



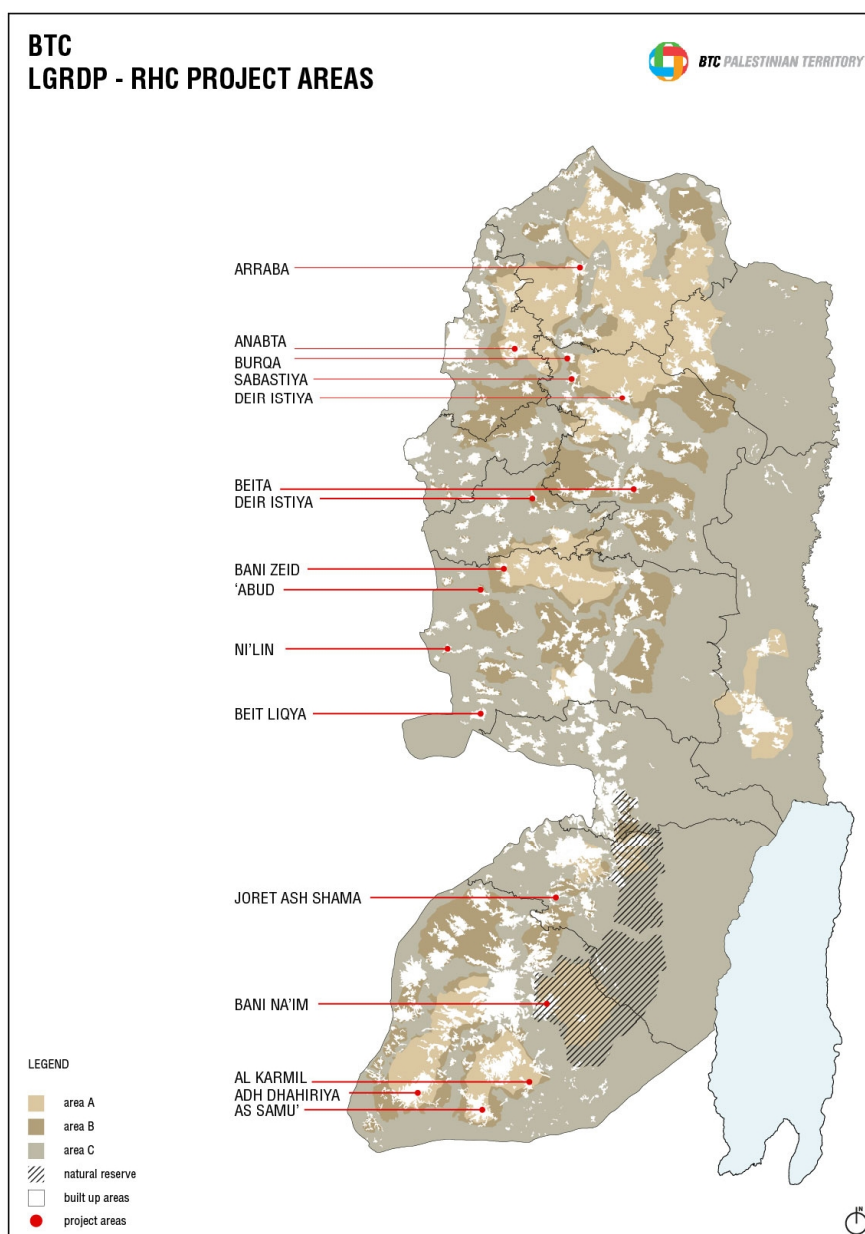
BTC



**Ministry of Local Government
of Palestine**

RESULTS REPORT 2015

LOCAL GOVERNMENT REFORM AND DEVELOPMENT PROGRAM II



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Acronyms

BTC	Belgian Development Agency
CD	Capacity Development
CP	Communication plan
CQS	Consultant's Qualification
DGD	The Belgian Directorate-General for Development
EIA	Environmental Impact Assessment
EOI	Expression of Interest
EUR	Euro
GIA	Grant Implementation Agreement
HRM	Human Resources Management
IBRD	International Bank for Reconstruction and Development
IC	Individual Consultant
ITA	International Technical Advisor
JSC	Joint Service Councils
JSCPD	Joint Service Councils for Planning and Development
LED	Local Economic Development
LGRDP	Local Government Reform and Development Programme
LG	Local Government
LGUs	Local Government Units
LTC	Local Technical Consultant
MDLF	Municipal Development and Lending Fund
MDP	Municipal Development Program
M&E	Monitoring and Evaluation
MoLG	Ministry of Local Government
MTR	Mid Term Review
NCB	National Competitive Bidding
NGO	Non-Governmental Organization
oPt	Occupied Palestinian Territory
PA	Palestinian (National) Authority
PSC	Programme Steering Committee
PSU	Programme Support Unit
QCBS	Quality and Cost Based Selection
REOI	Request for Expression of Interest
RFP	Request for Proposal
RFQ	Request for Quotation
SDIP	Strategic Development and Investment Planning
TC	Technical Committee
TFF	Technical and Financial File
TOR	Terms of Reference
VAT	Value Added Tax
VC	Village Councils
WB	West Bank
WBG	West Bank and Gaza

1 Intervention at a glance

1.1 Intervention form

Intervention title	LOCAL GOVERNMENT REFORM AND DEVELOPMENT PROGRAM (LGRDP) II
Intervention code	PZA 13 033 11
Location	Palestine
Total budget	12.000.000 Euros
Partner Institution	Ministry of Local Government (MoLG)
Start date Specific Agreement	11th June 2015
Date intervention start /Opening steering committee	Inception started in July 2015 / opening SC forecasted in April 2016
Planned end date of execution period	31 July 2010
End date Specific Agreement	10 June 2021
Target groups	<ul style="list-style-type: none"> - MoLG and its 11 branches in Governorates - LGUs' clusters, Joint Municipalities and Amalgamated Municipalities to be identified (including the LGRDP1 pilot clusters and amalgamated municipality) - Area C communities
Impact¹	The management, the development and the administration system of the Local Government Sector in the Palestinian territory are improved within a decentralised framework
Outcome²	The capacities of LGUs to collaborate in providing services, promoting local economic development and contributing to territorial integration are strengthened
Outputs³	<p>Result 1 : The decentralized policy and regulatory framework for LGU collaboration is further developed on the basis of the MoLG's experience with LGU's in pilot clusters</p> <p>Result 2: The MoLG's institutional capacities to support, coach, supervise, and monitor LGU collaboration in a decentralized framework are sustainably strengthened</p> <p>Result 3: The supported LGUs collaborate to provide services, promote local development and contribute to territorial integration</p> <p>Result 4: The supported LGUs invest in infrastructure to provide services, promote local development and contribute to territorial integration</p> <p>Result 5: The supported LGUs actively promote community participation in relevant functions and facilitate citizen's expression of their opinions on issues and priorities of public interest</p>
Year covered by the report	2015

¹ Following the re-formulation adopted in 2014 (PSC)

² Idem

³ Idem

1.2 Budget execution

	Budget	Expenditure		Balance	Disbursement rate at the end of 2015
		Previous years	2015		
Total	9.945.000	-	39.807	9.905.193	0,4%
Output 1	550.000	-	12.978	537.022	0,2%
Output 2	794.000	-	26.829	767.171*	3,4%
Output 3	1.836.000	-	0	1.836.000	-
Output 4	6.465.000	-	0	6.465.000	-
Output 5	300.000	-	0	300.000	-

As LGRDP 1 which is the “foundation” of LGRDP 2 has been extended until May 2016, activities of LGRDP 2 in 2015 have been primarily preparation and orientation activities.

Regarding the disbursement rate, the initial 2015 LGRDP 2 financial plan was including 2.000.000 Euros of expenses for output 4 that were planned to be transferred to MDLF for supporting new investments in LGRDP clusters. Following provisions of the new Grant Agreement that have been drafted and that will be signed early in 2016, such financial transfers (and consequently disbursement of the project) won't be made any more in advance but will be made following achievements of related works.

1.3 Self-assessment performance

1.3.1 Relevance

	Performance
Relevance	A

LGRDP 2 has been fully designed following policies of the MoLG and of the Government of Palestine previously already supported and developed by LGRDP 1. These policies are focusing on development and integration of the Palestinian territory and included in the national strategic development plan.

Also, as it has been designed in light of LGRDP 1 and based on LGRDP 1 dynamics and lessons learned, it is fully relevant to needs of target groups. LGRDP 2 is starting with the same specific beneficiary Local Government Units as LGRDP 1 as a continuous development process.

1.3.2 Effectiveness

	Performance
Effectiveness	A

As LGRDP is just starting, only “potential” effectiveness can be evaluated.

This potential is very high as LGRDP 2 is supporting strategic orientations proposed in the light of LGRDP 1 and/or based on LGRDP 1 results and adopted by the Ministry of Local Government.

