين

يؤكد د. أشية على ضرورة وقف الاستيطان في الضفة الغربية، بالإضافة إلى إلغاء الحوافز الممنوحة للمستوطنين. وقال د. أشية في حديثه مع صحفيين، إن المطلوب ليس فقط وقف الاستيطان، بل أيضاً إلغاء الحوافز الممنوحة للمستوطنين، والتي تشمل إعفاءات ضريبية وخدمات صحية وغيرها. وأضاف د. أشية، إن هذه الحوافز تجعل عملية الاستيطان مربحة للمستوطنين، وبالتالي فإن وقفها هو الخطوة الأولى لوقف الاستيطان.

دورة تدريبية للمحامين الشباب في مجال الترافع أمام المحاكم الشرعية

تحت إشراف وزارة العدل، تنفذ في القدس دورة تدريبية للمحامين الشباب في مجال الترافع أمام المحاكم الشرعية. تهدف الدورة إلى تعزيز مهارات المحامين الشباب في التعامل مع القضايا الشرعية، وذلك من خلال تقديم محاضرات عملية ونظرية. الدورة ستعقد في مقر وزارة العدل، وتستمر لمدة أسبوعين.

بلدية الخليل والتعاون الدولي يوقعان مذكرة تفاهم لإقامة حديقة عامة

وقعت بلدية الخليل بالتعاون مع منظمة التعاون الدولي مذكرة تفاهم لإقامة حديقة عامة في الخليل. تهدف الحديقة إلى تحسين البيئة الحضرية وتوفير مساحات خضراء للجمهور. المذكرة وقعها مدير البلدية السيد محمد عيسى عيسى، بالتعاون مع ممثل منظمة التعاون الدولي.

وقعت بلدية الخليل بالتعاون مع منظمة التعاون الدولي مذكرة تفاهم لإقامة حديقة عامة في الخليل. تهدف الحديقة إلى تحسين البيئة الحضرية وتوفير مساحات خضراء للجمهور. المذكرة وقعها مدير البلدية السيد محمد عيسى عيسى، بالتعاون مع ممثل منظمة التعاون الدولي.

جلسة تشاورية حول تقيصات وكالة الغوث

عقدت وكالة الغوث جلسة تشاورية مع ممثلي المجتمع المدني في طولكرم. ناقشوا في الجلسة تقيصات الوكالة، بما في ذلك إجراءات التوظيف والرواتب. تهدف الجلسة إلى تحسين الشفافية والمساءلة في إدارة وكالة الغوث.

معرض ميار للأثاث

عرض حلة نزيلات هائلة على كافة أنواع الأثاث

عروة نوم كاملة + فرشة + تلفزيون ملون 21 بوصة بـ 3900 شكيل

خصم 30%

معرض ميار للأثاث

عريقات يتفقد مركز الظل باريها

تحت إشراف وزارة التربية والتعليم، تنفذ في طولكرم دورة تدريبية للمحامين الشباب في مجال الترافع أمام المحاكم الشرعية. تهدف الدورة إلى تعزيز مهارات المحامين الشباب في التعامل مع القضايا الشرعية، وذلك من خلال تقديم محاضرات عملية ونظرية.

قاضي القضاة: المطالبة بالاعتراف بالأحتلال كدولة يهودية تكريس للعنصرية والغاء لحق العودة

طالب قاضي القضاة في طولكرم بالاعتراف بالاحتلال كدولة يهودية، معتبراً أن هذا الاعتراف يكرس العنصرية ويغفل حق العودة للاجئين الفلسطينيين.

القضية في خان يونس تنظم أمسية على كرفل القدس

تنظم في طولكرم أمسية ثقافية بمناسبة القضية الفلسطينية في خان يونس. ستعقد الأمسية في مقر بلدية طولكرم، وستناقش فيها القضايا السياسية والاجتماعية المتعلقة بالقطاع.

عريقات يتفقد مركز الظل باريها

تحت إشراف وزارة التربية والتعليم، تنفذ في طولكرم دورة تدريبية للمحامين الشباب في مجال الترافع أمام المحاكم الشرعية. تهدف الدورة إلى تعزيز مهارات المحامين الشباب في التعامل مع القضايا الشرعية، وذلك من خلال تقديم محاضرات عملية ونظرية.

