



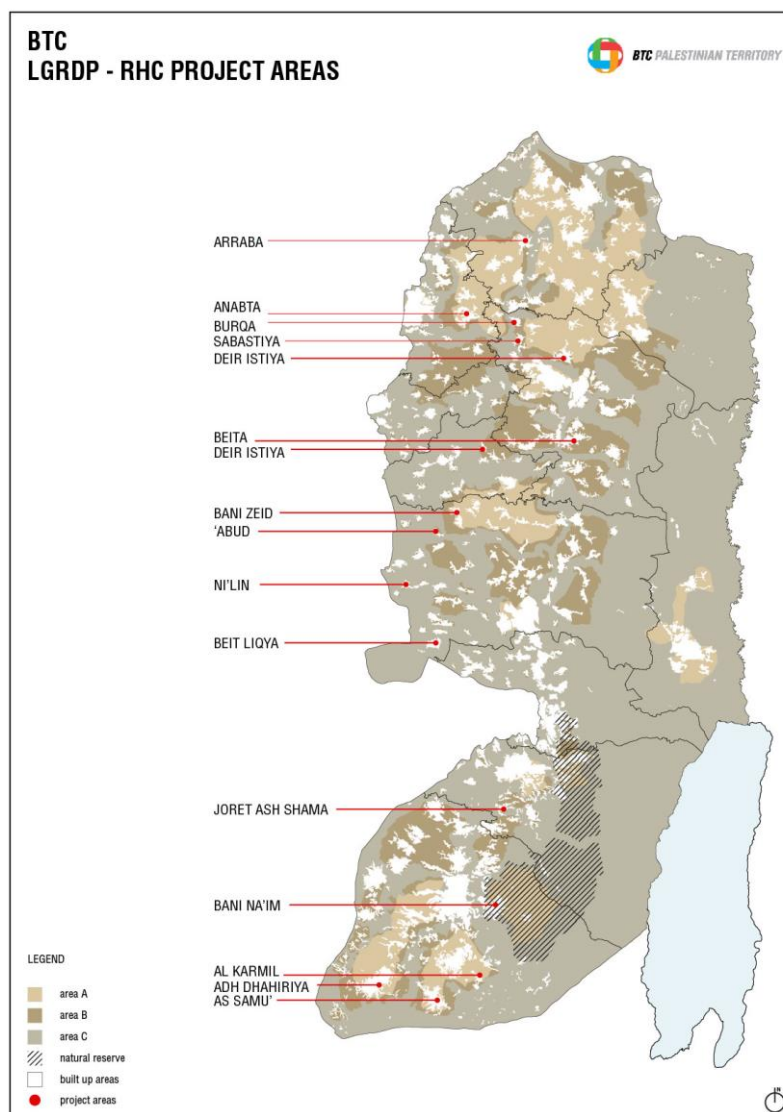
**BTC**



Ministry of Local Government  
of Palestine

# RESULTS REPORT 2016

## LOCAL GOVERNMENT REFORM AND DEVELOPMENT PROGRAM (LGRDP) PHASE II



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## Acronyms

AFD	Agence Française de Development
APLA	Association of Palestinian Local Authorities
BTC	Belgian Technical Cooperation
CB	Capacity Building
CD	Capacity Development
CMO	Implementation Agreement (Between the Belgian State and BTC)
CSOs	Civil Society Organisations
CHF	Cooperative Housing Foundation
ICA	Institutional Capacity Assessment
ICOs	Intermediate Capacity Outcomes
DANIDA	Danish International Development Assistance
DGD	Directorate General for Development Cooperation and Humanitarian Aid
DoUP	Directorate of Urban Planning
GIS	Geographical Information System
GIZ	German Federal Enterprise for International Cooperation
ICP	Indicative Co-operation Program
JICA	Japanese International Cooperation Agency
JSCs	Joint Service Councils
LED	Local Economic Development
LGASS	Local Government and Administration Sectoral Strategy
LGRDP	Local Government Reform and Development Programme
LGS	Local Government Sector
LGRD	Local Government Reform and Development
LGs	Local Governments
LGUs	Local Government Units
M&E	Monitoring and Evaluation
MDLF	Municipal Development and Lending Fund
MDP	Municipal Development Programme
MoLG	Ministry of Local Government
MoPAD	Ministry of Planning and Administrative Development
MoWA	Ministry of Women Affairs
MRPC	Micro Region Planning Committees
MTO	Municipal Technical Officers

MTR	Mid-term review
NGO	Non-Governmental Organization
NDP	National Development Plan
NSSP	National Strategic and Spatial Plan
oPt	occupied Palestinian territory
PA	Palestinian Authority
PAPP	Programme of Assistance to the Palestinian People
PAR	Participatory Action Research
PPM	Physical Planning Manual
PPP	Public Private Partnership
PSU	Programme Support Unit
RHC	Regeneration of Historic Centres
PSC	Programme Steering Committee
SDIP	Strategic Development and Investment Planning
SDP	Spatial Development Planning or Framework
SIDA	Swedish International Development Agency
TA	Technical Assistant/Assistance
TFF	Technical and Financial File
ToR	Terms of Reference
UNDP	United National Development Programme
USAID	United States Agency for International Development
USD	US Dollars
VC	Village Council
WB	World Bank

# 1 Intervention at a glance

## 1.1 Intervention form

<b>Intervention title</b>	Local Government Reform and Development Program (LGRDP) Phase II
<b>Intervention code</b>	PZA 13 033 11
<b>Location</b>	Palestinian territory
<b>Total budget</b>	€ 12 million
<b>Partner Institution</b>	Ministry of Local Government
<b>Start date Specific Agreement</b>	<b>June 11, 2015</b>
<b>Date intervention start /Opening steering committee</b>	May 2016
<b>Planned end date of execution period</b>	June 2020
<b>End date Specific Agreement</b>	June 2021
<b>Target groups</b>	<ul style="list-style-type: none"> <li>- MoLG and its 11 branches in Governorates</li> <li>- LGUs' clusters, Joint Municipalities and Amalgamated Municipalities to be identified (including the LGRDP1 pilot clusters and amalgamated municipality)</li> <li>- Area C communities</li> </ul>
<b>Impact</b>	The management, the development and the administration system of the Local Government Sector in the Palestinian territory are improved within a decentralised framework
<b>Outcome</b>	The capacities of LGUs to cooperate in providing services, promoting local economic development and contributing to territorial integration are strengthened
<b>Outputs</b>	<p>R1. 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>R2. The MoLG's institutional capacities to support, coach, supervise, and monitor LGU collaboration in a decentralized framework are sustainably strengthened.</p> <p>R3. The supported LGUs cooperate to provide services, promote local development and contribute to territorial integration</p> <p>R4. The supported LGUs invest in infrastructure to provide services, promote local development and contribute to territorial integration</p> <p>R5. 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>
<b>Year covered by the report</b>	<b>2016</b>

## 1.2 Budget execution

	Budget	Expenditure		Balance	Disburs.rate at the end of year 2016
		Previous years 2015	Year covered by report - 2016		
<b>Total</b>	<b>9,945,000</b>	<b>39,805</b>	<b>1,575,434</b>	<b>8,329,761</b>	<b>16,2%</b>
<b>Output 1</b>	550,000	12,977	28,368	508,655	7,5%
<b>Output 2</b>	794,000	26,828	243,736	523,436	34%
<b>Output 3</b>	1,836,000	0	43,790	1,792,210	2%
<b>Output 4</b>	6,465,000	0	1,259,000	5,206,000	19,5%
<b>Output 5</b>	300,000	0	540	299,460	0%

## 1.3 Self-assessment performance

### 1.3.1 Relevance

	Performance
<b>Relevance</b>	<b>A</b>

After more than 5 years, LGRDP is more than in line with local and national policies, priorities and expectations at many levels:

- With respect to the approach: the key strategic objective of LGRDP (to promote the territorial integration and development of Palestine) which has gradually been drawn up and specified (until its integration within the program outcome) has become also the one of the Ministry *and vice versa*;
- With respect to the institutional positioning: LGRDP is becoming a fully integrated tool in the hand of the Ministry, of MDLF and of beneficiary LGUs;
- With respect to policies: the program is directly intervening (territorial integration, Development of local economies, Area C integration) on key policies which are placed at the heart of the MoLG strategy and which have been also integrated into the National Policy Agenda 2017-2022;
- With respect to supported processes within the MoLG and LGUs which are those included within their respective agenda (key working processes of the MoLG related to the strategic objective and tailored made approach for beneficiary LGUs' clusters);
- With respect to the nature of the intervention (and the way LGRDP is intervening): LGRDP is essentially inspiring, facilitating, supporting, advising, strengthening... It is fully an institutional and capacity development intervention;
- With respect to the human resource organisation of the intervention: the staff of the PSU is mixed with some funded staff within the partner institutions (MoLG, MDLF and beneficiary LGUs' clusters) as well as national staff of these institutions who are directly involved in the implementation of the program (organic organisation around working key processes).

### 1.3.2 Effectiveness

	Performance
Effectiveness	A

Policies, processes and activities supported by LGRDP are directly linked to the outcome and to its three key components: the inter-village cooperation for providing better services, the promotion of LED and the contribution (at all levels) to territorial integration. Such a direct strong linkage and coherence between topics on which the program is focusing and the related policies, strategies, processes and tools on one hand and, on the other hand, the proposed activities and available resources gives the program a great capacity to adapt continuously its strategies as well as a great potential of effectiveness.

The effectiveness of LGRDP I which led to the adoption of some new policies (Area C integration, LED, flexible inter-village arrangements), to the amendment of the legal framework (new law on joined Municipality, amendment of the bylaw on JSCs) and to the development of key working processes from the local to the national level (HR organisation and CD, e-budgeting system, IT strategy and JSCs' support) constitutes a strong and good basis for continuing and completing those dynamics. LGRDP II is based on positive strong processes already underway and which are now an important part of the MoLG agenda.

LGRDP 2 has even strengthened its effectiveness by including among its beneficiaries a new level of the MoLG administration directly in charge of supporting and framing LGUs, the MoLG branches in Directorates (Districts).

### 1.3.3 Efficiency

	Performance
Efficiency	A

As 2016 has been a transitional year between LGRDP I and LGRDP II (change and evolution within continuity, and identification of some new elements of the approach and the strategy of the intervention), the criteria of efficiency is not fully adapted at this stage. The LGRDP II work plan was not yet fully designed in 2016.

It nevertheless appears that resources have been converted into relevant and efficient results and that all activities have been implemented as scheduled, mainly for those activities that were initiated by LGRDP I and that are under further development with the support of LGRDP II.

LGRDP II has also strengthened its human resources (with 4 additional staff) which will still improve its potential efficiency.



### 1.3.4 Potential sustainability

Potential sustainability	Performance
	B

As program's outputs are working processes, methods and tools, trained human resources, new policies and strategies, laws and by-laws, the sustainability of activities is potentially very strong such as consequently the beneficiaries ownership. Benefits of the intervention will be intrinsically part of the LG institutional framework and system. As such, benefits should naturally be maintained beyond the implementation period.

However, the political and the economic context are especially fragile and it faces uncertainties as well as a lack of visibility, what is reducing that potential sustainability.

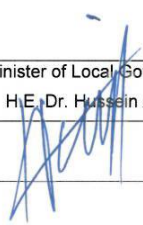
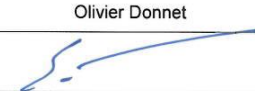
## 1.4 Conclusions

After more than 5 years of intervention, LGRDP is becoming a "toolbox" in the hand of the Ministry of Local Government and all related institutions within the sector (MDLF and beneficiary LGUs). It has capacitated them and supported some key strategic political and working processes in the framework of promoting, strengthening and developing the territory of Palestine and for counterbalancing as far as possible all negative impact of its territorial fragmentation and weaknesses.

