



**USAID**  
FROM THE AMERICAN PEOPLE

# Palestinian Authority Capacity Enhancement Project - PACE

Work Plan

Year Two - Updated

1 October 2009 – 30 September 2010

# PALESTINIAN AUTHORITY CAPACITY ENHANCEMENT PROJECT

## Work Plan

## Year Two - Updated

1 October 2009 – 30 September 2010

**SUBMITTED BY CHEMONICS INTERNATIONAL**

**Contract No. DFD-I-06-05-00219-00**  
**PACE No. FO-D-2010-010**

### **DISCLAIMER**

*This report is made possible by the support of the American People through the United States Agency for International Development (USAID.) The contents of this report are the sole responsibility of Chemonics International, Inc. and do not necessarily reflect the views of USAID or the United States Government.*

## Contents

Acronyms.....	1
Updated Project Organization .....	2
Section I: Year Two Project Implementation Overview .....	2
A. Organizational Structure.....	3
B. Monitoring and Activities Monitoring Plan .....	4
Section II: Updated Project Interventions.....	4
A. Completion of Short –Term Year One Interventions.....	5
B. Institutional Capacity Building / Centers of Excellence Methodology.....	6
C. Ministry Specific Interventions.....	9
1. Ministry of Transportation (MOT).....	9
2. Palestinian Land Authority (PLA).....	10
3. Ministry of Public Works and Housing (MOPWH).....	10
4. Ministry of Finance (MOF) .....	11
5. Ministry of Interior (MOI) .....	13
6. Ministry of Telecommunications and Information Technology (MTIT).....	14
D. Small Grants Program.....	15
ANNEX I .....	
ANNEX II .....	

## Acronyms

<b>COE</b>	Centers of Excellence
<b>CHF</b>	Cooperative Housing Foundation
<b>CSO</b>	Civil Society Organization
<b>HCT</b>	Higher Council of Traffic
<b>JLR</b>	Jenin Land Registration
<b>LB</b>	Licensing Bureau
<b>MOF</b>	Ministry of Finance
<b>MOL</b>	Ministry of Labor
<b>MOPWH</b>	Ministry of Public Works and Housing
<b>MOI</b>	Ministry of Interior
<b>MTIT</b>	Ministry of Telecommunications and Information Technology
<b>MOT</b>	Ministry of Transportation
<b>MOLG</b>	Ministry of Local Government
<b>NLR</b>	Nablus Land Registration
<b>PDC</b>	Partners for Democratic Change
<b>PLA</b>	Palestinian Land Authority
<b>PMP</b>	Performance Monitoring Plan
<b>RRU</b>	Road Repair Unit
<b>WBG</b>	West Bank/Gaza

## Updated Project Organization

Chemonics will work collaboratively with its institutional partners Massar Associates, Kaizen Co, Partners for Democratic Change (PDC), and the State University of New York (SUNY) over this work plan period to achieve the goals and objectives of USAID's PA Capacity Enhancement project. Each partner institution brings the unique local, regional, and international expertise needed to achieve sustained institutional reform with the project's select PA counterparts. Massar will continue to work with Chemonics on the administration of the project's local staff and provide PACE access to top notch local and regional experts for short-term assignments. Kaizen will provide PACE with the long-term assistance of COE specialist Amy Watve as well as international and regional experts to support PACE's Centers of Excellence (COE) implementation model. PDC will begin to actively work with the PACE grantees, bringing critical capacity building and public sector support strategies for CSO partners to utilize during implementation of the small grants program. SUNY will also be an available resource to support potential international expert needs, in particular for the Ministry of Finance.

