



United Nations Development Programme
Programme of Assistance to the Palestinian People
برنامج الأمم المتحدة الإنمائي/ برنامج مساعدة الشعب الفلسطيني

*Empowered lives.
Resilient nations.*

NARRATIVE PROGRESS REPORT

1. PROGRAMME DETAILS

Programme Title: The Community Resilience and Development Programme for Area C and East Jerusalem CRDP

Budget (Year 1): USD 6,157,180 **Total budget (3 Years):** USD 32,257,189

Sweden's contribution for Year 1: SEK 30,000,000 (USD 4,579,639)

Other funding sources (for Year 1):

- **Austria** - Austrian Development Agency ADA: USD 1,303,781
- **United Kingdom** – Foreign and Commonwealth Office (FCO): USD 453,172
- **UNDP/PAPP:** USD 300,000

Start date: October 1, 2012

End date: September 30, 2015

Reporting period: October 1, 2012 – September 30, 2013

2. CONTEXT

During the first year of the CRDP, attention on challenges facing Palestinians living in Area C and East Jerusalem has been rising. This has manifested at The Ad Hoc Liaison Committee (AHLIC) meetings (September 2012 in New York, March 2013 in Brussels and September 2013 in New York). The Palestinian Authority (PA) has reiterated the fact that the viability of the PA cannot be realized without full sovereignty over the West Bank and Gaza. In the interim and as indicated by World Bank reports, Area C provides the PA with access to various sources of economic growth, which eventually increases the revenue base and the financial stability. As a result, PA ministries have been engaged in developing special plans to target Area C. The PA, through the Ministry of Planning and Administrative Development (MoPAD) and funded by UNDP/PAPP, has also embarked on developing a special strategy for Area C, named 'Engagement Strategy'. The Engagement strategy would address the alignment of developmental needs in Area C and East Jerusalem with Palestinian National Plan.

A new PA cabinet was formed during the reporting period. Dr. Rami Al Hamdallah was appointed as the new Prime Minister replacing Dr. Salam Fayyad. A new Minister, Mr. Mohammad Abu Ramadan, was appointed as the Minister of MoPAD. Moreover, the Director of Aid Coordination at MoPAD and the focal point for the CRDP at the ministry, Mr. Estephan Salameh, left the ministry on March 2013 and a new Director, Ms. Dana Erekat, was appointed.

The CRDP is the result of a fruitful collaboration between the Ministry of Planning and Administrative Development (MoPAD), the UNDP/PAPP and the government of Sweden, through Sida. An agreement was signed between Sweden and UNDP/PAPP on 25th of September 2012. On December 2012, the United Kingdom, through its Foreign and Commonwealth Office (FCO), joined the program.

On the 20th of June 2013, the government of Austria, through the Austrian Development Agency, signed an agreement to fund the CRDP. Few additional donors have also expressed interest in joining the CRDP.

3. CRDP PERFORMANCE PROGRESS

Setting up the Office

In cooperation with MoPAD, the UNDP selected an office for the CRDP adjacent to MoPAD and signed a contract on December 21, 2012. Office furniture was contributed by UNDP and was brought to the premises on January 1, 2013. According to the MoPAD-UNDP

agreement, MoPAD procured all office equipment and other furnishings (e.g. computers, office chairs) and facilitated the signing of the lease as well as connection to the internet and telephone line.

The inauguration of the office took place on January 29, 2013. The Minister of MOPAD, H.E. Mohammad Abu Ramadan, Mr. Estefan Salameh, Head of Aid Management and Coordination Directorate at MOPAD, Mr. Peter Lundberg, Mrs. Ingrid Sandström and Mr. Maher Daoudi from the Consulate of Sweden and Mr. Frode Mauring, UNDP/PAPP Special Representative all welcomed the guests and emphasized the importance of the CRDP in strengthening the resilience of Palestinians living in Area C and Jerusalem. Representatives from the Department for International Development (DFID), the European Commission, the Australian Representative Office, the Local Aid Coordination Secretariat (LACS) and the CRDP team were also present.





Moreover, five members of the PMU team were recruited. *(Please see Annex1 for a list of program staff, title, date of recruitment and biographies)*. Recruitment for a second field coordinator is underway.

The CRDP has accumulated good experience in various areas, such as resources mobilization, grants management, procurement of goods and services, community needs identification, stakeholder relations and fundraising. The delay in finalizing the community assessment was mitigated by establishing linkages between the selected projects in the first year with CRDP outputs.

Promoting CRDP

The CRDP team has also met with various stakeholders for various purposes, such as presenting the CRDP; introducing the programme and crosschecking projects; fund raising and networking *(Please see Annex 2 for a list of meetings)*.

Management of the first call for proposals

This phase involved various steps. *(Please see Annex 3)* for additional details on the process of assessment and selection of the first round of call for proposals. In summary, 161 proposals were submitted. These proposals were targeting all geographical areas in the West Bank and East Jerusalem.

After selecting the 20 projects, the PMU responded to all applicants. All applicants were informed in writing about the result of selection. Rejection letters included information about the selection criteria and total number of submitted project proposals. Ten applicants have requested additional details and feedback on their rejected projects. The PMU met with some and contacted others and responded to all inquiries.

Although the 20 projects in the first funding cycle were selected following a 'blind call', they were all in-line with the CRDP outcome and its four outputs. The 20 projects also contributed to the promotion of the CRDP among PA institutions, international donors and implementing NGOs. The CRDP model has also gained support from many actors who are committed to strengthening community bases and resilience of Palestinians living in Area C and East Jerusalem. A growing interest in Area C on the national and international levels have also contributed to the CRDP outcome: Area C communities and East Jerusalemites have strengthened their resilience to sustain on their land through development and recovery support. This interest lead to the initiation of a total of 13 PA instruments in Area C.

At the same time, the CRDP has contributed to intra PA dialogue on the role of various actors in Area C and East Jerusalem. Although the policy dialogue between MoPAD and Ministry of Local Government (MoLG) delayed the selection of projects, it has created an opportunity to develop an agreed-upon national strategy responding to the developmental needs of Palestinians living in Area C. Consequently, MoPAD has embarked on developing an engagement strategy for Area C, as mentioned above.

Following the appointment of a Grants Manager, the CRDP was able to manage the contractual phase and support implementing partners in meeting UNDP/PAPP procedures and guidelines.

The process of finalizing the selection of the 20 projects included:

- providing all needed information for the review board to make their final decision on the 1st round of funding. This process included meeting the 20 recommended organizations to discuss their projects and the recommended changes needed by the board for approving their proposals.
- a thorough analysis of the proposals frameworks and budgets. The process was successfully accomplished by presenting a PowerPoint presentation to the board with recommended projects after changes and recommended budgets for approval.

Subsequent to the Review Board's approval of the 20 projects, the process of finalizing the contractual phase included:

- Communicating with the Project Management Office at UNDP to make sure of using the relevant procedures, rules, and agreement type.
- Working with the selected partners on all annexes required for the grant agreement to be signed. This included a revised proposal with changes needed including a revised results framework, budget, and the submission of an action plan.
- Dealing with the challenges associated with the funding ceiling for partners and dividing the grant into 2 small grants for partners –with full commitment and approval on overall projects and amounts- with a ceiling of 150,000USD.
- Meeting all 20 partners to explain UNDP financial, visibility, and reporting rules and regulations. Moreover, a training session was conducted for partners in August to further explain the contracting modality and reporting needs for CRDP.

After signing agreements with all implementing partners, the Project Management Unit (PMU) managed the various aspects of grants, this included the following main tasks:

- Monitoring adherence to implementation plan including carrying out of field visits to offices of implementing partners and all targeted locations of projects, meeting beneficiaries and stakeholders and coordinating with local PA officials etc...;
 - Monitoring risks based on each project's risk matrix in addition to new emerging risks;
 - Providing technical support to a few implementing partners in the fields of procurement, large tenders, issuance of zero VAT invoices, preparation of quarterly budgets and financial reports etc...;
- Representing the CRDP in various partner-events such as inaugurations.

Note: contracts with implementing partners were signed between 15 June and 1st of July 2013 and disbursement of first tranches was done between 7th and 29th of July 2013. Consequently, an in-depth reporting versus outcome and output levels is yet to be measured during the second year (*Please see Annex4 for a list of projects, locations, contracted amounts, duration and corresponding outputs*).

Field visits

The PMU, lead by the Field Coordinator, also visited the targeted locations of the 20 projects. Monitoring of all projects' activities and progress towards achieving indicators are being conducted based on a field visit plan and special field visit reports are recorded and disseminated among the team for various purposes. During field visits, some partners are coached and meetings were conducted with the community stakeholders and beneficiaries.

(Please see Annex 5 for the list of field visits conducted). The following is a breakdown of the geographical distribution of the 20 projects and a map showing the location of all projects:

Location	No. of Projects*
Area C	12
East Jerusalem	8
Seam Zone	2

Note: some projects are targeting more than one location



Finalization of the community assessment – phase 1

The Center for Continuing Education (CCE) at Birzeit University completed phase 1 of the community assessment of 100 localities and communities in Area C. The PMU reviewed the English draft of the final report along with the 100 individual Arabic reports of all localities and communities. CCE has also prepared a presentation detailing the methodology of the study and a summary of the main findings. The PMU completed the revision and editing of the draft English report and produced a final version on September 2013. The report was also sent to CRDP’s Review Board for final remarks. In addition, the PMU produced modified presentations (in English and Arabic) of key findings and presented them to various audience (See below table):

Audience	Date
CRDP Review Board	June 13, 2013
Donor community and international cooperation agencies	July 18,2013
UNDP/PAPP staff	June 18, 2013
UNDP/PAPP DEEP staff and partners	July 2, 2013

Fundraising

The joining of the Austrian Development Agency (ADA) was preceded by coordination between MoPAD and ADA. On April 17, 2013, a delegation from ADA including the head of Agency Mr. Leonard Moll, Ms. Ursula Steller, Ms. Daniela Krejdi and Ms. Riham Kharroub joined a meeting with Minister of MoPAD H.E. Abu Ramadan and Special Advisor to the Minister, Ms. Dana Erekat, in addition to other officials from the ministry.

