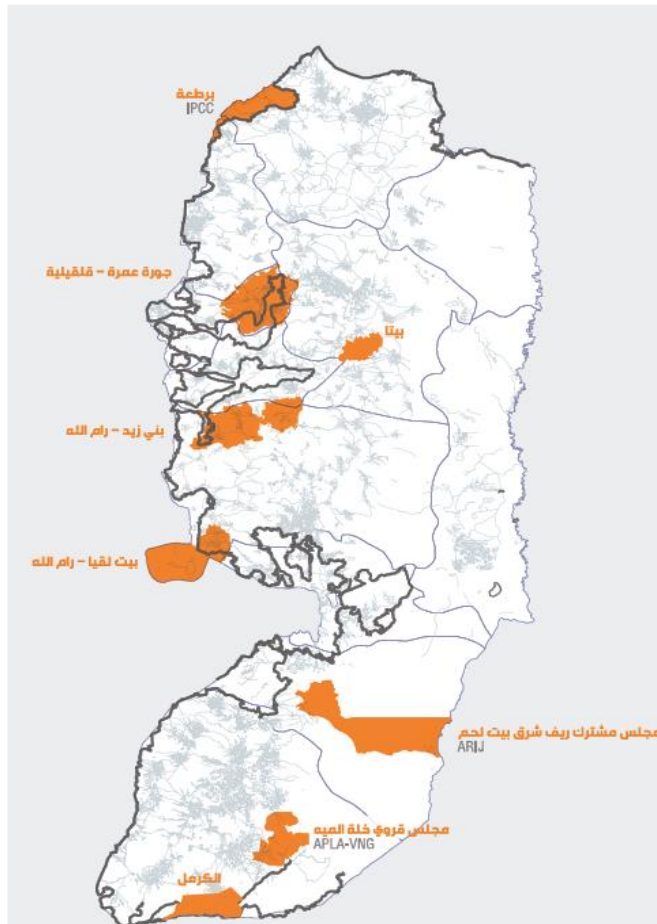


2021 Results Report Local Government Reform and Development Programm (LGRDP) Addendum

Palestinian Territory



1	ABBREVIATIONS	4
2	SUMMARY OF THE INTERVENTION	5
2.1	INTERVENTION FORM.....	5
2.2	SELF-EVALUATION OF PERFORMANCE.....	6
1.1.1	<i>Relevance</i>	6
1.1.2	<i>Effectiveness.....</i>	7
1.1.3	<i>Efficiency.....</i>	7
1.1.4	<i>Potential sustainability.....</i>	7
1.1.5	<i>Conclusions.....</i>	8
3	MONITORING OF RESULTS.....	9
3.1	EVOLUTION OF THE CONTEXT.....	9
3.1.1	<i>General and institutional context.....</i>	9
3.1.2	<i>Management context</i>	10
	<i>Programme Support Unit (PSU).....</i>	13
3.2	PERFORMANCE OF OUTCOME.....	14
3.2.1	<i>Progress of indicators</i>	14
3.3	PERFORMANCE OF OUTPUT 6:.....	16
	INCREASED CAPACITIES OF LGU'S TO ADDRESS GLOBAL ENVIRONMENTAL CHALLENGES THROUGH LGU COOPERATION	16
3.3.1	<i>Progress of indicators</i>	16
	INCREASED CAPACITIES OF LGU'S TO ADDRESS GLOBAL ENVIRONMENTAL CHALLENGES THROUGH LGU COOPERATION	16
3.3.2	<i>State of progress of the main activities</i>	16
3.3.3	<i>Analysis of progress made.....</i>	17
3.4	PERFORMANCE OF OUTPUT 7.....	18
	INCREASED CAPACITIES OF MOLG DEPARTMENTS TO SUPPORT, COACH AND MONITOR LGU'S TO ADDRESS GLOBAL ENVIRONMENTAL CHALLENGES THROUGH LGU COOPERATION.....	18
3.4.1	<i>Progress of indicators</i>	18
	INCREASED CAPACITIES OF MOLG DEPARTMENTS TO SUPPORT, COACH AND MONITOR LGU'S TO ADDRESS GLOBAL ENVIRONMENTAL CHALLENGES THROUGH LGU COOPERATION.....	18
3.4.2	<i>State of progress of the main activities</i>	19
3.4.3	<i>Analysis of progress made.....</i>	19
4	BUDGET MONITORING	20
5	RISKS AND ISS	22
6	SYNERGIES AND COMPLEMENTARITIES	24
6.1	WITH OTHER INTERVENTIONS OF THE PORTFOLIO	24
6.2	WITH THIRD-PARTY ASSIGNMENTS	24
	OTHER SYNERGIES AND COMPLEMENTARITIES	25
7	TRANSVERSAL THEMES.....	25
7.1	ENVIRONMENT AND CLIMATE CHANGE	25
7.2	GENDER	25
7.3	DIGITISATION.....	25

7.4	DECENT WORK.....	26
8	LESSONS LEARNED	26
8.1	THE SUCCESSES.....	26
8.2	THE CHALLENGES.....	26
8.3	STRATEGIC LEARNING QUESTIONS	27
8.4	SUMMARY OF LESSONS LEARNED	27
9	STEERING	28
9.1	CHANGES MADE TO THE INTERVENTION.....	28
9.2	DECISIONS TAKEN BY THE STEERING AND MONITORING COMMITTEE	29
9.3	CONSIDERED STRATEGIC REORIENTATIONS	30
9.4	RECOMMENDATIONS	31
10	ANNEXES.....	32
10.1	QUALITY CRITERIA	32
10.2	UPDATED LOGICAL FRAMEWORK AND/OR THEORY OF CHANGE	35
10.3	MONITORING OF CHANGE MANAGEMENT PROCESSES FORMS (OPTIONAL)	35
10.4	SUMMARY OF MORE RESULTS	35
10.5	‘BUDGET VERSUS ACTUALS (2021 - DECEMBER 31.)’ REPORT	36
10.6	RESOURCES IN TERMS OF COMMUNICATION.....	36

1 Abbreviations

APLA	Association of Palestinian Local Authorities
ARD	Area Resilience Development
Enabel	Belgian development agency
EQA	Environment Quality Authority
JSCs	Joint Service Councils
LED	Local Economic Development
LGRDP	Local Government Reform and Development Programme
LGUs	Local Government Units
MDLF	Municipal Development and Lending Fund
MoLG	Ministry of Local Government
NAP	National Adaptation Plan
NDC	National Determined Contribution
PA	Palestinian Authority
PPP	Public Private Partnership
PSC	Programme Steering Committee
PSU	Programme Support Unit
TA	Technical Assistant/Assistance
TFF	Technical and Financial File
ToR	Terms of Reference
UNFCCC	United Nations Framework convention on Climate Change
NCCC	National Committee on Climate Change
INCR	Initial National Communication Report
GCF	Green Climate Fund
VC	Value Chain
PFI	Palestinian Federation of Industries
PARC	Palestinian Agriculture Relief Committee
LA	Local Authority
MAAP	Multi-Annual Action Plan
EC	European Commission
LTC	Local Technical Committee
STC	Steering Technical Committee
NTC	National Technical Committee
RR	Resident Representative

2 Summary of the intervention

2.1 Intervention form

Title of the intervention	Local Government Reform and Development Program (LGRDP) Phase II Addendum
Code of the intervention	PZA 13 033 11
Location:	Palestinian Territory
Total budget	€3 million
Partner institutions	Ministry of Local Government and Environment Quality Authority (EQA)
Start date of the Specific Agreement	June 11, 2015
Start date of the intervention/ Opening steering committee	January 2021
Expected end date of execution	December 2023
End date of the Specific Agreement	10 June 2024
Target groups	<ul style="list-style-type: none"> - 8 clusters (from both LGRDP I clusters and ARD initiative) - MoLG departments for targeted capacity building activities: Joint Service Council, Planning, LED and Policy departments - Association of Local authorities (APLA) - Environment Quality Authority (EQA) - Municipal Development and Lending Fund (MDLF)
Impact ¹	The management, the development and the administration system of the Local Government Sector in the Palestinian territory are improved within a decentralised framework
Outcome	The capacities of LGUs to cooperate in providing services, promoting local economic development and contributing to territorial integration are strengthened
Outputs	<p>R6</p> <p>Increased capacities of LGU's to address global environmental challenges through LGU cooperation</p> <p>R7</p> <p>Increased capacities of MoLG departments to support, coach and monitor LGU's to address global environmental challenges through LGU cooperation</p>
Year covered by the report	2021

¹ Impact regards the general objective; outcomes regard the specific objective; output regards the expected result

2.2 Self-evaluation of performance

1.1.1 Relevance

Relevance	Performance
	A

At **national** level: the intervention is highly relevant and responsive to context needs and priorities of stakeholders:

- The intervention is relevant to the National Policy Agenda 2017-2022 (NPA) as it meets the following priorities:
- Citizen-Centred Government (4th priority under government reform pillar) including the policies: responsive local government and improving services to citizens.
- Effective Government (5th priority under government reform pillar) including the policy Strengthening Accountability and Transparency.
- Economic Independence (6th priority under sustainable development pillar) including the policies: Building Palestine's Future Economy, Improving Palestine's Business Environment.
- Resilient Communities (10th priority under sustainable development pillar) including the policies: Ensuring a Sustainable Environment, Revitalizing Agriculture and Strengthening Our Rural Communities, and Preserving Our National Identity and Cultural Heritage.
- LGRDP II Addendum interventions are in align with the new developed Palestinian Agenda 2021 –2023 (which is centered around a new development paradigm: cluster development and disengagement from the occupation which Tackle SGDs No. 11, 8, 16
- The interventions are implemented in already defined clusters, where previous projects; studies and initiatives were implemented, and Enabel's last interventions have built on the previous efforts and reflects a kind of relevance to them.

