



RESULTS REPORT 2018

**LOCAL GOVERNMENT  
REFORM AND  
DEVELOPMENT  
PROGRAM  
(LGRDP 2)**



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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>	June 11, 2015
<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>- Identified LGUs' clusters, Joint Municipalities and Amalgamated Municipalities (including the LGRDP1 pilot clusters)</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>	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
	R2. The MoLG's institutional capacities to support, coach, supervise, and monitor LGU collaboration in a decentralized framework are sustainably strengthened
	R3. The supported LGUs cooperate to provide services, promote local development and contribute to territorial integration
	R4. The supported LGUs invest in infrastructure to provide services, promote local development and contribute to territorial integration
	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
<b>Year covered by the report</b>	<b>2018</b>

## 1.2 Budget execution

	Budget	Expenditure		Balance	Disburs. rate at the end of year 2018
		Previous years up to 2017	2018		
<b>Total</b>	<b>€ 9,675,000.00</b>	<b>€ 3,079,252.76</b>	<b>€ 1,697,810.78</b>	<b>€ 4,897,936.46</b>	<b>49%</b>
<b>Output 1</b>	<b>€ 415,000.00</b>	€ 136,407.90	€ 75,669.07	€ 202,923.03	51%
<b>Output 2</b>	<b>€ 1,896,000.00</b>	€ 651,729.31	€ 388,558.93	€ 855,711.76	55%
<b>Output 3</b>	<b>€ 896,000.00</b>	€ 92,485.18	€ 252,844.55	€ 550,670.27	39%
<b>Output 4</b>	<b>€ 6,465,000.00</b>	€ 2,198,090.50	€ 978,536.23	€ 3,288,373.27	49%
<b>Output 5</b>	<b>3,000.00</b>	€ 539.87	€ 2,202.00	€ 258.13	91%

In 2018, an important budget modification took place with the transfer of a large part of the budget assigned to the output 5 into budgets assigned to output 2 and 3. This budget modification does reflect a clear operational option to further strengthen the project's internal capacities and expertise by developing the project support team<sup>1</sup> rather than relying on external consultants. In addition to being less expensive than outsourcing, such an option also aims to better ensure the continuity, the quality and the creativity of our intervention as well as to promote better synergies between complementary components of the project into the relatively new area of territorial development and integration in West Bank.

It is also important to indicate that, considering the clear visibility of the end of the intervention in mid-2020, most of the remaining budget<sup>2</sup> is already mostly allocated into an “exit” action plan.

<sup>1</sup> Both in terms of qualification (completing the team with specific expertise not foreseen in the TFF such as a CD expert) and of duration (by keeping the staff longer than it was foreseen)

<sup>2</sup> 50%

## 1.3 Self-assessment performance

After a 2017 transitional phase based on LGRDP 1 strategic orientations, processes and achieved results and in the direct continuation of on-going activities, LGRDP 2 has finally designed and started its core strategic last activity through the ARD Initiative<sup>3</sup> with a specific attention given to Area C integration<sup>4</sup> and territorial development.

### 1.3.1 Relevance

	Performance
Relevance	A

The intervention is fully aligned with the national policies that the project has itself partly inspired and supported<sup>5</sup> aiming at promoting responsive Local Government, stimulating local economic development and improving services to citizens with a special focus on Area C:

- Promoting responsive local Government with the necessary national institutions in place for determining the optimal governance arrangements and structures for local government and designing a restructuration with a view to bringing government closer to citizens, to delivering a much broader range of services ;
- Stimulating local economic development with a greater emphasis on LGU revenues derived from expanded economic growth rather than taxation;
- Improving services to citizens with a special focus on Area C.

In addition to such a policy compliance, the intervention is also fully compliant with the MoLG strategy<sup>6</sup> and action plan which translate and decline the orientations of the national strategic plan.

In fact, all activities of LGRDP are funded on MoLG approved strategies (HR development strategy, IT strategy, Budgeting strategy), drafted and/or approved policies (inter-villages collaboration drafted policy, LED policy, Area C drafted policy) as well as adopted working processes (JSCs' development, digital budgeting system, Area C master plan).

### 1.3.2 Effectiveness

	Performance
Effectiveness	A

As LGRDP, through a very close and continuous collaboration with its national as well as local partners and beneficiaries, has adapted its activities to the on-going evolution of the sector and to MoLG priorities as well as to on-going progresses compared to the territorial integration strategic objective, the intervention effectiveness is very high.

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<sup>3</sup> Area Resilience Development Initiative (ARD – ARD also meaning in Arabic “Territory” in a wide sense, including related identities)

<sup>4</sup> See the output 3 here under

<sup>5</sup> the National Policy Agenda 2017-2022 in its second pillar related to Government reform is prioritizing the goal of a citizen-centered Government with two related national policies aiming at (i) promoting responsive Local Government and (ii) improving services to citizens with a special focus on Area C

<sup>6</sup> The Local Government sector strategy 2017-2022 which does include among the most significant policies the merger and annexation policy for the reduction of the number of local authorities, the development of local services systems and the encouragement of neighboring local authorities to cooperate and work jointly, the development of Area C, and the advancement of local development.



2018 targeted results have been achieved, what does allow to consider that, during the last period of the project implementation in 2019-2020, all these results and their related activities could be combined for strengthening the territorial integration and development in West Bank.

### 1.3.3 Efficiency

	Performance
Efficiency	A

Resources have been well converted into results in an economical way thanks to some clear implementation options:

- Prioritization of internal human resources and expertise for implementing activities rather than outsourcing;
- The use of “regie” for the operational implementation of all activities, while remaining into a co-decision approach and process with LGRDP partners;
- The high flexibility of both the Steering Committee (strategic level) and the Technical Committee (operational level) for continuously adapt the action plan and to take into consideration in real time the obstacles and encountered difficulties;
- The increasing reliance on the internal resources of our partners to implement the activities essentially all the capacity development activities;
- The synergy of our intervention (in terms of areas of our intervention and of activities) with the interventions of other donors and/or institutions (EU, AFD, WB, MDLF, GIZ, VNG, UN-HABITAT, ...).

### 1.3.4 Potential sustainability

	Performance
Potential sustainability	A

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 and does represent a high “risk”.

## Conclusions

- The territorial integration strategic objective of LGRDP 2 is a full part of the national policy agenda. As such, LGRDP can be considered as an important tool in the hand of the MoLG for supporting and implementing at their level the national policy agenda;
- In 2018, LGRDP 2 has been able to implement entirely the action plan in the MoLG as well as in the field, including the identification and the launching of the last stage of the core activities of the program with the ARD Initiative implemented together with the EU;
- Some key policies and processes are still developed and piloted by LGRDP2 which can be considered all together as the base for designing a comprehensive territorial integration and development policy which should be drafted if not approved at the end of the project (Mid-2020);
- LGRDP does appear to have a strong impact on the local Government sector and more particularly in strengthening the capacity of the MoLG and of pilot LGUs' clusters to promote and implement a better territorial integration and development dynamic;
- LGRDP 2 is, in a context where most of development partners are focusing on infrastructures, a crucial toolbox in the hand of the MoLG for institutional and capacity development;
- Based on LGRDP 1 lessons learned, LGRDP 2 has allowed to promote better territorial development dynamics focusing less on administrative objectives;
- Despite the strong performance of the project and considering the political framework and its fragility, LGRDP's sustainability can be considered also as very weak.

National execution official	Enabel execution official
Dct, Hussein El Araj, Minister of Local Government	Olivier Donnet, ITA

## 2 Results Monitoring<sup>7</sup>

### 2.1 Evolution of the context

#### 2.1.1 General context

The general very fragile political situation and the lack of visibility about the future have gradually generated a slow but gradual disconnection between citizens and their territory and the Palestinian Authority. In such a framework, the object of LGRDP is really both crucial but also challenging. In such a context, the MoLG has not been able to really implement their strategic plan which is supposed to translate at their level the strategic orientations of the PNA development strategy. On the other hand, many local Authorities are not really collaborating with the MoLG who is suffering from a lack of its leadership.

In such a context, the LGRDP objective of strengthening the palestinian territory through the promotion of territorial development and integration does appear more crucial than ever. The development of the local economy can be consider as a crucial lever at many levels:

- Politically: a small window of hope for a better life and a new lever of action in the hand of the Government
  - ✓ Confronted to the “lack” of vision of a future (beyond Oslo) and facing a great uncertainty about the creation of a viable Palestinian State in the coming times, a LED policy can however allow the Palestinian Government to answer to the need of citizens for improving development processes on the territory and to open a “small window” of hope in what lies ahead in their life;
  - ✓ In the actual political situation, the Government of Palestine has a very narrow political leeway for political action that meets the expectations of citizens. The implementation of a Palestinian LED policy with the mobilization of resources for it can become a new lever of political action.
- Economically: to improve the development of the country through the development of localities
  - ✓ LED should complete the economic development policy of Palestine by its territorial dimension (beyond its sectoral and national dimension). The economic development of Palestine is not only based on national development policies and actions but it should also be based on development processes implemented by local stakeholders using local resources within the territories of the country (Municipalities and Villages). The development should actually become, more than it is, the result of the addition of the development of localities.
  - ✓ LED can be an important way for increasing the local economy (and activities) and, consequently, people’s incomes;
- Socially: a tool for fighting against unemployment, poverty and for strengthening local social cohesion
  - ✓ LED process is an important process for fighting locally against unemployment (and especially youth unemployment);

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<sup>7</sup> Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

- ✓ Boosting the local economy has a direct positive impact on social cohesion and it will directly strengthen social dynamics, initiatives and services;
- Territorially: a key tool for improving the Palestinian territorial integration (including areas C)
  - ✓ As it is boosting local economies within the territory, LED must be seen as a tool for reducing the Palestinian territorial fragmentation through the reduction of territorial disparities;
  - ✓ LED initiatives are also directly improving territorial integration through all connections and exchanges that it will generate between localities. As such, LED processes should also include Area C within a clustering approach. LED is the strategic backbone for promoting and giving sense to inter-villages arrangements and collaborations.

### 2.1.2 Institutional context

The institutional anchorage of LGRDP remains fully relevant. The only new element to be considered in a near future is the integration of the APLA<sup>8</sup> within the project framework, both as a key actor as well as a beneficiary of the intervention. In fact, recently, APLA did re-organise themselves and designed a strategic plan. As the representative body of Palestinian LGUs, it has a key role to play in the framework of LGRDP agenda.

### 2.1.3 Management context: execution modalities

LGRDP 2 is still following as previously “regie” modalities, excluding the components implemented through the grant agreements (which are following WB procedures).

Such execution modalities are clearly facilitating the project implementation and it is supported by a strong co-management decision-making system with our partners and beneficiaries through Technical committees from the local to the national level in charge of preparing and implementing PSC decisions.