Other donors have also expressed interest in joining the CRDP.

The following part reports on the status of targets during the reporting period on both the outcome and output levels.

Preparation of various PowerPoint Presentations

The PMU has also developed various PPPs for different purposes and audiences. An extended version of the CRDP presentation was prepared in addition to a reduced one in both Arabic and English. Other versions were prepared to explain the process and findings of the community assessment, also in both Arabic and English. Few other presentations were prepared to focus on the projects of the first CfPs.

Preparation of a paper on actors in Area C

The PMU has also conducted a research on all actors operating in Area C. the PMU has also updated it and embarked on initiating meetings with these actors so as to explore potential coordination and exchange of information. The paper was prepared in both Arabic and English.

3.1. CRDP OUTCOME:

Outcome	Area C communities and East Jerusalemites have strengthened their resilience to sustain on their land through development and recovery support
Indicator 1	# of Palestinians targeted by CRDP who stay in Area C / East Jerusalem lands
Baseline	Approximately 150, Palestinians are living in Area C and around 300,000 Palestinians are living in East Jerusalem
Target	50,000 Palestinians will be targeted in Area C, 85% of which stay on their land 60,000 Palestinians will be targeted in EJ, 80% of which will not leave EJ
Target Status during reporting period	A total of approximately 3500 Palestinians were directly supported during Year 1.
Comments and explanation on Indicator achievement	Research on national indicators and CCE study is still ongoing to assess the contribution of the CRDP interventions to strengthening the resilience and sustenance of Palestinians on their land. The variety of the CRDP interventions have responded to priorities of people, identified by implementing partners and supported by PA plans. Baseline and targets will be determined while modifying Results framework.

Outcome	Area C communities and East Jerusalemites have strengthened their resilience to sustain on their land through development and recovery support
Indicator 2	Land reclaimed, rehabilitated and restored for Palestinian use under the CRDP
Baseline	Area suitable for reclamation in Area C is 23% of total Area C: 810,000 dunums (30% suitable for fruit trees, 22% suitable for forest, 48% suitable for rangeland)
Target	45,000 dunums will be targeted during three years

Target Status during reporting period	4 dunums of land have been rehabilitated for agricultural use and minor additional works are underway. An additional 100 dunums will be reclaimed and rehabilitated in the next period as part of an existing project. An expanded efforts of rehabilitation of lands would be expected around the rehabilitated works by CRDP, due to agricultural roads opened in various areas. 15% increase in size of rehabilitated lands is expected in Year 2 due to multiplier effect.
Comments and explanation on Indicator achievement	The following calls for proposals will focus on agriculture sectors as a primary sector of priority

Outcome	Area C communities and East Jerusalemites have strengthened their resilience to sustain on their land through development and recovery support
Indicator 3	# of population benefiting and expressing satisfaction from social and public infrastructure built with the support of the CRDP (users disaggregated by sex and age)
Baseline	70% of Area C is off-limits to Palestinian construction; 29% is heavily restricted. Less than 1% of Area C has been planned for Palestinian development by the Israeli Civil Administration (OCHA Humanitarian Factsheet on Area C of the West Bank, December 2011).. Only 13% of East Jerusalem is zoned for Palestinian construction. (OCHA, East Jerusalem, Key Humanitarian Concerns, December 2011).
Target	50,000 Palestinians will be targeted in Area C by enhancing their access to public and social infrastructure.
Target Status during reporting period	The regular monitoring and evaluation of activities conducted by the PMU in addition to feedback provided by implementing partners show strong community support. Final reports of some implementing partners will include results of project-based surveys. Highly relevant and unique interventions were implemented in sensitive areas (e.g. Seam Zone and Bedouin communities), and therefore wider set of population in targeted communities are benefiting from CRDP interventions. Rehabilitation of schools, addition of classrooms and reducing cost of water in the Jordan Valley and Seam Zone have caused satisfaction among students and households. A comprehensive satisfaction survey will be part of the midterm evaluation exercise.
Comments and	Due to the delay in funding projects during the first year,

explanation Indicator achievement	on	evaluation will be conducted during the second year, which will include surveying satisfaction of targeted communities. Baseline and targets will be determined while modifying Results framework.
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3.2. CRDP OUTPUTS:

OUTPUT 1	Public and social infrastructure in Area C and EJRM improved
Indicators	<ol style="list-style-type: none"> 1. # of new students that have access to education in schools targeted by the CRDP in Area C and EJRM (disaggregated by sex and age) 2. # of communities in Area C which have improved access to health services 3. % decrease in time spent by women on milk-shaking and laundry thanks to targeted herder communities' access to renewable and clean energy 4. # Palestinians targeted by the CRDP who have improved their right to proper and decent housing in Area C and EJRM (disaggregated by sex and age)
Baseline	<ul style="list-style-type: none"> - Lack of educational spaces: 182 schools in Area C, many in need of renovation (MoE). 1,000 additional classrooms are required to accommodate Palestinian children in schools in East Jerusalem and many existing facilities are substandard or unsuitable OCHA, East Jerusalem, Key Humanitarian Concerns, December 2011) - 60 communities out of 271 (22%) in Area C are not being provided with adequate health services due to access restrictions (WHO, WHO Area C – Assessment of Health Needs, 2011) - Extremely restricted opportunities to build in Area C and EJRM due to restrictions by Israel - 41% of Bedouin and herder communities of Area C do not have a source of electricity (UNRWA, UNICEF, WFP Household Survey for Communities in Area C, 2010). - Impact of lack of electricity on herder communities especially on women: at least 25% of their weekly time spent on milk-shaking and laundry. (UNDP assessment after field visits to herder communities).
Target	Targets (after 12 months)

	<ul style="list-style-type: none"> - 300 new school enrollees in Area C and EJRM provided by the CRDP - 5 new communities have improved access to health services in Area C - 1,500 people in Area C have access to renewable energy - 60% decrease in time spent by women on milk-shaking and laundry thanks to targeted herder communities' access to renewable and clean energy - # Palestinians targeted by the CRDP who have improved their right to proper and decent housing in Area C and EJRM
<p>Target during reporting period</p>	<p>Status reporting</p> <p>Education: 13 classrooms are renovated in the South of the West Bank in addition to the upgrading of a number of science and computer labs and libraries in five schools.</p> <p>Additionally, six new classrooms are in the process of being added in the Seam Zone. 20 students are receiving training in animation in East Jerusalem. In Technical and Vocational Education and Training sector, 16 teachers have participated in teaching vocational courses. In parallel, 24 females and 16 males are taking part in various vocational trainings in East Jerusalem. These activities have reduced significantly pressures on families to re-allocate to another location. Besides, MoE was able to re-allocated some of the earmarked funds to new needs in other areas. Support of vocational schools in EJ will target broader target groups from both sexes in the coming years.</p> <p>Health: 192 individuals, received specialized training to deal with, health emergency/ first aid and emergency Rescues (ER) and 4 medical crews with medical equipments suitable to emergency scene, were produced in East Jerusalem. Consequently, the Jerusalemite community in the Old City is now more equipped to respond to emergencies and casualties.</p> <p>A database of the health conditions (disabilities and chronic diseases) of the local population among three Bedouin communities in the Jerusalem governorate is created, for enhanced linkages with health services. This database will constitute a strong community tool to advocate for specialized support and request adequate and sustainable support.</p> <p>186 children have been registered to participate in psychological and educational services in East Jerusalem. These activities will attract additional number of students and children and therefore, provide a safe venue to enhance results at schools.</p>

	<p>Renewable and clean energy: 71 households in several Bedouin communities in Jericho area have been identified to be provided with solar energy systems for household use. 28 households are being supported for improved access to electricity in Bethlehem area. Impact on the amount and the quality of dairy production and the overall living conditions will be reported in the next period.</p> <p>Housing: none of the first year projects targeted housing</p>
Comments and explanation on Indicator achievement	Aggregate impact on targeted populations (classified per age and sex) will be realized during the second year of the CRDP.

OUTPUT 2	Improved access to and protection of natural resources
Indicators	<ul style="list-style-type: none"> - # of water springs that are targeted by the CRDP to ensure rehabilitation, protection and better access for Palestinians - # of community-based initiatives that are supported to use renewable technologies for household needs or livelihoods production (such as biogas, solar energy-run cooking ovens, treated grey water for agricultural irrigation, etc., with a special focus on those with positive impact in life conditions for women) - # of historical and environmental areas of high value restored and activated by the CRDP
Baseline	<ul style="list-style-type: none"> - 52 water springs located in Area C became target of Israeli settlements - Women of 60% of herding communities' households in Area C use wood as the main cooking source of energy - In Northern and Middle Jordan Valley, water consumption is 61 l/c/d - The Jordan Valley and Dead Sea region have 81 sites of significant archaeological and natural value
Target	<p>Targets (after 12 months)</p> <ul style="list-style-type: none"> - 3 water springs are rehabilitated - 5 community-based initiatives are supported to use renewable technologies for household needs or livelihoods production - 2 historical and environmental areas of high value restored and activated
Target during reporting period	Three underground water wells in the Seam Zone are being transformed into electrical pumping system. Operating wells by electricity (as opposed to fuel) would decrease cost of water by 50%. This is significant decrease that would enhance

	<p>competitiveness of Palestinian farmers in the area in addition to increase in value of their produce. Recently, farmers in the area were able to export some produce to Jordan. Consequently, the cost reduction would contribute to increase in export rate of Seam Zone produce.</p> <p>Seven cisterns out of 55 have been rehabilitated and additional five cisterns have been cleaned in two communities in the eastern slopes. These marginalized communities would eventually reduce reliance on buying water by tanks in addition to increase in size of agricultural lands around their communities.</p> <p>As reported in Output 1 above, 28 households are being supported for improved access to electricity. Impact on life of women in addition to amount and quality of dairy production will be measured in next reporting period. Also, two project community committees were established to support the supply of 26 household waste-water treatment units to be linked with drip irrigation network, which will irrigate 25 dunums of land.</p> <p>One location of high historical and cultural value is being restored, including the restoration of an old house and rehabilitation of a water well and a cave. In addition to the income generated by this project, the economic revival of the area will strengthen the resilience of the people living in a sensitive area.</p>
<p>Comments and on Indicator achievement</p>	<p>Due to Review Board’s decision to minimize risks during the first year of the CRDP no water springs were rehabilitated, as its requires Israeli permit.</p> <p>Impact on cost of irrigation, size of irrigated land, type of crops irrigated and impact on households conditions will be measured in the next period.</p>