At **international** level and the policy agenda;

- The intervention is aligned with the following SDGs

SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all	7.2: Increasing the share of renewable energy in the global energy mix.
SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	8.5: Decent work for women and men, including for young people and persons with disabilities, and equal pay for work of equal value
	8.6: Reducing the proportion of youth not in employment, education, or training
SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable	11.6: Reducing the adverse per capita impact of cities on the environment by paying special attention to air quality and municipal and other waste management
SDG 12: Ensure sustainable consumption and production patterns	12.5: Reducing waste generation through prevention, reduction, recycling and reuse
SDG 13: Take urgent action to combat climate change and its impacts	13a: Mobilizing resources to address the needs of developing countries to take meaningful mitigating action

- The intervention is in line with Enabel strategy and priorities

1.1.2 Effectiveness

	Performance
Effectiveness	A

To a large extent, the intervention has progressed in an effective way of which objectives, results, and outcomes have a high likelihood of achievement. It is very likely that the outcome will be fully achieved in terms of quality and coverage and negative results have been mitigated.

- The prepared Assessment studies and plans have defined the priorities of partner organizations and clusters, in order to implement future initiatives.
- The Assessment of industrial sectors to be analyzed and to design interventions through the Value Chain approach has led to the selection of two main sectors in the West Bank (Stone & Marble, and food & agrobusiness) and one sector in Gaza Strip (Construction Material). Still, since the food and agrobusiness sector is a wide sector; further analysis is ongoing to determine the two most relevant sub-sectors within food and agrobusiness sector.
- Towards an effective achievement of the intervention's outcome, the conduction of the learning platform activities is implemented through an interactive manner that foster participatory planning, and consequently respond to the partner's needs.

1.1.3 Efficiency

	Performance
Efficiency	B

- Outputs are available within a reasonable timeline and without any major budgetary adjustments and according to quality standards, with room for improvement on different levels mainly related to the identification of relevant initiatives, assessment studies and plans were prepared in a participatory approach with partners and with targeted clusters, so that to implement the most relevant and agreed on interventions in the next step.

1.1.4 Potential sustainability

	Performance
Potential sustainability	B



The LGRDP has a high potential of sustainability due to the following

- The formed local committees in the targeted clusters will be able to monitor their progress in implementing the prepared plans, and also to update the plans regularly. Similarly, partner organizations will build on the prepared capacity assessment reports and plans in order to continuously improve their capacities.
- The priority interventions will include different factors, including environmental, social, and economic. So, that the design of each initiative is going to consider its sustainability by allocating the suitable resources and by setting indicators to measure the implementation progress. (running / ongoing initiatives that produce overtime)

ARD Lab as a sustainable community of practice which has been evolved during the year of 2021 toward a platform for exchanging lessons learned and experience by involving different actors and stakeholder to its meetings. Also, ARD Lab is expected to involve international experiences in terms of environment and climate change through APLA which will be at the end of the intervention the channel where the platform will be adapted as part of its Project Support Unit "PSU".

1.1.5 Conclusions

- LGRDP is highly relevant and responsive to context needs, priorities of stakeholders, Enabel internal strategy and the SDGs.
- To a large extent, the intervention has progressed in an effective way of which objectives, results, and outcomes have high likelihood of achievement.
- The unstable nature of the context did not affect the efficient implementation of the intervention, although there is room for improvement. Measures have been put into place to mitigate the risks.
- LGRDP has a relatively good level of projected sustainability on both financial and technical levels. Considering environment and climate change are rising as a main challenge worldwide and on the national level, localizing of National Strategies is becoming a priority.

National Execution Officer - MoLG	Intervention Manager - Enabel
	



3 Monitoring of results²

3.1 Evolution of the context

3.1.1 General and institutional context

- **Political instability (situation inside the Palestinian Territory)**

The political situation remains fragile due to the Israeli occupation, the continuous threat of annexation of Area C in the West Bank (including East Jerusalem), the lack of Palestinian unity, regular escalations of violence and the financing crisis of the Palestinian Authority.

In May 2021 a breakout of violence took place in Gaza, resulting in a 10-day war in the Strip. The war was the result of political tensions in East-Jerusalem, owing to destruction of houses in the Sheikh Jarrah neighbourhood and violence by the IDF and settlers surrounding Al-Aqsa Mosque. In parallel clashes broke out all over the West Bank and between the Palestinian and Jewish communities in parts of historic Palestine.

The PA has postponed the parliamentary and presidential elections which should have been implemented in May 2021, resulting in several Palestinian demonstrations and clashes in the West Bank refusing the postponement of the elections.

- **Climate change and environmental issues**

In the Palestinian Territory climate change exacerbates many of the already pressing environmental challenges including water scarcity, degradation of land and soil, and disaster risks. The Palestinian territory is characterized by both a high bio-physical and socio-economic vulnerability to climate change, and a constrained capacity to respond to it in a context of military occupation and limited political control of its natural resources³.

In order to respond to projected and current effects of climate change the Palestinian Authority (PA) has embarked in **a series of reforms since 2016**. Coordinated by the Environment Quality Authority (EQA), the Palestinian National Adaptation Plan (NAP) and the National Determined Contribution (NDC) were submitted in 2016 and 2017 in the context of the United Nations Framework Convention on Climate Change (UNFCCC).

Faced with these challenges in the context of a highly fragmented territory, the resilience of cities and villages is one of the major current urban challenges in the Palestinian Territory and key for achieving the sustainable goals. This resilience development has been the focus of the LGRDP programme from 2015 on by promoting a strategic and bottom-up approach of Local Government Units (LGU's) cooperation, with the aim of providing economic, social and environmental benefits to their populations.

The general context for the addendum has not been changed from the TFF; except for two things which were considered positively impacting the intervention:

- EQA has recently finalized the NDC implementation action plans for 6 sectors in 14 detailed document that can be easily adopted for implementation on the local level.
- The Number of clusters involved in the project has reduced to 7 instead of 8 (at end of LGRDP II) where two clusters in the south, Al Karmel and Khallet el May, have joined to perform as one cluster and Yatta has requested to join. This shows a great progress toward adopting joint work and territorial development among LGUs.

- **Impact of COVID19 on the Palestinian Territory and the intervention progress**

Local Government Units (LGUs) in Palestine are considered as the main bodies providing basic services to the citizens living within their borders, they represent the link between the governmental level and their communities. During the COVID 19 pandemic; the LGUs are taking the lead in managing the issue, forming

² 'Results' means 'development results'; Impact regards the general objective; outcomes regard the specific objective; output regards the expected result; intermediate outcomes regard changes resulting from the achievement of the outputs allowing progress towards the outcome of the intervention, at a higher level.

³ State of Environment and Outlook Report for the occupied Palestinian territory 2020.

emergency committees, sterilization of areas and buildings when needed, coordination with Governorates and the Palestinian ministry of health regarding the Pandemic situations; needs; and vaccination process, which added more loads and consumed extra efforts; time and resources of them.

In addition to the already existing economic challenges, LGUs are facing an additional economic suffering during the pandemic; and in addition to extra expenditures LGUs have to pay to implement their related regulations, they have witnessed a decrease in their revenues due to inability of their citizens to pay their dues; which is also resulted from the negative economic impact of COVID 19 pandemic on all citizens, this has negatively affected the financial capacity of LGUs and reflected on their basic services and even on their abilities to pay their employees' salaries in many cases. During the Pandemic, MDLF was the first to design a response program to covid19 with a value of 48 million Euro based on MoLG emergency plan.

The Ministry of Local Government (MoLG) and its directorates were also affected by the pandemic, which affected their level of response and priorities at a certain point; and has consequently affected the LGUs and their citizens.