1.3.3 Efficiency

	Performance
Efficiency	-

Efficiency can't be evaluated at this starting stage. But it is important to consider that as LGRDP 2 is following LGRDP 1, it will be based on on-going procedures, processes and tools. Even more, LGRDP 2 has considered some improvements and development which allow expecting a greater efficiency: an important development of Human resources, a reorganisation of the Project Support Unit, a development of the decision making process.

It is also important to mention that all partners of the project at the central and local level are after 5 years fully aware about working processes and rules. It generates very good conditions for securing a good efficiency.

1.3.4 Potential sustainability

	Performance
Potential sustainability	A

In general and as LGRDP 2 is working like LGRDP 1 on the institutionalisation of its results through policies, regulation, working tools and/or the legal recognition of implemented processes, the intervention still leads to potentially very sustainable results.

But on the other hand, it must still be also considered that sustainability remains an important issue in the sense that the Palestinian situation in itself is not sustainable at all. All problems mentioned in past years are still there if there are not even worst in the actual political situation:

- The lack of Palestinian sovereignty on their territory with the occupation and the territorial fragmentation;
- The very weak and stagnating economy of Palestine fully under the control of Israel and suffering from many limitations;
- A fragile Palestinian State building process;

- The necessity for the project to support some running costs of the central and local administration (staff and “budget” support for some activities);

In fact, at the moment, our intervention must be seen more like a key support for maintaining peace in a very fragile framework.

Following such a situation, the strategic orientation of LGRDP 2 to focus on territorial and Local Economic Development is taking a crucial importance.

Conclusions

Despite the “fragile” situation of Palestine, 2015 has been an important year of consolidation of key institutional development processes supported by LGRDP 1, what is fully giving sense to LGRDP 2:

National Coordinator, Waleed Alayqa	LGRDP ITA, Olivier Donnet

2 Results Monitoring⁴

2.1 Introduction: 2015, a key year in our intervention in the Local Government sector

In 2015, our intervention in the Local Government sector is characterised by three main elements.

First, the Kingdom of Belgium and the Palestinian Authority have signed in June 2015 a specific agreement concerning a second phase of LGRDP for the next 5 years with a budget of 12.000.000 Euros that will allow complementing, deepening, improving and/or reorienting all on-going development dynamics and processes launched and supported by LGRDP.

Secondly and concomitantly, LGRDP 1 reached in 2015 the last year of its implementation. In that sense, 2015 is a pivotal year on which the LGRDP 2 intervention will be based.

Finally, 2015 has also been the year of the integration of LGRDP and RHC projects into one common dynamic around two complementary specific objectives. This integration should allow increasing synergies between both interventions and, as such, improving their capacities and their impact. Without “amalgamating” the two interventions and by keeping their specificities, this integration is done at two levels: the integration of the management “tools” and organisation (human resources and expertise, project support unit, management processes, etc.) and the integration of some key “delivering” processes that are giving sense to both interventions and that are enriching them (local economy development and planning processes, institutional capacity development, communication, policy making, etc.). Such integration is enriching and consolidating both interventions. LGRDP 2 will benefit fully from this integration.

2.1.1 The LGRDP closing phase and preparation of LGRDP 2⁵

- From pilot to policy: In fact, LGRDP will constitute the “basement” on which LGRDP 2 will build up its own development processes. It doesn’t reduce the ambition of LGRDP 2 to go beyond, to develop and to improve on-going dynamics generated by LGRDP1. LGRDP 2 must allow moving from a pilot approach to the development and the implementation of national Palestinian territorial integration policies and processes with some additional territorial and institutional focuses. It will also be the occasion for improving the intervention following lessons learned through the final evaluation of LGRDP 1 which will take place in 2016..
- LGRDP 2 is then not a startup of a new project but it is the continuation and the development of on-going processes and dynamics. It makes LGRDP 2 very relevant and it will allow the project to generate quick impacts.
- As LGRDP 2 will continue and will develop on-going processes and as it will have a similar basic human resources organization than LGRDP 1, the LGRDP staff and all remainders (equipment, consumables, etc.) will be automatically transferred to the

⁴ Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

⁵ See the closure plan in 4.6.

LGRDP 2 PSU.

2.1.2 The integration of LGRDP and RHC

The integration of both projects into a common program approach is enriching and consolidating both interventions:

- Regarding management processes and capacities: by keeping a specific coordination of operations of each project (through two operations coordinators) under the authority of two specific national coordinators of the MoLG supported by their teams, the program support unit is common for both projects, including accounting and administration as well as all the technical support (the LED technical assistant, the international and the national policy advisor, the Institutional development expert – still to be recruited-, the two Regional technical assistants and the Junior assistant).
- Regarding key common working processes: In addition to improve technical and human capacities of both projects, this integration also allows to complement and to enrich main key working processes to deliver: development planning processes and pilots, communication, institutional development processes, inter-villages collaborations, development of policies, etc. which are of course intrinsically inter-connected.
- Regarding necessary synergies and complementarities: in fact, as LGRDP is targeting the strengthening of Local Government Units, it should naturally also target RHC clusters who won't be able to develop Regeneration plans of their historic centers without including them in a local development planning, without strengthening their capacities and without considering institutional collaborations between villages. On the other hand, part of local development plans designed by LGRDP clusters include also components of Regeneration and, at least, require a strong support in their local planning processes.

Also, both LGRDP and RHC are targeting the development of the related policies and legal framework concerning subjects and issues that are of course fully inter-connected. A national policy on LED (supported by LGRDP) can't be considered as being disconnected from the issue of the development of historic center of villages regulation (supported by RHC) and vice versa; a policy on inter-villages arrangements will of course concern all villages of Palestine, etc.

By integrating LGRDP and RHC, it allows to complete both interventions and to respectively strengthen each of them.

- Following this logic, LGRDP 2 will clearly consider as a strategic orientation to include RHC clusters among their direct beneficiary of institutional development support and inter-villages arrangements. On the other hand, if LGRDP supported clusters will include a regeneration component in their development plan, they should be also technically supported by RHC. Such an orientation which will deepen the integration of both projects will be proposed in the first LGRDP 2 Steering Committee.

This logic of synergies should be also considered in areas supported by Belgian NGOs and/of decentralised actors (like Belgian municipalities in decentralised cooperation) such as Caritas and Ixelles in Jenine's District.

2.2 Evolution of the context

2.2.1 General context

2015 has been again a very turbulent year with a continuous degradation of the situation in Palestine.

- The “Palestinian political unity” process between Fatah and Hamas is still getting nowhere. What separates Fatah and Hamas still prevails on what they are really sharing and doing together and the reconstruction of Gaza is taking far more time than forecasted.
- In such a context of lack of visibility and loss of hope, the relative “peace” is undermined by a growing number of desperate individual terrorist actions which are generating a very bad climate and which are hardening Israeli “security” and control actions.
- The actual stop of real negotiations between Israel and Palestine doesn’t make possible to hope in a possible and close improvement of the situation. The concomitant lack of unity and of common vision shared by all the international community are not helping in hoping for any change in a near future.

These elements lead to an unclear future which perhaps makes LGRDP more important than ever through generating some development dynamics at the local level.

2.2.2 Institutional context

Regarding the institutional context, two connected elements must be emphasized:

- The Minister of Local Government who is politically powerful and technically very well aware on all Local Government issues in Palestine fully considers LGRDP2 as a strategic and crucial support. First, the Minister fully included LGRDP strategic orientations and working processes among the political and the technical agenda of the Ministry. Secondly, he has accordingly proposed and/or adopted some related legislative, administrative and methodological provisions that have been endorsed by the Cabinet and/or by the President:
 - An amendment of the Law on Local Authorities which introduces a new approach of inter-villages arrangements and “municipalisation that will be implemented through LGRDP intervention;;
 - An amendment of JSCs bylaw which is improving the status of JSCs;
 - A Local Economy Development policy agenda adopted by the Cabinet⁶;

⁶ See hereafter the LED policy agenda in 4.7

2.2.3 Management context: execution modalities

There is no significant elements in 2015 about execution modalities. We can observe a smooth and good implementation of procurement modalities, either Belgian or World Bank procedures about which our partner is fully aware now.

2.2.4 Harmo context

The PSU is continuously working on the promotion of a close coordination and collaboration between donors:

- Through regular coordination meetings and continuous contacts between donors who work on CD of the MoLG and through the design of strategies like the HR development strategy which has been finally endorsed by the Ministry and which should be supported together by all development partners involved in the MoLG CD in 2016: mainly the Danish Cooperation, the WB, GIZ and Global Communities (USAID);
- Through the continuation of specific cooperations between LGRDP and other partners : AFD for co-funding investments (Beit Lyqya) at the moment and for designing the LED approach (GIZ, AFD, VNG under a close coordination of the MoLG and the MDLF together); GIZ, EC, French cooperation and UN-Habitat for co-supporting masterplans in Area C.
- Also, LGRDP 2 is considering to develop synergies with on-going development activities implemented by CARITAS and by the “Commune of Ixelles” in Jenine Governorate.

2.3 Performance outcome

As LGRDP 2 is still in its inception phase, the monitoring and evaluation system has not yet been designed. It will be also based on the LGRDP 1 final evaluation that will take place in early 2016. This evaluation will be also an important part of the LGRDP 2 baseline study.