<p>OUTPUT 3</p>	<p>Economic opportunities enhanced through support to livelihoods in Area C and EJRM</p>
<p>Indicators</p>	<ol style="list-style-type: none"> 1. % of targeted households that increases their family income due to CRDP activities (data disaggregated by sex and age) 2. % of business initiatives supported by CRDP which targets specifically women 3. # of agricultural holdings and business initiatives targeted by the CRDP that have improved production 4. # of dunums of land reclaimed

Baseline	<ul style="list-style-type: none"> - Average monthly income of Bedouin and herder communities in Area C: 1,024 NIS (277 USD) (UNRWA, UNICEF, WFP Household Survey for Communities in Area C, 2010) - 55% of Bedouin and herder communities in Area C are food insecure (Food Security and Nutrition Survey of Herding Communities in Area C, UNRWA, UNICEF, WFP, data from 2010) - Area suitable for land reclamation in Area C is 23% of total Area C: 810,000 dunums (UNDP/PAPP, Economic Analysis and Potential of Area C, 2011, internal document) - Jordan Valley (Jericho and Al Aghwar Governorate) constitutes 10% of total Palestinian territory and has proportionately the lowest number of agricultural holdings (1.4%), with 733 plant and mixed (plant and animal) holdings (PNA, PCBS, MoA, Agricultural Census 2010)
Target	<p>Targets (after 12 months)</p> <ul style="list-style-type: none"> - 75% of targeted households increases their family income due to CRDP activities - 30% of business initiatives supported by CRDP target specifically women - # of dunums reclaimed - # of agricultural holdings and business development ideas that are supported to initiate or improve their production
Target during period	<p>Status reporting</p> <p>20 female Bedouins (from three Bedouin communities) are being trained in sewing skills using machines provided by the programme, to be utilized by women after completion of training. Sewing remains to be a popular profession among working mothers and female Bedouins. Also, these skills will enable women to find jobs in neighbouring towns, and therefore provide their families with sustainable sources of income.</p> <p>30 vulnerable women are to be identified in the south Hebron hills to be supported with livelihood projects. Social mapping study has been completed to identify these women.</p> <p>4 dunums of land have been rehabilitated for agricultural use and jobs will be created through the community led tourism project. An additional 100 dunums will be reclaimed and rehabilitated in the next period. Also, building on previous interventions in the village of Bilin (mainly land reclamation and supply of water) the establishment of a recreational eco-park will attract visitors and consequently provide income for many households and land owners.</p>
Comments and explanation	<p>The implementing partners are currently collecting information on the overall impact on family income as interventions are yet</p>

Indicator achievement:	to be completed in the next period.
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OUTPUT 4	Rights of Palestinian citizens in Area C and EJRM are upheld through legal protection, advocacy and community participation and mobilization.
Indicators	<ul style="list-style-type: none"> - # of cases filed in Israeli courts - % of participation of women and youth (under 30) in CRDP-supported initiatives that promote human rights, human rights-based advocacy, community participation and mobilization. - # of initiatives promoting human rights, human-rights based advocacy, community participation and mobilization
Baseline	<ul style="list-style-type: none"> - Population forced to move to areas B and A - 27,000 herding communities threatened with forced displacement - Already existing protection mechanisms in oPt but insufficient - Due to geographical fragmentation, restrictions imposed by Israel and community specificities, many communities suffer from a weak social tissue impeding proper participation
Target	<p>Targets (after 12 months)</p> <ul style="list-style-type: none"> - # of cases filed in Israeli courts - 15 initiatives promoting human rights, advocacy, community participation and mobilization - at least 30% women and 50% youth (under 30) among those who participate in CRDP-supported initiatives that promote human rights, human rights-based advocacy, community participation and mobilization
Target during reporting period	<p>Status reporting</p> <p>As per a Review Board decision, legal aid and protection would be provided by specialized organizations in addition to UNDP/PAPP's Rule of Law program. Until this date, no legal assistance was needed during the reporting period.</p> <p>During this reporting period, wide community participation by various age groups was noticed, mainly in East Jerusalem. Around 575 children, youth and other volunteers were engaged in various community activities and campaigns. Several initiatives are being designed and community members will be able to engage in these initiatives in the coming reporting period. Human rights training is underway for 2 communities in South Hebron Hills that will increase their awareness and capacity to undertake activities related to community-led human rights protection mechanisms.</p>

Comments and explanation on Indicator achievement	N/A
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4. RISKS:

(Please see attached for an updated matrix). Steps undertaken to mitigate risks during the reporting period were listed. For some risks, new probabilities were proposed. For Year 2, new risks are expected and were listed separately.

5. MODIFICATIONS:

A ‘Blind’ Call for Proposals

The main modification was the announcement of the first call for proposals prior to finalization of the community assessment. The original plan was to identify the priority areas and needs based on the community assessment that will guide the applicants in applying for project proposals. The Review Board decided to launch a ‘blind’ call during the first year and to design the next calls based on the findings of the community assessment. As a result to this modification, a gap will be noticed in the reporting of targets.

Budget notes

On the other hand, the following are notes related to the disbursement of the first year budget. The same notes are listed under the budget report (in separate document)/budget notes.

A. The Program Management Unit (PMU) budget item

As indicated in budget report, overspending and remaining funds were noted at the PMU budget lines.

B. Outputs/Activities budget header

The UNDP/PAPP have originally contributed USD300,000 for the conduction of community assessment in Area C localities and communities. Half the funds were disbursed on the first phase of the assessment and an agreement on the usefulness of embarking on a second phase is yet to be determined.

Structure of the PMU

Based on the experience of the PMU during the first year and in reference to the project document (Part III./Management Arrangements/PMU/Scenario 2/pp.20-21), it is recommended to split the position of the **Advocacy, M&E and Reporting officer** into the following two positions. It is also recommended to hire three field coordinators. These recommendations are to be discussed with donors for budget approval.

- Policy Research Officer: responsible over the M&E component, evaluation of projects, conduction of focused policy and position papers in addition to being responsible over the Reporting component.
- Communications and Liaison Officer: responsible over analyzing risks, reporting over special areas of interest and coordinating field visits of various stakeholders. He/she will also be responsible over the website of the programme.

6.LESSONS LEARNT AND DIALOGUE POINTS:

Agreement on selection criteria and its representation to the Review Board

The PMU has assessed all submitted projects of the first call for proposals based on a selection criteria detailed in the CRDP Operations Manual. Due to the nature of the blind call, many discussions took place after producing the short-list of projects regarding the quality of the selection criteria. A preliminary Review Board meeting to discuss the selection criteria would have established the same level of understanding among members and led to a modification of the criteria prior to producing a short-list of projects. For future cycles, the PMU will facilitate such meetings along with developing an operational plan to guide the flow of information, establish a timeframe and allocate responsibilities of all parties involved in filtering, crosschecking and approving projects for funding. The PMU should also be prepared to adjust criteria based on additional steps taken (e.g. cross-checking with PA and clusters) for effective management of the selection process.

Delay of crosschecking with PA ministries and humanitarian clusters

The delay in cross-checking all submitted projects with PA ministries and authorities and CAP clusters caused a delay in receiving feedback after short listing 36 projects. Official correspondences were made between MoPAD and UNRH Coordinator on one hand and between MoPAD and other relevant ministries on the other. Had coordination started prior to or parallel to submission of projects the PMU could have had more time running in-depth crosschecking with all relevant parties. As a follow up point, the PMU will engage with regular coordination and relationship building with PA ministries and humanitarian clusters.

PA ministerial dialogue on CRDP and interventions in Area C

The discussions with Prime Minister Office's advisor and Ministry of Local Government's officials on how to respond to developmental needs in Area C caused delays in approving projects of the first call for proposals. Few weeks after the selection of first round of projects, a letter was sent by PMO to Sida requesting the transfer of some CRDP funds to the newly signed FAIR program. Sida has responded by explaining the contractual limitations of transferring funds from one program to another. MoLG claims that MoPAD should not oversee the CRDP and that the PMU to be re-allocated under MoLG. Also, criticism was directed towards the implementation modality of CRDO that partners with NGOs/CBOs. Several meetings were held by Sweden, UNDP and MoPAD with an attempt to reduce associated risks on CRDP, clear confusion, coordinate work and divide responsibilities in development works in Area C. These discussions in addition to other public statements have also caused confusion among the donor community and weakened the standing of the CRDP and its donors.

Recently, MoPAD recommended that the MoLG be included in the CRDP's Review Board and to fund some projects proposed by local councils. Latest decision was also to include Ministry of Agriculture and Ministry of Jerusalem Affairs at the CRDP's Review Board. Steering Committee meeting is yet to meet so as to endorse these changes. In all cases, the PMU will be facilitating these meeting and will prepare all necessary concept notes aiming to enhance coordination among actors in Area C. On ther hand, an agreement on the national priorities in addition to upfront approval of the second yearly workplan of CRDP would allow the PMU to plan RB meetings, decision making process and other activities more effectively. Currently, MoPAD has embarked on developing an engagement strategy for Area C and therefore, would constitute an umbrella for enhanced sectoral planning.