### 2.1.4 Harmo context

Since 2017 and the new strategic approach of LGRDP, the coordination with other donors became an intrinsic part of the LGRDP approach. In fact, as it has been decided, LGRDP will situate from now its intervention in areas where other donors are funding infrastructures without any consideration for the institutional level in general and for the promotion of a better territorial integration more particularly. In that sense:

- LGRDP is contributing with GIZ in supporting the soft component of LGSIP (capacity and institutional development) with a special focus on JSCs;
- LGRDP is co-funding with the EU ARD Initiative which is covering areas where the EU is funding investments into infrastructures and where LGRDP is fully supporting institutional development dynamics;
- LGRDP will assess its potential role in supporting territorial integration in the area of the AFD local development project;

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<sup>8</sup> Association of Palestinian Local Authorities

## 2.2 Performance outcome

In 2018 and following the LGRDP 2 approach, identification and action plan, a specific monitoring matrix has been finally designed and is proposed hereafter such as a baseline.

### 2.2.1 Progress of indicators

<b>Specific Objective</b>	Strengthening the capacities of LGU's to cooperate in providing services, promoting local economic development and contributing to territorial integration
<b>Indicators</b>	Policies related to Territorial Integration do exist with their implementation “package” (technical and operational modalities, institutional framework, action plan, adequate resources and capacities): designed – approved – adopted - implemented.
<b>Baseline value</b>	<ul style="list-style-type: none"> <li>- An inadequate amalgamation policy</li> <li>- An inadequate decentralization law</li> <li>- An inadequate JSC bylaw</li> </ul>
<b>Current value</b>	<ul style="list-style-type: none"> <li>- The amalgamation policy has been completed by widening the options for villages to work together and to collaborate. Those options must be integrated into a new policy : <ul style="list-style-type: none"> <li>o Amalgamation is not anymore the unique option</li> <li>o The approach of inter-village collaboration is flexible from a contractual agreement which does organize services provided to villages by one village / Municipality, or the creation of a joined service council in charge of one or more services and competencies, or a joined Municipality (see hereafter), or an amalgamation with the creation by villages of a new Municipality.</li> <li>o A “joined Municipality” bylaw has been approved which does allow villages to create a joined administration with a partial transfer of their responsibilities without deleting the Village Council as well as its political role</li> <li>o LGRDP 2 has started a comprehensive assessment of JSCs about their possible strategic and operational role for enhancing territorial integration through JSCs</li> </ul> </li> <li>- The LED policy has been approved by the Cabinet and the MoLG created a LED unit for implementing it.</li> <li>- The Area C integration policy through the design of their masterplan and their submission to the ICA has been drafted and supported by the EU as well as France, Belgium, England, Swiss. This policy must still be completed. LGRDP 2 key activity is focusing on the issue of area C integration through the administrative and developmental integration of area C communities within their neighboring villages and/or municipalities to form a new “territory” as well as a new administrative organization.</li> <li>- The bylaw on JSC must be improved and completed for avoiding the confusion between the technical organization of a common service and the inter-village collaboration for planning and development.</li> <li>- The territorial reorganization will make necessary as well as will be facilitated by a regionalization (creation of a regional level focusing on economic development). The Cabinet required LGRDP to support a first assessment about the regionalization.</li> </ul>

### **2.2.2 Analysis of progress made**

In 2018, LGRDP has continued to support the development of all policies related to territorial integration:

- Support to the implementation and further development of the LED policy and methodological tools;
- Consolidation of LGRDP 1 clusters' arrangements;
- Effective start of the ARD Initiative and preparation of the ARD Laboratory (and Area C integration);
- JSCs' assessment compared to the territorial integration objective;
- Assessment on regionalisation;
- Preparation of a territorial development and integration policy

## 2.3 Performance output 1: The decentralized policy and regulatory framework for LGU collaboration is further developed on the basis of the MoLG's experience with LA's in the pilot clusters

### 2.3.1 Progress of indicators

<b>Result 1</b>	<b>The decentralized policy and regulatory framework for LGU collaboration is further developed on the basis of the MoLG's experience with LA's in the pilot clusters</b>
<b>Indicators</b>	1. % Satisfaction of LG institutions (RD's, LA's, VC's, LGU's) and stakeholders (line ministries, Governorate offices) about the Developed Decentralization Policy.
<b>Baseline value</b>	To be evaluated
	2. # Collaboration agreements/ MOU signed between villages and/or municipalities in targeted LGU clusters
<b>Baseline value</b>	5 collaboration agreement were signed; see the analysis
<b>Analysis</b>	For the LGRDP clusters: there were 3 collaboration agreements, 1- JSC (Beit Liqya Cluster) 2- Amalgamation – new Municipality (Al Kareml Cluster) 3- Collaborayion contract between Beita and villages to large municipality (Beita Cluster) For ARD initiative: - for Beit Leqya and Beita they have JSC's, also East Bethlehem, Jourt Amra have JSC's. For the rest of the clusters the preparation of the joint working agreement are in the process (Baarta: they signed initial draft agreement, Bani Zaid, and Khalet Al Mai: still in the process of preparing the joint working agreement)
Result 1.1	Existing adapted laws, by-laws, policies, and regulatory framework
Indicator 1	1. # new Laws approved by PA Cabinet
Baseline value	LGU's Law 1997 (decentralisation law)
Current value	Improvement on the LGU's Law 1997, approved by the president
Indicator 2	2. # new, strengthened and adapted By-laws
Baseline value	No new By-laws related to the LGU's joint working framework
Current value	JSC by-law
Indicator 3	3. # new, strengthened and adapted Policies
Baseline value	No policies related to decentralization and territorial integration LED agenda approved by the Cabinet
Current value	LED Policy is ready Decentralization – drafted Territorial Integration – on process
Indicator 4	4. # new, strengthened and adapted Ministerial decisions
Baseline value	No ministerial decisions related to decentralization, territorial integration and LED
current value	- Identifying the borders for Yatta and Al Karmel LGU's - Amalgamation of the Al Kareml cluster LGU's to become Municipality - Stop supporting south Bethlehem cluster

Indicator 5	5. # new, strengthened and adapted regulations
Baseline value	No regulation related to LGU's joint working if not the JSC by-law
Current value	1- Collaboration Agreement for joint working 2- Internal regulation for Beita cluster
Indicator 6	6. # new, strengthened and adapted procedures and Manuals
Baseline value	No new, strengthened and adapted procedures and manuals related to decentralization
Current value	1. LED Manual 2. Budgeting Manuals: i) Budgeting Portal manuals (LGU's User, Regional Directorates, Admin, and technical) ii) Profitability Assessment Guide/ manual) iii) Unified financial system guide for LGU's and JSC's iv) Transform from Cash basis to Accrual basis Guide for LGU's v) Financial Data analysis for the LGU's 3. Administrative manual for establishing a JSC
Result 1.2	MoLG through supported clusters experienced in preparation and implementation of the facilitation of tailor made solutions for LGU's collaboration
Indicator 1	1. % LGU's satisfactions on MoLG branches follow up
Baseline value	The role of MoLG branchess before LGRDP II was limited to some services, and the relation between LGU's and MOLG, was a direct relation excluding MoLG branches
Current value	The three clusters express their position in regards to the MoLG branches follow up, that it is moderated (Good).
Analysis	<p><b>Al Karmel</b> said that they are following up with the MoLG branch more than the MoLG branch follows up with them. They mentioned that the head of the MoLG branche didn't visit Al Karmel since two years; there are no periodic or frequent meetings with Municipalities mayors, or scheduled training or workshop to develop and enhance the LGU's staff capacities.</p> <p><b>Beita:</b> in Beita cluster there is Beita JSC, who's responsible for the solid waste service in addition to electrical maintenance; while they are JSC they are following up directly with MoLG, as the Head of Beita Cluster Nablus RD didn't have much information about the LGRDP intervention for that, their intervention and roll is limited.</p> <p><b>Beit Liqya:</b> they used to go through Ramallah Directorate, but while the decentralization not totally defined and implemented, they communicate directly with MOLG and the minister office. Especially after the Beit sierra exit from the cluster.</p>
Indicator 2	2. # Specialized technical committee formed
Baseline value	No technical committee formulated to follow up the improvement and implementation of activities in LGU's and targeted clusters
Current value	4- technical committee / cluster, managed by the head of the MoLG branche 1- National technical committee 1- steering committee
Indicator 3	3. # workshops, training held by supported MoLG branchess for targeted clusters
Baseline value	No workshops and training held by MoLG branches
Current value	Number of training and workshops held through LGRDP II in support of branches responsible of the targeted clusters, but not fully independent.



### 2.3.2 Progress of main activities

Progress of <u>main</u> activities <sup>9</sup>	Progress:			
	A	B	C	D
The International Technical Advisor participated in the EU Regional seminar - Territorial Approach to Local Development (TALD) (March 2018)		X		
The Program supported Mission to Jordan to attend “Establishing Sustainable Municipal Lending Frame work for Palestine / Knowledge sharing and learning workshop”		X		
Translation the first draft of the Local Economic Development Guide lines from English to Arabic.		X		
<p>The LGRDP II supported the study of “Regionalization and its Applications in Development Planning of Palestine” through “Palestine Economic Policy Research Institute (MAS)”</p> <p>The Purpose of this study is to identify the assets, which will be the bases for regionalization for developmental purposes, using a geographic-economic approach that takes into consideration inherent, acquired and potential assets. In addition, determining the current and future assets as a basis for building a strategic investment map.</p> <p>Proposing three models of regional division based on the identified assets and conducting a SWOT analysis of each of the models to arrive at what is supposedly optimal regionalization of Palestine.</p> <p>Based on the proposed optimal regionalization, determine the economic function for each region in the medium and long-term, as well as its strategic economic position, and the inter-regional backward linkages in relation to the national economic environment.</p> <p>Preparing a list or a map of investment opportunities and the requirements for each region at present and in the future.</p>		X		

<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.

<p>LGRDP II supported the Second Local Economic Development Day in March 15, 2018</p> <p>The LED day attendees were from Municipalities; representatives of ministries; private sector and international organizations representatives including Gaza. More than 500 participants were attended from West Bank and 100 from Gaza through the Video Conference.</p> <p>The event witnessed signing the following partnership agreements and cooperation MoUs</p> <ul style="list-style-type: none"> <li>- The Investment Incubator and Economic Empowerment between the Ministry of Local Government and Ministry of Social Development</li> <li>- Economic Development and Economic Surveys Studies between Ministry of Local Government, Palestine Economic Policy Research Institute “MAS” and Belgium Development Agency “Enabel”</li> <li>- Landfill Investment Project. “Zahret Al Finjan” landfill and Association of Palestinian Local Authorities (APLA)</li> </ul>		X		
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### 2.3.3 Analysis of progress made

The Support to the policy making process is taking gradually its place based on dynamics implemented in the field.

It does appear that the MoLG is working on most of relevant policies, but by missing their organic and operational linkages together.

