

Empowered lives.
Resilient nations.

2017 Annual Progress Report
United Nations Development Programme
Programme of Assistance to the Palestinian People
The Community Resilience and Development Programme for Area C and East Jerusalem (CRDP)

Reporting Period	01 January 2017– 31 December 2017
Donor	<ul style="list-style-type: none"> • Swedish International Development Cooperation Agency (Sida) • Austrian Development Agency (ADA) • Swiss Agency for Development and Cooperation (SDC)
Country	State of Palestine
Project Title	Community Resilience and Development Programme for Area C and East Jerusalem – CRDP
Project ID	Project ID: 84013 Award ID: 69435
Outcome	Area C communities and East Jerusalemites have strengthened their resilience to sustain on their land through development and recovery support
Outputs (Revised Outputs)	<ul style="list-style-type: none"> • Output 1: Public and social infrastructure in Area C and East Jerusalem improved • Output 2: Access to sustainable livelihood and business opportunities improved • Output 3: Governance including human capital knowledge management and public participation strengthened • Output 4: Nationally led developmental role in Area C and East Jerusalem supported
Implementing Partners during 2017	East Jerusalem (13 partners): <ul style="list-style-type: none"> • International Peace and Cooperation Center • Al Makassed Hospital • Union of Jerusalem Housing Assembly • Burj Al Luqluq • Youth Development Department • PalVision • Welfare Association "Taawon" • Jerusalem Tourism Cluster • Rawdat Al Zuhour

	<ul style="list-style-type: none"> • St. Joseph school • Dar El Tifel • Dar Al Aytam Islamic school • Dar Al Yateem Al Arabi <p>Area C (18 partners):</p> <ul style="list-style-type: none"> • First Council for Common Services (Joret Amra, Qaliqilya) • First Services Council for Northern Jordan Valley • Al Najah University • We Effect • Al Quds Open University • Kafr Qaddum Village Council • Al Aqaba Village Council • Area C Coordination Office • Jinsafut Village Council • An Nama Women Development Society • Kufr Laqef Women Charitable Society • Al Wehdeh Charitable Society • Agricultural Cooperative of Al Aqaba • Ras Tira Village Council • Ministry of Education and Higher Education • Ministry of Agriculture • Al Quds University • Al Aqaba Rural Woman Charity
Project Start Date	30/09/2012
Project End Date	31/03/2018
01 January 2017 – 31 December 2017 Work Plan Budget	USD 6,612,778
Total resources required as per the Programme Document	USD 32,257,189
Total Received from all donors from 30 September 2012 to 31 December 2017:	<ul style="list-style-type: none"> • Sida: \$17,064,211 • ADA: \$4,736,202 • Norway: \$1,801,299 • UKAID: \$453,173 • SDC: \$100,000 (80 percent has been received) • Total: \$24,154,885
Unfunded budget	USD 8,102,304
UNDP Contact Person	Roberto Valent Special Representative of the Administrator UNDP/PAPP Email: Roberto.valent@undp.org Tel.: 02-6268200 Fax: 02-6268222

Table of Content

I.	EXECUTIVE SUMMAY	4
II.	BACKGROUND	6
III.	PROGRESS REVIEW	7
IV.	MONITORING AND EVLATUION, COMMUNICATION AND REPORTING	21
V.	PROJECT RISKS AND ISSUES	28
VI.	LESSONS LEARNED	31
VII.	CONCLUSION AND WAY FORWARD	32
VIII.	FINANCIAL STATUS	33
IX.	ANNEXES	35

I. Executive summary

Area C and East Jerusalem are identified as more vulnerable and systematically disadvantaged in the occupied Palestinian territory according to the United Nations Common Country Assessment 2016¹. This is because of a complex system of physical and bureaucratic barriers that communities in Area C and East Jerusalem face, including restrictions on freedom of movement, access to services, livelihood opportunities, and access to natural resources that are directly related to the impact of the occupation. Furthermore, the restrictive and discriminatory planning system makes it impossible for Palestinians to obtain construction permits in both Area C and East Jerusalem. According to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA)², in Area C, the area left for Palestinian construction is less than one percent³ and in East Jerusalem it is only 13 percent. In both areas, if Palestinians attempt to construct, build or invest in their land, they face the risk of home demolitions or other sorts of penalties. Such situation makes it extremely difficult to develop and prosper in all aspects of living⁴.

In such a context, the Community Resilience and Development Programme (CRDP) implemented 31 projects in Area C, specifically in Tubas and Qalqiliya clusters, in addition to 15 projects in East Jerusalem (please refer to the list of the projects in Annex 1). During the reporting period, all projects were completed except for two projects that remained ongoing: Support to Area C Coordination Office (ACCO) for output 4 (shall extend into 2018) and the provision of school bus in Tubas cluster for output 1.

Since the launch of the CRDP, the programme has contributed to its **outcome** of strengthening resilience in Area C communities and East Jerusalem population. A total of 112,403 Palestinians in Area C and East Jerusalem have benefited from CRDP interventions to support their resilience (40 percent of them are female) and stay on their land. The achievement was five times more than of the outcome targets. In addition, 6,782 dunums of land have been reclaimed as a result of CRDP activities.

In the area of **improvement in public and social infrastructure, output 1**, CRDP achieved all of its annual targets. During 2017, CRDP rehabilitated a total of 94 educational units in 12 schools and six kindergartens in Area C and East Jerusalem. As a result of this intervention, at least 6,147 students, including 61 percent girls, have access to physically improved educational environment. In addition, two multipurpose athletic fields were constructed in Tubas and Qalqiliya, supporting more than 6,500 youth including 800 females. Adding to this, the CRDP established three women athletic spaces in Qalqiliya, benefiting at least 270

¹ UN, *Common Country Assessment* (2016), P11.

² OCHA, *Monthly Humanitarian Bulletin* (December 2017).

³ OCHA, *Fragmented lives: Humanitarian Overview 2016* (May 2017), P6.

⁴ OCHA, *High numbers of Demolitions* (December 2017).

women on monthly basis. In the area of emphasizing Palestinian culture and identity, a total of 18,146 Palestinian youth living in East Jerusalem participated in relevant activities conducted by five civil society organizations (CSOs) in East Jerusalem. Aiming at providing Bedouin households with sustainable energy, the CRDP installed 52 solar units benefiting at least seven communities in Al Maleh area in Tubas. In the area of housing, and as a result of the mapping study for 25 land parcels in East Jerusalem, 42 families have started a housing project in an identified parcel that will benefit 176 Palestinians. In addition, 210 families have brought forward cases to the newly established legal and engineering units seeking legal and engineering assistance for improving their housing conditions.

In order to support Palestinians and to strengthen their resilience to stay on their land, many interventions were implemented to **improve access to sustainable livelihood and business opportunities (output 2)**. The CRDP achieved main targets, while exceeding some, but the two local economic development (LED) forum meetings were not delivered. In 2017, a total of 4,712 Palestinians benefited directly from the installation and rehabilitation of 21.3 km of water networks that allowed the irrigation of 2,850 dunums in Area C. In addition, CRDP constructed a water reservoir that provided irrigation for 718 dunums of land in Tubas. In addition, CRDP reclaimed 190 dunums of land for agricultural use, benefiting at least 400 Palestinians in Area C. In order to provide direct access to 3,600 dunums, CRDP rehabilitated a length of 28.3 km of agricultural roads. Moreover, CRDP supported the improvement of 162 new and existing economic opportunities in various fields in Area C and East Jerusalem, and provided job placement for 129 fresh university graduates (including 106 females) from East Jerusalem. Adding to this, two LED units were established in Tubas and Qalqiliya, with the one in Tubas convening a LED forum early 2018.

As for output 3, strengthened governance including human capital knowledge management and public participation, the CRDP conducted an assessment for the capacity of 15 community-based organizations (CBOs) and 13 local government units (LGUs) in both clusters of Tubas and Qalqiliya, and plans for improvement of their work were suggested.

Aiming at **supporting nationally led developmental role in Area C and East Jerusalem (output 4)**, ACCO conducted a number of activities such as the preparation of Area C strategic framework, which is expected to be finalized in February 2018, preparation of five policy papers as well as publishing 12 op-eds and statements by the Prime Minister focusing on Area C, amongst other activities.

II. Background

The Community Resilience and Development Programme (CRDP) targets Area C and East Jerusalem, where the population is subjected to physical and bureaucratic barriers, restrictions on freedom of movement, access to services, livelihood opportunities, and access to natural resources. Those restrictions are directly linked with the occupation, which marked its 50th year in 2017. The Government of Palestine's jurisdiction and ability to provide education and health services in Area C and East Jerusalem are very limited. Access to such essential services is constrained by check points, the Barrier, permit system, proximity to settlements, and distance to clinics and schools. As reported by UNICEF, access to education was affected in the West Bank from the Israeli measures and restriction; for example, 127 education related violations, such as denial of children access to education in H2 areas in Hebron, as well as demolition of six education-related structures in Jubbet and Dhib in Area C in Bethlehem, took place⁵ and affected at least 14,751 children. Moreover, a total of 136 children were detained or arrested in East Jerusalem, including four children below the age of 12⁶.

In Area C, which accounts for more than 60 percent of the West Bank, over 300,000 Palestinians are subject to economic deprivation. Expansion in settlements' areas, restriction on development or even maintenance of productive assets, access to natural resources, and movement restrictions have resulted in loss of Palestinians' properties and livelihoods.⁷ In addition, many people, especially Bedouin communities, are subjected to displacement and disposition of land and housing.

In East Jerusalem and Area C, it is almost impossible for Palestinians to obtain Israeli building permits and only 13 percent of East Jerusalem is allocated for Palestinian construction. According to OCHA, at least a third of Palestinian houses do not have a permit and thus, more than 100,000 residents have potential risk of displacement⁸.

In East Jerusalem, particularly following President Trump's recognition of Jerusalem as Israel's capital on 06 December 2017, many demonstrations were triggered as well as clashes between Palestinians and Israeli forces.⁹ This unrest has negatively affected the humanitarian and development situation. These circumstances have posed significant challenges to the CRDP, as it aims at going beyond humanitarian assistance, and strengthening resilience of Area C and East Jerusalem communities to sustain on their land.

⁵ OCHA, *Demolition and seizure of service infrastructure in Palestinian communities in Area C exacerbates risk of forcible transfer* (September 2017).

⁶ OCHA, *State of Palestine Humanitarian Situation Report January-March* (2017).

⁷ OCHA, *Restricted access to farming land taken over by settlers despite legal rulings in Israeli courts* (October 2017).

⁸ OCHA, *Monthly Humanitarian Bulletin* (December 2017)

⁹ OCHA, *Overview: November 2017* (15 December).

The following sections provide progress that the CRDP made regardless of the given challenges. The table below illustrates the number of projects implemented in both Area C and East Jerusalem under the CRDP since it was launched.

Table 1. Projects funded over the CRDP five rounds of funding

Round of funding	Projects in Area C	Projects in E. Jerusalem	TOTAL
1 st Round of Funding	12	8	20
2 nd Round of Funding	-	10	10
3 rd Round of Funding	20	3	23
4 th Round of Funding	19	8	27
5 th Round of funding	15	15	30
TOTAL	66	44	110

III. Progress Review

During 2017, 46 projects were implemented of which 16 projects were carried over from 2016 (round #4 of funding). Out of the 46 projects, 31 projects were implemented in Area C (16 projects in Qalqiliya and 15 projects in Tubas), while 15 were implemented in East Jerusalem. A total of 44 projects were completed, while only two projects are still ongoing: Provision of transportation bus for students in Al Maleh communities (output 1), the delivery of which is expected to be done in February 2018 upon the Israeli customs clearance; and support to ACCO (output 4) which will continue until the end of March 2018, with funding from the Swiss Agency for Development and Cooperation (SDC). The table below illustrates the distribution of projects implemented in 2017 based on round of funding and status of completion. In addition, maps for each cluster follow illustrating activities.