2.4 Performance output

In 2015, all activities implemented are activities preparing the intervention and its orientation:

➤ **Recruitment of additional staff**

LGRDP 2 includes additional staff who is going to complete the existing LGRDP team: a national Policy advisor who is located within the Ministry, two Regional technical assistants (one in the North and one in the South) who are located in MoLG branches in the District and an Institutional development expert to be located within the Ministry.

The national Policy advisor and the two Regional technical assistants have been recruited and started working. The Institutional development expert will be recruited in 2016.

➤ **Design of the HR organisation and working processes**

The recruitment of additional staff and the integration of the RHC staff within one Program Support Unit made necessary to re-consider the HR organisation and working processes of the program⁷.

➤ **Implementation and start-up of Local Technical Committees**

Following a lesson learned from LGRDP 1, it appeared important to implement at the local level a working and decision making body in charge of identifying activities, proposing strategies and following up the implementation of all activities at the local level.

These local Technical Committees have been put in place.

➤ **Preparation of the start-up steering committee**

A deep consultative process with all stakeholders and partners of the project has been implemented for designing the LGRDP start-up: design of the first action plan and identification of strategic key issues and approaches.

The first steering Committee should take place in April 2016.

➤ **Preparation of the Grant Agreement to be signed with MDLF**

The Grant Agreement to be signed with MDLF has been drafted in November 2015. It must be signed beginning of 2016.

⁷ See in annex the draft HR organization and working processes description

2.5 Transversal Themes

2.5.1 Gender

A special focus will be given to the integration of the gender issue within LGRDP 2 approach and plan.

2.5.2 Environment

In the design of investment, MDLF assesses environmental impact of all infrastructures before implementing.

Also in their communication plan, beneficiary clusters of LGRDP are really considering the environmental issue (environment days, collective cleaning actions, etc).

Such processes will be continued in LGRDP 2.

2.6 Risk management

A deep identification and analyses of risk will be a part of the evaluation of LGRDP 1 and of the inception of LGRDP 2.

3 Steering and Learning: piloting a tailored approach and focusing on strategic processes

The first PSC will be organised in early 2016.

3.1 Recommendations regarding the approach of the intervention and modalities of implementation

The evaluation of LGRDP 1 will allow basing LGRDP 2 on all lessons learned.

4 Annexes

4.1 Quality criteria

1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries				
In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D				
Assessment RELEVANCE : total score	A	B	C	D
	X			
1.1 What is the present level of relevance of the intervention?				
X	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.		
	B	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.		
	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.		
	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.		
1.2 As presently designed, is the intervention logic still holding true?				
X	A	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).		
	B	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.		
	C	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.		
	D	Intervention logic is faulty and requires major revision for the intervention to have a chance of success.		

2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment EFFICIENCY : total score	A	B	C	D
2.1 How well are inputs (financial, HR, goods & equipment) managed?				
	A	All inputs are available on time and within budget.		
	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.		
	C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.		
	D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.		

2.2 How well is the implementation of activities managed?	
A	Activities implemented on schedule
B	Most activities are on schedule. Delays exist, but do not harm the delivery of outputs
C	Activities are delayed. Corrections are necessary to deliver without too much delay.
D	Serious delay. Outputs will not be delivered unless major changes in planning.
2.3 How well are outputs achieved?	
A	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
B	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
C	Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
D	Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N				
In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D				
Assessment EFFECTIVENESS : total score	A	B	C	D
	X			
3.1 As presently implemented what is the likelihood of the outcome to be achieved?				
	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.		
X	B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.		
	C	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.		
	D	The intervention will not achieve its outcome unless major, fundamental measures are taken.		
3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?				
X	A	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.		
	B	The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.		
	C	The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.		
	D	The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.		

4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).				
In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D				
Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
	X			
4.1 Financial/economic viability?				
A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.			
B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.			
C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.			
D	Financial/economic sustainability is very questionable unless major changes are made.			
4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?				
A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.			
B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.			
C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.			
D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.			
4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?				
A	Policy and institutions have been highly supportive of intervention and will continue to be so.			
B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.			
C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.			
D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.			
4.4 How well is the intervention contributing to institutional and management capacity?				
A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).			
B	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.			
C	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.			
D	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.			

4.2 LGRDP 2 START-UP IS INTEGRATED INTO LGRDP 1 CLOSURE PLAN

LGRDP 1 CLOSURE AND LGRDP 2 INCEPTION: TWO COMPLEMENTARY AND ARTICULATED PROCESSES

LGRDP that ends in November 2015 will be in fact continued into a new phase (LGRDP 2). As such, LGRDP will constitute in a way the “foundation” of LGRDP 2. Moreover, the fact that LGRDP 2 is starting from July 2015 during the closing of LGRDP 1 will allow managing these both parallel processes through a complementary and articulated manner. We can even consider that the last evaluation and final report of LGRDP 1 will be an important part of LGRDP 2 baseline and inception report and vice versa.

This specific context leads to some key principles of the LGRDP 1 closure process.

1. GENERAL PRINCIPLES OF LGRDP 1 CLOSURE

➤ LGRDP 2: change in continuity – from pilot to policy

In fact, LGRDP 1 will constitute the “basement” on which LGRDP 2 will build up its own development processes. It doesn’t reduce the ambition of LGRDP 2 to go beyond, to develop and to improve on-going dynamics generated by LGRDP1. In fact, LGRDP 2 must allow moving from a pilot approach to the development and the implementation of national Palestinian territorial integration policies and processes with some additional territorial and institutional focuses. It will also be the occasion for improving the intervention following lessons learned through the final evaluation of LGRDP 1.

In such a context, **the LGRDP 1 final evaluation should be prepared and done by considering that it will be an integrate part of LGRDP 2 inception report** with a specific focus on lessons learned as well as on actual strengths and weaknesses of the project. This evaluation could highlight crucial points to keep moving forward.

➤ Completion of LGRDP 1 on-going processes: continuation of institutional development processes but completion of investments implemented by MDLF

On one hand, as they will be continued by LGRDP 2, we can consider

that the main and most important **on-going institutional development processes will still be implemented until the end of LGRDP 1** (end of 2015) without any interruption for being integrated into the LGRDP 2 action plan with, if necessary, some reorientation.

On the other hand and as the implementation approach and arrangement with MDLF will change, **all on-going investments funded by LGRDP 1 and implemented by MDLF should be completed at the end of 2015** or, at least, all planned investments should have been committed before November 2015 and fully implemented before the mid-2016. **For that reason, it is required an extension of LGRDP 1 until mid-2016.** This additional period will concern only the implementation of investments done with MDLF.

➤ LGRDP 1 simple closure procedures

As LGRDP 2 will continue and will develop on-going processes and as LGRDP 2 will have a similar basic Human Resources organization than LGRDP 1, **the LGRDP staff and all remainders (equipment, consumables, etc.) will be automatically transferred to the LGRDP 2 PSU.**

Regarding consultancy on-going contracts endorsed by BTC – LGRDP, **they will all be ended before the end of the year if it won't be clearly provided and approved that they will be continued by LGRDP2** through a LGRDP 2 Project Steering Committee.

About financial resources and as LGRDP 1 and LGRDP 2 are based on two different Indicative Cooperation Programs, **LGRDP 1 remaining funds are not transferable to LGRDP 2.** As such, LGRDP 1 is targeting to spend the whole remaining budget. If complementary activities which will require additional funding must be considered, they must be taken into consideration through a specific LGRDP 2 working and financial plan to be approved by a specific LGRDP 2 PSC.

4.3 LGRDP HR ORGANISATION AND WORKING PROCESSES

The following presentation of LGRDP – RHC HR organization and working processes is designed from the program support unit perspective. It considers of course that the “owner” of working processes¹ is always at the end the BTC Representation and/or headquarter and that the program is placed under the full control of BTC.

It is also considering that all activities (in co-management and in regie as well) are implemented following a co-decision system between BTC and its partners, essentially the MoLG but also the MDLF and beneficiary clusters of LGUs. All processes must fully involve beneficiaries of program activities and put them in the position of fully playing their role and taking responsibilities of their actions.

Finally, the human organization is also based on the actual current situation of the program and of the Representation. Any evolution in the implementation of the program as well as any change in the organization of the Representation can imply eventually and accordingly some changes and adaptation in the management organization.

1. INTRODUCTION: THE NEED FOR AN “ORGANIC” ORGANISATION

1.1. LGRDP – RHC: ROLE AND TASKS

LGRDP-RHC program is implementing capacity and institutional development processes related to Local Government sector and decentralization. As such, our key role is essentially to facilitate, to support, to advise, to design, to strengthen, to orientate, to develop, to impulse, to inspire, to manage, to coordinate, to monitor these processes and not to do them. It is essentially a facilitation role at all levels.