The last LGRDP phase will consist in putting together all those “singular” policies for generating a strong and consistent territorial development policy in Palestine which will give sense and strengthen each of them.

## 2.4 Performance output 2: The MoLG's institutional capacities to support, coach, supervise, monitor LGU collaboration in a decentralized framework are sustainably strengthen

### 2.4.1 Progress of indicators

<b>Result 2</b>	The MoLG's institutional capacities to support, coach, supervise, monitor LGU collaboration in a decentralized framework are sustainably strengthen
<b>Indicator 1</b>	<b>1. # MoLG staff involved in adapting and operationalizing decentralized policy tools and systems</b>
Baseline value	None, as no evaluation system and tools are implemented
Current value	120 employee distributed between MoLG and its branches (Directorates) (Budgeting, IT, Planning, Administration, JSC)
Analysis	<p>LGRDP supports the process of Decentralization through the development, the implementation and the enhancement of working systems as well as, in parallel, the capacity development of the related staff to operationalizing and running those systems and tools.</p> <p>Major systems and tools developed have been:</p> <ul style="list-style-type: none"> <li>• Budgeting system: LGRDP contract an IT solution provider company to develop the budgeting portal for the benefit of MoLG, LGU's and JSCs. After the deployment of the system 146 municipality, 284 village councils, and 42 JSC's use the system to submit their annual budget ( 38 employees + 472 LGU's and JSC's)</li> <li>• Administrative manual for establishing JSCs</li> <li>• LED manual</li> <li>• Planning</li> <li>• Legal departmen</li> <li>• Public relations</li> </ul>
<b>Indicators 2</b>	<b>2. # decentralized policy systems and tools developed, implemented and promoted within LGUs</b>
Baseline value	None, because they used to work on centralized framework
Current value	<p>6 -systems and tools were developed and implemented</p> <ol style="list-style-type: none"> <li>1- Budgeting Portal</li> <li>2- HR system (software, hardware) - capacity building strategies, action plan</li> <li>3- Administrative Manual for JSC</li> <li>4- Legal framework for Joint working for LGU's</li> <li>5- LED Manual</li> <li>6- IT equipment and Furniture's</li> </ol>
<b>Indicators 3</b>	<b>3. % LGS institutions Satisfaction on Decentralized policy (tools, Systems, MoLG support)</b>
Baseline value	No satisfaction measured, on such systems and tools
Current value	The satisfaction on the tools and system is good.
Analysis	<p>Based on the meeting and inquiries about the satisfaction on the systems and tools implemented :</p> <ol style="list-style-type: none"> <li>I. Budgeting system: all LGU's (Municipalities, village councils, and JSC's) are using the system to develop their annual budget, to submit it to MoLG for approval. This means the automation of the budgeting process improve the performance of the LGU's and JSC's, to submit their budget on time, they manage their time, they understand the financial base they use, their communication with</li> </ol>

	<p>MoLG improved, the response from the MoLG and budgeting department becomes faster and more accurate.</p> <p>II. Administrative Manual for JSC: the development of the administrative manual for organizing the JSC's work, and general assembly had a tangible impact on the JSC's work quality and organization, so they have all meeting, decisions, board members, and general assembly documented, and well organized. This also improves the relation with MoLG, and other stakeholders.</p> <p>III. Legal frame work for Joint working for LGU's: the development of the unified legal framework for the joint working bodies (LGU's) speed up, and facilitated the process of start working together, and reduce the conflict between LGU's, and more manageable from MoLG side.</p> <p>IV. LED manual: manual ready but not yet used</p>
<b>Result 2.1</b>	<b>Responsiveness and administrative practices at individual, organizational and institutional level progressively improved</b>
Indicators 1	1. % citizens satisfaction of LGU's, RD's, and MoLG staff responsiveness behavior and interaction
Baseline value	Not satisfied
Current value	Satisfied
Analysis	<p>Referencing the satisfaction survey conducted on march,2018, for the benefit of Local governance programme ( LGRDP II, and RCH), and meeting with LGU's mayors, MoLG branchess , and MoLG staff, we found that the citizens are satisfied from the behavior of all LG administrative levels ( LGU's, and, MoLG).</p> <p><b>In Al Karmel:</b> the process of licensing new building, connection to water network are faster, and the follow up and solving problem are much serious. We notice that the number of new building license increased to 50% after the Amalgamated municipality, and the number of inhabitant increased by 40%.</p> <p><b>Beit Liqya:</b> water network are covering 100% of the cluster citizens, which was the main problem of Beit liqya cluster, but still there is a problem of the loses in the network, which raise the bill of water on the JSC.</p> <p><b>Beita:</b> electrical maintenance was improved after providing the JSC with the appropriate electrical car, and the other infrastructure support to the medical center, street paving and lightning.</p>
Indicators 2	2. % LGU's, branches ands, MoLG staff adaptation and ownership of tools and systems
Baseline value	0%
current value	80%
Analysis	<p>MoLG and Villages' staff are adopting the tools and systems developed :</p> <p><b>Budgeting system:</b> MoLG staff is adapting the system 80%, they have the capacity to operate, running, and ensure the availability of the system. But up to date they couldn't ensure the submission of the LGU's budget on time, and accurate.</p> <p><b>Administrative manual for establishing JSC, and selecting BOD and the general assembly:</b> JSC unit are fully ownership the manual, and provide support to the LGU's and JSC's on the usage of the manual.</p> <p><b>LED manual:</b> the manual fully owned by the LED unit in MoLG, but uptodate they didn't test this manual for LED planning</p>

Indicator 3	3. # new adapted tools and systems (Administrative, financial, Planning, monitoring, communication...)
Baseline value	0 system and tools for decentralization
Current value	6 -systems and tools were developed and implemented 1- Budgeting Portal 2- HR system (software, hardware) capacity building strategies, action plan) 3- Administrative Manual for JSC 4- Legal frame work for Joint working for LGU's 5- LED Manual 6- IT equipment and Furniture's
<b>Result 2.2</b>	<b>Enabling environment for services provision, development and territorial integration improved</b>
Indicators 1	1. # Collaboration agreements between clusters LGU's signed
Baseline value	In the targeted cluster no joint working agreement were active before LGRDP
Current value	For the LGRDP clusters: there were 3 collaboration agreements, 1- JSC (Beit Liqya Cluster) 2- Amalgamation Municipality ( Al Kareml Cluster) 3- Annexation to large municipality ( Beita Cluster), with cooperation with Beita JSC <b>For ARD initiative:</b> - for Beit Liqya ,East Bethlehem , Jourt Amra have JSC's For the rest of the clusters the preparations of the joint working agreement are in the process (Baarta: they signed initial draft agreement, Bani Zaid, and Khalet Al Mai: still in the process of preparing the joint working agreement)
Indicator 2	2. % budget debts per LGU's, and Joint working bodies
Value	To be determined
Analysis	<b>Al Karmel Municipality:</b> Al Karmel didn't have budget debts, and the main source of income for their budget is the building licenses which represent 60% of Al Karmel budget income, water bills collection come after, as they inform us they collect 70% from the water bill, then the solid waste fees, and very little percent from certificate issuing. None of the Reef Yatta JSC and Southern electric company had debts on Al Karmel municipality. But Al Karmel municipality have debts on the MOFA (600,000 NIS). In addition they cover all costs, and expenses requested from the municipality, in addition, they implemented projects from their extra budget last 2- years with amount of (500,000 NIS).  <b>Beita Cluster:</b> Beita JSC inform that the debts on the Beita cluster LGU's decreased for several reasons: <ul style="list-style-type: none"> <li>• They install prepaid electrical meter since 2011, after that they scheduled all customers debts by detecting 10% from each payment until the debt of each customer become Zero,</li> <li>• The trust of installation of new electrical connection increased after the availability of new electrical maintenance car,</li> <li>• The solid waste bill also increased after the availability of solid waste collection car.</li> </ul> <b>Beit Liqya cluster:</b> also Beit Liqya cluster debt decreased, especially after the installation of prepaid water meters in the clusters, so the people in the cluster pay their bill, and rescheduled their debts, and the overall debts on the JSC decrease.
Indicator 3	3. # Infrastructures shared projects implemented in targeted clusters
Baseline value	No shared project were implemented in the targeted clusters before

	LGRDP, they used to work individually	
Current value	20 shared projects were implemented	
analysis	Beit Liqya	<ul style="list-style-type: none"> <li>• Street lighting for the main road between Beit Liqia &amp; Kharbatha</li> <li>• Supply and Installation of Prepaid Water Meters for Beit Leqya, Beit Seera, Hai Al-Karamah &amp; Kharbatha Al-Misbah Water Supply System - PHASE 01b</li> <li>• Supplying &amp; Purchasing Bop Cat</li> <li>• Supplying and install cables and columns for the street lighting network</li> <li>• Supplying street lighting units for Beit leqia cluster</li> <li>• Rehabilitation &amp; Develop the Water Network in Beit Leqia JSC</li> </ul>
	Beita	<ul style="list-style-type: none"> <li>• Supplying SolidWaste Truck for Baita Cluster</li> <li>• Supplying Electricity Platform Vehicle for Baita Cluster</li> <li>• Supplying Electronic equipment, and furniture for the Health Clinic Center in Baita</li> <li>• Supplying Bus for Za'tara</li> <li>• Paving &amp; Rehabilitation the Main Roads for Udala &amp; Osareen</li> <li>• Supplying Street lighting Units for Baita Cluster</li> <li>• Rehabilitation &amp; development the electricity network in Baita JSC</li> </ul>
	Al Karmel	<ul style="list-style-type: none"> <li>• Street lighting for the main roads</li> <li>• Rehabilitation &amp; Paving Internal Roads</li> <li>• Construction sidewalks for the main entrance of Al Karmel</li> <li>• Supplying Equipment's for the Solid Waste project in Al Karmel</li> <li>• Preparing the land fill for separate the solid waste in Al Karmel</li> <li>• Supplying Solid waste Containers for Al Karmel</li> </ul>
	South Bethlehem	<ul style="list-style-type: none"> <li>• Paving the remaining section of Jort Al Sham'a-Wad Rahal connection Road in South Bethlehem JSC</li> </ul>

## 2.4.2 Progress of main activities

Progress of <u>main</u> activities <sup>10</sup>	Progress:			
	A	B	C	D
Two Days workshop for JSC's in West bank (North, Middle & South), to improve and expand participant's knowledge about the JSC laws, Budgeting preparation mechanism and legal aspects. During the workshop, two success models presented by two JSC'S "Beit leqia / Ramallah and "Southern & Northern East of Jerusalem."		X		
Provided Ministry of Local Government and Directorates with Finger print machines to support their attendance and working hours		X		
Under the support of MoLG action plan, the LGRDP II funding to "Supply and Install Blades Server at Ministry of Local Government"			X	
Provided the directorates (Nablus, Bethlehem, Hebron and Ramallah) with Furniture and IT equipment			X	
Hiring a Consultant for "Training Courses in Project Contract Management" Under MoLG action Plan (2017-2018) The objective of this training is: To build the capacity of Ministry Local government engineers in both physical, urban planning, project departments as well as JSC engineers under LGRDP II, and to provide participants with the knowledge, skills and tools required to manage contracts from inception to closure.			X	
Hiring consultant to conduct the "Institutional Development and Capacity Building Assessment for Joint Service Councils under LGSIP World Bank Program in West Bank". LGSIP (2017-2018). The objective of the assessment is: to support the municipalities /JSCs in designing a Territorial Integration Approach and plan and introduce a participatory developmental planning methodology for JSCs / municipalities. The specific objective of this work package is to strengthen the decentralized role of JSCs / municipalities in planning and leading the development process at the local level in an inclusive and participatory manner. Overall, it aims at improving the provision of key municipal/JSC services in a coordinated approach that takes into consideration the local context as well as the capabilities of local stakeholders.			X	
Hiring Consultant under MoLG action Plan (2017-2018) - to "Providing Capacity Building Training for Ministry of Local Government Staff (MoLG) in West Bank".		X		
Supported the Mission to USA to Deputy Minister and MoLG staff to attend UN-GGIM Conference in USA in August 2018.		X		

<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.