Availability of official information for the verification of Area C projects

The team faced difficulties in verifying whether the proposed targeted areas are located in Area C or not. It was noted that there are various references and versions of lists of localities and communities in Area C but are not consistent in terms of exact location, percentage of land in Areas A, B and C to be classified, name of locality and statistical community information. Also, MoPAD does not have a national list but rather is using OCHA's list. The team has consulted with the following to crosscheck locations of targeted projects:

- UN Office for the Coordination of Humanitarian Affairs- OCHA- GIS unit
- UNRWA- Job Creation Programme
- Applied Research Institute- ARIJ

- Ministry of Planning and Development

- Central Elections Commission

The team used information from the above sources in order to eliminate projects that target localities in Areas A and B. Comments on Area C verification were included at the assessment sheet of each of the short-listed projects. As a follow up point, An updated database and electronic interactive mapping is needed for effective search and mapping of proposed interventions in future calls for proposals. Also, the PMU will coordinate with MoPAD in regard to mapping activities.

Results framework: targets and baseline

The first call for proposals was a 'blind' call, meaning that NGOs were welcomed to apply to work in any sector, so long as the intervention took place in Area C and/or Jerusalem. The Review Board decided to launch the first call for proposals without waiting for the results of the community assessment. The fact that there was a blind call allowed for the CRDP to understand what types of projects NGOs were able to implement, the capacities of CBOs and NGOs, and what types of needs assessments were being undertaken on a community level.

The 'blind' call would have been better endeavoured by way of a concept note. This would have led to a less laborious process in the long-listing and short-listing. It would also have allowed for quicker analysis of projects and a preliminary review board meeting to pre-select those applicants who would be invited to send in a full application. It is recommended that such a process takes place in the second call.

Mapping of the first Call for Proposals to the Results Framework

The first call for proposals was launched without specifying targeted sectors and nor was the selection of projects guided by the CRDP program indicators. Thus, there exist some gaps between desired CRDP targets and selected projects. The Review Board realized that launching the first call for proposals prior to the community assessment would cause such a problem. Planning and consultative phase will be needed to design the target and national priorities during the second year and hence, update the second year's results framework accordingly.

Community Assessment: Methodology, Quality and Building on Outputs

The community profiles were conducted by the CCE of Birzeit University. The profiles were conducted across 100 communities in Area C. The original agreed upon deadline agreed in a meeting in February was that all profile reports would be completed by March 31 and that the final comprehensive report would be completed on April 15. Since then,

the Arabic and English reports have been received, although beyond the agreed deadline. The PMU has edited and revised the draft and produced a final version on September 2013. Until this date, the Review Board is yet to decide on the publication of the report. As a follow up point, the PMU will facilitate a discussion within RB on advantages and disadvantages of promoting the study. Also, the PMU will coordinate with OCHA on how the study and OCHA's vulnerability mapping would complement each other and therefore avoiding duplication of efforts and resources.

Visibility of PA, donors and UNDP/PAPP and a response mechanism

The PMU faced challenges in advising implementing partners on the extent of visibility of the PA, donors and UNDP/PAPP. Current projects include various activities with various visibility requirements. Also, the targeted localities vary in terms of Israeli occupation related risks. As a temporary measure, the PMU has decided to use the 'CRDP' to label some activities. Based on the experience so far in managing grants, the PMU will propose a visibility policy and procedure to be approved by the RB. This policy would be based on the risk assessment of each project and the impact of all types of visibility on targeted communities. On the other hand, an agreed upon 'response mechanism' is needed to guide and facilitate communication and coordination with relevant parties. The mechanism would identify the legal parties (within UNDP PAPP or outside) that could be contacted to deal with risks associated with implementation in both Area C and East Jerusalem. As a dialogue point and in order for members of RB to be updated about risks and as part of the progress report, the PMU will provide updates on any changes in risks associated with projects.

Absence of a strategy and mechanism to define and prioritize EJ needs

Although the Strategic Multi-Sector Strategy (SMSS) represents the most comprehensive strategy for EJ supported by the EU Heads of Mission report on EJ, still the needs of Jerusalemites are not reflected in specific needs that could be prioritized and responded to effectively. The weak role of the Ministry of Jerusalem in monitoring, evaluating and prioritizing needs in addition to the role of various official (and semi-official) actors have lead to weakened and highly political representation of needs. However, the current cycle of projects implemented in EJ remain consistent with the SMSS sectors and its objectives. The CRDP would support any institution building efforts aimed at strengthening the capacity of the Ministry of Jerusalem Affairs (MoJA) in various operational areas, such as: monitoring and evaluation of developmental programs implemented in EJ, coordinating PA plans, dissemination of policy recommendations etc... This is particularly important due to the fact that the community assessment research commissioned by CCE did not cover EJ. As a dialogue point, the PMU will coordinate with MoPAD on how to deal with EJ needs. Also, the PMU will support a dialogue within the RB on this particular issue.

Coordination with other actors

Increasing coordination with other UNDP programs would provide the PMU with enhanced planning and use of resources. Areas of importance are: technical support (legal and infrastructure), poverty reduction, UNDP procedures in managing current grants and procurement of goods and services, design of appropriate contracting modalities, research of institutional capacity of CSOs and absorption capacities of implementing partners. Also, more coordination with other stakeholders, such as the PA institutions, PA lead instruments in Area C and East Jerusalem, EU group meetings, clusters and local and foreign media outlets, would provide a venue for promoting CRDP and clarifying roles and responsibilities.

7. PROCUREMENT OF GOODS AND SERVICES

The programme managed procurement on two levels:

a. Programme level: office furniture and equipment were procured as part of setting up the CRDP office in Ramallah. The main items procured were computers, laptops, server, desks and chairs, meeting table, shelves and photocopier. An asset registry is kept by PMU and regularly updated.

b. Grants level: granting were done based on UNDP procedures as detailed in CRDP Operational Manual. Selection of implementing partners was done after an open call for proposals. Selection steps and minutes of meetings are documented. The contract with implementing partners stipulates that the latter are responsible for managing their procurement based on procurement and administrative procedures. The PMU has requested from implementing partners to submit procurement plans, which are being monitored (in terms of adherence to procedures and timeline) by the grants and financial team. As some partners were noticed to lack advanced procurement and financial structure, the CRDP team classified all partners and provided more support to partners of weaker institutional capacity. For example, the CRDP team provided full support to the Cooperative Society for the Development of Livestock and the Bedouin Community during the procurement of solar panels. During the process NDC's procurement procedures were followed. Also, the team has supported Wajdi College during the procurement of training services and equipment. The CRDP team was also present in sessions of opening tenders for various projects.

9. RISK ANALYSIS

Note: changes in probability of risks are highlighted in yellow

#	Description	Date Identified	Type	Impact & Probability as per original Y1 matrix	Countermeasures / Mgt response	Owner	Submitted, updated by	Last Update	Status at end of Sept 2013
1	Deterioration of security situation in the entire WB and EJRM	May 2012	External-Political	<p>UNDP and implementing partners' mobility and ability to implement the programme is threatened</p> <p>Probability (1-5) = 3</p> <p>Impact (1-5) = 4</p>	<ul style="list-style-type: none"> - Security and contingency planning for UNDP and partners - Two-ways sharing of information on security situation - Development of partnerships with local partners - Opening of communication channels with communities for security updates - Suspension of UNDP and partners' travel - Implementation through local partners - Programme 	PMU and UNDP	UNDP	Sept 2013	<p>Security situation was monitored in all locations. Selection of projects that did not require permits reduced risks. Also, the team engaged with two-way sharing of information with partners to assess changes on the ground effectively.</p> <p>The overall security situation did not change/escalate. Also, no deterioration of security situation was observed in locations of current projects.</p>

					suspension if situation is critical				No changes on the probability of the risk.
2	General access restrictions increase: closures, lack of movement, restriction on staff	May 2012	External-Political	Some communities are growingly isolated; this threatens to undermine operations in the affected areas and participation of women is weakened Probability (1-5) = 3 Impact (1-5) = 3	<ul style="list-style-type: none"> - Liaising with OCHA and PA to monitor access restrictions - Development of partnerships with local partners - Opening of communication channels with communities for access updates - Wide geographic distribution of operations - Relationship management with CA officials - UN, PA, Donor pressure on Israeli authorities to remove access restrictions for programme operations - Advocacy on access restrictions - Implementation through local partners / use of 	PMU and UNDP	UNDP	Sept 2013	Restrictions on movement of staff were not observed during reporting period. Close coordination with UNDP security on security situations is conducted prior and during field visits. No changes on the probability of the risk.

					locally available material - Suspension of UNDP and partners' travel in affected areas				
3	UNDP's implementing partners under threat / pressure from Israeli authorities	May 2012	Internal-Political	Implementing partners cannot complete projects Probability (1-5) = 3 Impact (1-5) = 4	- UN, PA, Donor pressure on Israeli authorities - Advocacy initiatives by local partners and UN in coordination with Protection Cluster Working Group	PMU and UNDP	UNDP	Sept 2013	Implementing partners did not report any pressures from the Israeli authorities. However, some projects are riskier than others, as assessed prior to selection. The PMU has agreed with implementing partners (and people from local community in some projects) to report immediately on any form of threats. The PMU conducts thorough check to make sure threats are related to CRDP funded projects. No incident was reported.