الاحتفال بتوقيع مذكرتي تفاهم بين بلدية الخليل ومؤسسة التعاون الدولي

تحت إشراف بلدية الخليل، تنفذ في طولكرم احتفالاً بمناسبة توقيع مذكرتي تفاهم مع منظمة التعاون الدولي. تهدف المذكرتان إلى تعزيز التعاون في مشاريع التنمية الحضرية والبيئية.

القضية في خان يونس تنظم أمسية على كرفل القدس

تنظم في طولكرم أمسية ثقافية بمناسبة القضية الفلسطينية في خان يونس. ستعقد الأمسية في مقر بلدية طولكرم، وستناقش فيها القضايا السياسية والاجتماعية المتعلقة بالقطاع.

ANNEX A VISIBILITY

خلال يوم دراسي في الزمانيه

غزة: الدعوة إلى ربط مديري المدارس بما يستجد في حقل الإشراف التربوي

كتب محمد أبايا

دعا المشاركون في يوم دراسي تربوي في ربط مديري المدارس بما يستجد من أفكار تربوية حديثة وتجرب ناجحة هبطت في دور مختلفة بما يخص الإشراف على الطالب المعلم وإنشاء مدارس للتربية خاصة ببلدات التربية في المحافظات ماكينه الإشراف على إدارة المعلمين والأساليب والنمطية دور في مجال الإشراف التربوي.

وتضمن أداء المعلم في المستقبل بإدراك المعلمين الحضور الأساس في عناصر العملية التعليمية.

التقريب الميداني

وبين - محمود أبو دقة - مدير كلية التربية أن الشروبي الميداني يعد صعب المبراح التربوي، ويعتبر النمطية التي من خلالها تتحول الأفكار والنظريات إلى ممارسة عملية جديده. بوضوح إن كافة الطلاب يؤثر على جودة المخرجه التعليمية.

تفعيل دور المعلم

وتحدث - د. داود خنيس - مشرف التربوي الميداني عن دور المعلم وفنونه وإسهاماته في بناء شخصية العالم والمهندس والطبيب، ميمنا حجم المسؤولية المقاد على ماله في إعداد الإنسان الصحاح وتطوير أساليب التدريس في المواجه التعليمية.

تفعيل الدور الإشرافي

وطلب المشاركون في اليوم الدراسي بتفعيل دور مدير المدرسة كشرف تليمير من خلال قيامه بمساعده المشرف في متابعة العملية التعليمية، ويوجهه نحو إعداد المدارس لتطبيق لقا معوي يلم فيه استعراض ما قد ورد من جهود ومشاور في مجال التدريس الميداني.



المشاركون في الاجتماع

واقع عملية الإشراف

وقال - سهيل دياب - ومعاودة دياب المشرفان التربويان واقع عملية الإشراف من أداء الطالب المعلم وجهات المشرف التربوي كما تناول - سعيد حرب - مدير التربية والتعليم محافظة رفح المشاكل التي تواجه الطالب المعلم أثناء التدريس وسبل معالجها، مطالبا بضبط القول في عيادات التربية من خلال رفع النسخة وإجراء مقابلات - وتطرق مصطفى منصور - موهبة عيادة التدريس بكتابة التربية بالجامعة إلى الممارسات العملية المتواجدة عن عدم إدراك المعلم لدوره المهني وانعكاسها على الطالب المعلم.

وقدم فلاح العليو المشرف التربوي في مديرية تعليم غرب غزة لتصورا لتفعيل أداء المعلم في فتره موضوع انصوح العائده. وتحدث مزق مؤمن مدير موهبة حقلين الامامية (1) عن العقابيات الإشرافية اللازمة لتفعيل التربية في إشرافه على الطالب المعلم مشيراً إلى دور مدير المدرسة كمدقم في موهبته.

العسيلي يبحث مع وفد أميركي تمويل مشروع إعادة هيكلة بلدية الخليل

الخليل - الإيام - في بلدية الخليل، أمس وفد من الوفدة الأميركية للتعليم، وبمشاركة الإستاذ الخليلي "CHF" وبلد يعرض على بلدية الخليل تمويل المرحلة الثانية من مشروع إعادة هيكلة البلدية.

أيام الملعب

تطابق مع أنشطة مركز الترفيه الرياضي من المصاحف الرياضية

وفد من نادي زيبه يلتقي وكيل وزارة الشباب والرياضة



الرياضة - الإيام - في نادي زيبه يلتقي وفد من نادي زيبه يلتقي وكيل وزارة الشباب والرياضة.