- Following such a role, tasks are multiple and evolutionary
- In a changing, multipolar and complex environment
- Involving a great number of stakeholders of different nature (public and non-public) at different territorial levels
- Our future should be to “disappear” by dissolving our functions within the Palestinian Local Government institutional framework
- Our strengths will be strengths of our “customers” which are our partners

¹ The “owner” guarantees the correct implementation of the program, makes sure that rules are respected, assumes the management of risks and participates in internal audits. Part of the owner responsibilities are delegated to the ITA.

1.1. KEY REQUIREMENTS OF LGRDP-RHC HUMAN RESOURCES ORGANISATION

Considering role and tasks presented here above, LGRDP-RHC human organization has to meet some key requirements:

- Flexibility of the organization with the capacity to adapt to continuous changes and evolution
- Creativity and strong commitment of the staff
- Capacity for implementing multi-tasks at multi-level
- Which requires a group leadership and teamwork instead of competition, personal power and rigid hierarchy with a strong capacity for working together and involving stakeholders from different institutions
- To value internal and external knowledge through a strong communication skill

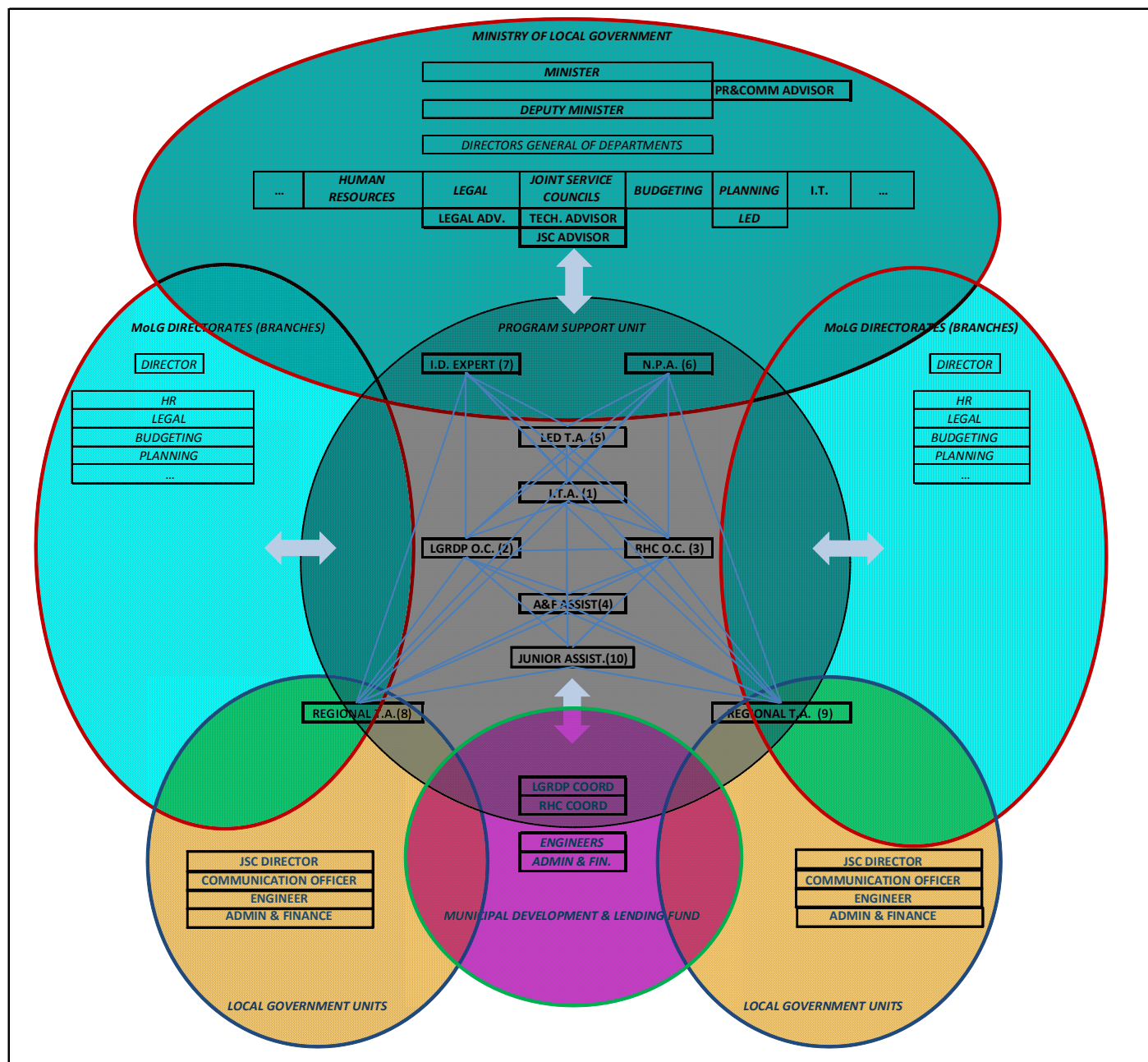
Considering these elements, an organismic organization appears to be the most appropriate form of organizational structure of the program.

In fact, the “organic” organization thrives on the power of personalities and relationships, lack of rigid procedures and communication, and can react quickly and easily to changes in a complex and multi-actors environment. Decisions arise from the needs felt by individuals in the group, who propose changes to the group, either by discussion or by changing behavior.

An organic organization is a fluid and flexible network of multi-talented individuals who perform a variety of tasks. It valorizes creativity and initiatives by taking into consideration the ideas of the employees, opening the doors to teamwork among employees of different institutions, instead of competition or a feeling of powerlessness and it promotes a continuous communication between all the staff.

It also allows managing different inter-connected, parallel and complementary complex and tailored made processes.

2. LGRDP – RHC ORGANIC-GRAMME OF THE INTERVENTION



PROGRAM SUPPORT UNIT (LGRDP & RHC)

- | | |
|---|---|
| (1) I.T.A. | INTERNATIONAL TECHNICAL ADVISOR (ASSISTANT) |
| (2) LGRDP OC | LGRDP OPERATIONS COORDINATOR |
| (3) RHC OC | RHC OPERATIONS COORDINATOR |
| (4) ADM.&FIN. ASSISTANT | ADMINISTRATIVE AND ACCOUNTING ASSISTANT |
| (5) LED TA | LED TECHNICAL ASSISTANT |
| (6) NPA | NATIONAL POLICY ADVISOR |
| (7) ID EXPERT | INSTITUTIONAL DEVELOPMENT ASSISTANT |
| (8) & (9) REGIONAL TAs | REGIONAL TECHNICAL ASSISTANT |
| (10) JUNIOR ASSISTANT | JUNIOR TECHNICAL ASSISTANT |
| LOCAL GOVERNMENT UNITS' CLUSTERS (LGRDP) | JOINT SERVICE DIRECTOR |
| FUNDED STAFF | COMMUNICATION OFFICER |
| | ENGINEER |
| | ADMIN & FINANCE ASSISTANT |

MINISTRY OF LOCAL GOVERNMENT

SUPPORTING MoLG STAFF

SUPPORTING FUNDED STAFF

MUNICIPAL DEVELOPMENT AND LENDING FUND

SUPPORTING FUNDED (FEES) STAFF

DG OF PLANNING (RHC COORDINATOR)

DG OF JSC (LGRDP COORDINATOR)

LED DIRECTOR

RHC PROJECT ASSISTANT

JSC TECHNICAL ADVISOR (LGRDP PA)