<p>Supported Two days training about "Right of planning in area C for local communities located in Area C". The objective of the training is "To aware participant's knowledge and capacities in planning process taking into consideration legal and technical issues in area C". During the training, a successful structural Plan models has been presented by Qalqilia Governorate. The training attended by 47 representatives from the local communities and the line ministries and donors who are involved in area C.</p> <p>The training focused on;</p> <ul style="list-style-type: none"> <li>(i) the methodology of planning in Area C taking into consideration Ministry of Local government strategy,</li> <li>(ii) (ii) on the most important laws and regulations used during planning mechanism and the importance of settlement and registration of land in area C, and</li> <li>(iii) (iii) on the impact of human rights evaluation mechanism, which will be guided by data collection process and plans preparation steps</li> </ul>		X		
<p>Supported Two Days Workshop: "The local authorities right to licensing, form and retrieve the planning committees in Area C".</p> <p>The workshop took place in 16th and 17th of April 2018. Fifty participants attended from different Local Government units (Village Council's, Municipalities and Joint Service Councils) the attendees represent the heads of LGU's, members, engineers and heads of planning departments in MoLG branches in West Bank.</p> <p>The workshop Outlines are:</p> <p>The planning methodology and the Political Dimension's planning in Area C</p> <p>Area C strategic frame work.</p> <p>Planning tasks and responsibilities.</p> <p>Laws, legislation, regulations and planning committee.</p> <p>Manage lands in Area C</p> <p>Al-Aqaba village case study.</p> <p>The major recommendation of this workshop is to activate and setting up the planning committees at (local, regional, higher planning council for planning) within the so-called Area C, and to support this committee financially.</p>		X		



<p>One-day workshop: “Arbitration, dispute resolution and land property”:</p> <p>The workshop took place in May 6th, 2018; 44 participants attended from different LGU’s, planning department staff at MoLG and heads of local planning committee in Bethlehem and Hebron governorate</p> <p>The Workshop Outlines are;</p> <ul style="list-style-type: none"> <li>(i) The main organizational challenges faced the organizational engineer in the local authorities’ within and outside the boundaries of master plans.</li> <li>(ii) The Necessity for local authorities to comply with the implementation of structural plans and components (infrastructure projects and development sectors) and strengthening the regulatory control and follow up any attacks on the schemes and deal with them according to the law.</li> <li>(iii) The importance of prepared a detailed structural plan.</li> </ul>		X		
<p>Hiring two Consultants for Updating Master (physical) Plans and Aerial Photogrammetric and in Area C (Middle &amp; South) and the Aerial Photography.</p> <p>The objective is to update master (physical) plans for different communities located in different governorates of middle and southern part of the West Bank. The master plans are essential to organize the future growth and expansion, plan for public services, integrate the physical development initiatives in the area, optimize and rationalize the land uses, preserve the agricultural lands, and utilize the resources in a sustainable manner. The Master plans including necessary studies and documentation should be developed based on the guidelines outlined in the “Physical Planning Manual” and the “Human Rights Impact Assessment Mechanism (HRIAM)” study in terms of methodology, activities or outputs, and as described in the tendering documents. Master plans in Area C will allow to build resilience against the risk of displacement and to facilitate development of vulnerable and suffering communities.</p>				

### 2.4.3 Analysis of progress made

The Ministry is committed to support the delivery of high quality services to the citizens of Palestine and it recognizes that human resources issues are intrinsic to all of its activities towards achieving better performance.

Adopting a holistic approach to build its human resources capacity will allow it to attain “good local governance able to achieve sustainable development with effective community participation”. With a strengthened capacity, it could steer from a distance by setting an example, proposing solutions, facilitating and working with all stakeholders in a transparent and accountable way.

To achieve this vision, in its Strategic Framework (2010- 2014) – Development Initiatives, and under the development of the MoLG’s human resources theme, the Ministry has included the following activities:

- Conduct a need assessment for MoLG human resources development.

- Develop a comprehensive training program for future youth leaders in the local government sector.
- Train employees for them to learn necessary skills, become more efficient and experience professional growth

The Strategy was based on these key activities. It aims to guide the MoLG towards helping its employees learn necessary skills, become more efficient and experience professional growth. It encourages strategic use of the Ministry's resources to develop capacity in the context of the wider Palestine national plans.

It proposes following a responsive (needs-based and participatory), flexible and a dynamic approach. The MoLG should engage all stakeholders, and update the strategy with time and with the Ministry's and the communities' changing demands and conditions. A combination of methods and a multilevel gradual approach would work best towards development of a better capacity at MoLG.

The strategy's approach, while inclusive of all the Ministry's departments and Directorates, proposes focusing on and primarily developing the capacity of the Ministry's personnel including those of its **youth**, the **Directorates** and the **General Directorate of Financial and Administrative Affairs**, since the latter encompasses the Personnel department, which is responsible for HR issues.

The youth could form an excellent sustainable capacity building resource and could become future leaders and change agents in the Ministry. The Directorates are in the frontline working directly with the LGUs ; their influence is far-reaching and could benefit many local communities. Whereas the mandate of the General Directorate of Financial and Administrative Affairs is cross cutting and touches the entire Ministry's human resources.

Human resources (HR) and capacity building issues, including training, knowledge management, performance management, communications and Information and Communications Technology (ICT), are under this General Directorate's responsibility. The whole Ministry's institutional capacity would benefit from prioritizing developing the capacity of the human resources, including the capacity of its youth, all of the Directorates and the General Directorate of Financial and Administrative Affairs at this point in time.

Although the focus of the strategy is on HR development, an analysis of the organizational enabling environment was conducted during the assessment process. Both, the HR and the enabling environment are interlinked and complementary to each other.

Following a Results-based approach, two outcomes and five outputs were identified for the HR development strategy:

#### **Outcomes :**

- 1) Improved Directorates and Central Ministry's Performance
- 2) Improved efficiency and effectiveness of the MoLG's enabling environment (related to HR capacity building)

#### **Outputs :**

1. Developed and updated internal systems (e.g. policies, rules, procedures and organizational chart).
2. Improved monitoring and evaluation at MoLG
3. Enhanced infrastructure capacity of the MoLG
4. Improved HR performance (including improved knowledge, skills & abilities)

5. Improved knowledge management, including communications and ICT, and performance management at MoLG<sup>11</sup>

This consultancy is (a framework-based contract) and should be provided by a national (Palestinian) company.

The consultancy aims to provide a pool of consultants and experts to deliver capacity building sessions in different topics to Ministry of Local Government “MoLG” employees in west Bank.

The number of target groups will be ranged from 400 to 450 participants from different background with different experience.

The Training Institution is expected to carry out the following tasks :

During the time frame of the assignment, the Training Institution is expected to carry out the following tasks:

- Design and implement the training materials with coordination with Enabel / LGRDP II and MoLG team;
- Prepare the Training Program and schedule with coordination from the Enabel / LGRDP II and MoLG team;
- Implement, Manage and supervise the Training Program
- Evaluate the performance of the Training Program in cooperation with the Enabel / LGRDP II and MoLG team;
- Analyse the achieved results of the Training Program in cooperation with the Enabel / LGRDP II and MoLG.
- Complete all trainings as agreed upon;
- Provide recommendations for further trainings in cooperation with Enabel / LGRDP II and MoLG team;
- Issue certificates to Trainees with Enabel / LGRDP II and MoLG with partners Logo included in the certificate.

## 2.5 Performance output 3: The supported LGU's cooperate to improve services, promote local development and contribute to territorial integration of A, B, and C

### 2.5.1 Progress of Indicator

<b>Result 3</b>	<b>The supported LGU's cooperate to improve services, promote local development and contribute to territorial integration of A, B, and C</b>
<b>Indicators 1</b>	<b>1. # Active joint arrangements/ agreements in targeted clusters</b>
Baseline value	No active agreements
Current Value	5 active agreements (Al Karmel, Beit Liqya, Beita, Jourat Amra, East Bethlehem)
<b>Indicators 2</b>	<b>2. # Services transferred to (unified within) joint working bodies</b>
<b>Baseline value</b>	No services
<b>Current value</b>	For Al Karmel all service provided through the LGU except the Electricity service, since it under the supervision of the southern electric company Beita: 2- services ( electricity, and Solid waste)

<sup>11</sup> Human Resource Capacity Development Strategy & Training Plan “2015-2017”