مراج معلا يجتاز عقبة تيريو بعثراً أوران الجمعة



مراج معلا يجتاز عقبة تيريو بعثراً أوران الجمعة.

خدمات جباليا يتعاقد مع إيهاب كحيل لتدريب الفريق السلوي

خدمات جباليا يتعاقد مع إيهاب كحيل لتدريب الفريق السلوي.

أسماعيل والشطريت ولأفي ينخرطون في المعسكر التدريبي



أسماعيل والشطريت ولأفي ينخرطون في المعسكر التدريبي.

أبراهيم السلوي يكتسب عن الملاعب لمدة شهر بعد إصابته في أحداث نهائي الدرغ



أبراهيم السلوي يكتسب عن الملاعب لمدة شهر بعد إصابته في أحداث نهائي الدرغ.

عاشور سعيد يمهنته الجديدة في مدرسة ناشني السلة بغزة الرياضي



عاشور سعيد يمهنته الجديدة في مدرسة ناشني السلة بغزة الرياضي.

ANNEX A VISIBILITY

ورشة في جنين حول نظام تسكين موظفي الهيئات المحلية



جلسة الأيتم

تمتدح في ورشة

جنين - محمد صالح الجمع
 المندوبون في ورشة العمل الأولى التي نظمتها وزارة الحكم المحلي في مدينة جنين، استمع حواري نظام تسكين موظفي الهيئات المحلية على المستوى الوطني، في ورشة العمل الأولى التي نظمتها وزارة الحكم المحلي في مدينة جنين، بحضور ممثلين من كافة الهيئات المحلية في الضفة الغربية، وذلك في إطار تنفيذ خطة عمل برنامج التسكين الذي أعدته الوزارة بالتعاون مع منظمة العمل الدولية.

الموظفين فيها، والتي أهدت شركة الخبيرة للاستشارات الإدارية (CHF) الدولية (CHF) الدولية، وذلك ضمن مبادرة استهداف إعداد هيكل تنظيمية معيارية تشكل أساساً متوحداً للتوظيف وهيكلية الهيئات المحلية، بما يضمن أعلى درجة من الاستعداد والالتزام لديها مع الأخذ بعين الاعتبار الفروق فيما بينها من ناحية الحجم وخط استراتيجي والتنسقية الجغرافية وعوامل أخرى.

الشفق الحماية لها تربة نمت من ١٩٠ من مجموع موظفي الهيئات المحلية. وفي كلمته قال فخري راعد، مقرر وفد المدير العام لأمم المتحدة في جنين، إن نظام تسكين موظفي الهيئات المحلية يهدف بالدرجة الأولى إلى توفير الأمن والأمان لحوالاء الموظفين وإطلاق العنقود البشرية في أوطانهم بما يتفق مع احتياجات الإسكان والتنمية الاقتصادية والمشاركة الفعالة في تطوير نوعية الخدمات التي تقدمها الهيئات المحلية للمواطنين.

النظام وبالاستناد تطبقها وأضاف مدير إيه ليس بالخبير تطبيق نظام تسكين موظفي الهيئات المحلية بوجوه هيكلية، ما دفع وزارة الحكم المحلي إلى التوجه إلى مؤسسة الأسيان التعاوني (CHF) التي وفرت الخبيرة الاستشارات الإدارية من أجل وضع هيكلية تنظيمية من البداية وتوقع أن يتم الانتهاء من بوزارة ومبدأ جميع اللجان المتعلقة بنظام تسكين موظفي الهيئات المحلية حتى الآن على مدى الشهر الجاري ليصار إلى تنفيذها على شكل تحصيلات مفسرة وميسرة للنظام الذي أكد مدير إيه يشكر أحمد



المتحدثون في المؤتمر

خلال مؤتمر صحفي في نابلس

النجاح وسلسلة البيئة وجوال تعلن بدء التحضير للمؤتمر الثاني للبيئة الفلسطينية

نابلس - الأيباب - نظم مؤتمر صحفي في المنعقد الكوري بجامعة النجاح الوطنية، استمع تم خلاله الإعلان عن التحضيرات للمؤتمر الدولي الثاني حول البيئة الفلسطينية المزمع عقده في تشرين الأول المقبل. وشارك في المؤتمر الدكتور جمال الدينك منسق عام المراكز العلمية في جامعة النجاح وجميل سلوا، نائباً، لندسة سلطة الطاقة على الهيئة الفلسطينية والتربية والإعلام البيئي، ودور القطاع الخاص والاستثمار في حماية البيئة وحفظ البيئة الفلسطينية. وأشار سلوا إلى مشاركة وتعاون العديد من الجهات المختصة في التحضير والإعداد لهذا المؤتمر، بدءاً من وزارة الزراعة وسلطة المياه وإدارة المهندسين والحكم المحلي والصحة وسلطة الطاقة وجامعة النجاح والبيئة.