									No changes on the probability of the risk.
4	UNDP CRDP programme and/or UNDP as an institution is being questioned / criticized by Israeli authorities at local / HQ level	May 2012	Internal-Political	UNDP/UN is pressured to change approach and the desired impact changes Probability (1-5) = 3 Impact (1-5) = 4	<ul style="list-style-type: none"> - UNDP communication plan in place - UNDP visibility policy adjusted to the risk - Integrate protection elements in the design of the projects - Advocacy and communication strategy in place - Relationship management with Israeli authorities - UNDP, UN, PA, Donor negotiation / pressure with Israeli authorities 	PMU and UNDP	UNDP	Sept 2013	<p>No incident was reported.</p> <p>No changes on the probability of the risk.</p>
5	In those cases where a permit will be needed, increasing difficulties in securing permits for EJRM and Area	May 2012	Internal-Operational	designated projects cannot be implemented as designed Probability (1-5)	<ul style="list-style-type: none"> - Pre-implementation assessment of prospects to secure permits - Relationship management with relevant Israeli authorities - PA, UN, Quartet and 	PMU and UNDP	UNDP	Sept 2013	First year projects were selected on the premise that non would require permits for implementation. Two projects were selected with a relatively higher risk than others

	C			= 3 Impact (1-5) = 4	<p>Donor support and follow-up</p> <ul style="list-style-type: none"> - Identification of alternative programmatic options in the design of projects - Advocacy and communication strategy implemented 				<p>(Taawon and Vento di Terra), but no risks were observed during reporting period. Discussions are underway for ways to reduce visibility.</p> <p>No changes on the probability of the risk. For some projects, probability will be higher (4).</p>
6	The infrastructure built under the programme attracts the attention of Israeli CA, and the infrastructure is demolished or materials brought under the	May 2012	Internal-Political	<p>Target population is threatened with displacement.</p> <p>Some of the interventions will not be able to be implemented</p> <p>Probability (1-5)</p>	<ul style="list-style-type: none"> - Measures to minimize visibility are in place - Integrate protection elements in the design of the projects - Advocacy and communication strategy in place - Relationship management with Israeli authorities - PA, UN, Quarter and Donor support and 	PMU and UNDP	UNDP	Sept 2013	<p>No Israeli action was reported until date of preparation of first annual report.</p> <p>As many activities of the funded projects are becoming more visible and approaching accomplishments of results, they might attract more Israeli attention. New</p>

	programme are confiscated			= 2 Impact (1-5) = 5	<p>follow-up</p> <ul style="list-style-type: none"> - Legal cases initiated - Communities are properly consulted in advance of the risk involved and accept it - Communities' interest is preserved. Response is designed to address their concerns 				<p>probability: 4</p> <p>Also, the remark mentioned in point no. 5 above will be applicable.</p>
7	The demolition of infrastructure prompts protests from communities that are responded to by Israeli forces with violent means.	May 2012	Internal-Political	<p>Protests degenerate in violent confrontation, with casualties and wounded.</p> <p>Communities complain about the inability of UN to protect them</p> <p>Probability (1-5) = 2</p>	<ul style="list-style-type: none"> - Communities are properly consulted in advance of the risk involved and accept it - Integrate protection elements in the design of the projects - Advocacy and communication strategy in place - PA, UN, Quartet and Donor support and follow-up - Relationship management with relevant Israeli authorities 	PMU and UNDP	UNDP	Sept 2013	<p>No incident was reported. The PMU make sure that all implementing partners regularly consult with local communities in regard to risks. Field visits conducted by Field Coordinator also make sure that communities are fully aware of risks.</p> <p>No changes on the probability of the risk.</p>

				Impact (1-5) = 4	- Legal cases initiated				
8	All legal cases initiated by the CRDP to protect the projects it funded are lost.	May 2012	Internal-Political	Vulnerability of target population increases Some of the projects are suspended Probability (1-5) = 2 Impact (1-5) = 4	- Advocacy and communication strategy in place - PA, UN, Quartet and Donor support and follow-up - Relationship management with relevant Israeli authorities	PMU and UNDP	UNDP	Sept 2013	CRDP did not initiate any legal case during first year. No changes on the probability of the risk.
9	Donors are wary about the risks associated with the CRDP programme.	May 2012	Internal-Strategic	Donors pressure to amend the approach to a less risky one and the desired impact in Area C and EJRM is weaker	- CRDP prioritizes projects which poses low level of risks - The risks associated with the CRDP are clearly explained to the donors - The CRDP approach and, in particular, issues of mutual accountability,	PMU and UNDP	UNDP	Sept 2013	Donors are fully aware of the risks associated with funded projects. Various risks were assessed and discussed during selection of projects. Field visits are arranged to monitor and assess risks. A response and

				<p>Probability (1-5) = 3</p> <p>Impact (1-5) = 4</p>	<p>advocacy, communication, protection are endorsed by donors</p> <ul style="list-style-type: none"> - The CRDP approach is discussed in Advisory Board meeting to ensure continued and mutual support - Funding is sought from other donors, with focus on Arab countries 				<p>communication will be developed in agreement with RB.</p> <p>No changes on the probability of the risk.</p>
10	Not enough funding available for CRDP	May 2012	Internal-Financial	<p>Some of the targets set are not met</p> <p>Probability (1-5) = 2</p> <p>Impact (1-5) = 4</p>	<ul style="list-style-type: none"> - Inform Review and Steering Boards as soon as the problem arises - Reprogram the CRDP according to the available funds - Agree with MoPAD and donors on the new approach - Prioritize actions which can have a quicker and deeper impact in target population from the development point of view, 	PMU and UNDP	UNDP	Sept 2013	<p>The CRDP's first call for proposals and the selected projects were programmed based on available funds. Targets for second year will be adjusted based on CRDP funds for second year.</p> <p>Information on new donors and fund raising activities are being shared among RB.</p> <p>A new donor (ADA) joined the CRDP.</p>

					according to the criteria set in the programme				Additional donors have already expressed interest in joining the programme. No changes on the probability of the risk.
1 1	The ownership and involvement of the Palestinian Authority in the project is weak	May 2012	Internal-Strategic	MOPAD cannot take the lead of CRDP Coordination among ministries is poor Difficulties in the implementation of the projects Probability (1-5) = 2 Impact (1-5) = 3	<ul style="list-style-type: none"> - Development of partnerships with local partners - Wide geographic distribution of operations - The CRDP resorts to a full local partners' implementation modality 	PMU and UNDP	UNDP	Sept 2013	The position of the PMO and MoLG towards the MoPAD (and CRDP) has caused major confusion in the donor community and jeopardized the credibility of CRDP and its donors. The PA disagreement had many aspects. First, MoLG requested that village councils are more suitable than NGOs/CBOs to implement projects in Area C. Secondly, MoLG considered that MoPAD should not be involved in implementing projects, and that the CRDP and its PMU

									<p>should be re-allocated under MoLG. Third, PMO and MoLG's position intensified as a result to signing of the new FAIR programme. A letter was addressed to Sida requesting the transfer of some of CRDP funds to the new program. As a result, PA ownership and leadership of the program was affected.</p> <p>To mitigate the problem, MoLG, MoA and MoJ are invited to joining the RB of CRDP.</p> <p>For more details, please see pp18-19</p> <p>New probability: 4</p> <p>Impact: 4</p>
1 2	Corruption in the management	May 2012	Internal-Political	Activities are not implemented or implemented	- Audits will be done for all project initiatives (UNDP	PMU and	UNDP	Sept 2013	Adherence to UNDP procedures by implementing partners

	of funds by implementing partners			<p>partially only.</p> <p>CRDP impact reduced</p> <p>Trust of communities in CRDP dramatically challenged</p> <p>Donors withdraw funds or freeze them.</p> <p>UNDP put under social and institutional pressure</p> <p>Probability (1-5) = 1</p> <p>Impact (1-5) = 4</p>	<p>selecting auditing firms)</p> <ul style="list-style-type: none"> - Funding of local partners according to UNDP financial rules and regulations - Continuous contact with target population and follow up of projects - Legal steps against misuses of funding - Liaison with governmental and non-governmental anti corruption institutions - Proper selection of implementing partners based on capacities and experience 	UNDP			<p>was monitored by the PMU. Specific attention was given to selection of beneficiaries, procurement of goods and services and management of funds. Partners of weaker capacity were coached and supported during procurement of goods and services. Information sessions and training were organized by PMU to assist implementing partners and clarify roles and procedures. A major focus of field visits by PMU focuses on good practices and procedures by implementing partners.</p> <p>No changes on the probability of the risk.</p>
1	Decisions on project	May 2012	Internal-	Credibility of CRDP is	- Assessments done in 271 communities	PMU and	UNDP	Sept	Selection of projects is well documented and

3	approvals are not taken on technical grounds and influenced by third parties		Political	<p>undermined</p> <p>Projects not matching community priorities</p> <p>Impact reduced</p> <p>Probability (1-5) = 2</p> <p>Impact (1-5) = 4</p>	<p>in Area C, which defines priorities for target population</p> <ul style="list-style-type: none"> - Final accountability lies on UNDP. Contracts signed by UNDP always complying with internal rules and regulations and clear guidelines to be developed for CRDP - Steering Board co-chaired by MOPAD and UNDP 	UNDP		2013	<p>information was shared among members of the Review Board to select projects based on established criteria.</p> <p>Additional agreement on how to define national priorities and implementation modalities by PA ministries should be done, especially after new ministries joining the RB.</p> <p>No changes on the probability of the risk.</p>
1 4	Conflicts with communities for the decisions of supporting certain projects against others	May 2012	Internal-Strategic	<p>Credibility of CRDP and its partners is undermined</p> <p>Conflicts with other communities benefiting from project</p>	<ul style="list-style-type: none"> - Full, open and sincere communication among UNDP, implementing partners and communities - When community assessments done, make always clear that budget is 	PMU and UNDP	UNDP	Sept 2013	<p>The PMU responded to all inquiries and grievances by explaining the process of selection, the variety of priorities, the total number of proposals received. In many occasions, the PMU referred applicants to other instruments</p>

				<p>proposals</p> <p>Probability (1-5) = 2</p> <p>Impact (1-5) = 3</p>	<p>limited, priorities are many and there are other actors involved</p>				<p>(e.g. referral of CRS to UNDP's DEEP). Detailed communications with all parties were documented.</p> <p>No changes on the probability of the risk.</p>
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New risks that are expected in Year 2 (From October 1st 2013 to September 30 2014)

