صندوق تطوير وإقراض الهيئات المحلية
Municipal Development & Lending Fund

# SEMI ANNUAL REPORT 2024



لحيـــاة أفضـــل



صندوق تطوير وإقراض الهيئات المحلية
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www.mdlf.org.ps

# *Semi Annual Report 2024*

# *Municipal Development and Lending Fund*

## (MDLF) – Palestine

## August 2024

In partnership with
RÉPUBLIQUE FRANÇAISE
Liberté
Égalité
Fraternité
AFD
AGENCE FRANÇAISE DE DÉVELOPPEMENT
THE WORLD BANK
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KFW
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REPRESENTATIVE OFFICE OF DENMARK
Ramallah
Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

## Our Vision

Efficient and effective local government units contributing to achieve a better life for citizens.

## Our Mission

MDLF is a national organization that strives to translate the local government policies into sustainable development programs by effective management of funds.

## MDLF Values

| | | |
|---|---|---|
| Transparency | is | Our policy |
| Professionalism | is… | Our identity |
| Accountability | is… | Our strength |
| Credibility | is… | Our principle |
| Scientific method | is… | Our approach |

## Our Strategic Themes

- Empowerment of LGUs and enhancement of its responsiveness
- Strengthening MDLF institutional development
- Empowerment of vulnerable communities and enhancement of its resilience

## To Our LGUs

It is our promise to demonstrate our persistence to help create more efficient and effective local government units, and improve the lives of our citizens.





## Glossary

| | |
|---|---|
| AFD: | French Development Agency |
| APLA: | Association for Palestinian Local Authorities |
| BOD: | MDLF Board of Directors |
| COA: | Chart of Account |
| DCF: | Donor Consultation Forum |
| EC | European Commission |
| ESMP: | Environmental and Social Management Plan |
| ESMF: | Environmental and Social Management Framework |
| EOI: | Expression of Interest |
| FARV: | Fixed Assets Registration and Valuation |
| FAO: | Food and Agriculture Organization at the United Nations |
| FPPM: | Financial Policies and Procures Manual |
| GD: | Government of Denmark |
| GIZ: | German Technical Cooperation |
| GSWMP: | Gaza Solid Waste Management Project |
| HIMI: | High-Impact Micro- Infrastructure Project |
| ICUD: | Integrated Cities and Urban Development Project |
| IFMIS: | Integrated Financial Management Information System |
| JEDCO: | Jerusalem District Electricity Company |
| JSCs: | Joint Service Councils |
| KFW: | German Development Bank |
| LDP: | Local Development Program |
| LGRDP: | Local Government Reform Development Program |
| LGUs: | Local Government Units |
| MDLF: | Municipal Development and Lending Fund |
| MIS: | Management Information System |
| MOLG: | Ministry of Local Government |
| MOF: | Ministry of Finance |
| MOPAD: | Ministry of Planning and Administrative Development |
| NDP: | National Development Plan |
| PCU: | Project Coordination Unit |
| PGMIS: | Project Grant Management Information System |
| PNA: | Palestinian National Authority |
| PRDP | Palestinian Reform and Development Plan |
| RHC: | Regeneration of Historical Centres |
| SDIP: | Strategic Development and Investment Plan |
| Sida | Swedish International Development Cooperation Agency |
| SMDN: | Support to Municipal Development for Northern West Bank |
| TOR: | Terms of References |
| UPFI: | Urban Project Finance Initiative |
| WBG: | West Bank & Gaza |

## Board of Director (BOD)

| | |
|---|---|
| Dr. Sami Hijjawi | Chairman of the Board,<br>Minister of Local Government |
| Mr. Iyad Zitawi | Board Member,<br>Representing Palestinian Monitory Authority |
| Mr. Saleem Abu Thaher | Board Member,<br>Representing Ministry of Public Works and Housing |
| Ms. Mohammad Rabi' | Board Member<br>Representing Ministry of Finance and Planning |
| Ms. Areej Odeh | Board Member<br>Representing Civil Society Organizations |
| Ms. Nadia Habash | Board Member<br>Representing Engineers Association |
| Mr. Abdel Kareem Zubaidi | Board Member<br>Representing Association of the Palestinian Local Authorities (APLA) |
| Mr. Mohannad Amro | Board Member<br>Mayor of Dura Municipality (Representing the Municipalities) |
| Mr. Raqi Kayed | Board Member<br>Mayor of Al-Ram Municipality (Representing the Municipalities) |

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## Executive Summary

The first half of 2024 has been substantially influenced by the continued Israeli aggression in the West Bank and Gaza, which began on October 7th, 2023. This report provides an update on the progress MDLF has made during this period despite the difficult circumstances. It also details how the implementation plans have been adjusted to address these challenges.

### A) Implementation Progress

**The Municipal Development Program-phase 4 – (RMSP)**

All preparatory activities for MDP4 were completed prior to the escalation of Israeli aggression on Gaza, including the baseline performance ranking, fund allocation to municipalities, preparation of costing and procurement plans, and the issuance of requests for applications related to sub-projects and capacity-building packages. The aggression on Gaza which has started since October 7th, 2023 and accompanied with Israeli measures on the West Bank territories had a significant impact on all MDP4 activities in both West Bank and Gaza. Since then, MDLF has been actively addressing these challenges and working to expedite the implementation of MDP4 through all available means.

As an immediate response from MDLF to tackle the challenges arising from the prolonged Israeli war, a concept note for emergency support to municipalities was prepared by MDLF and shared with DPs during the 1st few months of 2024. The concept note was designed to address the challenges and the negative impacts of the Israeli war on the local government units with specific focus on the municipalities, highlighting the facts on dire socio-economic conditions, rising unemployment, and deteriorated fiscal situation of the Palestinian Authority (PA), and emphasizing the critical risk to municipalities' financial sustainability which have severely hindered their capacity to deliver and sustain essential services to citizens.

The DPs welcomed MDLF initiatives in preparing such concept note which was thoroughly discussed with those who were committed to support emergency financing, particularly the WB, AFD, KFW and the SDC. The agreement among DPs was to restructure the MDP4 by revisiting its components, its results framework and other operational aspects in light of the prolonged Israeli war. On the other hand, a new component was added to the MDP4 to support the recurrent expenditure of the municipalities and the intensive job creation for operation and maintenance of municipal services (cash for work). To the end, the financing agreements for additional emergency support have been materialized with AFD (EUR 10 million), WB (US$15 million) and the Multi-doner Trust Fund (US$ 7 million), where as the other committed amounts through the KFW (EUR 5 million) and the SDC ($ 2.7 million) are expected to be formalized in September 2024.

Regarding the implementation status of MDP4, it is important to mention that since the beginning of the Israeli aggression on Gaza, the execution of the project activities in Gaza have been suspended. However, progress has continued in West Bank municipalities despite of ongoing security constraints, blockade, access restrictions and invasions imposed by Israeli forces.

Regarding the progress of **component (1):** ***Performance Based Service Delivery Grants:*** A total of 166 sub-project proposals, with a combined value of approximately **EUR 22,564,165**, were submitted by 134 municipalities in the West Bank. An analysis of these proposals reveals that 64.6% of the West Bank allocation will be invested in the roads sector. The water sector is the second highest priority, receiving 7.9% of the allocation. Other sectors include public facilities (7%), solid

waste (6.1%), service equipment (6%), and electricity (4.9%). In contrast, solar energy and wastewater sectors have the smallest allocation shares, at 2.4% and 1.2%, respectively. Those sub-projects were subject to technical, social and environmental screening/appraisal in accordance to MDLF operational manual. The status of sub-projects can be summarized as follows: (**48 sub-projects** are either completed or ongoing amounting **20.2%** of the total entire allocation for West Bank municipalities), **37 sub-projects** are in the tendering and bid evaluation stage amounting **22.3%** of the total entire allocation for West Bank, and **81 sub-projects** are still at the appraisal/approval process amounting **57.5%** of the total entire allocation for West Bank and expected to be tendered within three months.

**Regarding Component (2): *Sector Policy and Institutional Development*:** this component has also witnessed good progress where MDLF has informed municipalities about the capacity packages they will receive under the first cycle of the project and has started the required contracting for the most pressing packages. Municipalities have signed the Grant Implementation Agreements (GIAs) with MDLF and have started the implementation of certain packages accordingly. On the other hand, the Ministry of Local Government (MoLG) has upgraded four village councils to municipal status. MDLF aims to support these newly established municipalities by providing capacity-building packages to help them meet the eligibility criteria for MDP4-Cycle 2 grants.

*Regarding the Policy and Institutional Development Support for PA institutions*, MDLF has engaged a local consultant to oversee sector and policy reform issues related to net lending, intergovernmental fiscal transfers among local government units (LGUs), and other relevant matters. Regarding the **Inter-governmental transferee system,** a national team has been formed including representatives from (Ministry of Local Government, Ministry of Finance, Ministry of Planning, MDLF and APLA). The team according to its mandate is going to work closely with international partners (World bank and GIZ) to develop interventions for financial reform and other related tasks. The main progress in this topic is the consensus among all parties on prioritizing the development of IGFT with a plan to start as soon as logistic arrangements are finalized.

Regarding the transportation fees, property tax and profession fees, progress has been noticed. A recent positive development is the minister's decision to enhance the allocation process for the transportation fees to ensure greater transparency and fairness. The minister has also decided to establish a committee to develop the allocation criteria and oversee the distribution accordingly.

**Furthermore,** the main development in the reform agenda is that 88 municipalities were found to be eligible to collect property tax following their valuation. Currently, 23 municipalities are actively collecting this tax, while 11 others are awaiting a decision from the Council of Ministers, which is expected soon. It is planned to transfer the collection mandate to approximately 88 municipalities by the end of 2025 and to complete the valuation for an additional 138 municipalities later on.

The progress achieved is considered significant, while it is considered a preliminary step, it is necessary to evaluate this progress by comparing the collection efficiency and assessing whether it has led to increase revenues.

**Finally, 2024 year** has marked a notable progress regarding the profession fees, with the Ministry of Finance approving an allocation of NIS 80 million for the period from 2020 to 2023. This is a key development, as it counters the Ministry’s earlier position that these fees were ineligible for LGUs since 2020.

In addition to these achievements, this sub-component will also emphasize the institutional development of the Ministry of Local Government (MoLG), with the upgrading and development of the budget portal. This will include a technical and functional assessment to define the scope of the necessary improvements. Terms of Reference (TOR) for the functional assessment of the MoLG budget portal has been prepared, and the procurement process for this assessment has commenced.

**Regarding Component (3):** ***Competitive Grants for Natural hazard and Climate Change Resilience:*** MDLF has successfully completed the mobilization phase for this component, which includes two sub-components: one financed by Enabel and the other supported by AFD, WB, MDTF, and Denmark (DRO). The progress for Enabel's contribution can be summarized as follows:

i) **Consultant Contracts**: Two individual consultants were engaged—one specialized in energy efficiency/renewable energy (EE/RE) and another responsible for preparing specifications for solid waste management equipment and overseeing its delivery to the five targeted Joint Service Councils (JSCs).
ii) **Assessment and Identification of Sub-projects**: the mobilization and assessment phases have been completed for EE/RE and the design phase for the interventions in the northern and southern clusters has started. Furthermore, the consultant for solid waste management has completed the assessment and design. Based on that, procurement process was finalized and the contract for the delivery of five garbage vehicles was signed on May 15$^{th}$ , 2024.

For the AFD, WB, MDTF and DRO contribution, a secondary urban risk assessment is undergoing where the consultant will assess the 15 resilience plans prepared under MDP3 along with other studies considered as primary risk assessment. Based on this assessment, a list of potential sub-projects will be identified as climate change mitigation or adaptation initiative. Those initiatives will be selected through a competitive process based on established scoring criteria.

## Area “C" Development Programmed - Package 5

The implementation of the **"Area C" Development Programme Package 5, jointly funded by Denmark and the EU** in a total financing EUR 5.7 million, has had a positive impact on the living conditions of underserved residents in Area C of the West Bank. Progress on the package includes the completion of 15 projects, with one project currently suspended.

## Area “C” Development programmed - Package 6

On the other hand, the other package funded by the AFD through the EU **Area “C” Development program Package 6** in a total budget of (Euro 2 million) witnessed a progress with some delays. These delays are primarily due to budget constraints and the extended time required for design reviews and approvals from line ministries. Regarding the implementation status of this package, (2) sub-projects namely, the “Rehabilitation and Construction of Internal Roads at AL-Jiftlik Village Council” and the “Construction of Haris Secondary Boys School” are undergoing. While the remaining two projects are facing major challenges including a stop working order for the project: “Construction of an Elementary Mixed School at Al-Aqaba Village Council” and a Demolition order for the project: “Construction of a Multi-Purpose Building for Furush Beit Dajan Village Council”.

**2nd phase of Area C projects "funded by the SDC"**

The project has seen some progress, but with some delays. These delays are due to technical issues, including a prolonged approval process from line ministries and a verbal stop-work order from Israeli authorities affecting the Jit School, Isla road rehabilitation, and Qalandia playground projects. Furthermore, the Israeli blockade, which has been in effect since October 7th, has adversely impacted the implementation status of the project. The agreement is anticipated to be extended by an additional year to address these delays. Despite these challenges, the project is progressing: 4 sub-projects have been completed, 7 are ongoing, and 1 sub-project, specifically the Jit School, has been suspended and terminated. This sub-project will be re-awarded on a single-source basis. Along with the progress made for social infrastructure component, a local NGO was contracted to promote civic engagement across the target localities with noticeable progress recorded during the reporting period.

**Local Government Reform and Development Programme "LGRDP II"**

The Grant Agreement for the project came into effect on October 13th, 2022. Since then, MDLF's team has demonstrated strong commitment to advancing the project activities as planned. However, political challenges that began on October 7th have caused significant delays. These difficulties have hindered various activities, including equipment shipments and access to implementation sites, which became completely inaccessible due to the Israeli blockade. Despite these substantial delays, which were beyond MDLF's control, the MDLF has effectively continued with the execution of the 11 planned projects.

**The Multi-site Regeneration Project (MSR)**

**The MSR** was designed to target Jericho with the aim to enhance the economic development of Jericho city by developing and upgrading public facilities and extending the city's green spaces. The project witnessed progress during the past period where several donor missions took place reflecting on the progress of the projects' several components. The new municipal garage was completed, and it is now being operated as planned. The Slaughterhouse equipment had been delivered from Turkey and installed onsite making the project functional and operating as planned. The remediation of the old slaughterhouse has been completed in August, 2024. Works included the demolition of the old cattle and sheep slaughtering building and asphalt and basecourse works for the yard. MDLF is following up with the municipality regarding the operation of the slaughterhouse which is expected to be done soon.

## B) Design of New Interventions

- **Area C Development Programme – Package 7:** During the reporting period, MDLF completed the preparation of the new Area C Development Programme – Package 7 with total financing of EUR 7.6 million . Fourteen (14) projects in fourteen (14) localities will be implemented, of which twelve (12) will be financed jointly by the EU/KFW and the other two projects will be financed by Denmark. Those localities and projects were selected based on the criteria which was approved by the Steering committee on November 23th , 2023. The

specific objectives (outcomes) of the programme are composed of two folds (i) to improve access to essential and public infrastructure services in Area C and; (ii) to strengthen the capacity of the targeted LGUs to deliver and sustain essential social and public services in Area C. The agreements were signed and the implementation has started.

- **Support for Village Councils**: A concept note for supporting 32 village councils in the West Bank was submitted and agreed upon with the KFW with a total financing of EUR 6 million. This support aims to enhance the delivery of basic services and foster greater engagement of women, youth, and people with disabilities, thereby improving local participatory planning and accountability processes. The agreement for VC support is expected to be signed in the fourth quarter of 2024.

- **Preparation for Solid Waste Management Project – West Bank:** MDLF has initiated preparations for a new project aimed at improving solid waste management in the West Bank, with an estimated financing of $17 million. Social and environmental safeguards have been developed, and project appraisal is anticipated to occur in late September 2023. The project's primary focus is to enhance solid waste management by providing technical support to Joint Services Councils (JSCs), along with supplying solid waste equipment, tools, and infrastructure. This includes the construction of new cells for sanitary landfills in Zahrit Al-Finjan and Alminya, as well as the rehabilitation/construction of transfer stations.

## C) Limitations, Challenges and the Way forward

The Israeli aggression on Gaza which was accompanied with measures on the West Bank territories put its shadows on the MDLF programs and operations, and marked as the big challenge being tackled by MDLF during the year 2024. MDLF has been deeply engaged in addressing the impacts of the recent war on its operations and programs which can be outlined as follows:

### Gaza Support and Operations

- The MDLF support to Gaza has been continuously assessed by MDLF in consultation with DPs to better diagnose the situation and proactively response when the situation allows. So far, the MDLF activities in Gaza has been suspended due to the Israeli aggression on Gaza and given the inability of MDLF to intervene since the beginning of the war. It is also important to mention that a preliminary review of the infrastructure reveals extensive damage, with most of MDLF interventions in municipal services and infrastructure either completely or partially destroyed.
- The programs for Gaza that were active before the conflict, such as the second phase of Gaza Vulnerable Communities Development Programme funded by SDC and the Construction of the Recreational Public Space "Seafront Project" for Gaza City funded by GIZ, have both been terminated and closed out. Payments were made for the activities completed prior to the outbreak of the war.

- **Adjustments of MDP4 Framework and Funding for Gaza:** It is also important to mention that the MDP4-DPs have all agreed that the nature of the MDP4 activities and components are no longer valid for Gaza municipalities. For instance, the performance ranking along with the allocation mechanism would not be applied given the extensive destruction of municipalities capacities making then ineligible for financing under cycle 02. Similarly, the climate change interventions under the 3rd component of MDP4 are no longer relevant. Furthermore, the capacity building packages may require substantial restructuring to be more appropriate and efficient. Consequently, it is foreseen that any support to Gaza under the MDP4 in relation to services delivery and infrastructure shall be redirected to the newly designed component 6 which focusses on emergency support including recurrent expenditure and cash for work activities. It was also affirmed that while the current MDP4 framework may continue to support Gaza in restoring services (if the situation allows), the extensive needs for reconstruction and capacity building will necessitate alternative funding sources given the significant financing demand resulted from the extensive damages and destructions in Gaza.
- **Post-War Interventions for Gaza: "Emphasis on Service Restoration and Coordinated Recovery":** Based on MDLF's assessment and consultations with DPs, it has been concluded that the post-conflict situation requires a more robust approach to restoring services than the current MDP4 framework provides. This includes offering emergency support to cover recurrent expenditures and C4W (Cash for Work) activities at the municipal level as a short-term measure. For the medium to long term reconstruction of municipal services and infrastructure, future efforts and plans will need a well-coordinated approach within a multi-sectoral recovery strategy, emphasizing the "build back better" principle.

**West Bank Operations**

- **Challenges Facing West Bank Municipalities:** West Bank municipalities, meanwhile, have been affected by severe Israeli violations and settlers violence, along with restrictions on movement and blockade. These challenges have led to delays in some projects, with certain activities postponed and others required review or amendments. Furthermore, field visits to the potential projects have been negatively affected due to the Israeli invasions in the West Bank and the increasing number of Israeli military checkpoints. Thus, the operational plans for MDLF projects in the West bank were revisited and amended accordingly.
- The performance ranking criteria is the core element of the MDP4. However, due to the adverse effects of the prolonged war on Gaza and its consequences on the West Bank municipalities, it appears that these municipalities may struggle to meet the financial indicators required for graduation on the performance ladder. Consequently, the MDP4 results and intended targets have been reassessed and adjusted to better align with the current situation.
- **Area "C" programme:** Area "C" prorgamme was also affected by the political instability. Field visits by the MDLF team and LTCs have been extremely challenging due to settler violence and the Israeli blockade on Area "C" regions. Additionally, some projects in Area "C" have received stop-work and demolition orders.

## Communication and Outreach

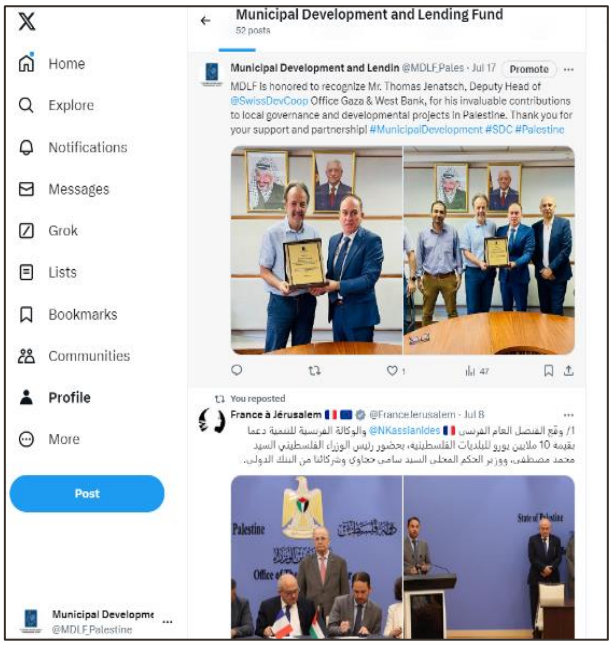
Ensuring effective communication and extensive visibility of projects remains one of the top priorities for the Municipal Development and Lending Fund (MDLF). In continuation of our commitment to this objective, we have implemented a range of activities during the first half of 2024. This section highlights the key communication and outreach efforts undertaken by MDLF to engage our stakeholders, promote transparency, and share the impact of our projects.

### Online Communication and Social Media

Throughout the first half of 2024, MDLF has maintained a strong presence on social media platforms, particularly Facebook. Our social media content has been regularly updated to engage our target audiences in meaningful conversations about various topics related to our activities. We have been sharing success stories, before-and-after project transformations, and updates on ongoing initiatives to keep our followers informed.




MDLF's Facebook page has seen a notable increase in followers and engagement during the reporting period. We have observed a consistent growth in visits to the page, signifying a high level of interest and engagement from our followers, as evidenced by the data on page views per session and average visit duration.




Moreover, our proactive approach to responding to community inquiries and feedback has led to addressing more than 8,500 questions on our Facebook account. Furthermore, we have developed various pieces of original visual communication, such as factsheets, web visuals, social media illustrations, animations, and interactive content, to effectively convey project-

related information to our audience. We publish all our updates and success stories on our platforms, and the positive feedback we receive from the public reflects the impact and success of our project.

**Publications and Printed Material**

In line with our commitment to transparency, MDLF issued several publications and printed materials in the first half of 2024. The highlight was the release of the " Annual Report 2023," which showcased the remarkable achievements and impact of our projects during this reporting period. The report was designed with a standard identity to maintain consistency in our branding.




Additionally, MDLF produced a series of fact sheets for different projects, offering concise and informative summaries of their objectives, outcomes, and benefits to the communities. These publications have served as essential tools for informing stakeholders about the progress of our initiatives.

**TV and Radio Interviews**

Visual and audio storytelling have been integral parts of our communication strategy. To provide deeper insights into our projects and their impact, MDLF participated in numerous TV and radio interviews. These media engagements documented project activities, showcased successful pilot clusters, and presented before-and-after project transformations. Our content was effectively distributed through multiple channels, including our website, YouTube, and Facebook. Furthermore, MDLF utilized social media platforms to feature stories related to our activities, further enhancing the reach of our media content.




**Press Releases and Media Relations**

Maintaining strong media relations has been crucial in disseminating information about MDLF's initiatives. In the first half of 2024, we continued to issue numerous press releases to inform the public and media about significant events, workshops,

and training activities. Our press releases garnered coverage in daily newspapers and other media outlets at both national and regional levels. Each release was subsequently shared across our social media channels, ensuring broader visibility.

**Meetings and Signing Agreements**

MDLF remains committed to establishing direct linkages and fostering communication channels with our beneficiaries and stakeholders. During the first half of 2024, we engaged in several meetings, workshops, and signing agreements to further strengthen our partnerships. These collaborations involved government officials, donors' institutions, local authorities, and other key stakeholders, reaffirming our collective commitment to achieving positive change and improving the lives of citizens.

1. **Municipal Development and Lending Fund Honors SDC Deputy Director**:

   - Mohammad Al Ramahi, Director General of MDLF, honored Mr. Thomas Jenatsch, Deputy Director of Cooperation at the Swiss Agency for Development and Cooperation (SDC), on the completion of his mission in Palestine. Al-Ramahi praised Jenatsch's efforts in facilitating developmental projects and supporting the local governance sector in Palestine. Jenatsch expressed appreciation for the positive and constructive bilateral relations, affirming continued Swiss support.



2. **Signing of a Significant Agreement**:

   - Under the auspices of the Prime Minister Dr. Mohammad Mustafa, a significant agreement was signed in Ramallah, securing $33 million in funding from the World Bank ($15 million), the Multi-Donor Trust Fund ($7 million), and the AFD - Agence Française de Développement (EUR 10 million) to support Palestinian municipalities. This additional financing to the Municipal Development Program Phase 4, is crucial in addressing pressing economic challenges.



3. **Meeting with British Delegation**: Mohammad Al Ramahi, Director General of MDLF, participated in a meeting where the Minister of Local Government Dr. Sami Hajawi outlined plans to enhance local government revenues and ensure financial sustainability. The meeting, attended by a British delegation and the British Consul General in Jerusalem, focused on partnerships with the private sector and financial challenges.



4. **Meeting with French Development Agency (AFD)**: The Minister of Local Government, Dr. Sami Hajawi, received a high-level French delegation from the French Development Agency (AFD) in Ramallah, led by Cyrille Bellier, along with the presence of Mohammad Al-Ramahi, Director General of MDLF. The discussion focused on French support for rural development projects and the fourth phase of the Municipal Development Program (MDP4).



5. **Meeting with EU Representative**: Dr. Sami Hajawi, Minister of Local Government, briefed the EU representative in Palestine, Alexander Stutzmann, on the challenges facing the local governance sector. The meeting, held at the ministry's headquarters in Ramallah, highlighted issues such as the Israeli occupation's practices and the destruction of infrastructure.



6. **Ceremony for New Minister of Local Government**: Dr. Sami Hajawi officially assumed his role as the new Minister of Local Government, succeeding Eng. Majdi Al-Saleh. During the handover ceremony, Mohammad Al-Ramahi presented a commemorative shield to the outgoing minister in appreciation of his efforts and achievements.



7. **Stakeholder Engagement in Project Design**: as part of the Municipal Development Program Phase 4, municipalities began disclosing projects and implementing stakeholder engagement plans to involve "stakeholders and marginalized groups" in designing and preparing environmental and social plans for infrastructure projects.



8. **Visit from Belgian Consul General**: Wilfried Pfeffer, Belgian Consul General in Jerusalem, visited MDLF to discuss cooperation and support for Municipalities. Pfeffer affirmed Belgium's commitment to supporting local governance and commended MDLF's efforts.



9. **Monitoring Visit by Cypriot Delegation**: Ambassador Dr. Demetris Assos from Cyprus and Mr. Mohammed Al Ramahi conducted a monitoring visit to assess the progress of the project for the benefit of Ain Quenia village. The project, funded by the Cypriot government through MDLF, focuses on constructing a multi-purpose building including a premise for the village Council.



## MDLF Programs/Projects

1. **Municipal Development Program Phase 4**

2. **Area C Development Programme in the West Bank – Package 5 "EU-DRO Fund"**

3. **Area "C" Development Programme-Phase 2 - SDC Portfolio**

4. **Local Government Reform and Development Programme - Phase 2 Addendum**

5. **Area C Development Programme in the West Bank – Package 5 – EU fund**

6. **Multi-site Regeneration Project for Jericho "MSR"**

7. **Green West Bank – Enabel Contribution to the Municipal Development Program -Phase 4**





# 1. Municipal Development Program Phase 4

## 1.1 Introduction:

The MDP is a multi-phase national program that has been financed by the Palestinian government and several financing partners. The MDP is designed to contribute to the larger Palestinian Government objectives related to strengthening local governments by enhancing their efficiency and effectiveness in managing their municipal affairs by moving them towards fiscal stability over the longer-term. The MDPs have focused on all participating municipalities in the West Bank and Gaza, offering a combination of technical assistance and annual performance-based grants. These resources are allocated for priority sub-projects aimed at enhancing municipal service delivery. Here's a summary of its phases and objectives:

- **Phase 1 (2010-2013):** The initial phase was financed with EUR 59 million. Its focus was on establishing a foundation for improving municipal governance and service delivery.
- **Phase 2 (2014-2017):** With EUR 122 million in funding, this phase expanded efforts to further enhance municipal performance and accountability.
- **Phase 3 (2018-2023):** This phase received EUR 184 million and continued to build on previous achievements, with an emphasis on strengthening fiscal stability and service delivery.
- **Phase 4 (2023-2027):** Known as MDP 4, this phase aligns with the Palestinian Authority's long-term strategy to enhance and strengthen service delivery in the local government sector. With a total financing of EUR 142.8 million to date, MDP 4 aims to build on past successes and expand efforts to improve municipal performance and sustainable service delivery. It places a particular emphasis on social and environmental considerations, climate change mitigation and adaptation, and sector and policy reform interventions.

## 1.1 MDP 4 Description

### A. Development Objective

To strengthen municipal capacity to deliver accountable, sustainable, inclusive and resilient services to the municipal population in the West Bank and Gaza.

### B. Development Objective Indicators

The achievement of the Project Development Objective (PDO) will be measured against the following proposed key results:

| PDO Result Area | Indicators |
|---|---|
| **Greater municipal capacity** | 1. Municipalities that graduate up the performance category in which they are currently classified (Number) |
| **Greater municipal accountability** | 2. Beneficiaries satisfied with the services provided under the project (Percentage) |
| **Greater municipal service sustainability** | 3. Direct beneficiaries of activities under Component 1 "Performance Based Service Delivery Grant" and Component 3 "Competitive Grants for Natural hazard and Climate Change Resilience". (Number)<br>4. Operations Manual for the IGFT finalized and approved |
| **Greater resilience to disasters** | 5. Number of subprojects completed that address natural hazard and climate change risks (Number) |

**C. Project Beneficiaries**

The participants of the project are all municipalities in the West Bank and Gaza. The beneficiaries are the populations in all of the municipalities, which is estimated to 3, 611,649[1] represent 75% of the total population of West Bank and Gaza[1].

**D. Project Components**

**Component 1:** ***Performance Based Service Delivery Grant:*** This sub-component will cover all municipalities in the WB&G. Bi-annual allocation for municipalities will be distributed to municipalities to be utilized for municipal infrastructure and service delivery. The bi annual allocation will be split into: (basic block grant and performance-based grants). Through this component the program will provide participating municipalities with the Performance-Based Grant (PBG) financing that will be used to finance infrastructure sub-projects in the following sectors: road rehabilitation , public facilities, water and wastewater services, electricity and energy projects, and solid wastes management, taking into consideration a negative list which considers high social and environmental risk projects, in accordance with project Environmental and Social Framework (ESF) requirements The specific infrastructure sub-projects will be selected from the municipality Strategic Development and Implementation Plans (SDIPs).

Like MDP1 and MDP2 and MDP3, municipal performance will be measured through Key Performance Indicators (KPIs) focusing on financial sustainability, good governance, integrated planning, and inclusion of vulnerable groups. The eligible sector under this sub-component is those stated in the LGUs law # 1 for 1997.

**Component 2:** ***Sector Policy and Institutional Development :*** This component, implemented by MDLF, is designed to reinforce, and complement MDP other components with targeted technical assistance (TA), policy guidance, and capacity development for municipalities and other various public agencies at the national level. Its primary aim is to increase the capacities of municipalities to be able to provide better services for their citizens. Additionally, MDP4 will aim at increasing transparency and accountability in administering the intergovernmental fiscal system; develop ways and means of improving local government revenues (including fiscal transfers and own-source revenues); and provide on-demand technical support to participating municipalities seeking to meet performance criteria or improve their resilience and climate change related planning and implementation efforts. This component consists of the following sub-components:

A) **Sub-component 2.a: On-demand Capacity Development Support for Municipality:** This sub-component of the project would continue to strengthen municipal capacity in financial management, planning, operation and maintenance, social accountability and credit worthiness. Specific attention will be paid to weak municipalities through customized capacity building packages. Adding to that, this component includes technical assistance to enhance preparedness of municipalities to respond to disasters and shocks and strengthen resilience at the local level. Municipal capacity development activities will continue to be

1 Based on Palestinian Central Bureau of Statistics predicted populations for 2016.

identified by municipalities and MDLF and the identification of CB packages per municipalities will be subject to well defined criteria taking into consideration the lessons learnt from the impact evaluation of CB which was conducted in 2021. The performance measuring system will be applied to identify relevant capacity building activities to the municipalities, which will be delivered to improve capacity and sustain results achieved.

B) **Sub-component 2.b: Policy and Institutional Development Support for PA institutions:** This sub-component will support MDLF for institutional development in general and particularly in line with the lending roadmap. Also, it will support the MOLG for specific issues related to reform and policy agenda for local governance development.

**Component 3 (competitive window):** ***Competitive Grants for Natural hazard and Climate Change Resilience:*** In alignment with National Policies 7 and 31"Responsive Local Government and improving services to citizens" and "Ensuring a Sustainable Environment" of the National Development Plan 2021-2023, the component looks to foster support to municipalities to incentivize local economic development and increase municipal revenue. In the process, municipalities in the long term can contribute to strengthening economic growth, providing improved services to citizens, and reducing net lending/ municipal utility debt. Considering the latter, this component looks to support the realization of project investments that address climate adaptation with strong potential to formalize partnerships between local government and the private sector and serve further as an opportunity to create alternative and sustainable revenue sources for already financially strained municipalities. In parallel, this component further seeks to reduce natural hazard related risks in support of the efforts of the Palestinian Authority (PA) to alleviate climate change impacts and reduce all forms of environmental pollution. The component will cover TA as well as offer financing of physical works. Climate change will be integrated along all project's components. Projects will be selected, designed, and implemented to address climate change, adaptation and mitigation measures.

Under this component a detailed vulnerability assessment for climate change mitigation and adaptation will be conducted and the priorities will be concluded accordingly. Those priorities will be subject to appraisal criteria through a competitive call for proposals. Once the priorities are identified the implementation will be done as component 1. This component consists of the following sub-components:

- **Sub-component 3.1: Natural hazard and climate change risk assessments.**
- **Sub-component 3.2: Natural hazard and climate change adaptation investments.**
- **Sub-component 3.3: Promotion of Green Services and Climate Change Initiatives in Local Governance**

**Component 4:** ***Project Implementation Support and Management:*** This component will cover the technical assistance to Municipalities in the Design/supervision of the projects under (component 1.a, 1.b and component 3). It also includes the cost for monitoring and evaluation assignments, outreach and communication and the management fees.

***Component 5: Contingency Emergency Response:*** This component was put under the MDP4 to respond for emergent situations with zero budget to be activated as necessary with no need for restructuring. The activation of this component shall go through a set procedures and operational manual along with emergency action plan to be agreed upon.

***Component 6: Emergency Financing :*** This component was designed and added under the MDP4 as a responsive measure to the dire needs of the municipalities in the West Bank and Gaza Strip, whose fiscal situation was already deteriorating prior to the 7th October war, where the debt is now anticipated to worsen due to a potential reduction in local revenues.
This component comprises of the two sub-components:

- **Sub-component (6.a)- Recurrent Expenditures:** Given the severe funding constraints facing municipalities resulting from the bad economic crisis, this sub-component will provide support to municipalities to cover part of their non-wages recurrent expenditures.
- **Sub-component (6.b)- Emergency labor-intensive Municipal Services:** this sub-component will provide financial support to municipalities to maintain local services provision though labor-intensive O&M and local infrastructure development activities. In addition to supporting the maintenance and continuity of service provision, this component will facilitate temporary job creation through a cash-for-work (C4W) element, partially addressing the wide-scale unemployment challenge expected to result from the current economic shut-down.

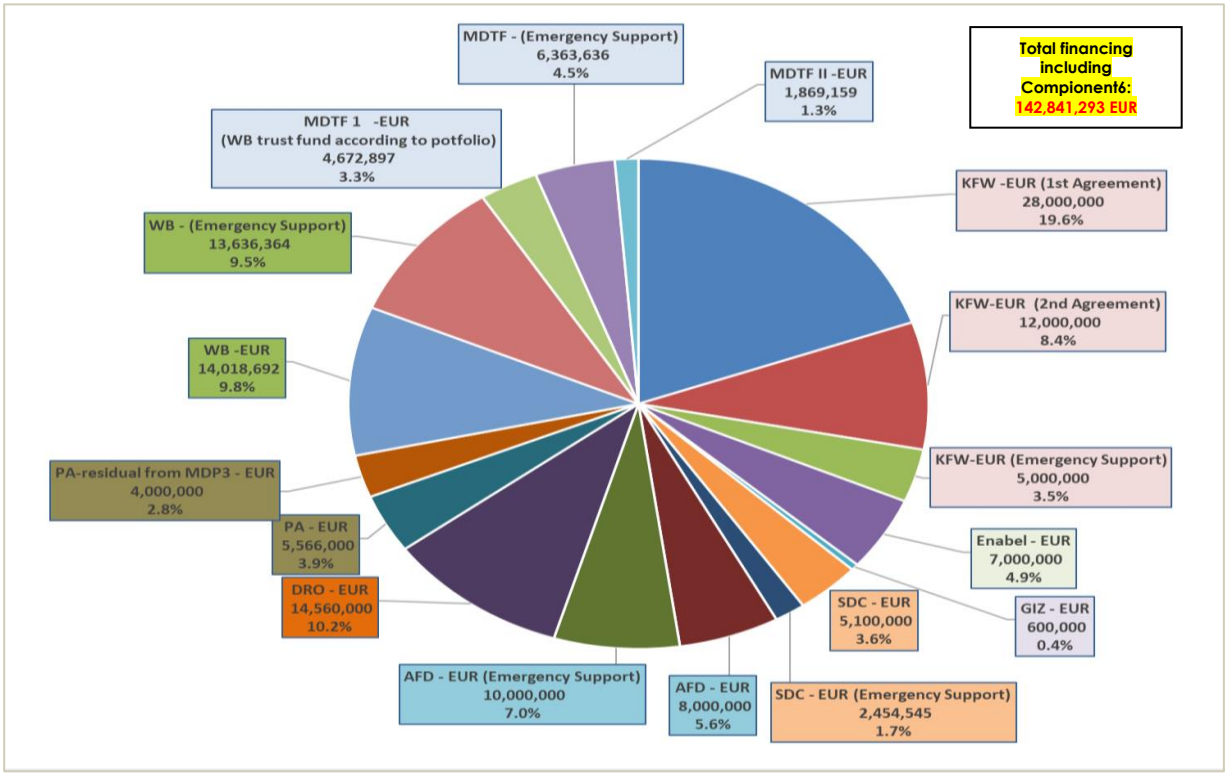
## 1.3 Financing Partners Contributions

The MDP4 is supported by the Palestinian National Authority along with the Agence Française de Development (AFD), the Danish International Development Assistance (DANIDA), Enabel, the World Bank, the German Government through (KfW and GIZ), and the Switzerland (through SDC) and the European Union "EU". Table 1 and Chart 1 below illustrate the financial contributions of financing partners for MDP4 and Chart 2 illustrates the financing per component.