LDR Interim Evaluation

Terms of Reference

June 2009

I - Background

CHF International is a not-for-profit international development organization acting as a catalyst for long-lasting positive change in low and moderate income communities, helping them improve their social, economic, and environmental conditions. With funding provided by the United States Agency for International Development (USAID), CHF International-West Bank/Gaza (WBG) is implementing a local governance development program titled: Local Democratic Reform (LDR)-Tawasol. LDR aims to improve the capacity of the Local Government sector in the West Bank and Gaza in order for local governments to better serve their citizenry through transparent and participatory democratic approaches.

LDR began implementation in October 2005. From April 2006 to September 2007 program operations were suspended. During that period, minimal work was completed on the local level and all national level programming ceased. In January 2007, work with 20 LGUs was initiated. In October 2007, full program operations recommenced and in January 2008, interventions on the national level were also reactivated.

The **overall goal** of the LDR program is to develop an enabling environment and operational framework for an effective, empowered and democratic local governance system in the West Bank and Gaza.

Based on this goal, LDR has two strategic objectives:

Objective 1: To enhance the capacity of the Ministry of Local Government (MoLG) to effectively assume a leading role in the development and implementation of a vision, policies, regulations and institutional framework for a democratic local governance system in the WBG.

Objective 2: To strengthen local government institutions and leadership to more effectively assess and prioritize needs; implement integrated strategic planning and performance monitoring processes; administer and manage infrastructure construction and provide overall basic service delivery, while maintain a transparent, democratic and accountable process.

The Interim Evaluation will monitor progress primarily against Objective 2 but will consider the program approach, implemented activities and achievements to date under objective one.

The four program components described below work in a vertically and horizontally integrated fashion to ensure good governance practices are supported at all levels and across all sectors. LDR works in 37 communities in the West Bank and 5 in Gaza. This exercise will only cover West Bank implemented activities from a representative sample of the 37 communities.

The LDR program implements activities under four main components:

National Level: Assistance to develop the capacities, functions, and relations of national actors, particularly of Ministry of Local Governance and its regional directorate offices.

Local Community Development and Service Delivery: encompasses participatory planning at the community level resulting in the construction, use and maintenance of essential community infrastructure. (Activities since inception)

Capacity Building: aims at strengthening the capacity of LGUs to Provide Basic Services. (Activities since inception)

Civic Engagement: promotion of key good governance practices and messages to civil society and enhancing civic engagement in the local governance process. (Activities since January 2009)

For all program components LDR has developed monitoring and evaluation systems which measure performance and outcome indicators. As the LDR program went through several interruptions in program implementation and political contexts, no comprehensive baseline survey was completed. Therefore, the evaluation elements which aim to measure change throughout the program life must be responsive to this caveat.

Objectives

After almost four years of the program life and less than three years of active program implementation, LDR desires to conduct an external valuation of the program whose aim is twofold:

1. To examine LDR activities implemented to date (particularly those under the two major components – capacity building and community development projects) and determine if they addressed the actual needs and priorities of those communities and LGU partners in order to produce the intended results of LDR’s interventions. The evaluation should also point out and identify any lessons learned that have resulted from the program. The evaluation will also examine the most recently approved Implementation Plan (IP) and determine its relevance to the overall goal of the program. The evaluation should inform LDR on the specific contextual factors and program strategies, methodologies and activities that contributed to the impact achieved and provide recommendations on enhancing the desired impact.

To identify public and LGU perception of governance issues in the Palestinian context.

As such, this assignment is expected to achieve the following two goals:

A. Provide CHF and its stakeholders with feedback from the program stakeholder including Ministry of Local Governance, partner LGUs, citizens and civil society organizations of targeted communities, and information on the short term impact of the program’s completed activities to date to ensure that the program approach, methodologies and activities are both relevant and effective. This includes all major programmatic activities under implementation at the national level under component 1 as well as at the local community level under components 2,3 and 4;

- a.National Level: activities include needs assessment and designed responsive interventions which implementation was initiated or planned to be initiated.

