

Context and Setting

- Palestinian and Israeli conflict
- USG response to human crises
- Tetra Tech supported USAID's implementation of response
 - Approach
 - Impact
 - Lessons Learned



West Bank/Gaza Conflict

10 years of human crises and response

- Second Intifada (2000)
- Closures, curfews, and incursions (2000–2006)
- Death of President Arafat opens political transition (2004)
- Israeli unilateral disengagement from Gaza (2005)
- National election results (2006)
- Donor assistance suspended (2006)
- Hamas assumes control in Gaza (2007)
- Operation Cast Lead in response to continuous missile attacks (2008)
- Continued political uncertainty (2008–2010)

USG Response

- Support U.S. foreign policy objectives toward a viable, democratic Palestinian state living in peace and security with Israel and neighbor countries
- Tetra Tech implemented 3 programs for USAID in support of USG foreign policy



West Bank/Gaza—USAID Response and Tetra Tech Program Implementation

- Emergency Assistance Program (Rafeed) 2002–2008
- Transition Initiatives Program (OTI) 2005–2007
- Civic Engagement Program 2007–present



Emergency Assistance Program

(2002–2008)

Approach

- Rapid provision of critical social and economic services to Palestinians through local nongovernmental organizations



Emergency Assistance Program

Impact

- **1.8 million Palestinians** benefited through **158 projects** valued at **\$15.2 million**
- Over **208,721 workdays** generated, mostly for local and semi-skilled workers
- Assistance distributed in **every locality in the Gaza Strip and 60% of West Bank communities** in coordination with 300 different organizations
- **\$11.2 million** invested into the **Palestinian private sector**



Emergency Assistance Program

Impact, cont.

- Beneficiaries surveyed indicated that assistance was
 - **Timely** (98% targeted when they had an urgent need)
 - **Relevant** (89% said the projects met their need)
 - **Filled unmet needs** (80% had not received similar assistance)
- Promoted USAID brand and USG commitment for peaceful conflict resolution



Emergency Assistance Program

Lessons Learned

- Target rapid response through local expertise, community interface, and ongoing beneficiary validation
- Design emergency/humanitarian programs that are broad in scope
- Utilize an expanded menu of flexible contracting mechanisms
- Localize procurement of goods & services
- Streamline approval systems
- Identify emergency needs and proactively define the response



Emergency Assistance Program

Lessons Learned, cont.

- Strengthen local NGO capacity through service delivery programs
- Decentralize implementation management functions
- Recruit field-based staff that are highly respected and trusted by the community
- Use beneficiary satisfaction surveys to measure impact and adjust program response accordingly



Transition Initiatives Program

(2005–2007)

Approach

- Provide high-level political engagement and increased development assistance to support political reform that contributes to a two-state peace accord



Transition Initiatives Program

Impact

- **175 grants** valued at **\$8.3M** programmed to support USG strategic goals
 - Strengthened capacity of Palestinian Authority
 - Supported urgent service delivery by local governments
 - Promoted civil society organizations committed to a peaceful two-state political solution
 - Supported peaceful and fair local and national elections



Transition Initiatives Program

Lessons Learned

- Base strategic programming on proactive political analysis
- Increase visibility/credibility of emerging, moderate leaders
- Implement quick-impact projects responding to critical citizen needs
- Instill hope for peaceful conflict resolution



Civic Engagement Program

(2007–present)

Approach

- Support U.S. foreign policy objectives for creating a viable, democratic Palestinian state living in peace and security with Israel by strengthening civil society organizations that enhance quality of life for Palestinians in the West Bank and Gaza
- In response to human crises resulting from Operation Cast Lead (2008), CEP shifted its focus toward emergency and humanitarian assistance



Civic Engagement Program

Impact

- Provided USG with a rapid emergency and humanitarian assistance mechanism in response to Operation Cast Lead
 - \$20M in humanitarian assistance delivered
 - \$5M in emergency medical supplies distributed
 - \$14.7M in Gaza economic recovery assistance provided
 - Established comprehensive logistical, procurement and commodity delivery network



Civic Engagement Program

Lessons Learned

- Retain flexible rapid response mechanisms in conflict-prone areas
- Utilize international and local NGOs for rapid on-ground service delivery
- Build local capacity for long-term impact
- Establish innovative logistics and transport systems



Summary of Key Lessons Learned

- Activate a flexible, comprehensive rapid humanitarian assistance response mechanism
- Base programs on localized proactive political analysis
- Target and deliver emergency response through respected local community leaders and organizations
- Procure goods and services locally for maximum immediate and long-term impact



Summary of Key Lessons Learned, cont.

- Utilize rigorous ongoing quantifiable impact matrix with independent data validation
- Apply ongoing evaluation results to further target assistance
- Establish innovative logistics, procurement, and commodity delivery network using local services