The social life was affected negatively due to the pandemic, still; positive efforts were witnessed to confront it, this was mainly represented by forming emergency committees especially during the lockdown period, these committees were following up day to day issues related to COVID 19; and identify the most affected people in order to provide assistance which has also participated in preserving the civil/ social peace in different localities, although the performance witnessed major variations among different LGUs related to the clarity of instructions and forming emergency committees.

Lockdown and movement restrictions have also imposed other challenges on the workflow. The availability of IT solutions and infrastructure is still a concern for the LGUs and other stakeholders involved in the project. However, the available IT solutions deployed for the PSU (MS TEAMS, Sharepoint...) have facilitated shifting the activities on the cloud and use of virtual meetings, workshops, and collective work.

- **Portfolio development**

In the course of developing the new portfolio 2022-2026, LGRDP team has participated in a series of consultation meetings with national and international partners to identify the strategic orientation and the specific interventions for the new cooperation program.

An intensive work of integrating the ongoing LGRDP intervention, and the environmental strategic orientation of the new portfolio has been implemented collectively together with the current and future potential stakeholders. This process involved: meeting with concerned ministries, participating in planning workshops and exercises, analysing potential partnerships, while maintaining and steering the running efforts of the LGRDP towards the world environmental challenges (climate change, green buildings, green and circular economy...etc).

3.1.2 Management context

3.1.2.1 Partnership modalities

The following highlights explains the partnerships/ mutual partnerships that were established in the reporting year:

- **The Palestinian Environmental Quality Authority (EQA) has joined the project as a key partner, and a member in the Project Steering and Technical (National and Local) Committees.**

Climate change and environmental issues are a rising concern for the Palestinian Authority (PA) that have been translated into a large set of plans, policies and strategies. In its Nationally Determined Contribution (NDC) plan, focus is given on agriculture and energy sectors. In parallel, the development of adaptation to climate change measures is considered as a key priority. The National Adaptation Plan (NAP) presents adaptation actions that will be undertaken locally, but that need to be scaled up and implemented more widely. These plans however still lack endorsement and implementation at both national and subnational levels. At municipality level, downscaled policies are lacking and responsibilities often remain confused despite their recognized powerful catalytic role. On this basis the Palestinian and Belgian Parties decided that the Local Government Reform and

Development Programme (LGRDP II) would **be extended with a specific focus on addressing environment and climate change challenges, to contribute to develop more green, resilient and sustainable municipalities and territories.**

Upon this, EQA joined the program as a main partner and a voting member of its steering and technical committees. At the national level, EQA is the authoritative body for all environmental issues and the focal point for Climate Change being:

- The head of the National Committee on Climate Change (NCCC)
- Responsible for setting up related strategies and policies; also the law gives EQA the power to do its own monitoring activities and insuring compliance to environmental requirements
- Responsible for the preparation of national reports (NAP, INCR and NDC) to be submitted to the United Nations Framework Convention on Climate Change (UNFCCC)
- The national designated authority for Green Climate Fund (GCF) which is the financial arm of the UNFCCC

The current mandate and strategy of EQA is considering the environmental and climate change challenges at national level, but this should be strengthened at local governments' level, and here comes the importance of having MoLG and EQA in one committee putting efforts together to localize the national policies and strategies to be adopted and implemented at the local level.

In the frame of the extension, LGRDP II has supported EQA to recruit "In-Country National Facilitator (ICNF) for NDC Partnership: Climate Change Expert". The facilitator will work under the supervision of EQA and will support the LGRDP II addendum activities.

The support to this Facilitator will serve as the NDC Partnership's interface in country and operates as a liaison between the country and other NDC Partnership members. The Facilitator's role is purely one of coordination and supportive facilitation. Working on behalf of Palestine, the Facilitator plays a key role in ensuring the smooth implementation of the Country Engagement Process, by supporting ongoing coordination efforts between the Support Unit, the various partners in the NDC Partnership, and the Palestinian government. This involves working with EQA to refine Palestine's objectives for support over time (as reflected in the Partnership Plan); coordinating the Partnership Plan at country level (including local and subnational collaboration); and serving as an anchor to assist the NDC Partnership in communicating and coordinating services at country level. The In-Country National Facilitator will also liaise with the NDC Partnership Support Unit for vertical information-sharing, including both contributing to and accessing knowledge products.

• **Partnership with MoLG**

In the frame of the extension, LGRDP II has supported hiring 5 engineers to work under the supervision of both the Planning Department and Policy Unit at MoLG. The engineers assigned to support LGRDP activities and to promote the approach of environmental planning and develop the capacity of the joint planning units on this area. The units will also provide technical assistance to the targeted LGUs and clusters and will continue working on territorial integration through master planning, and will promote localizing SDG 11.6, 11.a, 11.b which focus on climate change adaptation and integrating rural and urban areas.

• **Granting (MDLF) for implementation of the green initiatives (investment projects).**

The project will continue to work with direct grants awarded to MDLF following the same procedures as it has used since the LGRDP I, II until now (i.e. using World Bank procedures for procurement as they are part of MDLF procedures) and which have proven to be efficient and limiting fiduciary risks. The detailed financial, procurement and monitoring modalities will be stipulated in the agreement between Enabel and MDLF. The only change on the implementation is excluding the design and technical studies related to the green initiatives (investment projects) from the grant, which will be managed directly by the programme staff (PSU) with the support of international and national expertise. But still, MDLF will approve the designs and related studies through the technical committee.

- When the detailed investment projects will be identified and approved, the grant agreement will be signed and MDLF will be in charge of the procurement and works related to the infrastructures and equipment according to the financial modalities which will be stipulated in the agreement.

- **Navigating through other partnerships to integrate climate change and environmental concerns**

In the process of developing the new portfolio, Enabel has decided to give a focus to Green and Circular Economy (GCE); and analyzed the industrial sectors in different geographical locations to benefit from a Value Chain (VC) analysis and later identify interventions through the chain; in a way that serves both: Economy and Environment (to respond to climate change). This has required involving other players; including the Palestinian Federation of Industries (PFI) and its specialized industries unions, Palestinian Agriculture Relief Committees (PARC) and others. In the future, and based on the selected Value Chains and specific interventions to be identified; other players might be involved.

As part of its efforts in this regard, Enabel is willing to technically support the idea of producing Calcium Carbonate (CaCO_3) out of the slurry resulted from stone cutting in “Beit Fajjar” village in Bethlehem governorate, through a Public Private Partnership (PPP) agreement between “Beit Fajjar” municipality and investors from the private sector, under the sponsorship and support from the Ministry of Local Government.

3.1.2.2 Operational modalities

The Program Structure

1. Program Steering Committee (PSC) members: Voting Members.

- Ministry of Local Government – MoLG / the Chair of the PSC
- A representative of Environment Quality Authority - EQA
- A representative of the Ministry of Finance
- Enabel Resident Representative.
- A representative of the MDLF

Non-Voting members.

- The Programme Support Unit (PSU) participate as regular observers and informants.
- The PSU acts as the secretariat of the PSC.

2. The National Technical Committee (NTC)

- NTC members:

- MoLG Policy Unit/ the Chair of NTC,
- Representatives of MoLG / Departments (Planning, JSCs, LED),
- Representative(s) of EQA,
- Representative(s) of APLA, (Depending on the topics to be discussed),
- A representative of MDLF
- The Committee could invite, research institutes and universities, civil society organizations when needed.
- LGRDP Program Support Unit (PSU) being the secretariat for NTC.

- NTC roles and responsibilities:

- Facilitating communication among different stakeholders on programs.
- Developing a strategy to promote and localizing the environmental and climate change agenda by joining forces of MoLG and EQA.

- Supporting the qualitative technical management of the results which includes work planning and preparation of technical proposals for endorsement by the Steering committee.
- Looking for joint arrangements and ensure the consolidation of strategic options and decisions which are taken, regarding the implementation of the programme's activities.

3. Technical Committees at the local cluster level (LTC)

- LTC members

- MoLG Directorate representative
- EQA Directorate representative
- Targeted cluster representatives.
- Local environmental NGOs, CBOs (if any).
- Women and youth associations from the targeted clusters (if any, and according to need)
- MDLF representative
- The LTC is chaired by the representative of the LGRDP II-PSU team

- LTC roles and responsibilities:

- Preparing of work plans and technical proposals to be submitted to National Technical Committee (NTC) and included in the Steering Committee agenda
- Providing support to the NTC in all components (infrastructure projects, events and communication activities, financial support to employees) based on the Steering Committee decisions
- Seeking agreement and harmonization among stakeholders
- Implementing strategies and decisions related to project's activities.
- Supporting related activities implementation,
- Identifying and share the lessons learned and challenges.