Table 2. Projects implemented during 2017

	Total	Continuing from 4 th Round of funding	Newly initiated in 5 th Round of funding	Completed	Ongoing
Area C	31	16	15	29	2
East Jerusalem	15	0	15	15	0

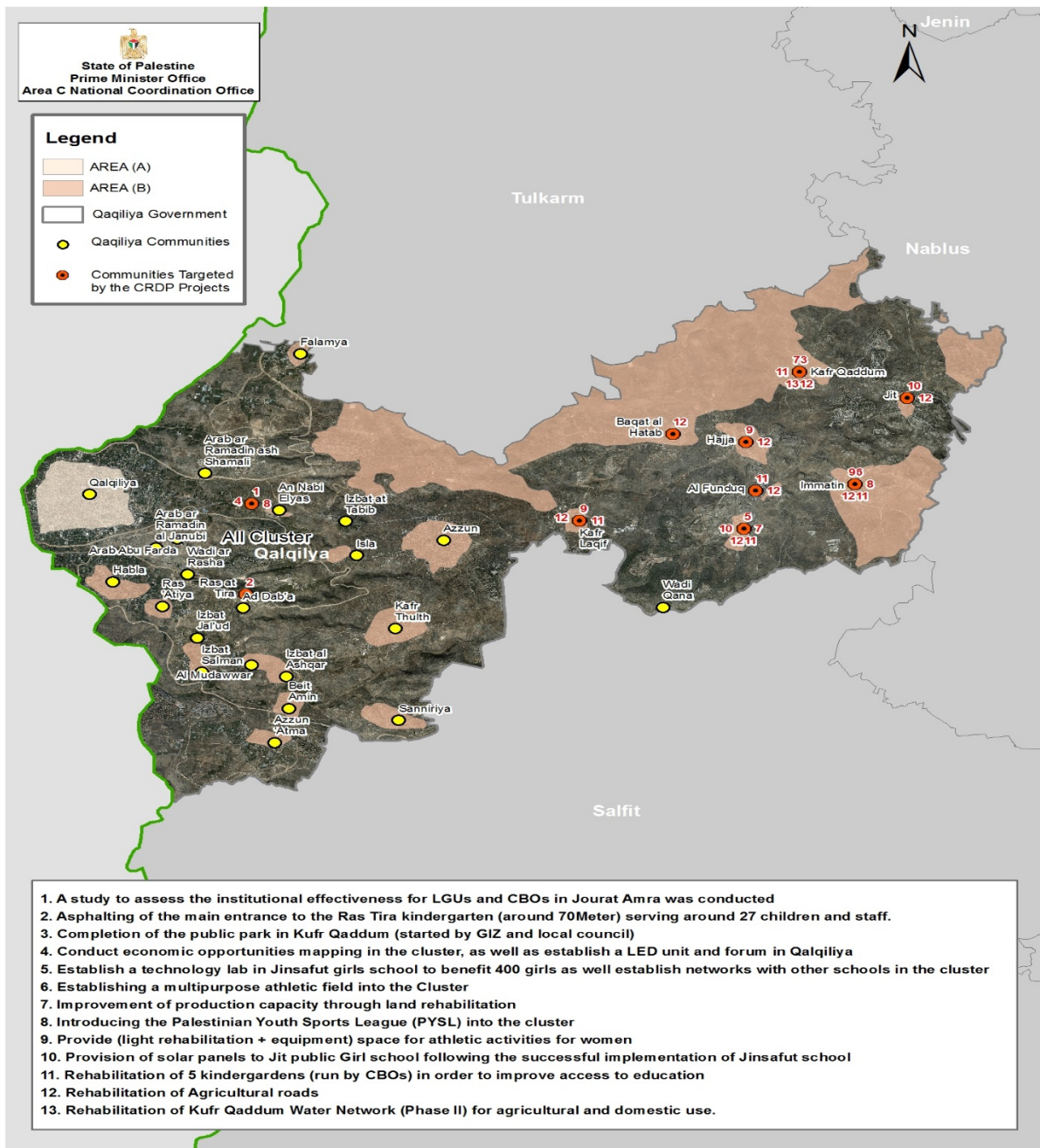


Figure 1 shows activities implemented in Qalqiliya cluster during 2017

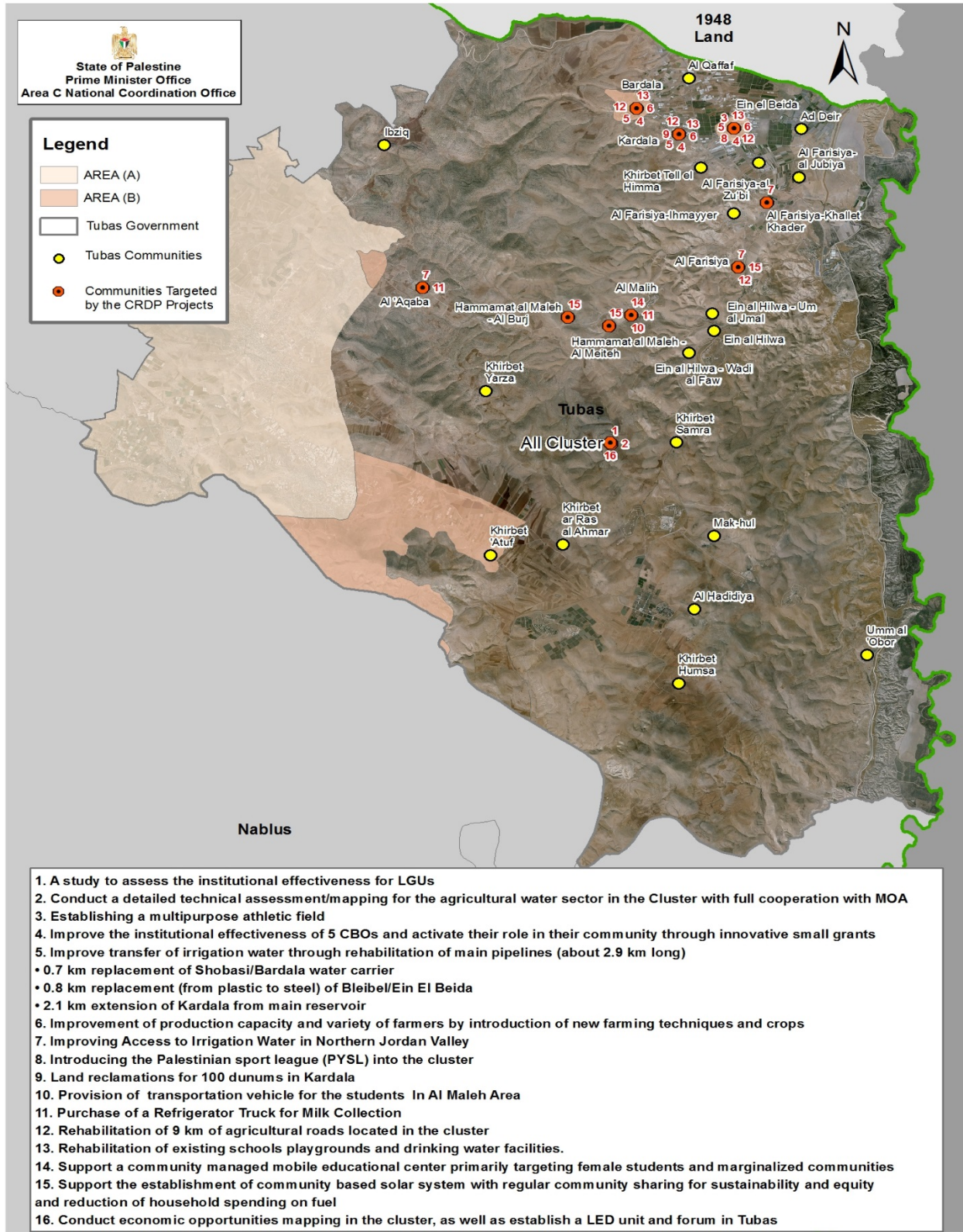


Figure 2 shows activities implemented in Tubas cluster during 2017

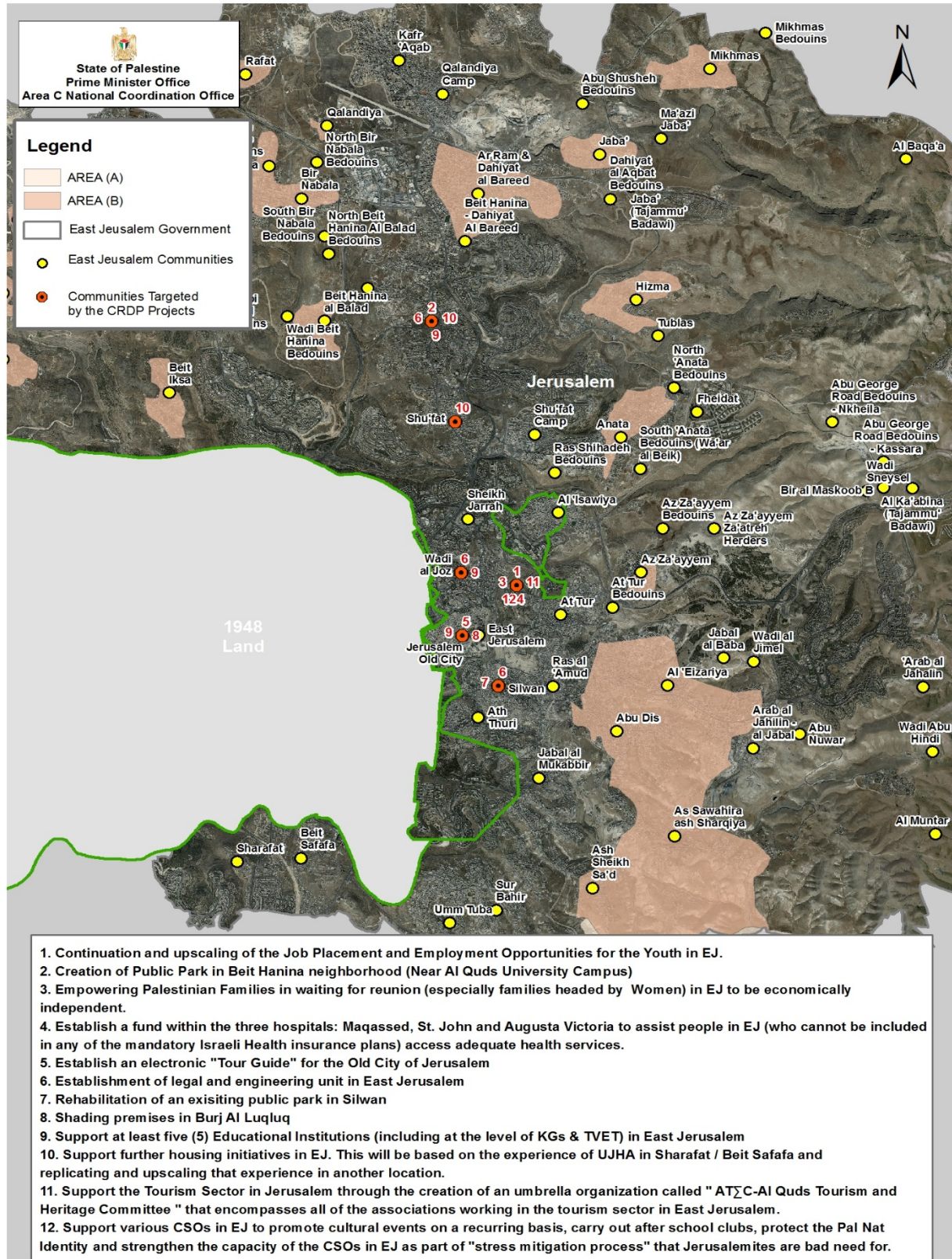


Figure 3 shows activities implemented in East Jerusalem during 2017

3.1 Overall progress against the outcome

CRDP Outcome: Area C communities and East Jerusalemites have strengthened their resilience to sustain on their land through development and recovery support

This section presents progress against the CRDP outcome. Since the launch of the CRDP, many achievements have been witnessed with regard to projects' outcome indicators, namely number of dunums rehabilitated and number of people targeted by CRDP activities. The following table illustrates these achievements, with special focus on 2017 results.