## Section I: Year Two Project Implementation Overview

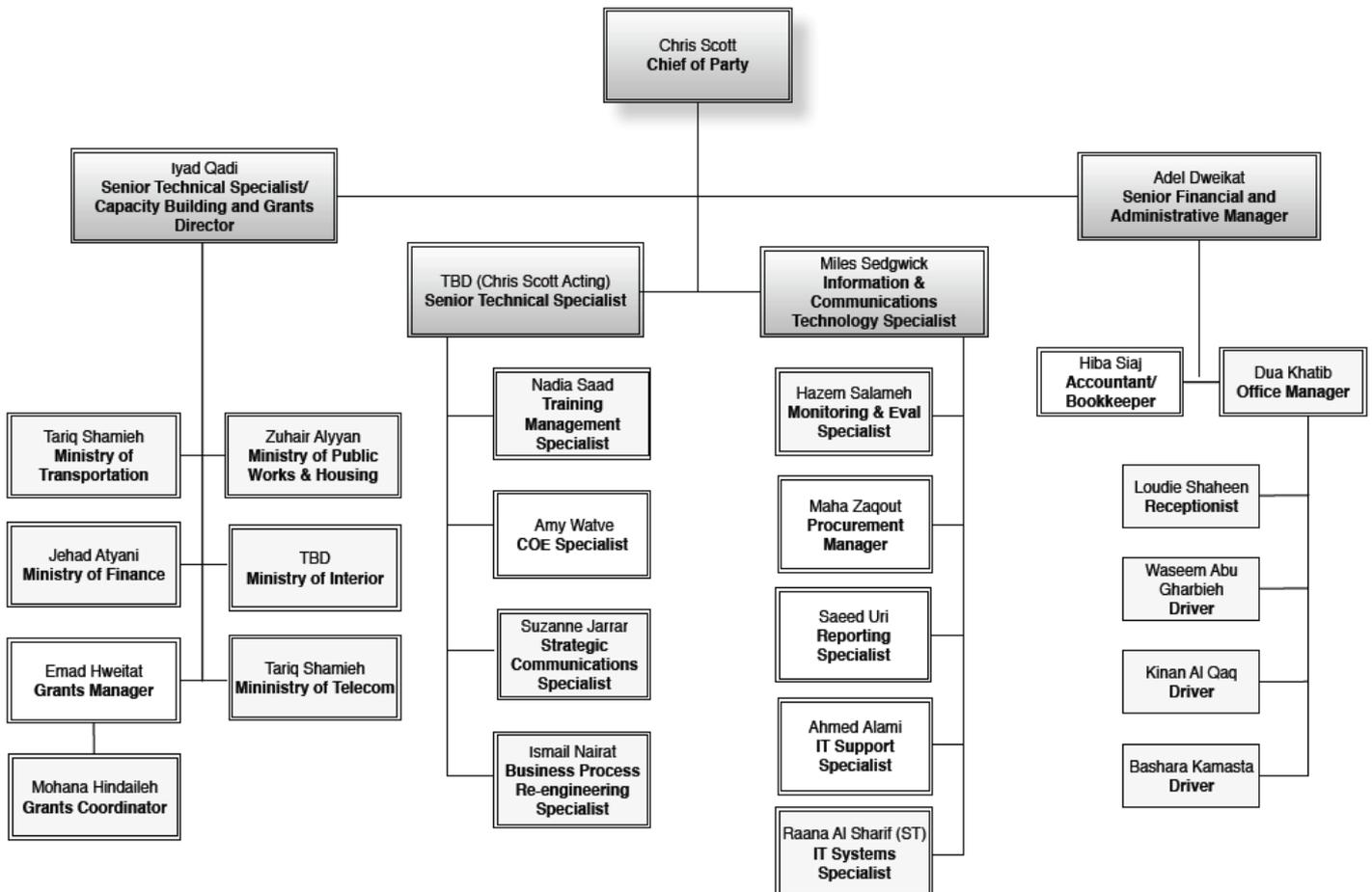
PACE's implementation approach will undergo a significant shift in year two of the project, transitioning from its year one mandate to achieve short-term impact to activities that will build sustained institutional capacity of select partners under the umbrella of PACE's Centers of Excellence (COE) methodology. PACE will focus assistance on five partner institutions in year two - namely the Ministry of Public Works and Housing (MOPWH), Ministry of Interior (MOI), Ministry of Finance (MOF), Ministry of Transportation (MOT), and Ministry of Telecommunication and Information Technology (MTIT). The project will build on the interventions completed with each partner over the first year - providing a tailored package of technical assistance that ensures each achieves its overall public sector reform goals while simultaneously addressing specific ministerial needs.

PACE has set forth detailed activities for each ministry in the *action plans* contained in Annex I. The action plans are an integral part of this work plan and will be the primary project guide for implementation of planned interventions. Below in Section II of this update to PACE's three year work plan are project summaries of the assistance captured in each action plan for each partner institution. The relevant sections of the project three year work plan are also incorporated into this update.

## A. Organizational Structure

The organizational structure will remain the same in year two and an updated organizational chart is provided below reflecting changes in staff and institutional partners.