Programme Support Unit (PSU)

The PSU composition has been changed, the main change (in comparison with the TFF) is the following:

- The positions of Programme Coordinator, International Technical Assistant in Local government Reform and Institutional Development, National Policy Advisor and Capacity Development Expert are not filled anymore

In the preparation phase of the implementation of new activities of the addendum, Enabel recruited new staff full time and part time:

- Intervention Manager for LGRDP II / Environmental expert – full time (100%) who started on 1st of April 2021.
- Financial Controller shared between LGRDP II (50%) and Skilled Young Palestine Program (SYP) program (50%)
- Accountant shared between LGRDP II (50%) and Skilled Young Palestine Program (SYP) program (50%).
- Monitoring and Evaluation officer shared between LGRDP II (33%), Skilled Young Palestine Program (SYP) (33%), and Resilience in Schools of East Jerusalem Program (RISE) (33%)

3.2 Performance of outcome



3.2.1 Progress of indicators⁴

Outcome: Strengthen the capacities of LGU's to cooperate in providing Services, promoting Local economic development, and contributing to territorial integration.					
Progress indicators/markers	Base value	Value preceding year	Value reporting year	Target reporting year	Final target
# of existing territorial development and integration policies & instruments that integrate environment and climate change. .	0	0	0	0	1
# Successful cooperation initiatives between LGUs; around green local initiatives (waste and energy)	0	0	0	0	7
% citizens satisfied with the quality of services achieved by green local initiatives in the targeted communities	0%	0%	0%	0%	80%

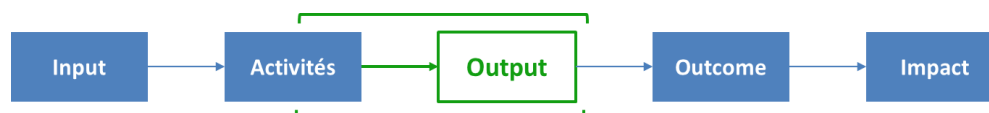
Analysis of progress made

subject	Activity
Overall	<ul style="list-style-type: none"> In the pathway towards the above mentioned outcome, significant progress has been made in terms of the following activities: <ol style="list-style-type: none"> Environmental and Climate Change Assessments and Strategic Plans in Selected Clusters. Capacity Development Needs Assessment and Planning for Partners on Environment and Climate Change New portfolio development based on the successes and experiences of LGRDP: <ol style="list-style-type: none"> Identification of strategic orientation of the new portfolio to integrate climate change and environmental challenges concerns in the future interventions. Several meetings with existing and potential stakeholders took place to discuss potential interventions and partnerships.
Conceptual Consolidation Activities	<ul style="list-style-type: none"> Promoting new territorial integration approach for the targeted clusters tackling the environmental challenges and climate change by establishing new territorial dynamics in the southern cluster through integrating new Municipality "Yatta" to both Al-Karmel and Khalet El Maya, and in the Middle cluster (Beit Leqya) by integrating new Village councils to the existing JSC to work together. Activities were implemented following the bottom-up approach by engaging LAs actors in addition to community representatives to set up jointly the future of their territory and plan together. Developing an integrated Environmental development plan for the cluster priorities and needs in a wider geographical area , has made LAs understand the cross-cutting needs from projects and initiatives, and the importance of jointly working to act against the climate change and protecting the environment.
Strategic Planning	An environmental assessment on an integrated approach has taken place, in addition to identification of needs and priorities highlighting the crosscuttings once, followed by developing and integrated Environmental Development plan and capacity building activity and awareness raising on the new cluster.

	The prepared strategic Environmental plans in the targeted clusters have also considered the economic factor, so that to increase revenues or to decrease costs, or to achieve both
Capacity Development Assessment	Capacity development Assessment for partner organizations (MoLG, EQA, MDLF and APLA), and preparation of Capacity Development plan for each organization in addition to a plan that reflects common needs of all partners, aim at raising the capacity of our partners in the future to better respond to environment and climate change challenges at the Local government's level
MEAL	<p>Upgrade monitoring system</p> <ol style="list-style-type: none"> 1. Revision exercise of the log frame resulted in updating the indicators, and monitoring tools in use. this included team workshops along with the PILOT system update. 2. Context analysis exercise along with the development of planning/ monitoring tools such as actors' analysis and Theory of Change. 3. Conduct a brief capitalisation exercise including individual interviews with LGRDP team members and various beneficiaries/ partners of the earlier stages of the project. 4. Deployment and announcement of the complaint and Feedback handling mechanism as a basic tool for accountability.
Communication and awareness	<p>The development of awareness strategies per cluster were integrated with the environmental assessment plans to identify the awareness needs and targeting strategies for each cluster, a general awareness raising plan per cluster was developed targeting the most needed awareness activities per cluster, and a specific awareness plan will be developed based on the project's selection on each cluster.</p> <p>The general awareness plan will be implemented in each cluster targeting the general environmental needs in the communities.</p> <p>The specific awareness plan will be implemented to ensure the environmental project implemented in the cluster is achieving its results, and the community acceptance and participation effectively towards the success of the project.</p>
Learning	<p>On the institutional level, ARD Laboratory has evolved during the addendum to be a platform for exchanging experience and lessons learned. this resulted from the partners and stakeholder feedbacks & suggestions collected through a survey for partners during the two ARD Lab workshops, and one exchange field visit which took place during the year of 2021.</p> <p>Exchange of experience platform was not only tackling the issue of environment and climate change, but also acting as a sphere for the new partners "EQA" to get involved in the activity and promote national agenda while sharing experience for the targeted clusters.</p> <p>LGRDP II clusters presented their environmental initiatives and started to learn using the climate change language and how to adapt it in a territorial level, moreover, the clusters benefited from the new partners of the project by highlighting their priorities and needs.</p>

3.3 Performance of output 6:

Increased capacities of LGU's to address global environmental challenges through LGU cooperation



3.3.1 Progress of indicators

Output 6:					
Increased capacities of LGU's to address global environmental challenges through LGU cooperation					
Indicators	Base value	Value preceding year	Value reporting year	Target reporting year	Final target
# of signed environmental assessment consultancy contracts	0	0	1	1	1
# of delivered environmental assessments	0	0	7	7	7
# of delivered capacity building needs reports	0	0	0	0	7
# of delivered strategic plans	0	0	0	0	7
# of delivered environmental awareness needs reports	0	0	0	0	7
# of identified potential initiatives by technical committee	0	0	0	0	7
# of produced EIA documents	0	0	0	0	7
# of produced feasibility studies	0	0	0	0	7
# of conducted steering committee meetings for initiatives approval	0	0	0	0	1
# of grant agreements signed with MDLF	0	0	0	0	1
# of conducted ARD Laboratories	0	0	2	2	10
# of conducted awareness activities	0	0	0	0	7
# of approved action plans by PSC with APLA	0	0	0	0	1

3.3.2 State of progress of the main activities

State of progress of the <u>main</u> activities ⁵	State of progress The activities are:			
	Ahead of time	Within deadline	Delayed ⁶	Seriously delayed ⁷
Assign consultants to conduct environmental assessment and Strategic Plans in selected clusters		X		
produce 7 environmental assessments		X		

⁶ The activities are delayed; corrective measures must be taken.

⁷ The activities are more than 6 months behind schedule. Major corrective measures are required.
Results Report 2021

produce 7 Capacity building needs report		X		
produce 7 strategic plans		X		
produce 7 environmental awareness needs		X		
Review & identify potential initiatives in strategic plans by technical committee		X		
Conduct EIA studies to produce 7 EIA documents		X		
conduct feasibility studies to produce 7 feasibility study documents		X		
conduct steering committee meeting to approve chosen initiatives		X		
Granting MDLF for initiatives implementation		X		
Conducting ARD Laboratories		X		
Conducting 7 awareness campaigns/ activities		X		
Supporting APLA financially to conduct awareness campaigns and capacity building (including supporting its technical support unit)		X		