Table 3. Progress in CRDP Outcome Indicators

Outcome indicators	Target
# of Palestinians targeted by and benefited from CRDP interventions are able to endure hardship in Area C and East Jerusalem.	20,000 Palestinians living in Area C and East Jerusalem are directly and indirectly targeted to enhance their adaptive capacity and strengthen their resilience to endure hardship and to stay on Area C and East Jerusalem land.
Progress update: During 2017, a total of 65,692 Palestinians benefited from various activities implemented by the CRDP in both Area C and East Jerusalem, making the total number of beneficiaries since inception 112,403 Palestinians. These beneficiaries were targeted to enhance their adaptive capacity and strengthen their resilience to endure hardship and to stay in Area C and East Jerusalem.	
Area of land utilized, rehabilitated or restored to contribute to Palestinians' less reliance on humanitarian support.	20% (18,960 dunums) of 52% (94,800 dunums) of land suitable for fruit trees and forest in Area C reclaimed, rehabilitated and restored as a result of CRDP activities.
Progress Update: During 2017, 1,290 dunums were rehabilitated as a result of CRDP activities. Thus, in total 6,782 dunums have been reclaimed (36% of the targets) as a result of all CRDP activities since its inception. Deviation in meeting the target is due to implementation of many projects in East Jerusalem where agricultural components are irrelevant. In addition, land reclamation has not been the main priority for projects to be conducted in the Area C cluster. More focus has been on basic services including education, energy, transportation and water.	

The role of the Review Board (RB) members (whether PA line ministries – Prime Minister's Office, Ministry of Local Government, Ministry of Agriculture, Ministry of Jerusalem Affairs, Donors representatives and UNDP) was tremendous and crucial to ensure the timely and quality implementation of the annual work plan for 2017. Through various interactions, the RB could strategically guide the CRDP in alignment with the national plans and donor's priorities. Several review board meetings, technical meetings, email exchanges and sites' visits were conducted to ensure that the programme is being implemented to achieve its goals and objectives. At the field implementation level, the local directorates of the line ministries (i.e. Ministry of Agriculture, Ministry of Local Government, Ministry of Jerusalem Affairs) have played indispensable role in ensuring the implementation of activities with the best quality and community involvement. The involvement of the directorates of the line ministries has contributed to the sustainability of the interventions as well by ensuring the appropriate follow-up on the completed projects is in place. The

manner how all CRDP interventions were coordinated through the PA line ministries and their directorates during 2017 can be regarded as a model to be adopted in future programmes.

3.2 Overall progress against outputs (as per modified outputs)

This section presents progress achieved at the CRDP output level according to indicators, showing results achieved as well as percentage of achievement. In addition, the impact of each output is provided.

Output 1: Public and social infrastructure in Area C and East Jerusalem improved

Table 4. Progress in CRDP Output 1 Indicators

2017 Targets	2017 Results	% of achievement
1.1 80 units in 11 schools and six kindergartens in Area C are rehabilitated, benefiting students (disaggregated by gender).	1.1 96 units in Area C and East Jerusalem were rehabilitated in 12 schools and six kindergartens, benefiting at least 6,147 students, including 3,764 girls.	120%
1.2 Two athletic fields for youth are provided/ rehabilitated and three women athletic spaces are provided in Area C (with # of beneficiaries disaggregated by sex and age).	1.2 Two athletic fields for youth were established in Area C for youth sport and cultural activities (6,500 youth benefitted in both Tubas and Qalqiliya, including 800 females). In Qalqiliya, three women athletic spaces were established and benefited 270 females.	100%
1.3 At least 5,000 Jerusalemite youth participated in cultural activities to emphasize the Palestinian identity (disaggregated by age and gender).	1.3 18,146 Jerusalemite youth, including 9,235 females, participated in cultural activities to emphasize the Palestinian identity.	363%
1.4 Around 500 Palestinians have improved access to power in Area C and # of solar units.	1.4 520 Bedouins have improved access to power through the installation of 52 solar units.	104%
1.5 At least 400 vulnerable and uninsured Jerusalemites have improved access to health services.	1.5 823 vulnerable and uninsured Jerusalemites have improved access to health services through receiving subsidised treatment.	251%
1.6 Around 500 Palestinians have improved their right to proper and decent housing in East Jerusalem.	1.6 At least 176 Palestinians (42 families) have started a housing cooperative on one of the 25 parcels identified for housing. Reports outlining the mapping results will allow for the establishment of other housing cooperatives. In addition, three	245%

	<p>legal, engineering and social units were established in East Jerusalem. Moreover, 30 awareness workshops on legal, engineering, housing and social issues were conducted with participation of around 2,750 Jerusalemites. Out of these, 1,050 Palestinians (210 families) have brought forward cases to the units seeking legal and engineering assistance for improving their housing conditions.</p>	
--	--	--

As indicated in the above table, the CRDP achieved all annual targets. In Tubas and Qalqiliya, the CRDP has supported the improvement of the educational environment in seven schools. For 1,800 students, schools became safer, more enjoyable and more welcoming. Inside the schools, students have felt that they were able to study different topics and experience better quality of education. An example on this is the technology lab in Jinsafut in Qalqiliya which allowed the school to start a technology branch. It was the first of its kind in the governorate of Qalqiliya and has become a hub for technology training and web-based extracurricular activities. At an early education stage, around 200 young children and their parents witnessed great improvement of playgrounds, classrooms and sanitation units.

In addition, multipurpose athletic fields and women athletic spaces were established in both Qalqiliya and Tubas. They provided a space for youth, men and women to mingle and network with their groups. Women’s athletic spaces (three in total) in Qalqiliya became a very good example of an open and inviting environment for women from nine communities who have no means of recreation and self-development. Women interviewed during field visits have stressed the fact that participation in women athletic activities has increased their self-confidence.

In the field of health, the establishment of a fundraising unit for the hospitals’ network in East Jerusalem has widened the insurance coverage, targeting those who were not insured or partially insured before. As a result, Palestinians’ access to health services has improved. This unit also started implementing a fundraising plan and successfully mobilised USD 301,700 by 26 November. The resources will be utilized to support the same beneficiary groups.

The introduction of solar energy in Al Maleh communities has changed the quality of life for residents. This area consists of 17 Bedouin communities who do not have access to energy. According to a study conducted by Al Najah University in 2016, a total of 158 households were identified as in need of connection to energy. The CRDP provided access to electricity for 52 households (33 percent of the communities). Furthermore, it provided means for communication in case of emergency, since residents of the area could not recharge

their mobile phones to communicate with local committees, the governorates and directorates of local government to report risks once they happen. For example, one of the communities received a stop work order and the community leader was able to promptly report the incident directly to relevant bodies, who reacted to start the legal actions.



Figure 4: This photo was taken during the installation of solar units in Al Maleh Community



Figure 5: This photo was taken during training sessions on utilization of solar units



Figure 6: A playground of the newly established kindergarten in Bardala, Tubas cluster



Figure 7: Students utilizing the technology lab in Jinsafut school in Qalqiliya cluster



Figure 8: Palestinian Bedouin children happy about the mobile educational centre in Tubas cluster



Figure 9: Students utilizing the multipurpose athletic field in Qalqilya cluster

Output 2: Improved access to sustainable livelihood and business opportunities

Table 5. Progress in CRDP Output 2 Indicators

2017 Targets	2017 Results	% of achievement
<p>2.1</p> <ul style="list-style-type: none"> ▪ 15 km of water network are rehabilitated. ▪ One water reservoir is constructed (with # of cubic meters of water that become available). ▪ One technical assessment for agricultural water sector in Tubas is conducted. 	<p>2.1</p> <ul style="list-style-type: none"> ▪ 21.3 km of water network was installed or rehabilitated. ▪ One water reservoir was constructed with a capacity of 1,000 cubic meters. ▪ A detailed technical assessment for agricultural water in Tubas cluster was conducted. 	<p>124%</p> <p>100%</p> <p>100%</p>
<p>2.2 180 dunums (30 percent of CRDP target) are reclaimed and become available for agricultural use.</p>	<p>2.2 190 dunums were reclaimed and became available for agricultural use.</p>	<p>100%</p>
<p>2.3 30 km of agricultural roads are opened or rehabilitated in both clusters.</p>	<p>2.3 28.3 km of agricultural roads were opened or rehabilitated in both Tubas and Qalqiliya.</p>	<p>94%</p>
<p>2.4 Two Local Economic Development (LED) units are established, one in each cluster and two forums are established.</p>	<p>2.4 2 LED units were established in Tubas and Qalqiliya. The unit is still functional in Tubas while it is not yet functional in Qalqiliya.</p>	<p>50%</p>
<p>2.5 120 new or existing business initiatives in the value chain are supported in Area C and East Jerusalem with at least 3 percent women participation.</p>	<p>2.5 162 new or existing business initiatives were supported in Area C and East Jerusalem with 28 percent women participation.</p>	<p>135%</p>
<p>2.6 115 new university graduates are placed for internship and 70 percent of them are permanently employed (disaggregated by sex).</p>	<p>2.6 127 fresh university graduates (21 male and 106 female graduates) were placed for internship after receiving the required job-related training and 72 percent of them are permanently employed.</p>	<p>112%</p>

As illustrated in the above table, the CRDP achieved annual targets or exceeded them, nevertheless it was unable to establish LED forums in Tubas and Qalqiliya. In the Qalqiliya cluster, the unit is no longer functional as the First Council for Common Services could not sustain it, while in Tubas, the new council took the responsibility in the Joint Services Council, where the LED unit is based, and intends to conduct the forum in early 2018. Rehabilitation of land in Area C has proved its part in strengthening people's presence on their land. Beneficiaries highlighted that many families returned to their land as a result of the rehabilitation of land in their areas. Also, due to land rehabilitation, their children have become more attached to their land and they help in farming them. This result was emphasised in Kafr Qaddum village in Qalqiliya: A land rehabilitation project was implemented and Kafr Qaddum village members stated that at

least 10 families have returned to invest in their land. Many farmers started rehabilitating their land on their own expense without waiting for external funding. Rehabilitation of agricultural roads has facilitated access to at least as 8,850 dunums of abandoned land in numerous areas, allowing farmers to pick the fruits in their fields with less efforts and minimum cost. Village members reported that transportation and labour cost has decreased by at least 30 percent as a result of facilitated access.

The support provided to women headed families waiting for family unification in East Jerusalem has proved its importance and role in creating self-dependant families. Through the training courses and the monetary support, women benefiting from the intervention have supported their husbands and families with sustainable sources of income. Out of the 31 benefiting families, 18 could start their income generating projects such as a bakery, a canteen and a gift shop. In addition, seven of these families were supported so a member of the family could continue education and become qualified for jobs after graduation, in addition to six breadwinners who had the chance to receive vocational training that enabled them to start their own small business.

Similar impact has been witnessed over the fresh graduates who were trained and then placed in various job locations. Around 72 percent of these have received permanent employment, therefore, increased income for their families. Such impact would strengthen these youth and families' resilience during times of uncertainty and economic deterioration.



Figure 10: A beneficiary from a land rehabilitation intervention in Kufir Qaddum in Qalqiliya cluster



Figure 11: A section of agricultural road that was rehabilitated in Tubas cluster



Figure 12: A family benefiting from an economic development intervention in East Jerusalem



Figure 13: A fresh graduate who benefited from the job placement intervention in East Jerusalem



Figure 14: Activities during Christmas time conducted by ATHC in East Jerusalem



Figure 15: Activities conducted by ATHC in East Jerusalem

Output 3: Strengthened governance including human capital knowledge management and public participation

Table 6. Progress in CRDP Output 3 indicators

2017 Targets	2017 Results	% of achievement
3.1 Six LGUs in Area C (disaggregated by sex) whose capacity has been increased.	3.1 Capacity of 12 members, including two females in six LGUs, has increased in project management.	100%
3.2 Capacity of 15 CBOs and 13 LGUs in Area C at least is assessed and plans for improvement are in place.	3.2 Capacity of 15 CBOs and 13 LGUs in Area C has been assessed and plans for development were suggested and discussed in dissemination workshops.	100%

As illustrated in the above table, the CRDP achieved 100 percent of its targets. Following the CRDP mid-term evaluation, investment in human capital has become one of the core approaches of CRDP in designing the fourth and fifth rounds of funding. Partnership with LGUs and CBOs provided capacity building opportunities of 12 members in six LGUs. Many examples from the clusters prove this point: Engineer Aysha Nassar from the First Council for Common Services was able to strengthen the networking among the eight

village councils in Joret Amra cluster in Qalqiliya. He became a key person to any project implemented in the area. Mohammad Sawafta, an accountant at the Joint Services Council in North Jordan Valley improved his accounting and project management skills through the implement of CRDP projects. Itibar Sawafta is another example of an emerging female leader in her community. Through working as a coordinator for a project targeting women’s empowerment in Tubas, she become a pioneer of advancing women’s agenda and addressing the community needs and was able to network among women to activate the women forum.