	Beit Liqya: 2- services ( water, and solid waste)
<b>Indicators 3</b>	<b>3. % targeted clusters citizens, by the services provided by Joint bodies, and LGU's</b>
<b>Baseline value</b>	High percent of citizens were not covered by the services provided by LGU's before they transferred the service to the joint working bodies
<b>Current value</b>	100 % of clusters citizens are served of the services under the Jiont working bodies
<b>Indicators 4</b>	<b>4. % area covered by services provided JSC/ LGU are including (A, B. C)</b>
<b>Baseline value</b>	Area C not covered before Joint working bodies, mainly area C
<b>Current value</b>	<p>For <b>Al Karmel</b> 30% area C from Al Karmel area which in total 25,000 dunms, which the structural plan, cover only 5000 dunms, and 25% are area B, and 45% area A.</p> <p>Beita: Za'tara is totally in area C, 100 dunms, with population 100 inhabitants.</p> <p>Beit Liqya:</p>
<b>Result 3.1</b>	<b>LGU's awareness (Believes) about the benefits and importance of working together enhanced ( T I)</b>
<b>Indicators</b>	<b>1. # Communication and LED plan for each cluster exist</b>
<b>Baseline value</b>	None
<b>Current value</b>	<p>For the 3- clusters LGRDP (Al Karmel, Beita, and Beit Liqya) the communication activities were already included in the grant agreement signed with the cluster, and the communication officer is responsible to follow up with the clusters the implementation of those activities.</p> <p>For the clusters under ARD initiatives, the communications activities already exist in the grant agreements, and the responsible of implementation is on the co-applicants. And again the responsibility of the communication officer is to build the capacities of volunteers in the clusters to implement the communication activities.</p> <p>For the clusters EU funded, the roll of communication officer is to follow up without any control.</p> <p><b>LED Plans:</b> for LGRDP clusters (Al Karmel exist, Beita in process 90%, Beit Liqya in process 70%)</p> <p><b>ARD clusters:</b> still in negotiations</p>
<b>Indicator</b>	<b>2. # Communication activity implemented by the LGU's, and Joint body to improve the awareness of (TI)</b>
<b>Baseline value</b>	None
<b>Current value</b>	9 communication activities were implemented: 6- in beit Liqya 1- in Al Karmel 2- Beita
<b>Indicator 3</b>	<b>3. # of COMMON projects implemented</b>
<b>Baseline value</b>	None
<b>Value</b>	20 shared project implemented in the 4- clusters under the LGRDP
<b>Indicator</b>	<b>4. % awareness of LGU's staff, boards members, and citizens on shared projects</b>
<b>Baseline value</b>	None , because there were no shared projects
<b>Value</b>	Referencing the satisfaction survey the citizens divided to 2- parties, 50% know about the joint working, and the other 50% didn't know about the

	joint working For the LGU's staff and board members based on the meeting and discussion with them we found that they 80% aware about the shared projects.
<b>Indicator</b>	<b>5. # LGU's (decrease)</b>
<b>Baseline value</b>	416 LGU's including Gaza
<b>Current value</b>	According to the objectives of the LGRDP the number of LGU's should be decrease according to the implementation of the amalgamation of LGU's. But actually the number of LGU's increased based on the separation in some communities.
<b>Result 3.2</b>	Services provision in targeted cluster's LGU's were better enhanced (Transfer from LGU's to JSC's)
<b>Indicators</b>	<b>1. % Joint agreements/ bodies citizens satisfaction on the quality of services provided</b>
<b>Current value</b>	Referencing the satisfaction survey, we found that south Bethlehem satisfaction was up to 75%, Al Karmel was 71%, Beita was 57%, and Beit Liqya was 27%
<b>Indicator</b>	<b>2. # Services transferred from LGU's to Joint agreements/ Bodies management and delivery</b>
<b>Current value</b>	Al Karmel all LGS services, Beita 2, and Beit Liqya 2.
<b>Indicator</b>	<b>3. % Area C Joint arrangements / bodies and LGU's covers</b>
<b>Current value</b>	In Al Karmel 30% , Beita 100 dunms, and Beit liqya 87%
<b>Result 3.3</b>	Relationships between stakeholders were organized and promoted (Building up same vision)
<b>Description</b>	To support sustainability of working together for the joint working bodies/ JSC, strong modern and satisfying legal frame work should be exist. This framework has to organize the relation and define to roles and responsibilities between JSC/ Joint working bodies LGU's and/ or VC's in a smooth and acceptable template.
<b>Indicators</b>	1. Legal organizational and relationship management framework (distribute roles, and responsibilities between stakeholders) were developed and promoted
<b>Current value</b>	The legal framework was developed and promoted to the LGS, and it aim to organize the relation and define to the roles and responsibilities between JSC/ Joint working bodies LGU's and/ or VC's in a smooth and acceptable way.
<b>Indicators</b>	2. % satisfaction of stakeholders on the legal organizational and relationship management frame work.
<b>Current value</b>	Based on the meeting and discussion with JSC whom signed the joint working agreement, they found it fair from disrupting the roles and responsibilities between the stakeholder LGU's.

## 2.5.2 Progress of main activities

Progress of <u>main</u> activities <sup>12</sup>	Progress:			
	A	B	C	D
<p>Signed three Grant agreements with LGRDP 1 Clusters – exit strategy;</p> <ul style="list-style-type: none"> <li>- Al Karmel Municipality</li> <li>- Joint Service Council for Development &amp; Planning (Beit Leqia, Kharbatha Elmesbah and Hai Al-Karama).</li> <li>- The Joint Service Council for the South-East Villages of Nablus.</li> </ul> <p>The objective of signing these GA's is;</p> <p>to strengthen the capacity of the Joint Service Council for Development &amp; Planning (Beit Leqia, Kharbatha Elmesbah) to provide services, to promote local development and to contribute to the territorial integration of its two villages (Beit Leqia and Kharbatha Elmesbah and Hai Al-Karama), and to carry out the JSC action plan.</p>			X	
<p>Signed Two Grant Agreements with ARD initiatives clusters (Joret Amra and Bani Zaid Municipality).</p> <p>The General objective is: to enhance Palestinian Authorities' contribution to governance and development processes in Area C with explicit references to enhancing local governance, promoting an inclusive and sustainable growth at the local level and, more particularly, promoting local development through a territorial approach, and to enhance the capacities of to collaborate in providing services, in promoting local development and in contributing to the territorial integration.</p>			X	
Supported the Consultancy of "Conduction of Diagnostic and Evaluation Research of LGRDP and RHC intervention in the mentioned areas"			X	
Conducted Communication Activities in the Clusters to emphasize the jointly work among the LGU's.		X		

<sup>12</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.

Supported the Consultancy of "Evaluation of the financial & procurement applicable to Enabel interventions for the new ARD clusters. The institutional Assessment of "Evaluation of the financial and procurement performance of the clusters for establishing the management procedures applicable to future BTC intervention" that started in the previous quarter has been launched. It targeted two new clusters (Bani Zaid Municipality and Joret Amara JSC). These tow clusters are going to be under LGRDP II intervention and support in the framework of ARD initiative. The objective of this assessment is to (i) give a general idea of the financial management and procurement capacity of each of the 2 LGU clusters, (ii) identify the performance in relation to the systems used by the clusters for each financial management domain (budget formulation, budget execution follow up, accounting, cash flow management, and (iii) asset management, and audit, organization of finance department, control environment, financial reporting system, and procurement system). Power Point Presentation presented about each cluster has been presents to show the strengthen and weakness of each one in order to support them to build their capacities and sign the grant agreement.		X		
Conducted the first introductory workshop about ARD, with participation of all LGUs supported by EU, showing the added value of ARD in supporting the implementation process and in achieving results. Joint meeting between ARD and co applicant took to discuss and agree upon future action based on each organization experience.		X		

### 2.5.3 Analysis of progress made

Several activities were conducted under the 3 signed agreements with Al Karmel Municipality, the Joint Service Council for Development & Planning (Beit Leqia, Kharbatha Elmesbah and Hai Al-Karama) and the The Joint Service Council for the South-East Villages of Nablus.

The Clusters bought certain tools and equipment to facilitate their working environment (IT tools, furniture and electricity engine).

#### COMMUNICATION:

In the communication levels, the clusters implemented the activities below;

- a. Activity Day in Beita for Persons with Disability: Beita cluster implemented a one-day activity for the persons with disability in the cluster in cooperation with the "Social Rehabilitation Program" in Beita. 40 Person with Disability and 40 parcent and partner benefited from the activity. Beita JSC distributed special and medical supplies to the most needed Persons with Disabilities. The medical supplies distributed were: Walkers, Bathroom chairs, wheel chairs, walking and blind sticks, medical bed and mattress...etc. This activity was designed to build a good relationship with the community through addressing its basic needs, for the Persons with Disabilities and their families even minor events can make a huge change in their relationship with the Joint Service Council, and in a wider range, implementing activities directed to those in need can enhance the credibility of the JSC as a social pillar. And mobilizing the community to believe in the idea of the JSC and its role in the community.

- b. This activity enabled the JSC to implement more social oriented activities, in which the Persons with Disabilities and their families became more confidence in the role of the JSC.
- c. Baita JSC conducted an Environmental activity in 13 school in the cluster, the activity lasted for 1 week and contained of stickers and posters distribution, announcements in the school radio, cleaning the schools and its surroundings, drawing on the school walls and open spaces, and planting trees in the schools. During the activity the teachers taught the students about the role of environment in our life, the crucial role of trees in the climate, the importance of reducing water consumption and other environment related issues.
- d. This activity was designed to familiarize the younger generation in the schools with the JSC and its role, and to target the environment as one of the key factors in the JSC work. beside initiating a series of activities targeting the school students in terms of environment and social contribution. These activities should encourage the younger generations to preserve the environment, express their ideas with the JSC and participate in the community.
- e. Beit Leqya Environmental week: The environmental week activity included working with 5 secondary schools in Beit Leqya cluster. Students from each school participated in the drawing activity. Students draw pictures that refers to environment preserving and volunteering on the walls of their schools. The students also participated in a competition to make the best recycled items. Students have thought, developed and build useful items from unneeded materials in their schools and houses. The students also participated in cleaning their school, playground and the surrounding area. In the final day of activity, the cluster honored the participants and reward the best 2 recycled projects with special gift of appreciation.
- f. Beit Leqya Eid Initiative: Beit Leqya cluster initiated an activity to celebrate “Al Fitr Eid” and the holy month of “Ramadan”. The activity started by decorating the main streets in the cluster and hanging greetings banners from the JSC to the citizens. The final event was a full day of fun for the cluster’s kids. Approximately 700 kids from the cluster and the surrounding villages celebrated “Al Fitr Eid” in a fun day that included: interactive performances, clown show, singing and dancing, coloring the kids’ faces, gifts distribution and small competitions. It is worth mentioning that Beit Leqya JSC invited a close village of Beit Sira to join the JSC and to participate in the activity. Beit Sira participated in the activity and promised to study the joining of the JSC.
- g. Bait Leqia clusters formed Volunteer groups: Beit Leqya had established a basic volunteer’s group. The Volunteer’s group will take some courses and work by the Joint Service Council to implement the communication’s activities in the cluster. The volunteer’s will also help in raising the community awareness on the JSC services and importance. They will help in suggesting and implementing the activities, raising the awareness on the JSC and its role. This volunteer group came as a lesson learned from previous activities, and we will try to copy the experience to others.
- h. Beit Leqya Awareness activites: The cluster prepared printing materials aiming to promote the JSC and raise the awareness of the community about the importance of water preservation, a magnetic sticker and a car air freshener was printed and distributed to the community. The car air freshener will be to promote the ideas of the JSC. The magnetic sticker will highlight the idea of water preservation and it will be distributed to the houses by a group of volunteers, the volunteers will take the chance to talk about the JSC services and give the community some ideas about water preservation. The volunteers group started meeting and held two training courses ; civil defense practical training and first aid training. The first Aid training was conducted from 7/10/2018 to 9/11/2018 and trained 50 participants in two cycles and focused on assess the danger and the patient condition, priorities in emergencies, how to deal with emergency cases, bleeding, suffocation,



poisoning, fractures, unconscious and heart attacks. The civil defense training course was conducted from 28/10/2018 to 11/11/2018 and trained 20 participants, and focused on dealing with emergencies, firefighting, earthquakes and evacuation, practical training on using different firefighting equipment

- i. Honoring activity for « teacher's day »: Beit Leqya JSC made a tour and visited all the teachers in Beit Leqya cluster and gave sample gifts to the teachers to thank them in their annual day. The tour also included a brief about the JSC and its activities. A total of 308 teachers were honored in the two days tour that was conducted in the cluster.
- j. Al Karmil Environmental week: Al Karmil cluster implemented an Environmental week from Thursday the 26th of April until Wednesday the 2nd of May. The week started by giving lectures to the school students and distributing educational brochures about the importance of the environment and greening the cluster in cooperation with the Agriculture ministry district in Yatta. 5 schools benefited from this activity. In addition to hanging 5 banners in front of the schools and the key streets in the cluster and posting announcements on the cluster Facebook page. The 2nd part of the activity focused on planting trees in the main street of the clusters, planting flowers and trees in 5 schools, and cleaning the school's area. A total of 300 trees were planted in the cluster during the initiative week.