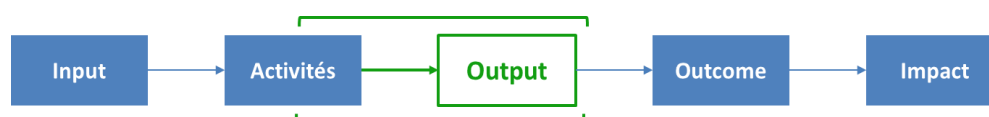
3.3.3 Analysis of progress made

Activity	analysis
Contracts	<p>One major contract was signed to perform this consultancy assignments during the reporting period:</p> <p>1. Environmental and Climate Change Assessments and Strategic Plans in Selected Clusters.</p> <p>General objective of the assignment:</p> <ul style="list-style-type: none"> Support the integration of environment and climate change challenges in the strategic planning at cluster level <p>Specific objectives of the assignment:</p> <ul style="list-style-type: none"> Conduct an Environmental Assessment (Situation Analysis) for the 7 clusters of the LGRDP II. Prepare an Environmental Strategic Plan for each of the 7 clusters and mainstream environment and climate change in the planning processes. Prepare a list of Capacity Building and Environmental Awareness needs related to climate change causes and impact, adaptation and vulnerability.
Granting MDLF	<p>MDLF will be implementing the green initiatives (investment projects) on the cluster level through a grant agreement. As mentioned earlier, these green initiatives will be designed based on the Environmental Assessment outcomes in each cluster. The grant agreement is to be signed with MDLF in the second year of the project upon identifying the investment projects.</p>
Conducting ARD Lab workshops	<p>Two ARD Lab workshops took place in the reporting year. The first on August 23, 2021, the subject of the workshop was “Partners to Reserve the Environment” with the objective to introduce the addendum goal and its potential activities. The workshop was attended by partners and the LGRDP beneficiaries. The second took place on December 12, 2021, with the subject “Joint work and committees and its relationship to the environment, “experiences and success stories”. Similarly accompanies with the attendance of LGRDP partners and beneficiaries to share experience and success stories.</p> <p>One exchange field visit took place during the reporting year; representatives from all ARD clusters in addition to Enabel team joined a hiking activity in Bartaa natural reserve (Environmental activity) highlighting the importance of saving the natural resources and</p>

	enhance the collaboration between ARD initiative clusters.
Communication and awareness	Awareness campaigns / activities are deemed to take place in the 7 targeted clusters after The Environmental Assessment Strategic Plans are completed.
SDGs localization	APLA will also be using the outcomes of the Environmental Assessment Strategic Plans to implement specialized awareness activities at the local level with focus on the related SDG in each cluster. Several meetings were conducted between APLA and PSU to prepare a concept on this regard and identify the crosscutting and complementarities with other interventions APLA is implementing with other organizations.

3.4 Performance of output 7

Increased capacities of MoLG departments to support, coach and monitor LGU's to address global environmental challenges through LGU cooperation



3.4.1 Progress of indicators

Output 7: Increased capacities of MoLG departments to support, coach and monitor LGU's to address global environmental challenges through LGU cooperation					
Indicators	Base value	Value preceding year	Value reporting year	Target reporting year	Final target
# of green building committee members	0	0	4	4	7
# of identified potential green building activities	0	0	0	0	7
# of initiative support documents	0	0	0	0	7
# of signed capacity development needs assessment consultancy contract	0	0	1	1	1
# of delivered assessment reports	0	0	4	4	4
# of delivered capacity development plans	0	0	4	4	4
# of delivered integrated capacity development plan	0	0	4	4	1
# of hired staff members in MoLG	0	0	5	5	5
# of NDC in-country facilitators supported financially by the project	0	0	0	0	1
# of supported partners' participations in seminars / conferences	0	0	4	4	11
# of produced communication materials	0	0	1	1	5

3.4.2 State of progress of the main activities

State of progress of the <u>main</u> activities ⁸	State of progress The activities are:			
	Ahead of time	Within deadline	Delayed	Seriously delayed
Formulation of green building Committee		X		
Committee Identifies potential green building activities		X		
Support identified activities		X		
Assign consultants to conduct capacity development needs assessment for Partners		X		
Produce 4 assessment reports		X		
Produce 4 Capacity development plans		X		
Produce Integrated capacity development plan		X		
Support hiring 5 staff members in MoLG for 1 year		X		
Support NDC in-country facilitator based in EQA for one year		X		
Support partners to participate in conferences/ seminars		X		
Production of communication/ learning materials (videos, charts...)		X		

3.4.3 Analysis of progress made

subject	Analysis
Assign consultants to conduct capacity development needs assessment	<p>One major main contract was signed to perform this consultancy assignment during the reporting period</p> <p>1. Capacity Development Needs Assessment and Planning for LGRDP II Partners on Environment and Climate Change.</p> <p>General objective of this assignment:</p> <ul style="list-style-type: none"> Enhance the capacities of the partner organizations to better respond to environmental and climate change challenges at the local governments' level. <p>Specific objectives of this assignment:</p> <ol style="list-style-type: none"> Conduct Capacity Development Needs Assessment for the program partners: Ministry of Local Government (MoLG), Environmental Quality Authority (EQA), Municipal Development and Lending Fund (MDLF), Association of Palestinian Local Authorities (APLA). Based on the Assessment, prepare a capacity development plan / program for each of the partner organizations mentioned above.
Formulation of green building Committee	<ul style="list-style-type: none"> Confirm the name of this gathering / Group is "Committee". Meeting with Palestinian Engineering Association (PEA) to introduce Enabel / LGRDP team, especially with the new board of directors after the recent elections at PEA and introduce the LGRDP and the new portfolio with focus on the green building component. Each partner was given the time to talk about Green Building from their perspective, previous and current related activities/projects.

	<ul style="list-style-type: none"> – Agree upon list of activities for the coming period: <ol style="list-style-type: none"> 1. Updating EE code and guidelines of 2003, Update the Green Building guidelines of 2013, Develop guidelines for retrofitting 2. Incentive programs, awareness raising activities.
Support hiring 5 staff members in MOLG for 1 Year	Within the support to MoLG and to raise the capacities in terms of the institutional level, the LGRDP support hiring five staff (engineers) for one year started from December 2021, the duty station of the engineers located in different departments of MoLG and directorates. The purpose of hiring the engineers is to support the LGRDP activities and to promote the approach of environmental planning and develop the capacity of the joint planning units on the different areas, the units will provide technical assistance to the targeted LGUs and clusters and will continue working on territorial integration through master planning, and will promote localizing SDG 11.6, 11.a, 11.b which focus on climate change adaptation and integrating rural and urban areas.
Support NDC in-country facilitator based in EQA	LGRDP supported EQA to recruit the "In Country National Facilitator" to enhance the implementation of Palestine's Nationally Determined Contributions and to support the LGRDP activities. The facilitator in charge in this position January 23, 2022.
Support partners to participate in conferences/seminars	In addition to both LGRDP Intervention manager, and Territorial Development & Local Governance Expert, two representatives from the Ministry of Local Government (MoLG) were supported to participate in COP26 in Glasgow. LGRDP is supporting the mainstreaming and integration of Climate Change at the local level and aiming to build the capacities of partners to support the Local Government Units (LGUs) to achieve this objective. Among the Palestinian delegation to COP26 EQA has participated as the national focal point for Climate Change who recently has completed the National Determined Contributions (NDC) implementation plans for Palestine in cooperation with the NDC Partnership.
Production of communication/learning materials (videos, charts...)	A video highlighting the success of the LGRDP II on the clusters level was produced. The production aimed at increasing the partners awareness on the achievements that resulted through the project lifetime, raise the Palestinian community awareness on territorial integration and development, and introduce the international community to the challenges and achievements of local Government Sector in Palestine.

4 Budget monitoring

Referring to the approval of increasing the budget of LGRDP II to 3,000,000 million dated 11/11/2020; over the three years of 2021 -2024.

The budget has been integrated within the original budget of LGRDP II (12,000,000 million Euro) that was expended over the 2016 – 2020 with execution rate of 100% for the results 1-5.

The budget and all financial matters for the 12 million is closed in January 2021 as indicated in the steering committee # 6 for closing the LGRDP II.

The execution rate for the mentioned two results (LGRDP II addendum) is very low, as the action plan of the addendum was approved only in June 2021, and the expenses mainly for two consultancies. The execution rate for the 2022, will be higher due the implementation of the investment projects and other related activities in year 2022.