Moreover, the capacity assessment study of 15 LGUs and 12 CBOs was carried out and completed in Tubas and Qalqiliya. The assessment focused on five capacities: managerial, administrative, financial, service delivery and planning. Members of LGUs and CBOs who took part in the assessment expressed their gratitude as this assessment has supported them in identifying their needs in the five different capacities, which will in turn help them formulate their future capacity development plans.



Figure 16: Meeting with members of CBOs and LGUs in Qalqiliya, disseminating the results of the capacity assessment study



Figure 17: Meeting with members of LGUs in Tubas, disseminating the results of the capacity assessment study

Output 4: Supported nationally led developmental role in Area C and East Jerusalem

Table 7. Progress in CRDP Output 4 indicators

2017 Targets	2017 Results	% of achievement
4.1 Around 10 knowledge and advocacy products and policy recommendations are produced.	4.1 ACCO produced 18 knowledge and advocacy products; including Area C strategy, five policy papers and 12 op-eds and statements by the Prime Minister.	180%
	4.2 Land Survey study was conducted.	100%

The Area C National Coordination Office (ACCO) was established to coordinate all humanitarian and developmental works in Area C. In 2017, ACCO organized many field visits to Area C communities involving

the Prime Minister's Office. An example is the visit to Khan Al Ahmar conducted by the Prime Minister on 02 March 2017 where he delivered a live-streamed speech on ACCO's Facebook page (please see Figure 15).

Moreover, the ACCO team held a number of mapping workshops in the various Area C communities to identify actors and to ensure that no duplication of project implementation is taking place. The ACCO also called for 13 stakeholders' meetings in all governorates in the West Bank. The CRDP team took part in both workshops in Tubas and Qalqiliya. The aim of these workshops was to identify humanitarian and development needs in each governorate and to network between the different parties aiming at increasing the volume of impact of the various interventions. In addition, the ACCO supported seven meetings of the Area C technical committee including presentation of policy analysis and cross sectoral challenges.



Figure 18 shows the Palestinian Prime Minister while delivering a speech in Khan Al Ahmar Community

In the area of monitoring and evaluation, ACCO built a geo-based monitoring system of Area C interventions. This system is functional while in piloting stage. The system was built based on information collected from line ministries. Restricted access can be provided to actors which are mapping their activities in particular



Figure 20 Area C committee meeting in Tubas

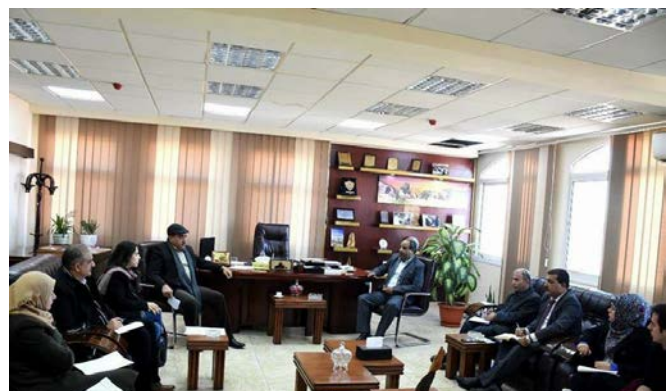


Figure 19 Area C Committee meeting in Salfet

Area C communities and this was done for Civil Volunteer Group (GVC), Dutch Municipalities' Federation and OXFAM. Access to this system can be provided to UNDP and CRDP donors as needed.

As for producing knowledge and advocacy products, ACCO prepared an Area C strategic framework. The Palestinian government is currently reviewing the draft and a final version is expected to be finalized for dissemination by the end of February 2018. In addition, five policy papers were prepared focusing on the following issues:

- Analysis of Area C interventions (a total of 1,132 projects in 2017)
- National list of Area C communities
- Status of main Area C programmes
- Local government classification of Area C communities
- Humanitarian engagement in Area C

In addition, a total of 12 op-ed and statements by the Prime Minister on Area C were published. An example on this is the op-ed entitled "Israel wants settlements, not peace" by H.E. Dr Rami Al Hamdallah that was published in Al Jazeera English: <http://www.aljazeera.com/indepth/opinion/2017/02/israel-settlements-peace-170212111010770.html>



Figure 21 shows a screen shot for the mentioned op-ed

Moreover, ACCO organized international campaigns including preparation of infographics. An example of these campaigns is the one on 50-year anniversary of the occupation conducted in June 2017. This social media campaign included two infographics ("Iceberg", done in four languages: English, French, Italian, Spanish; "Area C in your country", done in four languages and in five different versions: France, Italy, Spain, UK and USA); 50 facts on Area C and East Jerusalem, drafted and researched by ACCO, posted on Facebook and Twitter throughout the month of June and done in four languages.



Figure 22 shows an example of an infographic developed by ACCO

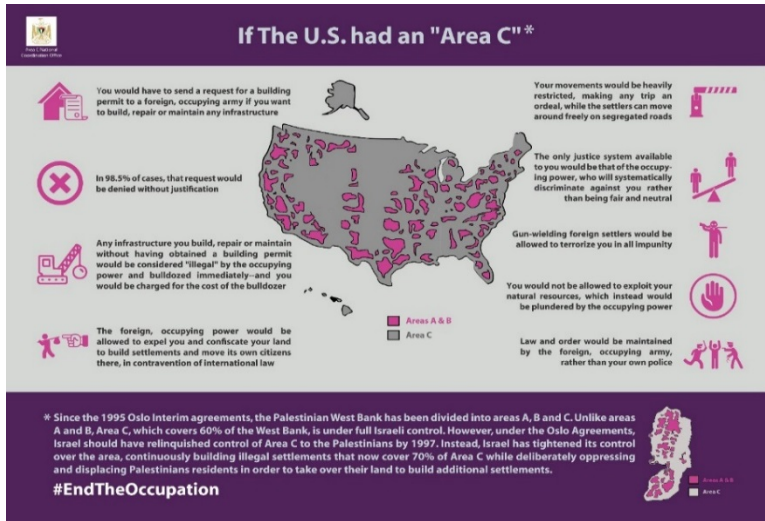


Figure 23 shows another example of infographic prepared by ACCO during an international campaign

IV. Monitoring and Evaluation, Communication and Reporting

5.1 Monitoring and Evaluation

During the reporting period, numerous monitoring activities took place to ensure smooth implementation of the annual work plan.

Table 8 Monitoring and Evaluation Activities

Month/ 2017	Activity
January	<p>A total of 16 monitoring visits were carried out by the programme team. These visits aimed at monitoring the implementation of 16 projects that were ongoing from 2016 in the clusters of Tubas and Qalqiliya. As a result, the CRDP agreed on no-cost extension of some of the projects in order to complete implementation.</p> <p>In addition, community needs assessment was conducted based on eight field visits that were conducted in Tubas and Qalqiliya clusters, as well as another eight visits and meetings conducted in East Jerusalem. The needs assessment was used to make the fifth round of funding allocation. Moreover, six projects from the fourth round were financially closed.</p> <p>The review board met to discuss and approve the AWP and the proposed activities in Tubas and Qalqiliya clusters as well as East Jerusalem. In that session, the AWP as well as the activities in both clusters were approved.</p>
February	<p>A total of 14 field visits were conducted in Tubas and Qalqiliya to monitor the implementation of projects and work with implementing partners on the fifth round of funding agreements.</p> <p>In addition, seven meetings were conducted with proposed implementing partners in East Jerusalem to verify the needs and financial requirement in the proposals. In addition, five projects from the fourth round of funding were operationally and financially closed.</p>

	The review board met to discuss and approve East Jerusalem proposed activities.
March	A total of 22 field visits were conducted to follow up implementation of projects in Tubas and Qalqiliya clusters. In addition, six meetings were conducted with East Jerusalem partners so as to agree on the proposals and agreements of the fifth-round projects. During this month, six new agreements were signed with CRDP partners.
April	<p>The team conducted a total of 20 field visits. A total of 23 new agreements with CRDP partners were signed and their implementation was launched. In addition, two projects were operationally and financially closed. Also, an information session on M&E, reporting and financial management of grants was conducted for East Jerusalem partners on 10 April. One biweekly meeting for East Jerusalem implementing partners was conducted as well.</p> <p>Moreover, the CRDP final evaluation started after the selection of Arab World for Research and Development (AWRAD). The consultancy firm submitted their final evaluation report in October 2017. The following are evaluation key recommendations and UNDP management responses were included in Annex 2.</p>
May	<p>During this month, the team conducted 18 field monitoring visits. As a result, three projects were operationally and financially closed. In addition, one agreement with a new CRDP partner was signed. Also, two biweekly meetings with East Jerusalem partners took place to discuss progress implementation or any pending issues. In addition, two information sessions on M&E, reporting and financial management were carried out with Tubas implementing partners.</p> <p>The review board met to discuss proposals put forward to: (1) Provide emergency assistance to the Peace Centre for the Blind in East Jerusalem, (2) Discuss the substitute activity in Silwan (in Ein Loza) versus the already approved activity in establishing the Citizens Services Centres and the potential use of the unforeseen budget, (3) Update on progress achieved so far regarding the fifth round of funding (2017) of the CRDP in Area C and East Jerusalem, (4) Discuss additional budget allocation to ACCO until End of December 2017, (5) Provide financial update, (6) Give an update regarding the CRDP Final evaluation study, and (7) Discuss a proposal regarding Autism.</p>
June	A total of 18 field monitoring visits were conducted to oversee the implementation of projects in Area C and East Jerusalem. Two biweekly meetings were conducted with East Jerusalem partners.
July	A total of 13 field monitoring visits were conducted to oversee the implementation of various projects in Area C and East Jerusalem. In addition, one project was operationally and financially closed. Also, one meeting was conducted with East Jerusalem implementing partners to monitor the implementation of projects and to discuss any pending issues.
August	During this month, 21 field monitoring visits were conducted in clusters. Moreover, two biweekly meetings with East Jerusalem implementing partners were conducted to monitor the implantation of projects. During these meetings, Burj Al Luqluq raised concerns that they will not be able to carry on with Ard Al Amim project due to not obtaining the required approvals from the Israeli municipality of Jerusalem. Also, five projects were operationally and financially closed.
September	A total of 12 field monitoring visits took place as well as six visits to assess several projects that were closed in the clusters. In addition, two biweekly meetings were conducted with implementing partners in East Jerusalem. Also, three projects were operationally and financially closed.

	The review board met to discuss the following proposals: (1) substitute activity for Yarza Road (with the installation of around 3 km of agricultural and domestic water networks) in Tubas Cluster, (2) Substitute activity for Burj Al Luqluq in East Jerusalem in place of Ard Al Amim with shading of open areas within the premises of the Burj Al Luqluq, and (3) Additional budget allocation for the Youth Development Department (YDD) intervention in East Jerusalem from the unforeseen budget.
October	A total of 15 field monitoring visits took place in the clusters. In addition, two biweekly meetings were conducted with East Jerusalem implementing partners. Also, four projects were operationally and financially closed. In addition, two field visits were conducted aiming at assessing projects that were closing.
November	This month witnessed the operational and financial closure of 21 projects. A total of 11 visits were conducted in the clusters to ensure smooth closure of projects. In addition, three field visits were conducted aiming at assessing impact of the various projects. The review board approved allocation of additional US\$50,000 from the unforeseen budget of the CRDP to ACCO. The Review Board approved this proposal by email circulation and not by physical meeting.
December	During this month, one project was operationally and financially closed. Two workshops were conducted: one in Tubas and one in Qalqiliya aiming at meeting with beneficiaries and listening to their feedback about the projects' impact in their clusters as well as points for improvement. Both meetings were conducted in close coordination with representatives from line ministries in the clusters and with the presence of representatives from the implementing partners who were able to respond to the questions raised by the communities about the sustainability of the projects. By the end of December, only two projects were still ongoing: ACCO and provision of a transportation bus for schools in Al Maleh communities in Tubas.

5.2 Field Visits

A total of six field visits were conducted by delegations from UNDP and donors as per the table below. More information about each visit and the purpose as well as a photo are added afterwards.

Table 9. Field visit activities conducted by UNDP and donors

Month/ 2017	Activity
29 April	Field visit by Deputy Assistant Administrator and Deputy Regional Director, Regional Bureau for Arab States, UNDP.
11 May	Field visit by a delegation from Norway.
17 May	Field visit by delegation from Austria and Sweden.
26 September	Field visit by the Austrian ambassador Mr. Martin Weiss
3 October	Field visit by delegations from Austria, Norway and Sweden.
21 November	Field visit by a group of Austrian Journalists.