The LGRDP supported clusters: As per the lessons learned from the LGRDP previous activities, the LGRDP supported clusters start working on the creation of a youth volunteers' group and a women group represents all the NGOs/CBOs in the cluster. The two groups will get a package of trainings to empower their capabilities to support the implementation of the initiative, and will be able to suggest, support and implement the communication activities for the benefit of their grade in the community and other groups as well. The three clusters started in the formation of these groups and a list of trainings will be suggested soon to support this approach. The second factor that we addressed in LGRDP supported clusters from the lessons learned in LGRDP is two create from the beginning strong partnerships with local stakeholders to support the implementation of the activities and supports the idea of the JSC.

Achievements of 2018: during the 2018 we worked with the clusters in developing their perspective to the communication activities, from a most have due to the budget to a need for the community and the JSC. The clusters are now more aware to the importance of the community-based activities. Now we reach a point were the clusters are considering two new factors in the activity's implementation:

- 1- Creating partnerships : every activity is designed now in coordination with the group/groups that the activity targets, the lead team for the activity mobilize potential stakeholders and seeks local support toward building sustainable partnerships to the implementation of the activities in the future.
- 2- Implement the activities as packages : in the past we used to implement different activities for different target groups, after the implementation of the previous activities, the clusters came to conclude that implementing a series of activities under the same theme will reduce the effort and produce more valuable activities and results. The clusters now are working to group their activities under a small number of themes, where each theme have a certain number of activities that can lead to better results in the theme subjects.

For the Two Signed Grant Agreements with ARD initiatives clusters (Joret Amra and Bani Zaid

Municipality).

Following last strategic orientation developed by LGRDP in the framework of promoting territorial integration in West Bank (integration of Area C and consolidation/development of Local Government Units in their capacity to manage and to develop the territory), and in the framework of a Call for Proposal launched by the EC, LGRDP has taken the lead in supporting and participating in this process into a close collaboration with the EU Representation Office and with the approval and the support of the MoLG.

LGRDP has identified the 6 ARD initiative clusters, mobilized them around the territorial development approach (clusters including area C communities), got the MoLG approval and supported the design of the 6 proposals (for the EU and for LGRDP).

This new activity which concerns 6 new clusters will become the "heart" of LGRDP 2 intervention into a complete coordination and collaboration with the EC: Barta ARD initiative, FCFCS ARD initiative, Bani Zaid ARD initiative, Beit Lyqya ARD initiative, East Bethlehem ARD initiative and Khalet Al May ARD initiative. Each cluster includes a majority of Area C which will be integrated into their neighbor territorial and institutional organization.

## ARD INITIATIVE:

The ARD initiative has been fully developed in 2018. Key elements to be noticed are as follows:

<b>DIRECT RESULTS / PRODUCTS &amp; IMPACT</b>	<b>WHAT NEXT</b>	<b>Obstacles / Problems</b>	<b>Add Value / Positive</b>
<ul style="list-style-type: none"> <li>– Finalizing the 6 clusters Logical Frame works – activities.</li> <li>– Signing agreements with Clusters (3 clusters supports By EC – 3 clusters supported by LHRDP II).</li> <li>– Developing and detailed action plan with each cluster.</li> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>– Supporting clusters (technically – financially) to reach the objectives of the initiative.</li> <li>– Support the implementation of Communication activity and engage communities in the decision-making process.</li> <li>– Promoting territorial integration Model as per the LAs situation and in according to their vision.</li> <li>– Support the implementation of Joint SDIP-Master Plans - LED.</li> </ul>	<ul style="list-style-type: none"> <li>– Weak participations of MoLG.</li> </ul> <p>Territorial integration development not yet institutionalized with MoLG Departments, with shortage of HR in the such topic “only JSC”, where ARD initiative is working to better adopt the topic with MoLG.</p> <ul style="list-style-type: none"> <li>– NGOs (Co-applicant) using partnership for generating incomes for their own organization with low intervention for logic of action.</li> </ul>	<ul style="list-style-type: none"> <li>– ARD initiative is consider as evolution of LGRDP I lessons learn with special focused on Area C.</li> <li>– Alignments with PLO policies (Territorial Development)</li> <li>– Collaboration with EC support.</li> <li>– Partnerships with different actors (MoLG -MDLF -APLA -VNG - Local NGOs.</li> <li>– ARD initiative will support MoLG to adopt Territorial integration Policy through 6 ARD Initiatives Model.</li> <li>– Integrating fragmented localities Area C Localities.</li> </ul>
<ul style="list-style-type: none"> <li>– <b>Engaging APLA</b> in ARD initiative works, for future adopting of Territorial integration process within its works.</li> </ul>	<ul style="list-style-type: none"> <li>– Support APLA partially with some financial support for HR, Equipment’s, visibility actions, workshops, action research.</li> </ul>	<ul style="list-style-type: none"> <li>– Lack of HR within APLA.</li> <li>– Shortage of support.</li> <li>–</li> </ul>	<ul style="list-style-type: none"> <li>– One of ARD initiative objective is to enhance APLA role which is reflected on improvements of LAs works.</li> <li>–</li> </ul>
<ul style="list-style-type: none"> <li>– <b>ARD Laboratory Workshops</b> <ol style="list-style-type: none"> <li>1. Exchanging lessons learned between the 6 clusters.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>– Some clusters plan needs to me modified in according to the new vision of jointly working.</li> </ul>	<ul style="list-style-type: none"> <li>– Engaging all actors in the workshops (MoLG -APLA- Others.</li> <li>– Some NGOs (Co-applicant) are not playing constructive role in the workshops</li> </ul>	<ul style="list-style-type: none"> <li>– New approach of exchanging experiences between different LAs, and open space to learn from others experience (best Practice).</li> </ul>

<p>2. Re-orientate clusters to meet the objective of the initiative.</p> <p>3. Divided ARD Lab workshops in to two levels:</p> <p>A. Clusters Level (Each Cluster organize and coordinate workshop)</p> <p>B. Central Level (Gathering all clusters for exchanging experiences and Lessons Learn.)</p>	<ul style="list-style-type: none"> <li>– APLA to take lead role in the ARD Lab meeting – workshop.</li> <li>– Better Engage MoLG &amp; MDLF in the ARD initiative activities through continue meeting internally.</li> </ul>		<ul style="list-style-type: none"> <li>– Such Lab meeting and workshops will feed MoLG to develop Territorial integration Policy.</li> <li>– LAs (Clusters) capacities in organizing workshops and meetings are enhanced.</li> </ul>
<ul style="list-style-type: none"> <li>– <b>Promoting territorial integration model</b></li> <li>A. Joint Planning Units.</li> <li>B. Joint Service council.</li> <li>C. General Service Units.</li> <li>D. Contract agreement.</li> </ul>	<ul style="list-style-type: none"> <li>– Adopting territorial arrangements legally.</li> <li>– Enhancing territorial arrangements socially through communication activities.</li> <li>– Enhancing jointly working through joint Planning (LED), projects with social and economic impacts.</li> </ul>	<ul style="list-style-type: none"> <li>– Time frame for finalizing the joint plans of the clusters.</li> <li>– Additional support for joint projects.</li> <li>– Supporting LED Projects.</li> <li>– LGRDP II ends with Mid 2020.</li> </ul>	<ul style="list-style-type: none"> <li>– The needs of Fragmented localities from projects are endorsed.</li> <li>–</li> </ul>
<p><b>Improving service provision by integrating</b>  <u>(Solid waste – Water Maintenance-Building and licensing) it in one unit – Department</u>  Support the needed (Tools – equipment's -machines) to serve the community.</p>	<ul style="list-style-type: none"> <li>– MDLF to complement the needs of operating services from Heavy duty machines and equipment</li> <li>– Systemize service provision</li> </ul>	<ul style="list-style-type: none"> <li>– Legal arrangements for jointly working to be accepted by LAs (Financially).</li> <li>– APLA to act closely with targeted cluster &amp; MoLG to finalize financial and legal arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>– Citizens are receiving better service, especially the fragmented one.</li> <li>– Improving quality of service provided by LAs to the citizen.</li> <li>– LAs reduce the cost of serving citizens through joint arrangements.</li> </ul>

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

### 2.6.1 Progress of indicators

<b>Result 4</b>	<b>The supported LGU's invest in infrastructure to provide services, promote local development and contribute to territorial integration</b>
<b>Indicators 1</b>	<b>1. % effective delivery and equitable access to services for all LGUs' Clusters</b>
<b>Current value</b>	Referencing the satisfaction survey, 60% were satisfied from the services delivery. <b>Beita cluster</b> was very satisfied after having the Electrical car, which speed up the implementation of the requested services, and to maintain the problem in the electrical network in the same day. And for the solid waste after having the collecting car, it waste collected on a daily basis instead of monthly based before. For <b>Al Karmel</b> number one in services they delivered is licensing, and the people were satisfied from the service delivery, but after the structural plan prepared for the Al Karmel, the municipality, start facing problem with people, which drive the municipality to knock the door of MoLG to take decision on the necessary to update/ correct the structural plan. Also the people are not satisfied on the solid waste collection, the municipality clarified that the solid waste collection is under the control of Reef Yatta JSC, and they collect the waste every month.
<b>Indicators 2</b>	<b>2. % LGU's revenues driven from expanded economic growth rather than taxation</b>
<b>Current value</b>	Up to date we couldn't say that the clusters driven revenues from economic growth, while they didn't implement any economic project. What we could say is that the implementation of infrastructure projects affect the improvement of economic situation for some small businesses in the clusters , like the pavement of internal roads, and lighting the street in Al Karmel support many shops to open and some small businesses to grow. For Beita the enhancement on the electric service supported also small business, and finally Beit Liqya the availability of water network and water supported many small enterprises to work and grow.
<b>Indicators</b>	<b>3. # Planning and implementing common LED projects that benefits the entire cluster villages</b>
<b>Current value</b>	3 project in process: Solid waste collection and separation in Al Karmel Rehabilitation of water network in Beit Liqya Electrical network rehabilitation in Beita
<b>Result 4.1</b>	<b>The living conditions improved after infrastructures project implemented in the clusters</b>
<b>Indicators 1</b>	<b>1. % Evolution of services provided through joint arrangements (geographic, quality, quantity)</b>
<b>Current value</b>	The evolution of the services provided was increased by 50% at all level: <b>Al Karmel:</b> Licensing building services in Al Karmel is the highest all over LGU's in Hebron governorate, this has impact on the number of people lives in Al Karmel cluster , based on PCBS the inhabitant of Al Karmel cluster LGU's in 2006 was 6500, and on 2017 they become 10500. This indicates that the people start back to live in Al Karmel cluster LGU's rather