	Budget	Expenditure		Balance	Rate of disbursement at the end of year 2021
		Preceding years 2020	Years covered by the report (2021)		
Total sum	15,000,000	11,917,627	551,641	2,530,171	79.45%
Output 1	333,200	332,681	0	518.55	99.84%
Output 2	2,037,500	2,036,620	883	(-2.83)	99.96%
Output 3	951,000	948,767	0	2,232.89	99.77%
Output 4	6,420,000	6,419,423	3	573.61	99.99%
Output 5	3,000	2,742	0	258.13	91.40%
Output 6	1,803,500	0	139,591	1,663,909.21	7.74%
Output 7	300,000	0	29,693	270,306.55	9.90%
General Means (Total Z)	3,113,482	2,177,394	381,470	554,056.83	12.25%
Contingency (5%)	38,318	0	0	38,318.00	0.00%

5 Risks and Issues

Risk Identification		Risk analysis			Risk Treatment
Description of Risk	Risk category	Probability	Potential Impact	Total	Action / Comment
Threat of Israeli annexation of area C and resulted change in the political situation of the targeted areas/ clusters. C	SUS	high	High	high	Monitoring closely the situation in the West Bank Liaise with General consulate & other donors for linking technical dialogue to policy and political dialogue
The strategy and vision of the resulted elected councils is ambiguous, which will affect the program progress	OPS	low	low	low	communication with the elected councils and proper presentation of the program through the local technical committees.
Delays, plan modifications, and difficult monitoring due to the sanitary measures in response to the covid -19 pandemic	OPS	Medium	Medium	Medium	Distance coaching, online workshops, meetings will have to be relied upon and close monitoring of these 'new' practices assured at Enabel HQ level. Close coordination with concerned LGUs to follow up the activities.
Weak collaboration between MoLG and EQA impeding the development of a strategy for 'green municipalities' at the national/policy level (Result 7)	SUS	Low	Low	Low	Enabel will keep playing the role of mediation and facilitation of the collaboration.
Lack of interest from LGUs to enter more strategically environmental issues due to Ignorance of climate change and environmental issues	SUS	Low	Medium	Low	Capacity development and awareness raising. And for some activities (in particular renewable energy but also green economy) the financial gains are expected to be a strong incentive as well.
Restrictions by Israeli Authorities to develop Area C by not allowing permits or risk of demolitions for the programme supported infrastructures (e.g. waste an energy)	OPS	Medium	High	High	Risk to be assessed on a case-by-case basis. Safer plots in Area B may be privileged if a risk is perceived.

Operational delays concerning importing of tools/equipment, clearance certificates issuing (Israeli restrictions)	OP S	Medium	High	High	Modification of time frames, look for local alternatives,
---	---------	--------	------	------	---

6 Synergies and complementarities

6.1 With other interventions of the Portfolio

- **LGRDP and SAWA:**

Green and Circular Economy (GCE) is a common interest for both projects of LGRDP and SAWA, it was discussed among the two projects the opportunity to share experience in the field of GCE. SAWA has organized a training course with VITO entitled, Risk and race training, were both teams attended the training.

- **LGRDP and SYP:**

Bartaa training center One of the achievements of the complementarity Initiative between LGRDP II & EC “ARD Initiative” at “Bartaa cluster” represented by the establishment of the vocational training center can show the evolvement of synergy between Enabel programs, Skills youth Palestine SYP technical team who gives special attention and technical support to the newly established VTC center in the cluster to better enhance the institutionalization of TVET center in a territorial approach.

SYP team jointly with LGRDP II team support the cluster to better institutionalize the center and participate to its sustainability.

The applied synergy between the two programs “LGRDP II+ & SYP” was to promote comprehensive technical support that leverage for enhance the targeted areas. In addition, integrate our efforts to the selected areas as potential beneficiaries within the scope of the project and in line with its objectives which lead to Territorial sustainable development.

6.2 With third-party assignments

- **LGRDP and the EU**

LGRDP support to the Association of Palestinian Local Authorities (APLA) is part of the Multi-Annual Action Plan (MAAP) Programme of the EU that was designed to support (APLA).

In the framework of LGRDP extension, the ARD initiative implemented with EU resources will still be supported and completed by the Belgian support. On the request of the EU a joint (SYP+ - LGRDP) a concept note has been prepared to feed-in into the new EU programming for the coming years. During this preparation, it was clear that there was a lot of complementarities between both programmes, to be further developed in the new portfolio (also linked to the new pillars).

- **LGRDP and the NDC-Partnership**

LGRDP, and other interventions designed under the new portfolio, contribute to the implementation of the recently developed NDC action plans. The action plans were developed by EQA with the support of the NDC-Partnership and was completed for 6 sectors of priority at the national level.

- **Supporting partners**

LGRDP support the Association of Palestinian Local Authorities (APLA) to develop a project for supporting & strengthening the ability of Palestinian Local Authorities to manage environmental and sanitation services in consortia (Territorial approach) in a complementarity of LGRDP clusters (Beita & Beit Leqya), the project is supported by Italian cooperation and will be implemented jointly with ANCI, FELCOS and the Municipality of Assisi

Other synergies and complementarities

No other synergies/ complementarities to mention.

7 Transversal themes

7.1 Environment and climate change

The ultimate concern of the intervention is to address climate change and environment challenges, so Environment and climate change are not “transversal themes” it’s the core of the addendum.

The awareness raising of local communities in the cluster towards Environment and climate change is the main goal of communication during the addendum, it will be implemented in two levels, the first level will increase the community’s awareness towards general environment and climate change causes that effects each community and develop a strategy towards increasing the actions by the communities to limit the effects of climate change and environment challenges in their commounities. The second level will increase the community’s awareness towards the environment project that will be implemented on their communities, increasing the public support for the project, ensuring the understating of its objectives, and encouraging them to guide the progress of the project.

Some of the eligible communication materials produced during the process will be shared and distributed to other clusters, the general Palestinian community to increase their awareness on the environmental challenges and climate change.

7.2 Gender

The intervention is taking the necessary measures to promote and mainstream gender balance participation in all stages of the intervention. Monitoring efforts to track this progress are taken while collecting data about gender participation in the activities of the intervention.

Also, it was indicated during the formulation of the local technical committees in each cluster to engage women in the membership of the committees, and this have been measured from the attendance list, as well as high % of women participation in and during the development of Environmental assessment and plans.

Women participation is encouraged among the partners to take part at all levels, local steering committee memberships, environmental assessment planning sessions, as well as other senior decision-making positions.

7.3 Digitisation

In order to shift into some green practices simple digital tools are being introduced to partners, e.g. QR codes to replace paper agenda, attendance sheets and questionnaires at workshops, E-tendering

Digital literacy skills and green practises are a priority key competence throughout the programme. Digital solutions for project management and implementation were implemented, such as on-line application, virtual exchange of expertise with expertise. LGRDP II team has initiated a serious of green practises and digital tools to promote green practises in the team and within the partners.

Online meetings were encouraged within the team and the partners.

Online solutions were developed to replace the use of papers in the attendance sheets, surveys, questionaries, applications, tenders, grants, meeting minutes, and reports development and signatures.

Collaborative documents development and production was shifted to online platforms (OneDrive, SharePoint).

New guidelines were developed to shift all the data and information storage to online platforms (OneDrive, SharePoint) instead of paper archiving.

Team members and partners are practicing a printing free, paper free, and plastic free policies.

separation of waste is implemented, and an agreement was signed with a company to recycle the office waste.

7.4 Decent work

Promotion of decent work principles are promoted and supported among the partners in all concerned work/ recruitment processes in the intervention. Fair opportunities, as well as minimum wages respect, health and safety measures, and collective governance principles are guiding the procedures of the interventions.

8 Lessons learned

8.1 The successes

- **More inclusion:** Expanding the boundaries of our already defined clusters to include additional neighbouring villages when preparing environmental and climate change assessments and strategic plans
- **Continuous improvement:** Performed efforts of the intervention have led to integrate new LAs to the existing Cluster (Territorial development & integration) for both Yatta & Beit Leqya. This will multiply the expected impact of the intervention.
- **Synergy to complement:** the intervention has succeeded to create synergies with other donors like Italian development agency to create complementarity activities for the targeted clusters (Example Beit Leqya & Beita). The created synergy has also increased the responsiveness of the clusters plans to their actual needs while being in line with the newly adapted national agenda.
- **Consistent support to partners:** the intervention has succeeded to support APLA to develop their MAAP program and get 5 Years support from EC to its action plan.
- **Bringing more accreditation:** EQA has successfully joined the intervention's list of partners, adding value, and expertise in the field of environment and climate change.
- **Learning institutionalization:** ARD lab evolved into an experience Exchange platform and accompanied with a collective consent for further improvement and expansion.
- **NDC partnership:** This partnership will enhance the Palestinian representation through EQA on the international level through the support to the NDC in-country facilitator

8.2 The Challenges

- **COVID19:** the Pandemic affected the relationships with partners, imposed disconnections and consumed time and energy needed to move virtually. Delays also took place when coming to the restrictions of gatherings, meetings, and physically planned workshops.
- **Partner's expectations:** the targeted clusters have high expectations from the intervention as a result of being vulnerable to many priorities at their local level. While the intervention limits the budget to meet the prioritized Green Initiatives for the selected clusters
- **Gender balance:** low level of Women participation to LTC.
- **Time challenge:** the coordination among the relatively high number of actors is time consuming, it's effect increase in time of the pandemic.

8.3 Strategic learning questions

As part of the preparations for the coming portfolio, Enabel intends to support the MoLG LED unit, “Beit Fajjar” municipality and a group of investors in validating some technical issues related to producing products (such as Calcium Carbonate) out of the slurry; which results from stone and marble cutting process. Once completed, “Beit Bajjar” model can be used as a reference for other geographical areas; and can be used for future interventions within the portfolio.