JSC TECHNICAL ADVISOR

LEGAL ADVISOR

INTERNATIONAL COOP. & COMM. ADVISOR

LGRDP COORDINATOR

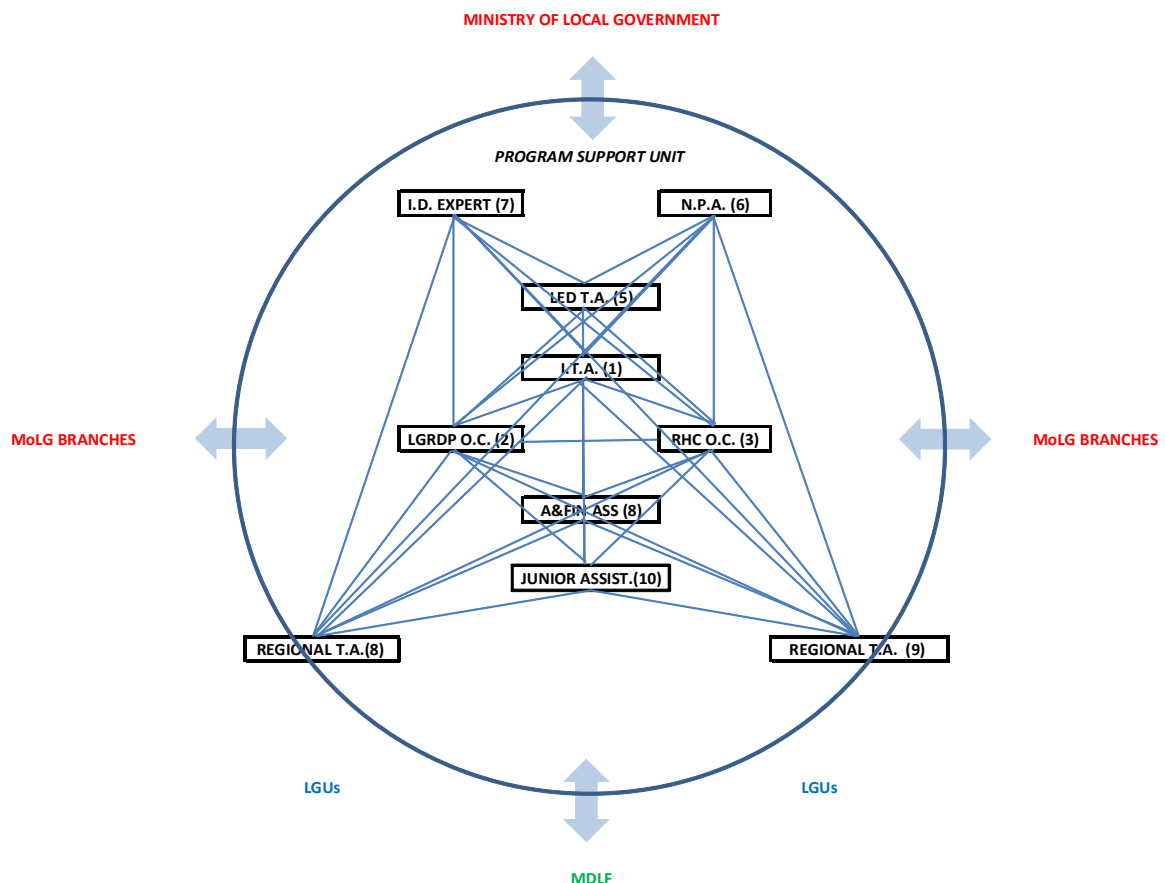
RHC COORDINATOR

ENGINEERS

ADMINISTRATION, PROCUREMENT & FINANCE

The program organization (total human resources directly involved in program activities are about 40 people among whom 33 are directly and indirectly funded by BTC and/or program resources) is fully “integrated” within the Palestinian Local Government institutional framework that it is supposed to support: the Ministry of Local Government and its branches (in Districts), the Municipal Development and Lending Fund and Local Government Units. As such, the human organization includes some supporting staff at different levels:

- **At the level of the Program support unit:** 11 BTC staff for managing the project implementation and supporting Local Government’s institutional stakeholders
 - ✓ The International Technical Assistant (International Policy Advisor) who is the BTC program Director;
 - ✓ Two operations coordinators : LGRDP operations coordinator and RHC operation coordinator;
 - ✓ An administrative and financial Assistant for LGRDP and RHC FIT and accounting;
 - ✓ A Local Economic Development Technical Assistant for supporting LED and development planning processes;
 - ✓ A national Policy Advisor located within the Ministry;
 - ✓ An Institutional Development expert also located within the Ministry (punctual regular missions);
 - ✓ Two Regional Technical Assistants (one in the North and one in the South) located in MoLG branches (Nablus and Hebron);
 - ✓ One Junior Assistant
 - ✓ A driver



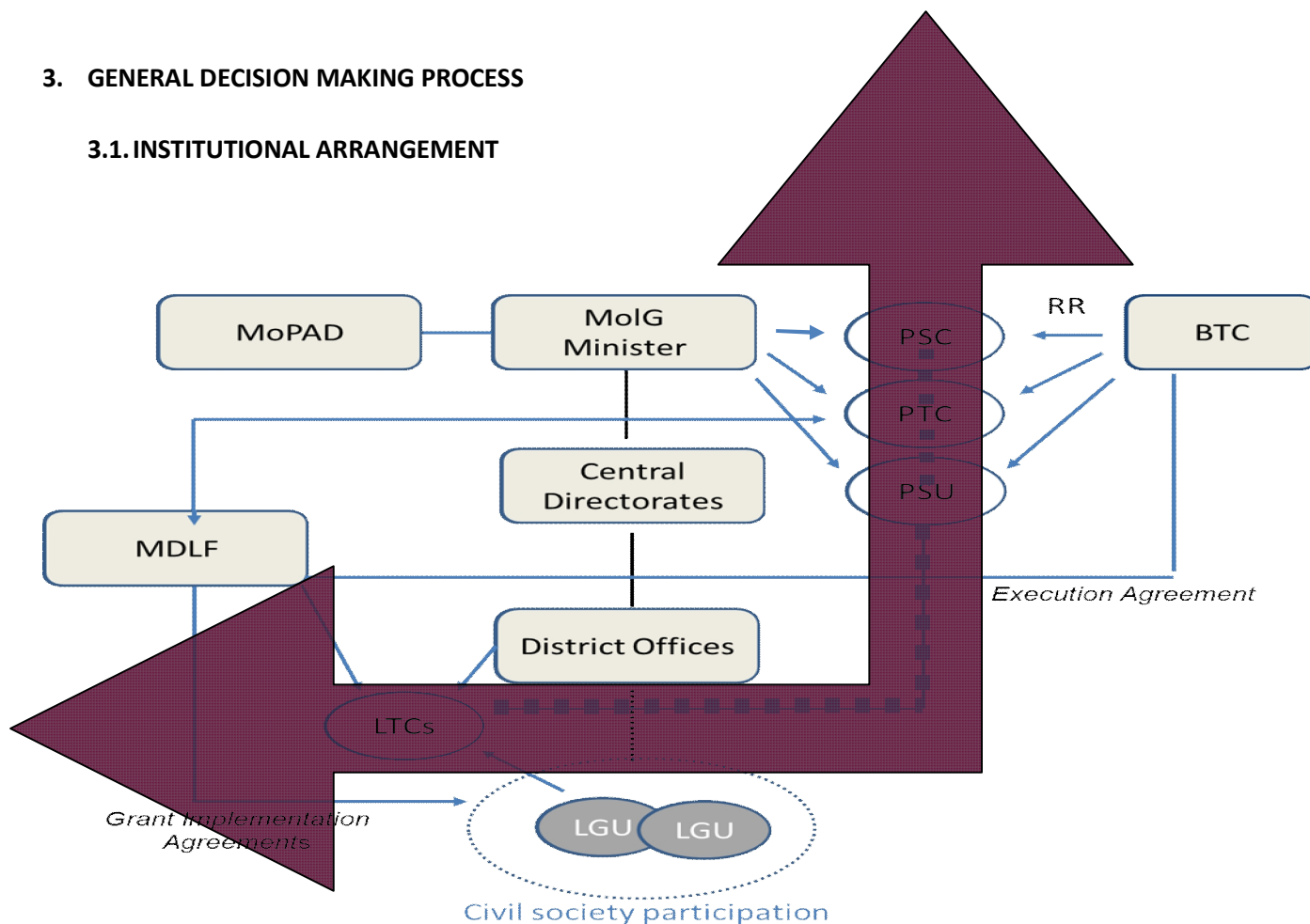
- **At the level of the Ministry of Local Government**, the program is benefitting from the direct support of some staff:
 - ✓ National MoLG Coordinators of the intervention: the General Director of Joint Service Councils for LGRDP and the General Director of Planning (the Deputy Minister Assistant) for RHC;
 - ✓ The RHC project is also fully supported by a RHC national project Assistant (from the planning Department);
 - ✓ Both LGRDP and RHC projects are also fully supported and facilitated by the MoLG LED Coordinator;
 - ✓ Programs are also directly supported by some staff funded by the program within the MoLG: two technical support staff to the JSC Department (including one staff also being the LGRDP national project assistant), one staff in the Legal Department and one staff in the Minister's Cabinet.

- **At the level of MDLF**, LGRDP and RHC are supported at two levels:
 - ✓ MDLF "focal points" in charge of LGRDP and RHC coordination
 - ✓ All the necessary supporting technical staff (engineers, procurement, finance, ...) from MDLF organization
 - ✓ This MDLF staff is funded from fees paid by BTC.

- **At the level of LGUs' clusters**, LGRDP is funding in the four pilot clusters some staff of Joint Services Councils:
 - ✓ A JSC director;
 - ✓ An engineer;
 - ✓ A Communication officer;
 - ✓ And an administrative and finance staff.

3. GENERAL DECISION MAKING PROCESS

3.1. INSTITUTIONAL ARRANGEMENT



The decision making process is led by the Program Steering Committee (PSC) and articulated on Technical Committees at national and local levels as following:

- **The Project Steering Committee:** The PSC is the highest level of decision in the intervention. It is in charge of the strategic steering of the intervention. There will have a specific PSC for each intervention (LGRDP and RHC). The main responsibilities of the PSC are:
 - ✓ Defining the intervention strategy, validating main changes in the intervention strategy and ensuring their alignment to the also evolving overall MoLG strategy (strategic planning, annual planning and budgeting),
 - ✓ Assessing the development Results obtained by the intervention (strategic quality assurance and control) and approve intervention reports and planning, including the Palestinian contribution to the intervention
 - ✓ Managing strategic changes on overall and specific objectives, on total intervention budget and/or on duration) and other important changes like budget line and intermediate Results changes, changes on implementation modalities as well as the adaptation of the intervention organization and anchorage within MoLG ,

- ✓ Solving problems that cannot be solved at the operational level and management level in the PSU
- ✓ Enhancing harmonization among donors.