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgt response	Owner	Submitted, updated by	Last Update	Status at end of Sept 2014
1	Competition among various development and humanitarian actors increases that would complicate CRDP fund raising and coordination efforts	October 2013	External - Political	Ability of UNDP, MoPAD and donors to avoid duplication and propose a model that recognizes roles of all parties is both threatened and weakened Probability (1-5) = 4 Impact (1-5) = 4	- close coordination among members of RB - provide support to MoPAD in preparing reports and explanatory notes on various issues (e.g. role of humanitarian and development in CRDP, differences among actors..etc) - conduct regular mapping of actors in Area C and EJ - regularly update the FAQs sheet as a main communication tool	MoPAD	UNDP	Sept 2013	
2	Politicization of EJ projects due to lack of	October 2013	External - Political	Reputation of the programme and members of the RB	- Support MoPAD in preparation of priority sectors in EJ according	MoPAD	UNDP	Sept 2013	

	agreement among various official parties within PLO, OoP and PA in regards to needs and priorities of EJ			will be jeopardized Probability (1-5) = 3 Impact (1-5) = 4	to Strategic Multi-Sector Study for EJ - Prepare strong justifications for selected sectors of priority -Propose modifications to selection criteria of EJ projects - Coordinate with UNDP's other programs				
3	PMU's capacity to provide support and effectively monitor progress of all projects of all funding cycles is lower than the expected level	September 2013	Internal - Operational	Increase in potential misuse of funds and UNDP's ability to process payments is slowed and hence prolonging periods of implementation Probability (1-5) = 3 Impact (1-5) = 3	- Plan new funding cycles with a view to minimize overlap between other cycles - adopt customized monitoring and financial controls based on capacity of implementing partners and type of interventions - distribute tasks effectively among CRDP	PMU and UNDP	UNDP	Sept 2013	

					team				
4	Negative implications (e.g. delays in implementation, increase in risks of demolitions, decrease in prospects for fund raising) after partnering with other actors/programmes in Area C interventions of which require permits from Israeli authorities	August 2013	External - Political	CRDP's implementing partners will not be able to implement their projects and therefore CRDP absorption capacity and progress will halt Probability (1-5) = 3 Impact (1-5) = 4	-thorough research and differentiation among types of activities of each actor - availability of information at RB - preparation of a detailed risk analysis prior to launching calls (in partnership with other actors of higher risks)	PMU and UNDP	UNDP	Sept 2013	

ANNEXES

Annex 1

Biographies of the Program Team

<i>Name, title and start date</i>	Marwan Durzi, Programme Manager Started on 19/12/2012
<i>Educational background</i>	Marwan has obtained his MPA degree in 2012 from the Harvard Kennedy School. During his studies, he focused on institutional and economic development. Before leaving to the US, he obtained a post-graduate professional diploma in Management of Small and Medium Enterprises SMEs from Birzeit University in cooperation with Maastricht School of Management, Holland. Marwan has also attended around 350 training hours in various subjects, such as project management, negotiations skills, public management, financial management, training best practices, advocacy and lobbying and leadership. He attended his undergraduate studies at the American University of Beirut, Lebanon and obtained a BA degree in Public Administration.
<i>Place(s) of residence</i>	Marwan was born and raised in the city of Tulkarem, Palestine. After completing his undergraduate studies, Marwan lived and worked in Ramallah. He lived in Lebanon and USA during his undergraduate and postgraduate studies.
<i>Previous work experience-general</i>	<p>Marwan has accumulated in-depth knowledge of the Palestinian society and its various sectors. Prior to joining the UNDP Marwan worked at the PLO's Negotiations Affairs Department (NAD) where he lead the organizational transformation of the department. Before working at NAD Marwan worked as a technical advisor at the capacity and institution building project at the Palestinian Office of the President (OoP). His main tasks were managing the human resources and organization development components of the project.</p> <p>Before joining the reform project at the OoP Marwan worked at few Palestinian NGOs specializing in community development and democracy. Marwan has also worked with few Palestinian and international private sector companies in leadership positions in human resources management and sales. Moreover and while studying in Beirut, Lebanon, Marwan volunteered in teaching Palestinian children living in Sabra and Shatila refugee camps.</p>
<i>Previous work experience-Area C + EJ</i>	Marwan has worked in various areas in Palestine. During his employment at various Palestinian NGOs he managed community development and empowerment projects in various marginalized areas, such as five villages in east of Nablus and six

	refugee camps in Jerusalem, Bethlehem and Ramallah areas. He also worked as community organizer empowering youth and women. During his community work, Marwan was able to form the first basketball team for girls in Al Amari Refugee camp. He was also able to increase the participation of marginalized women in starting income generating projects in various villages in the Nablus area, after strong community resistance. Moreover, Marwan represented the PNGO and the Office of the President in various consultative meetings related to national planning, networking and advocacy.
Languages spoken	Arabic, English

Name, title and start date	Mira Almukarker Abdallah, Grants Manager Started on 25/04/2013
Educational background	Mira earned a Master's degree in Business Administration with concentrations in finance and management. She graduated from the MBA program in June 2009 from Marylhurst University in Portland, Oregon after spending two years in the US on a Fulbright Scholarship. Mira studied her Bachelor of Science in Business Administration from Bethlehem University and graduated in 2005. Mira is a Project Management Professional (PMP Certified) from the Project Management Institute since December 2012.
Place(s) of residence	Mira is Palestinian and lived most of her life in Beit Jala. She spent 2 years in the US while studying her MBA. In 2009 she moved from the US to Ramallah where she currently lives.
Previous work experience-general	Before joining the CRDP team, Mira was the programme manager of the Pro-Poor Integrity Programme (PPI) at Integrity Action for four years. The programme was implemented in 7 countries (Afghanistan, Kenya, Kyrgyzstan, Liberia, Palestine, Sierra Leone, and Uganda). It adopted a rights-based approach working with the most poor and marginalized communities and focused on social accountability mechanisms to solving local integrity challenges using multi stakeholder approaches. She was responsible for a portfolio of 28 grants in those countries. While at Integrity Action she was a faculty member of a social accountability lab at the Central European University in Budapest in July 2012. Furthermore, Mira gained international working experience in project management and business consulting while doing her academic training for the MBA program. Before the MBA, Mira worked in the NGO sector for the Welfare Association Consortium (currently NDC) where she conducted community

	<p>outreach for local and international NGOs, to promote the activities of two World Bank funded projects: MASADER (PNGO Portal) and Unified Health Insurance Program. Moreover, Mira worked for the Evangelical Lutheran College of Talitha-Kumi, in Beit-Jala, as a chief accountant where she gained extensive working knowledge in financial management and fund accounting. Finally Mira gained international training in conflict resolution, facilitation, and mediation.</p>
<p>Previous work experience-Area C + EJ</p>	<p>The program Mira was managing in Integrity Action targeted localities such as Al-Ram where she worked closely with local communities and the local council, enabling her to learn first-hand about the challenges and needs of Area C and East Jerusalem.</p>
<p>Languages spoken</p>	<p>Arabic, English</p>

<p>Name, title and start date</p>	<p>Suzanne Saig, M&E, Advocacy and Reporting Officer Started on 25/01/2013</p>
<p>Educational background</p>	<p>Suzanne attended university in Canada, where she obtained an Honours Bachelor of Arts and then pursued a Bachelor of Education. Suzanne then went on to complete her postgraduate studies in the UK, where she obtained a Master's degree in International Studies and Diplomacy from the University of London, SOAS.</p>
<p>Place(s) of residence</p>	<p>Suzanne currently resides in Palestine. She was born and raised in Canada, spending most of her time in Ontario. Suzanne also spent a number of years in Europe, primarily in London, England, but has also lived in France and Spain. Suzanne has also lived and worked in Japan.</p>
<p>Previous work experience-general</p>	<p>Suzanne spent a number of years teaching primary, secondary and college level around the world. She has developed an extensive knowledge of applied education and educational theory as well as child development and youth issues. Suzanne first came to Palestine as a volunteer teacher in an UNRWA school in Jalazone Camp, where she lived and taught for a summer.</p> <p>After obtaining her Master's degree, Suzanne embarked on a career change. She decided to move to her ancestral home, Palestine, to discover her roots. Suzanne was employed with a local organization, an international organization and now with the United Nations. Suzanne has also consulted on a variety of projects for various UN agencies, local organizations and private companies as a researcher, in developing nation-wide surveys,</p>

	editing and writing as well as offering training in education and child rights.
Previous work experience-Area C + EJ	<p>Suzanne has worked as a Programme Manager and M&E Officer with a local Palestinian youth organization. She redesigned and managed a programme linking youth to children through the provision of enrichment activities in six centres across Palestine, including East Jerusalem, where she helped set up a centre.</p> <p>Suzanne then took on a management position as a Deputy Head of Mission for an international organization, where she headed the Quality Department and took on responsibility for Beneficiary Selection, M&E, Advocacy, Communications and Reporting. Her work there was focused entirely on Area C in the northern West Bank. Suzanne was active in various advocacy mechanisms in Palestine in her capacity as Deputy Head, working on advocacy initiatives and contributing to strategies, such as the AIDA advocacy strategy.</p>
Languages spoken	English, French, Spanish, Arabic

Name, title and start date	Merna Alazzeah, Field Coordinator Started on 25/01/2013
Educational background	BA in English Literature and Translation (Bethlehem University, 2009) MSc in Human Rights (London School of Economics, 2010)
Place(s) of residence	Merna was born and raised in Al Azzeh refugee camp. She has also lived in Bethlehem and London and currently counts Ramallah as home.
Previous work experience-general	<p>Merna has a wealth of experience working for a range of public and not-for-profit organizations in both strategic and operational environments.</p> <p>In her previous post, Merna worked for PACES (Palestine Association for the Encouragement of Children's Sports), an NGO that promotes sports among children from disadvantaged backgrounds. Merna was responsible for running the sports' programme, which included working with 77 coaches and their assistants across 12 partner sports' clubs in the southern West Bank (Hebron and Bethlehem districts).</p> <p>Merna has also provided help and advice on welfare and benefits for a local community in an underprivileged area of London. She researched the impact of the recession and national government cuts on the local population and the services provided by the centre. Also while in London, Merna</p>

	was involved in the Palestinian Solidarity Initiative, which was online initiative providing information about educational opportunities and scholarships in the UK to Palestinian students residing in the occupied Palestinian territory. She was involved in promoting the initiative on UK campuses, updating the website and providing advice to Palestinians making the transition to the British academic world.
Previous work experience-Area C + EJ	While at PACES, Merna delivered services and reached out to marginalized communities such as Jericho and the Jordan Valley area, south Hebron and other communities around the West Bank. Merna also spent a year volunteering for the NGO Musicians without Borders. Part of Merna's role was to bring music to children living in communities in the southern hills of Hebron through music workshops.
Languages spoken	Arabic, English