8.4 Summary of lessons learned

Lessons learned	Target group
Involvement of as much as potential/new partners/stakeholders at early stages is more effective, saving time and easily linked to national and local priorities.	Intervention, new portfolio committee, future interventions.
Identification of the intervention activities/ investment should rely on scientific, and participatory assessments including all concerned actors	Intervention, new portfolio committee, future interventions, partners.
Lack of involvement of specific actors leads to inadequate implementation, and lack of ownership sense	Intervention, Partners
More time should be invested in planning, this leads to better understanding and consequently, better results	Intervention, new portfolio committee, future interventions, partners
Environmental projects & initiatives need intensive efforts on communication and community awareness to change the community's environmental culture.	Actors in the environment sectors, Partners, new portfolio committee
Clarity of roles and responsibilities for each actor/ partner, foster smooth and fruitful implementation	Intervention, new portfolio committee, future interventions, partners
Effective Environmental interventions and initiatives need allocating more resources	New portfolio committee, DGD
It is important to share plans, studies, or TORs with partners in its early stages of development, in order to collectively reach a consent regarding the expectations, and objectives of the activity/ deliverable	Intervention, new portfolio committee, future interventions, partners
Planning considering clear vision and strategy, leads to more effective results	Intervention, new portfolio committee, future interventions, partners
Deployment of MEAL tools leads to clear understanding, better planning, and performance tracking	Intervention, new portfolio committee, future interventions, Partners
Integration of communication strategies and plans in the implementation of the intervention leads to a more structured communication and awareness results	Intervention, new portfolio committee, future interventions, partners

9 Steering

9.1 Changes made to the intervention

- **Green initiatives identification process**

The bridging phase (TFF) addendum was designed with four pre-identified green initiatives, to be implemented in four clusters, based on short rapid consultancy on some needs identified during LGRDP II and supported by quick feasibility assessment studies.

At the kick-off of the addendum and in the first Technical Committee (TC) Meeting, the “pre-identification” of the green initiatives was under discussion among partners, where all agreed that there should be a strong basis to set priorities in each cluster and identify green initiatives accordingly. As a result of this TC meeting, a decision was made to start the “Environmental Assessment” study at the cluster level, which is a foreseen activity in the TFF, to be conducted as a first step. The outcomes of this Environmental Assessment will be the basis to identify challenges and priorities in each cluster, prioritize green initiatives, design capacity building and awareness raising programs. Accordingly, this was reflected in the action plan, timeline and logframe.

- **Staff structure:**

Significant change and modifications of the staff involved in the intervention was made to respond to the new context of the addendum. Please refer to section 3.1.2.2

- **Modification of Log-frame**

Significant modification of the indicators was made in the logframe that resulted from a collective participatory analysis exercise. This changed the perception of the team members to the project’s activities and imposed a more structured action plan.

The need to this change was raised from the ambiguity of some indicators in the logframe and the difficulty of its measurement.

- **Involvement of EQA**

As previously mentioned, EQA which is considered as a vital and valuable addition to the partners list of the intervention finally became a voting member in the PSC. This came at the time of needing more support and expertise in the field of climate change and environment challenges.

9.2 Decisions taken by the Steering and monitoring committee

Two STC meetings took place during the reporting period:

- First SC: January 26, 2021
- Second SC: June 15, 2021

Decisions to take	Period of identification
The First SC took place: January 26, 2021, and the decisions below were approved in this committee meeting:	
Approve the financial balance and the budget modification as proposed. For the LGRDP II.	January 2021
The equipment and the project car will remain at Enabel office in Ramallah for the benefit of the LGRDP II team, and the car to facilitate the activities and movement of the team during the work under the addendum of the LGEDP II till December 2023.	December 2023
Release the JLCB and the partner of their obligations in the execution of the project of LGRDP II till December 2020.	January 2021
Declare the project activities under LGRDP II and commitments ended in December 2020.	January 2021
Approve the one-month extension for the ITA to be 4 months (January – April) 2021, instead of 3 months (January – March) 2021.	January – April / 2021
The Second PSC took place June 15, 2021, and the decisions below were approved in this committee meeting:	
Approve the LGRDP II addendum action Plan 2021	June – December / 2021
Approve the hiring process for the LGRDP new staff who will support the LGRDP addendum activities.	January – March / 2021
The PSC approves the preparation of an agreement with MDLF based on a list of activities still to be identified.	April - June 2023
Approve the roles and the committee members of the technical committees, (National and Local).	June 2021
Approve MoLG request to support hiring staff in the North and Middle.	November 2021
To support APLA by the start of 2022, the detailed action plan will be discussed and approved in following steering committee meeting.	April 2022 – April 2023

Action			Follow-up	
Action(s)	Resp.	Time limit	Progress	Status
Approve the financial balance and the budget modification as proposed.	Enabel	January 2021	Completed	Closed
The equipment and the project car will remain at Enabel offices in Ramallah for the benefit of the LGRDP II team, and the car to facilitate the activities and movement of the team during the work under the addendum of the LGEDP II till December 2023.	PSC members	January 2021	Completed	Closed
Release the JLCB and the partner of their obligations in the execution of the project of LGRDP II till December 2020.	PSC members	January 2021	Completed	Closed
The contract extended	Resident Representative	January 2021	Completed	Closed
The action plan activities are under implementation	PSU and Partners	June 2021 – June 2022	In progress	Open
New LGRDP staff hired	PSU and RR	January – March 2021	Completed	Closed
Approve the roles and the committee members of the technical committees, (National and Local).	PSU	July 2021	Completed	Closed
Approve MoLG request to support hiring staff in the North and Middle.	PSU and MoLG	June – November 2021	Completed	Closed
To support APLA by the start of 2022, the detailed action plan will be discussed and approved in following steering committee meeting.	PSU , APLA	January 2022	In progress	Open

9.3 Considered strategic reorientations

- The future interventions will strategically consider the environment and climate change in every implemented action.
- Interventions will be based on assessment reports and strategic plans, considering the priorities of targeted localities that fall within the scope of Enabel.
- In addition to the focus on environment and climate change, Economy/ Circular & Green Economy will have a high focus by considering specific industrial sectors in the future for intervention in certain geographical locations.
- The new partner (EQA) will add value and strengthen the future interventions by sharing their professional experience and feedback.

9.4 Recommendations

Recommendations	Actor	Deadline
Involve relevant stakeholders to the implementation of the activities to enlarge benefits	Steering Committee	Q2-2022
Enhance the role of APLA in the intervention	Steering Committee	Q2-2022
Invest more in the planning period for the coming interventions. in terms of time and resources	Intervention	Q3-2022
Enhance coordination mechanism to improve responsiveness and time efficiency	Steering Committee	Q2-2022
Enhance future synergies within Enabel interventions and crosscutting themes	Intervention	Q3-2022

10 Annexes

10.1 Quality criteria

For each of the criteria (Relevance, Efficiency, Effectivity and Potential sustainability) several sub-criteria and statements regarding the latter have been formulated. By choosing the formulation that best corresponds to your intervention (add an 'X' to select a formulation) you can calculate the total score applicable to that specific criterion (see infra for calculation instructions).

1. RELEVANCE: The extent to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries.					
Do as follows to calculate the total score for this quality criterion: At least one 'A', no 'C' or 'D' = A; two 'B's = B; at least one 'C, no 'D' = C; at least one 'D' = D					
Appraisal of RELEVANCE: Total score		A	B	C	D
1.1 1.1. What is the current degree of relevance of the intervention?					
...	A	Clearly still anchored in national policies and the Belgian strategy, meets the commitments on aid effectiveness, extremely relevant for the needs of the target group.			
...	B	Still embedded in national policies and the Belgian strategy (even though not always explicitly so), relatively compatible with the commitments on aid effectiveness, relevant for the needs of the target group.			
...	C	A few questions on consistency with national policies and the Belgian strategy, aid effectiveness or relevance.			
...	D	Contradictions with national policies and the Belgian strategy, the commitments on aid effectiveness; doubts arise as to the relevance vis-à-vis the needs. Major changes are required.			
1.2 Is the intervention logic as currently designed still the good one?					
	A	Clear and well-structured intervention logic; vertical logic of objectives is achievable and coherent; appropriate indicators; risks and hypotheses clearly identified and managed; intervention exit strategy in place (if applicable).			
	B	Appropriate intervention logic even though it could need certain improvement in terms of hierarchy of objectives, indicators, risks and hypotheses.			
	C	Problems pertaining to the intervention logic could affect performance of an intervention and its capacity to control and evaluate progress; improvements required.			
	D	The intervention logic is faulty and requires an in-depth review for the intervention to possibly come to a good end.			