Table 1: MDP4 Financing

| Financing Partner | Cycle 1 Agreement | Cycle 2 Agreement | Additional Financing – emergency Support | Total Financing (EUR) | Percentage |
|---|---|---|---|---|---|
| KFW | 28,000,000 | 12,000,000 | 5,000,000 | 45,000,000 | 31.5% |
| Enabel | 7,000,000 | | 0 | 7,000,000 | 4.9% |
| GIZ | 600,000 | | 0 | 600,000 | 0.4% |
| SDC | 5,100,000 | | 2,454,545 | 7,554,545 | 5.3% |
| AFD | 8,000,000 | | 10,000,000 | 18,000,000 | 12.6% |
| DRO | 14,560,000 | | 0 | 14,560,000 | 10.2% |
| PA | 9,566,000 | | 0 | 9,566,000 | 6.7% |
| WB | 14,018,692 | | 13,636,364 | 27,655,056 | 19.4% |
| MDTF | 6,542,056 | | 6,363,636 | 12,905,692 | 9.0% |
| **Total** | **105,386,748** | | **37,454,545** | **142,841,293** | **100%** |

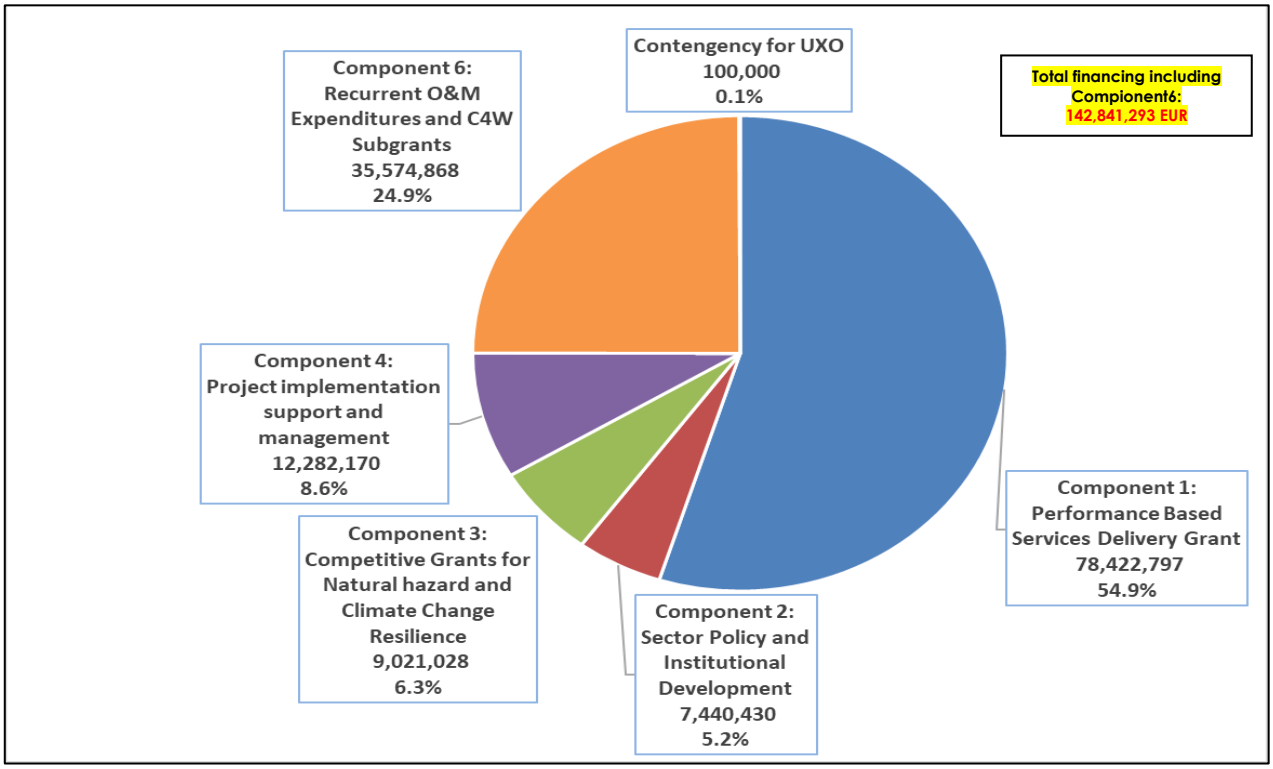
Chart 1: Distribution of MDP4 Financing Per Doner




**Special note:**

The SDC and the KFW financing for Emergency Support – (component 6) was committed and still under the appraisal process. It is anticipated to sign their related agreements in September 2024.

Chart 2: Distribution of MDP4 Financing Per Component



## 1.4 The Grant Allocation Mechanism "GAM"

The following Grant Allocation Mechanism (GAM) concept for MDP 4 is based on the revised and updated GAM of MDP 3. The MDLF and the DPs agreed that the allocation formula for MDP 4 will be as follows: The allocated fund under component 1 will be distributed among eligible municipalities based on this criterion.

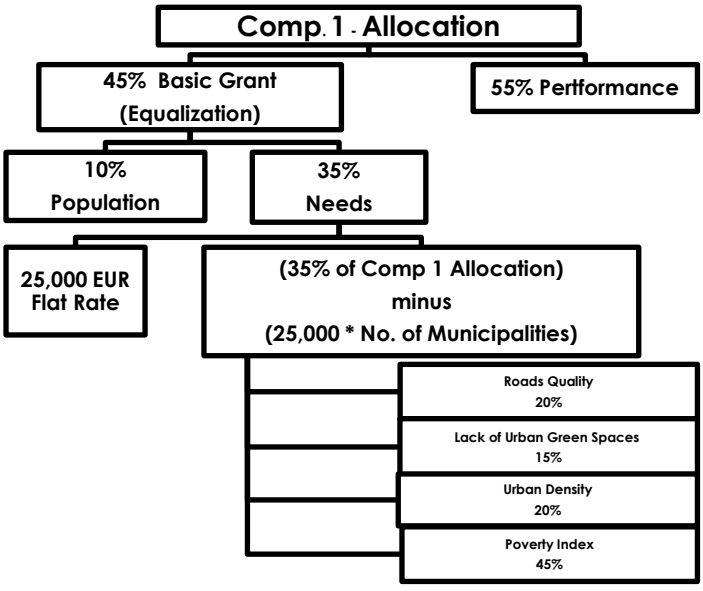
**Cycle 1:**

- **45% of the total component 1 financing would be allocated for the block grant (less than MDP 3 by 5%):** The block grant will be allocated based on population (10%) and needs (35%). All municipalities will receive block grants, subject to eligibility criteria (minimum conditions). Regarding the needs, it consists of a flat rate of 25.000 EUR (no change compared to MDP 3), and the remaining needs allocation will be distributed based on existing infrastructure and access to services and based on the poverty index as calculated by the PCBS).
- **55% for performance (exceeds MDP 3 by 5%):** but with modified key performance indicators (19 KPIs for MDP4 vs. 21 KPIs for MDP3) and with modification on the graduation ladder.

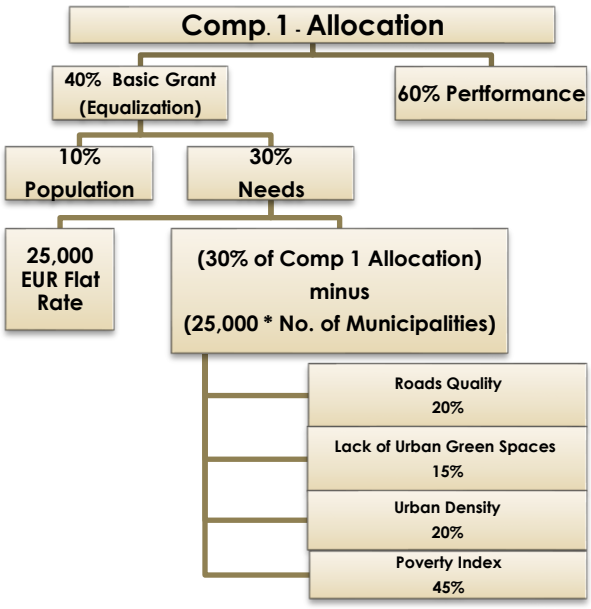
**Cycle 2:**

- **40% of the total component 1 financing would be allocated for the block grant (less than MDP 3 by 10%):** The block grant will be allocated based on population (10%) and needs (30%). All municipalities will receive block grants, subject to eligibility criteria (minimum conditions). Regarding the needs it consists of a flat rate of 25.000 EUR (no change compared to MDP 3), and the remaining needs allocation will be distributed based on existing infrastructure and access to services and the poverty index as calculated by the PCBS).
- **60% for performance (exceeds MDP 3 by 10%):** but with modified key performance indicators (19 KPIs for MDP4 vs. 21 KPIs for MDP3) and with modification on the graduation ladder

**Cycle 1**




**Cycle 2**



**Ranking**

The KPIs have been prioritized from the most basic to the most sophisticated. The Rank D includes three basic indicators. For Rank C, Rank B and finally Rank A, the indicators covering the areas of municipal performance are more and more challenging. Rank A indicators are the most challenging and reflect best municipal performance.

The graduation of municipalities on the performance ladder requires compliance with the different KPIs of each rank. In total there are 10 ranks of performance from the highest to the lowest level of performance (A++), (A+), (A), (B++), (B+), (B), (C++), (C+), (C), and (D).

It was suggested to maintain in principle the established performance graduation system under MDP3 with slight adjustment to fit with the reduction to 19 KPIs.

Table2: Performance Graduation

| D | C | B | A |
|---|---|---|---|
| **3 KPIs** | **4 KPIs** | **6 KPIs** | **6 KPIs** |
| Compliance of 3 KPIs | C: compliance of 2 out of 4<br>C+: compliance of (3) out of 4<br>C++: compliance of 4 out of 4<br>In addition to the KPIs in rank D | B: compliance of (2) out of 6<br>B+: compliance of (3,4) out of 6<br>B++: compliance of (5,6) out of 6<br>In addition to the KPIs in rank D & rank C | A: compliance of (2) out of 6<br>A+: compliance of (3,4) out of 6<br>A++: compliance of (5,6) out of 5<br>In addition to the KPIs in rank D & rank C and rank B |

Regarding the incentive multipliers, it is suggested to preserve the ratio of performance fund allocation established in the previous MDP 3. The fund allocation is based on a per capita allocation with a specific multiplicator for each Rank.

Table 3: Fund allocation factors for different performance ranks

| Criteria | RANK | Multiplicator |
|---|---|---|
| Minimum criteria met / not met | | 0 |
| RANK D three criteria fulfilled | D | 1 |
| RANK C two criteria fulfilled | C | 2 |
| RANK C three criteria fulfilled | C+ | 3 |
| RANK C four criteria fulfilled | C++ | 4 |
| RANK B two criteria fulfilled | B | 5 |
| RANK B three or four criteria fulfilled | B+ | 6 |
| RANK B five or six criteria fulfilled | B++ | 7 |
| RANK A two criteria fulfilled | A | 8 |
| RANK A three or four criteria fulfilled | A+ | 9 |
| RANK A five or six criteria fulfilled | A++ | 10 |






**MDP4-Baseline - Ranking KPI 19**

The results analyzed below are based on data available for the ranking of municipalities under MDP4 baseline ranking assessment, and the PCBS study on municipal infrastructure of 2023.

For the simulation, it was assumed that all 159 municipalities fulfilled the basic eligibility criteria and thus they are eligible for financing. Of those who are eligible, 152 municipalities will receive both basic grants and performance grants as they fulfilled the minimum conditions for performance ranking. However, 7 municipalities will receive only (basic grants) as they didn't fulfill the minimum KPIs for performance ranking. Chart 3 below shows municipalities raking based on their compliance with the MDP 4 key performance indicators.

Chart 3: MDP4-Baseline - Ranking KPI 19

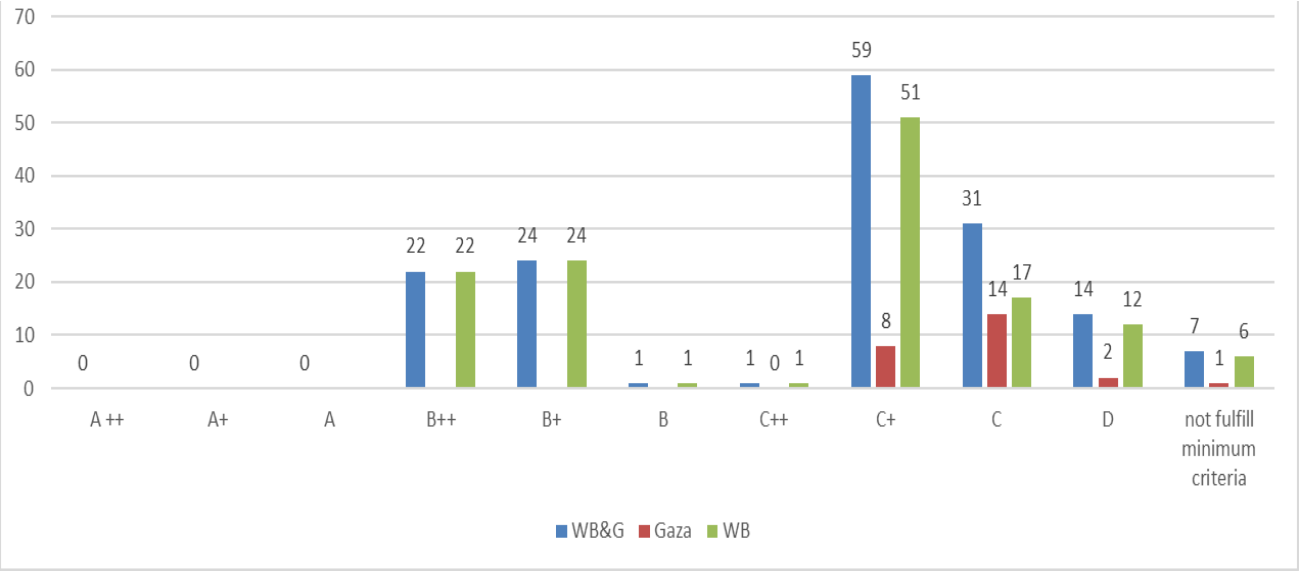



Table 3: KPIs for MDP4

| KPIs – 1st Cycle | Verification Protocol | Performance Areas | Rank | No of Municipalities complied with KPIs (Baseline Figures) |
|---|---|---|---|---|
| 1. Cost Accounting Systems Set up | a) LGU is applying a costing method for setting out the needed resources for costing the major services. | Institutional Performance | A | 4 |
| | b) The current system provides the structure of the applied costing method (What expenses are direct and what expenses are indirect). | | | |
| | c) The current system provides necessary reports for forecasting, planning, and ratios for the last complete FY. | | | |
| | Eligibility Condition: The Adoption of IPSAS (Accrual Accounting) and Fund accounting. | | | |
| 2. IFMIS implemented | a) financial position statement generated from the system for the last FY. | Institutional Performance | A | 66 |
| | b) financial performance statement generated from the system for the last FY. | | | |

Table 3: KPIs for MDP4

| KPIs – 1st Cycle | Verification Protocol | Performance Areas | Rank | No of Municipalities complied with KPIs (Baseline Figures) |
|---|---|---|---|---|
| | c) Cash flows statement generated from the system for the last FY. | | | |
| | d) Comparison statement between actual and planned results for the last FY. | | | |
| | Eligibility Condition: The Adoption of IPSAS (Accrual Accounting) and Fund accounting. | | | |
| 3. Green Spaces implemented | a) The municipality has expanded or rehabilitated green spaces (at least 0.1 $m^2$ per capita in the past two years)<br>b) Availability of public green space of > 0.5 $m^2$ per capita in West Bank urban municipalities and > 0.3 $m^2$ per capita in Gaza and West Bank rural municipalities. | Services Quality | A | 78 |
| 4. LGU's Liquidity. | a) The calculation for this ratio is Current Ratio (Liquidity) = Current Assets/Current Liabilities. | Used to evaluate a LGU's ability to pay its short-term obligations, such as accounts payable and wages) Financial Management | A | 34 |
| | b) 1 < X <2. A current ratio of "2.00" is considered sufficient; but to be able to provide service to the public and to pay off its debts when they are due, a current ratio of "1.00" is considered a safety limit for the institution's payment capability. | | | |
| | c) financial position statement generated from the system for the last FY. | | | |
| | Eligibility Condition: The Adoption of IPSAS (Accrual Accounting) and Fund accounting. | | | |
| 5. At least 10% of the SDIP-identified priorities (in terms of # of projects) serve vulnerable groups and marginalized areas. | a) At least 10% of SDIP's planned projects serve vulnerable communities and groups including PWD's, the elderly, women and girls, and youth as well as the people living in marginalized areas within the boundaries of the municipality. | Transparency and Accountability | A | 133 |
| 6. Electronic Services in place and functional | a) Up-to-date EMS portal information<br>b) Evidence for functional EMS | Services Quality, Transparency, and Accountability | A | 31 |
| 7. 10%< X <15% of the operational expenditure Paid for Maintenance | a) Paid maintenance expenditure 10%< X <15% of Paid total operational expenditure in the last complete FY | Service Sustainability | B | 43 |
| | b) The calculation for this ratio is: Paid Maintenance expenditures/ Paid Operating expenditures | | | |
| 8. Operational Surplus achieved | a) Operational revenues exceed operational expenditures for the last FY | Financial Management | B | 111 |
| | b) Operational Surplus (margin) = Collected Operational revenues - Paid operational expenditures. | | | |

Table 3: KPIs for MDP4

| KPIs – 1st Cycle | Verification Protocol | Performance Areas | Rank | No of Municipalities complied with KPIs (Baseline Figures) |
|---|---|---|---|---|
| 9. LGU's Fiscal Autonomy | a) The calculation for this ratio is: Own Revenues /Total Revenues<br>b) This ratio must be at least 80% (WB) or 70% (Gaza) in the last complete FY<br>Total revenues **do not include** grants & the equation will be calculated on the accrual basis | Service Sustainability | B | 145 |
| 10. At least two SA tools implemented annually by the municipality and the SA committee | a) Municipal budgets and resource allocation for SA tools.<br>b) Reports related to implemented SA tools | Transparency and Accountability | B | 106 |
| 11. At least Two major SDIP projects take into account adaptation to climate change risk. | Revision of SDIP document and quantification of CC adaptation-related projects | Services Quality, Transparency, and Accountability | B | 113 |
| 12. Minimum standards for the Grievance Redress Mechanism are met. | a) Municipalities have a clear and known procedure for categorization by types of grievances, their classification (Suggestion, Comment, Inquiry, and Complaint), their handling with time frames (at each level); and clarity on the types of process and outcomes.<br>b) Reports in place regarding statistics related to the complaints with proven evidence of response. | Transparency and Accountability | B | 134 |
| 13. Unqualified audit opinion from annual external audit executed according to standard ToR of MOLG and audit findings from the previous year (if any) are addressed adequately | a) Audit report satisfactory concerning items listed in the manual and ToR.<br>b) The audit follows up on previous management letters and the municipality has addressed issues raised adequately | Institutional Performance | C | 130 |
| 14. Audit opinion disclosed to citizens and stakeholders by foreseen means | a) External Audit in the last complete FY<br>b) Disclosure of audit opinion by foreseen means, such as the LGU website. | Transparency and Accountability | C | 129 |
| 15. Staff Costs <40% WB <50% GZ of Operational expenditure | a) Total staff expenditure <40% (WB) or <50% (Gaza) of total operational expenditure in the last complete FY.<br>b) The calculation for this ratio is: Paid Salaries & Wages expense / Paid Operating expense. | Financial Management | C | 102 |
| 16. No increase in net lending | a) Revision of water and electricity arrears from MOF records.<br>b) Review the outstanding liabilities for water and electricity from the financial position statement for the last FY. | Institutional Performance | C | 89 |

Table 3: KPIs for MDP4

| KPIs – 1st Cycle | Verification Protocol | Performance Areas | Rank | No of Municipalities complied with KPIs (Baseline Figures) |
|---|---|---|---|---|
| 17. Fixed asset register in place and regularly updated representing actual values | a) Fixed asset registry set up according to manual<br>b) Fixed asset registry has been updated annually | Institutional Performance | D | 152 |
| 18. Executed budget statement for the previous FY submitted to MoLG on time via the foreseen electronic platform. | a) An executed budget covering the complete fiscal year (January – December) available<br>b) The previous year's budget was generated from the Ministry of Local Government portal.<br>c) MoLG informs MDLF | Institutional Performance | D | 158 |
| 19. Public disclosure of executed budget and executed SDIP | a) Information disclosed in line with public disclosure procedures<br>b) (second cycle) Annual budget plan disclosure done in the readable budget format | Transparency and Accountability | D | 159 |

## ✓ Municipalities Allocation (1st cycle)

A total of **EUR 40 million** out of the total allocated fund for component 1 **(78,422,797 EUR )** was allocated to 159 municipalities in WB&G (134 in WB and 25 in Gaza). The allocation was calculated based on the agreed Grant Allocation Mechanism (10% pop, 35% for needs, 55% for Performance). Table 4 below illustrates the total allocation by doner and per WB&G.

Table 4: Allocation for MDP4 Cycle 1 by Doner

| | KFW -EUR | SDC - EUR | AFD - EUR | DRO - EUR | PA - EUR | PA-residual from MDP3 - EUR | WB -EUR | MDTF 1 - EUR (WB trust fund according to portfolio) | MDTF II - EUR | Total (EUR) |
|---|---|---|---|---|---|---|---|---|---|---|
| Cycle 1 | 11,400,000 | 2,121,500 | 6,070,000 | 6,653,767 | 5,176,380 | 3,720,000 | 1,973,375 | 1,146,660 | 1,738,318 | 40,000,000 |
| Gaza - Cycle 1 | 4,969,213 | 924,753 | 2,645,488 | - | 5,176,380 | 3,720,000 | - | - | - | 17,435,834 |
| West Bank - Cycle 1 | 6,430,787 | 1,196,747 | 3,424,512 | 6,653,767 | - | - | 1,973,375 | 1,146,660 | 1,738,318 | 22,564,166 |

Special Note:

The allocation for the municipalities in Gaza strip has been frozen since October 7th 2023 where the situation doesn't allow to intervene given the prolonged Israeli war on Gaza. It was agreed with the development partners, that the situation will be assessed later stage to agree on the way forward and how to proceed with different scenarios.

## 1.5 MDP4 - Implementation Status and Activities

### 1.5.1 Component (1): Performance Based Service Delivery Grant

**Preparatory Activities for MDP4**



- MDLF conducted the Launching Ceremony for MDP4.
- MDLF informed municipalities about:
  - Their ranking.
  - Their allocation.
- MDLF prepared the Operation Manual for MDP4, which includes:
  - Technical Manual
  - Environmental and Social Risk Management Instruments
  - Grants Allocation Mechanism
  - Monitoring and Evaluation (M&E) Arrangements
  - Financial Manual
  - Procurement Manual
  - Capacity Building Manual



- MDLF conducted four orientation workshops for all municipalities:
  - Three workshops in the West Bank and one in Gaza.
  - These workshops familiarized municipal staff with the objectives, components, and requirements of the new program.
  - Attendees included city managers and engineers.
  - The workshops provided detailed explanations on project management and implementation stages, handling bids, filling out infrastructure project applications, Environmental and Social Management Framework (ESMF) materials, and capacity development packages.

**Technical progress**

- The procurement process for hiring the LTCs and Environmental and Social (E&S) individual consultants has been completed:
  - New LTCs are onboard to provide technical assistance to municipalities according to the agreed Terms of Reference (TOR). This includes three LTCs in the West Bank.
  - Individual consultants for Environmental and Social aspects have been contracted to support MDLF and municipalities in the screening and appraisal of sub-projects, as well as in supervising social and environmental considerations (West Bank only).
- Technical progress for Component (1) includes the following updates:
  - Application forms from municipalities have been received.

- MDLF engineers have conducted site visits to potential projects, despite movement restrictions in the West Bank (ongoing process).
- The road manual has been updated to address climate change considerations.
- The TOR for ESF training has been approved by donors, and the procurement process for implementing the training is expected to start in September 2024.






Sample of Photos from the Engineers' sites visits to the proposed projects

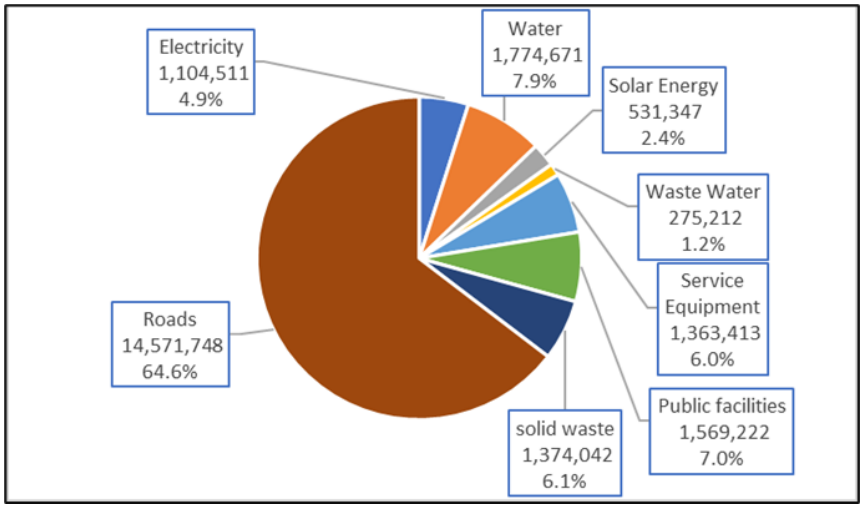
## Analysis of Sub-projects per Sector

A total of 166 sub-project proposals were submitted by 134 municipalities in the West Bank. Analysis of these proposals reveals that 64.6% of the West Bank allocation will be invested in the roads sector, making it the highest priority. The second priority is the water sector, with 7.9% of the allocation. Other sectors include Public Facilities at 7%, Solid Waste at 6.1%, Service Equipment at 6%, and Electricity at 4.9%. In contrast, solar energy and wastewater sub-projects have the smallest allocation shares, at 2.4% and 1.2%, respectively.

Table 5: Distribution of West Bank Allocation Per Sector

| Sector | No. of Project/Sector | Allocation (EUR) | % of Total Allocation |
|---|---|---|---|
| Electricity | 12 | 1,104,511 | 4.9% |
| Water | 18 | 1,774,671 | 7.9% |
| Solar Energy | 5 | 531,347 | 2.4% |
| Waste Water | 3 | 275,212 | 1.2% |
| Service Equipment | 16 | 1,363,413 | 6.0% |
| Public facilities | 10 | 1,569,222 | 7.0% |
| Solid waste | 10 | 1,374,042 | 6.1% |
| Roads | 92 | 14,571,748 | 64.6% |
| **Total** | **166** | **22,564,165** | **100%** |

Chart 4: Distribution of West Bank Allocation Per Sector



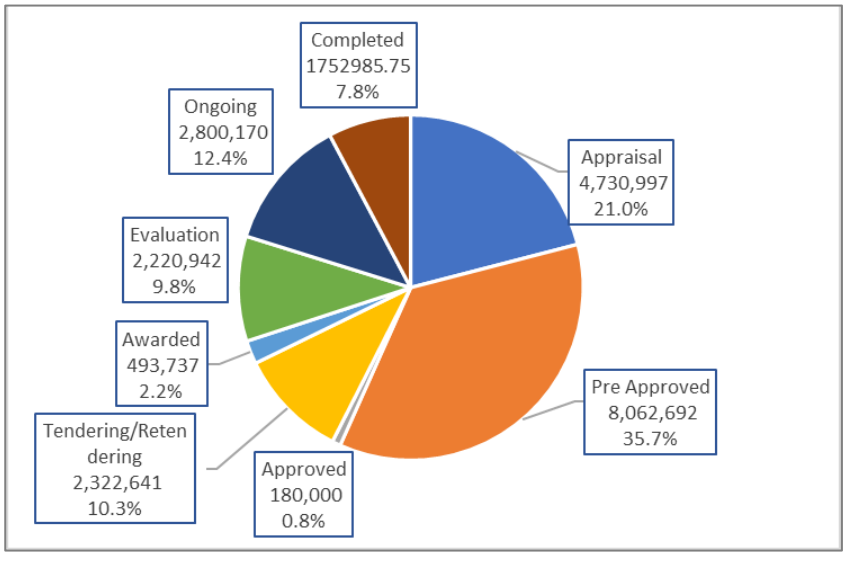

## Projects Status:

Regarding the status of the sub-projects, Table 6 and Chart 5 illustrate the status of the sub-projects.

Table 6: Status of Component 1

| Status | No. of Sub-projects | Allocation (Euro) | % Total of Allocation |
|---|---|---|---|
| Appraisal | 21 | 4,730,997 | 21.0% |
| Pre Approved | 58 | 8,062,692 | 35.7% |
| Approved | 2 | 180,000 | 0.8% |
| Tendering/Retendering | 15 | 2,322,641 | 10.3% |
| Awarded | 6 | 493,737 | 2.2% |
| Evaluation | 16 | 2,220,942 | 9.8% |
| Ongoing | 24 | 2,800,170 | 12.4% |
| Completed | 24 | 1,752,989 | 7.8% |
| **Total** | **166** | **22,564,165** | **100.0%** |

Chart 5: Status of MDP4/Cycle 01/West Babk in terms of Allocation



The status of the sub-projects can be illustrated as follows:

- **24 sub-projects** out of 166 were completed with a total allocation of **EUR 1,752,989 amounting 7.8%** of the total entire allocation for West Bank municipalities.
- **24 sub-projects** out of 166 are undergoing with a total allocation of **EUR 2,800,170 amounting 12.4 %** of the total entire allocation for West Bank municipalities.
- **37 sub-projects** out of 166 are in the tendering and bid evaluation with a total allocation of **EUR 5,037,321 amounting 22.3%** of the total entire allocation for West Bank municipalities.
- **81 sub-projects** out of 166 are still at the appraisal/approval process with a total allocation of **EUR 12,973,689 amounting 57.5%** of the total entire allocation for West Bank municipalities and expected to be tendered within three months.

**Environmental, Social, Health and Safety Performance:**

**Assessment and Management of Environmental and Social Risks and Impacts:**

MDLF has appointed a qualified team in the West Bank to manage the program's Environmental, Social, Health, and Safety (ESHS) risks and impacts. This team includes three Environmental Specialists, three Social Specialists, and one E&S Liaison Consultant. The E&S consultants have conducted site visits to 166 sub-projects across 134 municipalities in the West Bank to assess the environmental and social conditions in the proposed project areas. The E&S assessment process is nearly complete, and the following table summarizes the identified E&S risks.

Table 7: Environmental & social Assessment

| # | E&S Risk | No. of projects |
|---|---|---|
| 1 | Low | 21 |
| 2 | Low-Moderate | 23 |
| 3 | Moderate | 106 |
| 4 | Substantial | 1 |
| 5 | Projects under appraisal stage | 15 |
| **Total** | | **166** |

Approximately 20% of the screened sub-projects were approved following the signing of agreements with stakeholders and after reviewing the environmental and social assessments along with the relevant Environmental and Social Management Plans (ESMP) or checklists. Based on the results of the E&S assessment, municipalities, with support from E&S consultants, prepared E&S instruments for each sub-project, such as ESMPs, E&S checklists, and Stakeholder Engagement Plans (SEPs). These documents were disclosed on public websites or social media platforms (e.g., Facebook). Additionally, municipalities incorporated the ESMP/E&S checklists into the bidding documents, along with other requirements related to Codes of Conduct (COC), ESMP implementation, labor rights, working conditions, and safety and health orientations. Municipalities are responsible for supervising the ESHS performance of contractors, while MDLF monitors compliance with ESHS measures as specified in the sub-project E&S instruments.

**Labor and Working Conditions:**

Labor management concerns encompass various aspects, including occupational health and safety (OHS), working conditions, equal opportunity, and addressing sexual exploitation and abuse (SEA),

sexual harassment (SH), and labor rights. MDLF is actively implementing the Labor Management Procedures (LMP) for the sub-projects. For example, contractors are required to conduct orientations for their workers before project work begins. These orientations cover essential topics such as anticipated risks during project implementation and their mitigation strategies, the code of conduct, SEA/SH issues, workers' rights, the grievance mechanism available for workers, and ensuring a safe and healthy work environment. Contractors must provide evidence of compliance with these procedures to both municipality and MDLF.

**Resource Efficiency and Pollution Prevention and Management:**

The E&S Consultants assisted municipalities in assessing potential pollution sources and waste production resulting from project activities. To date, most submitted projects are categorized as having low to moderate pollution risks. The municipalities have incorporated mitigation measures into the Environmental and Social Management Plans (ESMPs) prepared for these sub-projects to address and minimize these impacts. The E&S assessments indicate that the anticipated risks associated with waste production range from low to moderate. The ESMPs and E&S checklists for the sub-projects include appropriate measures to mitigate these risks effectively.

**Community Health and Safety:**

The sub-projects have been assessed for anticipated risks related to community health and safety, including traffic, safety, and issues of sexual exploitation and abuse (SEA) and sexual harassment (SH). Most sub-projects are categorized as having a low to moderate risk level, and appropriate mitigation measures have been incorporated into the Environmental and Social Management Plans (ESMP) and E&S checklists. For some sub-projects with moderate risks, a traffic management plan was required to be prepared by the contractor before the start of implementation. Additionally, for SEA/SH risks, workers on the sub-projects have been oriented on these issues as part of their Code of Conduct (COC) training.

**Land Acquisition, Restrictions on Land Use and Involuntary Resettlement:**

Approximately 24% of the submitted sub-projects during the reporting period were approved by MDLF after municipalities signed agreements with affected persons. These agreements primarily pertain to the reconstruction of stone walls, fences, entrances to houses and shops, replanting of trees, and similar activities. All agreements have been executed with the affected parties. It is important to note that these sub-projects are not expected to negatively impact the livelihoods of residents in the project areas. Consequently, no Land Acquisition Plans (LAPs) have been prepared at this stage of the project.

**Biodiversity Conservation and Sustainable Management of Living Natural Resources**

The sub-projects submitted during the reporting period are set to be implemented in urban and semi-urban areas identified in the town master plan. These areas are not expected to have significant biodiversity conservation value; however, there may be risks related to tree cutting due to road expansion and construction activities.

MDLF has integrated biodiversity protection measures into all sub-projects requiring an Environmental and Social Management Plan (ESMP). The mitigation hierarchy technique will be applied as necessary under the ESMPs, in accordance with the ESMF guidelines produced for the project and ESS6. Activities with potential major impacts on biodiversity are excluded. The risk to biodiversity was assessed during the environmental evaluation, and the ESMPs stipulate the use of the mitigation hierarchy method where appropriate. The Environmental Assessment and ESMPs direct contractors to minimize tree loss and damage to adjacent vegetation wherever possible. Contractors are also required to restore vegetative cover at building sites to mitigate adverse impacts on green cover.

**Cultural Heritage:**

Cultural heritage preservation has been addressed in the Environmental and Social Management Framework (ESMF) and the Environmental and Social Management Plans (ESMPs) for the sub-projects. This includes the policy and legal framework, definitions related to "Chance Finds Procedures," and contractor responsibilities for managing culturally valuable materials discovered during excavation and construction activities. Contractors and municipalities are responsible for implementing appropriate mitigation measures, while MDLF will oversee and monitor the process. This Environmental and Social Standard (ESS) is applicable to approximately 95 out of 166 sub-projects, which involve excavation works where the Chance Finds Procedures (CFP) may be relevant. However, during the reporting period, no antiquities or culturally valuable materials were uncovered during excavations or project implementation.

**Stakeholder Engagement and Information Disclosure**

MDLF has updated and implemented a Stakeholder Engagement Plan (SEP) for the Project, in accordance with ESS10. The SEP outlines methods for providing stakeholders with timely, relevant, comprehensible, and accessible information. Municipalities, under the supervision of Social Consultants, have conducted meetings and consultations with residents and stakeholders in a culturally respectful manner, free from manipulation, interference, coercion, prejudice, and intimidation. The SEP, initially released on December 23$^{th}$, 2022, was amended and re-disclosed on April 19, 2024. It will continue to be applied throughout the Project's execution.