LGRDP II started in 2016 by exploiting and preparing new developments and improvements of previous dynamics generated by LGRDP I.

As such, 2016 has been a transitional year for completing some key on-going processes started with the support of LGRDP I and for managing some key changes while remaining in the continuity of dynamics already launched previously. These changes in terms of the approach with the preparation of some new activities will lead to the strengthening of LGRDP II intervention.

In that framework, the relevance and the effectiveness of LGRDP are further consolidated.

Minister of Local Government H.E. Dr. Hussein Al Araj	LGRDP ITA Olivier Donnet
	

## 2 Results Monitoring<sup>1</sup>

### 2.1 Evolution of the context

#### 2.1.1 General context

2016 in Palestine can be seen as a year of immobility in a context of lack of visibility if not a lack of hope.

At the national level, some key policies as well as the national development plan remained under preparation... local elections have been postponed... the Palestinian unity seemed to be at an impasse... Peace negotiations appeared to be fully frozen... Donors are gradually reducing their support...the LED national Conference has been postponed...

At the individual level, a form of despair is pushing young Palestinians to acts of terrorism that are most like suicides...

Paradoxically, wouldn't it be possible also to see this year as a year of gestation ... a year of preparation for certain changes in vision or approach? The process of preparing the 2017-2022 national policy agenda as well as its links with sectors strategies and the actual available budget, the establishment of some national coordination structures such as ACCO, the development of an improved inter-governmental coordination, the on-going design of new national policies such as Area C policy, territorial integration policy, the LED agenda, the preparation of a planning reform from the central to the local level etc. These elements could let thinking that new dynamics can and/or will emerge. Anyway, future of Palestine must be "reinvented"...

Such a difficult context makes a program like LGRDP as crucial as it is clearly needed. Local Government units remain the most operational and useful institutions on the territory for delivering services to citizens and generating a minimum of social cohesion. It complements interventions of donors in the LG sector which are mostly supporting infrastructures.

#### 2.1.2 Institutional context

In 2016, the program has extended its institutional anchorage by including the MoLG branches at the level of Districts. These institutions directly depending on the Ministry are in fact the operational linkage between the Ministry and LGUs. They are supposed to support LGUs, to control the legality of their decisions and to manage the linkage between the national and the local level. As such, they are becoming an active actor in LGRDP intervention as well as a new beneficiary of capacity building activities. Their inclusion within LGRDP beneficiaries and stakeholders appears to be crucial for generating a better integration of the territory from the central to the local level.

Following the involvement of MoLG branches within the framework of the program, LGRDP local Technical Committees composed of MoLG branches' representative, LGUs'

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<sup>1</sup> Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

representatives, MDLF and BTC (PSU) have been put in place for making the decision at the local level of the intervention as well as for following up the implementation of activities on the ground.

At the level of the territorial organisation, Palestine is still suffering from an unviable situation with, near 140 formal Municipalities, more than 240 Village Councils (including communities in area C) with a dramatic lack of resources and capacities for developing the territory (services and development).

### 2.1.3 Management context: execution modalities<sup>2</sup>

In 2016 following proposed execution modalities for LGRDP II compared to LGRDP I, three major changes have been implemented:

- Additional staff which is increasing the PSU capacity to intervene “from inside” (insourcing): following LGRDP I lessons learned and considering the objective of improving our intervention in the field on one hand and, on the other hand, to improve LGRDP support to policy making, BTC has recruited 2 Regional TAs intervening in the field and one national Policy advisor who is based mostly within the Ministry. It is also planned to recruit in 2017 an international institutional and capacity development expert who will be also based within the Ministry and who will intervene through regular missions.
- The MDLF Grant Agreement which is facilitating and clarifying MDLF work: a grant agreement has been signed between BTC, the MoLG and MDLF which is providing more autonomy to MDLF following a logic of funding investments closer to actual commitments and expenditures. Also, this agreement includes LED fundings.
- All activities implemented by the PSU are implemented under “regie” procedures: for facilitating administrative and procurement processes. All CD activities will be implemented under BTC regie. It doesn’t mean that BTC takes the power of making all decisions as activities must be pre-approved by the national Technical Committee (BTC, MoLG and MDLF at an operational level), approved and endorsed by the PSC (BTC, MoLG and MDLF at a “political” level) and their implementation followed by the technical Committee. The PSU is in fact not supposed to initiate any activities without the involvement and the approval of the Technical Committee. It is a co-management decision making process following BTC administrative and procurement system.

### 2.1.4 Harmo context and LGRDP II approach

Following lessons learned from the LGRDP I intervention, it became clear that harmonisation of partners into the LG sector had to go far beyond the mechanical coordination of interventions. Coordinating different interventions on the territory and/or sharing that territory between development partners does not appear enough for harmonizing interventions and putting them in synergy. Such an harmonisation must be articulated around a common strategic vision and around policies related to that vision. If not, interventions can even become counterproductive by generating new disparities on the territory. They can also generate a donors driven dynamic which is finally weakening

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<sup>2</sup> See Strategic re-orientation (3.1.)

that territory by generating an increasing dependance of beneficiaries on the support. Despite the fact that Local Authorities are the oldest and the most legitimate institutions in Palestine, since more than 40 years, many of them gradually became “receptacles” of aid for developing infrastructures to the detriment of the institutional development of their territory as well as the development of their economy.

As the issue of the Palestinian territory is at the heart of the conflict between Palestine and Israel, and despite the territorial fragmentation generated by the “occupation”, nothing prevents Palestine to promote at their level a territorial integration dynamic which will strengthen that territory.

During its first phase, LGRDP has supported the MoLG in developing a strategic vision on the promotion and the development of such a territorial integration of Palestine. That strategic vision was based on the key importance of reducing the territorial fragmentation of Palestine which was weakening the State building process and undermining development processes. The promotion of inter-village institutional arrangements and collaboration, including the integration of Area C (through the master plan approach), have been a key pillar of such a strategic vision. The new LGSIP targetting Villages and Joint Service Councils implemented by the MDLF is also considering that issue of promoting a better territorial integration.

Following such an approach, the MoLG has gradually developed this strategic vision and has included it within its strategic plan. The harmonisation of development partners should be seen from now through their alignment with that policy.

Consequently, it became strategic to promote as far as possible a connexion between investments in infrastructures within Villages and the promotion of inter-village institutional developments at the level of villages’ clusters. As LGRDP has developed a specific know how and capacity in such tailored made institutional development processes on one hand and as, on the other hand, most development partners who are intervening in the LG sector are still focusing their intervention on investments in infrastructures, LGRDP II decided to intervene in areas where other donors are funding those investments. This will generate an organic coordination between LGRDP intervention and other donors’ interventions.

It does mean that LGRDP II will intervene in promoting territorial development and integration dynamics in areas where other donors are funding infrastructures. Such a connection between institutional development (software) and infrastructures development (hardware) won’t be any more connected at the level of LGRDP itself (project approach) but it will be connected as far as possible at the level of all interventions supporting LG investments. Combining these two dimensions of development will of course strengthen those respective interventions and will provide to both soft and hard investments a better sustainability.

Consequently, it is proposed that LGRDP II areas of intervention will be selected as following:

- LGRDP II will support institutional development in areas where other donors and development partners are supporting investments in infrastructures. This will directly generate an operational and *de facto* coordination with other interventions in the local Government sector and it will promote directly territorial integration dynamics where those other donors are intervening.

Following that new approach, LGRDP II started to target its intervention on institutional and capacity development in the framework of promoting territorial

integration dynamics in areas and clusters which are benefitting from other development programmes:

- ✓ The AFD project co-funded by the EC supporting 6 villages in the Jordan Valley;
  - ✓ The LGSIP WB program targeting 28 JSCs funded by different donors (essentially the WB, Denmark and Germany). Institutional and capacity development will be there jointly promoted by LGRDP (BTC) and GIZ under the direct coordination of the MoLG.
  - ✓ The 6 RHC clusters (BTC): it appears crucial to include RHC clusters within LGRDP II beneficiaries for providing a wider CD support to them. It will directly give more sense to regeneration dynamics as well as more sustainability.
  - ✓ Area C communities supported by the EC (via MDLF).
- Consequently, the LGRDP budget for investments has been partly reoriented to the MDP II (special window for newly amalgamated or Joined Municipalities) and shall be also partly reoriented to LED investments that became in 2016 the priority of the Ministry and of the Government of Palestine.

The question of LGRDP contribution in MDP III is still to be also considered (special window for joined projects and LED initiatives).

The operational and precise modalities of those new orientations will be proposed in Q2 2017 to the approval of the PSC.

## 2.2 Performance outcome

### Introduction:

In fact, LGRDP II is based on LGRDP I on-going and developing dynamics and processes. As such, 2016 is a key year of transition between LGRDP I and LGRDP II that had to combine some change and improvements within continuity.

It concerns first of all institutional and political long processes that can't be completed within 5 years. One component of LGRDP II is to develop further those processes which have been launched with the support of LGRDP I and which are placed now at the heart of the MoLG priorities. It refers here to the policies related to the key components of LGRDP II specific objective: the territorial integration (including integration of Area C as well as inter-village arrangements and collaboration) and the local economic development.

It is also concerning at the local level some institutional development processes that can't be left suddenly without consolidating their achievements and their sustainability. It seems really important and complex to succeed in stopping a support without jeopardizing benefits generated by that process. So many initiatives supported by donors collapsed or stopped as soon as the development partner left.

LGRDP II must consequently be seen both as an evolution process and as a new program which would be supposed to generate some further changes.

Changing into continuity is also challenging and it takes time for questioning, assessing, analyzing and identifying how it will be possible to improve the intervention and/or to re-orientate some activities within the same framework, with the same stakeholders and following more or less similar objectives.

Such a transitional process makes necessary to combine two complementary dimensions:

- On one side, to consolidate and to complete on-going LGRDP I processes within the Ministry as well as in its four pilot villages' clusters and to prepare all required conditions for implementing an "exit" strategy from LGRDP I areas of intervention latest at the end of 2017 (deadline required by the Ministry).
- On the other side and considering the TFF, to prepare the operational approach and new activities of LGRDP II and to identify best ways for implementing them. It is forecasted to present details of those new orientations in Q1 2017.

Following such a transitional phase, this 2016 report is still mainly based on indicators designed previously for LGRDP I.

Specific indicators for monitoring LGRDP II will be identified in the light of the final approval of new orientations and activities to be approved by the PSC in Q2 2017.

### 2.2.1 Progress of indicators (LGRDP I outcome indicators)

Outcome: Improved institutional capacities of smaller LGUs and MoLG through a Local Government Reform Policy and, more particularly, through inter-LGUs collaboration and arrangements (amalgamation) in 4 pilot LGUs' clusters (LGRDP 1) & The capacities of LGUs to cooperate in providing services, promoting local economic development and contributing to territorial integration are strengthened (LGRDP 2)					
Indicators	Value 2012	Value 2013	Value 2014	Value 2015	End Value (2016)
1. Clear, feasible and up-dated policies regarding the LG reform (MoLG strategic plan, JSC strategy and amalgamation policy, LED policy, Area C strategy) that are including lessons learned – Focusing on “amalgamation” and viability of LGUs	D-	C	C+	B-	(1)
2. Institutional development in pilot clusters	D-	C	B-	B+	(2)
3. Quality of LGUs outputs (quality of services)	D	C	C+	B	(3)
4. Sustainability of LGUs clusters (towards their integration process)?	D-	D	C-	B	(4)
5. Awareness, satisfaction and participation of citizens in local public action	D-	C	B-	B+	(5)

#### (1) The key policies on which LGRDP has focused have clearly moved forward in 2016

- **The MoLG strategic 2017-2022 plan** has been approved by the Cabinet (Prime Minister). LGRDP is supposed to support its translation into an operational working plan (Q1 2017).