2. EFFICIENCY OF IMPLEMENTATION TO DATE: A measure of how economically resources of the intervention (funds, expertise, time, etc.) are converted in results.					
Do as follows to calculate the total score for this quality criterion: At least two 'A's, no 'C' or 'D' = A; two 'B's = B, no 'C' or 'D' = B; at least one 'C, no 'D' = C; at least one 'D' = D					
Appraisal of the EFFICIENCY: Total score		A	B	C	D
2.1 To what extent have the inputs (finances, HR, goods & equipment) been managed correctly?					
	A	All inputs are available in time and within budget limits.			
	B	Most inputs are available within reasonable time and do not require considerable budgetary adjustments. Yet, there is still a certain margin for improvement possible.			
	C	The availability and use of inputs pose problems that must be resolved, otherwise the results could be at risk.			
	D	The availability and management of the inputs is seriously lacking and threaten the achievement of the results. Considerable changes are required.			

2.2 To what extent has the implementation of activities been managed correctly?		
	A	Activities are implemented within timeframe.
	B	Most activities are on schedule. Certain activities are delayed, but this has no impact on the delivery of outputs.
	C	The activities are delayed. Corrective measures are required to allow delivery with not too much delay.
	D	The activities are seriously behind schedule. Outputs can only be delivered if major changes are made to planning.
2.3 To what extent are the outputs correctly achieved?		
	A	All outputs have been and will most likely be delivered on time and in good quality, which will contribute to the planned outcomes.
	B	The outputs are and will most likely be delivered on time, but a certain margin for improvement is possible in terms of quality, coverage and timing.
	C	Certain outputs will not be delivered on time or in good quality. Adjustments are required.
	D	The quality and delivery of the outputs most likely include and will include serious shortcomings. Considerable adjustments are required to guarantee at least that the key outputs are delivered on time.

3. EFFECTIVENESS TO DATE: Extent to which the outcome (specific objective) is achieved as planned at the end of year N				
Do as follows to calculate the total score for this quality criterion: At least one 'A', no 'C' or 'D' = A; two 'B's = B; at least one 'C, no 'D' = C; at least one 'D' = D				
Appraisal of EFFECTIVENESS: Total score	A	B	C	D
3.1 At the current stage of implementation, how likely is the outcome to be realised?				
A	It is very likely that the outcome will be fully achieved in terms of quality and coverage. Negative results (if any) have been mitigated.			
B	The outcome will be achieved with a few minor restrictions; the negative effects (if any) have not had much of an impact.			
C	The outcome will be achieved only partially, among other things due to the negative effects to which the management was not able to fully adapt. Corrective measures should be taken to improve the likelihood of achieving the outcome.			
D	The intervention will not achieve its outcome, unless significant fundamental measures are taken.			
3.2 Are the activities and outputs adapted (where applicable) in view of achieving the outcome?				
A	The intervention succeeds to adapt its strategies/activities and outputs in function of the evolving external circumstances in view of achieving the outcome. Risks and hypotheses are managed proactively.			
B	The intervention succeeds rather well to adapt its strategies in function of the evolving external circumstances in view of achieving the outcome. Risk management is rather passive.			
C	The project has not fully succeeded to adapt its strategies in function of the evolving external circumstances in an appropriate way or on time. Risk management is rather static. A major change to the strategies seems necessary to guarantee the intervention can achieve its outcome.			
D	The intervention has not succeeded to react to the evolving external circumstances; risk management was not up to par. Considerable changes are required to achieve 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).				
<i>Do as follows to calculate the total score for this quality criterion: At least three '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</i>				
Appraisal of POTENTIAL SUSTAINABILITY: Total score		A	B	C

4.1 Financial/economic sustainability?		
	A	Financial/economic sustainability is potentially very good: Costs related to services and maintenance are covered or reasonable; external factors will have no incidence whatsoever on it.
	B	Financial/economic sustainability will most likely be good, but problems may arise in particular due to the evolution of external economic factors.
	C	The problems must be dealt with concerning financial sustainability either in terms of institutional costs or in relation to the target groups, or else in terms of the evolution of the economic context.
	D	Financial/economic sustainability is very questionable, unless major changes are made.
4.2 What is the degree of ownership of the intervention by the target groups and will it prevail after the external assistance ends?		
	A	The Steering Committee and other relevant local instances are strongly involved at all stages of execution and they are committed to continue to produce and use the results.
	B	Implementation is strongly based on the Steering Committee and other relevant local instances, which are also, to a certain extent, involved in the decision-making process. The likelihood that sustainability is achieved is good, but a certain margin for improvement is possible.
	C	The intervention mainly relies on punctual arrangements and on the Steering Committee and other relevant local instances to guarantee sustainability. The continuity of results is not guaranteed. Corrective measures are required.
	D	The intervention fully depends on punctual instances that offer no perspective whatsoever for sustainability. Fundamental changes are required to guarantee sustainability.
4.3 What is the level of policy support delivered and the degree of interaction between the intervention and the policy level?		
	A	The intervention receives full policy and institutional support and this support will continue.
	B	The intervention has, in general, received policy and institutional support for implementation, or at least has not been hindered in the matter and this support is most likely to be continued.
	C	The sustainability of the intervention is limited due to the absence of policy support. Corrective measures are required.
	D	Policies have been and will most likely be in contradiction with the intervention. Fundamental changes seem required to guarantee sustainability of the intervention.
4.4 To what degree does the intervention contribute to institutional and management capacity?		
	A	The intervention is integrated in the institutions and has contributed to improved institutional and management capacity (even though it is not an explicit objective).
	B	The management of the intervention is well integrated in the institutions and has contributed in a certain way to capacity development. Additional expertise may seem to be required. Improvement is possible in view of guaranteeing sustainability.
	C	The intervention relies too much on punctual instances rather than on institutions; capacity development has failed to fully guarantee sustainability. Corrective measures are required.
	D	The intervention relies on punctual instances and a transfer of competencies to existing institutions, which is to guarantee sustainability, is not likely unless fundamental changes are made.

10.2 Updated Logical framework and/or Theory of Change

Include the updated Logical framework and/or the Theory of Change if it has been profoundly changed over the past 12 months. Profound changes must be understood as: Changes to the formulation of results, new indicators, adapted or dropped indicators.

10.3 Monitoring of change management processes forms (optional)

Monitoring forms to be used for ongoing reflection or for an explicit research-action approach used by the intervention (See Content management guide).

Title Output 1
What is the assumption (1 phrase) leading to the intermediate outcome?
<p>Is the Theory of Change (model, principles, values) underlying the assumption developed in an explicit manner?</p> <p><input type="radio"/> No</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> Major changes made to the ToC during the year?</p> <p>If so, which ones? (Adapted ToC may be attached.)</p>
<p>Which are the major decisions taken in the year to realise the change on the basis of the assumption and which is their justification?</p> <p><input type="radio"/> Decision 1 : <input type="radio"/> Justification Decision 1:</p> <p><input type="radio"/> Decision 2: <input type="radio"/> Justification Decision 2:</p>
Were there any opportunities in the context (specifically related to the result) that have facilitated the change process and the achievement of the intermediate outcome?
Were there any major constraints in the context (specifically related to the result) that have negatively influenced the change process and the achievement of the intermediate outcome?
<p>Has the (research-action) change process been documented?</p> <p><input type="radio"/> No.</p> <p><input type="radio"/> Yes</p> <p>If yes, under which form?</p>
<p>Has the documented change process been communicated in any way?</p> <p><input type="radio"/> No</p> <p><input type="radio"/> Yes</p> <p>If yes, under which form?</p>

10.4 Summary of MoRe Results

Results or indicators of the logical framework changed during the last 12 months?	
Report of the Baseline registered in PIT?	NA
MTR Planning (registered report)	NA
ETR Planning (registered report)	1/10/2023
Backstopping missions since 01/01/2012	2

10.5 'Budget versus Actuals (2021 - Decembr 31.)' Report

Deliver the 'Budget versus Actuals (2021 -12)' Report.

Annex (1), attached

10.6 Resources in terms of communication

In this optional Annex interventions should list all available materials (articles, books, videos, etc.) regarding the effects of the intervention on the beneficiaries, including studies, knowledge-building reports or (scientific) publications. The use of materials with client-centred approaches ('story telling') is greatly appreciated. Also indicate which documents or publications are related to strategic learning.

Newsletters:

<https://sway.office.com/xZD1Ley4xZeuaDTX?ref=Link>

<https://sway.office.com/edWdZnCF1IL3XjG6?ref=Link>

<https://sway.office.com/3rHFVEXCRK0TTz4S?ref=Link>

<https://sway.office.com/eesyTVxedmrs9UGW?ref=Link>

Video:

<https://youtu.be/9Mm8CAaDdTg>