- b.Local Community Development: activities include service delivery facilities, infrastructure projects supported by LDR since inception. This will involve assessment of the public consultation process and degree to which these projects were identified priorities through a consultative and participatory process in addition to assessing the actual use, sustainability, and citizens’ satisfaction of these facilities and services.

- c.LGU capacity building and technical assistance activities delivered by CHF since inception and up to March 2009 and the degree to which the technical assistance delivered achieved its intended outcomes taking into consideration the process used to determine the TA needs of the partner LGUs and the effectiveness of the methodologies used to deliver the TA.

- d. Civic participation and engagement since LDR inception with focus on LDR participatory methodologies and specific civic engagement activities initiated or completed to date as well as planned for the future.

B. Provide LDR with a citizen and LGU perception survey whose results are statistically significant and reliable on what local governance means in the Palestinian context, and the challenges faced by communities and LGUs in achieving good governance practices.

In their applications, the consultant is expected to propose detailed methodologies (e.g. qualitative, quantitative, participatory, etc.) for the achievement of each of both of the abovementioned objectives with justification as to why each methodology was selected. The most important applicant selection criteria is the

thoroughness of the submitted proposed approach and a well designed process that efficiently captures information on key governance themes such as: transparency, participation, accountability, etc. Technical evaluation of applications will also look at the degree to which the methodologies used are both consistent and capable of capturing relevant and high quality information. In addition to the criteria addressed above, the consultant is encouraged to propose other relevant areas for investigation based on their knowledge of the governance sector in Palestine.

In terms of Objective A, The evaluation shall address the following:

Program relevance: how well do the program interventions address the key governance themes of participation, accountability and transparency? How well is the program focused on the needs of the beneficiaries? Is the latest approved Implementation Plan (June 2008) relevant to the goals of the program?

Effectiveness: has the program achieved its objectives? In terms of activities identification and delivery? Further, are partially implemented activities and planned activities responsive to the program objectives and have a good chance in achieving the desired impact? Do methodologies used achieve the impact attended (including project tools, forms, processes and procedures)?

Impact/Outcome: To what extent has the project benefitted the targeted populations including women, youth and marginalized groups.

Cross-cutting Themes: To what extent has the program dealt with cross-cutting themes: support to moderate leaders, youth engagement, democratic participation, transparency, accountability and anti-corruption, civic awareness, and local governance dialogue?

Quality control: Do implementation mechanisms allow for on-going quality control and changes in scope of interventions to ensure quality?

Sustainability: To what extent are the activities and results likely to be sustained after the program is completed?

Ownership: To what extent do the communities/stakeholders have a sense of ownership of the interventions and program outcomes?

Coordination and leveraging: How effectively has the project coordinated with other partners and stakeholders (Ministry of Local Government, other international entities engaged in the sector, private sector entities, and Civil Society Organizations)

Challenges/constraints, lessons learned and recommendations: What are the **key** challenges, lessons learned and recommendations?

Visibility and outreach: how effective has the program been in reaching out to the relevant stakeholders and ensuring the visibility of engaged partners like the donor, local and national government partners?

In terms of Objective B, the survey shall address the following:

- 1. Knowledge of local and national governance structures:** what is the understanding of citizens and LGU members of the functions of their government (comparing actual and ideal)? What do they know about the legal parameters of their government structures? Are citizens provided an opportunity to learn about the situation of LGUs, their constraints and challenges, and likewise do citizens understand their basic role and responsibilities in the governance process?
- 2. Level of citizens' satisfaction with services provided by their governments:** Are citizens satisfied with the type, quantity and quality of services provided? How would they like to see them improved? What works well in their local governments? What doesn't work well? Are services delivered in a transparent and accountable manner? how is government performance measured and

held accountable? how would the community and LGU leadership rate the sense of pride and the commonality of a community vision?