This strategic plan directly refers to some key components supported by LGRDP (joint Municipality, Joint Service Council, Area C planning and LED policy):

- ✓ **Joint Municipality:** “The 2016 amendment occurred to address the problems that have accompanied and/or resulted from the integration of the local authorities, where it provided an opportunity to establish joint municipalities<sup>3</sup> for the authorities that wish to do so while the legal entities of the participating authorities remain (rather than their merger into a single authority)”.
- ✓ **Joint Service Council:** “The development of local services systems<sup>4</sup> and the

<sup>3</sup> “This amendment added a new model for joint cooperation between neighboring local authorities through the establishment of “joint municipalities” while preserving the legal entities of the authorities that are forming the joint municipality”.

<sup>4</sup> “Early on, the Ministry of Local Government, in cooperation with and with support from its international partners, had established the joint service councils, which played an important role and achieved tangible successes in helping the local authorities, particularly small ones, to provide better services to the public, especially waste services and management of water and electricity. In order to strengthen their role”.

encouragement of neighboring local authorities to cooperate and work jointly: A clear policy direction prevailed for the successive governments since the inception of the Palestinian National Authority to focus on the building of strong and accountable local government institutions that are characterized by their ability to provide services with reasonable costs and that are correspond to the needs of the public. From a policy perspective, one can benefit from the experience of the joint services councils in the strengthening of joint work between local authorities and in building upon them in the development of policy regarding reducing the number of local authorities and laying the foundation for future annexations, mergers, or agglomerations”.

- ✓ **Area C mater plan:** “Development of area C and East Jerusalem: (...) The development of area C and East Jerusalem is a complex, ambitious, and long-term process and should be part of a clear national vision for the comprehensive spatial development at the national level. In the absence of a comprehensive spatial vision and plan that would take the integration of all of the Palestinian territory in consideration, support programs that are implemented remain merely isolated and sporadic interventions without any serious developmental impact, as is often the case up to date.
- ✓ **Local Economic Development:** “The Fourth Objective of the MoLG strategic plan: the local Authorities playing an active and supportive role in stimulating the Local Economic Development:
  - The development of the legal and regulatory environment capable of stimulating local economic development and strengthening the partnership between the local authorities, the public and private sectors, and civil society organizations to contribute to the effecting of a local development.
  - The gradual development of the supporting institutional framework the institutionalization of the local development circles in the Ministry of Local Government, the local authorities, and the Municipal Development and Lending Fund.
  - The development of the required technical and human capacities to perform the tasks relevant to the local economic development.
  - The facilitation and development of access mechanisms to the various sources of financing for the benefit of investment in the infrastructure and the implementation of viable local economic projects.
  - The development of efficient and reliable infrastructure (water, energy, communications, and roads networks, industrial zones, etc.) that provide affordable services to facilitate the work of the private sector and encourage it.
  - Encouraging green and sustainable economy and developing the appropriate standards, procedures, incentives, and controls to ensure the optimal and sustainable economic utilization of traditional and nontraditional natural resources”.



**(2), (3) & (4) In LGRDP clusters<sup>5</sup>**

CLUSTERS	INSTITUTIONAL SITUATION	INSTITUTIONAL ARRANGEMENTS (LGRDP support)
Al Karmel (South Hebron)	<ul style="list-style-type: none"> <li>✓ Four close villages with strong social and historical linkages</li> <li>✓ Al Karmel cluster has claimed and has been recognised as an amalgamated new Municipality</li> </ul>	<ul style="list-style-type: none"> <li>✓ Municipal organisation gradually put in place following the related regulation with the full support of LGRDP</li> <li>✓ Gradual development of all Municipal services</li> </ul>
Beit Lyqya (Ramallah)	<ul style="list-style-type: none"> <li>✓ One formal Municipality (Beit Lyqya) and three villages (Village Councils) presenting therefore some important disparities (in terms of size and capacities)</li> <li>✓ Creation of a Joint Service Council for developing joint planning and services located within Beit Lyqya Municipality</li> <li>✓ One village (Beit Seera) left the JSC following a predominance of Beit Lyqya in terms of power</li> </ul>	<ul style="list-style-type: none"> <li>✓ LGRDP supported the gradual implementation and development of the JSC for delivering common services (water, solid waste)</li> <li>✓ The JSC is still considering the inclusion of Beit Seera (at minima through a contractual arrangement for sharing technical services – at maxima for joining back the JSC)</li> <li>✓ The JSC is already financially sustainable (revenues from water distribution)</li> <li>✓ Gradual development of the JSC to be considered around the promotion of joint LED planning and implementation</li> </ul>
Beita Cluster (Nablus)	<ul style="list-style-type: none"> <li>✓ One formal and well organised Municipality (Beita) and two small villages</li> <li>✓ Creation of a JSC which appears not to be relevant for service delivering as Beita has already a well developed municipal organisation</li> </ul>	<ul style="list-style-type: none"> <li>✓ The JSC will focus on development and LED planning and implementation</li> <li>✓ Beita administration should extend all services to the area of the cluster through a contractual agreement</li> <li>✓ Integration of the small villages (amalgamation – annexation) to be considered later</li> </ul>

<sup>5</sup> See tables in annex

Jort Eshama (Bethlehem)	<ul style="list-style-type: none"> <li>➤ 9 villages created a JSC</li> <li>➤ JSC faced a lot of difficulties for working together with the 9 villages</li> <li>➤ JSC created for getting investments more than for developing a common institutional dynamic</li> </ul>	<ul style="list-style-type: none"> <li>➤ Solid waste and water services have been developed</li> <li>➤ The JSC will limit the participation to villages who have the real will of working together (5 villages)</li> <li>➤ Good potential for developing a Joint Municipality.</li> </ul>
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- Pilot LGRDP clusters are presenting 4 different common situations from which some key lessons should be identified for improving the political and the regulatory approach for improving territorial integration of villages. LGRDP is supposed to present those key lessons to the MoLG in Q2 2017 with some proposal for improving the related policy.
- Main lessons learned:
  - ✓ Main obstacles:
    - Disparities between villages (size and capacities) are making joint arrangements more complex and difficult.
    - The loss of political representation and power of villages and the related loss of direct access to financial resources are the main obstacles for joint arrangements.
    - The lack of historic and social cohesion between villages makes their joint arrangements more difficult if not quite impossible.
  - ✓ Main positive factors (institutional feasibility):
    - in all cases, the implementation of a JSC has immediately improved the service delivery in the related sector.
    - The improvement of service delivery has a direct positive impact on local financial resources.
    - Social & cultural cohesion between villages appear to be the first most important positive factor.
    - Similarities between villages in terms of size and capacities are important facilitating factors.
  - ✓ The financial viability: most services implemented appear to be sustainable from the third year (following investments).
  - ✓ General principles to be promoted:
    - Flexibility:
    - Gradual and long evolving processes:
    - Integration processes should be more development oriented (and less administrative):

#### **(4) Financial sustainability<sup>6</sup>**

Following investments supported by LGRDP<sup>7</sup>, JSCs of Beit Lyqya, Jort Eshama and Al Karmel are reaching in 2016 a financial sustainability. As services in Beita's JSC are still implemented through the Beita municipal administration, the question of its JSC sustainability is not questioned. This sustainability is concerning the staff (secretary and accounting, engineer and a JSC Director), all running costs and maintenance.

#### **(5) Awareness, satisfaction and participation of citizens in local public action**

From the creation of JSCs, LGRDP is supporting annual communication plans designed and implemented in each JSC with the support of a communication officer also supported by LGRDP.

These communication plans are designed by the JSC itself in order to:

- Promote the image of the inter-village arrangement (JSC or new Municipality) and generate an inter-village identity;
- Inform local citizens on all activities implemented by the JSC;
- Strengthen the social cohesion within the cluster;
- Promote the participation of all local stakeholders (local governance);
- With a specific attention to youths, women and vulnerable groups.

In Q2 2017, a public enquiry will be organised for assessing the vision and the level of satisfaction of local citizens about their JSC and about inter-village dynamics. Their vision about the future will also be questioned.

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<sup>6</sup> See the financial assessment in annex

<sup>7</sup> See JSCs' assets in the financial assessment in annex

### 2.2.2 Analysis of progress made

In 2016, all villages involved in LGRDP process have developed and improved local services delivery essentially in the water sector, solid waste management, engineering and building licensing. Their interest for working together has been clearly demonstrated as well as their financial sustainability. But their will to go further into stronger institutional arrangements such as the joined Municipality if not the amalgamation is not yet clear.

About amalgamation, initial political resistances are still there in Beit Lyqya, Jort Eshama and Beita. And the lack of clarity of the new legal arrangement of the “Joined Municipality” recently included in the law has not allowed moving ahead into that direction at the moment. The MoLG has itself suspend its implementation until a new amendment will allow resolving problems encountered in its implementation.

Regarding the local economic development which has been adopted as a national priority, a first pilot planning process has been completed in Al Karmel and its implementation started successfully. Following this first pilot process, a second pilot started to be implemented in Beita. It should lead to a LED plan in 2017. Based on these pilots, a LED planning methodology has been designed in compliance with SDIPs processes. A national Conference on LED which was supposed to take place in 2016 has been postponed. It should take place in Q1 2017.

In fact, it appears clearly in 2016 that the on-going positive integration processes generated by LGRDP have been limited by a lack of clarity of the MoLG policy as well as the MoLG commitment for moving ahead. In that regard, LGRDP has been asked to prepare a proposal about how to still improve the regulatory framework which will be based on lessons learned. This question will be the subject of the first Research / action plan of LGRDP II which should start latest in mid-2017. Proposal of this research/action plan will be the base of a clearer national policy and adaptation of the regulatory and legal national framework.

### 2.2.3 Potential Impact

The potential impact of LGRDP is related to the design and the adoption of a national policy on territorial integration. Such an objective is now clearly included into the MoLG agenda which is giving its full sense and legitimacy to LGRDP II.

It is also clearly included in the National Political Agenda (national policy 7) presented in December 2016, which is providing responsive local Government:

*“With the necessary national institutions in place, the next step will be to determine the optimal governance arrangements and structures for local government. The local level currently comprises 136 Municipalities (111 in the West Bank and 25 in Gaza) and 243 Village Councils. A far-reaching governance reform, to be designed and implemented over the medium to longer term, will rethink and restructure local government with a view to bringing government closer to citizens. This national project will touch every community and citizen.*

*Currently, most Local Government Units (LGSs) deliver very few services, notwithstanding legislation that envisages a far greater role. When capability and fiscal*

*capacity permit, LGUs should begin to deliver a much broader range of services. To fund additional, better quality services, local governments will require expanded authority to raise revenue and manage their resources. In addition, a fair, reliable system of intergovernmental transfers between central and local governments must be established. Finally, greater emphasis must be placed on stimulating local economic development as increased LGU revenues should ideally derive from expanded economic growth rather than taxation.”*

## 2.3 Performance output 1: The decentralised policy and regulatory framework for LGUs collaboration is further developed on the basis of MoLG's experience in the supported clusters

### 2.3.1 Progress of indicators

Indicators	LGRDP I baseline value	LGRDPI achieve.	LGRDPII Year 1 achieve.	Target LGRDP II
(1) Legal mechanisms that facilitate the collaboration (either by consolidation of merging) maintaining identities of the communities	0	(1)	(1')	(1'')
(2) Efficiency and effectiveness of the Task force on amalgamation as a vehicle from pilots to policy	-	(2)	(2)	(2)

(1) Regarding legal achievements related to inter-LGUs' collaboration, LGRDP I has supported the inclusion of the "Joined Municipality" within the Law of Decentralisation. This new legal Local Government unit introduced into the law is an intermediary status between a Municipality and/or a Village Council and a Joined Service Council which is focusing on some technical services provided together by a group of Villages and/or Municipalities. It is in fact like a last stage before becoming a full Municipality (amalgamation of villages) by keeping the legal and political existence of villages by transferring key responsibilities at the level of a Joined Council without cancelling the Village council.