	<p>than going to live in Yatta, for the good services ( reverse immigration).The income from licensing building represent 60% from the total income for Al Karmel municipality. For the water service the municipality improves and speeds up delivering the service which affect the collection of water bill, and these days the municipality collect 70% from the total water bill, the municipality had a debts on water with (1200000 NIS) and these day it reduce to be (200000 NIS) . For the solid waste and while it still under the control of Reef the municipality doesn't have any input to this service, only raising the awareness of the people to pay the fees, and the collection of solid waste fees increase to be 40%. For that, the municipality thinks to benefit from this service by implementing a project for solid waste separation and recycling, so they are in process of delivering the equipment and tools for that. This mean the quality of service is satisfying the people, and geographically it covered wider area than the structural plan in addition to that Al Kareml provides all type of services.</p> <p><b>Beita:</b> in Beita the people was used to not trusting the municipality and the other village council, but after the intervening of LGRDP and the improvement on the Electrical and solid waste services provision the situation changed totally and the debts decreased. Also both services (Electricity and solid waste) are provided to all cluster LGU's.</p>
<b>Indicators</b>	<b>2. % Citizens(Women, youth, elders, kids) satisfaction on (water, Infrastructures, transportation, waste, electrical) services in the cluster LGU's</b>
<b>Current value</b>	Referencing the satisfaction survey and the meeting with women, youth elders, and kids during implementation of activities, especially communication activities we found that they are 60% satisfied from the services and the projects implemented in their areas, and their awareness about the municipality and JSC work and duties increased.

## 2.6.2 Progress of main activities

Progress of <u>main</u> activities <sup>13</sup>	Progress:			
	A	B	C	D
<b>The List of the investment below under the 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 has been completed in the beginning of 2019.</b>				
Rehabilitation & Paving the Main Road in Hezma			X	
Adding one flour to the preliminary girl's school			X	
Construction Public Park in Ajjeih			X	
Street Lighting at Kufr Aqab			X	
Construction waste water network at Kufr Aqab			X	
Rehabilitation & Paving Internal Roads in Battir			X	
<b>List of the investments were contracted in 2018 and still under progress;</b>				
Street lighting for Beit Leqia cluster			X	
Rehabilitation of water network in joint services council (Beit Leqia, Kharbatha Al Misbah)			X	
Developing of Electricity network in Baita Cluster			X	
Supplying Skid loader (Bob Cat) for Al Karmel Municipality			X	
Supplying of Solid waste collection Truck for Al Karmel Municipality			X	
Supplying of Solid Waste Containers for Al Karmel Municipality			X	
News Papers Contracts			X	
LTC for design & Supervision			X	
<b>List of the investment with the amount of 500,000 Euro to support the upgraded LGUs to Municipalities has been identifies, these projects under the procurement process.</b>				
Construction Public Park / Nahaleen			X	
Furnishing & operate the health clinic center / Deir Samit			X	
Supplying washing machines for the streets / Beit Hanina			X	
Rehabilitation & paving Internal Roads / Kober			X	
Supplying Solid waste containers with different types /Al Karmel Municipality			X	

### 2.6.3 Analysis of progress made

1. Since the beginning of the the LGRDP II, 33 projectes were identified, 22 were contracted and completed. Six are under progres and the remaining 5 are in the procurEment process.
2. Certain Criteria for investments in supported LGUs haVE been agreed upon:
  - Following an updated planning process (SDIPs)

<sup>13</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.

- Supporting a designed LED strategy & plan (locally approved)
  - Priority given to combined public-private investments
  - Capacity for management & maintenance
  - Business plan and/or local economic impact assessed
  - Clear coherence with a clustering dynamic
  - Citizen participation
  - Approved by the LTC, the NTC and the PSC
3. MDLF in the process to identify new projects in ARD clusters, several field visits were conducted with LGRDP and MoLG team, to introduce the program and to discuss the level intervention in the clusters to meet their needs.

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

### 2.7.1 Progress of indicators

<b>Result 5</b>	<b>The supported LGU's actively promote community participation in relevant functions and facilitate residents' expression of their opinions issues and priorities of public interest</b>
<b>Indicators 1</b>	<b>1. % Community participation in, ACP, SDIP, and LED planning and prioritization of public interest (Women, Youth, with disabilities, elders)</b>
<b>Current value</b>	In general for all targeted clusters the participation of women to men in the ACP, SDIP, and LED planning and prioritization of public interest is 1:3, 1 woman in front of 3men, no representative for youth. Presentation of people with disabilities exist with 0.06%
<b>Indicators 2</b>	<b>2. % Satisfaction of citizens in community participation and presentation in selecting and implementing LGU's activities</b>
<b>Current value</b>	Referencing the satisfaction survey we found that the citizens of the cluster were satisfied on community participation and presentation in planning, and prioritizing their needs and interest.
<b>Indicators 3</b>	<b>% Community accountability for the LGU's board members actions</b>
<b>Current value</b>	Some problem did happen in the targeted clusters, but is not relevant to accountability or corruption, it's more conflict between clusters LGU's on the management or leading the cluster mainly in Beit L9iqya cluster.

### 2.7.2 Progress of main activities

This budget has been largely transferred into budgets of activities 2 and 3 which are fully considering the community participation at their level.



## **2.8 Transversal Themes**

### **2.8.1 Gender**

The LGRDP is giving a special consideration to the gender at three levels:

- All capacity development activities at the level of the MoLG pays a special attention to the participation of women;
- A specific workshop on the gender issue has been organised at the MoLG;
- All the action plans designed and implemented at the LGUs” clusters level (through grant agreements) are included specific activities for promoting the gender issue.

### **2.8.2 Environment**

The environment issue is considered within communication of JSCs such as the promotion of the cleaning day or planting trees under the environmental weeks in the cluster level as well as in the school’s activities.

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

## 2.9 Risk management

Risk Identification			Risk Analysis			Risk Treatment	Follow-up of Risk			
Description of Risk	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Statu
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			
						The support of LGRDP to the design and the implementation of the MoLG action plan.	MoLG			
						A national policy advisor has been recruited in order to support the MoLG policy development	MoLG / PSU			
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			
						Policies must be completed by laws, by-laws, manuals and tools	MoLG			

The LED plan finance 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	BTC			
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)	BTC			
						Strategies, working processes and tools have been adopted and consolidated	PSU / MoLG			
						The institutionnel Framework and its related decision making process is in place (Local Technical Committees – institutional memory)	MoLG branches / LGUs			
						The project will rely on NSA within clusters	PTC			
Territorial integration (clustering approach) is “fragilizing” political power of villages and their capacity to have a		OPS	Low	High	Medium Risk	The approach of merging will fully respect the identity of villages and generate a new vision on	MoLG / MDLF			

direct access to financial support from donors						villages 'interest				
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			
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			
						Capacity building for the LGU permanent staff	PTC, LGU			
						MoLG District Offices will support the LGU staff	MoLG			
						MDLF is also supporting LGUs in their tasks.	MDLF			
						The PSU has recruited Field TAs to continuously support LGUs	PSU			
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.	BTC PSU			
						Financial and narrative for both components has been outlined in the TFF.	BTC PSU MP.			

## 3 Steering and Learning

### 3.1 Strategic re-orientations

The ARD Initiative has been identified from the field through a bottom-up logic in which the MoLG had to consider their framing and supporting role more than their leading position. It does represent a crucial strategic re-orientation of the Project approach which does generate the framework for initiating a new dynamic by re-positioning different LG stakeholders in front of their complementary roles and their responsibilities.

Also, the recent reorganisation of APLA does allow to further consider APLA within the intervention framework in general, and more particularly in the ARD Laboratory as an important player.

In 2019, the projet will enter into its last phase before its end in mid-2020. LGRDP is then entering into its exit phase, what will oblige to really focus on final output and key related activities. All “pieces” of the intervention since LGRDP 1 started must now been put together to allow to design a comprehensive territorial development policy for West Bank.

## 3.2 Recommendations

Decision				Action			Follow-up	
Decision	Identification period (mmm.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
Support the three clusters which will be funded by Enabel through LGRDP II under result 3 as part of Area Resilience Development initiative (ARD) initiative, by sinning grant agreements to support their activities; 1. Bani Zaid Municipality, 2. Beit Liqya JSC and the First Council for Common Service, 3. Jouret Amra initiative.				Approved	PSU	31/12/2019	Need assessment completed, and the presentations has been done, the final GA approved, and the Non objection grnated from the HQ. The Grant Agreement has been signed with the clusters	ONGOING
The Final Report for LGRDP I has been completed and Approved				Approved	PSU	13/9/2018	completed	CLOSED
Priority on LED investments in the 6 new ARD Initiative clusters (3 supported by LGRDP II & 3 by the EU).				Approved	PSU with MDLF	31/12/2019	List of projects has to be identified for ARD clusters in order to submit	ONGOING

							for the TC and SC approval	
MDLF will present new investment in the 6 clusters based on their field visits and considering the mentioned criteria to identify the projects to be approved by the SC in order to start the implementation during 2019 – 2020.				Approved	PSU with MDLF	31/12/2019	List of projects has to be identified for ARD clusters in order to submit for the TC and SC approval	ONGOING
Support the five new upgraded village councils to Municipalities, based on the MDLF request, the support will be under LGRDP II, the interventions are based on the SDIP for the municipalities. (Annex 9)				Approved	PSU with MDLF	31/12/2019	List of projects identified and approved, to start the procurement process	ONGOING
Time Extension required for the grant agreement with Al Karmil municipality # 81 and Beita Cluster GA # 83 till the end of June 2019				Approved	PSU	31/6/2019	The Grant agreements are under implementation	ONGOING
Time extension required for the Grant Agreement /049 with MDLF based on their request till Mid of March 2019.				Approved	PSU with MDLF	15/3/2019	Projects in progress	ONGOING
Approve the LGRDP II Action plan (2019 – June 2020).				Approved	PSU with MoLG & MDLF	31/6/2020	on going	ONGOING
To Support the RHC LED projects (technically) in RHC clusters through the LGRDP II team (LGRDP II beneficiaries).				Approved	PSU and Enabel	31/12/2019	on going	ONGOING
				Approved		31/12/2018		CLOSED