During the reporting period, one complaint was recorded concerning the project "Rehabilitation of Internal Roads at Al-Doha Municipality." The complaint was lodged by a citizen regarding the installation of interlock tiles in front of his house entrance, with a request for replacement with asphalt. The municipality addressed the concern through discussions with the citizen, and the complaint was resolved.

**Capacity Building:**

MDLF is enhancing the capacity of all involved parties—E&S Consultants, LTCs, Municipality Engineers, and MDLF Engineers—on ESHS aspects through various activities such as workshops, on-the-job training, and orientations. For instance, E&S consultants received training on conducting E&S assessments and preparing risk management instruments in accordance with the ESF and ESSs. Municipality engineers underwent on-the-job training in preparing E&S assessments, drafting ESMPs, and supervising the implementation of ESHS measures as outlined in the ESMPs. LTCs participated in meetings and workshops where E&S risk management instruments were thoroughly discussed and presented. Additionally, MDLF developed ESF Terms of Reference (TOR) to increase municipality engineers' understanding of ESHS safeguards and the E&S instruments prepared for the program. Further training and orientations are planned for the next reporting period.

For more details on ESHS performance and capacity-building activities during this period, please refer to Annex (1).

### 1.5.2 Component (2) Sector Policy and Institutional Development




This component, implemented by MDLF, is designed to reinforce and complement MDP other components with targeted technical assistance (TA), policy guidance, and capacity development for municipalities and other various public agencies at the national level. Its primary aim is to increase the capacities of municipalities to be able to provide better services for their citizens. Additionally, MDP4 will aim at increasing transparency and accountability in administering the intergovernmental fiscal system; develop ways and means of improving local government revenues (including fiscal transfers and own-source revenues); and provide on-demand technical support to participating municipalities seeking to meet performance criteria or improve their resilience and climate change related planning and implementation efforts. It comprises of two sub-components:

**i) On-demand Capacity Development Support for Municipality**, ii) **Policy and Institutional Development Support for PA institutions**

i) **Sub-Component 2.a) On-demand Capacity Development Support for Municipality:** This sub-component supports municipalities in improving their performance to graduate to a higher performance category in which they are currently classified; it supports consultant's services, training, and equipment for municipalities in both West Bank and Gaza Strip.

**Capacity Building packages.**

- Financial packages.
- Operation & Maintenance
- Citizens Service Centers.

- E-Municipality.
- Social Accountability.
- Resilience.
- Climate Change.
- Institutional development, and
- Advanced packages).

These packages are divided between standard packages and newly formed packages as follows:

| | |
|---|---|
| **Standard packages:** Financial packages, Operation & Maintenance, Citizens Service Centers, E-Municipality, and Social Inclusion. | **New packages:** Resilience, climate change, institutional package, advanced package. |

**Newly formed packages can be defined as follows:**

| Package | Definition |
|---|---|
| **Resilience** | This package lays the foundation for integrating resilience in local governance through the production of technical knowledge, information, and guidelines and conduct the corresponding institutional capacity development. This package consists of primary and secondary levels. Primary level includes the development of resilience plans. The secondary level will assess the potential projects for each municipality that have been identified in the municipality resilience plans.<br>The tool for preparing resilience scoring will be presented and how the resilience plans should be integrated with current planning processes at the municipalities. |
| **Climate change** | MDLF designed a Climate Change package to build the capacities of the MOLG, MDLF, and municipalities in climate change and natural hazards for different stakeholders that play an important role in planning, designing, and implementing the climate change interventions, rather than Climate Change were adapted into the SDIPs while preparing it for the four coming years.<br><br>Integration of climate change as a capacity building package by providing training on its elements, risks and impacts is an important prerequisite for later investment funding. The capacity building activities will include conducting of trainings, workshops, orientations, awareness campaigns and debates, and may cover different level of training such as Individuals, (Mayor, Engineers, Operation Employees), organization & system, online courses, workshops, study visits. |
| **Institutional package** | A new package that provides institutional support for weak municipalities to develop their performance in financial and technological aspects to upgrade their level to reach other advanced municipalities. This package will:<br>- Provide support in financial management to prepare them to implement IFMIS.<br>- Provide technological support to prepare them for CSC and/or e-services. |
| **Advanced package** | A new package for municipalities that have finalized all the standard packages. This package will include:<br>- Conducting Creditworthiness self-assessment.<br>- Financial Aspects such as cost accounting, advanced financial skills, revenue enhancement plans or any other gaps that might come out of the assessment.<br>- Providing advanced technological support to further enhance municipal service quality and efficiency. |

### ✓ General Progress for sub-component 2.a

The Capacity development component includes (4) phases including the preparation phase, procurement phase, implementation phase and the closing phase. The following section outlines the progress of the first preparation phase as follows:

- The Capacity building manual was updated to include new elements of MDP 4 such as the social and environmental aspects.
- Four orientation sessions (3 in WB and 1 in Gaza) were conducted for all municipalities to introduce the MDP 4 capacity building interventions.
- Application forms were updated and launched electronically on the MDLF website.
- The Grant Implementation Agreement - GIA's were updated.
- The Capacity Development plan was prepared for projects activities in consistency with costing and procurement plan.



- The application forms were evaluated by the CB technical committee according to identified criteria.
- Municipalities were informed about the packages they were qualified for.
- ToR's were prepared for each package.
- A focal point for each municipality was nominated and selected for each package to facilitate the processes.
- New capacity development packages were identified and agreed upon including (Institutional package, and advanced package)

Upon completion of these preparatory activities, the total number of municipalities per package was finalized and the status is detailed in table 8 below:

Table 8: Number of municipalities per package and the status of each package

| Capacity Building Package | WB | Updated implementation status |
|---|---|---|
| Financial Package | 40 | - A concept note was prepared taking into consideration the lesson learned from previous experience of implementing the IFMIS and the obstacle facing municipalities, consultants, and MDLF staff.<br>- The institutional assessment was commissioned to evaluate 40 municipalities. Those that meet specific criteria will be eligible for the IFMIS, while the others will receive an institutional package to prepare them as candidates for MDP4 Cycle 2<br>- The Software provider TOR is under development taking into consideration the final compliance sheet and the new concept note.<br>- The TORs for the coaching assignment is under development. |

| Capacity Building Package | WB | Updated implementation status |
|---|---|---|
| O&M | 23 | - The IT assessment has been completed. The BOQ of the Hardware was prepared.<br>- The supply the hardware is under procurement process.<br>- The assignment for physical inspection and data collection was contracted on the first of July, and is currently under implementation.<br>- A TOR for the O&M software is under development. It will start upon the delivery of the hardware. |
| CSC | 19 | - The IT assessment has been contracted and is currently in the implementation phase, with completion expected by the end of September, aligning with the CSC design stage.<br>- The design and supervision of the CSC physical space have been contracted and is currently under implementation with completion scheduled for March 2025.<br>- The CSC business process re-engineering has been contracted. The consultant will create an optimized working process for each municipality, to be detailed in a services charter, with completion anticipated in September 2024. |
| E-Municipality | 8 | - The IT assessment has been completed.<br>- The readiness assessment for implementing the EMS has been contracted and is expected to be completed within the third quarter of this year.<br>- The Terms of Reference (TOR) for EMS software development is being prepared, taking into account the recently agreed-upon digital strategy arrangements according to the Ministry of Local Government (MOLG) |
| Social Inclusion | 67 | - Terms of Reference (TOR) for social inclusion has been developed and is currently in the procurement stage. However, this assignment has been postponed until further notice due to the current circumstances, particularly the Israeli measures imposed on the West Bank, which have made the package less attractive at the local level.<br>- It is anticipated that the Social Assessment (SA) and Community Engagement (CE) will be adapted to be more relevant and impactful at the local level given the current situation. |
| Climate change | 134 | - A Terms of Reference (TOR) was developed and will be updated based on the pilot training modules conducted by GIZ in May 2024.<br>- The training will encompass all municipalities, organized into clusters. The training modules will cover topics such as an introduction to climate change, greening, and mobility. |

| Capacity Building Package | WB | Updated implementation status |
|---|---|---|
| Institutional | 34 | - The Institutional Package will encompass two key aspects based on the IDTA team's initial assessment:<br>o Financial Aspect: This will be addressed through the institutional assignment under the financial package. The outcomes of the institutional assessment will be implemented based on the specific needs of the municipalities.<br>o Technological Aspect: This will involve providing coaching and support to help municipalities overcome technological challenges. |
| Advanced Financial Package | 7 | - The technical team is in the process of TOR preparation.<br>- The implementation of the advanced financial packages will be implemented during 2025 due to the required two audited reports on accrual basis from the targeted municipalities, beside successful implementing of IFMIS.<br>- The cost accounting framework in the procurement stage.<br>- The Implementation of the credit worthiness self-assessment TOR is ready for the procurement stage.<br>- Improve LGUs' Own-Source Revenue Management TOR is ready for the procurement stage. |
| Newly Formed municipalities | 4 | - Four village council which were upgraded to municipalities by MOLG.<br>- The following steps will be covered:<br>o Orientation about MDLF scope of work and the IDTA packages in technical development and institutional Assistance.<br>o The IDTA will cover all requirements of Rank D that will include FARV, SDIP and FPPM to be ready for cycle two ranking requirements. |

### ii) Sub-Component 2.b) Policy and Institutional Development Support for PA institutions:

MDLF has engaged a local consultant to oversee sector and policy reform issues related to net lending, intergovernmental fiscal transfers among local government units (LGUs), and other relevant matters. The consultant's task is to address the beforementioned issues within the framework of Local Governance reform interventions that may emerge during the implementation of MDP4. To date, progress under this sub-component is illustrated as follows:

**Inter-governmental transferee system:**

- The process of developing this system has started at the beginning of 2024, when the Ministerial Council formed a committee. This committee was tasked to examine a comprehensive financial inter-relation between the Ministry of Finance and the LGUs; However, the committee has concentrated its efforts on tackling the net lending issue rather than developing a plan for Intergovernmental Fiscal Transfers (IGFT).
- The new government has put the reform agenda in Local Government Sector as a top priority, focusing on decentralization process. This approach creates a valuable opportunity to advance

for reform agenda. For this purpose, a national team has been formed including representatives from (Ministry of Local Government, Ministry of Finance, Ministry of Planning, MDLF and APLA). The team according to its mandate is going to work closely with international partners (World bank and GIZ) to develop interventions for financial reform and other related tasks. The main progress in this topic is the consensus among all parties on prioritizing the development of IGFT with a plan to start as soon as logistic arrangements are finalized.

**Transportation fees:**

- On May 7th 2024 , the council of ministers decided to allocate the amount of transportation fees to LGUs to cover the period of 2023. The total amount allocated is NIS 175,242,801 NIS to be distributed based on established criteria. However, due to financial crisis of the government, the Ministry of Finance did not transfer the allocations yet.
- A recent positive development is the minister's decision to enhance the allocation process to ensure greater transparency and fairness. The minister has also decided to establish a committee to develop the allocation criteria and oversee the distribution accordingly.

**Property tax:**

- The main development in the reform agenda is that 88 municipalities are eligible to collect property tax following their valuation. Currently, 23 municipalities are actively collecting this tax, while 11 others are awaiting a decision from the Council of Ministers, which is expected soon.
- The plan is to transfer the collection mandate to approximately 88 municipalities by the end of 2025 and to complete the valuation for an additional 138 municipalities.
- The progress made is significant but considered only a preliminary step. It is necessary to evaluate this progress by comparing the collection efficiency and assessing whether it has led to increase revenues.

**Profession fees:**

- This year has seen notable progress regarding the profession fees, with the Ministry of Finance approving an allocation of NIS 80 million for the period from 2020 to 2023. This is a key development, as it counters the Ministry’s earlier position that these fees were ineligible for LGUs since 2020.

## Capacity Building for MOLG

In addition to the aforementioned activities, this sub-component will also emphasize on institutional development for the Ministry of Local Government (MoLG), specifically targeting the upgrade and development of the budget portal. This will involve a technical and functional assessment to define the scope of the necessary improvements. A Terms of Reference (TOR) for the functional assessment of the MoLG budget portal has been prepared, and the procurement process for this assessment has commenced.

### 1.5.3 Component (3) Competitive Grants for Natural hazard and Climate Change Resilience

Under this component a secondary urban risk assessment for climate change mitigation and adaptation will be conducted and the priorities will be concluded accordingly. Those priorities will be subject to appraisal criteria through a competitive call for proposals. Once the priorities are identified the implementation will be done as component 1. This component consists of the following sub-components:

- Sub-component 3.1. Natural hazard and climate change risk assessments.
- Sub-component 3.2. Natural hazard and climate change adaptation investments.
- Sub-component 3.3: Promotion of Green Services and Climate Change Initiatives in Local Governance.

**Implementation progress for each component can be summarized as follows:**

✓ **Sub-component 3.1. Natural hazard and climate change risk assessments**

✓ **Sub-component 3.2. Natural hazard and climate change adaptation investments.**

- An individual consultant had been hired to commence the assignment. The Consultant coordinated with targeted municipalities to start assessment process and select the potential climate change adaptation interventions.
- Secondary risk assessment for 15 municipalities will be conducted accordingly.

The Consultant was hired to provide technical assistance to MDLF in conducting secondary risk assessment for 15 municipalities (in the West Bank) and selecting specific projects to be implemented taking into consideration, resilience to climate change, involvement of respective LEDs units in the targeted municipalities and potential joint investments between the targeted municipalities considering the basis of PPP. This will entail reviewing existing documentation, assessment of identified projects, assisting municipalities in selecting priority projects, and working with MDLF on the feasibility and costing of the projects to be financed. **(These interventions will be financed by WB, MDTF, AFD and DRO)**

✓ **Sub-component 3.3: Promotion of Green Services and Climate Change Initiatives in Local Governance (Enabel Contribution to MDP4)**

MDLF has completed both the mobilization and assessment phases for this component. The consultant responsible for renewable energy (RE) and energy efficiency (EE) investments in the public sector has finished the assessment phase and has now entered the design phase for the selected RE and EE interventions. Meanwhile, the consultant tasked for solid waste management has completed both the assessment and design phases and has begun the procurement process for the selected solid waste interventions. A detailed summary of the implemented activities for sub-component 3.3 is as follows:

✓ **Activity (1): Promote RE and EE investments in the public sectors.**

MDLF completed the mobilization & the assessment stages of this activity and began with the detailed design stage of the selected EE & RE interventions. A comprehensive primary and secondary assessment had been carried out to the potential EE & RE interventions including visiting the targeted LGUs, collecting the relevant needed information, supporting LGUs to select potential EE & RE interventions, preparing feasibility for all potential EE & RE interventions including "Budget needs, the environmental & Social aspects, technical and financial impact of implementations". Currently, The consultant is continuing preparation of detailed design for the interventions at the northern & southern clusters.

**Main challenges faced during the implementation of these activities can be summarized as follows:**

- Unsafe conditions of using the external roads to visit the targeted LGUs in this challenging and turbulent time.
- Instability of LGUs employee's working hours.

**Related achieved outputs:**

- Completed endorsement of interventions by the programme Steering Committee.
- Completed preparation of the local technical consultant terms of reference.
- Completed contracting the local technical consultant for project scoping, design, and supervision.
- Completed the preparation of the project identification stage; including the assessment of the selected interventions.
- Completed preparation the detailed design packages of the selected EE & RE interventions of Nablus and Tubas Clusters.

**Related indicators:** The following indicators will be used to measure the progress of this activity throughout the project timeline:

- # of kW installed Renewable Energy capacity.
- # of kW of energy saved (Energy efficiency measure)
- % of energy saved in the supported public facilities

**Activity (2): Promote solid waste management in the public sector.**

MDLF has completed the mobilization and assessment stages of this activity and has commenced the procurement process for selected interventions, primarily vehicles and trucks. The consultant visited the targeted local government units (LGUs), gathered necessary information, established selection criteria for the interventions, and coordinated with stakeholders to finalize the selections. Tender documents were prepared for garbage collection vehicles and mobile maintenance vehicles, and the procurement process has been completed. A contract was signed on May 15, 2024, with the supplier for five garbage vehicles. Additionally, a letter of acceptance was issued on July 1, 2024, to the supplier of the mobile maintenance vehicle, authorizing the supplier to proceed with contract finalization. The consultant is currently preparing tender documents for equipment interventions, such as solid waste containers.

**Related outputs:**

- Completed endorsement of interventions by the programme Steering Committee.
- Completed preparation of the local technical consultant terms of reference.
- Completed contracting the local technical consultant for project scoping, design, and supervision.
- Completed preparation of the project identification stage including assessment of the selected intervention.
- Completed preparation tender documents of the vehicles and trucks.
- Completed procurement process for trucks.
- Contract signed with supplier of garbage collector vehicles
- Letter of acceptance is issued to the supplier of mobile maintenance vehicle

**Related indicators:** The following indicators will be used to measure the progress of this activity as it progresses through the project timeframe.

- Quantity of liquid or solid waste collected, treated, and recovered.
- # of solid waste containers, vehicles supplied.

### 1.5.4 Component (6): Emergency O&M Support to Participating Municipalities

**The additional financing responds to the PA's request for urgent international financial assistance to support municipalities in the West Bank and Gaza to respond to the economic crisis, maintain basic service delivery and ensure the operational service continuity**.

The AF will provide urgent financial support to municipalities in the West Bank and Gaza to maintain basic service provision which has been severely affected by the implications of the Israeli war on Gaza and the Israeli measures across West Bank territories since October 7th. This component was designed as a relief support to combat the ongoing decline in municipal finances caused by the conflict, which has impeded their ability to provide and sustain essential services.

This component will initially focus on municipalities in the West Bank, with plans to extend coverage to the Gaza Strip at a later stage, contingent on the situation. The WB and SDC have decided that the funds for Component 6 will be used exclusively for the West Bank. However, AFD and KFW have allocated a reasonable reserve for Gaza to enable immediate intervention once a ceasefire is achieved.

This component will finance part of the municipalities' recurrent operating expenditures to continue with service delivery. No salaries of municipal servants will be financed under this AF. The AF will also contribute to sustaining basic services through implementing labor-intensive cash for work (C4W) activities to support the O&M of municipal assets. In doing so, the AF will alleviate the financial burden imposed on municipalities, as well as directly contribute to the local economy and social-economic conditions across the West Bank through temporary job creation provided under the project.

**Additional Financing Sub-Components**

***1. Subcomponent 6a: Recurrent Operating Expenditures***

This subcomponent will provide support to municipalities to cover a part of their recurrent operating expenditures, excluding salaries. The exact items to be financed will be defined by

participating municipalities after AF approval. Nevertheless, it will include, among others, payment of the Joint Services Council (JSC) Solid Waste Management fees, spare parts for O&M, and payment of electric bills related to service delivery. Based on surveys conducted by MDLF, most of the urgent financial assistance needed by municipalities is for covering their recurrent expenditures, which is estimated to be about 80 percent of the total amount allocated under Component 6.

**2. *Subcomponent 6.2: Emergency hybrid labor intensive O&M municipal ser***

This subcomponent will provide financing to eligible municipalities in the West Bank to maintain the provision of local services through labor- intensive O&M (C4W), local infrastructure development activities and the payment of professional (Backoffice) services within municipalities. Based on consultations with municipalities and the MDLF, the O&M activities to be supported can include costs of labor, equipment and supplies for roads repairs and maintenance, periodic cleanup of drainage system, solid waste collection and sorting, fumigation, and clean up, among others, as detailed in the POM. An estimated 20 percent of the total amount under Component 6 will be allocated for supporting labor-intensive O&M activities based on a rapid assessment conducted by MDLF of municipal needs. MDLF will carry out further assessment/evaluation periodically to determine the level of need and adjust the proposed allocation, as needed.

**Allocation Mechanism for Emergency O&M Support under Component 6.**

All municipalities in the West Bank will be eligible to receive financial support under Component 6, based on the following allocation mechanism:

a) 65% for equalization (EUR 30,000) per municipality) and the remaining will be distributed per capita.

b) 30% based on the Poverty Index at the municipal level of PCBS.

c) 5% based on verified recent damages sustained on municipal infrastructures and assets.

**Component 6 Financing**

The financing includes confirmed commitment of 22 million dollars from the World Bank, EUR10 million from the French Development Agency (*Agence Française de Développ*), EUR5 million from the KFW and 2.7 million dollars from the SDC (The reaming funds from the GVCD project will be transferred to the AF).

Table 9: MDP4 - Additional Financing Per Doner

| Budget for Additional Emergency Financing - MDP4 (EUR) | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Component | | WB - Reallocation from original Agreement | WB - New Agreement | MDTF | KFW | AFD | SDC | Total (EUR) | % |
| Coponent 6 | Recurrent O&M Expenditures and C4W Subgrants - West Bank | 878,505 | 12,681,818 | 5,781,818 | 2,450,000 | 5,115,000 | 2,282,727 | **29,189,869** | 76.0% |
| | Recurrent O&M Expenditures and C4W Subgrants - West Bank - Gaza | 0 | - | - | 2,000,000 | 4,185,000 | - | **6,185,000** | 16.1% |
| | Rebuilding MDLF-Gaza Office | 0 | - | - | 200,000 | - | - | **200,000** | 0.5% |
| Component 4 | Project implementation support and management | 66,124 | 954,545 | 581,818 | 350,000 | 700,000 | 171,818 | **2,824,306** | 7.4% |
| 4.a | M. fees | 66,124 | 954,545 | 445,455 | 350,000 | 700,000 | 171,818 | 171,818 | 0.4% |
| 4.b | LTCs | | | 136,364 | | | | 136,364 | 0.4% |
| Total (EUR) | | **944,629** | **13,636,364** | **6,363,636** | **5,000,000** | **10,000,000** | **2,454,545** | **38,399,174** | 100% |
| | % | 2.5% | 35.5% | 16.6% | 13.0% | 26.0% | 6.4% | 100% | |

**Special note:** the KFW and the SDC additional support for component 6 was committed and the related agreements have not yet signed. Therefore, the 1st allocation for component 6 was distributed considering **only** the WB, MDTF and AFD financing **at this stage with a total 24,457,141 EUR), however the remaining (4,732,727 EUR) will be distributed later stage after signing both agreements with KFW and SDC.**

Regarding the fund for Gaza under component 6, particularly from the AFD and the KFW, it was decided to maintain this allocation for Gaza to be utilized as an immediate response once the situation allows for intervention. In case of not being able to intervene in Gaza under the prolonged Israeli war, further assessment will be done by MDLF and the DPs by end of 2024 to agree on the way forward.

**Management of Environmental and Social Safeguards for Component 6**

- MDLF updated the MDP4 Environmental and Social (E&S) management instruments to incorporate the additional requirements related to supporting municipalities' operational expenses and the employment of workers under Component 6. Both the Environmental and Social Commitment Plan (ESCP) and the Stakeholder Engagement Plan (SEP) were amended and disclosed on the MDLF website on April 30th, 2024.
- On March 25th, 2024, MDLF held a virtual consultation meeting to discuss the latest developments in the E&S framework and the SEP for the Municipal Development Program – Phase 4, with a focus on the additional financing for municipal operational expenses and workers employment. The meeting was attended by 33 participants, including representatives from municipalities (e.g., Al-Bireh, Beit Ummar), NGOs such as the General Union of Palestinian Women (GUPW), the Palestinian Engineering Association (PALENG), the Association of Palestinian Local Authorities (APLA), as well as various government ministries and authorities, including the Ministry of Local Government (MoLG), Ministry of Health (MoH), Ministry of Labor (MoL), Ministry of Women Affairs (MoWA), Environment Quality Authority (EQA), Palestinian Water Authority (PWA), Palestinian Civil Defense (PCD), Palestine Polytechnic University, Palestine Green Building Council, and the Palestinian General Federation of Trade Unions.
- During the meeting, participants raised concerns about funding, procedural requirements for this component, implementation arrangements (both through municipalities and contractors), and the extent of coverage for recurrent expenditures. MDLF addressed these inquiries and

noted that further details would be provided once the additional financing requirements are finalized with donors. MDLF also emphasized that, given the emergency nature of this component, procedures would be streamlined as much as possible in accordance with donor agreements and manuals.

## 1.6 Challenges and Obstacles:

- **Delay Due to Political Circumstances:** The escalation of the conflict in the Gaza Strip led to some donors requesting to withhold their financial contributions after MDLF allocated funds to eligible municipalities. This significantly impacted the project's progress.
- **Challenges with Field Visits:** Israeli restrictions in the West Bank have hindered MDLF engineers and LTCs from conducting field visits as initially planned, leading to some delays in the sub-projects appraisal process.
- **Delayed Consultation Processes:** The consultation process related to social safeguards documentation took longer than anticipated, further delaying project progress.
- **Shifts in Municipal Priorities:** The ongoing political situation has forced municipalities to reassess their priorities to address immediate basic needs, such as those in the roads and water sectors. This has led to some delays in receiving and approving sub-projects proposals.
- **Documentation and Compliance Issues:** There was a lack of commitment from municipalities in submitting required documents for MDLF appraisal and verification. Many municipalities began preparing designs and permits only after receiving allocation letters from MDLF, despite having identified these sub-projects in their SDIPs. In some cases, submitted design documents were incomplete or inadequate.
- **Capacity Gaps in ESMF Requirements:** A gap in municipalities' understanding of ESMF requirements necessitated additional efforts from MDLF and LTCs to ensure compliance with standards and procedures outlined in MDLF operational manuals.
- **Project Focus and Allocation:** The types of projects selected were predominantly road projects to align with the limited allocations available to municipalities.
- **Lack of Ownership and Over-reliance:** In some cases, municipal staff did not fully assume ownership of their sub-projects and relied heavily on LTC engineers, consultants, and MDLF staff for quality control and financial management. This reliance was exacerbated by the financial crisis, which led to irregular salary payments.
- **Staffing Issues and Bureaucracy:** Many municipalities experienced understaffing, excessive routine work, and multi-tasking. Bureaucratic delays in data collection and verification of infrastructure sub-projects were also observed.
- **Capacity Constraints:** Municipal staff exhibited low capacity in evaluating bids, preparing bidding documents, and supervising projects. Additionally, some engineers worked part-time across several municipalities, which contributed to delays, particularly in larger municipalities where bid evaluations took longer time than expected.
- **Relevance of Some CB packages**: The ongoing political conflict and escalations in the Palestinian Territories have negatively impacted perceptions of social accountability and civic engagement among citizens and municipalities. Consequently, activities related to these areas have been postponed or suspended, as they are assumed to be infeasible under the current circumstances.

## 2. Area C Development Programme in the West Bank – Package V "EU-DRO Fund"

### 2.1 Background

This action is based on the Financing Agreement **"Support to Sustainable Economic Development and Enhanced Governance - ENI/2018/041-137"**, the Financing Agreement was signed between the European Union (EU) and the Palestinian Authority (PA) on 18th June 2019.

The EU and the PA agreed on the following approach with regard to projects implementation in Area C: "the Implementation of infrastructure projects in communities in Area C may start once a statutory outline plan has been formally approved by the Israeli authorities or is considered as tacitly approved if no major objection has been raised within 18 months following the submission of the plan by the Village Councils to the ICA".

The Municipal Development and Lending Fund (MDLF) has been nominated for implementation of basic infrastructure in Area C based on (i) the recommendation letter of the Ministry of Local Government (MoLG) on 20th of April 2016 and (ii) compliance to eligibility conditions and essential selection criteria as stipulated in the Technical and Administrative Provisions of the signed financing agreement.

A Steering Committee composed of the European Union (EU), PA (Palestinian Authority), MDLF and of other donors financing the action was formed as an organizational set-up of implementing this program. The Steering Committee is mandated to discuss and endorse the localities as well as the selected projects to be implemented in the target localities in Area C.

The PA/MOLG and the MDLF prepared competitive selection criteria for the identification and selection of eligible localities and respective social infrastructure projects in Area C. These criteria were shared and discussed with financing partners (European Union "EU" and the Danish Representative Office "DRO" and finally approved by the Steering Committee on 30th June 2016).

The selection criteria[2] is composed of sub criterion starting from the high-level eligibility and screening, followed by a competitive scoring of the eligible localities, and ending with a competitive selection criterion for projects. Upon that, a set of localities were nominated by MOLG/MDLF during the meeting on 19th February 2020 and then endorsed by the SC on 24th February 2020 to be targeted by this action.

It is worth noting that the proposed projects are based on the statutory outline plans (accompanied by detailed planning packages for transport, water and wastewater networks as well as action plans for essential social and public infrastructure projects). These plans were developed in a participatory manner by the target communities and were supported by Non-Governmental Organizations (NGOs) or private urban planning firms. The statutory outline plans and the detailed planning packages were submitted to the PA and to the Israeli Civil Administration (ICA). At the Israeli Civil Administration, the plans were registered and processed through a complex and cumbersome authorization process.

The communities developed the statutory outline plans and the action plans for essential social and public infrastructure in a participatory inclusive mode, taking the demographic and socio-economic development needs for the next 20 years into account. Accordingly, a set of projects proposed in

[2] For more details on the selection criteria please see section 2.1.3.2 of the grant proposal.

this action were suggested and identified by the local communities with the view to improve the quality of life for the inhabitants within those communities. These projects were re-confirmed during the identification phase of this action including approvals from the respective governmental bodies or ministries.

**Objectives of the Action**

**The overall objective (impact)** of the action is to improve the social and economic conditions of Palestinian communities in Area C which is crucial for maintaining Palestinian presence in Area C and for the development of the Palestinian economy.

**The specific objective (outcome)** of the action is composed of two folds (i) to improve access to essential and public infrastructure in Area C; (ii) strengthening the Palestinian institutions' capacity to deliver essential social and public infrastructure in Area C.

**Expected Outputs**

- It is expected to enhance the living conditions of 26,062 residents in 15 localities: (Almorooj (500)-Wadi rahhal –Abdulla Ibrahim (1819), -Alkhader municipality (1715)-Ras Elwad (900)-Um Addaraj(1009)-Ramadeen(4150)-Maeen(825)-As-Semia(571)-Izbat Shoufeh(1456)-Khirbet Fares(250)-East Aba(571)-Bir Albash(1725)-Qalqilya(2000)-Jensafout (2571)-Al-Ezariya(6000); through the implementation of 16 sub-projects as follows:
- **Roads**: Construction and rehabilitation of 5 different road's projects with a total length of 3.7 KM.
- **Schools**: Construction of new schools in three different localities. The total area is about 2,340 SQM.
- **Public Buildings**: Finishing works for the existing building in one locality, (total Area 800 SQM), the scope of work includes repairing, electrical and mechanical fixtures and painting, maintenance works for the kindergarten, construction of boundary walls, provision of furniture, and insulation works for the roof of the building, in addition to the construction of boundary walls.
- **Water**: Construction of 3 elevated water tanks with total capacity of 1250 Cubic Meters including transmission lines in 3 localities, construction of water networks in 2 localities including provision of house connection and water meters for one locality, the total length of water networks is estimated (11.75 KM).
- **Electricity**: Rehabilitation of existing electrical networks in 2 localities. The total length of the networks is estimated (3.2 KM).
- **Capacity development** of the concerned LGUs and community mobilization activities with regards to social public infrastructure implemented under the EU programme in Area C.

## 2.2 Financing

The "MDLF" has received a grant from the European Union "EU" towards the cost of "Development of Area C in the West Bank "in a total of (Euro 5,775,142.31). The agreement was signed on June 23th, 2020 for 40 months and extended until August 23rd 2024. Table 10 illustrates the budget breakdown.

Table 10: Breakdown Budget – Area C Development Programme –Package 5

| Item | Budget (Euro) |
|---|---|
| **1- MDLF management fees (indirect cost) = 7% of direct eligible cost** | **377,650** |
| **2- Total Direct Eligible Cost** | **5,395,000** |
| **2.1 Other Costs and Services** | **55,000** |
| Expenditure Verification/Audit | 10,000 |
| Evaluation Cost | 15,000 |
| Visibility Actions | 30,000 |
| **2.2 Other** | **5,340,000** |
| Legal Fees | 15,000 |
| Cost of Infrastructure Sub-Projects | 4,890,000 |
| Local Technical Consultancy for Design, Supervision and Communities Mobilization Activities | 240,000 |
| Technical support Expert/s | 125,000 |
| Consultancy for Civic Engagement | 70,000 |
| **3- Provision for contingency reserve** | **2,492.31** |
| **Total Cost of the Action** | **5,775,142.31** |

## 2.3 Sub- Projects Identification and Description

The selected sub-projects in the targeted localities were identified based on the outline plans and the action plans developed by the local consultancy firms/NGOs. The outline plans were validated by the communities through community participation workshops in the fields, involving a broad spectrum of the affected communities, including the women, youth and the elderly in the community, and then endorsed by the Ministry of Local Government.

The selected projects were visited by MDLF staff in collaboration with the MOLG where the council's members as well as the local communities have emphasized the importance and vitality of those sub-projects. The total allocated amount for sub-projects in the targeted localities is € 4,890,000. The allocated budget can be summarized in Chart 6 and Chart 7 below:

Chart 6: Distribution of Financing Per Sector

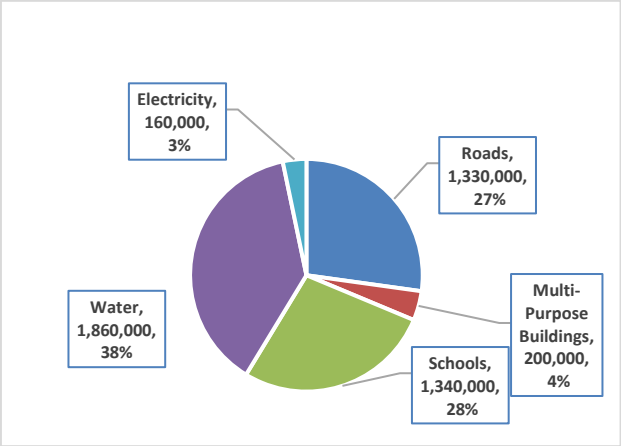
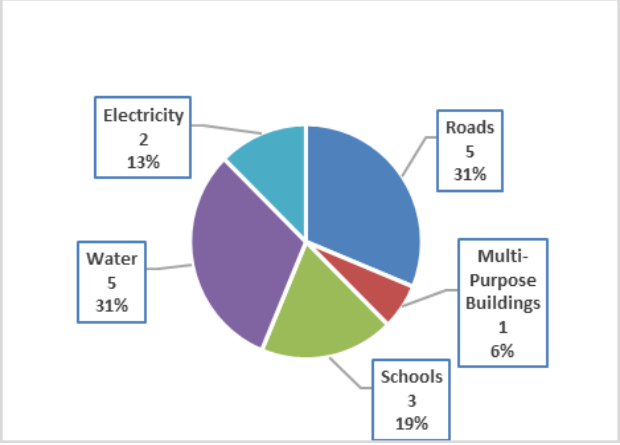



Chart 7: Distribution of Projects Per Sector




## 2.4 Results and Activities

### 2.4.1 Assessment of Results Achieved

Table 11: Results Framework

| *Results chain* | | *Indicator* | *Baseline (value & reference year)* | *Target (value & reference year)* | *Achieved* | *Percentage of Achievement* |
|---|---|---|---|---|---|---|
| **Overall objective: (Impact)** | To improve the social and economic conditions of Palestinian communities in Area C which is crucial for maintaining Palestinian presence in Area C and for the development of the Palestinian economy | Number of residents living in Area C in the targeted localities | 26,062 (2020) [TBC during the design phase] Disaggregated by sex 12,769 females 13,293 males | 5% increase beyond the natural growth rate (2027) | This indicator will be measured after successful implementation of all projects as it reflects the overall impact of all implemented projects. | ----- |
| | | % Increase of LGUs revenues as a result of the implemented interventions (water, electricity, new crafts and shops) | 0 (2020) | 15% increase (2027) | This indicator will be measured after successful implementation of all projects as it reflects the overall impact of all implemented projects. | ------ |
| **Specific objective(s): Outcome(s)** | SO 1: To improve access to essential and public infrastructure in Area C (Schools, public buildings, roads, water distribution and electricity distribution) | Number of direct beneficiaries that have been supported to get access to essential and public services , in Area C, under MDLF programmes | 40,000 people (52 % women & 48 % men), (2020) | 82,000 people (52 % women & 48 % men), (2025) | A total of (103,000) beneficiaries have been supported with MDLF programmes in Area C, of which 25,491 have benefited from this package. | ------ |
| | | Number of localities supported through EU Area C Development Programme in the West Bank | 31 (2020) | 46 (2025) | 66 localities have been supported under MDLF programmes in Area C, of which 15 localities have been supported under this package. | 100% |

Table 11: Results Framework

| Results chain | | Indicator | Baseline (value & reference year) | Target (value & reference year) | Achieved | Percentage of Achievement |
|---|---|---|---|---|---|---|
| | | Number of individuals with access to safe and equitable potable water | 0 (2020) | 8,500 (2025) | 4 sub-project completed 8,500 individuals | 100% |
| | | Number of individuals with improved access to electricity | 0 (2020) | 1,600 (2025) | 1 subproject completed (1009) individuals. However, the other project was suspended and the contract with the contractor was terminated due to the SWO issued by the Israelis. | 63% |
| | | Number of students benefited from the schools constructed or expanded<br>a) primary education,<br>b) secondary | Primary 360 (2020)<br>Secondary 360 (2020) (enrolled to unfortunate and crowded education facilities) | Primary 450 (2025)<br>Secondary 420 (2025)<br><br>(to be enrolled to better educational facilities) | 2 schools were accomplished (primary 300) (secondary 315 of which 85 females and 230 males)<br><br>The remaining school is still under implementation. | 70% |
| | SO, 2: To strengthen the Palestinian institutions' capacity to deliver essential social and public sustainable services in Area C | % Of citizens satisfied with the outcomes of the implemented projects and services provided by the LGUs (representative sample of citizens and projects) | TBC (2020) | 75% (2025) | To be assessed as part of the evaluation assignment of this package which is still undergoing. | ------ |

Table 11: Results Framework

| *Results chain* | | *Indicator* | *Baseline (value & reference year)* | *Target (value & reference year)* | *Achieved* | *Percentage of Achievement* |
|---|---|---|---|---|---|---|
| | | Number of localities benefiting from capacity building support in management of aftercare period for the completed projects | 0 (2020) | 15(2025) | Achieved throughout the on-job training conducted by the LTCs. | ------ |
| | | % Allocated of LGU budget for operation, sustainable performance and development projects in Area C | 0 (2020) | 10%, (2027) | Not yet assessed | ------ |
| | | % Of inhabitants participated in community mobilization activities | 0 (2020) | 15% (2025) in average | Overachieved With an indicative percentage (20%) based on the NGO report. | ------ |
| **Outputs** | New/improved public facilities implemented in Area C including: (schools, public buildings, roads, water and electricity) and Improved services delivery | Number and areas of schools constructed or expanded | 0 (2020) | Three (3) schools with total area of 2,798 SQM of constructed/ expanded. (2025) | 2 schools were completed Area (1440 SQM))<br><br>The remaining school is still under implementation. | 50% |
| | | Number and area of public buildings renovated/ developed | 0 (2020) | One public building renovated/developed with total of 800 SQM, (2025) | Completed Arae (800 SQM) | 100% |
| | | Total length of roads constructed/ rehabilitated | 0 (2020) | 3.7 KM of roads constructed/rehabilitated, (2025) | 5 subprojects 3.36 KM | 100% |

Table 11: Results Framework

| Results chain | | Indicator | Baseline (value & reference year) | Target (value & reference year) | Achieved | Percentage of Achievement |
|---|---|---|---|---|---|---|
| | | Length of water distribution networks and main carrier lines implemented by the project | 0 (2020) | 11.7 KM of water distribution networks and main carrier lines are installed and in use, (2025) | 4 sub-projects<br>12.1 Km water line<br>119 House connections | 103 |
| | | Number of additional safe storage of Cubic Meters (CM) of potable water | 300 CM (2020)<br>Stored at rusted and unhealthy conditions | 1300 CM (2025)<br>Stored in safe and healthy conditions | 3 completed (1350 CM) | 103.8% |
| | | Length of electrical distribution networks developed by the project | 0 (2020) | 3.2 km of electrical distribution networks developed, (2025) | 1 sub-project completed.<br>09 km | 121.8% |
| | | Number of social mobilization workshops (design, social responsibility, water and electricity public awareness concepts) | 0 (2020) | 50 (2025) | 50 | 100% |
| | | Number of operational and maintenance plans prepared by the project | 0 (2020) | 15 (2025) | 15 | 100% |

## 2.5 Implementation Progress at the Activity Level

### a) Infrastructure Component

Since the signature of the agreement between MDLF and the EU, MDLF has started the coordination with the key stakeholders effectively (EU, the MOLG and the target LGUs) to meet the planned targets and to avoid any miss communication during the implementation. In this regard, MDLF conducted several meetings with MOLG and the targeted LGUs to make sure that all the preparatory activities were done properly focusing on getting the permits and approvals from the line ministries such as: the needed approval from the Ministry of Education for adding classrooms,

and the approval from the Palestinian Water Authority for the expansion/construction of water networks, etc.