As it has been conceived, that new legal arrangement which is supposed to go over key resistances about amalgamation has faced some problems into its design which still require some amendments to be easily feasible. At the moment, there are still questions to be clarified about its implementation.

LGRDP is preparing a deep analyses of all lessons learned to be presented to the MoLG in 2017. These analyses should allow the Ministry to go further into the approach of inter-village arrangements on the territory and its regulatory framework..

In parallel, a new bylaw about JSCs has been adopted which has clarified some key questions about inter-village technical arrangements for providing together technical services. This improvement was an assumption for starting the LGSIP funded under the coordination of the WB.

(1') In 2016, LGRDP II started identifying all lessons (from different assessments as well as from LGRDP four pilots' analyses) and the PSU is preparing a complete analyses required by the MoLG. To be discussed in early 2017 within a PSC.

At the moment, the pilot inter-village approach implemented under the LGRDP support is as following:

- Al Karmel cluster: the amalgamation has been fully implemented with success;

- Beita cluster: the will of small villages to collaborate with Beita Municipality became finally clear and it remains at a very technical level more than at a political level. The approach finally approved following the vision and the will of those villages and Beita Municipality will be at this stage a contractual agreement which will transfer all services from villages to Beita Municipal administration and the orientation of their JSC for joined planning and implementing together a LED strategy.
- Jort Eshama cluster: following years of difficult relationships between those 9 villages, it appeared recently that the cluster should be feasible if it will be only composed by a part of them. The inter-village agreement never worked well as some villages were not really willing working together with other villages. For villages who are willing working together, the new Joined Municipality arrangement appears to be the best orientation. At the moment, those villages are developing together some technical services through their JSC.
- Beit Lyqya cluster: finally, the JSC is gradually developing between three of the 4 villages initially involved. In the future, it could gradually lead to an amalgamation between those three villages.

2017 will be the last year for achieving institutional formal arrangements within those pilot clusters. An exit strategy of LGRDP II is under design in parallel with final analyses of those processes which should allow proposing to the MoLG an approach about a draft territorial integration law or by-law including improvements of the “Joined Municipality” new arrangement.

(1”) LGRDP II target should be the adoption and the launching of a territorial integration policy and its related legal framework which will include inter-village collaboration and integration of area C as well as improvement of service delivery at the local level.

(2) It is still not clear if a task force will be the best vehicle for driving pilots to policies. The MoLG has just been reorganised around key processes led by 4 new Minister Deputy Assistants. One of them will be in charge of piloting the design of that “territorial integration policy” with the support of the National Policy Advisor. If such, it could become the first Research/Action theme supported by LGRDP II. Such an option will be discussed within the first PSC in 2017.

This output should also include the development of the LED policy which has been actually approved by the Prime Minister’s Cabinet. A Conference for launching the LED in Palestine has been postponed and should be organised in 2017. The development of the local economy is becoming a key priority for the MoLG as well as for the Government.

### 2.3.2 Progress of main activities

Progress of <u>main</u> activities <sup>8</sup>	Progress:			
	A	B	C	D
1. Mission to France / attending the fourth sitting of the Franco-Palestinian decentralized cooperation		X		
2. Mission to Slovenia / DECENTRALISATION, TERRITORIAL INTEGRATION (AND REGIONALIZATION) AND LOCAL ECONOMIC DEVELOPMENT	X			
3. Mission to Jordan / This Mission is organized jointly by MoLG / Legal department and the Ministry of Municipalities in Jordan, to learn from the experience regarding the bylaw.		X		
4. Attending the first Resilience Conference. This conference is organized jointly by the Government of Palestine and the United Nations Development Program (UNDP/PAPP).		X		
5. Conducted Orientation Workshop about the LGU's Election law		X		

### 2.3.3 Analysis of progress made

In 2016, considering the transitional phase between LGRDP I and LGRDP II, this component of the program has been light. It has mainly completed some on-going reflexions based on experiences in France, Slovenia and Jordan as well as some workshops which were supposed to enrich the MoLG reflexion. In 2017, this LGRDP component will be further developed following the final design and the adoption of the LGRDP II reoriented approach (beginning of 2017).

This output is also closely linked to the Minister political agenda and to its capacity to impulse it within the Ministry. The recent reorganisation within the Ministry with the inclusion of four Deputy Minister's assistants in charge of key processes is a positive evolution which should allow moving ahead in the design of key policies.

<sup>8</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.



## 2.4 Performance output 2: MoLG institutional capacities to promote, coach, monitor, evaluate and control LGUs capacities to cooperate are sustainably strengthened

### 2.4.1 Progress of indicators

Indicators	Value year 2016
(1) Number and significance of cases of progress realised entirely with MoLG staff in LGRDP II facilitated action research projects or arguably inspired by (participation in) these projects	(1)
(2) Number, importance, spread over directorates, % of staff in these directorates, of MoLG staff, (self) identified and successful as change agents in action research projects (See critical mass)	(2)
(3) Number, importance, spread over directorates, % of staff in these directorates, o MoLG staff, (self) identified and successful as contributing members in action research projects (See critical mass)	(3)
(4) Perceived change from a centralised instruction and control approach to LGU support to a decentralised coaching, monitoring and mutual learning approach to LGU support	-
(5) Coverage of identified institutional, organisational and individual capacity issues in the LGUs and in the MoLG enabling environment (importance and priority weighed % of issues addressed)	-
(6) Development of a common language between stakeholders in LGS reform: convergence of indicators used in M&E of mutual learning projects	-

(1), (2) & (3) Action/Research activities have not yet been launched in 2016. The launching of that new dimension and way of working proposed by LGRDP II is requiring a strong ownership of the MoLG as well as a strong leadership within the MoLG articulated around a clear political will and vision. The MoLG strategy for 2017-2022 which has just been completed and approved was also a prerequisite for supporting an action/research plan.

In 2016, a new organisation within the MoLG have been implemented which will allow to start Action/Research processes with the creation of a new position near the Deputy Minister in charge of coordinating the design of new policies and processes involving different Departments.

The first Research/Action plan will of course concern the national policy on territorial integration in which the issue of inter-village arrangements is a key pillar. Its second pillar will be related to the integration of Area C. Its third pillar is the LED policy which aims launching development dynamics within the territory with the full involvement of the private sector.

## 2.4.2 Progress of main activities

Progress of <u>main</u> activities <sup>9</sup>	Progress:			
	A	B	C	D
1. Provide the Ministry with IT equipment (list attached)		x		
2. Mission to Ecuador to attend HABITAT III Conference		x		
3. Hiring Consultant for Supporting of HABITAT III Palestine Booth		x		
4. Mission to Jordan for Deputy minister to attend a conference for the planning		x		
5. Conducted Workshops for the planning and budgeting departments to support.		x		
6. Providing the ministry of local government (MOLG) with security & control system for the Server room		x		
7. Forming the Local Technical Committee on the directorate level. The committee consisted of the Directorate General Manager, Head of village council, Governor Office when needed, MDLF and other active members.		x		
8. Organized a general orientation meeting about the main roles and responsibilities for the committee as well as discussed the general aims of committee		x		
9. Support MoLG / budgeting department with a yearly maintenance contract for the gate away (Online budgeting system) to support the department in the budget preparations in the LGU"s.		x		
10. Conducted a consultancy for Mapping, Analyzing, and Redesigning the BTC support for the budgeting Department at MoLG		x		
11. Hiring consultant for Mapping, Analysing, and Redesigning the BTC support for the budgeting Department at MoLG.		x		

In 2016, LGRDP II has completed some CD activities initiated by LGRDP I which had to be completed and/or still further developed or improved such as some development of the IT strategy, the improvement of the e-budgeting system as well as the implementation of some training of the MoLG staff included in the HR development strategy.

These completion and/or continuation of previous LGRDP I support have focused on the strategic key processes supported by LGRDP I: the HR development strategy, the IT strategy and the budgeting system.

<sup>9</sup> A: The activities are ahead of schedule  
B: The activities are on schedule  
C: The activities are delayed, corrective measures are required.  
D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

It has also allowed LGRDP II to support exceptional needs of the MoLG such as their participation within the UN-Habitat international Conference.

### **2.4.3 Analysis of progress made**

Main progresses in 2016 are concerning the improvement of LGRDP I on-going CD processes within the MoLG and preparing re-orientation of LGRDP II. All

IT strategy previously designed started to be implemented. The plan for improving the e-budgeting system has been designed. E-archiving system has been put in place. The HR training plan has been designed and its implementation started.

## 2.5 Performance output 3: Supported LGUs cooperate to improve services, promote local development and contribute to territorial integration of A, B and C areas

### 2.5.1 Progress of indicators

Those indicators will be developed in 2017 following the adoption of LGRDP II new detailed “agenda”.

### 2.5.2 Progress of main activities

Progress of <u>main</u> activities <sup>10</sup>	Progress:			
	A	B	C	D
1. Communication Plan activities in the four clusters		X		
2. Assess, review and analyse the Financial situation of the Joint Service Council 's or the new Municipal administration in the four LGRDP pilot Clusters (Al-karmel, South Bethlehem, Beit Lyqia and Beita)		X		
3.Support LED pilot processes and develop all tools related to LED		X		

### 2.5.3 Analysis of progress made

At the beginning of the year (2016) the template of the communication plans was adapted in order to put more emphasis on LED (hospitality or content-wise), the networking/partnerships (inviting other institutions to help prepare/implement the activity), the way of advertising, the budget lines and the tools for communication.

2016 has mainly focused on Local Economic Development:

#### LED Conceptual and Planning Process

- LGRDP II is in the process of integrating LED aspects in all the LGRDP schemes as possible.
- Lessons learned from the LED pilot in Al Karmil Cluster have been developed, presented and shared with all relevant stakeholders including MoLG, MDLF, and other development agencies.

<sup>10</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

- Draft LED conceptual paper, planning approach, process and guidelines have been developed based on the International LED Expert recommendations along with the lessons learned from the LED planning process in Al Karmil as well as from the other LED pilots implemented by other LED actors.
- Proposed concept paper for the integration of LED within the Strategic Development and Investment Plan (SDIP) has been developed to be considered as the 3rd SDIP Generation and will take into consideration the spatial and social dimensions. The upgraded version of the SDIP and will be piloted in Beita Cluster and in close cooperation with all relevant stakeholders, mainly the SDIP National Working Group.

**LED Publications:** A first LED factsheet has been developed and disseminated to all relevant stakeholders. And an Arabic LED article has been developed by the LGRDP-RHC to be published in the quarterly magazine hosted by MoLG.

**LED Orientation Sessions and Workshops:** LED has been presented and discussed for LGRDP-JSCs, MoLG, and MDLF during the two days “Communication Workshop” and LED Orientation Sessions have been conducted for the members and staff of JSCs and representatives from the local community of both Beita and Jurat As Sham’a clusters.