On 29 April 2017, Sophie de Caen, Deputy Assistant Administrator and Deputy Regional Director, Regional Bureau for Arab States, UNDP visited a women athletic space in Immatin village in Qalqiliya cluster. Ms de

Caen and the accompanying delegation met with the beneficiaries and a number of community members to listen to their feedback and points of view regarding the project and its impact.



Figure 24 shows the UNDP visit to Immatin, Qalqiliya

On 11 May 2017, a delegation from Norway visited Qalqiliya cluster. During the visit, the First Council for Common Services was identified as the main partners in the cluster. During the meeting, the various projects that were taking place in the cluster and their impact were discussed. Following this meeting, the women athletic space, as well as the multipurpose athletic field in Immatin, where they met the beneficiaries and attended one of the youth sports activities which was implemented in coordination with Al Quds University.



Figure 25 shows the visit to Immatin, Qalqiliya conducted by a delegation from Norway

On 17 May 2017, a delegation from the Austria Development Cooperation Agency (ADA) and the Swedish International Development Cooperation Agency (Sida) visited Immatin village in Qalqiliya cluster and met with beneficiaries and community members. During the visit, the delegation visited the women athletic space in the village as well as the multipurpose athletic field.



Figure 26 shows a visit to the athletic field in Immatin, Qalqiliya conducted by a delegation from ADA and Sida

On 26 September 2017, a delegation from CRDP donors, Austrian ambassador Mr. Martin Weiss, visited a number of projects implemented in East Jerusalem. During the visit, the delegation met with one beneficiary from the Youth Development Department project (YDD) who started running a small souvenir shop to support her family. Following this, the delegation was received by the administration of the Augusta Victoria Hospital where they listened to a briefing about the support provided to uninsured Jerusalem patients through the CRDP.



Figure 27 shows the souvenir shop created as part of economic empowerment project for families in East Jerusalem

On 03 October, a walk inside the Old City of Jerusalem took place. Representatives from ADA, Norway and Sida took part. The walk started by visiting St Joseph Girls' school where they saw some of the rehabilitation work conducted inside the school and listened to a briefing by the school headmaster about the importance of supporting schools in the old city. After visiting the souvenir shop run by one beneficiary from the YDD

project, the delegation enjoyed a traditional lunch at a hummus place on their way to visit Burj Al Luqluq and attended a presentation about the e-tourism application that was prepared by the centre.



Figure 28 shows the delegation from CRDP donors during the visit to a number of projects in East Jerusalem

On 21 November 2017, a visit to families benefiting from the project “Empowering Palestinian Families in waiting for reunion (especially women-headed households) in the Old City of Jerusalem” was conducted with participation of a delegation of Austrian Journalists. The families visited explained to the delegation how the project was able to provide support by providing them with the means to start their small businesses.



Figure 29 shows the delegation of Austrian Journalists during their visit to East Jerusalem projects

5.3 Reporting and Communication:

During the reporting period, the following reports were prepared:

- An overall progress report for 2016 was prepared and shared with ADA, Norway and Sida.
- Country specific 2016 progress report for each donor: ADA, Norway and Sida.
- A completion report was submitted to Norway.
- Six issues of a monthly quick progress updates were produced and shared with donors (July-December 2017).

Regarding communication, various materials were prepared by the CRDP programme team and communication unit in the UNDP country office. The following is a summary of communication materials produced:

- Signboards were installed where appropriate. Donor's logos and programme narrative visibility was clear on all materials which was shared with donors for their clearance, following reviews by UNDP.
- One video was produced by the UNDP communication department about Al Yasser Children Kindergarten in Bardalah, Tubas cluster: https://www.youtube.com/watch?v=EXE0u-KqM_c&feature=share. In addition, UNDP communication department supported the production of five videos prepared by some implementing partners covering a number of CRDP interventions.
- A report was produced by Al Arabiya channel and broadcasted through YouTube about the mobile educational centre in Tubas: https://www.youtube.com/watch?v=vfn6_Pup_24.



Figure 30 shows a screenshot from the video



Figure 31 shows a screenshot from the video

V. Project Risks and Issues

The CRDP updated the risk and issue log in March, July, and October, which is included in the monthly progress update (in July and October). In addition, the CRDP updated incidents monthly concerning interventions supported by the CRDP. The management unit ensures that donors are informed about these incidents and any critical developments in a timely manner. During the reporting period, five incidents took place. None of the five incidents were resolved during the reporting period, while the CRDP management unit maintains contact with the local communities to be informed about any developments. The injunction orders from the Israeli courts were obtained by the local communities through the lawyer for all five cases. The combined value of the incidents is approximately USD 25,000 and the number of persons affected by the incidents is zero. A table which provides more details about the incidents that took place during the reporting period are presented as follows.

Table 10. List of Incidents

Incident Number	Incident Description	Responsible NGO	Date Reported	Last Update	Actions	Incident Status
1	The Israeli authorities surrendered a notice to stop the work on the main irrigation pipeline in Kardalla village after it was completed. This project was implemented through the CRDP project. The pipeline is to irrigate the land reclaimed through project, and this main pipeline also is connected to a well serving the main reservoir in Kardalla. The Israeli authorities issued a time period for objections to the stop order to be submitted by 16 February 2017.	We Effect	31 January	20 December	The local community, together with the Governor's office submitted a request to the court and obtained an injunction order from the court against the stop order.	Not resolved yet. Waiting for court hearing.
2	The Israeli authority submitted a notice to stop work on Ein Al-Himmeh spring in Ein Al Beda village after it was completed. This project was implemented through the CRDP project. The proposed Ein Al -Himmeh spring rehabilitation is to increase water discharge and increase area of irrigation. The Israeli authorities have issued a time period for any the objections on the stop work notice to be submitted by 22 February 2017. In addition, Israeli authorities also confiscated of a backhoe loader (Large JCB) from the office of Al Jawad the contractor implemented for the spring rehabilitation activity.	We Effect	06 February	20 December	The local community, together with the Governor's office submitted a request to the court and obtained an injunction order from the court against the stop order.	Not resolved yet. Waiting for court hearing.
3	The Israeli authority submitted a notice to stop work on Bardallah metallic reservoir, and confiscated a survey device, and two	We Effect	27 March	20 December	The local community, together with the Governor's office submitted a request to the	Not resolved yet. Waiting

	metering tapes that were used in measuring the reservoir ground levelling. This activity was implemented by Khaled Hamdan company through the CRDP project. The proposed reservoir aimed at storing the water that delivered from Bardallah village reservoir to irrigate the agricultural area in Sahel Qaoun. The Israeli authorities have issued a time period for any the objections to the stop order to be submitted by 26 April 2017.				court and obtained an injunction order from the court against the stop order.	for court hearing.
4	<p>The Israeli authority submitted a final notice of demolishing order to the agricultural road that was constructed in Qaoun Plain in Bardallah Village in the Northern Jordan Valley.</p> <p>This project was implemented by Joint service council of the Northern Jordan Valley by the CRDP support.</p> <p>The road aim to facilitate the access of the farmers to their agricultural lands; this road goes through the private land.</p>	The Joint Services Council for the North Jordan Valley	27 March		The local community, together with the Governor's office submitted a request to the court and obtained an injunction order from the court against the demolishing order.	Not resolved yet (the road is not demolished). Waiting for court hearing.
5 (Related to Incident #2)	<p>The ICA with the support from the Israeli army, have attended to Al-Himmeh Spring and booked the following equipment (due to the injunction court mentioned in incident #2, the ICA called their action as booking rather than confiscation, estimated at a value of \$25,000):</p> <p>1- Water Pump 2- Electricity Diesel generator. 3-Two water tanks -PVC- 5 M3 capacity each.</p>	We Effect	20 July	20 December	The local community, together with the Governor's office and the lawyer have submitted a request to the court to issue an order to the ICA to return the confiscated equipment and compensate them for any damages that they may have caused to the equipment and at the spring site.	Not resolved yet. Waiting for court hearing.

VI. Lessons Learned

During the reporting period, the following lessons were collected together with the Community-based Development Advisor in UNDP/PAPP to improve the CRDP work in achieving its objectives and reflect them in designing a new resilience programme.

- Importance of reclaiming land and, at the same time, ensuring sufficient water to make use of the fields. At the end, it needs to be profitable, otherwise the project is unlikely to be sustained. Relevant projects implemented in Tubas cluster seem to have been successful in this regard.
- The length of the project period of CRDP are quite unique, as humanitarian projects are usually much shorter. It meant that there was time to build relationships with local institutions and made it possible to have a participatory and capacity building approach. This is an important lesson learnt for future projects and one of the main reasons why humanitarian projects alone cannot build resilience.
- Good social services are key to resilience and also for connecting the different areas of the West Bank. For example, in the village of Al Aqaba, which is in Area C, but attracts children to their school and kindergarten from Area A.
- It is also interesting to note how much the capacity building projects meant for the people and for the community. Active and empowered villages are more resilient. After just one training process, the women became now active in pursuing roles at the village council. In public meetings, women did not hesitate to speak up and the men also seemed satisfied with the emphasis on increased participation of women.
- It was suggested in various meetings that when an implementing partner is a LGU such as the village council, it should receive administrative overhead funds for implementing the projects, as they are involved in various interventions. In the future, local projects such as the CRDP should also include efforts to alleviate the fiscal problems of the councils, by helping to analyse the problem and find local solutions.
- The biweekly meetings with partners in East Jerusalem were well received and appreciated by partners as these meetings provided the space and venue for discussing various projects' related matters as well as overall work in developing many aspects in the lives of Palestinians in East Jerusalem.

On the other hand, many success stories were witnessed and recorded during the projects' implementation during 2017. Please see Annex 3 for some of these stories.

VII. Conclusions and Way Forward

It was the CRDP's last year programmatically in 2017. All activities were completed by the end of November 2017 and the month of December was spared to finalize the partners reporting, both narrative and financial. The implementation of the activities went on according to the approved annual work plan except in two cases (Yarza Road in Tubas cluster could not be implemented due to the high risk involved and fear of the communities of repercussions and Ard Al Amim at Burj Al Luqluq in East Jerusalem due to continued delays imposed by the authorities) and had to be substituted with alternative activities.

The focus of the upcoming period, and until end of March 2018, will be on finalizing completion reports and have them ready for discussion with the donors during March 2018. Associated with that, the CRDP team will be working on administering the remaining approved funds by SDC until the end of March as well as closing down this phase of the CRDP, which entails disposing the programmes assets, return of offices to the landlord and discharging the remaining officers of the programme in an orderly fashion.

VIII. Financial Status¹⁰

Table 11. Approved budget¹¹ and detailed expenses¹²:

Community Resilience and Development Programme (CRDP) Amended Budget for 2017				
	CRDP 2017 Budget (Sida, ADA, and SDC)	CRDP 2017 Actual Expenses (Sida, ADA, and SDC)		Comments
2017 Budget Lines	2017 Budget	2017 Expenditures	Balance	
PMU, M&E, and Operations costs				
Total PMU salaries	348,914	362,768	-13,854	Salaries are paid in local currency and had been affected with USD/LS exchanges rates. Consequently, actual USD equivalent was higher than originally budgeted.
Running Costs (water, electricity, cleaning, maintenance, office supplies, etc.)	35,500	36,766	-1,266	
Security	16,000	16,139	-139	
Office rent	17,000	17,000	0	
Equipment	4,000	386	3,614	
Telecommunications	19,200	20,689	-1,489	
Transportation costs	33,264	33,058	206	
Training, Workshops	54,671	46,947	7,724	
Audio, Visual & Prod costs	36,217	27,464	8,753	
Audits	40,000	3,776	36,224	
External Independent Programme Evaluation	30,000	26,160	3,840	
Total PMU, M&E, and Operations cost	634,766	591,153	43,612	
Output 1. Improved Public and Social Infrastructure in Area C and East Jerusalem				
Projects support with local partners (includes Capacity Building)	3,115,412	3,090,188	25,224	
	696,029	646,886	49,143	
Total Output 1	3,811,441	3,737,074	74,367	
Output 2. Improved access to sustainable livelihood and business opportunities.				
Projects support with local partners (includes Capacity Building)	1,125,595	1,168,125	-42,530	Grants allocations approved by the Review Board was a bit different from the original plan and budget set up early in 2017, however, overall grants budget wasn't exceeded, since other outputs actual costs were less than budgeted
	70,000	40,000	30,000	
Total Output 2	1,195,595	1,208,125	-12,530	
Output 3. Strengthened governance including human capital, knowledge management and public participation.				
Projects support with local partners (includes Capacity Building)	155,000	109,000	46,000	
Total Output 3	155,000	109,000	46,000	
Output 4. Supported nationally led developmental role in Area C and East Jerusalem				
Projects support with local partners (includes Capacity Building) ACCO	80,000	80,000	0	
	171,062	169,761	1,301	
Total Output 4	251,062	249,761	1,301	
Contingency budget (unforeseen activities)	79,430	40,209	39,221	
Total Programmable	6,127,294	5,935,322	191,972	
GMS 8%	485,485	431,672	53,813	Actual cost is not equal to 8%, correction will be done in 2018
Grand Total	6,612,778	6,366,994	245,785	

- An excel copy of this table will be provided along with this report

¹⁰ All figures are tentative until Certified Financial Reports are issued.