In parallel to effective communication with the key stakeholders, MDLF contracted a Local Technical Consultancy firms for design and supervision. Additionally, a Technical Support Expert (TSE) was also contracted to assist MDLF in the daily follow up of the project activities.

The LTCs were contracted on 8th and 11th of October 2020 (LTC for North Area of West Bank) and (LTC for South Area of West Bank) and the TSE was contracted on July 1st 2020. Following the contract with the LTCs, kick-off meetings were conducted to ensure a clear understanding from the consultant of the scope of work and to agree on the next steps. Upon the kick-off meeting, the LTCs were requested to communicate with the targeted LGUs and conduct the field visits to projects; locations to verify the description and the costing of the projects.

**Preliminary Stage:**

- A kick-off meeting with LTC representatives (North area) was conducted on November 11th 2020 and on November 24th 2020 with (South Area) were conducted to discuss the project components, allocations, and other issues.
- Field visits were conducted to the targeted LGUs in all Governorates by MDLFs' engineers and the LTCs to introduce the team and start collecting the needed data.
- The field survey was carried out including the projection of all structures, manholes, poles, walls and any underground facilities if any within the effective corridor of the road project and within the effective area of the public facilities.
- Following the field investigation, MDLF and the LTCs effectively communicated with the planning department/MOLG to make sure that all the projects' sites are located within the master plan boundaries.
- A procurement plan (PP) was prepared for all the work packages where some of them are consultancy, non-consultancy services, works, and goods.
- Regarding the infrastructure sub-projects, there are 11 NCB sub-projects (Works) with total allocation of € 4,310,000 amounting 88.14 %of the total allocated budget and 5 Shopping sub-project (works) with total allocation of € 580,000 amounting 11.86 % of the total allocated budget.

**Design Stage:**

To prepare a complete design for every single project the following steps were undertaken:

- The needed design data were collected and the site investigation was conducted to decide and verify the steps needed in every single project.
- The collected data was represented in the format that would assist in preparing an environmental risk assessment and social risk assessment.
- A direct consultation was conducted with the targeted LGUs and line ministries to verify the required standards and design criteria.
- The LTCs with direct support from MDLF instructed the LGUs to create and organize an independent project file for every single project.
- The soil tests and structural investigations were conducted.

Table 12: Status of Sub-projects

| No | Locality | LGU | Governorate | Population[3] | Project | Sector | Brief Description | Allocated budget | Contracted (EUR)[4] | Sub-project status |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Almorooj | Janata Municipality | Bethlehem | 500 | Development of Water Distribution Network | Water | The project will replace the current low-capacity water supply line (1/2") with new water line (2") with total length of 1.8 KM. It includes upgrading the boosting station within Janata municipality jurisdiction. | 100,000 | 59,232.50 | **Completed** |
| 2 | Abdulla Ibrahim | Wadi Rahal Village Council | Bethlehem | 1819 | Renovation and development of an existing multipurpose building | Public Facilities | The project consists of finishing works for the existing multipurpose building (2 floors with total area 800 SQM), which comprises of community hall, village council premises and kindergarten, construction of boundary walls, provision of furniture, and insulation works for the roof. | 200,000 | 101,608.95 | **Completed** |
| 3 | | | | | Development of Wadi Rahal Secondary Boys School | Education | The project consists of construction 3 new rooms (horizontal expansion) and staircase of total area 240 SQM, rehabilitation of existing school yard, entrance road to school, sanitary unit and upgrade the electricity connection. The land for the new classes lies within the existing school site. | 220,000 | 255,533.46 | **Completed** |

[3] Data Source: MOLG
[4] Excluding VAT.

Table 12: Status of Sub-projects

| No | Locality | LGU | Governorate | Population[3] | Project | Sector | Brief Description | Allocated budget | Contracted (EUR)[4] | Sub-project status |
|---|---|---|---|---|---|---|---|---|---|---|
| 4 | Alkhader | Alkhader Municipality | Bethlehem | 1715 | Construction of an Internal Road in Al Khader town | Roads | The project consists of the construction of about 0.5 KM length. The works will include excavation, levelling, concrete sidewalks, retaining walls, boundary walls and road furniture, sanitary pipe line. The roads' width is 6 m and up to 1 m sidewalks each side. | 290,000 | 206,333.00 | **Completed** |
| 5 | Ras Al Wad | Za'tara Municipality | Bethlehem | 900 | Construction of Ras Al-Aad Elementary Mixed School | Education | Construction of an elementary school comprised of nine (9) classrooms, laboratory premises, teacher's room, library premises, sanitary unit (toilets and septic tank), and external works. The furniture and equipment for the elementary school will be provided by the Ministry of Education. The total area of the school is 1,200 SQM. | 630,000 | 853,423.00 | **Completed** |
| 6 | Um Addaraj | Al Ka'beneh Village Council | Hebron | 1009 | Rehabilitation of the Electrical Network | Electricity | The project consists of rehabilitation of the existing network including poles, underground cables and transformer. The total length of the network is 2 KM. | 70,000 | 49,500.00 | **Completed** |

Table 12: Status of Sub-projects

| No | Locality | LGU | Governorate | Population[3] | Project | Sector | Brief Description | Allocated budget | Contracted (EUR)[4] | Sub-project status |
|---|---|---|---|---|---|---|---|---|---|---|
| 7 | Al Ramadeen | Al Ramadeen Municipality | Hebron | 4150 | Construction of an Elevated Water Tank and Main Transmission Line | Water | The project consists of construction of an elevated water tank of 500 Cubic Meter, the work consists of mobilization works, earth works, concrete works, piping works, external works, testing works. The works include supply and install of 1 KM of transmission line. | 510,000 | 526,249.75 | **Completed** |
| 8 | Ma'een | Al Karmel Municipality | Hebron | 825 | Construction of the Secondary Girls School | Education | The project consists of construction of six (6) classrooms, in addition to science laboratory, teacher's room, library room, staircase (toilet units and septic tank), and external works. The furniture and equipment for the school will be provided by the Ministry of Education. The total area is about 900 SQM Φ | 490,000 | 755,668.00 | **Almost Completed** |
| 9 | As-Semia | Al Samu' Municipality | Hebron | 571 | Rehabilitation of the Electrical Network | Electricity | The project consists of rehabilitation of existing network. The work consists of supplying and installing medium voltage cable 36 KV of 1.2 KM, transformation station of 36KV to 400KVA and development of low voltage network. | 90,000 | 93,000.00 | **Suspended due to verbal SWO from Israelis** |

Table 12: Status of Sub-projects

| No | Locality | LGU | Governorate | Population[3] | Project | Sector | Brief Description | Allocated budget | Contracted (EUR)[4] | Sub-project status |
|---|---|---|---|---|---|---|---|---|---|---|
| 10 | Izbat Shoufeh | Shoufeh Village Council | Tulkarem | 1456 | Construction of an Elevated Water Tank and Main Carrier Line | Water | The project consists of construction of an elevated water tank of 250 Cubic Meter, the work consists of mobilization works, earth works, concrete works, piping works, external works testing works and main carrier line of 1.7 KM. | 370,000 | 315,785 | **Redesigned to on-ground water tank completed and direct contracting with local contractor. The project is almost completed.** |
| 11 | Khirbet Fares | Zabdah Al Jadeedeh Village Council | Jenin | 250 | Rehabilitation of Internal Roads | Roads | The project consists of reconstruction of two roads with total length of 0.75 Km. The roads' width is 4 m and up to 1 m concrete shoulders each side. The works also includes road furniture. The works includes the replacement of 0.4 KM water pipe line. | 120,000 | 81,465.0 | **Completed** |
| 12 | East Aba | East Aba Village Council | Jenin | 571 | Construction of Water Distribution Network | Water | The project consists of construction of water distribution network; work includes supply and install of pipe lines of different diameters (totaling 7.25 KM) and new valves of different types, house connections with water meters. | 390,000 | 209,079.62 | **Completed** |

Table 12: Status of Sub-projects

| No | Locality | LGU | Governorate | Population[3] | Project | Sector | Brief Description | Allocated budget | Contracted (EUR)[4] | Sub-project status |
|---|---|---|---|---|---|---|---|---|---|---|
| 13 | Bir Albasha | Bir Albasha Village Council | Jenin | 1725 | Construction of an Elevated Water Tank and Upgrading of Existing Water Distribution Network | Water | The project consists of construction of elevated water tank of 500 Cubic Meter, the work consists of mobilization works, earth works, concrete works, piping works, external works, testing works. The works also includes upgrading works for the existing distribution work to change the distribution method from direct pumping to gravity distribution. | 490,000 | 428,570 | **Completed** |
| 14 | Qalqilya | Qalqilya Municipality | Qalqilya | 2000 | Rehabilitation of an Internal Road | Roads | The project consists reconstruction of one road with total length of 1.2 Km. The roads' width is 6 m and up to 1 m concrete shoulders each side and;<br>The road is considered commercial; the technical design should consider the traffic management and parking areas. The works will include excavation, levelling, drainage, concrete shoulders/sidewalks, and roads furniture/light, infrastructure works (electrical and sewage). | 440,000 | 558,476* (Contribution from municipality) | **Completed** |
| 15 | Jensafout | Jensafout Village Council | Qalqilya | 2571 | Rehabilitation of an Internal Road | Roads | The project consists of construction about 0.75 KM length. The works will include excavation, levelling, and concrete shoulders, retaining walls, and roads furniture. The roads' width is 6 m. | 190,000 | 156,837.94 | **Completed** |

Table 12: Status of Sub-projects

| No | Locality | LGU | Governorate | Population[3] | Project | Sector | Brief Description | Allocated budget | Contracted (EUR)[4] | Sub-project status |
|---|---|---|---|---|---|---|---|---|---|---|
| 16 | Al-Ezariya | Al-Ezariya Village Council | Jerusalem | 6000 | Reconstruction of an Internal Road | Roads | The project consists of reconstruction of about 0.5 Km length. The works include electrical lighting, sidewalks and concrete shoulders, retaining walls, guardrails, and drainage storm water pipelines and manholes. The works includes also the road furniture | 290,000 | 330,000.00 | **Completed** |
| | | | | **26,062** | | **Total Construction Estimated Cost (Excluding VAT)** | | **4,890,000** | | |

## b) Civic Engagement and Community Mobilization

The Communities Mobilization Activities are designed based on previous experience and lessons learned gained from the implementation of the completed four packages under the Area C Development Programme, as well as the lessons learned from the mid-term evaluation of Area C conducted through the EU. It was stated by the evaluators: *" The Project has been or less as an engineering/construction project focusing and constructing a certain number of infrastructure sub-projects. Following such a top-down construction management approach has left little space for participatory processes to take place. The Project could have been more effective if the construction activities were augmented by other accompanying socially and/or environmentally related training/interventions. It is important, in this case to strike the right balance between administrative management requirements to carry out the construction component versus engaging in a development dialogue/support with the LG*

Addressing the needs of the marginalized communities by improving service delivery and their participation in decision making process cannot be fully realized without the effective involvement and assistance of civil society. The civic engagement activities were designed in a way to engage reputable and experienced civil society organizations (CSOs) as an implementing partner to empower the local community activities. The primary objective is to complement the Program's hard infrastructure Component by enhancing civic participation of vulnerable communities in local-decision making and thereby improving citizen-local governmental relations and the latter's accountability.

✓ **Objective of Citizens Engagement**

The overall objective of citizens engagement is to mainstream citizen engagement and social accountability in local decisions making to improve the development results and contribute to building sustainable systems and strategies for citizen engagement with local governance sector.

The specific objective of such activities is to institutionalize citizen engagement and social accountability in local governance through adopting formal guidelines/procedures and good practices for strengthening civic engagement as an approach where marginalized communities have the power to influence the decisions and services provided by the LGUs.

✓ **Progress So far (general):**

- A local NGO was contracted by MDLF late May 2021 for 18 months.
- Several coordination meetings were held at MDLF with the NGO to ensure the full understanding of the assignment and to discuss the implementation plan. Special attention was given to assure the synergy with other consultants who are currently implementing similar activities under MDP3 at the municipal level, given that some of the target localities under this assignment are either VCs or Municipalities targeted under MDP3-SA package. The NGO was requested to assess the crosscutting activities with other assignments to ensure the harmony and complementarity between the assignments and to avoid any potential duplication.
- In June 2021, the NGO with support from MDLF conducted introductory meetings to the (15) targeted LGUs to introduce the team, objectives, and activities of the assignment. The

infrastructure sub-project's locations were also visited by the NGO team to have a better understanding of the sub-projects and area 'C' boundaries in each locality.

- The local NGO completed the assessment of social accountability (SA) and community participation (CP) environment, alongside the Training Needs in the (15) targeted localities. The assessment included the collection and analysis of both quantitative and qualitative data of the LGUs' officials, civic groups (CBOs), and local social mobilizers. The key tools used for the assessment were questionnaire, interviews and focus groups. The assessment has mainly focused on a list of baseline indicators for SA and CP in the targeted localities in addition to some selected indicators relevant to the expected social impact of the infrastructure sub-projects under this package.
- The Data collected during the field sessions has been analysed to get a clear picture about the CP and SA enabling environment in each locality as well as the training needs of LGU officials, civic groups (CBOs), local social mobilizers. The results of data analysis have been reflected on a well-structured and comprehensive diagnostic assessment reports for each locality including: key SA components, service delivery, citizens' satisfaction in addition to the Grievance Redress Mechanism "GRM".

✓ **Results of Diagnostic Assessment of SA and CP:**

- Limited capacity of both LGUs and local communities regarding the SA.
- Limited community awareness regarding the importance and impact of SA on the local community level.
- Lack of SA institutionalization at the LGUs and communities' levels.

✓ **Training Needs Results:**

The training needs assessment focused on **four pillars** targeting the LGUs' officials, civic groups (CBOs), local social mobilizers as shown below:

- Knowledge Level regarding the SA and CP concepts, tools, and components.
- Skills level regarding the application of the SA and CP tools.
- Attitudes towards the SA and CP.
- Behavior level regarding the application of SA and CP without any intervention.

✓ **SA & CP, and Training Needs Recommendations:**

- Forming/enriching SA committees in the targeted LGUs while taking into account building on the existing SA committees if any and ensuring proper representation of area "C" residents.
- Improving the capacities of LGUs and local communities regarding the SA concepts and tools alongside the supporting knowledge and skills.
- Raising the community awareness regarding the SA role in enhancing the services provided to area "C".

- Developing and/or updating the action plans of the SA committees for the benefits of the residents of area "C" and at the same time mitigating the impact of the political obstacles imposed on area "C".





Meetings with MDLF Team (Left) and NGO-Team (Right)

SA Environment Assessment Session in East Aba (Left)

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*Mr. Wajdi Dababseh ł SA Focal Point At Al Karmil Municipality*





✓ **Implementation Phase of the SA and CP component:**

**Implementation of SA Tools in Each Locality by SAC:** As an output of the SA action plans, each SAC was supported to implement selected SA tools in cooperation with the concerned LGU considering the timeframe of the action plan i.e., one year, aiming at practicing the SA concepts and tools.

As a result, (15) SACs conducted at least one of the SA tools. It is wort to mention that all the SA tools have been oriented, as possible, towards the synergy with the infrastructure projects supported by the MDLF under the EU-funded sub-projects. The SA Tools mainly focused on public hearing and stakeholders' dialogue sessions. In total, the local NGO supported the (15) targeted SACs and LGUs in planning and implementing **35 SA Tools**.

**Reflection Meetings**: The (15) formed SACs met the LGUs' representatives following the approval of the SA plan to agree on the implementation of SA tools. As such reflection meetings continued between the SACs and LGUs at least twice every three months either face-to-face or virtually. As such collective meetings gathered both the SACs and LGUs representatives of the (15) targeted localities, both exchanged the progress of the SA process along with lessons learned and recommendations for better SA tools implementation. These meetings highly contributed to the improvement of the SA efforts at both the SAC and LGU levels as well as accelerated civic participation and SA engagement in the public sphere.

**Additional Community Awareness and Educational Activities:** Following the development of the awareness plans of the SACs in cooperation with the relevant LGU, each SAC started the actual implementation of the activities as per the developed awareness plan. The table below shows the actual type and the number of awareness materials used, in addition to descriptions of the awareness activities that were implemented by the SACs in each targeted locality.

| Awareness Tool | No. of Copies | Status |
|---|---|---|
| **Posters** | 300 (150 each Poster) | Printed Out, and distributed |
| **Notebooks with Four SA and CP** | 800 | Printed Out, and distributed |
| **Social Media Awareness Messages** | 13 | 13 already published on FB Pages |
| **Videos** | 2 | Published on FB Pages |
| **Quotes** | 8 | Published on FB Pages |
| **Activities** | 10 | Implemented |

The NGO supported the implementation of two awareness sessions in Um Addaraj because of the difficulties encountered in the locality due to the change of the LGU council in addition to the weak awareness of the LGU and community members regarding the relationship between the LGU and the local community.
The NGO team under direct supervision of MDLF, conducted two awareness-raising sessions for the secondary schools' male and female students along with the schools' teaching and administrative staff regarding the relationship between the LGU and the Local community as well as the mutual roles and responsibilities.
According to the data available and accessibility on the Facebook Pages of the SACs and LGUs, the total number of targeted audiences of the social media posts and videos published along with the awareness activities and materials developed, printed, and distributed was 117,500 from the 15 targeted localities.

**Identify and Document Good Practices:** Following the planning and implementation of the awareness activities/campaign on SA and CP targeting the local communities in the 15 targeted Localities, the local NGO team has concluded the below best practices:

(1) The high level of cooperation between SACs and LGUs that has been initiated at the beginning of the assignment led to successful and smooth planning and implementation of the awareness activities. This is a result of having joint and reflection meetings from time to time between the SACs and LGUs.

(2) The notable increase in the utilization of social media by the targeted SACs and LGUs has increased the number of engagements during the implementation of the awareness-raising campaign.

(3) The recruitment of the PR Company by MDLF for the project visibility and promotion has added dimension to the scope and type of activities implemented under the umbrella of the awareness campaign. Plus, as such added value has encouraged the SACs and LGUs to expand the scope of the awareness activities to target more community segments i.e. school children.




**Part of the Social Media Posts and Quotes**

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*highly improved community participation, where, as such sessions gave the chance to the*
ÊÐÛÐáÌÕÚɯÖÍɯÈÙÌÈɯʔ" ʔɯÛÖɯÚÏÈÙÌɯÈÕËɯËÐÚÊÙÐÔÐÔÈÌÚɯÛÏ
ÈÕËɯÑÖÐÕÛÓàɯÍÐÕËɯÚÖÔÈÛÏÐÔÈÌÚɯÈÕËɯÈɯʔɯ




Awareness Activities Took Place in Al Khader(left) and As Semia (Right)



Awareness Activities Conducted In Cooperation with Lahtha Co.
in East Aba (Upper left) and Wadi Rahal (Upper Right), and Ras Elwad (bottom)

### c) Capacity Development Activities

The capacity development under this action was not conducted in a traditional way through specific budget line with specific training activities. It was agreed that the main element to be focused on is the sustainability and the operational aspects related to the projects. Hence, a general perception was concluded during the preparation of this action is to have a pillar with special focus on institutional development, where the nature of the activities shall be piloted through out the project implementation as a cross cutting elements.

The TOR for the LTCs includes some activities related to the preparation of operation and maintenance plans in addition to the inclusion of on-job training for the sub-projects management, correspondence with line ministries and contractors, how to supervise the projects and how to ensure the quality of the projects towards sustainability, and the operational aspects related to the water sub-projects.

All these efforts were complemented with other contracts, for instance the civic engagement activities where the local community and the targeted LGUs received training on social accountability and how to integrate the social accountability within the LGUs plans, and how to implement its toolkits among the community for better disclosure and transparency.

Adding to that, the PR company worked in harmony with the LTCs and the local NGO to convey some messages beyond the projects visibility, like the water losses and the importance to pay LGUs fees towards services sustainability.

It is worth noting that, more efforts are still needed to tackle the capacity development for the targeted LGUs which cannot be done only throughout this action, but also with special attention from the MOLG and its directorates.

### d) Rapid Assessment of the Status and Usage of Previous Packages

One of the main activities under this package is a rapid assessment of operational and maintenance conditions as well as the technical status of the completed sub-projects which had been implemented under Packages I-IV of the Area C Development Programme in the West Bank. The rapid assessment was conducted by MDLF with support from an individual consultant familiar with Area C. Forty-Two (42) sub-projects in Thirty-One (31) localities were subject to the assessment based on a well-defined criterion using a comprehensive template for data collection with documentation of the visual observations from site visits. The following conclusions can be listed as follows:

- 88% of the sub-projects are fully operational and 12% are partially operational.
- 69% of the sub-projects require periodic maintenance, 21% are in good condition and 10% need remedial actions.
- 78.6% of the sub-projects are satisfactory in terms of technical status, 11.9% are fairly satisfactory and 9.5% didn't meet expectation.
- All roads' projects were technically in good condition and look sustainable. They improved accessibility between different areas within the targeted villages. Additionally, the inhabitants have been encouraged to build their own houses a long side these roads. A periodic maintenance is required for the painting and traffic signs.
- For the buildings and other facilities, the majority are technically good, but some lack of the required maintenance and cleaning. More will be presented in the table of technical observations and findings.
- The educational facilities are functional and operated by the Ministry of Education. They are in good shape but still requires periodic maintenance. The additional classrooms solved the pupils overcrowding.
- A couple of kindergartens which are managed by the village councils are not in good shape. Not fully operational and require periodic maintenance like Al Masqoufa and Ras-Tira kindergartens.
- There are few technical problems that could be solved through remedial actions and periodic maintenance. More will be presented in the table of technical observations and findings.
- It is recommended to contact MOLG/LGUs and MOE to assure the periodic maintenance of the sub-projects.
- More focus is needed to empower the VCs focusing on those located in Area C and getting the benefits from the ongoing village support program.

### e) Diagnostic Baseline Study

Arab World for Research and Development (AWRAD) was commissioned by DANIDA to carry out a Diagnostic Baseline Study for the Development of Area C in the West Bank for seven projects (electricity and water projects).

The main purpose of the diagnostic baseline study is to establish the baseline for seven projects related to water and electricity sectors. The meant projects are located in seven localities distributed across four governorates in the West Bank. The baseline figures will be used as the basis of the final evaluation by setting up a point of reference by which the change will be measured after the post-implementation. The objectives of the study are to:

1. Evaluate the institutional and operational capacity of the selected LGUs (Janata Municipality, Al Ka'beneh Village Council, Ar Ramadin Municipality, Al Samu' Municipality, Shufa Village Council, East Aba Village Council, Bir Albasha Village Council). Through the assignment, the consultancy firm "AWRAD" was requested to:
   I. Identify gaps and underlined barriers to improve service provision.
   II. Evaluate the sustainability factor of the 7 projects.
2. Design and execute a survey/questionnaire(s) amongst a representative sample population in close consultation with the MDLF to measure the satisfaction and perception of the direct beneficiaries at the household level about access to drinking water and electricity provision.
3. Produce a set of key indicators and targets based on the diagnostic baseline study data to update the project Results Framework where necessary.

The base line was conducted using both qualitative tools and quantitative tools as follows:

- **16 KIIs were conducted**, of which 9 – LGUs; 3 - partner organizations; 3 - relevant government and non-government institutions.
- **14 FGDs were conducted:** 2 in each locality; one with community members and another one with municipality/ VC members and staff.
- **650 questionnaires were distributed in accordance to the following sample**

| Area | Total | % | Male | Female |
|---|---|---|---|---|
| Ar Ramadin | 260 | 40% | 47% | 53% |
| Izbat Shufa | 92 | 14.2% | 51% | 49% |
| Bir Al Basha | 109 | 16.8% | 49% | 51% |
| East Aba | 37 | 5.7% | 49% | 51% |
| Almorooj | 51 | 7.8% | 51% | 49% |
| As-Semia | 37 | 5.7% | 46% | 54% |
| Um Addaraj | 64 | 9.8% | 50% | 50% |
| Total | 650 | 100% | 49% | 51% |

✓ **Conclusions**

Since the first baseline assessment, there has been progress on some projects. These include Est Aba, Morooj and Um Addaraj. However, in other areas, there is more to be done. The following conclusions might be drawn:

1. In completed and operational projects, the scores for all indicators are relatively high where there is a witness shift on water & electricity accessibility & reliability. An example is the project **"Development of Water Distribution Network in Al Morooj"**. Regarding accessibility to water, 90% of respondents described their access to water as weak, of which 85% do not have access at all before the project. While after implementing the project, 97% of the respondents described that their access to sufficient amounts of water is above average, and only 3% do not

have access at all. On the other hand, the scores for all indicators for other "Ongoing, not operated or suspended" projects are relatively low, as follows: accessibility (scoring 30.5%) , sustainability and impact (scoring 30.9%).

2. The baseline survey gives a clear and overall picture of the programme areas, a good reference for programme's interventions. Most of the indicators at benchmark, which are low, need strong efforts in coordination between and amongst the related stakeholders to achieve ambitious targets.
3. Based on the results, the following data reveal the following overall conclusions about the targeted communities:
    - **'Izbat Shufa** is the most marginalized of all seven targeted communities.
    - **East Ab** is the second most marginalized of all seven targeted communities.
    - **Bir Al-Basha** is the third most marginalized.
    - **Om Adaraj** is the fourth most marginalized.
    - **Ar Ramadin i**s the fifth most marginalized.
    - **Almorooj** is the sixth most marginalized. The relative positive assessment of the situation in Almorooj might be explained by the implementation of the project in the community and the feeling of the members of the benefits of the project.
    - **As-Semia** is the seventh most marginalized. While the project in As-Semia has been suspended due to the stop working order from the Israeli Authorities, the evaluation for the overall electricity infrastructure and services is due to the fact that the community has full linkage to the network provided through the nearby Al-Samu' municipality, which obtains its electricity from the Israeli company directly. This does not negate the need for the intended sub-project, which represents (1.9%) of the infrastructure entire budget and aims at the Rehabilitation of the Electrical Network in As-Semia, which continues to be deemed as a core priority for the local leaders and community members.



Development of Water Distribution Network in Al Morooj



Om Adaraj - Al Ka'abneh. Rehabilitation of the Electrical Network

Table 13: Action Plan

| Task | Responsibility | 2020 | | 2021 | | | | 2022 | | | | 2023 | | | | 2024 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |
| ▪ Task 1 - Mobilization (Preparatory Activities) | | | | | | | | | | | | | | | | | | |
| Effective coordination between MDLF, MOLG with the LGUs encouraging them to be well prepared for the implementation. | MDLF, MOLG | | | | | | | | | | | | | | | | | |
| Preparation of the local technical consultant terms of references. Special focus will be given to the quality control, supervision, composition and qualifications of the requested personnel. The terms of reference will include a specific part for the technical assistance of the local governmental units. | MDLF | | | | | | | | | | | | | | | | | |
| Preparing a detailed implementation plan including (procurement plan, disbursement plan, and communication and visibility plan). | MDLF | | | | | | | | | | | | | | | | | |
| Contracting an individual consultant/s (technical support expert/s) to assist the MDLF staff in the day to day follow up | MDLF | | | | | | | | | | | | | | | | | |

Table 13: Action Plan

| Task | Responsibility | 2020 | | 2021 | | | | 2022 | | | | 2023 | | | | 2024 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |
| the project activities under this package | | | | | | | | | | | | | | | | | | |
| Signing the Grant Implementation Agreement (GIA) between MDLF and the LGUs describing the roles and the responsibilities for MDLF and the LGUs. | MDLF, LGUs | | | | | | | | | | | | | | | | | |
| Preparation of the TOR for community mobilization and civic engagement | MDLF | | | | | | | | | | | | | | | | | |
| Impact and Sustainability Assessment that will be financed by DRO for water projects (Baseline Assessment). | DRO | | | | | | | | | | | | | | | | | |
| ▪ Task 2- Preparation for the implementation (Sub-projects Design) | | | | | | | | | | | | | | | | | | |
| Contracting two local technical consultants (LTCs) for sub-projects design and supervision | MDLF | | | | | | | | | | | | | | | | | |
| Rapid assessment for the status and usage of the funded previous packages | | | | | | | | | | | | | | | | | | |

Table 13: Action Plan

| Task | Responsibility | 2020 | | 2021 | | | | 2022 | | | | 2023 | | | | 2024 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |
| Preparing the design and the bidding documents for the selected sub-projects including the Environmental and Social Management Plan (ESMP) by the contracted LTC. | MDLF, LTC | | | | | | | | | | | | | | | | | |
| Advertising/announce for bids, composition of opening and evaluation committees (with MDLF prior approval), evaluating. | LGUs | | | | | | | | | | | | | | | | | |
| Contracts award following MDLF no objection. MDLF shall approve and endorse all contract by co-signing or initialing these with the wording "reviewed, cleared and endorsed by the MDLF". | LGUs, /MDLF | | | | | | | | | | | | | | | | | |
| Contracting the firm/NGO specialized in community mobilization | MDLF | | | | | | | | | | | | | | | | | |
| Task 3 – Sub-projects Implementation Stage | | | | | | | | | | | | | | | | | | |
| Technical Assistance for supervision | | | | | | | | | | | | | | | | | | |
| Assist the LGU's in the supervision of subprojects | MDLF, LTC | | | | | | | | | | | | | | | | | |

Table 13: Action Plan

| Task | Responsibility | 2020 | | 2021 | | | | 2022 | | | | 2023 | | | | 2024 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |
| Monitor and Ensure compliance with MDLF standards | MDLF, LTC | | | | | | | | | | | | | | | | | |
| Communities' mobilization activities | NGO/ Local Firm | | | | | | | | | | | | | | | | | |
| Financial Management | | | | | | | | | | | | | | | | | | |
| Monitor and Ensure compliance with MDLF financial procedures | MDLF | | | | | | | | | | | | | | | | | |
| Social Safeguards Monitoring | | | | | | | | | | | | | | | | | | |
| Monitor and Ensure compliance with social safeguards policies | MDLF, LTC | | | | | | | | | | | | | | | | | |
| Environment Safeguards Monitoring | | | | | | | | | | | | | | | | | | |
| Monitor and Ensure compliance with environmental safeguards policies | MDLF, LTC | | | | | | | | | | | | | | | | | |
| Overall monitoring and reporting | | | | | | | | | | | | | | | | | | |
| Monitoring of projects indicators | MDLF | | | | | | | | | | | | | | | | | |
| Sites Visits | MDLF, MOLG | | | | | | | | | | | | | | | | | |
| Task 4 - Audit and Evaluation | | | | | | | | | | | | | | | | | | |
| Midterm review | MDLF, EU | | | | | | | | | | | | | | | | | |
| External audit includes it for each further pre financing | external auditor | | | | | | | | | | | | | | | | | |

Table 13: Action Plan

| Task | Responsibility | 2020 | | 2021 | | | | 2022 | | | | 2023 | | | | 2024 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |
| Final Evaluation | Outsourced consultant | | | | | | | | | | | | | | | | | |
| Task 5 - Reporting - Final Report | MDLF | | | | | | | | | | | | | | | | | |

| |
|---|
| Completed |
| Ongoing |
| Not yet Started |





## 2.6 Beneficiaries/affiliated Entities and Other Cooperation

**Key Stakeholders.**

The key stakeholders of the action can be listed as follows:

- The Ministry of Local Government "MOLG" as the lead policy-maker and regulatory body for LGUs in Area C in the West Bank.
- The Ministry of Civil Affairs "MOCA" who coordinates with the ICA regarding the planning meetings and follow up the stop working orders/confiscation of equipment once happened.
- The Prime Minister Office, particularly the unit in charge of coordination the external support including Area C development interventions.
- The Municipal Development and Lending Fund "MDLF" as the selected implementing Agency for this action and will be responsible for managing the fund and do all the arrangements for successful implementation of the action.
- The Local Government Units "LGUs" where the proposed projects will be implemented and will be the owners and/or final beneficiaries of the public infrastructures that will be resulted from the action.
- The Local Technical Consultant (LTCs) who will be responsible for the design and the supervision of the infrastructure sub-projects.
- The Contractors and Suppliers who will be responsible for direct implementation of the sub-projects within the targeted communities and will be managed directly by the LGUs with technical support from the LTC and the MDLF.
- The European Union as a donor and other financing partners working in Area C, i.e the financing partners who are members or observers in the steering committee for instance Denmark
- Association of Palestinian Local Authorities "APLA" which is an independent organization aiming to represent and lobby for the collective interests of its members LGUs (in general), and is currently managing an intervention for institutional development for the LGUs (including Area C) funded by the EU.

**Coordination among the Key Stakeholders.**

MDLF effectively coordinated with stakeholders during the last period as follows:

- MDLF worked in close collaboration with the local technical consultant (LTC) as well as the LGUs and the MOLG to meet the planned targets and to avoid any miss-communication.
- A close communication between MDLF, MOLG and the target localities was done to ensure that all the preparatory activities were done regarding the permits and approvals from the line ministries.
- MDLF also shared the design of water and school projects with PWA and MOE respectively to ensure the compliance of designs with technical requirements for both line ministries.
- MDLF shared the information related to this package with the Prime Minister Office as part of MDLF regular reporting.

- There was continuous communication between MDLF and the EU notifying them about the progress and achievements as well as the challenges throughout the implementation.
- MDLF early notified the EU, MOCA and MOLG for the case of stop working order/confiscation of material and equipment for the project: (Al-Simya electrical network and Izbit Shoufa water tank) to follow up and track the case as needed.
- A close communication with the local technical consultants was done to ensure the clear understanding of the consultants regarding the scope of work.

## 2.7 Visibility

MDLF prepared a communication and visibility plan for this package including a list of activities to be undertaken throughout the implementation. The plan was cleared by the EU and was used as a base for promotional purposes to ensure the visibility of the Area C programme and to convey messages across the beneficiaries and stakeholders. Several activities were planned to be conducted within the framework of communication and visibility of the programme, and could be listed as follows:

✓ **Printings and Promotional Material:**

Throughout the year 2022, MDLF has completed the design of different printing materials under this package, including:

- An Informative brochure in Arabic and English about Area C Development Programme in the West Bank – Package 5.
- Technical Fact Sheets for different projects,
- Rollups.
- Foam boards with messages and images.
- Billboards.
- MDLF also produced 2023 Calendar for Area C Development Programme.
- Programme, the calendar was distributed among key stakeholders.