**LED Policy:** The draft LED Policy that has been developed by MoLG and supported by other development has been also revised and commented by the LGRDP II team.

**1st LED National Conference: following the LED policy agenda supported by LGRDP,** the 1st LED National Conference started to be prepared. LGRDP II hosted a Preparation Workshop which attended by all relevant stakeholders (MoLG, MDLF, LGRDP, and Development Agencies). The overall objective of the workshop was to create a consensus about the conference content, objectives, expected results, participants, key sessions, etc. among all LED actors supporting MoLG in developing and piloting LED approach(es), methodology, interventions, and policy.

#### **LED Strategy Status in the LGRDP (II) Clusters:**

##### **➤ Al Karmil Cluster**

- LED Strategy in Al Karmil has been updated with the LGU and the LED local committee to tackle the most promising key local resources for LED in the cluster as well as identifying the key LED challenges in the cluster i.e. high rate of youth unemployment. The key local resources identified in Al Karmil cluster represented by (1) the livestock sub-sector, (2) history of Al Karmil, and (3) women and youth sectors. The development of the LED Strategy in Al Karmil followed “Learning by Doing” approach and has been updated based on lessons learned during the planning process in Al Karmil and lessons learned from other LED pilots led by other LED actors.

##### **Beita Cluster**

- Proposed work plan for initiating the LED Planning Process in Beita has been developed.
- Beita JSC along with the PSU have initiated the process of formation of LED Local Committee to present the private, public and civil society sectors using specific templates specially designed to support such purpose.

- Pre-LED initiatives have been put in place in Beita cluster before the actual LED planning process started.. The Pre-LED initiatives represented by (1) developing an Operational and Maintenance Plan for “Construction of Beita Public Spring Park” to ensure its proper functionality and (2) supporting the JSC in designing, planning, and implementing a Job Fair which aimed at helping the unemployed fresh graduates in Beita cluster and surrounding localities by equipping them with essential employability skills through trainings including How-To develop an effective CV and How –To do a Job interview as well as connecting these unemployed fresh graduates with potential employers from the private and civil society sectors. Twenty five companies and societies, more than (200) unemployed fresh graduates, and officials participated in the Job Fair. It is worthy to mention that the Job Fair has been firstly initiated as an activity within the communication plan then it has been supported to be also part of Pre-LED initiatives in Beita Cluster.

### **LED Interventions**

➤ Proposed Interventions: A part of the LED Strategy in Al Karmil that tackles the history of Al Karmil, a draft concept note has been developed in partnership between Al Karmil Municipality, Al Quds University, and MoTA for the documentation and preservation of Al Karmil History represented by a restoration of one of the key local archeological sites in the area along with implementing other community awareness and documentation activities about the archeological site as well as the history of Al Karmil.

To tackle the high unemployment rate of youth in Al Karmil, a draft concept note has been developed titled “Entrepreneurship and Employability Program EEP” for enhancing the employment opportunities for youth in general and unemployed fresh graduates in particular through supporting them to be equipped with the essential employability skills required by the labor market as well as supporting entrepreneurs in translating their innovative ideas into real businesses.

Implemented Interventions: First piloted LED intervention developed in the LED Strategy in Al Karmil under the livestock resource has been fully implemented as a “Quick Results” action which represented by “Rehabilitation of Rainwater Harvesting Cisterns for Farmers in Al Karmil Cluster”. The intervention aimed at improving the access to and supply of the local water sources and decrease dependence on the increasing expensive purchased and transported water. The intervention has been designed, planned, and implemented in partnership between Al Karmil Municipality, Ministry of Agriculture and Khallet Saleh Agricultural Cooperative and benefited (33) farmers from Al Karmil Cluster. The intervention also included conducting a one day training course for farmers benefited from the intervention on the water management skills and best water practice awareness. The training was conducted in cooperation with Ministry of Agriculture.

- LED aspects should be fully integrated and taken into consideration in any infrastructure project within the clusters. As a result, as such consideration should be discussed with MDLF for any round of infrastructure projects for clusters.
- Supporting the JSCs to have a source of income by supporting them by developing and executing income generating projects which should be in line with the Local Authorities Law No. (1) Of (1997) away from any competition with the private sector. As such income generating projects will support the JSCs to gain revenues for covering the cost of services they already deliver as well as for developing additional services.
- LED should be used as an effective tool for developing and enhancing the inter-village collaboration and territorial integration and development and surely LED will reduce the disparities between villages. As such could be done via planning and implementing common LED projects that benefits the entire cluster villages.

- LED institutionalization should be considered as an important section of the proposed Institutional Development Plans for the all the JSCs and Al Karmil Municipality to improve the JSC standards and practices. In other words, Institutional Development Plans should be considered as a corner stone for structuring and functioning the intuitional work of JSCs. The ID plan should be given a priority exactly like the Community Development Plan or the (SDIP).
- Previous studies and assessments done within the JSCs should be revised and connected with each other and eventually used for the benefit of the JSCs including roadmap, financial analysis report, etc.
- The proposed Exit Strategies/Future Development Plans of the clusters should be enriched and translated into applicable action plans for the 2017 and the upcoming years with a mutual and clear vision between all parties.
- Supporting MoLG in general and LED Dept. at MoLG in particular as well as MoLG branches, JSCs, and LGU to institutionalize LED through supporting any changes/amendment required in laws, regulations, etc. as well as assessing, planning and implementing capacity development needs relevant to LED, supporting staff and work environment, policies, procedures, guidelines, database, etc.
- Improving skills and knowledge of LED relevant staff of MoLG, MDLF and PSU on LED relevant topics such as Inter-Village Collaboration and LED, Territorial Development, Policy Development, etc. through trainings, study visit, participation in conferences, etc.
- Improving the networking, communication, collaboration, and dialogue between the LGRDP staff and other LED stakeholders for creating a LED consensus through workshops, meetings, etc.
- Supporting the planning process of LED Strategies in LGRDP (II) targeted clusters through recruiting consultants, if needed, for deep assessment of the socio-economic situation, integration of spatial dimension in the SDIP and LED, etc.
- Support the implementation of soft actions derived in the LED Strategies in Al Karmil, Beita, etc. such as supporting farmers for establishing new cooperatives, etc. and based on that planning and implementing LED projects to be hosted by the newly established bodies which will create dynamic in the cluster.
- Moving from the general support of LED objectives in the LGRDP (II) to more specific ones relevant to the actual socio-economic situation in Palestine through incorporating in the TFF of the LGRDP (II) specific objectives or sub-objectives to be achieved and assessed such as “Enhancing the employment opportunities for Youth”, “Women’s Economic Empowerment”, etc. and/or Creating Income Generating projects for the JSCs and LGUs for Enhancing the Inter-village Collaboration and Territorial Development.
- Developing a clear M&E Plan for LED interventions in the LGRDP (II) with clear indicators to be monitored and later evaluated in order to show progress and achievements of LED over the life cycle of the LGRDP (II) such as - number of jobs created through the infrastructure projects implemented, and number of LED Strategies and Plans developed, etc.
- Support the development of LED relevant studies and publications such as gathering, analyzing, documenting, and sharing lessons learned from LED Pilots, Private sector engagement in LED, results of the Socio-Economic Situation in the LGRDP (II) Clusters/Palestine, LED Strategy in Al Karmil/Beita, LED Policy, LED Factsheet/Brochure/Posters, etc.

### **Lessons learned:**

- LED dimension should be fully integrated and taken into consideration in any infrastructure project within the clusters.
- LED should be used as an effective tool for developing and enhancing the inter-village collaboration and territorial integration and development and surely LED will reduce the disparities between villages. As such could be done via planning and implementing common LED projects that benefits the entire cluster villages.
- LED institutionalization should be considered as an important section of the proposed Institutional Development Plans for the JSCs and Al Karmil Municipality to improve the JSC standards and practices.
- The proposed Exit Strategies/Future Development Plans of the clusters should be enriched and translated into applicable LED plans for 2017 and the upcoming years with a mutual and clear vision between all parties.
- Improving skills and knowledge of LED relevant staff of MoLG, MDLF and PSU on LED relevant topics such as Inter-Village Collaboration and LED, Territorial Development, Policy Development, etc. is becoming crucial (through trainings, study visit, participation in conferences, etc.)
- Support the implementation of soft actions derived in the LED Strategies in Al Karmil, Beita, etc. such as supporting farmers for establishing new cooperatives, etc. and based on that planning and implementing LED projects to be hosted by the newly established bodies which will create dynamic in the cluster.
- Moving from the general support of LED objectives in the LGRDP (II) to more specific ones relevant to the actual socio-economic situation in Palestine such as “Enhancing the employment opportunities for Youth”, “Women’s Economic Empowerment”, etc. and/or Creating Income Generating projects for the JSCs and LGUs for Enhancing the Inter-village Collaboration and Territorial Development.
- Developing a clear M&E Plan for LED interventions in the LGRDP (II) with clear indicators to be monitored and later evaluated in order to show progress and achievements of LED over the life cycle of the LGRDP (II) such as - number of jobs created through the infrastructure projects implemented, and number of LED Strategies and Plans developed, etc.
- Support the development of LED relevant studies and publications such as gathering, analyzing, documenting, and sharing lessons learned from LED Pilots, Private sector engagement in LED, results of the Socio-Economic Situation in the LGRDP (II) Clusters/Palestine, LED Strategy in Al Karmil/Beita, LED Policy, LED Factsheet/Brochure/Posters, etc.



## **2.6 Performance output 4: The supported LGUs invest in infrastructure to provide services, promote local development and contribute to territorial integration**

### **2.6.1 Progress of indicators**

Indicators related to this output must still be defined following the LGRDP II approach which is supposed to be implemented from 2017. This approach won't connect any more all investments implemented into LGRDP beneficiaries' clusters with the institutional development support. It will also include investments supported by the MDLF and/or other partners.

Also, those investments will focus more on the development of the local economy.

Specific indicators should allow to analyses progresses within such a new approach.

As a transitional year, this activity in 2016 has focused on some relevant improvements of investments done by LGRDP I for completing them. No new investment processes has been launched in 2016.

Also, considering the new approach of the LGRDP investment component partly disconnected from LGRDP supported clusters, the PSC approved to support the MDP 2 for investments in newly created Municipalities.

## 2.6.1 Progress of main activities

Progress of <u>main</u> activities <sup>11</sup>	Progress:			
	A	B	C	D
1. List of Investment Infrastructure identified and approved. - Supply and Installation of Prepaid Water Meters for Beit Leqya, Beit Seera, Hai Al-Karamah & Kharbatha Al-Misbah Water Supply System - PHASE 01b - Street lighting for the main road between Beit Liqia & Kharbatha - Supplying Solid Waste Truck for Beita Cluster - Supplying Electricity Platform Vehicle for Baita Cluster - Supplying Furniture & equipment's for the Health Clinic Center for Beita Cluster - Supplying Bus for Za'tara, Beita Cluster - Paving & Rehabilitation the Main Roads for Udala & Osareen (Beita Cluster) - Street lighting for the main roads in Alkarmel - Rehabilitation & Paving Internal Roads in Alkarmel		X		
2. Signed Grant Agreement to support Municipal Development Programm MPD 2 –Window 2 with the amount of 1,200,000 Euro to support the upgraded LGUs to Municipalities. List of investment projects were identified in the six municipalities, now they are under design with the consultancy office.		X		

## 2.6.2 Analysis of progress made

Nine complementary projects have been identified in LGRDP I clusters. Identified project within Four of them have been contracted while 5 are still in the preparation phase for tendering. Those projects supposed to be closed and hand over by April 2017.

For the MDP 2 – window 2, the list of projects identified through their SDIPs and approved identified by the MDLF are under design and in order to prepare the tender documents.