**Palestinian Authority Capacity Enhancement Project**  
**Organization Chart**  
 USAID/West Bank and Gaza



## **B. Monitoring and Activities Monitoring Plan**

PACE will revise its Performance Monitoring Plan (PMP) to better reflect project activities in year two. Revising the PMP will include developing new indicators; reviewing activity outputs in each component to make necessary modifications; updating the PMP indicators based on the nature of project activities in year two; and designing data collection tools and data quality assessment plans for the revised and new indicators.

A key element of the performance monitoring system will continue to be USAID's Geographic Management Information System (Geo-MIS) and the TraiNet system. These systems allow PACE to report on project activities, trainings, and indicators using an internet-based application. PACE will update the active program section, modify the Geo-MIS indicators to reflect PMP changes, record and keep track of all project activities on a monthly base, and report on the progress of all trainings through the TraiNet system. PACE will update its filing system to handle all the supporting documents required for Geo-MIS and TraiNet, as well as to assure the data quality for all implemented activities.

Data collected through monitoring and evaluation will help PACE determine if project activities are producing anticipated results. With this in mind, the M&E specialist will organize routine PMP reviews with embedded advisors, technical specialists, and management so information collected can be used to make informed decisions about future activities. PACE will also produce an annual M&E progress report to highlight project outputs, outcomes, and the impacts of its activities in the second year; present on-going quantitative, qualitative, and data analysis to feed the project quarterly, monthly and weekly reports; provide on-going M&E assessments; site visits; focus groups; and evaluation sessions for various project activities.

M&E will provide internal technical guidance to PACE on how to track the COE outcomes within each of the targeted ministries, deliver workshops for ministry teams on M&E concepts, and how to develop indicators and M&E plans to capture the success of their COE processes, as well as guiding the ministry teams in identifying metrics of success.

M&E will also guide PACE's CSO partners from the inception of each grant award through its closeout. PACE will orient potential CSOs on how to develop M&E plans to measure the success of planned activities, as well as to help PACE track CSO activity implementation. PACE will support CSOs with on-going technical guidance in terms of data collection, tool development, monthly reporting, as well as provide periodic site visits to monitor activities and collect supporting documents for reporting.

## **Section II: Updated Project Interventions**

This section provides summaries of the overall objectives for each partner institution, starting with PACE plans to complete refurbishment activities which have rolled over from year one into year two. As described in Section I, more detailed action plans are attached in Annex I. It should be noted that all action plans will be reviewed and updated on a regular basis over the course of the year to ensure PACE is delivering what it promised and achieves year two goals and objectives. These updated plans will be shared with USAID. While the programmatic activities of