On the other hand, MDLF started working on spots that will promote Area C Development Programme in the West Bank – Package 5 Achievements. The MDLF facebook page is already activated promoting the progamme components and achievements.

✓ **Events Management:**





- MDLF organized a fun day activity for children in the European day which was successfully implemented in Wadi Rahhal.
- MDLF organized three awareness raising initiatives on the importance of water in different schools. The main objectives of the awareness raising initiatives were to improve awareness on water issues and encourage local community members and their families to act in conserving water. Messages were received positively by the local community, especially the direct linkage between the initiatives and the projects being implemented to improve access to water in the targeted localities. The awareness initiatives were raised through a variety of channels such as interactive activities, role playing, and creating artworks to engage the public in topics such as: water conservation; hygienic water use; or preservation, and public and private water networks conservation. In addition, a big part of the activity was dedicated to the involvement of the community itself by formulating focus groups to create their own awareness materials recognizing the importance of water for our lives.
- MDLF also engaged social media influencers who have large engagement in the targeted communities. The citizens of the targeted communities will be more involved and aware of our projects due to influencers actions that will include sharing photos or stories on their Instagram, Facebook, Twitter pages.

✓ **Field Visits & Inaugurations**



MDLF will organize under the communication and visibility plan five inaugurations' events including all the logistics and event management tasks. The events will include design and production of invitations, design and printing of banners, and preparing branding guidelines for the venue. In addition to inviting the press, preparing media kits, press releases, taking photos and videos.



Three inaugurations were successfully accomplished and the other two events are planned to be done in September-October 2023. Additionally, Once MDLF complete all the projects under this package, a tour bus for the media will be organized where the local and international media will be invited. The expected outcome from this activity is to increase the awareness on Area C Programme, and share the results of the successful implementation of the projects. Accordingly, MDLF will also collect and document success stories about the implemented projects.

## 2.8 Challenges

**Challenges faced during the Diagnostic Baseline Study:**

- **Limited responsiveness:** Some of the participants were unresponsive to the FGDs invitation or to the survey, either due to their dissatisfaction with the LGUs or to limited belief in the utility of such workshops and surveys. There is, however, an increasing feeling that such processes are not producing tangible or transformative results that improve their lives.
- **Lack of awareness:** Some of the community members are not aware of the project that is intended to be implemented or that has already started.
- **Area C:** The targeted areas are considered Area C, and this has put extra challenges and difficulties on the field researchers to reach such areas and localities.

**Challenges faced during the implementation of the SA and CP activities:**

- The timing of the actual implementation of awareness activities was challenging due to Ramadan, and the LGUs Local Elections.
- The Strike of school teachers highly affected and delayed the implementation of some of the awareness activities that were planned to target the school students which in turn forced the SACs to change the target audience of the activities.
- The political and security situations that occurred in area “C” have also affected the implementation of some of the awareness activities such as in Al Khader and Jenin which witnessed clashes and the fall of more than one martyr in the last period. This, in turn, had delayed the implementation of some activities, mainly the publication of the social media posts which was considered inappropriate timing to publish the posts on the SAC and LGU - FB pages.
- Lack of cooperation or the absence of the local council affected the implementation of the awareness activities specifically in Bir Al-Basha and Um Addaraj.
- Weak communication with some of the SACs’ focal points due to the change in their residential areas caused a delay in the implementation of some awareness activities.

- The change of the local councils as a result of the last two rounds of the local elections caused a delay in the implementation of some of the awareness activities.

**Challenges faced during the infrastructure projects:**

- The lack of the capacity and skills of most LGU's to prepare ESMP as well as the preparation of bidding documents and procurement plans. To overcome this challenge; on-job training and site visits were conducted by the contracted LTCs.
- The road project in Jeinsafout was subject to verbal SWO by the Israeli with confiscation of the roller. Fortunately, the implementation was resumed and successfully completed despite the SWO. However, the confiscated roller has been released.
- Evaluation of sub-projects' bids took long time to finalize due to procurement verifications.
- The designs of the 3 sub-projects, namely, (Ras Elwad school, Maeen school, Wadi-rahhal school) were subject to substantial delays due to the requirements of Ministry of Education and the Civil Defense.
- Two sub-projects, namely "As-Semia electrical network, and Izbit Shoufa water tank" were subject to verbal Stop Working Order (SWO) from the Israeli Authorities with confiscation of equipment. After waiting for more than one year it was collectively agreed to proceed with the implementation in Izbit shoufa despite the SWO.
- The contract for the construction of an elevated water tank and the upgrade of existing water distribution network in Bir Albasha was terminated with the contractor due to disputes, a new single source contract was signed with another contractor to complete the construction works.
- The start up process of the school project in Maien was subject to substantial delays where the project location was changed by the LGU since the original site is considered archaeological according to the Israeli archaeological plan, adding to that a SWO from the Israeli Authorities has been issued on 9-5-2023. Despite the SWO the implementation was resumed on 25-5-2023.
- Several obstacles were encountered in more than one project for the following reasons Y
    - **i.** The inability of the village councils to bind the citizens to the pledges they signed before implementing the projects, which led to a change in the scope of work and a delay in the implementation process.
    - **ii.** The emergence of design problems in some projects during the implementation, which led to making change orders, disputes between the contractor and the consultant, and a delay in the implementation process of the projects (Al-Khader Roads Project - Bir Al-Basha Reservoir Project).

## 2.9 Recommendations

**Recommendations proposed during the implementation of the Diagnostic Baseline Study:**

**(1) Developing LGUs Capacities and Management**

- Capacitate the VCs to improve accessibility to and quality of services delivered, clarity of VC procedures and average customer time spent to obtain each service.
- Increase the financial funds for the VC to improve the quality of the implemented project and improve the community members quality of life.
- Conduct trainings in relation to professional project management, monitoring and evaluation, and to include small VCs in such trainings.
- The village councils have a limitation in human resource in all fields; a system that will allow these villages to benefit from hiring joint staff would be a consideration. MoLG had already experiment with this, but it was a temporary arrangement. A more permanent modality could be adopted.

**(2) Promote Civic Engagement and Accountability**

This is an area for significant development. Improving levels of consultation, participation and engagement and knowledge-sharing with citizens will lead to improved infrastructure, services and revenues. The following specific recommendations are proposed:

- Capacitate the VCs to enable them to engage in meaningful consultation processes in relation the selection of priorities based on thorough analysis of community needs.
- Capacitate the VCs to properly use social media and new technology to raise awareness about its work and announce their activities to citizens.
- Ensure that the consultation process goes beyond the leading tribe and political leaders, by ensuring that the participation of women, youth and persons with disability (PwDs) is genuine and institutionalized.
- Involve and include women, youth and PwD in the participatory process to bring the approach to a successful conclusion and make sure that their voices are heard, however, future efforts must seek to maintain their quality roles and contributions.
- Develop and implement an awareness raising campaign which provides information on VC services and the rights and responsibilities of citizens in relation to their proper management to encourage more citizens to consider an active role in municipal accountability mechanisms.

**Recommendations proposed during the implementation of the SA and CP interventions**

- Selection of a more appropriate timeframe for the implementation of awareness activities.
- More attention to be given to the school children in the awareness activities.
- More time and resources to be secured for any awareness campaign because educating people and changing some of their conceptual orientations and attitudes are in need for a long time period.

- Special training to be provided to the SACs and LGUs on reporting techniques through Social Media Pages i.e. disaggregation of viewers or followers of the FB pages per the geographical locations, gender, etc.
- Awareness and SAC plans to be integrated into the LGU plans and mainly in the upcoming SDIP

**Other recommendations**

- Continue strengthening the LGU's institutions and improving their staff capacities through on job training and transfer of know-how. This will enable the LGU's to be an efficient and sustained institution.
- Pay more attention to training and workshops especially for social and environmental aspects.
- Conduct training workshops for the local consultants before the implementation stage to ensure that the consultant accommodates the requirements of the Procurement Manual of MDLF.

# 3. Area "C" Development Programme-Phase 2 - SDC Portfolio

## 3.1 Introduction

The SDC and PA agreed on the following approach with regard to projects implementation in Area C: "the Implementation of infrastructure projects in communities in Area C may start once a statutory outline plan has been formally approved by the Israeli authorities or is considered as tacitly approved if no major objection has been raised within 18 months following the submission of the plan by the LGUs to the ICA".

The Municipal Development and Lending Fund (MDLF) has been nominated for the implementation of basic infrastructure in Area C. A Steering Committee composed of the SDC, PA (Palestinian Authority), MDLF and of other donors financing the action was formed as an organizational set-up of implementing this progamme. The Steering Committee is mandated to discuss and endorse the localities as well as the selected projects to be implemented in the target localities. The PA/MOLG and the MDLF prepared competitive selection criteria for the identification and selection of eligible localities and respective social infrastructure projects in Area C.

The selection criteria[5] is composed of sub criterion starting from the high-level eligibility and screening, followed by a competitive scoring of the eligible localities, and ending with a competitive selection criterion for projects. Upon that, a set of localities were nominated by MOLG/MDLF and then to be endorsed by the SC.

It is worth noting that the proposed projects are based on the statutory outline plans (accompanied by detailed planning packages for transport, water and wastewater networks as well as action plans for essential social and public infrastructure projects). These plans were developed in a participatory manner by the target communities and were supported by Non-Governmental Organizations (NGOs) or private urban planning firms. The statutory outline plans and the detailed planning packages were submitted to the PA and to the Israeli Civil Administration (ICA). At the Israeli Civil Administration, the plans were registered and processed through a complex and cumbersome authorization process.

The communities developed the statutory outline plans and the action plans for essential social and public infrastructure in a participatory inclusive mode, taking the demographic and socio-economic development needs for the next 20 years into account. Accordingly, a set of projects proposed in this action were suggested and identified by the local communities with the view to improve the quality of life for the inhabitants within those communities. These projects were re-confirmed during the identification phase of this action including approvals from the respective governmental bodies or ministries.

## 3.2 Description of the Programme

The envisaged SDC contribution concerning area C development is located within the context of harmonized approach to avoid duplication and to ensure the integration with other financing partners: the scoring of localities is used as a base for selection process of the target

[5] For more details on the selection criteria please see section 2.1.3.2 of the grant proposal.

localities. Depending on budget availability, this phase will target around 15 localities over the coming 3 years, out of which 8 newly localities will be targeted and 7 previously targeted localities under phase 1 will be supported with complementary works.
Action plans for the selected localities were revisited by MDLF, MOLG and SDC to confirm the initially proposed priorities. The preliminary estimated cost was done by MDLF and agreed upon by the SDC, noting that these estimates will be subject to revision upon the completion of the final design of each sub-project.

## 3.3 Objectives, Expected results and Activities

### Objectives

The main objective of the proposed project is to support the marginalized communities in Area C of the West Bank with basic services including "Community development projects, small scale infrastructure & social infrastructure projects".

Basic services include: the "access to roads, the access to water networks, the construction or rehabilitation of schools buildings, public space facilities, among others, as prioritized in the development action plans for the LGUs.

- **Expected Results (outputs):**

The expected number of beneficiaries for the selected **12 localities** is estimated **9611 inhabitants**. The implementation of those sub-projects will affect positively on the living conditions of marginalized people in Area C in the West Bank who are denied from access to land and natural resources. The ability of those communities to develop small-scale infrastructure is heavily limited by the planning and zoning regime that is illegal under International Humanitarian Law but practiced by Israel.

**Infrastructure projects expected outputs (based on preliminary site visits)**

- Construction of 150 cubic meter water tank with transmission line.
- Adding and construction of around 2,000 square meter of schools.
- Construction of 1,200 square meter grass Playground.
- Construction/rehabilitation of around 2.0 Km of roads with 5.2-meter asphalt width.

**Complementary works for previous projects**

- Supply of solar system for electricity production (40 KW),
- Construction/rehabilitation of 1.0 km of roads.
- Complementary works for schools (Fence, boundary walls, water tank, etc…), and supply/install Solar Led Street Lights, seats and toys,. etc.).

## 3.4 Financing Partner Contribution

The SDC granted the MDLF a contribution of **US$ 4,000,000** to be utilized for supporting several villages in Area C. The grant agreement was signed on May 1st , 2022 until the end of December 31st 2024.

## 3.5 Sub- Projects Identification and Description

The selected projects at the targeted localities were identified based on the outline plans and the action plans developed by the consultancy firms under the direct supervision from MOLG. The outline plans were validated by the communities through community participation workshops, involving a broad spectrum of the affected communities, including the women, boys and girls and the elderly in the community, after which it was endorsed by the Ministry of Local Government. The selected projects were visited by MDLF staff in collaboration with the MOLG, SDC, where the council's members as well as the local communities there have emphasized the importance and vitality of those projects to their localities. **The list of projects were approved by the SDC in September, 2022. The only project which is still pending is the rehabilitation of internal roads in Hajja. The project was proposed by the village council and put in a waiting list and will be decided later stage.**

The total amount allocated for construction is **EUR 3,221,800**. Chart 8 and 9 show the breakdown of the allocation per governorate and project sectors respectively.

Table 14: Summary of the package projects

| Governorate | Location | Project | Population | Cost Estimate $ | New / Complementary |
|---|---|---|---|---|---|
| **Qalqilia** | Jit | Construction of new Elementary **School** - 1000m2 | 974 | 1,000,000 | New |
| | Hajja | Rehabilitation of internal **roads** | 2941 | 279,800 | New (not yet confirmed) -the project was put in a waiting list to be decided later stage) |
| | Isla | Rehabilitation of internal **roads** | 1180 | 100,000 | New |
| **Tulkarm** | Kafa | Rehabilitation of internal **roads** | 552 | 200,000 | New |
| **Bethlehem** | Khirbet Al Nahla | Expansion of elementary **School** - 500 $m^2$ additional floor | 179 | 270,000 | New |
| | Iskaria | Rehabilitation works **(Roads and school)** for Iskaria including school walls isolation and interlock paving for roads | 311 | 250,000 | Top up |

| Governorate | Location | Project | Population | Cost Estimate $ | New / Complementary |
|---|---|---|---|---|---|
| **Hebron** | Fuqeiqis & Khirbet Salama | Expansion of elementary **School** - 500m$^2$ additional floor) | 409 | 230,000 | New |
| | Um Al Khair | Supply and install **Solar** LED street light with light control outdoor waterproof IP65 polycrystalline Silicon LED. | 949 | 50,000 | Top up |
| ***Jenin*** | Al Mansoura | 150 m3 **Water Tank** and transmission pipe line | 324 | 270,000 | New |
| ***Tubas*** | Al Aqaba | Supply and install **Solar** system for electricity production(30KW) | 263 | 30,000 | Top up |
| | | Supply seats and Toys for the **Public Garden.** | | 30,000 | Top up |
| ***Nablus*** | Yanoun | Supply and install **Solar** system for electricity production(10KW) | 141 | 12,000 | Top up |
| ***Jerusalem*** | Qalandiya | Construction of 1200m2 of grass **playground** | 1390 | 500,000 | New |
| ***Total Estimated Cost for above projects*** | | | | **3,222,000** | **8 New**<br>**5 top up** |

Chart 8: Distribution of Projects Allocation Per Governorate

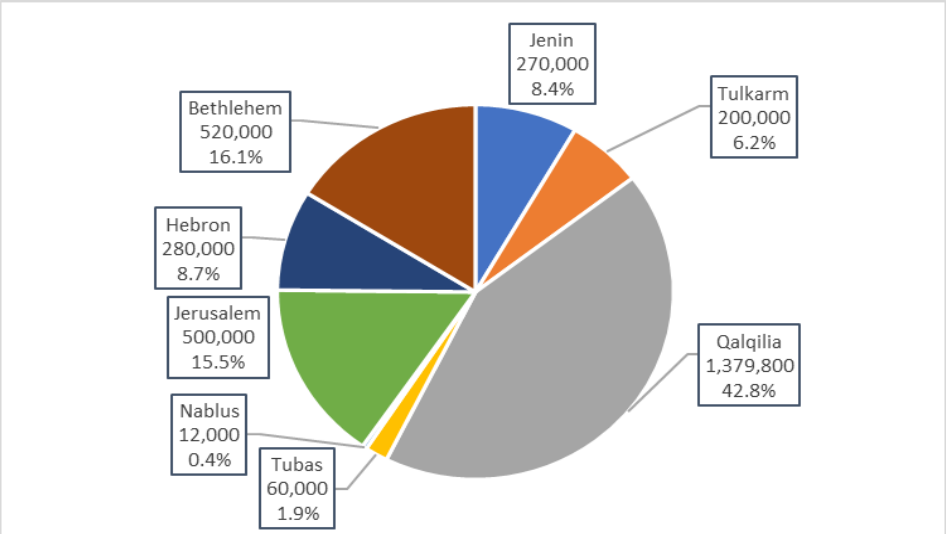
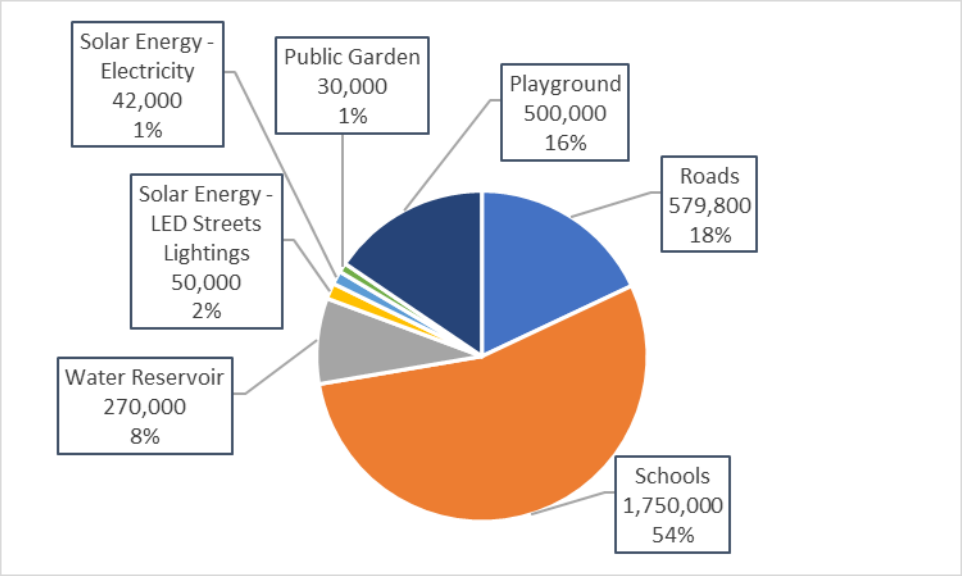


Chart 9: Distribution of Projects Allocation Per Sector




## 3.6 Implementation Status

Since the signature of the agreement between MDLF and the SDC, MDLF started the coordination with key stakeholders (SDC, the MOLG, and the target LGUs) to meet the planned targets and to avoid any miscommunication during the implementation phase. MDLF conducted several meetings with the MOLG and the target LGUs to make sure all the preparatory activities were done in regards to permits and approvals from line ministries including getting the needed approvals of the Ministry of Education for adding classrooms and construction of schools, getting the approval of the Palestinian Water Authority for expansion or construction of water networks…etc.

**Kick Off Meeting:**



A kick-off meeting with MOLG, SDC, UN-Habitat and MOLG was conducted in July, 2022. The purpose of the meeting was to give an overall orientation on the programme interventions given that both UN-Habitat and the MDLF have contracts with the SDC for Area C with specific scheme of interventions foe each. The meeting was blessed by the MOLG and it was agreed to keep channels of coordination during the implementation of both interventions.

**Contracting Local Technical Consultant for Design and supervision:**

- The TOR for the local technical consultant was prepared. Special focus was given to the quality control, supervision, composition and qualifications of the requested personnel. The terms of reference included a specific part for the technical assistance of the local governmental units.

- **The LTC was contracted in August, 2022.** The scope of LTC includes: (i) **Projects planning and design and** (ii) **Projects supervision**. The LTC team of specialists are expected to support the targeted LGUs in defining the scope of work, pricing the bill of quantities and define the obstacles and challenges that may affect the implementation of project including technical, social and environmental issues. The LTC is expected to prepare the required design and supervise the implementation of infrastructure projects under the project.
- MDLF assigned a project engineer at the beginning of 2023 year that will provide the day-to-day follow up on the project activities, in addition to supervise the local technical consultant who will be responsible for preparing the design schemes, implementation plans and supervision.

**Design, Tendering, and Implementation Stage:**

- Field visits were conducted to the target LGUs by MDLF's Engineers and the LTC to know each other and to introduce the team and start collecting the needed data.
- The field survey was carried out including the projection of all structures, manholes, poles, walls and any underground facilities if any within the effective corridor of the roads projects and within the effective area of the public facilities.
- Following the field investigation, MDLF and the LTC had communicated effectively with the planning department/MOLG to make sure that all the project sites are located within the master plan boundaries.
- The LTC started working on collecting the needed design data to decide the steps needed for every single project.
- The LTC with direct support from MDLF instructed the LGUs to create and organize an independent project file for every single sub-project.
- The needed design data were collected, and site investigation was conducted
- All required test & structural investigations were conducted.
- The LTC had completed the design phase of the projects which was complemented with the bidding documents preparation in accordance with MDLF procurement manual.
- 90 % of sub-projects were tendered and most of them were awarded to the contractors. **Table 15 below** illustrates the status of the sub-projects.

Table 15: Status of the Projects

| No. | Locality | LGU | Governorate | Project | Cost Estimate Dollar | Contracted Amount Dollar | Status |
|---|---|---|---|---|---|---|---|
| 1 | Jit | Jit VC | Qalqilia | Construction of new Elementary **School** - 1000m2 | 1,000,000 | 1,005,263 | The contract has been signed but the contractor couldn't reach the site due to roads closures by Israel Army and the Stop Working Order issued by the Israeli Army in January, 2024. A new alternative for the parcel of land was proposed for the construction of the school which is assessed as low risky location. A field visit led by MDLF and MOLG was conducted. A new design for the school was prepared to match the new location. It is anticipated to move forward with the implementation late August 2024. |
| 2 | Isla | Isla VC | Qalqilia | Rehabilitation of internal roads | 100,000 | 102,050 | The work has been subject to verbal SWO on 27/8/2023 issued to the village council. However, MDLF contractor continued the work with the contractor. The contractor prepared an action plan to overcome the delays. The work progress has reached 90% achievement. |
| 3 | Kafa | Tulkarem municipality | Tulkarem | Rehabilitation of internal roads | 200,000 | 160,749 | Completed. |
| 4 | Khirbet Al Nahla | Wadi Rahhal VC | Bethlehem | Expansion of elementary school | 270,000 | 259,648.11 | The contract has been signed with the contractor and the actual work on the ground has started. |
| 5 | Iskaria | Iskaria VC | Bethlehem | Rehabilitation works ( roads and school ) | 250,000 | 120,000 | The work is ongoing slowly due to the blockade and closures by Israel army which has been tackled since the the Israeli war on Gaza. |

| No. | Locality | LGU | Governorate | Project | Cost Estimate Dollar | Contracted Amount Dollar | Status |
|---|---|---|---|---|---|---|---|
| 6 | Fuqeiqis & Khirbet Salama | Dora Municipality | Hebron | Expansion of elementary school | 230,000 | 167,294.5 | The contract has been signed with the contractor and the actual work on the ground has started . |
| 7 | Um Al Khair | Um Al Khair VC | Hebron | Supply and install solar led streetlight | 50,000 | 43,850 | The project was ongoing, and the materials were delivered to the site but could not be installed by contractor because of outbreak of war |
| 8 | Al Mansoura | Al Mansoura VC | Jenin | 150 m3 Water tank and transmission pipeline | 270,000 | 273,941 | The contract has been signed with the contractor and the actual work on the ground has started. |
| 9 | Al Aqaba | Al Aqaba VC | Tubas | Supply and install solar system for electricity production (30KW) | 30,000 | 22,200 | Completed |
| 10 | Al Aqaba | Al Aqaba VC | Tubas | Supply seats and toys for the public garden | 30,000 | 24,325 | Completed |
| 11 | Yanoun | Aqraba Municipality | Nablus | Supply and install solar system for electricity production (10KW) | 12,000 | 9,400 | Completed |
| 12 | Qalandiya | Qalandiya VC | Jerusalem | Construction of 1200 m2 grass playground | 500,000 | 446,000 | Although the work has witnessed a SWO, the contractor has decided to proceed with the work. The status is ongoing and progressing with around 80% achievement. |





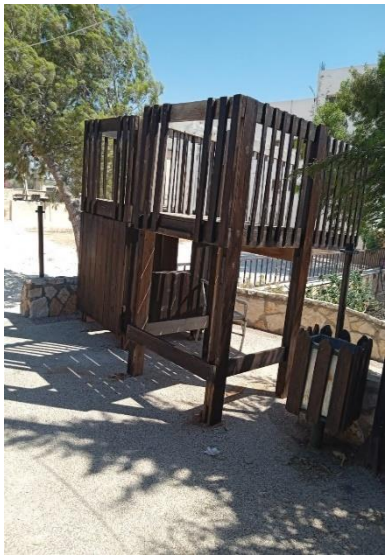
Supply and installation of solar system, for electricity production in Al-Yanoun in Nablus





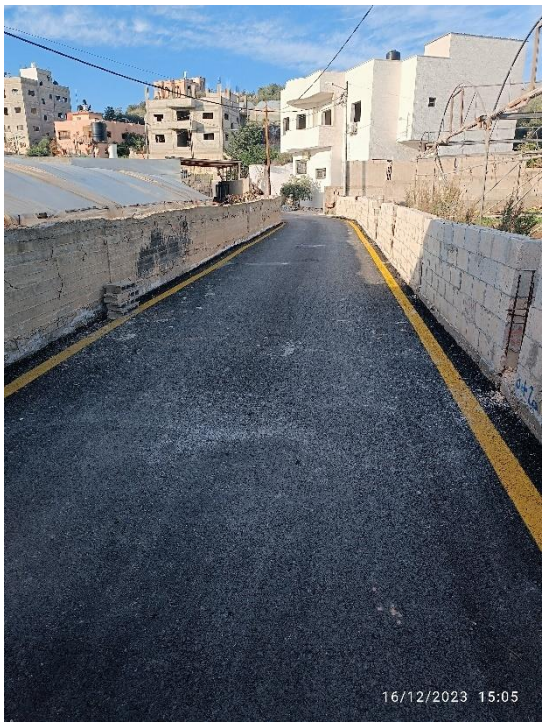
Supply and installation of solar system, for electricity production in Al-Aqaba in Tubas.

Supply seats and other facilities for the Aqaba public garden.





Rehabilitation of an internal road in Kafa locality.







Construction of 1200 m2 playground for Qalandia village council.



Progress achieved in the early stages of construction





Progress achieved up until now with 80% achievement

Rehabilitation of an internal road at Isla/Qalqilia

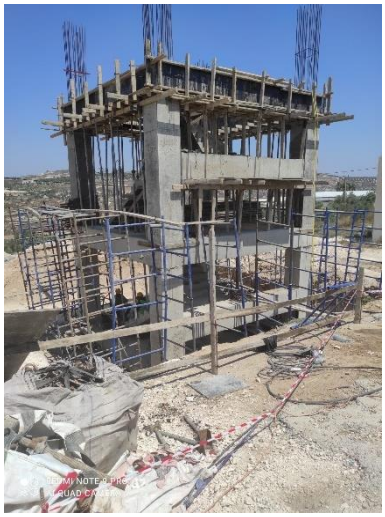


Progress achieved in the construction phase



Progress achieved with 90% completion of rehabilitation

Construction 150 m3 Water tank and transmission pipeline – Al Mansoura





Expansion of the Fuqeiqis & Khirbet Salama elementary School.





## 3.7 Communities Mobilization and Civic Engagement

This Communities Mobilization Activities is proposed under this phase based on MDLF previous experience and lessons learned gained from the implementation of the completed four packages under the Area C Development Programme, as well as the lessons learned from the mid-term evaluation of Area C conducted through the EU. It was stated by the evaluators: *"The Project has been carried out more or less as an engineering/construction project focusing and constructing a certain number of infrastructure sub-projects. Following such a top-down construction management approach has left little space for participatory processes to take place. The Project could have been more effective if the construction activities were augmented by other accompanying socially and/or environmentally related training/interventions. It is important, in this case to strike the right balance between administrative management requirements to carry out the construction component versus engaging in a development dialogue/support w*

The primary objective of this task is to complement the Program's hard infrastructure Component by enhancing civic participation of vulnerable communities in local-decision making and thereby improving citizen-local governmental relations and the latter's accountability. Aaddressing the needs of the marginalized communities by improving service delivery and their participation in decision making process cannot be fully realized without the effective involvement and assistance of civil society.

This task will be conducted through reputable and experienced civil society organizations (CSOs) as an implementing partner to empower the local community activities and to provide the needed support and social management and assistance to enhance the capacity of the concerned LGUs and local communities in Area C for social and public sustainable services delivery in the target localities.

**The specific objectives** of this task to institutionalize citizen engagement and social accountability in local governance through adopting formal guidelines/procedures and good practices for strengthening civic engagement as an approach where marginalized communities have the power to influence the decisions and services provided by the LGUs. In order to have progress toward effective community participation (CP), the consultancy will focus on the following:

- ✓ Integrate and institutionalize CP and SA tools and practices in LGUs affairs.
- ✓ Build the capacity of LGUs employees, and decision-makers to apply SA concepts and tools in the LGUs for accountable service delivery.
- ✓ Awareness/engagement of the citizens and the LGUs councils' members on the projects activities and the projects related data.
- ✓ Awareness to the citizens about the action plans and update the communities' priorities in a participatory manner as needed, and provide assistance to LGUs in addressing their needs to MoLG.
- ✓ Build the awareness of the concerned LGUs and citizens on the concept of operation and maintenance of the implemented sub-projects in coordination with the Local Technical Consultants (LTCs).

- ✓ Enhance the role of media in social accountability, and increase the public's access to information.
- ✓ Enhance complaints mechanisms within the framework of social accountability in the targeted locations and increase citizens role on how to use them.
- ✓ Increase community participation including women, youth and marginalized groups, ensuring that they are heard and their inputs are reflected in the joint decision – making.
- ✓ The consulting NGO will work closely with MDLF' staff, and while performing this assignment it must adhere to the principles and transversal themes to include gender & youth empowerment, do no harm, human rights-based approach, collective sensitive program management (CSPM), in alignment with SA tools and instrument endorsed by MOLG**.**

## 3.8 Implementation Status of Civic Engagement:

In terms of CE implementation, the consulting NGO has been contracted since August 2023. The assignment is progressing as planned with minor adjustment in the methodology to tackle the emerging situation after the event of October 7th and the accompanying political, security, and economic challenges in both West Bank and Gaza. This change in approach was driven by the significant changes in the West Bank due to the events of October 7th, which directly affected the daily lives of citizens and the functioning of village councils. The increased security tensions in Area C led to restricted movement for citizens, making it difficult to access village councils and carry out field activities. Therefore, it was agreed with the local NGO on some changes to ensure the continuity of the project while maintaining its nature and the agreed-upon terms of reference. In this context, two new measures were adopted:

- **Measure One:** Transition from applying traditional and classical social accountability tools and approaches to a digitized approach known in accountability literature as "Digital Accountability". This approach leverages digital technologies and platforms to enable citizens to practice social accountability. This means integrating digital tools into the activity implementation process wherever possible while maintaining some key face-to-face activities.
- **Measure Two:** Focus on enhancing the capacity of the targeted village councils to handle emergencies and crises and to maintain the sustainability of public services provided to citizens. It was agreed to keep the concept of social accountability to monitor the performance of the village councils and measure their ability to solve problems arising in emergency situations.

## Main Activities Implemented During the Past Period:

| Activity | Description and Progress |
|---|---|
| **Activity One: Guiding Local Authorities and Defining the Environment for Enabling Social Accountability.** | - The focus has been on guiding local authorities and defining an environment for enabling social accountability. A comprehensive set of activities has been carried out to achieve this goal, taking into account the unique challenges faced by Palestinian village councils, particularly in marginalized areas that suffer from significant capacity weaknesses.<br>- A comprehensive desk review, which included studying all previous studies, evaluation surveys, reports, and available community social files was done by the NGO. Additionally, integrated community action plans (ACIP), websites, and social media platforms of local authorities were reviewed. This review aimed to identify gaps between local authorities and citizens, document best practices, successes, challenges, and provide recommendations.<br>- A baseline survey was designed and developed using mixed quantitative and qualitative methods. A comprehensive questionnaire was prepared to gather accurate information to assess social accountability from the perspective of citizens and the local community. This survey was developed electronically through the smart application (Ask4you), with one of its sections dedicated to conducting surveys directed at citizens.<br>- The baseline questionnaire covered five main areas:<br>o Area One: Disclosure and Transparency<br>o Area Two: Participation<br>o Area Three: Responsiveness.<br>o Area Four: Community Monitoring.<br>o Area Five: Concept and Practice of Social Accountability in Reality.<br>- Based on the data collected from the desk review and the village councils, a social accountability needs assessment questionnaire was developed for village councils. This questionnaire was filled out through individual interviews with the heads and members of the village councils using Zoom technology.<br>- The report will include a comprehensive data analysis and targeted recommendations to improve transparency and accountability.<br>- Consultative field visits were organized with local authorities to introduce the project and discuss the results of the review and evaluation. During these visits, successes and challenges documented were shared, and priorities and areas needing improvement were identified. This activity aimed to build consensus on the concept and applications of social accountability, contributing to a common understanding between local authorities and the community on the importance of transparency and community participation. |

| Activity | Description and Progress |
|---|---|
| **<u>Activity Two:</u> Developing a Mobile Application for Social Accountability "It's Our Right to Ask- Ask4You"** | - Work has been done to develop a mobile application named "It's Our Right to Ask." This application aims to enable citizens to practice social accountability digitally, enhancing interaction between local authorities and citizens easily in a direct manner.<br>- The application is still undertesting to ensure its effectiveness before being promoted and launched widely.<br>- The development journey of the application began with defining its core idea, which is to provide a platform that allows citizens to communicate directly with local authorities.<br>- Various sections of the application were identified to enhance transparency and effective communication between village councils and citizens. These sections include: *<u>services provided by village councils, latest news, surveys and service evaluations, complaints and objections, events, volunteering opportunities, reports and publications, information center, and information on social accountability.</u>*<br>- Comprehensive tests have been conducted, including functional tests and performance tests, to ensure that all features of the application work correctly and meet user needs. These tests have been implemented with the participation of a selected group of users (citizens who are members of community accountability committees) to gather their feedback and improve the application based on their comments.<br>- It is anticipated to launch the application early September for users in the targeted sites.<br>- A digital awareness campaign will be launched to promote the importance of the application and encourage citizens to download and use it. |
| **<u>Activity Three:</u>**<br>**Capacity Building and Training for Village Councils and Social Accountability Committees** | - A series of capacity-building and training activities targeting village councils and social accountability committees have been implemented. This activity aims to strengthen the capacities of local authorities in emergency and crisis management, develop social accountability tools, and increase community participation, with a special focus on vulnerable groups such as youth, women, and people with disabilities.<br><br>**Training of VCs**<br>- The targeted village councils were divided into two groups (North Group and Central-South Group), and an intensive 3-day virtual training was held, encompassing 20 training hours for each group. The training focused on emergency and crisis management, and enhancing relationships with the local community during periods of instability. This was the first round of training for the village councils, with a second round planned for the upcoming months to implement digital social accountability tools.<br>- 36 members and employees from the targeted local authorities were trained in emergency and crisis management, and enhancing community relations. |

| Activity | Description and Progress |
|---|---|
| | - As an outcome of the training process for the village councils, ten preliminary emergency and crisis management plans were prepared, tailored to the needs and conditions of each local authority. These plans included a rapid analysis of the local context regarding environmental and infrastructure services, social and cultural conditions, economic situations, and the state of governance and good management in the village councils. The plans also outlined the crisis management team's structure, responsibilities, and tasks, identified risks, and detailed pre-crisis, during-crisis, and post-crisis procedures. A participatory approach was used in preparing the plans in collaboration with council members and the project's consulting team. The training sessions was accomplished at the level of VCs by preparing 10 well-studied and detailed emergency and crisis management plans).<br><br>**Training of SA committees**<br>- Virtual Training Sessions for Social Accountability Committees lasting two days and encompassing 12 training hours was organized, focusing on civil participation and social accountability, digital social accountability tools, and community mobilization, with an emphasis on vulnerable groups such as youth and women.<br>- The social accountability committees were divided into two groups (North Group and Central-South Group), with the second round of training planned for the upcoming period.<br>- Training materials were prepared in accordance with the nature of the target group, aiming to enhance participants' knowledge of social accountability for village councils. The training process also encouraged the concept of cooperation and teamwork by strengthening relationships among trainees through group work during the sessions.<br>- The training sessions were evaluated through verbal assessments and using pre- and post-training evaluation forms, with analyses and recommendations on the learning process for participants.<br>- Various interactive training methods were employed to ensure effective learning. The training content and implementation method included the following:<br>o Definition of social accountability, community participation, right to disclosure and responsiveness<br>o Importance of social accountability<br>o Principles and foundations of social accountability<br>o Requirements for implementing social accountability<br>o Obstacles to implementing social accountability<br>o Social accountability tools<br>o Advantages of using social accountability tools |

## 3.9 Timeframe and Action Plan

The following table represents the project's timeframe and action plan.