<sup>11</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

## **2.7 Performance output 5: The supported LGUs actively promote community participation in relevant functions and facilitate residents' expression of their opinions on issues and priorities of public awareness**

This activity has not yet been in fact implemented in 2016. It is still based on promoting communication of JSCs as it was done through LGRDP 1 which is more oriented in informing local citizens and developing an image of the JSC and/or of the new Municipal administration.

In 2017, a public enquiry should allow designing a new process for promoting such a local stakeholders real participation in development dynamics. It will directly facilitate the LED planning process.

## 2.8 Transversal themes

### 2.8.1 Gendre

Gender is still at the moment essentially considered through JSCs' communication plan supported by LGRDP.

Gender mainstreaming is a strategy or process that aims to achieve gender equality. It means, on the one hand, that policies, programmes and institutional structures are in place to redress existing inequalities and to preserve equality between women and men. On the other hand, it means that measures to address the specific needs and priorities of women and men, either separately or together, are adopted. LGRDP considers that participatory approach requires not only a balanced representation of women and men participating in the process, but the creation of conditions in which opinions of all participants are freely voiced and defended.

LGRDP will develop in 2017 a specific focus on supporting and assisting local governments in development of their local economies. It introduces tools and processes to support the LGs in this focus including participatory assessment of comparative advantages of the specific LGs and their communities. There is opportunity to develop complementary programs that may encourage both improved social service provision in the public and private sector on one hand and enhanced opportunities for local businesses and entrepreneurs on the other hand.

The public enquiry which will be implemented in 2017 will have a specific component for analyzing the gender dimension.

### 2.8.2 Environnement

The environment issue is still at the moment considered within communication of JSCs such as the promotion of the cleaning day or planting trees.

At the level of investments, the MDLF is also analyzing for each asset its environmental impact.

## 2.9 Risk management

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue		
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline
Government commitment to support territorial integration and development policies is not sustained (political fragility)	Cont.	DEV	Low	Medium	Low Risk	The MoLG priorities and key policies have been included in the national strategic plan	Prime Minister / Cabinet	2016
						The support of LGRDP to the design and the implementation of the MoLG action plan.	MoLG	CONT
						A national policy advisor has been recruited in order to support the MoLG policy development	MoLG / PSU	2016
Regulatory framework for LGs on inter-village arrangements, area C integration and LED cannot be revised (bottlenecks) in line with the lessons learnt from LGRDP I	Cont,	DEV	Low	Low	Low Risk	This risk is dependent on the political environment	MoLG	CONT.
						Policies must be completed by laws, by-laws, manuals and tools	MoLG	2017

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue		
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline
The LED plan financed at cluster level may not be technically or economically sustainable		DEV	Medium	Medium	Medium Risk	Project will support stakeholders (mainly LGU's) in conducting socio-economic analysis, and to address maintenance issues	PTC	2016-2020
Local elections will generate an important change of elected bodies who won't especially followed local policies and development processes implemented by previous bodies before their arrival		OPS	Medium	Medium	Medium Risk	LGRDP has legally consolidated on-going processes and institutional arrangements as far as possible (contracts / approval of plans, MoUs, etc)	PTC	2016
						Strategies, working processes and tools have been adopted and consolidated	PSU / MoLG	From 2011
						The institutional framework and its related decision making process is in place (Local Technical Committees – institutional memory)	MoLG branches / LGUs	Cont.
						The project will rely on NSA within clusters	PTC	Cont.
Territorial integration (clustering approach) is “fragilizing” political power of villages and their capacity to have a direct access to financial support from donors		OPS	Low	High	Medium Risk	The approach of merging will fully respect the identity of villages and generate a new vision on villages 'interest	MoLG / MDLF	2016-2020

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue		
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline
Access to Area C and the granting of required permits.		OPS	Low	High	Medium Risk	The integration of Area C within wider administrative spaces including Area A and/or B	MoLG	Cont.
Partner LGUs may lose technical staff during the implementation of the project.		OPS	Medium	Medium	Medium Risk	Ensure the LGU staff contract for the duration of project period	PTC, LGU	2016 - 2020
						Capacity building for the LGU permanent staff	PTC, LGU	2016 - 2020
						MoLG District Offices will support the LGU staff	MoLG	2016 - 2020
						MDLF is also supporting LGUs in their tasks.	MDLF	Cont.
						The PSU has recruited Field TAs to continuously support LGUs	PSU	Cont.

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue		
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline
Coordination between the two components (hard and soft components) may be complicated as they have different management systems and use different budget and work planning techniques.		OPS	Low	Low	Low Risk	The MoLG and MDLF will be supported by the PSU.	PTC PSU	Cont.
						Financial and narrative for both components has been outlined in the TFF.	PTC PSU    MP.	Cont.



## 3 Steering and Learning

### 3.1 Strategic re-orientations

At the heart of this transitional year, there was the key question of the new areas of intervention of LGRDP II. Where will the program work? Which villages or Village clusters will benefit from the intervention? How should be they selected?

Following the TFF, it was clear that the identification and the selection of new beneficiary local Governments should follow some new and relevant criteria (such as the political will, the social cohesion, the geographic coherence, etc.). But was it the objective of LGRDP II just to select better “good new candidates”?

Behind that question, other complementary questions emerged. How many village clusters? Behind the design of LGRDP II, was it just the idea of better selecting beneficiaries for implementing same kind of processes? Would it not be in this case just a kind of repetition of LGRDP I with improvements at some level? Won't it become like a second pilot? In such case, what will be the actual impact of such an approach? Will it translate the LGRDP II *motto*: from pilot to policy?

It became clear during 2016 that the answer to such a crucial question should include two complementary objectives of a second phase of the program: on one hand, capitalising LGRDP knowhow and its added value and, on the other hand, still better integrating the intervention within the Ministry and within the sector as a toolbox for improving the capacity of the Ministry to develop and to implement its policies regarding the territorial integration.

Most interventions in the LG sector are focusing on investments in infrastructures which are not especially where LGRDP has a specific added value. After having worked for more than 5 years in the capacity development by supporting tailored made institutional development processes with a dedicated project team fully integrated within the LG framework, LGRDP know how is more about promoting and supporting institutional and capacity development processes.

By considering those reflexions and following the crucial need for better harmonising and coordinating interventions in the sector as well as for extending institutional development dynamics to a greater number of local Government units within the framework of MoLG policies, it has been proposed that LGRDP II should intervene as an “armed arm” of the MoLG and together with him in areas (villages and/or village clusters) where other interventions and development projects are supporting investments in infrastructures without considering their institutional dimension nor their capacity for managing those investments.

Such an approach will automatically place on-going interventions of development partners who are supporting the development of infrastructures within the institutional framework of the MoLG policies and objectives. It will make those investments more sustainable by developing local institutional capacities as well as it will use on-going development investments as a lever for promoting territorial integration dynamics.

Following that new strategic approach, some interventions appear to be logically considered as to become LGRDP beneficiaries for institutional development support:

- **The LGSIP** initiated by the WB for supporting through the MoLG and the MDLF

investments in Villages, JSCs and some Area C communities. In that project, the MoLG is supposed to develop capacities of those beneficiaries with the support of LGRDP and GIZ. A CD plan has been elaborated under the coordination of the MoLG.

- The on-going **Regeneration of Historic Centers project** (RHC / BTC) who is focusing on Regeneration as part of LED plans in 6 village clusters will directly benefit from a wider institutional development support in terms of sustainability and efficiency.
- The **Rural Development in the Jordan Valley Area C project** implemented by AFD and co-funded by the EC which is targeting 6 villages for promoting the development of the local economy as well as some infrastructures will be strengthened by a complementary intervention for capacity and institutional development, including a the promotion of a territorial integration.
- The **EC is funding investments in Area C communities** through the MoLG and the MDLF. Those investments should make more sense and will be more sustainable if they will be done in the framework of institutional development dynamics as well as territorial integration processes.

For preparing such a re-orientation which has been approved in its principle in 2016 by the PSC, the PSU has prepared a new organisation of its team. Regarding the LGRDP contribution to the implementation of the LGSIP, a CD plan has been elaborated with GIZ under the coordination of the MoLG and a MoU has been signed between the three parties<sup>12</sup>. Regarding the LGRDP intervention together with the AFD project in Jordan Valley, LGRDP has participated in all meetings with the AFD team as an observer.

The concrete way and details for implementing that new orientation will have to be designed and proposed to the PSC in Q1 / Q2 2017.

As a consequence of this strategic re-orientation, the budget assigned to MDLF for supporting local investments will be more or less “disconnected” from investments within the area of the ID intervention. For that reason, it has been requested and approved in 2016 that a part of that budget will support the MDP 2 (special window for newly amalgamated municipalities).

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<sup>12</sup> See the MoU in annex

### 3.2 Recommendations

Recommendations	Actor	Deadline
Prepare a 2017 adapted LGRDP action and financial plan	PSU	Q2 2017
Identify a new adapted M&E related approach (indicators and way of verification)	PSU	Q2 2017
Complete agreements to be signed (with the MoLG and AFD about LGRDP contribution to the Jordan Valley project / with the EC, the MoLG and the MDLF about LGRDP contribution to Area C institutional development)	PSU, MDLF, MoLG, AFD and the EC	Q2 2017
To implement a quick institutional assessment in RHC clusters	PSU	Q2 2017
To get the final and operational PSC approval (WP and FP)	PSC	Q2 2017
To re-orientate the budget support for investments (R4) managed by MDLF	PSC	Q2 2017

### 3.3 Lessons Learned

Lessons learned	Target audience
The transition from a first phase of a program to another phase as well as the development of new working tools is a complex process that requires time and requires to take a certain “distance” from on-going dynamics (if not at the risk of reproducing the same dynamics)	BTC HQ (formulation unit)
The “opening” and the flexibility of the project design of a second phase to what will merge during its transition is crucial	BTC HQ (formulation unit)
An exit strategy from an institutional development process is more important and complex than its implementation strategy.	PSU / BTC Representation
MTR as well as final evaluation of institutional development projects are neither relevant nor useful following a “classical” approach as it is actually implemented (15 days of an international expert – criteria to be examined – questions to be answered like a check list with the support of a national expert)	BTC / Ministry

## 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
X				
2.1 How well are inputs (financial, HR, goods & equipment) managed?				
X	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.		