Name, title and start date	Saad Yaser Jaradat, Administrative and Finance Associate Started on 04/02/2013
Educational background	Saad completed a BA degree in Accounting from Birzeit University on 2008. He is also currently studying for his MA in International Studies at Birzeit University.
Place(s) of residence	Saad was born and raised in Amman, Jordan. On 1997 Saad and his family returned back to their ancestor home and he currently lives in Ramallah.
Previous work experience-general	<p>Since graduating from Birzeit in 2008, Saad has worked in a number of international institutions. In his first position, Saad worked as a Financial and Administrative Officer for the Arab Islamic Bank. He then went on to work for the World Bank on the Village and Neighborhood Development Project (VNDP), as a Financial Officer. His main tasks there included capacity building for the Joint Services Councils accountants in the area of grants' management and procurement.</p> <p>After this, Saad went on to work for the Deprived Families Economic Empowerment Programme (DEEP), a UNDP project funded by the Islamic Development Bank. DEEP targets deprived families in the West Bank, Gaza and East Jerusalem by supporting income-generating projects. During his employment at DEEP Saad provided technical support and capacity building for NGO partners in finance and project management operations. Saad also designed the accounting financial management system for DEEP. Moreover, Saad is a community activist in environmental issues locally and internationally.</p>

<i>Previous work experience-Area C + EJ</i>	Saad has good familiarity in the institutional and developmental challenges facing Palestine. While working at World Bank project and DEEP he accumulated good knowledge on the challenges facing Palestinians living in East Jerusalem, Area C and Seam Zone.
<i>Languages spoken</i>	Arabic, English

Annex 2 List of Meetings held to Promote the CRDP and Network with stakeholders

Contact(s)	Organization
Sir Vincent Fean	UK Consul General
Leonard Moll, Ursula Steller, Daniela Krejdi and Riham Kharroub	ADA Austria and Palestine
Fida Touma	Riwaq
Aid Coordination Europe Team	MOPAD
Sciences Po research team	AFD
Rasha Tazami	SOS Children Village
Yousef Muhaisen	WHO Health cluster coordinator
Adriana Zarraluqui and Li Fung	OHCHR/Protection cluster
Maryanna Schmuki	Education cluster coordinator
Samah Helou	WFP
Nadejda Dagash	FAO
Abdullah Lahlouh	Ministry of Agriculture
Almotaz Abadi	PWA
Netta Amar-Shiff and Malin Greenhill	Diakonia
Issa Kassissieh, Rami Hirzallah, Estephan Salameh, Bashar Jumaa, Natasha Carmi, Sufian Mushasha and Tawfic Al Budeiri	Negotiations Affairs Department, MoLG, MOPAD, UNDP CRDP and IPCC
Tawfic Al Budeiri, Azzam Al Hajjouj, Yasser Shalabi, Estephan Salameh and Sufian Mushasha	MoLG, MOPAD and UNDP/CRDP
Susanna Wasielewski Ahlfors	Communication dpt, SIDA
Matt McGarry	Country Representative/CRS
Nelly Nemeh	Director of Dalal NGO – BL
Aurelie Ferreira and Dr. June Kane	Transtec Project Management
Feda Abdel Latif and Thomas Aizenbakh	KFW
Bruno Juet, Zacharie Mechali	Afd
Minna Härkönen and Tanja Viikki	Finish Development Cooperation and Ministry of Foreign Affairs
Ayman Daraghmeh	Project Manager of the Danish funded Agricultural project

Annex 3 Process of Assessment of First CfPs

This section of the report summarizes the process of the selection of proposals to be funded as part of the first cycle of funding. According to the agreed timeline of the first Call for Proposals (CfPs), and based on the approved Operations Manual, the CRDP's Programme Management Unit (PMU) recorded and evaluated all received proposals.

The Evaluation Process

Announcement of the first Call for Proposals

The Ministry of Planning and Administrative Development, the Consulate General of Sweden and the UNDP/PAPP, agreed to launch the first CfPs in November 2012. It was agreed that this cycle of CfPs would be a 'blind' one in order to explore community needs and developmental models. The deadline for the first CfPs was December 31, 2012. Information regarding the first CfPs was posted on the UNDP website <http://www.undp.ps/en/aboutundp/forms.html>. In addition, an information session to launch the call was held at the Red Crescent building in Al-Bireh. Representatives from local, national and international organizations were invited to attend so as to be informed about the programme and to have the opportunity to ask any questions pertaining to the CRDP and CfPs. Members of MoPAD, SIDA and the UNDP were on hand to answer all questions.

- The PMU received a total of **161** proposals and requests for funding. Applications were accepted at MoPAD and UNDP/PAPP offices in Ramallah as well as UNDP/PAPP offices in Jerusalem. The PMU recorded all proposals and requests for funding and conducted a preliminary review. Recording included listing the details of the applicants, including the title of the proposed project, the target area, a brief description of the project, the duration of the project, the amount requested, and project partners. A list of submitted proposals was sent to the Review Board on January 10, 2013.

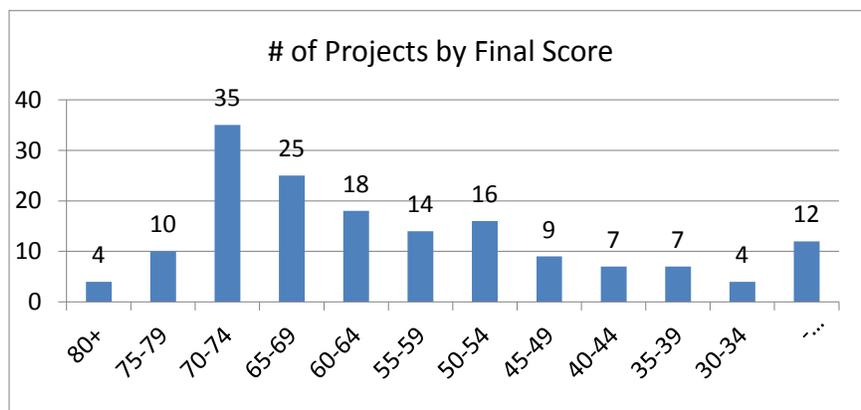
PMU's Preparation for the Evaluation Phase

After recording all received proposals and requests for funding, the PMU reviewed the evaluation criteria as detailed in the CRDP's Operation Manual in addition to becoming familiar with all requirements specified in the proposal application template. Those proposals which did not meet the criteria were eliminated (e.g. local councils that were ineligible to apply for funding or if necessary documents were not provided). The team then agreed on the rationale and means of verification for each criterion. The team also tested the criteria by individually rating a random sample of proposals and cross-checking results. Fine-tuning the team's understanding of the criteria was done afterwards. To

ensure consistency in evaluation, the team started the evaluation process by collectively rating 25 proposals. The team then split into two teams to continue the evaluation phase and the verification of requested supporting documents. The outcome of this phase was a list of all submitted proposals, scored based on the criteria and categorized based on their proposed sector of intervention and the four outputs of the CRDP.

The Process of Selecting the Recommended List of Proposals

After evaluating the eligible proposals, the PMU team sorted all the rated proposals based on their overall scores. The below graph shows the breakdown of proposals by their overall scores, based on a maximum possible score of 100:



The PMU decided to filter 92 proposals that scored 60% and above. In general, projects that scored below 60% were rated low in various areas, such as lacking evidence of any needs assessment, permit requirements, foreseen impact, sustainability, experience of the applicant and financial and administrative systems. In order to filter the 92 proposals, the PMU took the following steps:

1. Elimination of proposals that had a score at the lower tier, allocated high salaries and proposed a traditional intervention modality.
2. Elimination of proposals that aimed at achieving goals beyond the CRDP main outputs (e.g. humanitarian assistance, some types of public infrastructure etc...).
3. Selection of proposals that propose an intervention that directly fits within CRDP's main outputs and sub areas.
4. Elimination of proposals that are already being funded by other UNDP/PAPP (e.g. DEEP and Rule of Law) programmes or were funded and received negative evaluation accordingly.

The Recommended List of Proposals

Accordingly, the PMU shortlisted 27 recommended proposals for funding which it submitted to the Review Board on **February 12, 2013**. Total requested funds for these proposals (US\$6,158,889.05) exceeded the ceiling for the total budget of the CRDP for the first year, thereby allowing the Review Board discretion to extract another list from the short list after agreeing on the CRDP first year's funds.

The 27 proposals are broken-down as follows:

CRDP Output	No. of Projects
Public and social infrastructure improved	9
Improved access to and protection of natural resources	6
Economic opportunities enhanced through support to livelihoods	6
Rights of Palestinian citizens in Area C and EJRM are upheld	6

After sharing the short listed projects based on selection criteria stipulated in the CRDP's Operations Manual, the Review Board requested (on February 19) a qualitative assessment along with quantitative scoring, in addition to increasing the total recommended projects to around 40 so as to select 20.

Moreover, the MOPAD and Sweden requested to separate short listed projects that scored higher than 70%, named category A, to those that scored less than 70%, named category B. The PMU prepared the two categories of which 23 projects were listed in category A and 13 projects in category B.

Crosschecking with PA ministries and humanitarian clusters (CAP)

On March 7, 2013, PMU sent short-listed projects to MOPAD categorized by sector for crosschecking with the following PA ministries/authorities: Ministry of Education, Ministry of Agriculture, Ministry of Health, Ministry of Local Government, Ministry of State, Ministry of Tourism and Antiquities, Energy Authority and Palestinian Water Authority. After appointment of a new Head of the Aid Coordination Unit at MOPAD at the beginning of April, the lists were re-sent again to MOPAD on **April 11, 2013**. After sending projects to ministries and authorities, Sufian Mushasha, the UNDP's Team Leader and Marwan Durzi, CRDP Programme Manager, met with staff at Ministry of Agriculture (MoA) and the Palestinian Water Authority (PWA). Only the MoA and PWA submitted their technical assessment and feedback in response to MOPAD's request. It was decided that PMU should proceed in selection of projects without waiting to receive feedback from the other ministries and authorities.