Table 16: Action Plan

| Milestone | Status | Planned Vs Actual | Q2-2022 | Q3-2022 | Q4-2022 | Q1-2023 | Q2 - 2023 | Q3-2023 | Q4-2023 | Q1-2024 | Q2 - 2024 | Q3-2024 | Q4-2024 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| TOR preparation for LTC | Completed as planned | Planned | | | | | | | | | | | |
| | | Revised Planned | NA | | | | | | | | | | |
| | | Actual | | | | | | | | | | | |
| Contracting LTC | Completed as planned | Planned | | | | | | | | | | | |
| | | Revised Planned | | NA | | | | | | | | | |
| | | Actual | | | | | | | | | | | |
| Recruitment of Project Engineer | In process | Planned | | | | | | | | | | | |
| | | Revised Planned | | | | | | | | | | | |
| | | Actual | | | | | | | | | | | |
| Projects Verification | Not Yet Started - the field visits are planned to be jointly conducted in Nov-2022 | Planned | | | | | | | | | | | |
| | | Revised Planned | | | | | | | | | | | |
| | | Actual | | | | | | | | | | | |
| Projects Endorsement by SC | The endorsement of projects depends on finalizing the appraisal | Planned | | | | | | | | | | | |
| | | Revised Planned | | | | | | | | | | | |
| | | Actual | | | | | | | | | | | |
| TOR preparation for NGO/civic engagement | Completed as planned | Planned | | | | | | | | | | | |
| | | Revised Planned | | NA | | | | | | | | | |
| | | Actual | | | | | | | | | | | |
| Contracting NGO for civic engagement | Postponed until the endorsement of the projects | Planned | | | | | | | | | | | |
| | | Revised Planned | | | | | | | | | | | |
| | | Actual | | | | | | | | | | | |
| Projects Design | Completed | Planned | | | | | | | | | | | |
| | | Revised Planned | | | | | | | | | | | |
| | | Actual | | | | | | | | | | | |
| Projects Tendering | Completed | Planned | | | | | | | | | | | |
| | | Revised Planned | | | | | | | | | | | |
| | | Actual | | | | | | | | | | | |
| Projects Implementation | In progress | Planned | | | | | | | | | | | |
| | | Revised Planned | | | | | | | | | | | |
| | | Actual | | | | | | | | | | | |
| Civic Engagement and CD initiatives | Not yet Started | Planned | | | | | | | | | | | |
| | | Revised Planned | | | | | | | | | | | |
| | | Actual | | | | | | | | | | | |
| M&E (Beneficiaries Impact Assessment) | Not yet Started | Planned | | | | | | | | | | | |
| | | Revised Planned | | | | | | | | | | | NA |
| | | Actual | | | | | | | | | | | |
| Auditing | Not yet Started | Planned | | | | | | | | | | | |
| | | Revised Planned | | | NA | | | | NA | | | | NA |
| | | Actual | | | | | | | | | | | |

## 3.10 Challenges and obstacles:

**A) For Social and Infrastructure Sub-projects**

- In general, Area C interventions have been implemented in a very challenging environment; given the political obstacles and the substantial delays in sub-projects identification. Furthermore, the sub-projects' design and the approvals from the line ministries consumed more time than anticipated, which have led to multi versions of designs that correspond to the allocated budget.
- One sub-project, particularly, Fuqeiqis school was tendered several times due a dispute with the Palestinian Contractors Union. However, this issue was resolved and the project has been awarded and is progressing.
- Isla road was subject to verbal SWO issued to the VC by the Israeli army with confiscation of the council's JCB. The contractor of the project was reluctant to work under the SWO issued to the VC. However, the contractor decided to resume the work and the project is currently undergoing and progressing.
- One sub-project, particularly, Al Mansoora water tank has faced a significant delay in getting the needed technical approvals from the water authority. However, MDLF was able to obtain the needed approvals and proceeded with the tendering and awarded to the contractor and the construction of the water tank is progressing.
- The difficulties on the ground and the implications of the ongoing Israeli War on Gaza Strip which has started on 7/10/2023 put its shadows on the sub-projects' implementation in Area C. Challenges imposed by the Israeli occupation include: Access restrictions, closures, checkpoints, cement blocks, arrests, settlers attack, confiscation of equipment, and lack of safety for field officers and contractors, etc., all of which have badly affected the implementation process of the sub-projects.

**B) For Civic Engagement and Social Accountability**

- **Security and Political Challenges** One of the most significant challenges have been faced in implementing CE/SA is the unstable security situation in Area C. Security tensions disrupt scheduled activities and delay project implementation, affecting the efficiency of field teams. Additionally, we may encounter political obstacles related to obtaining support and cooperation from local and national authorities.
- **Technical Challenges:** Rural and marginalized areas may face a lack of technological infrastructure needed to support the use of digital applications and tools. Moreover, there might be a deficiency in technical skills among village council workers and citizens. This challenge has been addressed by:
    - Continuous Training: Provide ongoing training for village councils and citizens to enhance their technical skills.
    - Technical Support: Establish technical support teams to assist users in solving technical problems.

- **Social and Cultural Challenges:** Resistance to change in some local communities can be an obstacle to adopting social accountability principles and civic participation, especially in environments that have experienced long-term marginalization. The diversity of the target groups and their varying needs add complexity to the design and implementation of programs. This challenge has been addressed by:
    - Awareness and Education: Organize awareness campaigns to enhance understanding of the importance of civic participation and social accountability.
    - Encouragement and Incentives: Provide incentives for community participation and clarify the benefits derived from the project.
    - Community Consultation: Involve local community leaders in designing and implementing activities to ensure their acceptance and adoption.

- **Communication and Participation Challenges:** There may be a lack of effective communication between village councils and citizens, affecting the level of community participation and trust between both parties. Additionally, engaging marginalized groups, such as youth, women, and people with disabilities, requires extra efforts to ensure their effective participation. This challenge has been addressed by:
    - Enhancing Communication: Use multiple communication channels, such as public meetings, social media, and newsletters, to improve communication with citizens.
    - Consultation with Marginalized Groups: Organize special meetings with marginalized groups to ensure their voices are heard and their needs are met.

# 4 Local Government Reform and Development Programme - Phase 2 Addendum

## 4.1 General information

<table>
<tr><th>Section</th><th>Information</th></tr>
<tr><td>Title of action</td><td>Implementation of Climate Change Initiatives under LGRDPII Addendum</td></tr>
<tr><td>Grant Agreement number</td><td>PZA1303311-10031</td></tr>
<tr><td>Start date and end date of the reference period</td><td>The Grant Agreement enters into force on 13th of October 2022 and ends on 31st of March 2024</td></tr>
<tr><td>City / cities</td><td><table>
<tr><td>Yatta Cluster</td><td>Hebron Governorate</td></tr>
<tr><td>East Bethlehem JSC</td><td>Bethlehem Governorate</td></tr>
<tr><td>Beit Leqia Cluster</td><td>Ramallah Governorate</td></tr>
<tr><td>West Bani Zaid Cluster</td><td>Ramallah Governorate</td></tr>
<tr><td>Jourt Amra Cluster</td><td>Qalqilya Governorate</td></tr>
<tr><td>Baita cluster</td><td>Nablus Governorate</td></tr>
<tr><td>Barta'a Cluster</td><td>Jenin Governorate</td></tr>
</table></td></tr>
<tr><td colspan="2">Final beneficiaries and/or target groups[6] (if different) (including the number of persons)</td></tr>
<tr><td colspan="2"><table>
<tr><th>Category</th><th>Target</th><th>Achieved</th></tr>
<tr><td>Local Government units including joint service councils.</td><td>7 LGU’s including the following: Yatta, East Bethlehem, Beit Liqia, West Bani Zaid, Jourt Amra, Baita and Barta’a</td><td>Seven localities representing 7 local government units were successfully targeted.<br>In-direct beneficiaries are the residents of these localities.</td></tr>
</table></td></tr>
</table>

## 4.2 Evaluation of the action

The Grant Agreement of the project entered into force on **13th of October 2022**. Since then, there has been serious commitment from MDLF’s team to proceed with the activities of the project as planned. MDLF was able to proceed with the implementation of the planned project which were all successfully completed.

6 The “target groups” are groups/entities for which the project has a direct and positive contribution at the level of the project’s objective, and the “final beneficiaries” are those who will benefit from the project in the long term at the level of society or of a sector generally.

The following section describes the completed projects:



1. The Supply of solar panels for the Municipal public buildings & the supply of solar energy lighting units for Yatta Park. This project included the following outputs:
    1.1 The supply and installation of solar energy lighting units for Yatta Park. The project was successfully completed.
    1.2 The supply of Solar Pannel for the public headquarters of Al Karmil municipality with a total amount of EURO 60,958.0. The project was successfully completed and handed over on 16/10/2023.
    1.3 The supply of Solar Pannel units for the main street of Khelet Al Mayah Municipality. The project was successfully completed and handed over on 29/8/2023.
    1.4 The supply & installation of lighting units for Khelet Al-Mayyeh Girls School.

As a result of these projects, 3 buildings are now connected to solar energy; which are Yatta Park , AL-Karmel Municipality and Khelet AL Mayeh Girls School.



2. The supply of Solid Waste Containers for the Southeast Bethlehem JSCPD. The project succeeded in achieving the following outputs:
    2.1 Supply of 500 steel solid waste containers for the Southeast Bethlehem JSC. The project was handed over on the 28th of May, 2023.
    2.2 Supply of 350 plastic solid waste containers for the Southeast Bethlehem JSC. The project was handed over on the 7th of June, 2023.

3. The construction of Drainage Water System in Beit Liqia Cluster. This project was successfully completed.



On the other hand , the ongoing Israeli War on Gaza Strip since October 7th , 2023 has negatively affected the implementation progress for supply and shipment of Perfusion Truck Pump for Barta'a and the solid waste truck for Beita which were successfully completed by end January 2024.
Furthermore, the Israeli blockade imposed by the Israelis on the West Bank; hindered the accessibility of MDLF technical team/contractors to the locations of two ongoing sub-projects. Precisely, the rehabilitation of wastewater treatment plants in Hajja and West Bani Zeid. Both of were successfully completed by end of March 2024.

## 4.3 Introduction

In July 2020, the Belgium Government decided to increase the budgetary envelop for the development cooperation in the Palestinian Territory with the amount of EUR 10 million. The additional resources should be used for the present cooperation programme "LGRDPII" to extend successful and promising components as well as to develop new initiatives under the framework of the LGRDPII objectives. 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 developing more **'green, resilient and sustainable municipalities and territories'**. Accordingly, the LGRDPII addendum was concluded with a budget increase of additional EUR 3 million and a time extension of 3 years. The LGRDPII addendum will be focusing on two results:

- **Results #6:** Increased capacities of LGU's to address global environmental challenges through LGU cooperation.
- **Result # 7:** Increased capacities of MoLG departments to support, coach and monitor LGU's to address global environmental challenges through LGU cooperation.

**Integrated Planning**

This project targets 7 clusters across the West Bank aiming at strengthening the capacities of the targeted clusters' LGUs to cooperate in tackling the environmental challenges related to climate change and to deliver better services to their citizens.
In summary, the MDLF studied the selected 7 initiatives across 7 clusters profoundly. MDLF area engineers visited the sites and met with the representatives of their LGU's and spokespersons for those communities, MDLF heard from planning consultants, and met with

representatives of the MoLG and several others, as well as having available a range of reports and publications. The MDLF's findings are based on this wide range of evidence. They are grouped under one heading: **Integrated planning.**

The project enhanced participatory and integrated planning processes among LGU's and relevant stakeholders through the identification of climate change initiatives based on a strategic environmental planning exercise that was led by the local community.

The implementation of this project is yet on its final stages; but the first recommendation grasped so far is that the culture of planning needs to change to make it more integrated, strategic, and participatory. Planning needs to be "people-centred", and the focus should be more on development opportunities and challenges.

**Preparation & implementation phases**

The preparation phase for the implementation of the selected environmental climate change initiatives has successfully started in all 7 clusters with complete coordination between MDLF and the relevant line ministers. Th activities under this phase included the design and tendering phase including the evaluation and contracting. All selected clusters effectively started the tendering process; some clusters accomplished the implementation of the initiatives with successful outcomes.

Due to the emergent call for support to this sector, as reflected in the clusters' environmental strategic plans, several interventions namely in East Bethlehem cluster, West Bani Zaid, Jorit Amra and Barta'a focused on solid and wastewater disposal; and treatment. In Southeast Bethlehem cluster, 500 steel solid waste containers and 350 plastic solid waste containers were successfully supplied. A solid waste truck for Beita cluster will also be supplied in the coming months. Furthermore, the rehabilitation of wastewater treatment plants in Jorit Amra and West Bani Zaid clusters are ongoing, and results will be seen shortly.

## 4.4 Activities:

A detailed description of the implemented activities:

| | |
|---|---|
| **Activity:1** | Supply of Solar Panels for the Municipal Public Buildings and Supply of solar energy Street Lighting Units in the Yatta Cluster |
| **Start date (As its in planned)** | March, 2023 |
| **Actual starting date:** | May,2023 |
| **Status:** | ☐Not started ☒ Finished ☐ Delayed ☐ Canceled ☐ On Going |
| **Justification and response If delayed or canceled** | The project was contracted in August 2023. However, there were some delays in receiving the shipment of materials from abroad, as a result of the ongoing 7th of October war on Gaza and its implications on the shipment of materials from and into the Palestinian borders. |
| **Progress:** | The implementation progress per activity can be summarized as follows:<br>1.1: Supply and install solar energy lighting units for Yatta park – The implementation phase is Completed.<br>1.2: Supply and install Solar Panels for the headquarters of Al Karmil Municipality-The implementation phase is Completed |

| | |
|---|---|
| | 1.3: Supply and install of Solar Panel units for the main street in Khalet Al Mayah Municipality- The implementation phase is Completed. |
| **Main Outputs:** | - Supply and install lighting units for Yatta municipal park.<br>- Supply and install solar panels for Al Karmel municipality building<br>- Supply and install solar panels for the Khelet Al-Mayyeh Girls School and supply and install lighting units. |
| **Related indicator: (Targets)** | - -Km of street lighting network with solar panels (Targets: 2.5 Km approximately 50 lighting units assuming 50 meter between lighting poles)<br>- # of public buildings connected to solar energy – (Target: 2 buildings)<br>- KW produced by the Solar Panels –(Target: 100 Kw) |
| **Related MEAL activities:** | - The MEAL activities of this action have started in the design (pre-procurement stage), where the MDLF procurement department along with MDLF engineers monitored the procurement stage assuring that the project is designed well and ready for tendering.<br>- MEAL activities in the implementation stage included:<br>• Continuous field visits by MDLF engineers<br>• Tracking the progress of implementation, adjusting, and fine tunning the first phases of implementation<br>• Provision of constructive feedback and briefs by technical staff regarding the implementation<br>• Gathering relevant data and observations<br>• Transform all collected data into valuable information by the M&E staff at MDLF Strategic Planning Department. |
| **Main Challenges:** | The preparation stage consumed more time than anticipated due the lack of commitment and delays from the targeted LGUs in preparing the design and bidding documents timely. |
| **Lessons Learnt and Recommendations:** | - It is important to have a consultant to provide technical assistance to LGUs in preparing the design of the solar panels to tackle the limited capacity of the LGUs.<br>- It is extremely important that the LGU focusses on the regular maintenance and cleaning of the supplied solar panels to keep them running smoothly and functioning properly. All of which are needed to extend its lifecycle and to meet energy production targets over the lifecycle. |

| **Activity:2** | **Supply of Solid Waste Containers for Southeast Bethlehem JSC** |
|---|---|
| **Start date (As its in planned)** | February, 2023 |
| **Actual starting date:** | April, 2023 |
| **Status:** | ☐Not started ☒ Finished ☐ Delayed ☐ Canceled |
| **Justification and response If delayed or canceled** | No major delays have been encountered that would jeopardize the plan. However, some delays were faced in the supply and shipment phase of the containers as it took longer time than expected due to external conditions. |
| **Progress:** | Sub activities with status of implementation are as follows:<br><br>2.1 Supply 500 steel solid waste containers for the Southeast Bethlehem JSC – The implementation phase is Completed. |

| | |
|---|---|
| | 2.2 Supply 350 plastic solid waste containers for the Southeast Bethlehem JSC – The implementation phase is Completed.<br><br>The activity was implemented through two contracts. One contract for the supply of steel solid waste containers, and the second contract was for the supply of plastic solid waste containers.<br>The activity was successfully implemented and handed over on the 7th of June 2023. |
| **Main Outputs:** | - Steel solid waste containers are supplied.<br>- Plastic solid waste containers are supplied |
| **Related indicator: (Targets)** | # of solid waste containers supplied– (Target: 500 containers) |
| **Related MEAL activities:** | - Environmental assessment and design<br>- Tracking the progress of implementation, adjusting, and fine tuning the first phases of implementation<br>- Provision of constructive feedback and briefs by technical staff regarding the implementation<br>- The progress of the delivery of the waste containers was monitored and verified qualitatively and quantitatively by project engineers and then measured against outputs, objectives and outcomes by MDLF M&E staff. |
| **Main Challenges:** | - Shipment phase of the containers took longer time than expected due to external conditions. |
| **Main Lessons learned and Recommendations:** | - To foster the bidding process and conduct regular/effective follow up the with the LGUs. |

| | |
|---|---|
| **Activity:3** | **Construction of Drainage Water System in Beit Liqia cluster** |
| **Start date (As its in planned)** | May, 2023 |
| **Actual starting date:** | June, 2023 |
| **Status:** | ☐Not started ☒ Finished ☐ Delayed ☐ Canceled |
| **Justification and response If delayed or canceled** | No major delays have been encountered so far. Actions are being implemented as planned.<br><br>Small delays during the preparation phase were encountered such as the tendering phase for the Beit Liqia municipality works, which was re-tendered to reduce the scope of works |
| **Progress:** | 3.1 The construction of a drainage water system - The implementation phase is Completed. |
| **Main Outputs:** | - A drainage storm water system is supplied |
| **Related indicator (Targets)** | - Length of storm water constructed – (Target: 150 LM) |
| **Related MEAL activities:** | The MEAL activities of this action have started in the design (pre-procurement stage) through an Environmental assessment exercise that was implemented by an external consultant with direct supervision from MDLF.<br><br>MDLF procurement department along with MDLF engineers monitored the procurement stage to assure that the project is designed well, feasible, affordable |

| | |
|---|---|
| | and that there is capacity with a suitable level of expertise to carry it out and within the required timescales.<br><br>MEAL activities in the implementation stage included:<br>- Continuous field visits to the area by MDLF engineers<br>- Tracking the progress of implementation, adjusting, and fine tuning the first phases of implementation<br>- Provision of constructive feedback and briefs by technical staff regarding the implementation<br>- Gathering relevant data and observations<br>- Transform all collected data into valuable information by the M&E staff at MDLF. |
| **Main Challenges:** | The LGU was unable to perform the design phase as they lacked qualified human resources needed to perform the task. They contracted an external consultant to develop the designing of the system. |
| **Main Lessons learned:** | It is important to have an outsourced consultant managed directly by MDLF to prepare the design instead of relying on municipality's consultant. |

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|---|---|
| **Activity:4** | **Rehabilitation of the Wastewater Treatment Plant in West Bani Zaid.** |
| **Start date (As its in planned)** | June, 2023 |
| **Actual starting date:** | September, 2023 |
| **Status:** | ☐Not started ☐ Finished ☐ Delayed ☐ Canceled ☒ On Going |
| **Justification and response If delayed or canceled** | Some minor delays are encountered as the municipality of West Bani Zaid needs more time for design the project. |
| **Progress:** | 4.1 Rehabilitation of the Wastewater Treatment Plant – The implementation phase is Completed. |
| **Main Outputs:** | - Wastewater treatment plant is rehabilitated |
| **Related indicator: Targets** | - # of households with access to wastewater treatment plants<br>(Target: West Bani Zaid cluster 200 (Households ψ |
| **Related MEAL activities:** | - The MEAL activities of this action have started in the design (pre-procurement stage), where the MDLF procurement department along with MDLF engineers monitored the procurement stage assuring hat the project is designed well and ready for tendering.<br>- MEAL activities in the implementation stage included:<br>• Continuous field visits to the area by MDLF engineers<br>• Tracking the progress of implementation, adjusting, and fine tuning the first phases of implementation<br>• Provision of constructive feedback and briefs by technical staff regarding the implementation<br>• Gathering relevant data and observations<br>• Transform all collected data into valuable information by the M&E staff at MDLF. |
| **Main Challenges:** | The Israeli blockade imposed by the Israelis on the West Bank; hindered the accessibility of MDLF technical team/contractors to project location causing an implementation delay. |

| | |
|---|---|
| **Main Lessons learned:** | Lessons learned will evolve as the project moves further into the implementation phase. |

| | |
|---|---|
| **Activity:5** | **Rehabilitation of Hajja Wastewater Treatment Plant in Jorit Amra JSC** |
| **Start date (As its in planned)** | June, 2023 |
| **Actual starting date:** | September, 2023 |
| **Status:** | ☐Not started ☐ Finished ☐ Delayed ☐ Canceled ☒ On Going |
| **Justification and response If delayed or canceled** | The Jorit Amra JSC needs more time for design the project. |
| **Progress:** | 5.1 Rehabilitation of the Wastewater Treatment Plant - The implementation phase is Completed. |
| **Main Outputs:** | - Wastewater treatment plant is rehabilitated |
| **Related indicator:** | - # of households with access to wastewater treatment plants (Target: Jorit Amra cluster ( п лНouseholds) |
| **Related MEAL activities:** | - The MEAL activities of this action have started in the design (pre-procurement stage), where the MDLF procurement department along with MDLF engineers monitored the procurement stage assuring hat the project is designed well and ready for tendering.<br>- MEAL activities in the implementation stage included:<br>• Continuous field visits to the area by MDLF engineers<br>• Tracking the progress of implementation, adjusting, and fine tuning the first phases of implementation<br>• Provision of constructive feedback and briefs by technical staff regarding the implementation<br>• Gathering relevant data and observations<br>• Transform all collected data into valuable information by the M&E staff at MDLF. |
| **Main Challenges:** | The Israeli blockade imposed by the Israelis on the West Bank; hindered the accessibility of MDLF technical team/contractors to project location causing an implementation delay. |
| **Main Lessons learned:** | Lessons learned will evolve as the project moves further into the implementation phase. |

| | |
|---|---|
| **Activity:6** | **Supply of Solid Waste Truck in Beita** |
| **Start date (As its in planned)** | April, 2023 |
| **Actual starting date:** | May, 2023 |
| **Status:** | ☐Not started ☒ Finished ☐ Delayed ☐ Canceled ☒ On Going |
| **Justification and response If delayed or canceled** | No delays are encountered. Works are smoothly moving as planned. |
| **Progress:** | 6.1 Supply of solid waste truck – Completed |
| **Main Outputs:** | Solid waste truck is delivered |
| **Related indicator:** | # of solid waste trucks supplied – (Target: 1 truck) |

| | |
|---|---|
| **Related MEAL activities:** | - The MEAL activities of this action have started in the design (pre-procurement stage), where the MDLF procurement department along with MDLF engineers monitored the procurement stage assuring hat the project is designed well and ready for tendering.<br>- MEAL activities in the implementation stage included:<br>• Continuous field visits to the area by MDLF engineers<br>• Tracking the progress of implementation, adjusting, and fine tuning the first phases of implementation<br>• Provision of constructive feedback and briefs by technical staff regarding the implementation<br>• Gathering relevant data and observations<br>• Transform all collected data into valuable information by the M&E staff at MDLF. |
| **Main Challenges:** | The ongoing Israeli War on Gaza Strip since October 7th , 2023 has negatively affected the implementation progress for supply and shipment solid waste Truck. |
| **Main Lessons learned:** | Lessons learned will evolve as the project moves further into the implementation phase. |

| | |
|---|---|
| **Activity:7** | **Supply of Wastewater Perfusion Truck Pump in Barta'a** |
| **Start date (As its in planned)** | April, 2023 |
| **Actual starting date:** | May, 2023 |
| **Status:** | ☐Not started ☐ Finished ☐ Delayed ☐ Canceled ☒ On Going |
| **Progress:** | 7.1 Supply of wastewater pump – Completed |
| **Main Outputs:** | Wastewater truck pump is delivered |
| **Related indicator:** | - # of wastewater perfusion trucks supplied – (Target: 1 truck) |
| **Related MEAL activities:** | - The MEAL activities of this action have started in the design (pre-procurement stage), where the MDLF procurement department along with MDLF engineers monitored the procurement stage assuring hat the project is designed well and ready for tendering.<br>- MEAL activities in the implementation stage included:<br>• Continuous field visits to the area by MDLF engineers<br>• Tracking the progress of implementation, adjusting, and fine tuning the first phases of implementation<br>• Provision of constructive feedback and briefs by technical staff regarding the implementation<br>• Gathering relevant data and observations<br>Transform all collected data into valuable information by the M&E staff at MDLF. |
| **Main Challenges:** | The ongoing Israeli War on Gaza Strip since October 7th , 2023 has negatively affected the implementation progress for supply and shipment of Perfusion Truck Pump. |
| **Main Lessons learned:** | Lessons learned will evolve as the project moves further into the implementation phase. |

## 4.5 Updated action plan

| | Year 2023 | | | | | | | | | | | | Year 2024 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Quarter 1 | | | Quarter 2 | | | Quarter 3 | | | Quarter 4 | | | Quarter 1 | | |
| Activity | | | | | | | | | | | | | | | |
| Preparation phase for Activity 1: **Supply of Solar Panel for Yatta cluster** | | | | | | | | | | | | | | | |
| Implementation phase for **Activity 1: Supply of Solar Panel for Yatta cluster** | | | | | | | | | | | | | | | |
| Preparation phase for Activity 2: ”**Supply of Solid Waste Containers”** | | | | | | | | | | | | | | | |
| Implementation phase for Activity 2: “**Supply of Solid Waste Containers”** | | | | | | | | | | | | | | | |
| Preparation phase for Activity 3“**Construction of Drainage Water System”** | | | | | | | | | | | | | | | |
| Implementation phase for Activity 3: “**Construction of Drainage Water System”** | | | | | | | | | | | | | | | |
| Preparation phase for Activity 4: “**Rehabilitation of the Wastewater Treatment Plant in West Bani Zaid”** | | | | | | | | | | | | | | | |
| Implementation phase for Activity 4: “**Rehabilitation of the Wastewater Treatment Plant in West Bani Zaid”** | | | | | | | | | | | | | | | |
| Preparation phase for Activity 5: **Rehabilitation of Hajja Wastewater Treatment Plant** | | | | | | | | | | | | | | | |

| | Year 2023 | | | | | | | | | | | | Year 2024 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Quarter 1 | | | Quarter 2 | | | Quarter 3 | | | Quarter 4 | | | Quarter 1 | | |
| Activity | | | | | | | | | | | | | | | |
| Implementation phase for Activity 5: **Rehabilitation of Hajja Wastewater Treatment Plant** | | | | | | | | | | | | | | | |
| Preparation phase for Activity 6: **Supply of Solid Waste Truck for Baita Cluster.** | | | | | | | | | | | | | | | |
| Implementation phase for Activity 6: **Supply of Solid Waste Truck for Baita Cluster.** | | | | | | | | | | | | | | | |
| Preparation phase for Activity 7: **Supply of Wastewater Perfusion Truck Pump** | | | | | | | | | | | | | | | |
| Implementation phase for Activity 7: **Supply of Wastewater Perfusion Truck Pump** | | | | | | | | | | | | | | | |

## 4.6 Performance indicators

| **Indicator** | **Baseline** | **Target** | **Progress as of <date>** | Status |
|---|---|---|---|---|
| Environment and climate change are integrated part in the strategic development and spatial framework in the 7 LGU clusters | | | | Completed. LGU's have integrated a climate change component within their SDIP's. |
| LGU clusters have developed sustainable green initiatives in the sector of waste optimization and renewable energy | | | | Ongoing |
| Awareness and knowledge about environment and climate change has increased within the clusters | | | | To be coordinated with Enabel and APLA. |
| # of Environmental Plans Developed for the targeted clusters | 0 | 7 plans | | Achieved |
| # of beneficiaries (approximately) | 0 | 105,000 inhabitants | | Achieved |

| Indicator | Baseline | Target | Progress as of <date> | Status |
|---|---|---|---|---|
| # of additional households with access to wastewater treatment plants | 0 | 200 households for West Bani Zaid & 400 households for Jorit Amra | | Achieved |
| # of wastewater perfusion trucks supplied | | 2 trucks | | Achieved |
| # of solid waste containers supplied | 0 | 500 containers | 500 containers supplied | Achieved |
| # of solid waste trucks supplied | 0 | 2 trucks | | Achieved |
| Length of storm water constructed | | 150 LM | 150 M | Achieved |
| # of public buildings connected to solar energy | 0 | 5 buildings | 3 buildings (Park, school, and Municipality) | Partially achieved |
| KW produced by the Solar Panels | 0 | 100 Kw | 100 KW | Achieved |
| Km of street lighting network with solar panels | 0 | 2.5 Km approximately 50 lighting units | 50 lighting units (1.5 KM street) | Partially Achieved |

## 4.7 Networking and partnerships

Coordination with several institutions have been done as the project moves along. Furthermore, a close coordination has been done with the Environmental Quality Authority (EQA) as a lead national institution for climate change and environmental aspects. The EQA was part of the discussion and dialogue for the identified priorities to ensure the integration between the national adaptation/mitigation plans for climate change and how to be localized at the cluster level. This has continued throughout the implementation of the action in the framework of the steering committee discussions where the EQA is part of it. This action was also coordinated with the Palestinian Energy and Natural Recourses" PENRA" and the Palestinian Water Authority "PWA" to ensure the smooth implementation of the specific initiatives for water, wastewater, and the renewable energy.

This action will utilize the achievements across the targeted LGRDPII clusters to enhance the inter-LGU cooperation responding to their socio -political and economic specialties and needs. Addressing the success of LGRDPII would be an entry point for scaling up the

interventions in the targeted clusters with more focus on climate change towards resilient municipalities and territories.

It is worth noting that the climate change initiatives were identified based on a strategic environmental planning exercise lead by the local community with support from a local consultancy firm in 2022. The planning approach was initiated with an environmental assessment (status analysis) through gathering information and reviewing previous documents and studies. Upon that, the climate change related challenges were identified through a workshop with the Technical Committee and finally, the strategic environmental issues initiatives were well identified for each cluster.

Accordingly, a set of initiatives were selected and endorsed by the programme steering committee to be implemented under this action which were fully coordinated with the key stakeholders including the PWA, PENRA and the EQA.

The selected initiatives will have positive impact on the environment and will enhance the capacity of the targeted clusters to combat for negative effects of climate change. Afterwards, MDLF initiated the communication with the targeted clusters' LGUs to get more information on the selected initiatives and to start the appraisal process according to MDLF working procedures as detailed in the technical operational manual.

Adding to that, this action is considered a pioneering initiative to be complemented by other interventions like MDP4 with special focus on the environmental pillar and climate change. More specifically, the new Strategic development and investment plans for the municipalities considered the climate change as a key element where a condition was agreed upon with financing partners to have at least 10% of identified projects that tackle the environment and climate change.

## 4.8 General Challenges

| Challenge | Lessons learned / solutions |
|---|---|
| LGU's lack the commitment and to perform main tasks such as the design, procurement and tendering process timely. | Supporting consultant to provide the technical support and thus to expedite the process. |
| Some LGU's were unable to perform the design phase as they lacked qualified human resources needed to perform the task. | Supporting consultant to provide the technical support and thus to expedite the process. |
| The war on Gaza which started on October the 7th has caused delays on the implementation of some projects where the shipment of certain equipment was delayed. Also, contractors were unable to access the work cites as planned. | Request for no cost extension to overcome the implementation delays and allow for reasonable time for implementing the remaining activities. (4 ongoing sub-projects) |

# 5.Area C Development Programme in the West Bank – Package VI – EU fund

## 5.1 Background

This action is based on the Financing Agreement "Support to Sustainable Economic Development and Enhanced Governance - ENI/2018/041-137", the Financing Agreement was signed between the European Union (EU) and the Palestinian Authority (PA) on 18th June 2019 and amended on 1st May 2021 considering the contribution of EUR 2 million from the AFD.

The EU and PA agreed on the following approach with regard to projects implementation in Area C: *" the Implementation of infrastructure pr once a statutory outline plan has been formally approved by the Israeli authorities or is considered as tacitly approved if no major objection has been raised within 18 months following the submission of* It is worth noting that the *by the* projects are based on the statutory outline plans which are developed in a participatory manner by the communities with support from the urban planning firms. The statutory outline plans and the detailed planning packages were submitted by the LGUs to the Israeli Civil Administration (ICA). At the Israeli Civil Administration, the plans were registered and processed through a complex and cumbersome authorization process.

The Municipal Development and Lending Fund (MDLF) has been nominated for the implementation of basic infrastructure in Area C based on (i) the recommendation letter of the Ministry of Local Government (MoLG) on 20th of April 2016 and (ii) compliance to eligibility conditions and essential selection criteria as stipulated in the Technical and Administrative Provisions of the signed financing agreement [articles 2.1.2.1 (b+c)].

A Steering Committee composed of the European Union (EU), PA (Palestinian Authority), MDLF and of other donors financing the action was formed as an organizational set-up of implementing this progamme. The Steering Committee is mandated to discuss and endorse the localities as well as the selected projects to be implemented in the targeted localities.

The PA/MOLG and the MDLF prepared competitive selection criteria for the identification and selection of eligible localities and respective social infrastructure projects in Area C. These criteria were shared and discussed with financing partners and finally approved by the Steering Committee on 30th June 2016 and reconfirmed in the Steering Committee meeting on 4th February 2020.

The selection criteria[7] is composed of sub criterion starting from the high-level eligibility and screening, followed by a competitive scoring of the eligible localities, and ending with a competitive selection criterion for projects.

The preparation for this action has started when MOLG proposed a list of localities to be targeted considering the earmarking of the AFD to support the clusters of "Al-Jiftlik, Salfeet, Nablus and Tubas". The proposed localities were then assessed in terms of meeting the 1st eligibility criteria as well a the adoption of the competitive selection criteria. Accordingly, a

[7] For more details on the selection criteria please see section 2.1.3.4 of the grant proposal.

short list of 4 localities was concluded as follows: Al-Jiftlik- Jericho Governorate; Furush Beit Dajan-Nablus Governorate, Al-Aqaba- Tubas Governorate, Haris-Salfit Governorate.
The action plans of the localities were then revisited and field visits were conducted by MDLF, MOLG and the EU to verify the description of the selected projects and the estimated cost. Following the field visits, close coordination with the local authorities was conducted to verify the proposed 4 projects. Finally, the list of localities and projects was endorsed by the steering committee on 13th April 2022.

## 5.2 Financing

The "MDLF" has received a grant from the European Union "EU" towards the cost of "Development of Area C in the West Bank "in a total of (Euro 2,000,000). The agreement was signed on June 6th, 2022 for 30 months. Table 17 illustrates the budget breakdown.

Table 17: Budget Breakdown

| Item | Budget (Euro) |
|---|---|
| **1- MDLF management fees (indirect cost) = 7% of direct eligible cost** | 130,830 |
| **2- Total Direct Eligible Cost** | **1,869,170** |
| **2.1 Other Costs and Services** | **35,000** |
| Expenditure Verification/Audit | 5,000 |
| Evaluation Cost | 10,000 |
| Visibility Actions | 20,000 |
| **2.2 Other** | **1,834,170** |
| Legal Fees | 10,000 |
| Cost of Infrastructure Sub-Projects | 1,570,000 |
| Local Technical Consultancy for Design and Supervision | 120,000 |
| Technical support Expert/s | 50,000 |
| Consultancy for Civic Engagement | 24,000 |
| Potential claims by contractors | 60,170 |
| **Total Cost of the Action** | **2,000,000.00** |

## 5.3 Sub-projects Identification

Based on the approved selection criteria, and considering the earmarking from the AFD to target the clusters of (Al-Jiftlik, Tubas, Nablus and Salfeet) a set of localities were initially suggested and coordinated with the EU, AFD and MOLG.
The action plans of the localities were then revisited and field visits were conducted by MDLF, MOLG and the EU to verify the description of the selected projects and the estimated cost.

Following the field visits, close coordination with the local authorities was conducted to verify the proposed sub-projects (4), in terms of the readiness and validation of the projects' sites including the following:

1. Approvals from the line ministries were obtained, particularly the Ministry of Education (MoE) particularly for Haris and Al-Aqaba schools.
2. Compliance with the social and environmental safeguards to be fully ensured. This included the assurance of land ownership of the sub-project sites where the public buildings and their linked facilities will be constructed.

3. Written commitments from the targeted LGUs were obtained to sustain and perform the needed maintenance of the projects.

Regarding the road sub-projects in Al-Jiftlick, the following conditions were considered throughout the validation process:

1. The roads projects have to be located within the outline plan boundaries.
2. The Right of Way (ROW) has to be respected wherever it is implementable according to the outline plans taking into consideration the difficulties related to physical obstructions. Accordingly, the longitudinal and transversal geometric details of these roads will be finally designed in close consultations with the LGUs and MoLG.
3. The final design of the roads, should be based on a well-structured geometric design which consists:
   - ✓ Three dimensional aspects of roads layout, i.e. "alignment, profile and cross section";
   - ✓ Safety measures;
   - ✓ Cost efficiency and;
   - ✓ Possible adverse impacts on the environment.

On 13rd April 2022 the Steering Committee endorsed the sub-projects listed in table 18 below.