¹¹ Total approved budget of \$6,612,778 consists of the following resources from the donors: ADA: \$1,610,481 (available resource was \$1,618,124); Sida \$4,972,298 (available resource was \$5,110,921); and SDC \$30,000 (available resource was \$80,000). Please refer to the footnote 712 in rounding figures off that create discrepancies of \$1.

¹² Due to round all figures off below decimal, some of the calculation may not match in this table. However, calculations in the excel sheet which uses figures with two digits below decimal are correct.

Table 12. Cash balance reports:

Cash Status for CRDP as of 31 December 2017		Remarks
Beginning Balance as of 1 January 2017	6,236,076	The total expenses include a reversal charges for Norway that reduced the total expenses with USD 2,068
Contributions received during 1 January 2017 - 31 December 2017	613,618	
Refunds to donors during 1 January 2017 - 31 December 2017	-42,717	
Actual Expenses during 1 January 2017 -31 December 2017	6,364,926	
Cash Balance as of 31 December 2017	442,051	

- An excel copy of this table will be provided along with this report

Table 13. Expenses per outputs:

Output	Total Expenses
Output 1. Improved Public and Social infrastructure in Area C and East Jerusalem	3,737,074
Output 2. Improved access to sustainable livelihood and business opportunities.	1,208,125
Output 3. Strengthened governance including human capital, knowledge management and public participation.	109,000
Output 4. Supported nationally led developmental role in Area C and East Jerusalem	249,761
Total	5,303,960

- An excel copy of this table will be provided along with this report

IX. Annexes¹³

Annex 1: List of Projects in 2017¹⁴

Approved Interventions in East Jerusalem for 2017						
Proposed New activities in EJ for 2017	Budget Amount USD 2017	Actual exp	Donor	Program Output	Status	Proposed IP (Preliminary)
Creation of Public Park in Beit Hanina neighborhood (Near Al Quds University Campus)	150,000	150,000	SIDA	Output 1: Public and social infrastructure in Area C and EJRM improved	Proposed/Planned	IPCC/Beit Hanina Sports Club
Rehabilitation of an existing public park in Silwan	70,000	70,000	SIDA	Output 1: Public and social infrastructure in Area C and EJRM improved	Proposed/Planned	IPCC/Wadi Hilweh Information Center (MADAA)
Establish an electronic "Tour Guide" for the Old City of Jerusalem	80,000	73,500	SIDA	Output 1: Public and social infrastructure in Area C and EJRM improved	Proposed/Planned	Burj Al Luqluq
Support various CSOs in EJ to promote cultural events on a recurring basis, carry out after school clubs, protect the Pal Nat Identity and strengthen the capacity of the CSOs in EJ as part of "stress mitigation process" that Jerusalemites are in need for.	450,000	450,000	SIDA	Output 1: Public and social infrastructure in Area C and EJRM improved	Proposed/Planned	Various CSOs / PalVision, YDD, Burj Al Luqluq, ESNM, Dar El Tifl plus others.
Support further housing initiatives in EJ. This will be based on the experience of UJHA in Sharafat / Beit Safafa and replicating and upscaling that experience in another location.	350,000	339,251	SIDA	Output 1: Public and social infrastructure in Area C and EJRM improved	Proposed/Planned	Union for Jerusalem Housing Assembly
Establish a fund within the three hospitals: Maqassed, St. John and Augusta Victoria to assist people in EJ (who cannot be included in any of the mandatory Israeli Health insurance plans) access adequate health services.	600,000	600,000	SIDA	Output 1: Public and social infrastructure in Area C and EJRM improved	Proposed/Planned	Maqassed, Augusta Victoria & St. John
Support at least four (4) Educational Institutions (including at the level of KGs & TVET) in East Jerusalem	400,000	428,800	SIDA	Output 1: Public and social infrastructure in Area C and EJRM improved	Proposed/Planned	Rawdat Al Zuhour, St. Joseph school, Dar El Tifl, Dar Al Aytam Islamic school in the Old City, Dar Al Yateem Al Arabi in the industrial part of Atarat.
Establishment of legal and engineering unit in East Jerusalem	200,000	200,000	ADA	Output 1: Public and social infrastructure in Area C and EJRM improved	Proposed/Planned	Union for Jerusalem Housing Assembly
Empowering Palestinian Families in waiting for reunion (especially families headed by Women) in EJ to be economically independent.	200,000	256,000	ADA	Output 2: Improved access to sustainable livelihood and business opportunities	Proposed/Planned	YDD
Support the Tourism Sector in Jerusalem through the creation of an umbrella organization called "ATΣC-Al Quds Tourism and Heritage Committee" that encompasses all of the associations working in the tourism sector in East Jerusalem.	250,000	250,000	SIDA	Output 2: Improved access to sustainable livelihood and business opportunities	Proposed/Planned	ATΣC
Continuation and upscaling of the Job Placement and Employment Opportunities for the Youth in EJ.	500,000	500,000	SIDA	Output 2: Improved access to sustainable livelihood and business opportunities	Proposed/Planned	Welfare Association
Grand Total for EJ	\$ 3,250,000	\$ 3,317,551				

¹³ All projects' actual costs were within the budget or did not exceed 10% deviation except for a project in East Jerusalem supported by Youth Development Department. For this case, additional funds were approved by the Review Board.

¹⁴ Lists of projects are provided in the excel file as well.

Approved Interventions in Tubas Cluster for 2017						
New Approved Activities 2017 - Round 5	Program Output	Status	Current IP	Budget Amount USD 2017	Actual exp	Donor
Rehabilitation of existing schools playgrounds and drinking water facilities.	Output 1: Public and social infrastructure in Area C and EJRM improved	On-going	The Joint Service Council of the Northern Jordan Valley	\$ 20,000	\$ -	SIDA
Support a community managed mobile educational center primarily targeting female students and marginalized communities	Output 1: Public and social infrastructure in Area C and EJRM improved	On-going	AL-Quds Open University	\$ 25,000	\$ -	SIDA
Purchase of a Refridgerator Truck for Milk Collection	Output 2: Improved access to sustainable livelihood and business opportunities	On-going	Al -Aqabah Cooperative	\$ 25,000	\$ 37,000	SIDA
Improvement of production capacity and variety of farmers by introduction of new farming techniques and crops	Output 2: Improved access to sustainable livelihood and business opportunities	Proposed / Planned	We Effect	\$ 60,000	\$ 54,500	SIDA
Improve the institutional effectiveness of 5 CBOs and activate their role in their community through innovative small grants	Output 3: Strengthened governance including human capital knowledge management and public participation	Proposed / Planned	Al Aqaba Rural Woman Charity	\$ 60,000	\$ 60,000	ADA
Improve the institutional effectiveness of Local Authorities by addressing gaps identified through capacity assessments and improve their capacities through conducting training activities.	Output 1: Public and social infrastructure in Area C and EJRM improved	Proposed / Planned	Consultant	\$ 25,000	\$ 33,633	SIDA
introducing the Palestinian sport league (PYSL) into the cluster	Output 1: Public and social infrastructure in Area C and EJRM improved	Proposed / Planned	Al Quds University	\$ 15,000	\$ 15,000	ADA
Provision of transportation vehicle for the students In Al Maleh Area	Output 1: Public and social infrastructure in Area C and EJRM improved	New Proposed / Not implemented	MoEHE	\$ 68,000	\$ 68,000	ADA
Improving access to irrigation water in Northern Jordan Valley	Output 1: Public and social infrastructure in Area C and EJRM improved	New Proposed / Not implemented	ESDC	\$ 80,000	\$ 97,004	ADA
Support the establishment of community based solar system with regular community sharing for sustainability and equity and reduction of household spending on fuel	Output 1: Public and social infrastructure in Area C and EJRM improved	New Proposed / Not implemented	AN-NAJAH UNIVERSITY	\$ 280,000	\$ 280,000	SIDA
Conduct a detailed technical assessment/mapping for the agricultural water sector in the Cluster with full cooperation with MOA.	Output 2: Improved access to sustainable livelihood and business opportunities	New Proposed / Not implemented	Consultant	\$ 40,000	\$ 23,625	ADA
Grand Total for Tubas Cluster				\$ 698,000	\$ 668,762	

Approved Interventions in Qalqilia Cluster for 2017						
New Approved Activities 2017 - Round 5	Program Output	Status	Current IP	Budget Amount USD 2017	Actual exp	Donor
Rehabilitation of Agricultural roads	Output 2: Improved access to sustainable livelihood and business opportunities	On-going	First Council for Common Services Council of Joret Amra	\$ 50,000	\$ 47,000	ADA
Improve the institutional effectiveness of 9 Local Government Units in the cluster Authorities by addressing gaps identified through capacity assessment.	Output 3: Strengthened governance including human capital knowledge management and public participation	Proposed / Planned	Consultant	\$ 40,000	\$ 40,000	ADA
Improve the institutional effectiveness of # of CBOs by addressing gaps identified in assessments and through provision of innovative small grants.	Output 3: Strengthened governance including human capital knowledge management and public participation	Proposed / Planned	Consultant	\$ 7,447	\$ 9,000	ADA
Introducing the Palestinian Youth Sports League (PYSL) into the cluster	Output 1: Public and social infrastructure in Area C and EJRM improved	Proposed / Planned	First Council for Common Services Council of Joret Amra + Youth clubs	\$ 35,000	\$ 35,000	SIDA
Rehabilitation of Kufr Qaddum Water Network (Phase II) for agricultural and domestic use.	Output 1: Public and social infrastructure in Area C and EJRM improved	New Proposed / Not implemented	Kufr Qaddum Village Council	\$ 150,000	\$ 150,000	ADA
Completion of the public park in Kufr Qaddum (started by GIZ and local council)	Output 1: Public and social infrastructure in Area C and EJRM improved	New Proposed / Not implemented	Kufr Qaddum Village Council	\$ -		
Provision of solar panels to Jit public Girl school following the successful implementation of Jinsafut school	Output 1: Public and social infrastructure in Area C and EJRM improved	New Proposed / Not implemented	First Council for Common Services/ MOEHE	\$ 60,000	\$ 60,000	ADA
Establish a technology lab in Jinsafut girls school to benefit 400 girls as well establish networks with other schools in the cluster	Output 1: Public and social infrastructure in Area C and EJRM improved	New Proposed / Not implemented	First Council for Common Services/ MOEHE	\$ 25,000	\$ 25,000	ADA
Asphalting of the main entrance to the Ras Tira kindergarten (around 70Meter) serving around 27 children and staff.	Output 1: Public and social infrastructure in Area C and EJRM improved	New Proposed / Not implemented	Ras Atiya Village Council	\$ 15,000	\$ 15,000	ADA
Grand Total for Qalqiliya Cluster				\$ 382,447	\$ 381,000	