<b>2.2 How well is the implementation of activities managed?</b>		
X	<b>A</b>	Activities implemented on schedule
	<b>B</b>	Most activities are on schedule. Delays exist, but do not harm the delivery of outputs
	<b>C</b>	Activities are delayed. Corrections are necessary to deliver without too much delay.
	<b>D</b>	Serious delay. Outputs will not be delivered unless major changes in planning.
<b>2.3 How well are outputs achieved?</b>		
X	<b>A</b>	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
	<b>B</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.
	<b>C</b>	Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
	<b>D</b>	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.		
X	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?				
X	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?				
X	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?				
X	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 Decisions taken by the steering committee and follow-up

Decision to take					Action			Follow-up	
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Approval of 2015 annual reports	April	-	PSU	PSU	-	PSC	-	-	-
Organization of the LGRDP I evaluation mission	May-June	-	BTC HQ	BTC HQ	Approved	PSU – BTC Repres.	Q3	Completed and report submitted	-
Extension for remaining investments of LGRDP I	April	End of 2016	MDLF	MDLF	Approved	MDLF	Q4	One of the investment projects still under progress	To be completed before Q2 2017
Last CD proposed investments (Salaries, Furniture & IT) for Clusters	April	End of the year	MDLF	MDLF	Approved	PSU/MDLF	30/9/2016	Completed	-
MDLF grant agreement (2016-2020)	Nov. 2015	-	BTC HQ	PSU	Approved and Signed	PSU, MoLG RR & MDLF	April	Signed	On-going
LGRDP II new HR organization	2015	2015	PSU	PSU	New staff recruitment	PSU	2015	Done (the recruitment of the ID expert postponed until 2017)	On-going
LGRDP II strategic re-orientations	2016	Project duration	PSU / MoLG	PSU / MoLG	Strategic orientation to be translated into a WP and a FP	PSU / MoLG	Q2 2017	Process launched	On-going

Proposed 2016 action plan (activities to be implemented and proposed investments	2016	2016	MDLF MoLG PSU	PSU / MDLF	List of projects identified and Approved	MDLF	30/4/2017	Projects are under progress and implementations	On-going
Time extension for the delayed projects implemented by MDLF under LGRDP I till September 30, 2016.	Mid-2016	2016	MDLF	MDLF	Agreed to extend	MDLF	30/9/2016	Still one of the investment projects under progress	On-going
The potential cash and bank balances under LGRDP I will be sent back to BTC (HQ or RR) in order to enable BTC to finalize the financial closing process.					Approved	MDLF, PSU	31/12/2016	financial and administrative files not yet closed , waiting for the Interim Financial Report	On-going
The approval for supporting the MDP 2 (window 2) with an amount of 1.200.000 Euros	November 2016		MDLF	MDLF	Approved	MDLF / PSU	End 2016	Transferred	On-going



### 4.3 Updated Logical framework

The logical framework will be adapted in 2017 following the approval of modalities for implementing new orientations of LGRDP II intervention.

### 4.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	-
Baseline Report registered on PIT?	2017
Planning MTR (registration of report)	End of 2018
Planning ETR (registration of report)	-
Backstopping missions since 2016	1

Budget vs Actuals (Year to Month) of PZA1303311

Project Title : Extension of Local Government Reform and Development Program  
LGRDP II

Budget Version: C01

Currency : EUR

Y/M :

Year to month : 31/12/2016

Report includes all closed transactions until the end date of the chosen closing

A.S.O. TO CONTRIBUTE TO THE STRENGTHENING OF THE	Status	Fin Mode	Amount	Start to 2015	Expenses 2016	Total	Balance	% Exec
01 R1. Policy and regulatory framework for LGU			550,000.00	12,977.78	28,401.49	41,379.27	508,620.73	8%
01 Legal studies & expertise	REGIE		50,000.00	12,977.78	10,548.27	23,526.05	26,473.95	47%
02 Support to policy unit strategic work & planning	REGIE		200,000.00	0.00	15,968.24	15,968.24	184,031.76	8%
03 PAR workshops & seminars	REGIE		200,000.00	0.00	1,799.37	1,799.37	198,200.63	1%
04 Communications, publications	REGIE		100,000.00	0.00	85.61	85.61	99,914.39	0%
02 R2. MoIG institutional capacities to support, coach,			794,000.00	26,828.90	243,736.83	270,565.73	523,434.27	34%
01 Support to capacity assessments	REGIE		30,000.00	0.00	7,848.47	7,848.47	22,151.53	26%
02 CD activities at central level	REGIE		180,000.00	18,821.20	104,580.73	123,401.93	56,598.07	69%
03 CD activities at regional level	REGIE		200,000.00	0.00	94,242.53	94,242.53	105,757.47	47%
04 LED expert (DoUP)	REGIE		72,000.00	4,614.89	19,862.11	24,477.00	47,523.00	34%
05 DJCSC institutional development (staff member)	REGIE		72,000.00	3,392.61	17,202.99	20,595.60	51,404.20	29%
06 Capacity Development expert	REGIE		240,000.00	0.00	0.00	0.00	240,000.00	0%
03 R3. Supported LGU's cooperate (in 5 clusters)			1,836,000.00	0.00	43,790.53	43,790.53	1,792,209.47	2%
01 Awareness raising activities	REGIE		20,000.00	0.00	0.00	0.00	20,000.00	0%
02 Support to planning & development activities	REGIE		100,000.00	0.00	593.68	593.68	99,406.32	1%
03 Technical assistants at cluster level	REGIE		216,000.00	0.00	393.00	393.00	215,607.00	0%
04 Institutional development activities (competences &	REGIE		1,500,000.00	0.00	42,803.85	42,803.85	1,457,196.15	3%
04 R4. Supported LGU's invest in LGU's			6,465,000.00	0.00	1,259,002.13	1,259,002.13	5,205,997.87	19%
01 Support investments in the cluster (MDLF)	COGES		6,000,000.00	0.00	1,259,002.13	1,259,002.13	4,740,997.87	21%
02 Management fees MDLF (7%)	COGES		420,000.00	0.00	0.00	0.00	420,000.00	0%
03 Monitoring/audits	REGIE		45,000.00	0.00	0.00	0.00	45,000.00	0%
05 R5. supported LGU's promote community			300,000.00	0.00	539.87	539.87	299,460.13	0%
01 Quality of service delivery studies & agreements	REGIE		50,000.00	0.00	0.00	0.00	50,000.00	0%
02 Gender activities	REGIE		150,000.00	0.00	0.00	0.00	150,000.00	0%
03 Support communication strategy in the clusters	REGIE		100,000.00	0.00	539.87	539.87	99,460.13	1%

Budget vs Actuals (Year to Month) of PZA1303311

Project Title : Extension of Local Government Reform and Development Program

LGROP II

Budget Version: C01

Currency: EUR

YIM : Report includes all closed transactions until the end date of the chosen closing

Year to month : 31/12/2016

Z GENERAL MEANS	Status	Fin Mode	Amount	Start to 2015	Expenses 2016	Total	Balance	% Exec
01 Salaries			1,456,000.00	113,562.86	269,276.01	382,838.87	1,072,161.13	26%
01 Internation policy advisor, technical co-manager	REGIE		900,000.00	66,615.37	148,928.63	234,544.00	665,456.00	26%
02 National policy advisor	REGIE		210,000.00	16,941.37	48,385.03	65,326.40	144,673.60	31%
03 National coordinator	REGIE		18,000.00	0.00	0.00	0.00	18,000.00	0%
04 Programme assistant	REGIE		150,000.00	5,732.31	36,193.92	41,926.23	108,073.77	28%
05 Driver	REGIE		54,000.00	2,305.19	15,423.03	17,728.22	36,271.78	33%
06 Financial and Admin officer	REGIE		120,000.00	2,115.34	19,970.40	22,085.74	97,914.26	18%
07 Recruitment costs	REGIE		3,000.00	853.28	375.00	1,228.28	1,771.72	41%
02 Investments			65,000.00	1,661.63	2,145.00	3,796.63	61,203.37	6%
01 Vehicles	REGIE		50,000.00	0.00	0.00	0.00	50,000.00	0%
02 ICT Equipment	REGIE		15,000.00	1,661.63	2,145.00	3,796.63	11,203.37	26%
03 Running Costs			200,000.00	263.89	34,960.40	35,224.29	164,775.71	18%
01 Vehicles Operating Costs	REGIE		25,000.00	0.00	3,914.92	3,914.92	21,085.08	16%
02 Communication costs	REGIE		15,000.00	51.22	1,967.19	2,018.41	12,981.59	13%
03 Office supplies	REGIE		6,000.00	0.00	1,367.63	1,367.63	4,632.37	23%
04 National Field Missions	REGIE		40,000.00	0.00	54.89	54.89	39,945.11	0%
05 Training	REGIE		12,000.00	0.00	1,456.88	1,456.88	10,543.12	12%
06 Rental of office	REGIE		100,000.00	0.00	25,541.86	25,541.86	74,458.14	26%
07 Bank costs	REGIE		2,000.00	212.67	657.03	869.70	1,130.30	43%
04 Audit, Monitoring and Evaluation			280,000.00	1,269.93	409.77	1,679.70	278,320.30	1%
01 Monitoring and evaluation	REGIE		100,000.00	0.00	0.00	0.00	100,000.00	0%
02 International backstopping (action research)	REGIE		120,000.00	0.00	0.00	0.00	120,000.00	0%
03 Audits	REGIE		30,000.00	0.00	301.04	301.04	29,698.96	1%
04 HQ Backstopping	REGIE		30,000.00	1,269.93	108.73	1,378.66	28,621.34	5%

99 Conversion rate adjustment	0.00	0.00	0.00	0.00	0.00	2%
98 Conversion rate adjustment	REGIE	0.00	0.00	0.00	0.00	7%

REGIE	5,580,000.00	158,554.99	623,259.90	779,814.89	4,800,185.11	14%
COGEST	8,420,000.00	0.00	1,259,002.13	1,259,002.13	5,160,997.87	20%
TOTAL	12,000,000.00	158,554.99	1,882,262.03	2,038,817.02	9,961,182.98	17%





# MEMORANDUM OF UNDERSTANDING

## Capacity Development Support in the Framework of the Local Governance and Services Improvement Programme (LGSIP)



**BTC**



Implemented by



**March 2017**

## **Introduction**

The parties enter into this Memorandum of Understanding in order to jointly support and promote Capacity Development measures for Village Councils and the Ministry of Local Government in the framework of the Local Governance and Services Improvement Programme (LGSIP).

## **Parties**

Parties of this Memorandum of Understanding are

The Ministry of Local Government of the Palestinian Authority

Represented by

His Excellency Dr. Hussein Al-Araj, Minister of Local Government  
Ministry of Local Government  
Palestinian Authority  
Al Bireh, Palestine

The Belgian Technical Cooperation (BTC),

Represented by

Mr. Olivier Donnet, Head of Programme  
Local Government Reform and Development Programme (LGRDP)  
26 Salah Eddin St. PO Box 38402  
Jerusalem 91190

The Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH,

Represented by

Mr. Hans Frühauf, Head of Programme  
Local Governance Reform Programme (LGRP)  
P.O. Box 38383  
East Jerusalem 91383



## **Substance of Agreement and Implementation**

(1) In order to jointly support and promote transparency and mutual accountability in implementing the Local Governance and Services Improvement Programme (LGSIP) of the Ministry of Local Government (MoLG), the parties agree to

- Coordinate their activities for capacity development of Village Councils (VCs), Joint (Service) Councils (JSCs), and the Ministry of Local Government;
- Cooperate with each other and support alignment to the LGSIP Capacity Development Framework of the Ministry of Local Government;
- Ensure alignment to national reform processes identified in the National Policy Agenda and Local Governance Sector Strategy and policies of the Palestinian Authority, particularly improved LGU performance, access to finances, and increased participation of citizens in decision-making;
- Foster regular exchange of information as well as possible coordination about their activities concerning LGSIP, including with LGSIP stakeholders not party to this Memorandum of Understanding;
- Ensure adequate coordination on the implementation of LGSIP and the Municipal Development Programme (MDP) and bilateral programmes to prevent duplications and/or inefficient use of human and financial resources.

(2) The parties agree to coordinate their capacity development activities through the LGSIP Capacity Development framework. This shall be seen as a living document owned by the Ministry of Local Government. Changes should be agreed with the Ministry of Local Government and communicated to the LGSIP CD partners.

(3) In case of any controversy or dispute arising out of or in connection with the implementation of this MoU, every effort shall be made to amicably reach a settlement.

## **Particular Commitments of the Parties**

(1) The Ministry of Local Government will lead the coordination process among LGSIP development partners and ensure the availability of staff and resources for this process. MoLG will ensure alignment to the National Policy Agenda and the Local Governance Sector Strategy.