It is composed by the Minister of Local Government, a Representative of the National planning Department (initially the MoPAD), the BTC Representative, the MDLF Director General.

All decisions to be proposed and approved by the PSC have to be pre-approved and technically prepared by a National Technical Committee. LGRDP and RHC have each a National Technical Committee.

- **The National Technical Committees (NTCs):** LGRDP and RHC NTCs are main technical working tools for managing the implementation of the program.

On one side, key responsibilities of these Committees include work planning and preparation of technical proposals for endorsement by the Steering committee.

On the other side, they have the key role of supporting the qualitative technical management of the different programme components following decisions taken by the PSC. They seek joint arrangements and ensure the consolidation of strategic options and decisions which are taken regarding the implementation of the programme's activities.

They have also a significant role in facilitating the communication among the different stakeholders on programme implementation. Finally, they are also in charge of monitoring the program implementation and identifying lessons learned.

As much as possible and when it is relevant, all proposals and decisions of NTCs must be based on proposals and decisions coming from Local Technical Committees.

NTCs are co-chaired by the National Coordinators assigned by the MoLG (The Director of JSCs for LGRDP and the Director of the Planning Department for RHC) and the ITA and composed by:

- ✓ The Operation Coordinators (LGRDP or RHC)
- ✓ The National Policy Advisor
- ✓ The LED expert
- ✓ The Institutional Development expert
- ✓ The MDLF Director General and the MDLF focal person
- ✓ When relevant and following topics under discussion, General Directors of concerned MoLG's Departments and/or Directorates and/or Regional TAs and/or any concerned partner's staff / Technical Assistants.

The working principles of NTCs are flexibility, brainstorming and consensus based. NTCs are also the institutional "guarantee" that all decisions about the implementation of the program are taken together between the MoLG, the MDLF, BTC and beneficiaries. NTCs can meet as much as necessary for any kind of matter related to the implementation of the program. Any member of it can ask for a meeting on a specific subject. It should remain being a formal but very flexible and easy going working process.

NTCs are coordinated and facilitated by the Programme Support Unit (PSU) who is also reporting to all stakeholders and recording all decisions.

- **The Local Technical Committees:** The Local Technical Committees have the same responsibilities and roles than NTCs but at the local level for covering the project planning and implementation in all areas of our intervention.

As such, a Local Technical Committee will be implemented in each LGRDP and RHC cluster co-chaired by the Director of the related MoLG branch and the relevant BTC Regional TA and composed by:

- ✓ Representatives of main local stakeholders and partners (Mayors, President of the JSC, Social Representatives and all relevant local technical staff)
- ✓ A representative of MDLF
- ✓ National Coordinators and members of the Program Support Unit can of course be part of these Committees when they want and/or when it is specifically required.
- ✓ A Representative of the Governor can be invited as an observer.

4. INTERNAL WORKING PROCESSES (MANAGEMENT OF THE INTERVENTION)

4.1. RACI

Following the “organic” approach of the program organization, responsibilities and roles of the staff must be defined for each key working process in accordance with the RACI system which identifies four levels of responsibility:

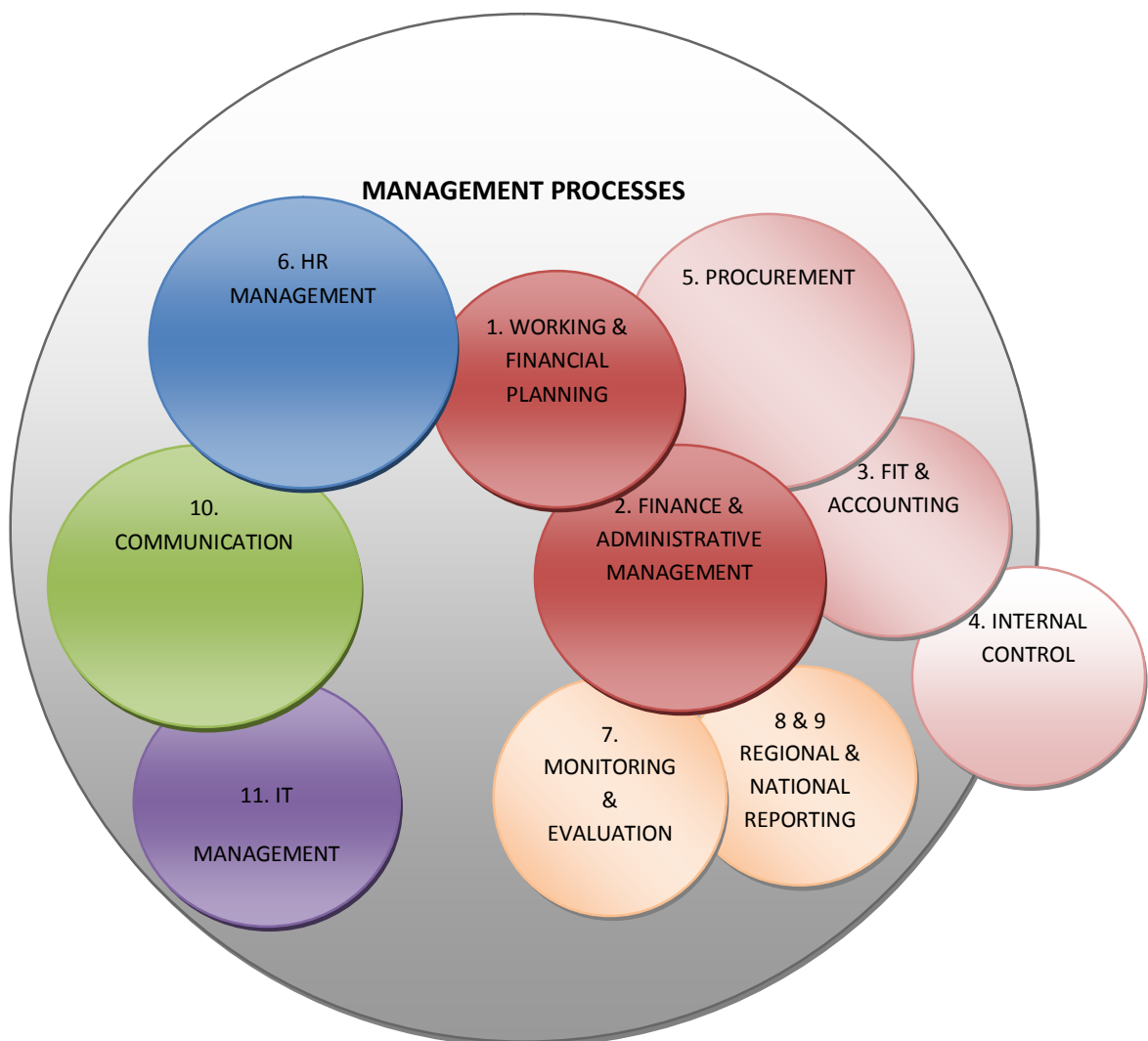
- **R: who realizes** the working process (operational implementation and coordination management) – there will always have one “R” who have the responsibility for the operational implementation;
- **A: who has the Authority** on the process (the final decision and coordination) – who is never the same as the “R” – the R is accountable to BTC and/or to partners: the MoLG and/or the MDLF and/or the Local Governemnt. In a co-management system, it can be a “couple” of people who have to work together;
- **C: who is / are contributing** in the implementation of the process – nothing prevents a “R” from seeking a contribution of other actors in addition to those formally specified – these are the staff directly contributing to the design and the implementation of the activity;
- **I: who must be informed** – those who will use the information supplied to them and will derive added value from it – nothing prevents a “R” from informing other actors in addition to those here specified.

These four levels of responsibility in performing a process may be individuals (internal or external function) as well as a group performing internal or external functions and/or roles (such as PSC, PTC, ...).

4.2. WORKING PROCESSES

The organic-gramme must consider a RACI system for each key working process. As working processes are not limited and fixed for ever (but there are evolving and they can be divided and/or completed during the programme implementation), we are focusing hereafter on some of the most important working processes. This RACI should be than continuously developed, adapted and improved following the evolution of the programme, the quality of its implementation and problems faced.