Table 18: List of Endorsed Sub-Projects

| Locality | Governorate | Sub-Project | Sector | Estimated cost (EUR) |
|---|---|---|---|---|
| Al-Jiftlik | Jericho | Rehabilitation and Construction of Internal Roads | Roads | 300,000 |
| Haris | Salfit | Continue the Construction of the Existing Haris Secondary Boys School | Education | 500,000 |
| Furush Beit Dajan | Nablus | Construction of a Multi-Purpose Building for Furush Beit Dajan Village Council | Public Facilities | 220,000 |
| AL-Aqaba | Tubas | Construction of an Elementary Mixed School | Education | 550,000 |

## 5.4 Assessment of Results Achieved (so far)

The outcomes and the outputs of the action will be assessed later stage given that the project are still in the design and tendering stage as show below.

Table 19: Assessment of Results Achievements

| | ***Results chain*** | ***Indicator*** | ***Baseline (value & reference year)*** | ***Target (value & reference year)*** | ***Achievement Progress*** | ***% of Achievement*** |
|---|---|---|---|---|---|---|
| **Overall objective: (Impact)** | To improve the social and economic conditions of Palestinian communities in Area C which is crucial for maintaining Palestinian presence in Area C and for the development of the Palestinian economy | Number of residents living in Area C in the targeted localities | 8947 (2022) Disaggregated by sex п о у п females п р с о males | 5% increase beyond the natural growth rate (2027) | Not yet assessed | |
| | | % increase of LGUs revenues as a result of the implemented interventions | 0 (202 ч) | 15% increase (2027) | | |
| **Specific objective(s): Outcome(s)** | ***SO 1:*** To improve access to essential and public infrastructure in Area C (Schools, public buildings, roads) | Number of direct beneficiaries that have been supported to get access to essential and public services in Area C, under MDLF programmes (including the SDC interventions in area C) | 103,000 people (51 % males & 49 % (females), (2022) | 140,000 people (51 % males & 49% females), (2027) | Not yet assessed | |
| | | Number of localities supported through Area C Development Programme in the West Bank (through the EU and SDC interventions) | 66 (2022) | 100 (2027) | | |

| | *Results chain* | *Indicator* | *Baseline (value & reference year)* | *Target (value & reference year)* | *Achievement Progress* | *% of Achievement* |
|---|---|---|---|---|---|---|
| | | Number of students benefited from the schools constructed under this package a) primary education, b) secondary | Primary 400 (2022) Secondary 75 (2020) (enrolled to unfortunate and crowded education facilities) | Primary 440 (2025) Secondary 80 (2025) (to be enrolled to better educational facilities) | | |
| | **SO 2:** To strengthen the Palestinian institutions' capacity to deliver essential social and public sustainable services in Area C | % of citizens satisfied with the outcomes of the implemented projects and services provided by the LGUs under this package | NA[8] | 75% (2025) | Not yet assessed | |
| | | % allocated budget of LGU for operation, sustainable performance and development projects in Area C | 0 (2022) | 10%, (2025) | | |
| | | % of inhabitants participated in community mobilization activities | 0 (2022) | 15% (2025) in average | | |

[8] To be defined during the first year of action implementation through the diagnostic study under the civic engagement component.

| | *Results chain* | *Indicator* | *Baseline (value & reference year)* | *Target (value & reference year)* | *Achievement Progress* | *% of Achievement* |
|---|---|---|---|---|---|---|
| **Outputs** | **<u>Output related to SO1</u>:** New/improved public facilities implemented in Area C including: (schools, public buildings, roads) | Number and areas of schools constructed under this package | 0 (2022) | Two (2) schools with total area of 1950 SQM of constructed/expanded. (2025) | Not yet assessed | |
| | | Number and area of public buildings constructed under this package | 0 (2022) | One public building constructed with total of 300 SQM, (2025) | | |
| | | Total length of roads constructed/rehabilitated under this package | 0 (2022) | 2 km of roads constructed/rehabilitated, (2025) | | |
| | **<u>Output related to SO2:</u>** Enhanced capacity of the concerned LGUs and local communities in Area C for social and public sustainable services delivery | Number of social mobilization workshops conducted | 0 (2022) | 12 (2025) | | |
| | | Number of operational and maintenance plans prepared | 0 (2022) | 4 (2025) | | |
| | | Number of SA plans implemented | 0 (2022) | 8 (2025) | | |
| | | Number of training sessions conducted for the targeted LGUs[9] | 0 (2022) | | | |

[9] Capacity building includes for instance; document management protocol, reporting and correspondences, project management skills, orientation on budgeting, and orientation on strategic planning.

## 5.5 Implementation Progress at the Activity Level

### 5.5.1 Infrastructure Component

Since the signature of the agreement between MDLF and the EU, MDLF has started the coordination with the key stakeholders effectively (EU, the MOLG, APLA and the target LGUs) to meet the planned targets and to avoid any miss communication during the implementation. In this regard, MDLF had conducted several meetings with the MOLG and the target LGUs to make sure that all the preparatory activities were done regarding the permits and approvals from the inline ministries such as, getting the needed approval from the Ministry of Education.

In parallel to effective communication with the key stakeholders, MDLF had contracted one local technical consultant in West Bank for design and supervision and a technical support expert to assist MDLF to follow up on the project activities.

The LTC was contracted on the 27th of December 2022 and the TSE was contracted on the 18th of June 2023. Following the contract with the LTC, a kick-off meeting was conducted to ensure a clear understanding from the consultant of the scope of work and the main tasks of the LTCs. Upon the kick-off meeting, the LTC was requested to communicate with the target LGUs and conduct field visits to projects locations to verify the description and the costing of the projects as well.

More focus on the works conducted during the reporting period can be summarized as per the following:

**Preliminary Stage:**

- Field visits had been conducted to the target LGUs in all Governorates by MDLFs' engineers and the LTCs to introduce the team and start collecting the needed data.
- The field survey was carried out including the projection of all structures, manholes, poles, walls and any underground facilities if any within the effective corridor of the road project and within the effective area of the public facilities.
- Following the field investigation, MDLF and the LTC had communicated effectively with the planning department/MOLG to make sure that all the project sites are located within the master plan boundaries.
- A procurement plan (PP) was prepared for all the work packages where some of them are consultancy, non-consultancy services, works, and goods.
- Regarding the infrastructure sub-projects, there are 4 NCB sub-projects (Works) with total allocation of € 1,570,000

**Design & tendering Stage:**

To prepare a complete design for every single sub-project the following steps were taken:

- The needed design data was collected, and the site investigation was conducted to decide and verify the steps needed in every single project.
- Special attention was given to the structural and capacity assessment for the existing secondary school in Haris as the project is the construction of 2nd and 3rd floors on the existing building.

- The collected data was represented in the format that would assist in preparing an environmental risk assessment and social risk assessment.
- A direct consultation was conducted with the target LGUs and line ministries to verify the required standards and design criteria.
- The LTCs, with direct support from MDLF instructed the LGUs to create and organize an independent project file for every single project.
- The needed soil and structural investigations and tests were conducted.

Construction of an Elementary Mixed School at AL-Aqaba




Rehabilitation and Construction of Internal Roads at AL-Jiftlik




Continue the Construction of the Existing Haris Secondary Boys School

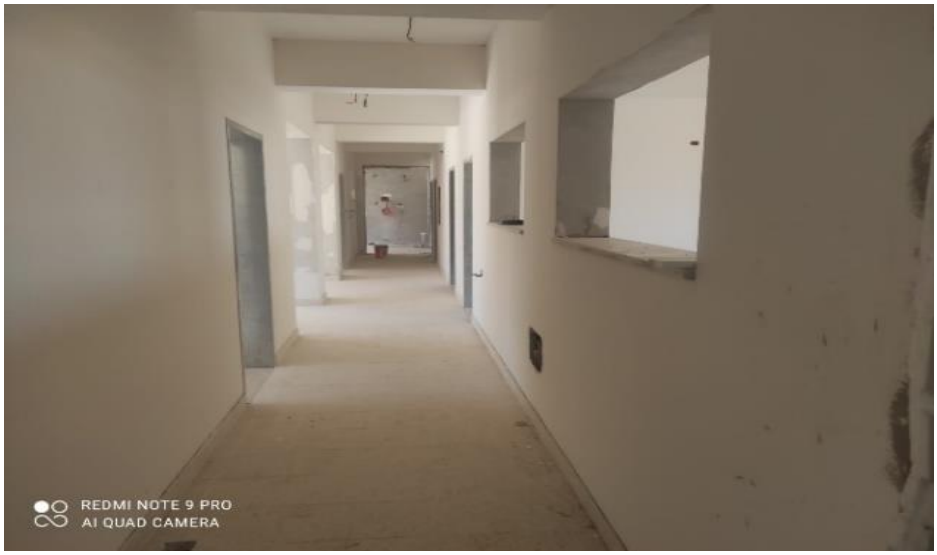


Table 20: Status of sub-projects

| No | Locality | Governorate | Population[10] | Sub-Project | Sector | Brief Description | Estimated Construction Cost (EUR)[11] | Contracted (EUR) | Project Status |
|---|---|---|---|---|---|---|---|---|---|
| 1 | Al-Jiftlik | Jericho | 3,366 | Rehabilitation and Construction of Internal Roads | Roads | The project consists of the construction of two roads segments of 2.0 km length. The works will include excavation, levelling, base course, asphalt pavement, concrete sidewalks, box culvert rehabilitation, concrete shoulders, and road furniture. The roads' width is 5.75m, 4 m (asphalt), and up to 1.5 m sidewalks each side, 0.75 m concrete shoulders where needed. | 300,000 | | **Ongoing**<br>- The project will be financed out of the portfolio of package 6, particularly from the AFD through the RDP implemented by the MOLG.<br>- The decision was taken in the SC meeting #6 which was held in Nov.2023 to overcome the budget deficit where the estimated cost of the projects exceeded the allocated budget.<br>- |

[10] Data Source: MOLG
[11] Excluding VAT.

Table 20: Status of sub-projects

| No | Locality | Governorate | Population[10] | Sub-Project | Sector | Brief Description | Estimated Construction Cost (EUR)[11] | Contracted (EUR) | Project Status |
|---|---|---|---|---|---|---|---|---|---|
| 2 | Haris | Salfit | 4,606 | Continue the Construction of the Existing Haris Secondary Boys School | Education | Completion of Boys' secondary school comprised of ten (10) classrooms – two floors – vertical expansion (1,000 SQM) and finishing of the existing ground floor (500 SQM) and external works. The Ministry of Education will provide the furniture and equipment for the school. The total area of the school is 1,500 SQM. | 500,000 | 824,360 | Ongoing |
| 3 | Furush Beit Dajan | Nablus | 789 | Construction of a Multi-Purpose Building for Furush Beit Dajan Village Council | Public Facilities | The project consists of construction the village council premise. It will include a venue for the agriculture cooperative and women's gathering society in the community. It comprises of two floors of total area 300 SQM. Furniture will be provided by the project. | 220,000 | 257,488 | **Stopped**<br>- Stop work order was issued on March, 24th ,2024<br>- Demolition order was issued on May 15, 2024.<br>- The matter was followed up legally by the PA, unfortunately, the project was demolished on August 7th, 2024. |

Table 20: Status of sub-projects

| No | Locality | Governorate | Population[10] | Sub-Project | Sector | Brief Description | Estimated Construction Cost (EUR)[11] | Contracted (EUR) | Project Status |
|---|---|---|---|---|---|---|---|---|---|
| 4 | AL-Aqaba | Tubas | 186 | Construction of an Elementary Mixed School | Education | Construction of an elementary mixed school comprised of ten (10) classrooms, laboratory, teachers' room, computer lab, sanitary unit (toilets and septic tank), and external works. The Ministry of Education will provide the furniture and equipment for the elementary school. The total area of the school is about 950 $M^2$ | 550,000 | 599,909 | **Stopped**<br>- On 13 June 2024, the project site was raid by the Israeli Army.<br>- The project staff was arrested for few hours and then were released.<br>- The excavator and the concrete pump were confiscated and not yet released.<br>- Since 13 June 2024 the work has been suspended.<br>- On 26 June 2024, an official Stop Working Order was issued by the ICA.<br>- The matter has been followed up legally by the PA, and the licence application has been submitted |

Table 20: Status of sub-projects

| No | Locality | Governorate | Population[10] | Sub-Project | Sector | Brief Description | Estimated Construction Cost (EUR)[11] | Contracted (EUR) | Project Status |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | since July 10th , 20224.<br><br>**Work Status before being suspended (16% completion) as detailed below:**<br>- Casting of retaining and boundary walls (partially completed)<br>- Casting of the septic tank (completed )<br>- Excavation of main building foundations (partially completed)<br>- Basement retaining walls and columns ( completed) |
| **Total Construction Estimated Cost (Excluding VAT)** | | | | | | | **1,570,000** | | |

### 5.5.2 Capacity Development Component

The action seeks to enhance access to crucial public infrastructure in four localities within Area C, while also strengthening the institutional capabilities of the targeted Village Councils (VCs) to provide essential, sustainable social and public services. Addressing the needs of underserved communities through improved service delivery necessitates robust institutional development and support for VCs to ensure effective and lasting service provision.

The primary goal of this component is to supplement the program's infrastructure component by improving the VCs' capacity and performance at both strategic and operational levels. The Municipal Development and Lending Fund (MDLF), as the implementation agency for Area C intervention, has hired a professional institutional development Consultant. The Consultant conducted an institutional needs assessment to identify capacity gaps, and develop a capacity-building action plan accordingly.

The Consultant has employed a participatory and utilization-focused approach to both assessment and planning to ensure the ownership of these processes Upon agreement with MDLF.
A comprehensive assessment was conducted for four Village Councils to identify their strengths and areas for improvement. The assessment took into account a rigorous examination of Village Council's (VC) documents, procedures, and policies, supplemented by in-depth interviews with various council stakeholders, including Mayors, members, and staff. The interviewees exhibited significant transparency and a robust desire for growth and development of the VC's systems.
The proposed interventions in these areas will be followed up with training and coaching sessions for council members and employees:

1. **Resource Mobilization and Management Plan Development**: This strategy encompasses conducting an exhaustive feasibility analysis and formulating a robust resource mobilization and management plan. The plan would be particularly geared towards each Village Council's assets and services, thereby optimizing their potential for local economic growth.

2. **Revision of ACIP**: The Village Council's Annual Capital and Investment Plan (ACIP) should be updated in a participatory manner that encourages input from all community members, especially marginalized groups. Simultaneously, environmental and climate change challenges should be integrated across the entire plan. This comprehensive approach will ensure a more equitable and sustainable community development strategy.

3. **Stakeholder Relationship Management and Increased Visibility**: A comprehensive communication and visibility strategy should be developed to engage various institutions, including governmental bodies, academic institutions, the private sector, civil society organizations, municipalities, and other village councils. In addition, a comprehensive database for various stakeholders should be established.

4. **Administrative and Human Resources Policies:** For streamlined operations, it's essential to formulate clear and precise instructions that outline the administrative and human resources policies and procedures. These should be specifically tailored to suit the unique needs and capacities of each Village Council.

5. **Financial Policies and Procedures**: Similarly, the creation of comprehensive yet concise guidelines for financial policies and procedures is vital. This ensures transparency and financial accountability, and these guidelines must be tailored to the unique needs and capabilities of each village council.

6. **Fundraising Strategy**: A comprehensive fundraising strategy, which includes diversified funding sources, should be developed to ensure financial sustainability.

The full report provides clear strategies to address the identified gaps and build capacity, empowering the target Village Councils to improve their efficiency and delivery of services to the community.

| In the process of conducting the needs assessment & capacity gap of the (4) VC's, the following challenges were encountered: |
|---|
| • **Data Availability and Accuracy**: Triangulating data received from interviewees proved challenging due to various reasons, including the unavailability of documents, disorganization in the filing system, and the unfamiliarity of new village council members with the council's documentations.<br>• **Political Situation**: The study was conducted during a period marked by Israeli incursions into several Palestinian towns. This situation hindered the ability to arrange and attend meetings with village council members and staff, causing delays and postponements.<br>• **Limited Number of Interviewees**: The visited village councils primarily consisted of a small staff and council members who were available for meetings. This led to a limited number of interviews being conducted, which may have impacted the study's breadth and depth. |

## 5.6 Civic Engagement and Promotion of Social Accountability

The Communities Mobilization Activities are designed based on previous experience and lessons learned gained from the implementation of the completed four packages under the Area C Development Programme, as well as the lessons learned from the mid-term evaluation of Area C conducted through the EU. It was stated by the evaluators: *" The Project ha carried out more or less as an engineering/construction project focusing and constructing a certain number of infrastructure sub-projects. Following such a top-down construction management approach has left little space for participatory processes to take place. The Project could have been more effective if the construction activities were augmented by other*

*accompanying socially and/or environmentally related training/interventions. It is important, in this case to strike the right balance between administrative management requirements to carry out the construction component versus engaging in a development dialogue/support with the LGUs".*

Addressing the needs of the marginalized communities by improving service delivery and their participation in decision making process cannot be fully realized without the effective involvement and assistance of civil society. The civic engagement activities were designed in a way to engage reputable and experienced civil society organizations (CSOs) as an implementing partner to empower the local community activities. The primary objective is to complement the Program's hard infrastructure Component by enhancing civic participation of vulnerable communities in local-decision making and thereby improving citizen-local governmental relations and the latter's accountability.

✓ **Objective of Citizens Engagement**

The overall objective of citizens engagement is to mainstream citizen engagement and social accountability in local decisions making to improve the development results and contribute to building sustainable systems and strategies for citizen engagement with local governance sector.

The specific objective of such activities is to institutionalize citizen engagement and social accountability in local governance through adopting formal guidelines/procedures and good practices for strengthening civic engagement as an approach where marginalized communities have the power to influence the decisions and services provided by the LGUs.

In order to have progress toward effective community participation (CP), the assignment will focus on the following:

- Integrate and institutionalize CP and SA tools and practices in LGUs affairs;
- Build the capacity of LGUs employees, and decision-makers to apply SA concepts and tools in the LGUs for accountable service delivery;
- Awareness/engagement of the citizens and the LGUs councils' members on the projects activities and the projects related data;
- Awareness to the citizens about the action plans and update the communities' priorities in a participatory manner as needed, and provide assistance to LGUs in addressing their needs to MoLG;
- Conduct Awareness workshops to the local communities to engage them in the design of social/environmental mitigation measures as part of the Environmental and Social Management Plan "ESMP";
- Build the awareness of the concerned LGUs and citizens on the concept of operation and maintenance of the implemented sub-projects in coordination with the Local Technical Consultants (LTCs);
- Enhance the role of media in social accountability, and increase the public's access to information;

- Enhance complaints mechanisms within the framework of social accountability in the targeted locations and increase citizens role on how to use them;
- Increase community participation including women, youth and marginalized groups, ensuring that they are heard and their inputs are reflected in the joint decision – making; and
- Additionally, conduct a beneficiary impact assessment to assess the perception of the direct beneficiaries/inhabitants on the delivered outcomes of the intervention.

✓ **Progress So far (general):**

- A local NGO was contracted on February 1st, 2024.
- One-day coaching and orientation session was held on February 11th, 2024 via ZOOM. The session was attended by the whole team of the consulting NGO.
- Introductory meeting was held in each targeted location to introduce the assignment in terms of team, objectives, activities, etc.
- A proposed methodology has been developed for assessing the SA and CP environment, alongside the Training Needs in the (4) target localities.
- In a participative manner with the LGUs, and the MDL, the local NGO has set a list of selection criteria for Civic Mobilization and Social Accountability Committees (SACs) in each locality. Each SAC is composed of 7-9 members representing the local community members in general and area "C" in particular.
- The assessment of SA enabling environment was conducted through the collection and analysis of both quantitative and qualitative data of the LGU officials, civic groups (CBOs), local social mobilizers with a special attention will be given to youth, women and people with disabilities and citizens at the community level regarding the SA and CP.
- **Training:** Based on the findings of the Training Needs Assessment conducted by the local NGO in the (4) target localities, a series of training sessions for the LGUs' officials and Staff, civic groups (CBOs), local social mobilizers in the (4) targeted LGUs and communities have been conducted, where the training topics are illustrated below:

| SACs Training Topics | LGUs Training Topics |
|---|---|
| - Tools, pillars, and components of social accountability.<br>- The importance of accountability and its role in society and local governance.<br>- Communication and interaction, especially in effective use of social media.<br>- Personal skills necessary for implementing accountability. | - Tools, pillars, and components of social accountability.<br>- The importance of accountability and its role in society and local governance.<br>- Communication and interaction, especially concerning the effective use of social media. |

| | |
|---|---|
| - Managing dialogues and discussions.<br>- Mechanisms and procedures for handling objections and complaints.<br>- Enhancing teamwork skills and organizing community awareness campaigns.<br>- Annual action plans.<br>- Creating a Facebook page for the committee.<br>- Presentation of the accountability tools guide. | - Personal skills necessary for implementing accountability and community engagement.<br>- Local governance laws and programs, and regulations that align with accountability and community participation.<br>- Mechanisms and procedures for handling objections and complaints.<br>- Mechanisms to strengthen supporting units for community accountability in "Area C."<br>- How to apply transparency, disclosure, and complaints primarily.<br>- Strengthening supporting units for community accountability in "Area C."<br>- Disaster and Risk Management Plans for each LGU- DRR<br>- Electronic portal for municipalities.<br>- Presentation of a Disaster and Risk Management Plans Plan Template.<br>- Presentation of the disclosure plan / complaints system. |

Training on social accountability for village councils and social accountability committees is an essential step towards empowering communities to take an active role in governance. It ensures that public officials are responsive to the needs of the people and that public resources are used efficiently and equitably. Through these training programs, local communities are better equipped to contribute to the development and well-being of their regions.

## 5.7 Beneficiaries/affiliated Entities and Other Cooperation

**Key Stakeholders**

The key stakeholders of the action can be listed as follows:

- The Ministry of Local Government “MOLG” as the lead policy-maker and regulatory body for LGUs in Area C in the West Bank.

- The Ministry of Civil Affairs "MOCA" who coordinates with the ICA regarding the planning meetings and follow up the stop working orders/confiscation of equipment once happened.
- The Municipal Development and Lending Fund "MDLF" as the selected implementing Agency for this action and will be responsible for managing the fund and do all the arrangements for successful implementation of the action.
- The Local Government Units "LGUs" where the sub-projects will be implemented and will be the owners and/or final beneficiaries of the public infrastructures that will be resulted from the action.
- The Local Technical Consultant (LTCs) who will be responsible for the design and the supervision of the infrastructure sub-projects.
- The Contractors and Suppliers who will be responsible for direct implementation of the sub-projects within the targeted communities and will be managed directly by the LGUs with technical support from the LTC and the MDLF.
- The European Union as a donor and other financing partners working in Area C, i.e the financing partners who are members or observers in the steering committee for instance AFD.
- Association of Palestinian Local Authorities "APLA" which is an independent organization aiming to represent and lobby for the collective interests of its members LGUs (in general), and is currently managing an intervention for institutional development for the LGUs (including Area C) funded by the EU.

**Coordination among the Key Stakeholders.**

MDLF effectively coordinated with stakeholders during the last period as follows:

- MDLF worked in close collaboration with the local technical consultant (LTC) as well as the LGUs and the MOLG to meet the planned targets and to avoid any miss-communication.
- A close communication between MDLF, MOLG and the target localities was done to ensure that all the preparatory activities were done regarding the permits and approvals from the line ministries.
- MDLF also shared the design of school projects with the MOE to ensure the compliance of designs with technical requirements for both line ministries.
- MDLF shared the information related to this package with the Prime Minister Office as part of MDLF regular reporting.
- There was continuous communication between MDLF and the EU notifying them about the progress and the challenges throughout the implementation.

## 5.8 Visibility

A draft communication and visibility plan was prepared by MDLF to be shared with the EU and get their clearance. As stated in the table below, the main activities will be outsourced through a firm specialized in promotion and visibility.

To ensure the timely and effectiveness promotional activities, the contract with the PR firm was postponed until having the projects undergoing. Following are the summary of the main activities for promotion and visibility of the action.

| Main Activity | General Description | How to be Implemented And When? |
|---|---|---|
| **Printings and Promotional material** | **PUBLICATIONS:**<br>- Brochures: Design and print informative brochures that provide an overview of the Area C Development Programme<br>- Posters: Create eye-catching posters that highlight the key messages and accomplishments of the Area C Development Programme.<br>- Media Kits: press releases, articles.<br>- Factsheet for each sub-project<br>- Calendar for Area C Development Programme 2024<br>- Stickers for the Furniture with the EU Logo | - will be implemented through specific items under the media coverage and outreach |
| **I Project Website\ Social Media Web Packages Facebook** | - Photographer: Hire a professional photographer to document the various stages of the programme, including construction activities, community engagements, inauguration events, and training sessions. The photographer can capture impactful images that showcase the progress and outcomes of the programme. These photographs can be used in print materials, social media posts, website content, and media outreach.<br>- Drone Photography/Videography: Consider using drone photography or videography to capture aerial views of the project sites, highlighting the scale and impact of the programme.<br>- Website: dedicated section for the programme on MDLF website containing all relevant materials that is updated regularly and in line with the milestones achieved within the project.<br>- MDLF social media platforms will house posts and feature stories related to the projects activities.<br>- Photographer (shooting with drones)<br>- Design special digital theme for area c projects to be used on MDLF Facebook page and promote it. | - will be implemented will be implemented through specific items under the media coverage and outreach<br>- will be implemented through MDLF |
| **Media Relations** | Targeted information will be shared with the press who will be invited to participate in selected project events. | - will be implemented directly by MDLF |
| **Event Management** | - The inauguration event will mark the completion and official opening of four significant projects under the Area C Development Program in the West Bank VI.<br>- The events will include Audio-Visual Setup, Signage and Branding, Catering, Media Engagement | - will be implemented through specific items under the media coverage and outreach.<br>- |

| Main Activity | General Description | How to be Implemented And When? |
|---|---|---|
| **Social Media Campaigns:** | - The campaign will involve collaborating with social media influencers and media personalities who have a significant following and are aligned with the program's objectives.<br>- Influencers will be invited to visit project sites, interact with beneficiaries, and share their experiences through various social media platforms.<br>- Engaging and informative content will be created, including success stories, facts, and updates on program activities, to showcase the positive impact of the program.<br>- A campaign hashtag will be developed and promoted to encourage influencers and the public to use it when sharing content related to the program.<br>- The campaign will be monitored and measured for engagement metrics, such as likes, comments, shares, and reach, to assess its effectiveness and adjust as needed. | - will be implemented will be implemented through specific items under the media coverage and outreach |
| **Outreach Activities** | **1. <u>Fun day activity: (Al-Aqaba Village Council)</u>**<br>- Celebrate the International Day of Education or the World Children's Day with a day full of fun and educational activities for students.<br>- Provide an opportunity for students to relax, enjoy, and engage in playful activities while promoting the importance of education.<br>- Interactive Games and Sports<br>- Arts and Crafts<br>**2. <u>Community Clean-Up Day: (Haris Village Council)</u>**<br>- Collaborate with local organizations, parents, and students to organize a community clean-up day in the vicinity of the school.<br>- Provide branded t-shirts, gloves, and cleaning tools for participants, featuring the school project's logo or message.<br>- Use this opportunity to talk about the importance of a clean and safe environment for education and highlight the positive impact the school project brings to the community.<br>**3. <u>Road Marathon Event: (AL-Jiftlik Village Council)</u>**<br>- Organize a road marathon event that involves participants from the local community, neighboring areas, and running enthusiasts.<br>- Signage and Banners, Event T-shirts or Bibs, Water and Refreshment Stations, Event Medals or Trophies, Photography and Videography Equipment.<br>**4. <u>Women's Exhibition - Celebrating Women's Day:</u>**<br>- This exhibition will provide a platform for women to display their_crafts, artwork, handmade products, and any other creations they would like to share with the community.<br>- Venue and Setup, Call for Participation, Exhibition Booths, Visitor Engagement, Publicity and Promotion | - will be implemented will be implemented through specific items under the media coverage and outreach.<br>Note:<br>- All these activities will be conducted in the field unless having restrictions in the country.<br>- Measurements on how to conduct the activities will consider the suitable precautions according to the regulations from government. |

| **Activities which are out of the media coverage and outreach assignments and considered as cross-cutting with other programme activities:** |
|---|
| - MDLF Website and Facebook Page will be activated through promoting the progamme, including a Web-Portal on MDLF Website for Area C with Interactive Map, and live videos on MDLF Facebook Page.<br>- Interviews on TV\Radio (to inform stakeholders and the target groups about the programme)<br>- Testimonial (Writing about group of people whose life has been affected by the Project by telling their story, and use photos for illustration)<br>- Press Releases for the impact of the projects.<br>- Big signs for each sub-project will be installed in the site and will be part of the projects mobilization and will be done by the contractors.<br>- Stickers for the Furniture with the EU Logo<br>- Field visits will be conducted by MDLF and the concerned development partners to the target localities with media coverage.<br>- The public building projects should have visual identity. |

## 5.9 Challenges and Obstacles

- The Israeli authorities has delivered two stop working orders against 2 projects in Furush Beit Djan and Al-Aqaba, which one of them was upgraded to a demolition order, precisely Frush Beit Dajan. Projects include the construction of an elementary school at AL-Aqaba and Construction of a Multi-Purpose Building for Furush Beit Dajan Village Council. Israeli army have also confiscated some equipment from workers in Al-Aqaba.
- The lack of the capacity and skills of most LGU's to prepare ESMP as well as the preparation of bidding documents and procurement plans. To overcome this challenge; on-job training and site visits were conducted by the contracted LTCs and MDLF area engineers.
- There was a dispute with the mayor of Al-Jiftlik village council regarding the selected roads segments which were endorsed by the steering Committee. Several correspondences/meetings were conducted to tackle this issue followed by a field visit with EU/AFD/MOLG/MDLF. The decision was taken to move forward in designing one segment (adjacent to the UN school) and check the overall estimation of the 2nd requested segment by the Mayor. Given that the estimated cost exceeds the available budget, the focus will be given for one segment (adjacent to the UN school), whereas the other segment could be considered for further packages. The decision was also made to be funded out of this package due to budget deficit and to be financed directly by the AFD under the RDP2 which was mutually agreed upon in the last steering committee held on Nov. 2023 concerning the upcoming package 7.
- There was a substantial delay in the design phase where the approvals from the MOE and the civil defense consumed more time than anticipated.
- There was a financing gap between the allocated budget and the cost estimate determined by the technical design of the projects. This gap can be attributed to currency fluctuations and the significant increase in prices compared to those during the initial appraisal of the projects.

# 6.Multi-site Regeneration Project for Jericho "MSR"

## 6.1 Project Overview

The "Multi-site Regeneration Project for Jericho, Palestine", is currently implemented as part of the technical assistance program by the French Development Agency (AFD), with funding from the European Union -the funds of the Investment Facility for the Neighborhoods (IVF), and in conjunction with partners from the UPFI initiative "Urban Projects Finance Initiative".
The MSR Jericho Project aims at enhancing the economic development of the city through the process of "re-localization and rehabilitation" of key infrastructures. The project which was prepared under the Urban Project Finance Initiative (UPFI), promotes an integrated urban approach to optimize public land management, to upgrade key infrastructures, and to strengthen the management capacities of the municipality related to the enforcement of national health policies and to improve its financial accountability. The rehabilitated infrastructures are the slaughterhouse, the Spanish Garden, and the Municipal garage, all of which shall contribute to supporting the main city's economic activities (tourism and farming).

## 6.2 Project Description

The fund for the project is EUR 6.2 million out of EUR 10.2 million granted to MDLF for MDP III-Cycle 1 and MSR according to the financing agreement signed between the AFD and the Ministry of Finance on April 26th, 2017.
The project Agreement between MDLF and the Ministry of Finance was signed on August 7th, 2017, followed by a project Agreement between MDLF and Jericho Municipality was signed on November 16th, 2017.
The project Operation Manual was prepared by MDLF, containing technical, financial, procurement and monitoring and evaluation of the project. MDLF is responsible for managing the project with a team that includes a project coordinator, a technical expert, a financial expert, a procurement expert, and environmental and social specialists.
Furthermore, Jericho municipality has assigned a project coordinator to be part of the project committee to ensure the facilitation of proper implementation of all activities.

The project includes the following subcomponent:

- **Subcomponent (A): Slaughterhouse**

This subcomponent includes the construction of new slaughterhouse and remediation works for the old slaughterhouse. The new slaughterhouse aims at providing efficient, professional, hygienic and human slaughtering service at a competitive price for farmers, butchers, and other customers in Jericho and its adjacent towns and communities. It is aimed that this would be achieved without creating adverse environmental or social hazards. The project will include two major buildings: one for slaughtering Cattle such as sheep and goats and the other for slaughtering Poultry. Office accommodation will also be provided within the envelope of

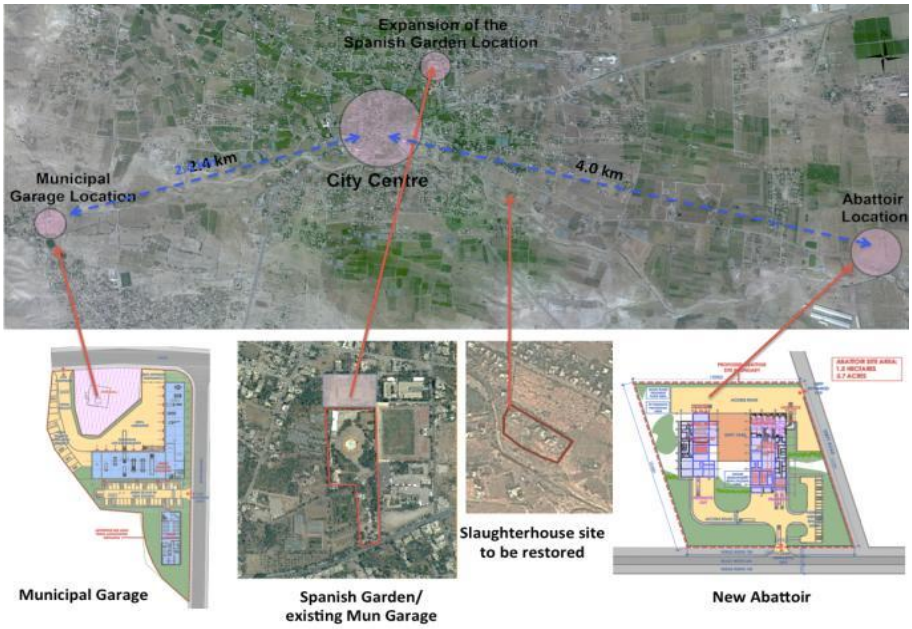
the largest building used for Cattle (sheep/goats), in addition to supplying the Equipment for the Cattle Slaughterhouse and Supplying of Equipment for the Poultry Slaughterhouse.
Regarding the operation of the slaughterhouse, a Steering Committee (SC) will be assigned by the municipality to supervise and advise both partners. It will be composed of representatives from the municipality and the private operator, but also from butchers and farmers, as well as from the Public Health Committee, whose exact role will be detailed in a lease agreement. Remediation works at the old slaughterhouse will commence as soon as the new slaughterhouse is handed over and operated.

- **Subcomponent (B): Municipal Garage**

This subcomponent includes the construction of a new garage and remediation works for the old garage.
The main garage will be an L-shaped single-story, large-span building (approximately 1,710 m2 in area). A new one-story amenity building (approximately 437m2) is positioned on the south side of the site. It contains a canteen, changing/washrooms, and office accommodation. External areas include car parking, yard space, planting, and access roads.
The Rehabilitation of the Municipal Garage Road was implemented under MDPIIICI, the works include rehabilitation and asphalting of the main road that leads to the Garage totaling 2 km length with avg. width of 5.5. The final amount of the works was EUR 198,188.
Additionally, the Extension of the Spanish Garden is complemented by the MDP IIICII. The extension of the Garden will be onto the lands currently occupied by the Municipal Garage, the MSR project offers the opportunity to enhance substantially the role of the Spanish Garden as a place of leisure in the heart of the city.

- **Subcomponent (C): Technical Assistance**

This subcomponent includes a technical assistance program covering the supervision of work and management fees to MDLF, in addition to training and capacity building activities to support the implementation of the municipal action plan on mitigating illegal slaughtering processes.
MDLF will support Jericho Municipality in implementing designated activities defined under this subcomponent.




MSR Jericho Project Components, (Final Report INTA, CEP, 2016)

## 6.3 Implementation Status (General)

This section highlights the project's technical progress until the end of April 2023. Noting that all the parties; MDLF, Jericho Municipality, and the donor are aware of the challenges and has worked together to overcome all issues through discussions.

During the last period, MDLF was successfully able to construct and operationalize the municipal garage. This activity included **the relocation of the municipal garage on the outskirts of the city**, which will allow the storage, maintenance and repair of utility vehicles, including those for garbage collection and other essential city services. This new municipal garage will therefore **ensure the proper maintenance of equipment** crucial for the municipal services operation and for carrying out the urban activities of Jericho Municipality.

**The garage construction included the following sub-activities;** **i)** Rehabilitation of the Municipal Garage Road (under MDPIIICI). The rehabilitation and asphalting of the main road leading to the Garage in a total length (2 km); and **ii)** Construction of an electricity service network feeding the Municipal Garage facility. **The project was completed with a total cost of 1,433,332 Euro.**

The second constructed infrastructure through the MSR project is the Slaughterhouse that meets the health and environmental standards. In order to modernize the installations, the first task was to relocate and build a new slaughterhouse that complies with hygienic, sanitary and environmental standards as well as meeting Jericho demand for chickens, cattle, sheep and goats drawn from local supply chains. The new slaughterhouse replaces the current municipal slaughterhouse, which does not meet hygiene and environmental standards, poses serious problems both in terms of health risks for the population, and pollutes the environment of Jericho and its surrounding area.