3. **Citizens' participation in local government structures** – is there an active civil society, does its leadership engage with and appreciate LGU leadership and Vice versa? how do they participate? At which levels of government and which type of forum do they participate? How often do they participate? to what degree are citizens activity involved in municipal deliberations, priority setting and decision making?
4. **Communication and Information Sharing** – how do citizens communicate with their local governments? Is communication efficient and effective? Do they propose improvements and through which means? does the LGU pro-actively share information on its activities, budget process, accomplishments, failures, etc and likewise, are the means for the community to actively share information both among civil society elements and with the LGU?
5. **Power Sharing:** how is power sharing both within the LGU itself (e.g., Mayor vs council vs staff) and - within the community at large?
6. **Capacity for Cooperation and Consensus Building:** does the LGU willingly stand open to cooperate with civil society and are there mechanisms for consensus building?
7. **Ownership of Important Initiatives** – are the means and mechanisms by which the community and the LGU jointly own and celebrate initiatives that improve the municipality present?

Scope of Work

Through a combination of field work and review of available documents, the consultant will produce a written evaluation report which will enable CHF to make better informed decisions for future program planning, and provide a snap shot of the outcomes and short term impact of its completed interventions.

In their proposal the consultant should provide a detailed description of the suitable, innovative, participatory assessment methodologies with justifications for the types of tools to be utilized to collect and analyze primary and secondary data pertaining to the achievement of the objective of this assignment. The evaluation is also expected to measure project relevance, efficiency, effectiveness, sustainability and impact. Results of the Evaluation are expected to be provided in both qualitative and quantitative formats. All assessment methodologies will be reviewed in detail by CHF International prior to their finalization and use. The following outcomes are expected:

Programmatic results of LDR interventions and assessment of the program's outcomes and short-term impact achieved to date, accompanied by specific recommendations for modifying, if need be, current program strategies, approaches and activities.

Recommendations for future democratic governance interventions.

Survey local communities in which LDR operates to provide CHF and key stakeholders with information pertaining to:

Citizens' perception and understanding of broad governance issues in terms of good governance, LGU-citizens communication, democratic participation, services provided by their municipality, and knowledge about the role of their local government and how they are accessed. The survey should cover citizens, local action committees formed by CHF in addition to CBOs working in each of the communities.

LGU members' perception and understanding of their roles as citizens' representatives, the needs of their citizens and the changes in their understanding of the roles and how they fulfill those needs thereof as a result of LDR intervention

Prior to the start of the field work and following the signing of the contract, the consultant in coordination with CHF, is to conduct initial workshops with a selected group of partner LGUs to inform them of the study, its objectives, methodology and timeframe prior to the implementation. The consultant is expected to take into consideration feedback received when finalizing their implementation plans and methodology for the Evaluation.

Following the completion of the field work and data analysis the consultant will provide LDR/CHF with a comprehensive reader-friendly report detailing methodologies used, data collection and analysis, results, findings and recommendations in a way that will insure their use in sound decisions on program interventions.

Upon the approval of the draft report and prior to its finalization, the consultant will arrange to provide up to **three preliminary results presentations** to CHF-LDR, USAID, and Partner LGUs on the findings of this assignment. CHF will provide the consultant with the participants list and the most suitable time to conduct such event in order to plan for. The consultant is expected to incorporate feedback into the final report.

A **final results presentation** workshop to disseminate final findings and present the final report to CHF and/or USAID and interested stakeholders is expected. All the information regarding attendees will be provided by CHF/LDR.

Deliverables

The selected consultant is expected to provide LDR with the following deliverables according to the agreed upon timeframe.

The Consultant shall submit an evaluation methodology and work plan to CHF International for approval within one week of contract signing.

The Consultant shall submit the draft evaluation tools for CHF's review within two weeks from the start of the assignment.

The Consultant shall submit a draft final report and present this report to CHF International and USAID within eight weeks from the start of the assignment.

The Consultant shall submit a final report in five hard copies and one electronic copy to CHF International within one week from the receipt of written comments on the draft report. Based on the findings and conclusions of the final evaluation, the Consultant shall hold a presentation for USAID to present the result of the final evaluation study within two weeks after the delivery of the final evaluation report.

The consultant is expected to produce a written report in English that includes the following sections/components: executive summary (2 pages maximum), program overview, goal and objectives of the evaluation, evaluation methodology, recommendations and lessons learned. Annexes should, at a minimum, include: a list of persons interviewed and sites visited, evaluation tools, and the terms of reference.

A first draft will be presented for comments 2 weeks before the end of the consultancy contract. The final version will take into consideration the eventual comments introduced to the draft version.

Presentation: Based on the finding and conclusions of the final evaluation, the Consultant shall organize an informative presentation for USAID in their offices in Tel Aviv. Please note that the Consultant should factor all expenses associated with the presentation and workshop in his/her offer.