4.2.1. MANAGEMENT PROCESSES



4.2.1.1. WORKING AND FINANCE PLAN (PLANNING)

	LGRDP	RHC
Description	To design and to consolidate the overall working and financial plan (activities and budget) – annually and quarterly – to be continuously updated	
Realize (manage)	LGRDP OPERATIONS COORDINATOR	RHC OPERATIONS COORDINATOR
Authority (Control)	LGRDP NATIONAL COORDINATOR + ITA	RHC NATIONAL COORDINATOR + ITA
Contribute (support)	Key contributor(s) MoLG DIRECTORS OF CONCERNED DEPARTMENTS + NATIONAL POLICY ADVISOR + ID EXPERT + LED TA + MDLF COORD.	Key contributor(s) MoLG RHC PROJECT ASSISTANT + MoLG LED PLANNING UNIT + NATIONAL POLICY ADVISOR + ID EXPERT + LED TA + MDLF COORD.
	REGIONAL TAs*	
To be informed	PSC	
Comments	Working and financial plans must be approved by NTCs and endorsed by the PSC – For all activities targeting MoLG branches and LGUs clusters, they must be based on working plans approved at the local level (LTCs)*	

*See RACI 4.2.2.10. (Local working plans)

4.2.1.2. FINANCE & ADMINISTRATION MANAGEMENT (& INTERNAL WORKING SYSTEMS and ARRANGEMENTS)

	LGRDP	RHC
Description	To manage all working administrative and financial processes for implementing activities (organization of working meetings, terms of reference, management of contracts and agreements, administrative arrangements and coordination, secretariat of NTCs, follow up and update the budget, etc.)*	
Realize (manage)	LGRDP OPERATIONS COORDINATOR	RHC OPERATIONS COORDINATOR
Authority (Control)	LGRDP NATIONAL COORDINATOR + ITA	RHC NATIONAL COORDINATOR + ITA
Contribute (support)	Key contributor(s) BTC ADMIN & FINANCE OFFICER + ADMIN & FINANCE PROJECT ASSISTANT	
	REGIONAL TAs	
To be informed	BTC REPRESENTATIVE	
Comments	Including the facilitation of the intervention of all the technical staff involved in the implementation of activities	

*Procurement, reporting, project communication, HR management and monitoring have specific RACI (see here below)

4.2.1.3. FIT & ACCOUNTING (& CASH MANAGEMENT)

	LGRDP	RHC
Description	To continuously manage the FIT system and to produce FIT statements, to prepare payments and to manage the petty cash	
Realize (manage)	ADMIN & FINANCE PROJECT ASSISTANT	
Authority (Control)	LGRDP OPERATIONS COORDINATOR	RHC OPERATIONS COORDINATOR
Contribute (support)	BTC ADMIN & FINANCE OFFICER	
To be informed	BTC REPRESENTATIVE + ITA	
Comments	-	

4.2.1.4. INTERNAL CONTROL

	LGRDP / RHC
Description	To control that all financial processes are supported by legal and adequate administrative required documents and that they are compliant to BTC financial rules
Realize (manage)	ADMIN & FINANCE PROJECT ASSISTANT
Authority (Control)	BTC ADMIN & FINANCE OFFICER
Contribute (support)	LGRDP & RHC OPERATIONS COORDINATORS
To be informed	BTC REPRESENTATIVE + ITA
Comments	-

4.2.1.5. PROCUREMENT

	LGRDP	RHC
Description	To support, to contribute and to manage all the procurement process (internal and external)	
Realize (manage)	LGRDP OPERATIONS COORDINATOR	RHC OPERATIONS COORDINATOR
Authority (Control)	ITA* + BTC REPRESENTATIVE* + NATIONAL MoLG COORDINATORS**	
Contribute (support)	Key contributor(s) BTC PROGRAM OFFICER + BTC ADMIN & FINANCE OFFICER + ADMIN & FINANCE PROJECT ASSISTANT + MDLF COORD.	
	BTC HQ + MDLF PROCUREMENT STAFF	
To be informed	PSC	
Comments	-	

- Following mandates

**In the case of co-management

4.2.1.6. HR MANAGEMENT

	LGRDP / RHC
Description	To organize and manage human resources paid by the program for a smooth and effective implementation of program activities, to facilitate collaborations and communication between all the staff (including external staff involved in activities), to promote the implementation of development circles for program staff at relevant levels
Realize (manage)	ITA
Authority (Control)	BTC REPRESENTATIVE + NATIONAL MoLG COORDINATORS* + MDLF DG*
Contribute (support)	Key contributor(s) BTC ADMIN & FINANCE OFFICER
	LGRDP & RHC OPERATIONS COORDINATORS
To be informed	PSC + LGRDP & RHC NATIONAL COORDINATORS
Comments	This is not including the administrative management which is endorsed by the Representation

*in case of co-management / involvement of MoLG and/or MDLF staff

4.2.1.7. MONITORING & EVALUATION

	LGRDP / RHC
Description	To monitor and to evaluate results of the intervention, to identify lessons learned and to propose strategic orientations
Realize (manage)	ITA
Authority (Control)	MoLG PROJECT COORDINATORS + MDLF DG + BTC REPRESENTATIVE*
Contribute (support)	Key contributor(s) JUNIOR ASSISTANT + LGRDP & RHC OPERATIONS COORDINATORS + LED TA + NATIONAL POLICY ADVISOR + ID EXPERT + REGIONAL TAs + MDLF COORD.
	EXTERNAL CONSULTANTS + MDLF STAFF + JSCs STAFF
To be informed	PSC + CONSULATE
Comments	Internal monitoring – to be also based on an approach of self-assessment by beneficiaries – Do not replace external M&E to be also considered

*Depending on concerned processes

4.2.1.8. NATIONAL REPORTING

	LGRDP	RHC
Description	To report on project activities, results and problems and to identify lessons learned	
Realize (manage)	LGRDP OPERATIONS COORDINATOR	RHC OPERATIONS COORDINATOR
Authority (Control)	ITA + LGRDP NATIONAL COORDINATOR	ITA + RHC NATIONAL COORDINATOR
Contribute (support)	Key contributor(s) MoLG LGRDP PROJECT ASSISTANT + NATIONAL POLICY ADVISOR + MDLF COORD. + LED EXPERT + ID EXPERT + ADMIN. & FINANCE ASSISTANT	Key contributor(s) MoLG RHC PROJECT ASSISTANT + MDLF COORD. + NATIONAL POLICY ADVISOR+ LED EXPERT + ID EXPERT + ADMIN. & FINANCE ASSISTANT
	REGIONAL TAs	
To be informed	PSC + CONSULATE	
Comments	It concerns essentially MONOPs and annual result reports	

4.2.1.9. REGIONAL REPORTING

	LGRDP	RHC
Description	To report on project activities implemented on the field, results and problems and to identify lessons learned	
Realize (manage)	REGIONAL TAs	
Authority (Control)	LGRDP OP. COORDINATOR	RHC OP. COORDINATOR
Contribute (support)	Key contributor(s) MoLG LGRDP PROJECT ASSISTANT + NATIONAL POLICY ADVISOR + MDLF COORD. + LED EXPERT + ID EXPERT + ADMIN & FINANCE SSISTANT	Key contributor(s) MoLG RHC PROJECT ASSISTANT + MDLF COORD. + NATIONAL POLICY ADVISOR+ LED EXPERT + ID EXPERT + ADMIN. & FINANCE ASSISTANT
	MoLG DIRECTORATES + JSCs STAFF	
To be informed	ITA + MoLG NATIONAL COORDINATORS	
Comments	It concerns essentially all territorial development dynamics – Activity reports / contribution to MONOP / contribution to annual report	