Approved Interventions that committed from 2016												
	Project title & short description:		Location:	District:	IP or modality	Output	Agreement(s) amount	Actual Expenditures 2017	Donor	Agreement Status	Signature Date:	Expected completion Date
1	General Plan to identify Perceals to Support the Development of Public Institutions and Facilities in East Jerusalem	Forth	East Jerusalem, Jordan Valley, Bikh and Tasepe	East Jerusalem	(IPCC) International Peace and Cooperation Center (IP)		340,000	43,023	SIDA	Ongoing	18/12/2014	31/3/2016
2	Conduct economic opportunities mapping in the cluster, as well as establish a LE Dunit and forum in Qalqilya and Tubas districts	Forth	Qalqilya District	Qalqilya	UNDP		150,000	41,030	SIDA+ADA	Signed	8/4/2016	31/01/2017
3	Conduct economic opportunities mapping in the cluster, as well as establish a LE Dunit and forum in Qalqilya and Tubas districts	Forth	Tubas	Tubas	UNDP		150,000	40,000	SIDA+ADA	Signed	8/5/2016	31/01/2018
4	Rehabilitation and construction of 14 km of agricultural roads in the cluster.	Forth	Beqa' Al Hamd, Kafir Qaddum, Hais, Immatin, Ja	Qalqilya	First Council for Common Services		120,000	15,000	SIDA	Signed	4/7/2016	3/1/2017
5	Improvement of production capacity through land rehabilitation (Jinsafut)	Forth	Jinsafut	Qalqilya	Jinsafut Village Council		37,500	7,500	SIDA	Signed	30/06/2016	30/11/2016
6	Improvement of production capacity through land rehabilitation (Kafir Qaddum)	Forth	Kafir Qaddum	Qalqilya	Kafir Qaddum Village Council		37,500	7,500	SIDA	Signed	1/7/2016	30/11/2016
7	Support gender mains teaming by increasing representation of women in decision making process at the local level.	Forth	Qalqilya	Qalqilya and Tubas	Hivari		45,000	212.74	SIDA	Signed	1/9/2016	31/12/2016
8	Establishing a multipurpose athletic field in the cluster	Forth	Immatin	Qalqilya	First Council for Common Services		125,000	75,000	SIDA	Signed	4/7/2016	31/12/2016
9	Provide (light rehabilitation + equipment) space for athletic activities for women in Hajja.	Forth	Hais	Qalqilya	An Nama Women Development Society		11,250	10,975	SIDA	Signed	24/8/2016	24/12/2016
10	Provide (light rehabilitation + equipment) space for athletic activities for women in Kafir Laqaf.	Forth	Kafir Laqaf	Qalqilya	Kafir Laqaf Women Charitable Society		11,250	10,975	SIDA	Signed	4/7/2016	3/1/2016
11	Provide (light rehabilitation + equipment) space for athletic activities for women in Immatin	Forth	Immatin	Qalqilya	AlWahdeh Charitable Society		11,250	10,975	SIDA	Signed	18/07/2016	17/11/2016
12	Rehabilitation of 5 kindergartens (run by CBOs) in order to improve access to education	Forth	3 villages in the cluster	Qalqilya	First Council for Common Services		60,000	30,000	SIDA	Signed	4/7/2016	31/01/2017
13	Rehabilitation of existing schools playgrounds and drinking water facilities.	Forth	Kadala, Baalala, Ein El Beida	Tubas	Joint Service Council of Northern Jordan valley		125,000	32,500	SIDA	Signed	1/7/2016	31/12/2016
14	Support a community managed mobile educational center primarily targeting female students and marginalized communities	Forth	Tubas Cluster	Tubas	Al Quds Open University		150,000	35,000	SIDA	Signed	26/6/2016	20/12/2016
15	Rehabilitation of 1.5 km of agricultural roads located in Al Aqaba.	Forth	Al Aqaba	Tubas	Al Aqaba Village Council		40,000	14,800	ADA	Signed	28/6/2016	28/12/2016
16	Rehabilitation of Agricultural Roads - Kadala: 0.5 km, in addition to installation of one water reservoir. Detailed assessment of Biala and Ein Kadala with an well as Himek Spring including pumping test and water quality tests. Detailed assessment of Sakat Qana reservoir and water distribution scheme. Water reservoir rehabilitation (walls and masonry, other related works) as will be identified by the study team. Improve transfer of irrigation water through rehabilitation of main pipelines (about 2.9 km long) - 0.7 km replacement of Sakat/Baalala water carrier - 0.8 km replacement (from plastic to steel) of Biala/Ein El Beida - 2.1 km extension of Kadala from main reservoir	Forth	Tubas	Tubas	We Effect		420,000	125,500	SIDA	Signed	1/8/2016	31/1/2017
17	Establishing a multipurpose athletic field	Forth	Ein El Beida	Tubas	North Jordan Valley Service Council		125,000	23,098	SIDA	Signed	28/6/2016	28/12/2016
18	Strengthen the resilience of around 50 families in Jabal Al Mukdaseh in addition to reduce cost of 40 new housing units in Beit Sefafa.	Forth	Jabal Al Mukdaseh	Jerusalem	Union for Jerusalem Housing Assembly		349,783	34,935	SIDA	Signed	13/7/2016	10/12/2016
19	Shedding premises in Burj Al Luqtaq in the old city of Jerusalem	Forth	East Jerusalem	Jerusalem	Burj Al Luqtaq		100,000	58,000	SIDA	Signed	2/9/2016	10/12/2016
20	Around 10 knowledge and advocacy products and policy recommendations are produced by Area C Coordination Office (ACCO)	Forth+Fifth	Area C	Area C	ACCO		423,998	262,784	SIDA+ADA	Signed	17/3/2017	30/12/2016 (Amendment prepared)
21	Land Survey (PMO)				LAND EQUITY INTERNATIONAL PTY LTD		30,000	49,200	SIDA+ADA	Completed		
Total							2,832,331	949,670				

- Projects highlighted in yellow were operationally closed in 2016
- An excel copy of this table will be provided along with this report

Annex 2: Final Evaluation Recommendations (as stated in the final report) followed by UNDP management response

1. For all stakeholders

- Recognize the CRDP as a true partnership between the State of Palestine, donors, UNDP and other international and local stakeholders, including 'beneficiaries'. On that basis, the evaluation team believes that it is important to recognize both the accomplishments and the weaknesses of the Programme so far and take equal responsibility for what has worked well and produced good results and what has not worked well. The stakes are extremely high for Area C and East Jerusalem and for the State of Palestine. It is worth striving to consolidate what has been achieved in the first phase of the CRDP.
- Proceed immediately with the establishment of the Steering Committee, initially envisaged to provide policy direction (in annual meetings) and maintain the RB as an oversight body for the delivery of the Programme (in quarterly meetings). In addition, ensure separation of powers between the two bodies. Furthermore, the roles and decision-making powers of each party must be clarified and agreed, so as to ensure that all decisions are made in a joint and transparent manner. The State of Palestine's strategic directions, as stipulated in national strategies, must be the main point of reference for decision-making on Area C and East Jerusalem.
- Analyse thoroughly the lessons from CRDP I and determine, through answers to the following questions, what the next phase should be:
 - Objectives/focus: Should the same broad objectives be maintained or reformulated into more selective and time-bound resilience elements?
 - Pre-conditions: Is it realistic to envisage sustainable development activities, so long as progress towards the two-state solution is stalled?
 - Size: CRDP I received about USD 25 million. Should the size at least double for another five-year implementation period?
 - Content: Should the Programme be an activity-based "small-grants programme" or should it aim at larger multi-year community-based development projects? What should be CRDP's comparative advantage, as compared to other donor-supported programs?
 - Operating modalities: Under what arrangements with UNDP/PAPP should the PMU continue? Should there be IPs and what kind? What is the best organizational arrangement to implement the Programme?

2. For the State of Palestine

- Issue the strategies for Area C and East Jerusalem that will, in principle, lay the foundations for institutional and other development interventions, necessary not only for 'resilience' building, but also for the sustainable development of these areas.
- Provide strategic guidance on national needs while providing technical support and oversight at the operational level, strengthen synergies and avoid duplication of support.
- In partnership with Palestinian ministries, to ensure that all work, including donor funded East Jerusalem work, in Areas A and B, mainstreams the needs of Area C and is coherent with the National Policy Agenda and the sector strategies.
- As a co-chair, ACCO must convey national priorities during the RB meetings and ensure that there is no duplication of projects.

3. For UNDP/PAPP-CRDP

- Measures to improve CRDP performance towards objectives include the following:
 - Further clarify the roles between UNDP/PAPP and the PMU, so that the PMU is empowered to be accountable in its efforts to deliver a quality programme in full compliance with UNDP/PAPP quality standards.
 - Facilitate adequate staffing, top quality training and mentoring of PMU staff currently in place, particularly the M&E staff, so that the RRF can be revised with an effective hierarchy of results, outcomes, and impact indicators, and the methodology, which informs these indicators, can be designed and adopted (Systematic before-and-after interviews with beneficiaries would be a significant improvement and is an example of a better methodology that employs well-tested M&E tools).
 - Engage proactively in knowledge dissemination with all stakeholders in the State of to improve project/activity design, and provide documentation that donors and other stakeholders can use to mobilize their electorates to advocate for their governments to continue or start engaging in the CRDP.
 - Prepare, in partnership with the PMU and the Palestinian Government, a Proposal Document for the continuation of the CRDP, based on the critical lessons learned from CRDP I. This Proposal Document should include a review and documentation of lessons learned to inform the next phase of the CRDP. It should also include an implementation structure and implementation modalities with clear objective criteria against which oversight can be performed and evaluated, including transparency and accountability measures in the selection of

project/activities and implementation partners. Capacity development of Palestinian institutions should remain a core objective for the long-term sustainability of the Programme outcomes and impacts.

- Support the Palestinian Government in convening a conference chaired by the Prime Minister, responsible for leading harmonization of policy interventions in Area C and East Jerusalem and assisting the Palestinian Government in raising funds for CRDP II.
- Further utilize the technical experience and lessons learned accumulated from other existing programmes implementing similar interventions (e.g., land reclamation, support to income generation projects, infrastructure, etc.), in addition to the experience of previous programmes (e.g., area development programme).
- Engage in communications on the results of the CRDP, and advocacy based on results on the ground from CRDP implementation, including with and through the UN, for the benefit of two-state solution. These include:
 - Detail its 2017 work-programme with dated performance/output indicators.
 - Complete the PMU staffing proposal for submission to UNDP/PAPP.
 - Strengthen the financial management function to ensure consistency and timeliness of financial reporting.
 - Increase networking with other specialized UN agencies and other development actors through the UN Cluster System, in order to identify potential cooperation and complementarity.
 - Document project and Programme-level indicator, capable of measuring beneficiary responses to, and perceptions of, Programme investments related to increasing resilience.

4. For Donors

- Agree as a unified group on implementation modalities and the best means of exercising their oversight responsibility over CRDP, within the parameters of existing contracts with the Palestinian Government and UNDP/PAPP.
- Clearly establish the reporting needs and agree on unified reporting requirements.
- Based on UNDP/PAPP's experience, commit to funding the next phase of CRDP implementation, provided the reforms, based on the recommendations in this report, are continued.
- Assist UNDP/PAPP raise resources for the next phase of the Programme from additional donors.
- Increase engagement in advocacy for Area C and East Jerusalem at the international level and with the Israeli government.