In parallel, projects were cross-checked with some of the existing clusters. Since the United Nations Resident and Humanitarian Coordinator did not respond to MOPAD’s letter requesting cooperation in crosschecking CRDP projects with CAP clusters, the Review Board requested that UNDP conducts direct contacts with existing clusters. Accordingly, the PMU prepared official correspondence and explanatory notes and started contacting cluster leads on **March 15, 2013**. The clusters contacted were: Protection, Food Security, Health and Nutrition, Agriculture and Education. Meetings were held with the leads of the Protection Cluster, Food Security and Agriculture Clusters (who will be amalgamating), the Health and Nutrition Cluster and the Education Cluster. Each lead was asked to cross-check projects with the CAP. Some leads were also asked to cross-check with any other existing projects that were currently being implemented. CRDP received feedback from all cluster leads. At the time of contacting the existing clusters the WASH cluster had no lead and consequently cross-checking was not conducted.

As a result, the CRDP PMU sent the qualitative assessment along with the consolidated results of crosschecking with PA ministries and clusters on **March 15, 2013**.

Selection and approval of projects by the Review Board

After preparing the presentation and assessment of 20 projects, the Review Board was convened over three sessions to discuss and select projects. During these meetings the PMU presented the short listed projects and responded to questions raised by members of the Review Board. All comments and decisions were minuted. The dates and main results of each of the meetings are summarized as follows:

Date of Review Board meeting	Main Decision/s
April 18, 2013	11 projects were discussed; projects to be presented with additional info (e.g. description and activities)
April 24, 2013	11 projects were discussed; additional Qs on some projects; increase share of EJ projects
May 16, 2013	Discussion of PMU responses; approval of additional EJ projects

Approved Projects

- A total of 20 projects were selected for the first call for proposals. The total budget of selected projects is **\$4,175,112**. *(Please see annex 3 for the list of approved projects).*
- The following is a breakdown of projects per location:

Location	No. of Projects*
Area C	12
East Jerusalem	8
Seam Zone	2

Note: some projects are targeting more than one location

- The following is a breakdown of projects per CRDP outputs:

CRDP Output	No. of Projects
Public and social infrastructure improved	11
Improved access to and protection of natural resources	4
Economic opportunities enhanced through support to livelihoods	2
Rights of Palestinian citizens in Area C and EJRM are upheld	3

Annex 4 List of 20 Projects

#	Applicant Name	Project Name	Location	Requested Amount	Approved Amount	Project Start Date	Project End Date	Project Duration
1	Agency For Technical Cooperation And Development (ACTED)	Livelihood Support to Palestinian Landowners at Jabel abu Zeid in the Bethlehem Governorate	Jabal Abu Zied (Bethlehem gov.)	\$249,652.00	\$244,307.60	15/06/2013	15/06/2014	12 months
2	ActionAid	Enhancing Community resilience through Protection of Rights and Economic Development in the south Hebron hills	A-Twaneh -Arab al Fureijat - Imneizil (Hebron gov.)	\$247,588.44	\$240,514.40	1/7/13	30/06/2014	12 months
3	African Community Society	Development and resilience of Palestinian community in East Jerusalem	Old city of Jerusalem-Silwan and Ras al Amud-As Swaneh- Ash Shiekh Jarrah- Wadi al Jouz	\$248,649.50	\$72,471.00	1/7/13	30/06/2014	12 months
4	Al Mawrid Teacher Development Center	Improving the Quality of Children's life of the Marginalized Palestinian Communities through Education	Arab al Furejat- Ar Ramadin- Wadi Assultan- At Twaneh- Imnezel (Hebron gov.)	\$250,000.00	\$208,470.00	15/6/2013	15/06/2014	12 months
5	Al Shmoh Cultural Center	Al Shmoh Tourism Project	al Ma'sara (Bethlehem gov.)	\$249,004.80	\$244,764.80	1/7/13	30/06/2014	12 months

6	Applied Research Institute - Jerusalem (ARIJ)	Safeguarding natural resources and environment protection in Area C localities at Bethlehem and Hebron Governorate	Tuqu'-Wadi An Nis (Bethlehem gov.) Al-Baqa' - Az-Zuweidin (Hebron gov.)	\$249,870.40	\$249,870.40	1/7/13	30/05/2014	11 months
7	Al-Maqdese for Society Development	Towards a municipality for East Jerusalem	Jerusalem	\$209,000.00	\$207,419.00	1/7/13	30/06/2014	12 months
8	Cooperazione Internazionale (COOPI)	Intervention in EJ in order to promote the vocational education for the job replacement and job creation especially for vulnerable women and youth	Jerusalem	\$249,757.20	\$248,472.00	1/7/13	30/06/2014	12 months
9	DanChurchAid	"Empowering vulnerable households in marginalized areas and improving their living conditions to mitigate impact of occupation restrictions".	Arab Al Rashayida-Al Korshan (Bethlehem) Al Faqir-An Najada-Khashem Al Dara (Hebron)	\$250,000.00	\$248,334.96	1/7/13	30/06/2014	12 months
10	Jerusalem Bedouins Cooperative Committee	Empower women and youth in Bedouin communities economically and occupationally: Maan initiative, from the tent to the outside world	E1 area: abu Nowwar, al Mahtoush and Anata (Jerusalem gov.)	\$237,433.00	\$75,000.00	1/7/13	30/01/2014	7 months
11	Nuran Charitable Association	"The project will train medical teams in responding to risks and	Jerusalem	\$249,338.00	\$246,277.62	15/06/2013	15/03/2014	9 months

		disasters and equip a mobile clinic. It will also increase the awareness of community in avoidings various risks and enhance its responses during catastrophes”.						
1 2	Old City Youth Association	Emergence of female community leaders through appointment of specialists who will empower a group of 40 women in various areas, e.g. legal, cultural, educational and economic. The project will also support students who are about to drop out from schools by providing them with extra lessons in various subjects	Jerusalem	\$77,300.00	\$74,000.00	1/7/13	30/06/2014	12 months
1 3	Palestinian Art Court: Al Hoash	Zahra - the Alternative Sreet”.	Jerusalem	\$155,000.00	\$116,576.00	1/7/13	30/06/2014	12 months
1 4	Palestinian Hydrology Group for Water and Environmental Resources Development	“Improving Livelihood of Marginal and Herder Communities through Improved Access to Land and Water Resources”.	Al 'Aqaba-Tana-Khirbet 'Atuf-Hammamat al Maleh - al Burj (Tubas gov.) Khirbet Tell al Khashaba (Twayyel)-Sh'ieb	\$249,664.90	\$249,976.00	1/7/13	30/01/2014	7 months

			Al Beer (Nablus gov.)					
15	Spafford Children's Center	A program of sustainable community Development	Jerusalem	\$250,000.00	\$215,046.60	1/7/13	30/06/2014	12 months
16	We Effect (SCC-Swedish Cooperative Centre previously)	Improving Access to Irrigation Water in the Seam Zone of Hableh, Qalqiliya and Jbarah	Hableh-Kherbet Jbarah (Tulkarem) - Jayyous (Qalqilia)	\$250,000.00	\$246,359.16	1/7/13	31/05/2014	11 months
17	Taawon for Conflict Resolution	Promoting Human Security in area c	Bil'in (Ramallah& al Bireh)	\$250,000.00	\$250,000.00	15/6/2013	15/06/2014	12 months
18	The Cooperative Society for the Development of Livestock at the Bedouin Community	Improve livelihood of Bedouin families in area c through solar energy project	Jordan Valley	\$249,708.00	\$243,009.00	15/06/2013	15/11/2013	6 months
19	Vento di Terra NGO	Ar Ramadin al Janubi and Dkaika primary school low environmental impact rehabilitation	Dkaika (Hebron) Ramadin al Janubi (Qalqilia)	\$249,990.00	\$241,744.00	1/7/13	31/01/2014	7 months
20	Wajdi University College of Technology	Animation and Multimedia Studio AMS	Jerusalem	\$249,550.00	\$248,490.00	1/7/13	31/12/2013	6 months
	Total			\$4,671,506	\$4,171,102			

Annex 5 List of Field Visits conducted During the Period

Name of NGO	Office visit	Visit #1 (Targeted Area(s))	Visit #2 (Targeted Area(s))	Visit #3 (Targeted Area(s))	Opening tenders visit
Actionaid	9/9/13	9/9/13			
ACTED	29/07/2013	27/06/2013	10/10/13		
African Community Society	1/7/13	1/7/13			
Wajdi College	25/07/2013	25/07/2013			
Taawon for Conflict Resolution	12/5/13	12/5/13	8/9/13	25/9/2013	26/8/2013
Spafford Children Center	1/7/13	1/7/13			
COOPI Cooperazione Internazionale	14/08/2013	14/08/2013			
Palestinian Art Court: Al Hoash	19/09/2013	19/09/2013			
Al Mawrid Teacher Development Center	24/07/2013	28/07/2013			
Jerusalem Bedouins Cooperative Committee	23/07/2013	23/07/2013	11/9/13		non
Old city youth association	15/08/2013	15/08/2013			
Nuran Charitable Association	15/08/2013	15/08/2013	5/9/13		non
DanChurchAid	5/9/13	16/09/2013			12/9/13
The Cooperative Society for the Development of Livestock at the Bedouin Community	23/07/2013	23/07/2013			19/08/2013
Palestinian Hydrology Group- PHG	24/07/2013	11/11/13			
Swedish Cooperative Centre (SCC)	17/07/2013	25/08/2013	3/10/13	5/11/13	
Al Maqdisi	1/7/13	1/7/13			
Applied Research Institute -(ARIJ)	26/08/2013	26/08/2013			
Vento di Terra NGO		12/9/13	3/10/13		15/09/2013
Al Shmoh Cultural Center	10/6/13	10/6/13			22/08/2013

Annex 6 Few photos from the field

Provision of classrooms to children in the Seam Zone using low-environment material



Animation training in East Jerusalem

Reclamation of land and rehabilitation of an old house in Bethlehem Governorate



Provision of access to marginalized Bedouin communities in the Jordan Valley using solar energy