4.2.1.10. PROJECT COMMUNICATION

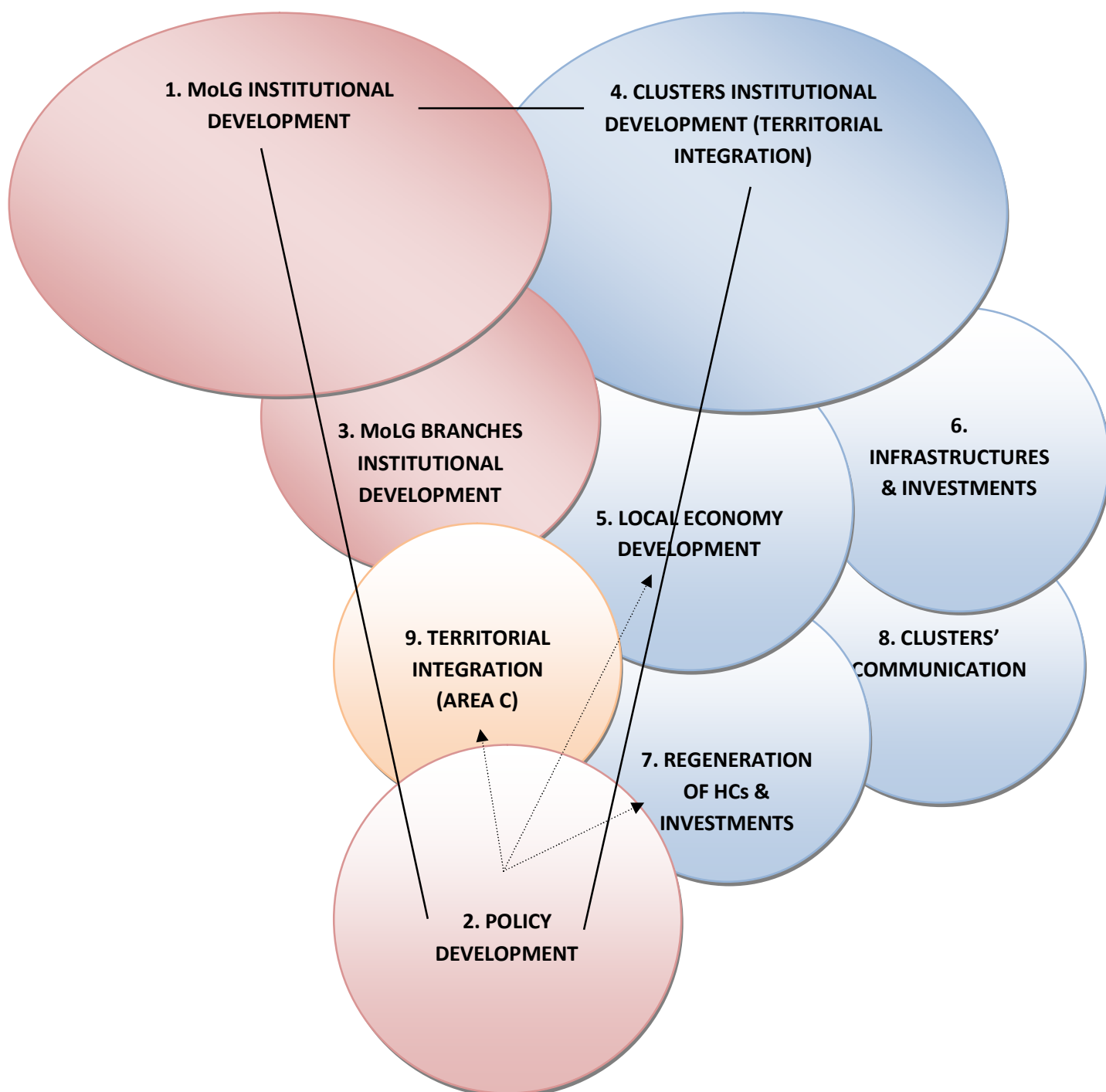
	LGRDP / RHC
Description	To promote a strong image of the intervention (and of BTC and the Belgian Cooperation) and to improve a close coordination with all donors and partners involved in the program and the LG sector
Realize (manage)	ITA
Authority (Control)	BTC REPRESENTATIVE
Contribute (support)	Key contributor(s) JUNIOR ASSISTANT + LGRDP & RHC OPERATIONS COORDINATORS + MDLF COORD.
	REGIONAL TAs
To be informed	LGRDP & RHC MoLG PROJECT COORDINATORS + PSC + CONSULATE
Comments	To promote coordination between donors and partners involved in the LG sector, to promote the LGRDP and RHC strategic approach and to develop a strong image of LGRDP and RHC intervention (information and vision) and of BTC

4.2.1.11. OTHER PROCESSES: IT MANAGEMENT

	LGRDP / RHC
Description	To manage the IT equipment, organization and maintenance
Realize (manage)	BTC FINANCE & ADMIN. OFFICER
Authority (Control)	ITA
Contribute (support)	Key contributor(s) LGRDP & RHC OPERATIONS COORDINATORS
	EXTERNAL CONSULTANTS (SUBCONTRACTORS)
To be informed	BTC REPRESENTATIVE
Comments	Internal monitoring – to be also based on an approach of self-assessment by beneficiaries – Do not replace external M&E to be also considered

4.2.2. SUPPORTING WORKING PROCESSES (PROGRAMME ACTIVITIES)

KEY WORKING PROCESSES



4.2.2.1. MoLG INSTITUTIONAL DEVELOPMENT

	LGRDP / RHC
Description	To identify and to implement MoLG institutional development plan
Realize (manage)	ID EXPERT
Authority (Control)	ITA + LGRDP & RHC MoLG COORDINATORS
Contribute (support)	Key contributor(s) LGRDP & RHC OPERATIONS COORDINATORS + LGRDP & RHC MoLG PROJECT ASSISTANTS
	NTCs
To be informed	PSC
Comments	The identification of activities must be supported by MoLG working groups (LGRDP & RHC)

4.2.2.2. POLICY DEVELOPMENT

	LGRDP / RHC
Description	To support the MoLG in policies and strategies related to territorial integration and development (decentralization - inter-villages arrangements & collaboration – Area C – Regeneration – LED)
Realize (manage)	NATIONAL POLICY ADVISOR
Authority (Control)	MINISTER OF LOCAL GOVERNMENT
Contribute (support)	Key contributor(s) LGRDP & RHC MoLG COORDINATORS + ITA + LED TECHNICAL ASSISTANT
	NTCs + LTCs + EXTERNAL CONSULTANTS
To be informed	PSC
Comments	The Policy Advisor is member of the Minister' and Deputy Minister's Office

4.2.2.3. MoLG BRANCHES INSTITUTIONAL DEVELOPMENT

	LGRDP / RHC
Description	To identify and to support MoLG branches institutional development plan for improving their capacity of playing their role (to promote territorial integration)
Realize (manage)	REGIONAL TAS
Authority (Control)	ITA + LGRDP & RHC MoLG COORDINATORS
Contribute (support)	Key contributor(s) LTCs + ID EXPERT
	LGRDP & RHC OPERATIONS COORDINATORS + LGRDP & RHC MoLG PROJECT ASSISTANTS + NTCs
To be informed	PSC
Comments	-

4.2.2.4. CLUSTERS' INSTITUTIONAL DEVELOPMENT (TERRITORIAL INTEGRATION)

	LGRDP / RHC
Description	To identify and to implement LGRDP & RHC LGUs' clusters institutional development plan in the perspective of promoting inter-villages arrangements and collaborations (municipalization process)
Realize (manage)	REGIONAL TAs
Authority (Control)	ITA + LGRDP & RHC MoLG COORDINATORS
Contribute (support)	Key contributor(s) LGRDP & RHC MoLG PROJECT ASSISTANTS + MDLF COORD. + NATIONAL POLICY ADVISOR + LED TECHNICAL ASSISTANT
	LGRDP & RHC OPERATIONS COORDINATORS + LTCs + NTCs
To be informed	PSC
Comments	-

4.2.2.5. LOCAL ECONOMY DEVELOPMENT (INCLUDING REGENERATION)

	LGRDP / RHC
Description	To develop and to implement a LED planning process and to follow up its implementation by LGUs' clusters
Realize (manage)	LED TECHNICAL ASSISTANT
Authority (Control)	ITA + LGRDP & RHC MoLG COORDINATORS
Contribute (support)	Key contributor(s) MoLG LED UNIT + JUNIOR ASSISTANT + MDLF COORD. + NATIONAL POLICY ADVISOR
	LGRDP & RHC OPERATIONS COORDINATORS + LTCs + LGRDP & RHC MoLG PROJECT ASSISTANTS + NTCs
To be informed	PSC
Comments	-

4.2.2.6. IMPLEMENTATION OF CLUSTERS' INFRASTRUCTURES AND INVESTMENTS FOLLOWING SDIPs & LED PLANS

	LGRDP
Description	To implement investments in LGRDP and RHC clusters following SDIPs and LED plans
Realize (manage)	MDLF COORD.
Authority (Control)	MDLF DIRECTOR GENERAL
Contribute (support)	Key contributor(s) MDLF STAFF + LTCs + NTCs
	LGRDP OPERATIONS COORDINATOR + REGIONAL TAs + CONSULTANTS
To be informed	ITA + PSC
Comments	Following a grant agreement signed between BTC and the MoLG and MDLF

4.2.2.7. REGENERATION OF HISTORIC CENTERS (IMPLEMENTATION)

	RHC
Description	To implement identified RHC projects in selected clusters
Realize (manage)	MDLF COORD.
Authority (Control)	MDLF DIRECTOR GENERAL
Contribute (support)	Key contributor(s) MDLF STAFF + LTCs + NTCs + MoLG RHC PROJECT ASSISTANT
	RHC OPERATIONS COORDINATOR + REGIONAL TAs + CONSULTANTS
To be informed	PSC
Comments	Following a grant agreement signed between BTC and the MoLG and MDLF

4.2.2.8. CLUSTERS' COMMUNICATION

	LGRDP	RHC
Description	To support the design and the implementation of a communication strategy and plan in clusters of LGRDP/RHC intervention	
Realize (manage)	BTC JUNIOR ASSISTANT	
Authority (Control)	LGRDP OPERATIONS COORDINATOR	RHC OPERATIONS COORDINATOR
Contribute (support)	Key contributor(s) REGIONAL TAs + MoLG LGRDP & RHC PROJECT ASSISTANTS + ITA	
	LTCs + NTCs	
To be informed	PSC	
Comments	Communication is under the responsibility of LGRDP and RHC clusters (JSCs, VCs and/or Municipal Councils) – LGRDP and RHC role is to facilitate and to support the design and the implementation process	

4.2.2.9. TERRITORIAL INTEGRATION (AREA C)

	LGRDP
Description	To support planning in areas C
Realize (manage)	MoLG PLANNING DEPARTMENT
Authority (Control)	MoLG DIRECTOR GENERAL OF PLANNING + ITA
Contribute (support)	Key contributor(s) LGRDP OPERATIONS COORD. + SUB-CONTRACTORS
To be informed	PSC
Comments	With a close follow-up from the General Consulate of Belgium