The Slaughterhouse equipment had been delivered from Turkey and the projects components were successfully accomplished. Also, the remediation of the old slaughterhouse has been completed in August, 2024. Works included the demolition of the old cattle and sheep slaughtering building and asphalt and basecourse works for the yard. MDLF is following up with the municipality regarding the operation of the slaughterhouse which is expected to be done soon.

Overall, the MSR project will make Jericho more attractive for locals and visitors. It is estimated that more than 22,600 inhabitants, 10,000 students, 15,000 holiday home-owners, and local tourists from modernized neighborhoods, will benefit stimulated commercial activities and better urban environment. The project reflects MDLF's priorities in promoting urban development and adopts an integrated approach that addresses the environmental and social needs of the population in Jericho City.

## 6.4 Progress of Main Contracts

### 6.4.1 Slaughterhouse Construction

The concept design has been based on the consultant revision of the slaughtering capacities where:

- The capacities over 20 years design period are reflected in the below:

| Livestock/Slaughtering Capacity | Capacity (Animal/week) |
|---|---|
| Poultry | 15,000 (500 bird/hour) |
| Cattle | 35 |
| Sheep | 150 |

- This capacity has been based on projecting the slaughtering demand according to the served citizens, taking into account the market share, market competence, and awareness of illegal slaughtering.
- The additional risk factor was taken to propose the potential expansion of the Cold Rooms and the Operation Hours of the Slaughterhouse facility to overcome the low risk of overcapacity.
- Jericho Slaughterhouse was designed and constructed on leased land of size 19,000 $m^2$, using 4,000 $m^2$ located in the south east of Jericho City. The Concept design proposed two buildings with a total area of approximately 2200 $m^2$, besides, parking area, holding Pens, and landscaping. For Infrastructure facilities: the project includes a wastewater treatment plant, blood treatment, Incinerator, potable water connection pipe, wastewater disposal pipe, and other facilities.
- The implementation has started since November 2$^{nd}$ , 2021, with total EUR 3,727,810. The project was successfully completed.
- The remediation of the old slaughterhouse has been completed in August, 2024. Works included the demolition of the old cattle and sheep slaughtering building and asphalt and

basecourse works for the yard. MDLF is following up with the municipality regarding the operation of the slaughterhouse which is expected to be done soon.





- **Environmental and Social Monitoring during construction stage:**

The contractor prepared a health and safety plan (HSP) at the earliest stage of the project to clarify what needs to be done by whom, in order to treat safety as an integral part of project management. In addition, the contractor prepared the Environmental and Social Management Plan (ESMP) which aims to assist in the systematic and prompt recognition of problems with corrective actions. So that ultimately good environmental and social performance to be achieved during the construction stage of the project. The plans were reviewed and approved.

The contractor complied with the health and safety requirements through implementing the mitigation measures incorporated in the ESMP & HSP as indicated hereinafter. The Health and Safety Officer (HSO) has been appointed by the contractor prior to starting the construction works. The HSO is responsible for implementing the health, safety, and environment requirements as per the HSP.

- **Workers Health and Safety Hazards**: HSP has been provided by the contractor and has been implemented during the construction stage of the project. Insurance complying to the Palestinian Labor Law has been provided for construction labors, staff attending to the construction site and equipment at site. Personal Protective Equipment (PPEs) has been provided to protect workers from injury such as (hearing protection, hard hats, safety goggles, brightly colored vests, and other appropriate safety equipment). Toolbox meetings have been conducted periodically and proportionate to the construction activities. A first aid station has been set at site and proper training has been provided.
- **Public Health and Safety: the c**onstruction site has been protected by fence and other appropriate safety means such as safety signs and tools.
- **Dust, noise, and air pollution**: the contractor controlled the dust through spraying water during work and avoided working during windy days. In addition, the contractor took the proper mitigation measures to minimize the impacts on air and noise through working during the daytime, minimize movement of the vehicles as much as possible and limit working hours.

- **Construction Materials Storage Area:** the contractor maintained and protected storage of construction materials. The storage area has been fenced and proper signs and safety tools have been installed.
- **Wastes generated during construction stage:** the contractor prepared its waste management plan to assure proper disposal of wastes generated during construction stage and coordinated with the municipality to dispose the generated wastes in a designated landfill.
- **Safety Compliance Reports:** The contractor submitted health and safety reports periodically presenting his commitment to implement the mitigation measures incorporated in the ESMP & HSP to minimize/ avoid the potential risks as much as possible.


















Compliance with Environment, Health, and Safety Requirements at Site

MDLF is managing the environmental, health and safety measures of the project through its team and with a support of the hired consultant as follows:

- **Environmental Specialist of MDLF Consultant**: The Environmental Specialist who was hired to monitor the contractor's compliance with ESMP during the project implementation coordinates the work with the Resident Engineer at site. Periodic site visits have been carried out and to the potential E&S risks relevant to the construction activities. Monitoring reports have been prepared per each site visit conducted by the environmental consultant, and have been shared with the MDLF team, the resident Engineer and the Health and Safety Officer of the Contractor. The contractor is complying satisfactorily with ESMP mitigation measures at site. However, some minor excesses related to housekeeping, dust, among others have been recorded. The contractor was notified in this regard, and he immediately took a proper corrective action.
- **Resident Engineer (RE) of MDLF consultant at Site**: the RE conducts daily supervision to assure the compliance of the contractor to ESMP measures. Additionally, he is coordinating with the environmental consultant to inform him about the environmental and safety conditions at site and to arrange for site visits once an activity takes place on ground that may have potential risk from E&S aspects. The RE prepares a daily progress report incorporating description of contractor compliance to E&S aspects as per the ESMP. The report is submitted to the MDLF team in a regular basis.
- **Incidents and Complaints**: neither incidents nor complaints were recorded during the reporting period.

### 6.4.2 Municipal Garage Construction

- Initial Contract Amount: 1,283,690 Euro
- Commencement Date: July 22$^{nd}$, 2018
- The Final Contract amount &Amendment: 1,433,332 Euro
- The First Extension was to April 22th, 2019.
- Second Extension end date: June 25$^{th}$, 2019
- The project has been initially handed over on September 11$^{th}$, 2019, and the Final handing over took place on November 13$^{th}$, 2019.
- The project has been implemented over 14 months, with various delays due to challenges in transferring the high voltage electricity cable as well as the contractor's slow progress in construction.



The Municipal Garage




- **Rehabilitation of the Municipal Garage Road (under MDPIIICI:** The rehabilitation and asphalting of the main road leading to the Garage in a total length (2 km) was completed with a total amount EUR 198,188.



Municipal Garage road

- **HV Cable Relocation sub-component:**

  MDLF and Jericho Municipality have allocated 51,287 Euro from MDP III Cycle 1 to recruit JEDCO to construct the electricity service network feeding the Municipal Garage facility, although the contract was signed early January 2019, the project was commenced in April 2019 and the connection was accomplished on June 30th, 2019. The delay in this sub-component affected the work status at the Municipal Garage Construction.

- **Environmental and Social Monitoring during construction stage:**

  The contractor prepared a safety plan at the earliest stage of the project; it's been reviewed and approved. Environmental and social compliance is monitored regularly and reported in monthly progress reports noting that the contractor abided and complied with the project ESMP and safety plan.

  The contractor complied with occupational health and environmental control measures on site where adequate sanitary facilities, first aid kit, adequate water supply, proper closure of the site, presence of approved dumping site and proper disposal of waste, proper PPE, proper fall protection, regular control of dust, regular working hours were followed during the construction period.



  **Socially**; the municipality conducted a consultation meeting with neighbors before the commencement of works where proper mitigation measures and working hours were discussed with neighbors.



  Although, the project has been stopped for a few days after the commencement following to receiving verbal complaints from a number of citizens who claimed to use dirt road passing the western part of the site. Jericho municipality has conducted consultation meetings with affected persons and agreed to exclude that part of the project and maintain temporary access for those complainants. Supplementary safety measures to the new boundary were set. Another issue of relocating honey boxes that were recently placed at the site has been verbally raised. The municipality consulted the owner and agreed to place the boxes out of the site.

### Old Municipal Garage Remediation (Renamed to Extension of Spanish garden and Remediation of the Old Garage)

- Old Municipal Garage Remediation funding was agreed to be allocated through MDP III Cycle 1 rather than the Project.
- On the other hand, due to the progress delay, this subcomponent had been integrated into the Spanish Garden Extension Project that was agreed to be financed through MDP III Cycle 2. This decision was made to ensure defining correct and strict remediation actions related to the Spanish Garden extension activities.
- The Spanish Garden Extension Terms of Reference had been revised to include scope for remediation works (revision of the lab test results, demolition requirements, dismantling and disposal of asbestos conditions, potential impacts coming up from the new design, etc…).

### Work supervision including Environmental and Social Monitoring

- Progress on Contract Management:
    - The contract was signed on March 25th, 2018 with an amount: EUR 250,583.
    - First Amendment to include the additional scope of works with regards to the Slaughterhouse Construction component was signed on January 3rd , 2019 with an amended contract value of EUR 270,064.
    - The second Amendment included an additional scope of works to the Slaughterhouse Construction subcomponent was signed on July 11th, 2019 with a contract value of EUR 329,689.
- The consultant has finalized the supervision for the Municipal Garage Construction
- The consultant has prepared a Concept Design and prepared the bidding documents for Design Supply and Install the Slaughterhouse and is currently supervising the construction phase.

## 6.5 Jericho Municipality Components

The Municipality inaugurated the Garage in an official ceremony where the garage is currently under operation.

The Municipality worked closely with MDLF to update the Auction document, updating the awareness plan and other future collaboration to operate and raise the capacity of the municipality to operate the Slaughterhouse efficiently.



## 6.6 Mitigation Measures for Fund Allocation

- The project components of the construction of Municipal Garage and the Construction of Slaughterhouse faced delays in different stages, in addition to a deficit of financial availability, however, all these issues have been solved after proposing the new Slaughterhouse Construction Method. In addition to some measure had beed taken at the early stages by reducing the scope of work at the Municipal Garage Construction Project, using MDP III cycle 1 allocation for relocating the HV cable, and the rehabilitation of the access road to the New Municipal garage.
- Financing the Electricity Connection to serve the Slaughterhouse was financed through the project.
- The rehabilitation of the Internal Roads to access the Municipal Garage is approved to be financed through MDP III Cycle 1.

## 6.7 Challenges and Obstacles

- A challenge was faced regarding a deficit of funding to implement those utilities. To overcome the financial issue, MDLF proposed a financial methodology correlating potential capability and utilization of MDPIII cycle 1 allocation. This proposal was discussed with Jericho Municipality and the AFD as follows:
- The proposal states that the municipality will finance the remediation of the old Municipal Garage site. MDPIII Cycle 1 allocation will be utilized to:
    - Finance the electrical connections for the Municipal Garage.
    - Finance electrical connection to serve the Slaughterhouse after the Slaughterhouse Construction bid opening.
    - Finance the water connection for the Slaughterhouse project after the Slaughterhouse Construction bid opening.
- The remediation of the old Municipal Garage site will be financed through the integration of remaining funds from MDP III cycle 1 with MDP III cycle 2 allocations to ensure proper integration for remediation and design of the extension of the Spanish Garden.
- Upon agreement, the extension of the Spanish Garden was agreed to be shifted to MDPIII cycle2.
- An additional challenge was the delay in finalizing the auction documents by Jericho Municipality, which was supposed to have been launched prior to the commencement of works at the Slaughterhouse Construction project.

# 7 Green West Bank – Enabel Contribution to the Municipal Development Program - Phase 4

## 7.1 Description

### 7.1.1 General information

| Section | Information |
|---|---|
| Title of action | Promotion of Green Services and Climate Change Initiatives in Local Governance |
| Grant Agreement number | PSE22004-10004 |
| Start date and end date of the reference period | 15th of February 2024- 25th of July 2024. |
| Project Context and budget | This project falls under the 2nd pillar dedicated for climate action with a view to contribute to a sustainable and inclusive Palestinian society and reduce environmental hazards and dependency on non-renewable resources with specific **focus on the West Bank** portfolio as endorsed by the programme Steering Committee **totalling EUR 4,677,383.**<br>The budget of the project was scaled up with an additional financing of EUR 200,000 under "output 4.1 Solid waste equipment/tools were supplied for the selected JSC's". |
| City / cities | The action targets 4 clusters across the West Bank as follows:<br>- Nablus Cluster which consists of: (3) municipalities (Nablus, Asira Ash Shamaliya, and Beita), (6) Village Councils (Al-Badan, Talluza, Yasid, Ousereen, Audala and Za'tara), one camp (Al-Far'a).<br>- Tubas Cluster which consists of: one municipality (Tubas) and one camp (El Far'a).<br>- Hebron Cluster which consists of: 7 municipalities (Hebron, Ash Shuyokh, Sa'ir, Bani Na'im, Al-Karmel, Khallet El-Maya and Yatta), one camp (Al 'Arrub).<br>- Bethlehem Cluster which consists of: Two municipalities (Bethlehem and Beit Fajjar). |
| Objectives of the action | **Impact:** To **contribute** improving the conditions of the Palestinian ecosystems and their population by **reducing ecological footprint and GHGs emissions** through the promotion of green circular economy (GCE) and green urban areas, focusing on energy efficiency, renewable energy, and sustainable waste management.<br>**Outcome: Adaptation of green inclusive services in the targeted LGUs through the implementation of (renewable energy and energy efficiency, green** |

| | |
|---|---|
| | **public spaces, green buildings, and solid waste management - 3Rs projects).**<br>**Intermediate Outcomes:**<br>(i) Promoted Green practices in public services among the targeted LGUs (green building practices, green public spaces, EE, RE, and SWM 3Rs).<br>(ii) Increased citizens accessibility to green public spaces in the urban areas among the targeted clusters.<br>(iii) Enhanced knowledge of the targeted LGUs' staff in green services and CC.<br>(iv) Enhanced Solid waste management through providing needed equipment and tools to JSCs in the selected governorates.<br>(v) Reduced energy consumption through implementing green initiatives, particularly, (EE, RE and green buildings). |

Final beneficiaries and/or target groups[12] (if different) (including the number of persons)
Estimated No. of Beneficiaries are around 676,750 inhabitants based on the targeted clusters population. Final beneficiaries will be calculated after the completion of project activities.

| Category | Target | | Achieved | |
|---|---|---|---|---|
| | Male | Female | Male | Female |
| | | | | |
| | | | | |

| | |
|---|---|
| Initiatives | A thematic interventions were identified and then approved by the programme steering committee. Those initiatives will focus on green investments including:<br>- **Green Buildings:** Support retrofitting of at least two public buildings by applying green building models and practices.<br>- **Green Public Spaces:** Facilitate the development of public spaces in at least two urban areas of the selected Governorates through integrating the green concepts.<br>- **Other Green Services:**<br>o RE and EE: promote rooftop on the Municipality Buildings among the selected Clusters, and or potential Mid-Size solar panels on a territorial Level.<br>o SWM: provide Solid waste Equipment's, tools, and Vehicles for the benefit of the JSC among the selected Clusters. |

12 The "target groups" are groups/entities for which the project has a direct and positive contribution at the level of the project's objective, and the "final beneficiaries" are those who will benefit from the project in the long term at the level of society or of a sector generally.

| | |
|---|---|
| | The projects per cluster LGUs -under the above thematic interventions- will pass through a screening/appraisal process and will be endorsed by the steering committee. |
| Planned Activities | **Mobilization (Preparatory Activities)**<br>- Coordination with the Palestinian Energy and Natural Resources Authority "PENRA", Environmental Quality Authority "EQA" and MOLG to ensure smooth implementation of the initiatives.<br>- Studies and assessment that allow for better identification of potential interventions per cluster. This will be conducted through consultancy services under the full management of MDLF (as needed).<br><br>**Preparation for the implementation**<br>**(Final Projects Selection and Design Preparation)**<br>- Endorsement of projects by the programme Steering Committee.<br>- Effective coordination between MDLF, Enabel and Programme partners (MOLG, Enabel and PENRA) with the Clusters' LGUs encouraging them to be well prepared for the implementation.<br>- Signing Grant Implementation Agreements (GIAs) between MDLF and the clusters' LGUs describing the roles and the responsibilities for MDLF and the LGUs.<br>- Preparation of the local technical consultants terms of reference.<br>- Preparation of detailed implementation plan including (procurement plan and disbursement plan).<br>- Contracting the local technical consultants (LTCs) for projects design, supervision and quality control.<br>- Preparation of design and bidding documents for the projects including the Environmental and Social Management Plan (ESMP) by the LGU and LTCs under the supervision of MDLF.<br><br>**Sub-projects Implementation**<br>- Contracting local contractors and suppliers by the LGUs for implementing the initiatives following the no objection from MDLF.<br>- Assisting LGUs in the projects supervision.<br>- Monitoring the Social and Environmental Safeguards.<br>- Handing over and Closure of the projects.<br><br>**Capacity Building Activities**<br>- Identify the potential capacity building activities in the framework of Capacity Development packages under the Municipal Development Programme – phase 4.<br>- Contracting consultancy firms/individuals to implement the CB activities.<br>- Implementing the CB activities in relation to CC, RE, public awareness on green building and other green services.<br><br>**Communication and visibility**<br>- Awareness raising events with clear messages related to CC: Aiming to generate demand from different stakeholders and raise the |

| | |
|---|---|
| | awareness on the need to boost green solutions, such as RE and EE as well as other innovative solutions, such as green buildings, recycling, or waste management. The activities will be coordinated with Enabel and the visibility of the interventions will be ensured. (a draft visibility plan was prepared and will be finally agreed upon during the inception phase).<br><br>**Civic engagement and community participation for inclusive green public spaces.**<br>- Involving women at different stages: (planning and conceptualization, design, and the implementation).<br>- Stakeholders involved including civil society organizations, women organizations, social and cultural centres, academia and educational institutions , professionals, government officials and media institutions.<br>- Workshops and planning sessions will be held and facilitated by the urban design consultancy firm with special focus on Human Centre Design.<br>- Activation of the SA committees and SDIP committees will be considered as possible, noting that MDP has been working on institutionalizing those SA committees for better engagement of local communities in decision making process, and thus the harmony with MDP interventions will be ensured.<br>- The role of the target groups will not be limited to the planning phase but may be extended to monitor the implementation to ensure the full respect of their requirements. |

## 7.2 Evaluation of the action

### 7.2.1 Executive summary:

MDLF completed the mobilization phase to ensure smooth implementation of the project, including: i) the preparation of procurement plan ii) the preparation of term of references to contract individual consultants for projects scoping, design, and supervision concerning the solid waste management and the EE/RE.

Two individual consultants were contracted, an RE/EE expert and the other consultant with a scope of work to prepare the SW equipment specifications and supervise the handing over of equipment for the benefit of the 4 targeted JSCs.

MDLF completed the mobilization and the assessment phases of this component. The RE/EE expert completed the assessment phase and began with the design phase of the selected EE & RE interventions at the northern & southern clusters. The other consultant completed the assessment, design, and the procurement process of the selected solid wastes interventions where a contract was signed on May 15$^{th}$ , 2024 with the supplier to supply 5 garbage vehicles.

It is worth noting that the implementation has been facing critical challenges resulted from the ongoing Israeli war on Gaza and its accompanying measures on the West Bank Territories. This has led to disruption of plans with deviations between the actual and the planned

progress. Accordingly, some of the planned activities were postponed such as the promotional activities, retrofitting of public buildings and the green public spaces in addition to the capacity building activities on green initiatives and climate change.
Furthermore, MDLF requested additional financing based on mutual agreement with MOLG to target the JSC for Northeast and Southeast Jerusalem under the **"output # 4.1 Solid waste equipment/tools were supplied for selected JSCs"**. Accordingly, the contract was amended by scaling up the grant amount with additional EUR 200,000.

### 7.3 Activities:

A detailed description of the implemented activities:

| | |
|---|---|
| **Activity: 1** | **Promote RE and EE investments in the public sectors.** |
| **Start date (As its in planned)** | Q4 of 2023 |
| **Actual starting date:** | December, 2023 |
| **Status:** | ☒Not started ☐ Finished ☐ Delayed ☐ Canceled ☒ Ongoing |
| **Justification and response If delayed or canceled** | This activity had started in December 2023, and it is in the design stage. |
| **Progress:** | MDLF completed the mobilization & the assessment stages of this activity and began with the detailed design stage of the selected EE & RE interventions. A comprehensive primary and secondary assessment had been carried out to the potential EE & RE interventions including visiting the targeted LGUs, collecting the relevant needed information, supporting LGUs to select potential EE & RE interventions, preparing feasibility for all potential EE & RE interventions including "Budget needs, the environmental & Social aspects, technical and financial impact of implementations". Currently, the Consultant is continuing the preparation of detailed design for the interventions at the northern & southern clusters. |
| **Main Outputs:** | **Intermediate outcome # (5):** Reduced energy consumption through implementing green initiatives, particularly, (EE, RE and green buildings). |
| **Related indicator:** | **Intermediate outcome # (5) indicators:**<br>Energy savings resulted from green initiatives implemented in the targeted LGU's.<br>**Output (5.2) indictors:**<br># of KWH generated from solar energy<br># and type of EE equipment installed<br>These indicators are not yet assessed nor achieved as the activity is not yet completed. |
| **Related MEAL activities:** | Not yet. |
| **Main Challenges:** | - Unsafe conditions of using the external roads that lead to the targeted LGUs in this challenging and turbulent time.<br>- Slowdown in work progress against planned timeframe following the progressive worsening of the security situation over the last months. |

| | |
|---|---|
| | - Tightening Israeli-imposed restrictions on the movement of MDLF engineers and consultants.<br>- Instability of LGUs employee's working hours. |
| **Main Lessons learned:** | Will be captured on a later stage. |
| **Recommendations:** | NA |

| | |
|---|---|
| **Activity:2** | Promote solid waste management in the public sector |
| **Start date (As its in planned)** | Q4 of 2023 |
| **Actual starting date:** | December, 2023 |
| **Status:** | ☐Not started ☐ Finished ☐ Delayed ☐ Canceled ☒ Ongoing |
| **Justification and response If delayed or canceled** | This activity started in December 2023 with notable progress. The procurement stage is completed, and the supply stage is progressing. |
| **Progress:** | MDLF completed the mobilization and the assessment stages of this activity and began with the procurement process for selected interventions (mainly the vehicles and trucks). The Consultant conducted site visits to the targeted LGUs, collected the relevant needed information, set the selection criterion to selected interventions, selected interventions in coordination with the activity stakeholders, prepared tender documents for the garbage collector vehicles and mobile maintenance vehicles, and completed the procurement process. A contract had been signed on May 15th , 2024 with the supplier to supply 5 garbage vehicles. A letter of acceptance has been issued on July 1st 2024 to the supplier of mobile maintenance vehicles to proceed with signing the contract with the supplier. Currently, the Consultant is continuing the preparation of tender documents for the solid waste separation pins. |
| **Main Outputs:** | **Intermediate outcome # (4):** Enhanced Solid waste management through providing needed equipment and tools to JSCs in the selected governorates is enhanced.<br>**Outputs:**<br>Solid waste equipment/tools were supplied for selected JSC's |
| **Related indicator:** | **Intermediate outcome # (4) indicators:**<br>% of increased SW collected<br>**Output 4.1 indicators:**<br>Mobile maintenance workshops<br>Solid waste separation pins for waste<br>Garbage collector vehicle for the separated waste for each JSC.<br>These indicators are not yet assessed nor achieved as activities are still ongoing. |
| **Related MEAL activities:** | Not yet. |
| **Main Challenges:** | - Unsafe conditions of using the external roads to visit the targeted LGUs in this challenging and turbulent time.<br>- Slowdown in work progress against planned timeframe following the progressive worsening of the security situation over the last months.<br>- Tightening Israeli-imposed restrictions on the movement of MDLF engineers and consultants.<br>- Instability of LGUs employee's working hours. |
| **Main Lessons learned:** | Will be captured on a later stage. |

## 7.4 Updated action plan

*Planned*
*Revised*

| Intermediate Outcomes with related outputs | Activities | Status | Q3 2023 | Q4 2023 | Q1 2024 | Q2 2024 | Q3 2024 | Q4 2024 | Q1 2025 | Q2 2025 | Q3 2025 | Q4 2025 | Q1 2026 | Q2 2026 | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **I.O 1 : Promoted Green practices in public services among the targeted LGUs (green building practices, green public spaces, EE, RE, and SWM 3Rs).** | | | | | | | | | | | | | | | |
| **Output 1.1: The Results and deliverables of the projects are disseminated** | **1.1.1 Communication and Visibility Actions (billboards, spots, videos, brochures, events management, inaugurations,…. etc)** | | | | | | | | | | | | | | |
| | - Final agreement with Enabel on the communication and visibility plan | Postponed | | | | | | | | | | | | | MDLF, Enabel |
| | - Contracting PR company for visibility actions | Postponed | | | | | | | | | | | | | MDLF |
| | - Implementation of the communication and visibility activities | Postponed | | | | | | | | | | | | | PR company under full supervision of MDLF |

| Intermediate Outcomes with related outputs | Activities | Status | Q3 2023 | Q4 2023 | Q1 2024 | Q2 2024 | Q3 2024 | Q4 2024 | Q1 2025 | Q2 2025 | Q3 2025 | Q4 2025 | Q1 2026 | Q2 2026 | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **I.O 2: Increased citizens accessibility to green public spaces in the urban areas among the targeted clusters.** | | | | | | | | | | | | | | | |
| **Output 2.1: Green public spaces in two urban areas were constructed/developed.** | **2.1.1 Consultancies for projects selection, design, and supervision** | Special Note: the identification of the green public spaces will be done by Enabel and MOLG using the modality of engagement of students (architecture engineers and urban planners) from universities. Upon that, the projects will be designed by MDLF consultant under the project. However, the modality for engagement of youth, women and marginalized groups will be amended and simplified to be relevant and effective given the complexity of conducting social accountability under the current circumstances. | | | | | | | | | | | | | |
| | - Contracting a consultant for identification of interventions | Not Yet Started | | | | | | | | | | | | | MDLF |
| | - Projects final selection and endorsement by the SC | Not Yet Started | | | | | | | | | | | | | MDLF, LTC, Enabel |
| | - Projects Design | Not yet started | | | | | | | | | | | | | LTC under the supervision of MDLF |
| | - Projects Supervision | Not yet started | | | | | | | | | | | | | LTC under the management of MDLF |
| | **2.1.2 Works Contracts (implementation)** | Special Note: the identification of the green public spaces will be done by Enabel and MOLG using the modality of engagement of students (architecture engineers and urban planners) from universities. Upon that, the projects will be designed by MDLF consultant under the project. However, the modality for engagement of youth, women and marginalized groups will be amended and simplified to be relevant and effective given the complexity of conducting social accountability under the current circumstances. | | | | | | | | | | | | | |
| | - Signing MOU with targeted LGUs | Not yet started | | | | | | | | | | | | | MDLF |
| | | | | | | | | | | | | | | | MDLF, LGUs |

| Intermediate Outcomes with related outputs | Activities | Status | Q3 2023 | Q4 2023 | Q1 2024 | Q2 2024 | Q3 2024 | Q4 2024 | Q1 2025 | Q2 2025 | Q3 2025 | Q4 2025 | Q1 2026 | Q2 2026 | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | - Tendering and procurement for the projects | Not yet started | | | | | | | | | | | | | |
| | - Implementation | Not yet started | | | | | | | | | | | | | Contractors under the supervision of MDLF, LGUs and LTC |
| **Output 2.2: The participation of (Women, youth and PWD) in the planning of green public spaces was enhanced** | **2.2.1 Consultancies (all the costs related to participation and engagement as well as the tools for interactive design will be included in the terms of reference)** | Not yet started awaiting for the identification from Enabel and the MOLG | | | | | | | | | | | | | Contracted consultants under the supervision of MDLF technical staff |
| **I.O 3: Enhanced knowledge of the targeted LGUs' staff in green services and CC** | | | | | | | | | | | | | | | |
| **Output 3.1: Capacity building activities and training are delivered to the targeted LGUs staff** | **3.1.1 Consultancies (all the costs related to training activities will be included)** | | | | | | | | | | | | | | |
| | - Identify the potential capacity building | Not Yet Started | | | | | | | | | | | | | MDLF |

| Intermediate Outcomes with related outputs | Activities | Status | Q3 2023 | Q4 2023 | Q1 2024 | Q2 2024 | Q3 2024 | Q4 2024 | Q1 2025 | Q2 2025 | Q3 2025 | Q4 2025 | Q1 2026 | Q2 2026 | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | activities in the framework of CD packages under the Municipal Development Programme – phase 4. | | | | | | | | | | | | | | |
| | - Contracting a consultancy firm/individuals to conduct training | Not Yet Started | | | | | | | | | | | | | MDLF |
| | - Implementation of CB activities in relation to CC, RE, public awareness on green building and other green services. | Not Yet Started | | | | | | | | | | | | | Contracted consultants under the supervision of MDLF technical staff |
| **I.O 4: Enhanced Solid waste management through providing needed equipment and tools to JSCs in the selected governorates is enhanced.** | | | | | | | | | | | | | | | |
| **Output 4.1: Solid waste equipment/tools were supplied for selected JSCs** | **4.1.1 Consultancies** | | | | | | | | | | | | | | |
| | 4.1.1.1 Upon demand Consultancy for design and handing over | Ongoing | | | | | | | | | | | | | Contracted consultants under the supervision of MDLF technical staff |
| | 4.1.1.2 Conduct BIA | Not Yet Started | | | | | | | | | | | | | Contracted consultants under |

| Intermediate Outcomes with related outputs | Activities | Status | Q3 2023 | Q4 2023 | Q1 2024 | Q2 2024 | Q3 2024 | Q4 2024 | Q1 2025 | Q2 2025 | Q3 2025 | Q4 2025 | Q1 2026 | Q2 2026 | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | | | | the supervision of MDLF technical staff (M&E unit) |
| | **4.1.2 Material & equipment purchases** | | | | | | | | | | | | | | |
| | - Signing MOU with targeted JSCs upon final endorsement of the projects by the SC | Not Yet Started | | | | | | | | | | | | | MDLF |
| | - Tendering and procurement for the projects | Ongoing | | | | | | | | | | | | | MDLF, LGUs |
| | - Implementation | Not Yet started | | | | | | | | | | | | | Contractors under the supervision of MDLF, JSCs and LTC |
| **I.O 5: Reduced energy consumption through implementing green initiatives, particularly, (EE, RE and green buildings).** | | | | | | | | | | | | | | | |
| Output 5.1 Two public buildings were retrofitted applying green building Models | **5.1.1 Consultancies (design and supervision)** | Special Notice: this retrofitting activities for two buildings will be reviewed by Enabel and MDLF with a proposition to be shifted to the scale up the interventions for RE/EE given that the high demand with limited allocated budget for EE/RE. This is based on the initial results concluded from the assessment being conducted by the EE/RE expert. | | | | | | | | | | | | | |
| | - Contracting a consultant | Not Yet Started | | | | | | | | | | | | | MDLF |
| | | | | | | | | | | | | | | | |

| Intermediate Outcomes with related outputs | Activities | Status | Q3 2023 | Q4 2023 | Q1 2024 | Q2 2024 | Q3 2024 | Q4 2024 | Q1 2025 | Q2 2025 | Q3 2025 | Q4 2025 | Q1 2026 | Q2 2026 | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | - Projects final selection and endorsement by the SC | Not Yet Started | | | | | | | | | | | | | MDLF, LTC and Enabel |
| | - Projects Design | Not Yet Started | | | | | | | | | | | | | LTC under the supervision of MDLF |
| | - Projects supervision | Not Yet Started | | | | | | | | | | | | | LTC under the management of MDLF |
| | **5.1.2 Works Contracts** | Special Notice: this retrofitting activities for two buildings will be reviewed by Enabel and MDLF with a proposition to be shifted to the scale up the interventions for RE/EE given that the high demand with limited allocated budget for EE/RE. This is based on the initial results concluded from the assessment being conducted by the EE/RE expert. | | | | | | | | | | | | | |
| | - Signing MOU with targeted LGU | Not Yet Started | | | | | | | | | | | | | MDLF |
| | - Tendering and procurement for the projects | Not Yet Started | | | | | | | | | | | | | MDLF, LGUs |
| | - Implementation | Not Yet Started | | | | | | | | | | | | | Contractors under the supervision of MDLF, LGUs and LTC |
| Output 5.2 RE and EE investments in | **5.2.1 Consultancies** | | | | | | | | | | | | | | |
| | - Contracting a consultant | Ongoing | | | | | | | | | | | | | |

| Intermediate Outcomes with related outputs | Activities | Status | Q3 2023 | Q4 2023 | Q1 2024 | Q2 2024 | Q3 2024 | Q4 2024 | Q1 2025 | Q2 2025 | Q3 2025 | Q4 2025 | Q1 2026 | Q2 2026 | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| the public sector were installed | - Projects final selection and endorsement by the SC | Not Yet Started | | | | | | | | | | | | | MDLF |
| | - Projects Design | Not Yet Started | | | | | | | | | | | | | MDLF, LTC and Enabel |
| | - Projects supervision | Not Yet Started | | | | | | | | | | | | | LTC under the supervision of MDLF |
| | **5.2.2 Installation of RE** | | | | | | | | | | | | | | |
| | - Signing MOU with targeted LGUs | Not Yet Started | | | | | | | | | | | | | MDLF |
| | - Tendering and procurement for the projects | Not Yet Started | | | | | | | | | | | | | MDLF, LGUs |
| | - Implementation | Not Yet Started | | | | | | | | | | | | | Contractors under the supervision of MDLF, LGUs and LTC |
| | **5.2.3 Installation of EE tools** | | | | | | | | | | | | | | |
| | - Signing MOU with targeted LGUs | Not Yet Started | | | | | | | | | | | | | MDLF |
| | | | | | | | | | | | | | | | MDLF, LGUs |

| Intermediate Outcomes with related outputs | Activities | Status | Q3 2023 | Q4 2023 | Q1 2024 | Q2 2024 | Q3 2024 | Q4 2024 | Q1 2025 | Q2 2025 | Q3 2025 | Q4 2025 | Q1 2026 | Q2 2026 | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | - Tendering and procurement for the projects | Not Yet Started | | | | | | | | | | | | | |
| | - Implementation | Not Yet Started | | | | | | | | | | | | | Contractors under the supervision of MDLF, LGUs and LTC |
| General Means | **6.1.1 Support Staff (project engineer)** | Special Notice: this activity will be reviewed by Enabel and MDLF to assess the need for such supporting staff. Based on the assessment this activity might be cancelled or postponed. | | | | | | | | | | | | | |
| | - TOR preparation | | | | | | | | | | | | | | MDLF |
| | - Procurement and tendering | | | | | | | | | | | | | | MDLF |
| | - Contract management | | | | | | | | | | | | | | MDLF |
| Evaluation Activities | **3.1 Evaluation** | | | | | | | | | | | | | | |
| | - TOR preparation | Not Yet Started | | | | | | | | | | | | | MDLF |
| | - Procurement and tendering | Not Yet Started | | | | | | | | | | | | | MDLF |
| | - Conducting final evaluation | Not Yet Started | | | | | | | | | | | | | MDLF |

### 7.5 Performance indicators

The project is still ongoing. No final results are recorded for the outputs and the intermediate outcome indicators.

### 7.6 Revision & modifications

The project will be subject to revision from Enabel, MOLG and the MDLF during the upcoming quarter (Q2-2024) including the results framework where the indicators and targets will be revised accordingly.

### 7.7 Networking and partnerships

- Where applicable, describe the links and synergies that you have established with other actions.

- This action is integrated into the design of Municipal Development Programme – Phase 4. A specific sub-component was added to component 3 of the programme, namely, Competitive Grants for Natural hazard and Climate Change Resilience aiming at promoting the climate change and resilience across the municipalities. The synergy with MDP4 and the local governance programs (in general) can be summarized as follows:
    - This action will utilize the MDP4 results for better leverage of projects outcome, particularly the adaptation of green practices for municipal services within the strategic development and investment planning.
    - The capacity building activities related to climate change under MDP4 will feed the content of training packages that will be implemented under this action.
    - The successful implementation of this action will be used as a pioneering initiative that could be scaled up as a specific programme for climate change initiatives at local governance.

### 7.8 General Challenges

*Describe the challenges that were encountered handling strategy (lessons learned, solutions*

| Challenge | Lessons learned / solutions |
|---|---|
| - Unsafe conditions of using the external roads to visit the targeted LGUs in this challenging and turbulent time. | *In light of the adverse effects of the Israeli war on Gaza and its impacts on the West Bank Territories since October 2023 and the restriction of movement; the project was subject to delays where some activities are postponed and the other needs to be reviewed/amended. Accordingly, the project design and its timeframe need to be carefully reviewed and to be adaptive to the current circumstances. Particularly, the revision of the following:*<br>- *Targets of the RFW (as needed)*<br>- *Time frame of the implementation (as needed)* |

| Challenge | Lessons learned / solutions |
|---|---|
| - Slowdown in work progress against planned timeframe following the progressive worsening of the security situation over the last months. | - *Reallocation of retrofitting and project support engineer to the most dire interventions.*<br>- *More focus on the high visible intervention through budget reallocation and scaling up of EE/RE and Solid Waste Management.*<br>- *It is crucial to adjust modality of civic engagement in green public spaces to be contextualized with the complexity of the current situation.* |
| - Instability of LGUs employee's working hours. | |