(2) LGRDP on behalf of the BTC, will support partially the Capacity Development Plan of MoLG, and will assess and support institutional development of the 25 Eligible JSCs under LGSIP & inter Village arrangements (JSC, jointly planning, others). LGRDP will also support the design of LED Manuals - guide lines and related trainings. Support is described in detail in the Capacity Development Plan for LGSIP annexed to this Memorandum of Understanding.

(3) GIZ, on behalf of the German Federal Ministry for Economic Cooperation and Development and SDC, will primarily support the design and roll-out of capacity development measures for





Village Councils in order to increase their eligibility for LGSIP financing and to improve their capacities to administer and implement services. Part of this support will take the form of design of IT solutions (including the procurement of hardware) for Village Councils to be selected based on clear criteria. Support is described in detail in the Capacity Development Plan for LGSIP annexed to this Memorandum of Understanding.

(4) The Swiss Agency for Development and Cooperation (SDC) is co-financing the Local Governance Reform Programme (LGRP) to implement its support to develop the capacities of Village Councils and the Ministry of Local Government.

### **Period of Agreement**

- (1) This Memorandum of Understanding will be effective when signed by all parties.
- (2) This Memorandum of Understanding may be amended at any time by the mutual written consent of all parties.
- (3) This Memorandum of Understanding will remain in effect until 31<sup>st</sup> December 2018 or until terminated by the written notice of one of the parties submitted one month in advance of termination.

### **Limitations**

- (1) This Memorandum of Understanding does not involve the exchange of funds nor establish any obligation on the part of either party to make payment now or in the future to the other parties.
- (2) All commitments made in this Memorandum of Understanding are subject to the availability of appropriated funds and each agency's budget priorities.
- (3) SDC holds no obligation to this Memorandum of Understanding beyond its co-financing contribution to LGRP.
- (4) This Memorandum of Understanding is not legally enforceable and shall not be construed to create any legal obligation on the part of any of the parties. This Memorandum of Understanding shall not be construed to provide a private right, benefit, or cause of action for or by any person or entity enforceable by law against MoLG, BTC, SDC, GIZ, their officers, or employees, or any other person.
- (5) This Memorandum of Understanding does not direct or apply to any person outside MoLG, BTC or GIZ.





## Other provisions

(1) No party claims by virtue of this agreement any legal interest in existing or pending intellectual property of the other party or in any intellectual property that might result from the other party's previous or future activities. Rights to intellectual property arising from activities undertaken in furtherance of this Memorandum of Understanding will be allocated according to the law and practices and the policies of the parties.

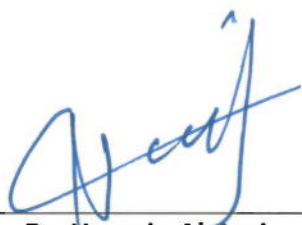
(2) This Memorandum of Understanding constitutes the entire agreement between the parties for its stated purpose, and no modification or addition will be valid unless signed by the parties and appended to this agreement.

(3) Any terms of this Memorandum of Understanding found to be inconsistent with current MoLG, BTC, SDC or GIZ directives or policies will be invalid, but the remaining terms will remain in effect.

(4) All parties agree to share the terms of this MoU and to support close coordination with representatives of the World Bank in charge of supporting the implementation of LGSIP.

## Signatures

Al-Bireh, 2<sup>nd</sup> of March 2017



**Dr. Hussein Al-Araj**  
On Behalf of MoLG



**Mr. Olivier Donnet**  
On Behalf of BTC



**Mr. Hans Frühauf**  
On Behalf of GIZ

## Annex

Action Plan for LGSIP Capacity Development Support



# 2017 Action Plan for LSGSP Capacity Development Support (MoU Annex, 2nd March 2017)

Activities in yellow supported by GIZ/LSGSP (with co-funding from SOC). Activities in green supported by EUC/LEADER. Subject to change based on funding availability, approval by MoU and further or updated agreements among contributing parties. GIZ and EUC parallel funding contributions are listed in EUR, with rounded USD equivalent (based on conversion rate of 26.1.2017) in brackets. The CD Plan for LSGSP is a living document which may be adjusted at any time in agreement with the engaged parties.

#	Item	Activity	Sub-activity	Capacity Development Level	Target Group	Timeline (2017)												Responsible Organization	Estimated Budget (2017)	Estimated Budget (2018)	Funding Source	Implemented By	Indicator	Addressed priority(ies)	Remarks/Status	
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec									
0 Overall/rolling Assessment for Capacity Development for LSGSP																										
1	LSGSP Capacities and Needs Assessment	Capacities and Needs Assessment for Village Councils	Capacities and Needs Assessment for Village Councils	Organization	VOs	1-4-17																				
			Capacities and Needs Assessment for MoUs	Organization	MoUs	1-4-17																				
1 Participatory Community Planning																										
MoU P1	Update the Policy plan on Participatory Budgeting and Planning	MoU P1.1 Update and adopt a participatory budgeting and planning (PBP) process and guidelines (MoU P1.1)	Policy	MoUs	1																					
		MoU P1.2 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P1.2)	Policy	MoUs	1																					
		MoU P1.3 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P1.3)	Policy	MoUs	1																					
		MoU P1.4 Support the preparation of the plan in the district and MoU P1.4	Policy	MoUs	1																					
		MoU P1.5 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P1.5)	Policy	MoUs	1																					
		MoU P1.6 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P1.6)	Policy	MoUs	1																					
		MoU P1.7 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P1.7)	Policy	MoUs	1																					
		MoU P1.8 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P1.8)	Policy	MoUs	1																					
		MoU P1.9 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P1.9)	Policy	MoUs	1																					
		MoU P1.10 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P1.10)	Policy	MoUs	1																					
MoU P2	Update the Policy plan on Participatory Budgeting and Planning	MoU P2.1 Update and adopt a participatory budgeting and planning (PBP) process and guidelines (MoU P2.1)	Policy	MoUs	1																					
		MoU P2.2 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P2.2)	Policy	MoUs	1																					
		MoU P2.3 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P2.3)	Policy	MoUs	1																					
		MoU P2.4 Support the preparation of the plan in the district and MoU P2.4	Policy	MoUs	1																					
		MoU P2.5 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P2.5)	Policy	MoUs	1																					
		MoU P2.6 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P2.6)	Policy	MoUs	1																					
		MoU P2.7 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P2.7)	Policy	MoUs	1																					
		MoU P2.8 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P2.8)	Policy	MoUs	1																					
		MoU P2.9 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P2.9)	Policy	MoUs	1																					
		MoU P2.10 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P2.10)	Policy	MoUs	1																					
MoU P3	Update the Policy plan on Participatory Budgeting and Planning	MoU P3.1 Update and adopt a participatory budgeting and planning (PBP) process and guidelines (MoU P3.1)	Policy	MoUs	1																					
		MoU P3.2 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P3.2)	Policy	MoUs	1																					
		MoU P3.3 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P3.3)	Policy	MoUs	1																					
		MoU P3.4 Support the preparation of the plan in the district and MoU P3.4	Policy	MoUs	1																					
		MoU P3.5 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P3.5)	Policy	MoUs	1																					
		MoU P3.6 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P3.6)	Policy	MoUs	1																					
		MoU P3.7 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P3.7)	Policy	MoUs	1																					
		MoU P3.8 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P3.8)	Policy	MoUs	1																					
		MoU P3.9 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P3.9)	Policy	MoUs	1																					
		MoU P3.10 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P3.10)	Policy	MoUs	1																					
MoU P4	Update the Policy plan on Participatory Budgeting and Planning	MoU P4.1 Update and adopt a participatory budgeting and planning (PBP) process and guidelines (MoU P4.1)	Policy	MoUs	1																					
		MoU P4.2 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P4.2)	Policy	MoUs	1																					
		MoU P4.3 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P4.3)	Policy	MoUs	1																					
		MoU P4.4 Support the preparation of the plan in the district and MoU P4.4	Policy	MoUs	1																					
		MoU P4.5 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P4.5)	Policy	MoUs	1																					
		MoU P4.6 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P4.6)	Policy	MoUs	1																					
		MoU P4.7 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P4.7)	Policy	MoUs	1																					
		MoU P4.8 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P4.8)	Policy	MoUs	1																					
		MoU P4.9 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P4.9)	Policy	MoUs	1																					
		MoU P4.10 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P4.10)	Policy	MoUs	1																					
MoU P5	Update the Policy plan on Participatory Budgeting and Planning	MoU P5.1 Update and adopt a participatory budgeting and planning (PBP) process and guidelines (MoU P5.1)	Policy	MoUs	1																					
		MoU P5.2 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P5.2)	Policy	MoUs	1																					
		MoU P5.3 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P5.3)	Policy	MoUs	1																					
		MoU P5.4 Support the preparation of the plan in the district and MoU P5.4	Policy	MoUs	1																					
		MoU P5.5 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P5.5)	Policy	MoUs	1																					
		MoU P5.6 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P5.6)	Policy	MoUs	1																					
		MoU P5.7 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P5.7)	Policy	MoUs	1																					
		MoU P5.8 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P5.8)	Policy	MoUs	1																					
		MoU P5.9 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P5.9)	Policy	MoUs	1																					
		MoU P5.10 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P5.10)	Policy	MoUs	1																					
MoU P6	Update the Policy plan on Participatory Budgeting and Planning	MoU P6.1 Update and adopt a participatory budgeting and planning (PBP) process and guidelines (MoU P6.1)	Policy	MoUs	1																					
		MoU P6.2 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P6.2)	Policy	MoUs	1																					
		MoU P6.3 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P6.3)	Policy	MoUs	1																					
		MoU P6.4 Support the preparation of the plan in the district and MoU P6.4	Policy	MoUs	1																					
		MoU P6.5 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P6.5)	Policy	MoUs	1																					
		MoU P6.6 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P6.6)	Policy	MoUs	1																					
		MoU P6.7 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P6.7)	Policy	MoUs	1																					
		MoU P6.8 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P6.8)	Policy	MoUs	1																					
		MoU P6.9 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P6.9)	Policy	MoUs	1																					
		MoU P6.10 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P6.10)	Policy	MoUs	1																					
MoU P7	Update the Policy plan on Participatory Budgeting and Planning	MoU P7.1 Update and adopt a participatory budgeting and planning (PBP) process and guidelines (MoU P7.1)	Policy	MoUs	1																					
		MoU P7.2 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P7.2)	Policy	MoUs	1																					
		MoU P7.3 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P7.3)	Policy	MoUs	1																					
		MoU P7.4 Support the preparation of the plan in the district and MoU P7.4	Policy	MoUs	1																					
		MoU P7.5 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P7.5)	Policy	MoUs	1																					
		MoU P7.6 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P7.6)	Policy	MoUs	1																					
		MoU P7.7 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P7.7)	Policy	MoUs	1																					
		MoU P7.8 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P7.8)	Policy	MoUs	1																					
		MoU P7.9 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P7.9)	Policy	MoUs	1																					
		MoU P7.10 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P7.10)	Policy	MoUs	1																					
MoU P8	Update the Policy plan on Participatory Budgeting and Planning	MoU P8.1 Update and adopt a participatory budgeting and planning (PBP) process and guidelines (MoU P8.1)	Policy	MoUs	1																					
		MoU P8.2 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P8.2)	Policy	MoUs	1																					
		MoU P8.3 Develop a concept for participatory budgeting and planning (PBP) process and guidelines (MoU P8.3)	Policy	MoUs	1																					
		MoU P8.4 Support the preparation of the plan in the district and MoU P8.4	Policy	MoUs	1																					
		MoU P8.5 Develop the participatory budgeting and planning (PBP) process and guidelines (MoU P8.5)	Policy	MoUs	1															</						





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