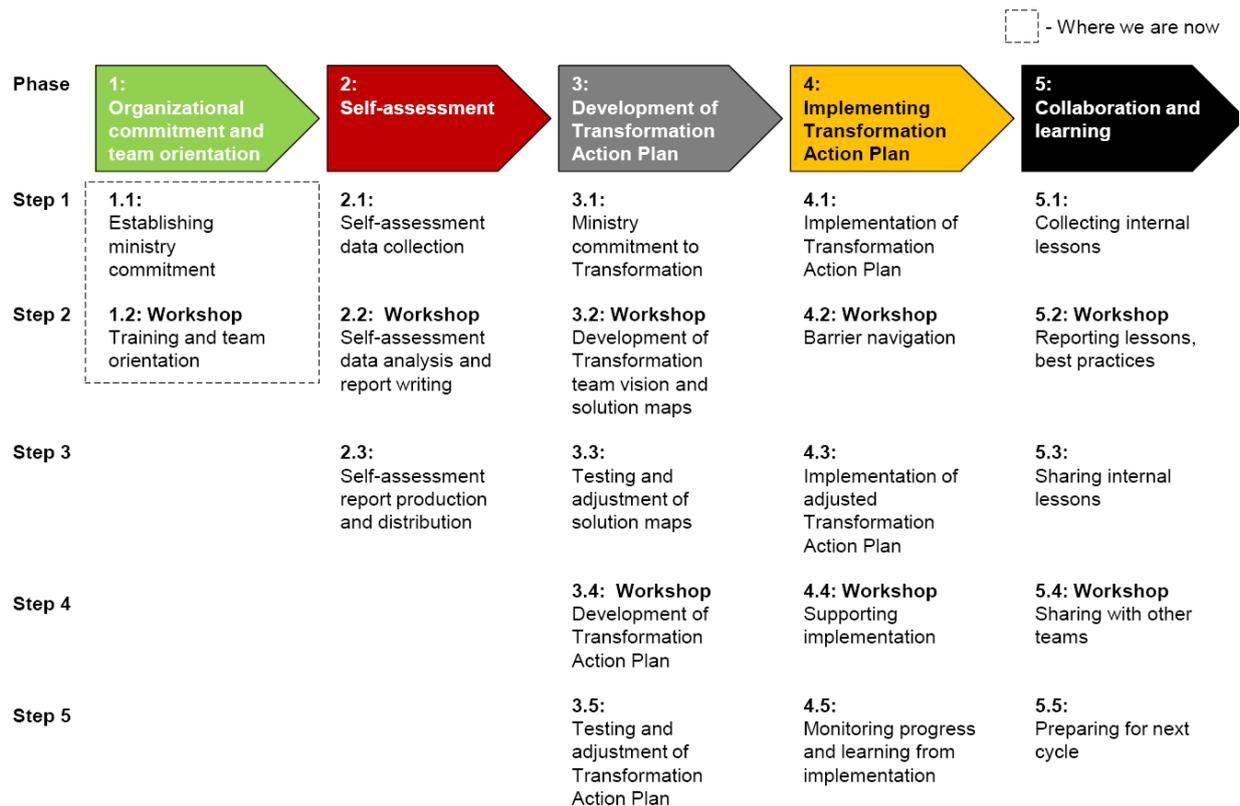


## B. Institutional Capacity Building / Centers of Excellence Methodology

Each attached action plan describes COE interventions for each partner institution, including timelines for achieving COE milestones over the course of year two. In this section we describe the overall planned methodology PACE will employ to achieve its COE objectives.

### 1. COE Program approach

The Centers of Excellence (COE) program will change in year two from a focus on the process of introducing the methodology and consensus building to full engagement with the PACE partner ministries.



**COE teams in selected ministries will reach phase 4 of the transformation process by the end of this work year.**

The COE program is based on the philosophy that “change comes from within.” Therefore, rather than contracting an external consultant to come into an organization to drive donor driven organizational change, COE is designed to facilitate the formation of internal change management teams (Ministry COE teams) who have the trust of ministry leadership and staff to evaluate the organization and determine organizational priorities, based on an inclusive, participatory approach. This team will become an internal institution in its own right, with a mandate for change and a succession plan, so authority does not become centered in a few individuals, but rather, in the institution itself.

It should be noted that the COE program is not a strategic planning effort, but is designed to create an environment that is ready to accept and act upon strategic plans that have been developed according to international best practices. Although it is not a strategic planning tool, COE creates individuals and institutions that recognize the value of strategic planning, why it

matters, and how it can positively affect the workdays of employees and service delivery to citizens. After completing the COE program, employees will be able to define their organization's vision, mission, and strategic goals. Based on this knowledge, they will be better positioned to participate in any strategic planning process. The program's direct evaluation of these areas can also contribute to the development of these strategies, making them more evidence-based and inclusive.

On the implementation side, the ministry COE teams will be composed of individuals who have gone through one round of the COE cycle, who are in a position to prioritize activities and interventions based on their effects on the ministry, and can oversee their implementation on a short-term, medium-term and long-term basis. As part of its advocacy of international best practice, the COE program also guides ministry COE teams to take current ministry, sector, and national strategies into account when prioritizing implementation in the program's five criterion areas, creating a vital link in the development of internal capacity.

On both the strategic planning and implementation levels, the COE program and ministry COE teams will contribute to the achievement of PA national, sector, and ministry goals.