To approve the Budget Modification proposal to meet the HR organization.					LGRDP, Representative office & HQ		completed and Modified based on the proposal	
To support the Short-Term contract with the economist from the budget reserve.				Approved	LGRDP, Representative office & HQ	31/6/2019	The Economist starting the work	ONGOING
To support APLA within ARD activities & dynamics based on the plan that will be submitted for discussion and approval.				Approved	LGRDP with MoLG	31/12/2019	The LGRDP team has to work with APLA to have detailed plan to be approved by the TC in order to start the support and implementation	ONGOING
To support the new team who will be hired in MoLG in the JSC department for maximum one-year contract.				Approved	LGRDP with MoLG	31/12/2019	MoLG has to provide LGRDP with all the supporting / hiring documents for the mentioned staff	



### 3.3 Lessons Learned

Lessons learned	Target audience
The time of institutional change: institutional development does require a long term to be effective and sustainable.	MoLG / ENABEL
To prioritize development dynamics to the detriment of an administrative approach: the administrative dimension of institutional development must be considered at the last phase of strategic and operational processes.	MoLG / ENABEL
The flexibility in the identification of activities: a project should be seen as a mechanism and a process which are allowing to identify gradually and continuously activities for achieving the objective.	MoLG / ENABEL
The “models” are never more than examples of what can be done in another / different framework.	MoLG / ENABEL
An institutional development process is like an organic system which implies to combine together different complementary processes involving different stakeholders. It can't be seen as a linear and administrative process. And its result will be achievable only at the end through the right and gradual articulation between all specific processes.	MoLG / ENABEL
The real coordination of donors and development partners is to align them on clear policies with which they must be compliant.	MoLG / ENABEL

### 3.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	-
Baseline Report registered on PIT?	-
Planning MTR (registration of report)	March 2019
Planning ETR (registration of report)	
Backstopping missions since 01/01/2016	2

### **3.5 “Budget versus current (y – m)” Report**

## Budget vs Actuals (Year to Month, Last 5 Years) of PZA1303311

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

Budget Version : **C3**  
 Currency : **EUR**  
 YTM : **Report includes all closed transactions until the end date of the chosen closing**

Year to month : 28/02/2019

	Status	Fin Mode	Amount	Start to 2015	2016	2017	2018	Expenses	Total	Balance	% Exec
<b>A S.O. TO CONTRIBUTE TO THE STRENGTHENING</b>			9.675.000,00	39.806,68	1.575.603,61	1.463.842,47	1.697.810,78	425.849,57	5.202.913,14	4.472.086,86	54%
<b>01 R1. Policy and regulatory framework for</b>			415.000,00	12.977,78	28.401,48	95.028,64	75.669,07	22.082,23	234.159,20	180.840,80	56%
01 Legal studies & expertise		REGIE	65.000,00	12.977,78	10.548,27	952,00	8.786,41	0,00	33.264,46	31.735,54	51%
02 Support to policy unit strategic work &		REGIE	125.000,00		15.968,24	14.201,06	14.801,98	22.063,22	67.034,50	57.965,50	54%
03 PAR workshops & seminars		REGIE	125.000,00		1.799,37	48.790,02	30.988,99	0,00	81.578,38	43.421,62	65%
04 Communications, publications		REGIE	100.000,00		85,61	31.085,56	21.091,68	19,01	52.281,86	47.718,14	52%
<b>02 R2. MolG institutional capacities to support,</b>			1.896.000,00	26.828,90	243.869,60	381.030,81	388.558,93	36.554,32	1.076.842,57	819.157,43	57%
01 Support to capacity assessments		REGIE	30.000,00		7.848,47	309,48		0,00	8.157,95	21.842,05	27%
02 CD activities at central level		REGIE	925.000,00	18.821,20	102.176,55	220.616,48	218.847,32	14.366,36	574.827,91	350.172,09	62%
03 CD activities at regional level		REGIE	470.000,00		96.779,49	118.241,82	122.961,42	12.897,45	350.880,19	119.119,81	75%
04 LED expert (DoUP)		REGIE	134.000,00	4.614,89	19.862,11	19.629,79	22.880,46	6.989,89	73.977,14	60.022,86	55%
05 DJCSC institutional development (staff		REGIE	97.000,00	3.392,81	17.202,99	21.852,09	20.721,65	3.447,17	66.616,70	30.383,30	69%
06 Capacity Development expert		REGIE	240.000,00			381,15	3.148,08	-1.146,55	2.382,68	237.617,32	1%
<b>03 R3. Supported LGU's cooperate (in 5</b>			896.000,00		43.790,52	48.694,66	252.844,55	22.018,09	367.347,84	528.652,16	41%
01 Awareness raising activities		REGIE	20.000,00			2,48	1.309,08	0,00	1.311,56	18.688,44	7%
02 Support to planning & development activities		REGIE	50.000,00		593,68	49,87	12,22	201,88	857,65	49.142,35	2%
03 Technical assistants at cluster level		REGIE	216.000,00		393,00		54.441,22	0,00	54.834,22	161.165,78	25%
04 Institutional development activities		REGIE	610.000,00		42.803,85	48.642,31	197.082,04	21.816,21	310.344,41	299.655,59	51%
<b>04 R4. Supported LGU's invest in LGU's</b>			6.465.000,00		1.259.002,13	939.088,37	978.536,23	345.194,93	3.521.821,66	2.943.178,34	54%
01 Support investments in the cluster (MDLF)		COGES	4.800.000,00		539.002,13	881.944,30	452.526,92	314.012,59	2.187.485,94	2.612.514,06	46%
		REGIE	5.580.000,00	156.554,99	623.595,72	842.354,60	1.120.961,46	129.184,69	2.872.651,49	2.707.348,51	51%
		COGEST	6.420.000,00		1.259.002,13	939.088,37	978.536,23	345.194,93	3.521.821,66	2.898.178,34	55%
<b>TOTAL</b>			?	156.554,99	1.882.597,85	1.781.442,97	2.099.497,69	474.379,62	6.394.473,15	5.605.526,85	53%



## Budget vs Actuals (Year to Month, Last 5 Years) of PZA1303311

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

Budget Version : **C3** Year to month : 28/02/2019  
 Currency : **EUR**  
 YTM : **Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2015	2016	2017	2018	Expenses Total	Balance	% Exec
02 Management fees MDLF (7%)		COGES	336.000,00			56.374,97	36.667,61	2.920,19	96.962,77	240.037,23 29%
03 Monitoring/audits		REGIE	45.000,00					0,00	0,00	45.000,00 0%
04 Support to MDP 2 Window 2		COGES	1.200.000,00		720.000,00	769,10	453.756,51	25.494,23	1.200.019,84	-19,84 100%
05 Management fees MDLF for MDP 2 -		COGES	84.000,00				35.585,19	2.767,92	38.353,11	45.646,89 46%
<b>05 R5. supported LGU's promote community</b>			3.000,00		539,87		2.202,00	0,00	2.741,87	258,13 91%
01 Quality of service delivery studies &		REGIE	0,00					0,00	0,00	0,00 0%
02 Gender activities		REGIE	0,00					0,00	0,00	0,00 0%
03 Support communication strategy in the		REGIE	3.000,00		539,87		2.202,00	0,00	2.741,87	258,13 91%
<b>X BUDGETARY RESERVE (MAX 5% * TOTAL</b>			0,00					0,00	0,00	0,00 0%
<b>01 Budgetary reserve</b>			0,00					0,00	0,00	0,00 0%
01 Reserve		REGIE	0,00					0,00	0,00	0,00 0%
<b>Z GENERAL MEANS</b>			2.325.000,00	116.748,31	306.994,24	317.600,50	401.688,90	48.530,05	1.191.560,01	1.133.439,99 51%
<b>01 Salaries</b>			1.695.000,00	113.562,86	289.502,43	249.607,37	312.981,26	33.144,54	978.798,47	716.201,53 58%
01 Internation policy advisor, technical co-		REGIE	917.600,00	85.615,37	149.155,05	114.005,22	172.405,32	10.904,77	532.085,73	385.514,27 58%
02 National policy advisor		REGIE	260.000,00	16.941,37	48.385,03	49.990,55	49.382,02	7.748,87	172.447,85	87.552,15 66%
03 National coordinator		REGIE	18.000,00				0,00	0,00	0,00	18.000,00 0%
04 Programme assistant		REGIE	225.000,00	5.732,31	36.193,92	43.822,92	41.601,77	6.467,95	133.818,87	91.181,13 59%
05 Driver		REGIE	0,00	2.305,19	15.423,03	21.273,74	28.994,85	0,00	67.966,80	-67.966,80 0%
06 Financial and Admin officer		REGIE	120.000,00	2.115,34	19.970,40	19.250,74	19.668,97	4.440,41	65.445,86	54.554,14 56%
07 Recruitment costs		REGIE	3.000,00	853,28	375,00	1.264,20	958,34	0,00	3.450,82	-450,82 115%
		REGIE	5.580.000,00	156.554,99	623.595,72	842.354,60	1.120.961,46	129.184,69	2.872.651,49	2.707.348,51 51%
		COGEST	6.420.000,00		1.259.002,13	939.088,37	978.536,23	345.194,93	3.521.821,66	2.898.178,34 56%
<b>TOTAL</b>			?	156.554,99	1.882.597,85	1.781.442,97	2.099.497,69	474.379,62	6.394.473,15	5.605.526,85 53%



### 3.6 Communication resources

1. **Beit Leqya Awareness about the importance of water preservation ;**  
<https://www.facebook.com/EnabelinPalestine/posts/2139757172743665>
2. **Beit Leqya Eid Initiative : to celebrate “Al Fitr Eid - Facebook post Link**  
[https://www.facebook.com/permalink.php?story\\_fbid=790795587776815&id=100005391436579](https://www.facebook.com/permalink.php?story_fbid=790795587776815&id=100005391436579)
3. **Beita activity with Disability:** Facebook Post Link:  
<https://www.facebook.com/EnabelinPalestine/posts/1909691022416949>
4. **Beita Environmental week:**  
<https://www.facebook.com/molg.pal/posts/1137544553086789>
5. **Al Karmil Municipality Environmental week :**  
<https://www.facebook.com/EnabelinPalestine/posts/1858843040835081>
6. **Honoring teacher’s activity :** Beit Leqya JSC <https://bit.ly/2CJEbPK>

## 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?				
	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).		
X	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.		

<b>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</b>				
<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			
<b>2.1 How well are inputs (financial, HR, goods &amp; equipment) managed?</b>				
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.		

	<b>D</b>	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>		
	<b>A</b>	Activities implemented on schedule
X	<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.		
X	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.		
	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.		
	D	Financial/economic sustainability is very questionable unless major changes are made.		
4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?				
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.		