UNDP Management Response

I. Recommendation for All				
<p>Evaluation Recommendation or Issue 1: Recognize the CRDP as a true partnership between the Palestinian Authority (PA), donors, UNDP and other international and local stakeholders, including 'beneficiaries'. On that basis, the Evaluation team believes that it is important to recognize both the accomplishments and the weaknesses of the Programme so far, and take equal responsibility for what has worked well and produced good results and what has not worked well. The stakes are extremely high for Area C and East Jerusalem (EJ) and for Palestine. It is worth striving to consolidate what has been achieved in the first phase of the CRDP.</p>				
<p>Management Response: UNDP continues to consolidate lessons learnt including achievements and weaknesses of CRDP.</p>				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
1.1 Conduct focus group meetings with beneficiaries and stakeholders.	December 2017	CRDP Programme Management Unit (PMU)		Completed
1.2 Conduct desk review for reports submitted from implementing partners.	December 2017	CRDP PMU		Completed
<p>Evaluation Recommendation or Issue 2: Proceed immediately with the establishment of the Steering Committee, initially envisaged to provide policy direction (in annual meetings), and maintain the RB as an oversight body for the delivery of the Programme (in quarterly meetings). In addition, ensure separation of powers between the two bodies. Furthermore, the roles and decision-making powers of each party must be clarified and agreed, so as to ensure that all decisions are made in a joint and transparent manner. The PA's strategic directions, as stipulated in national strategies, must be the main point of reference for decision-making on Area C and EJ</p>				
<p>Management Response: UNDP will establish a steering committee for a new programme but not for the CRDP. In a meeting with CRDP donors in September 2017, challenges of establishing a steering committee were expressed and thus UNDP will rather integrate the evaluation recommendation in a new programme.</p>				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
No Action will be taken.				
<p>Evaluation Recommendation or Issue 3: Analyze thoroughly the lessons from CRDP I and determine, through answers to the following questions, what the next phase should be:</p> <ul style="list-style-type: none"> ✓ Objectives/focus: Should the same broad objectives be maintained or reformulated into more selective and time-bound resilience elements? ✓ Pre-conditions: Is it realistic to envisage sustainable development activities, so long as progress towards the two-state solution is stalled? ✓ Size: CRDP I received about USD 25 million. Should the size at least double for another five-year implementation period? ✓ Content: Should the Programme be an activity-based "small-grants programme" or should it aim at larger multi-year community-based development projects? What should be CRDP's comparative advantage, as compared to other donor-supported programmes? ✓ Operating modalities: Under what arrangements with UNDP/PAPP should the PMU continue? Should there be implementation partners (IPs), and what kind? What is the best organizational arrangement to implement the Programme? 				
<p>Management Response: UNDP is going to develop a new programme targeting Area C and East Jerusalem based on recommendations from the CRDP final evaluation and lessons learnt.</p>				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
3.1 Create a task force for this purpose	September 2017	UNDP Senior Management		Completed
3.2 Develop a concept note in consultation with the Government of Palestine	November 2017	UNDP Advisory Unit		Completed
3.3 Hold consultative meetings/workshops	January 2018	UNDP Advisory Unit		Initiated
3.4. Finalize a new project document to share with all stakeholders	January 2018	UNDP Advisory Unit		Initiated

II. Recommendation for UNDP				
Evaluation Recommendation or Issue 1: Clarify roles between UNDP and the PMU so that the PMU is empowered to be accountable for delivering a quality programme in full compliance with UNDP quality standards.				
Management Response: Roles and responsibilities have been clearly spelled out in the CRDP project document and a further clarification of programme level quality assurance and project implementation will be done in writing. UNDP will ensure implementation of the proposed management relationships between UNDP and PMU as spelled out in the project document.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
1.1 Develop a TOR of programme level quality assurance function	September 2017	UNDP Governance and Social Development Team		Completed
1.2 Clarify with the CRDP programme manager on the functions and responsibilities when there is any unclarity	December 2017	UNDP Governance and Social Development Team		Completed
Evaluation Recommendation or Issue 2: Facilitate adequate staffing, top quality training and mentoring of PMU staff currently in place, particularly the M&E staff, so that the Results and Resources Framework (RRF) can be revised with an effective hierarchy of results, outcomes, and impact indicators, and the methodology, which informs these indicators, can be designed and adopted (Systematic before-and-after interviews with beneficiaries would be a significant improvement and is an example of a better methodology that employs well-tested M&E tools).				
Management Response: Recommendation on staffing, filling all vacant posts has been completed in August 2017. Revisit of RRF in October 2017 is too late considering all programmatic activities will end by December 2017. Data and evidence collections not only at the output level but at the outcome level will be reviewed and reflected in the CRDP completion report.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
2.1 Collect data and evidences at outcome and output levels as a part of CRDP closure	February 2018	CRDP PMU		Initiated
Evaluation Recommendation or Issue 5: Support the PA in convening a donor conference chaired by the PM, both to lead harmonization of policy interventions in Area C and EJ and assisting the PA in raising funds for CRDP II.				
Management Response: UNDP agrees with this recommendation.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
5.1 Develop a concept note and agenda of a donor conference	January 2018	UNDP Programme Unit(s) and Advisory Unit		Not started
5.2 Hold a donor conference in supporting the Government for resource mobilization for a new programme in Area C and East Jerusalem	February 2018	UNDP Programme Unit(s) and Advisory Unit		Not started
Evaluation Recommendation or Issue 6: Further utilize the technical experience and lessons learned accumulated from other existing programmes implementing similar interventions (e.g., land reclamation, support to income generation projects, infrastructure, etc.), in addition to the experience of previous programmes (e.g., area development programme).				
Management Response: UNDP will utilize its technical experience and lessons learnt from other project/programmes in developing a new programme in Area C and East Jerusalem. CRDP will provide its lessons learnt to the new programme in following the recommendations I.1 and II.3 above.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
6.1 Consolidate CRDP's lessons learnt and knowledge products to inform a new programme in Area C and East Jerusalem	March 2018	CRDP PMU		Initiated

Evaluation Recommendation or Issue 3: Engage proactively in knowledge dissemination with all stakeholders in Palestine to improve project/activity design, and provide documentation that donors and other stakeholders can use to mobilize their electorates to advocate for their governments to continue or start engaging in the CRDP.				
Management Response: UNDP agrees with the recommendations.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
3.1. Compile knowledge products	March 2018	CRDP PMU		Initiated
3.2. Share knowledge products with various online means (e.g. UNDP website, UNDP communication mailing list, UN communication mailing list etc.)	March 2018	UNDP Governance and Social Development Team, UNDP Communication Team	Starts from January 2018	Not started
Evaluation Recommendation or Issue 4: Prepare with the PMU and the Government of Palestine a proposal document based on the critical lessons learned from CRDP I. This Project Document should include a review and documentation of lessons learned to inform the next phase of the CRDP. It should also include an implementation structure and implementation modalities with clear objective criteria against which oversight can be performed and evaluated, including existing UNDP transparency and accountability measures in the selection of project/activities and implementation partners. Capacity building of the Palestinian governmental institutions should remain a core objective for the long-term sustainability of the Programme outcomes and impacts.				
Management Response: UNDP agrees with the recommendation and prepare a proposal document together with the PMU and the Government of Palestine. The focus of the proposal document will be clarified in line with evaluation recommendation issue 1.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
4.1 Create a task force for this purpose	September 2017	UNDP Senior Management		Completed
4.2 Develop a concept note in consultation with the Government of Palestine	November 2017	UNDP Advisory Unit		Completed
4.3 Hold consultative meetings/workshops	January 2018	UNDP Advisory Unit		Initiated
4.4. Finalize a new project document	January 2018	UNDP Advisory Unit		Initiated
<p>Evaluation Recommendation or Issue 7: Engage in communications on the results of the CRDP, and advocacy based on results on the ground from CRDP implementation, with and through the UN, for the benefit of two-state solution. These include:</p> <ul style="list-style-type: none"> • Detail its 2017 work-programme with dated performance/output indicators. • Complete the PMU staffing proposal for submission to UNDP/PAPP. • Strengthen the financial management function to ensure consistency and timeliness of financial reporting. • Increase networking with other specialized UN agencies and other development actors through the UN Cluster System, in order to identify potential cooperation and complementarity. • Document project and Programme-level indicator, capable of measuring beneficiary responses to, and perceptions of, Programme investments related to increasing resilience. 				
<p>Management Response: UNDP agrees with the recommendations. Recommendation of advocacy messages based on results on the ground from CRDP implementation will be developed while actual advocacy will be followed up by a new programme. Recommendation on staffing, filling all vacant posts has been completed in August 2017.</p>				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
7.1 Update a communication plan and develop recommendations for advocacy, which can be followed up by a new programme in Area C and East Jerusalem.	February 2018	CRDP PMU, UNDP Communication Team		Initiated
7.2 Review and document project-level indicators	February 2018	CRDP PMU		Initiated
7.3 Strengthen networking with other UN agencies and other development actors	February 2018	UNDP Programme Unit(s) and Advisory Unit		Initiated
7.4 Strengthen programme level quality assurance to ensure consistency and timeliness of financial reporting	September 2017	UNDP Governance and Social Development Team		Completed

Annex 3: Success Stories

First: The following story is about one of the 129 fresh graduates who received job training and was placed in a job through the project of the Welfare Association (Output 2: Improved access to sustainable livelihood and business opportunities).

Janan Omran Mahmoud Dewik, a fresh graduate who benefited from Job placement project implemented by the Welfare Association “Taawon”.

Janan Dewik is a 23 year old women from Jerusalem, who graduated from university in 2016 with a bachelors degree in accounting. After her graduation, Janan started her search journey for training and job opportunities.

In April 2017, Janan heard about the “on-job training” offered by the Welfare Association and the life skills’ training implemented through Child Support Foundation. “I applied and was accepted in the programme” said Janan. “I benefited from both customer services and communication skills’ training. The training mainly focused on introducing us to the Palestinian professional community, and ways of improving our skills to be part of it”.



Janan said that she had worked with colleagues who were committed to helping her and providing an enabling working environment. “I have managed to acquire skills and experience related to the nature of my work, with which I can support the institute I will work in,” added Janan.

Later, Janan was selected through the programme to work for Union Insurance and Marketing institute. The programme supports fresh graduates who work on developing their skills. Janan was hired as a secretary first and later was promoted as a manager assistant and accountant. Janan explained that the programme gave her the opportunity to enter into the job market where she was able to prove herself and enhance her skills and experience after the completion of the on-job training. Janan was offered a work opportunity at Union Insurance and marketing institute where she still works today.

Second: The following story is about an accountant in one partnering village councils in Tubas cluster. The story is about how the capacity of the employee was built in project and financial management. This result comes under output 3: Strengthened governance including human capital knowledge management and public participation.

Mohammad Sawafta Story (Tubas Joint Services Council)

Ken Robinson once said "human resources are like natural resources; they're often buried deep. You have to go looking for them, they're not just lying around on the surface. You have to create the circumstances where they show themselves."



where they show themselves." Mohamad Sawafta, 36 years old, is a Palestinian farmer who works as an accountant for several Palestinian village councils working in Tubas and the Jordan valley area, and finally a father to three children. Mohamad shared his personal experience during his involvement and corporation as an accountant and area manager with the CRDP in the past two years, saying, "I believe it is important to invest in human resources first as it is the only guarantee to the continuity and impact of these projects on the people and the area". He added "the experience I had from cooperating with the CRDP not only opened my eyes and mind to the essentiality of our role as young educated adults living in area C in raising awareness among the locals about

the importance of their resilience but also helped me improve my abilities, experience and background in terms of procedures followed in implementing these development projects both from financial and administrative aspects”.

Third: This story is about a result that comes under output 3: Strengthened governance including human capital knowledge management and public participation.

A ray of hope, a story about a beneficiary from the family support project (YDD)

Ms. Yusra Ewissat, an English Literature graduate and mother of five is an example of a woman who faces hardships as a West Bank spouse married to a Jerusalemite. Since her graduation, neither her nor her husband, who has a Bachelors in accounting, could secure a job within their specializations. This has brought lots of financial and psychological pressures to the family as they could not support themselves. The prolonged procedures of being a family in a reunification process brought even more pressure and burden.

Before the intervention implemented by the Youth Development Department (YDD), with kind support from the governments of Austria, Norway and Sweden through CRDP, the family suffered from bad psychological situation.

However, following the assessment done by YDD, and their proof to be qualified for support, the family received training on sweets and pastry making (something that both husband and wife found joy in doing), YDD provided needed equipment and modest refurbishment for the house which enabled them to start their first home-based business.



Figure 32 Mr. Ewissat displaying sweets and pastries during the closing ceremony of the project

Since then, and in a very limited period of time, the family and anyone who knew about their situation, could witness the change in their wellbeing. Their small business has since flourished as they managed to rent a small place to display their products and they hope to expand it even more.

Fourth:

This story is about a result that comes under output 1: Public and social infrastructure in Area C and East Jerusalem improved

Space of Hope

Around 50,000 people reside in the historical neighbourhood of Silwan in East Jerusalem. The population suffers from extreme conditions, in addition to the lack of many services and facilities, especially open spaces and play areas due to Israeli restrictions as much of its land is designated as green areas and thus Israeli authorities target Palestinian homes with stop-work and demolition orders.

Through CRDP's support, the IPCC project offered immediate relief through the rehabilitation of a playground in Silwan. Children of the neighbourhood used to play football in a nearby car park after getting the residents to remove their cars out of the parking lot. This was noticed by the project team at IPCC and through discussions, it was decided to include a small football pitch in the playground.

The project has since created a haven for children and their families to enjoy football, a "space of hope" for a brighter future.



Figure 33 shows young people enjoying their time in the rehabilitated playground in Silwan