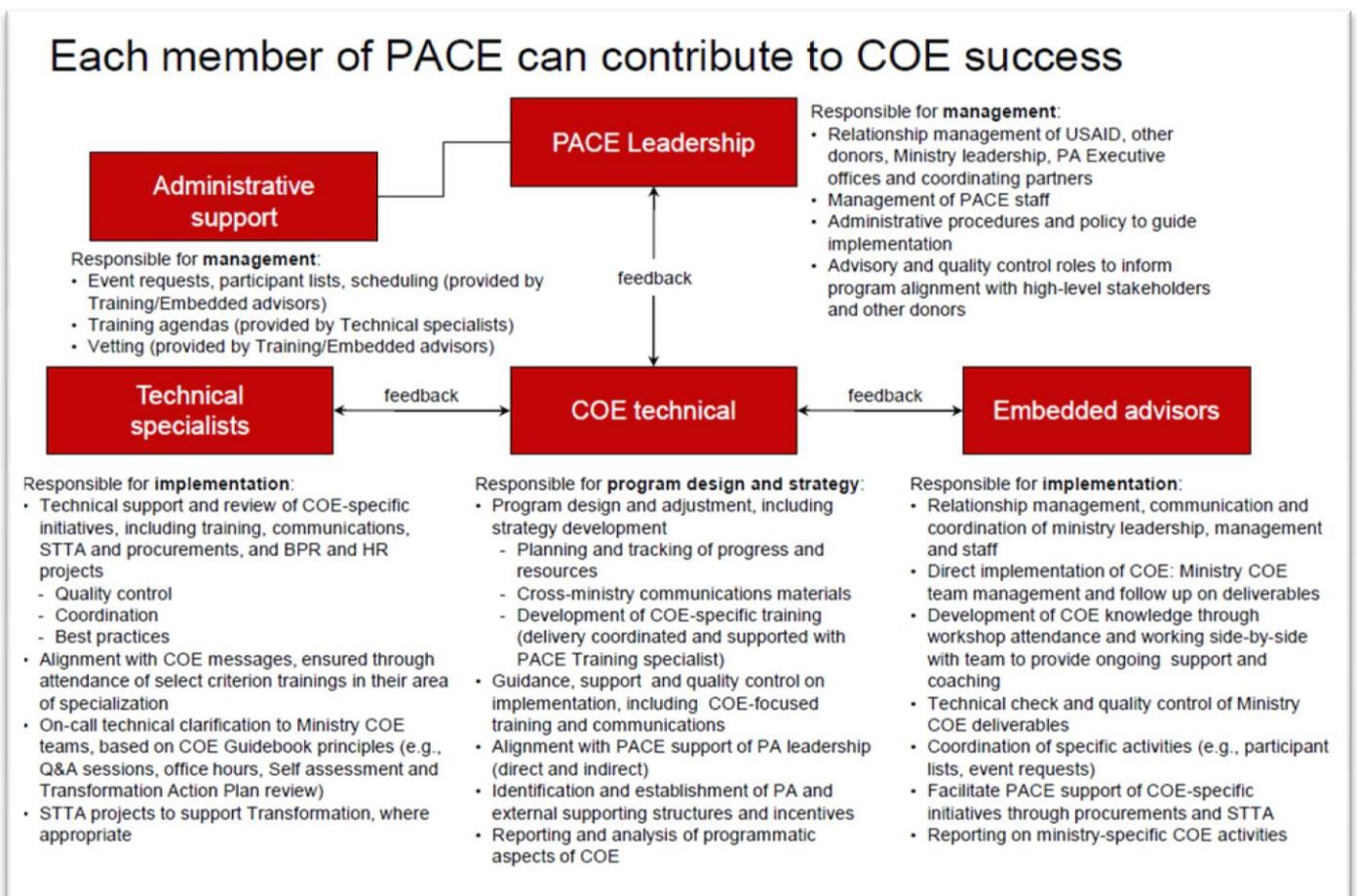
## *2. COE Program Design and Strategy*

In year two PACE will continually clarify the COE program design and strategy, communicating a more direct description of the program to ministries and other stakeholders, the expectations for all involved, as well as track specific progress made on the implementation level with ministry counterparts. As described in Section I – this is defined in great detail based on the relative capacity of each ministry in the action plans contained in Annex I.

This process will also be valuable in defining how the program utilizes resources from the full spectrum of the PACE project in order to accomplish a common vision. The more precise definitions of the program will allow PACE to more clearly define areas of coordination with all crosscutting interventions, such as training, communications, business process reengineering, and human resources. Program sustainability through year two will be based on this framework, as established within the ministries. It is anticipated that work to build this program-wide sustainability, beyond any one ministry, will expand further in year two, with the establishment of COE-specific grants and alignment of COE-supporting roles for PA coordinating partners (MOP, PMO, President's office).

### 3. Integrating the full capacity of the PACE team

PACE program implementation reflects a positive shift in the way COE has been traditionally implemented. Rather than operating as a separate project component, COE under PACE will be fully integrated within the overall PACE program structure. This creates a tremendous opportunity for meaningful achievement, since it draws from all of the project’s staff and resources and brings them to bear upon the challenges and opportunities for COE design and implementation to achieve overall long-term goals. It also creates the need for very clear direction and definition of roles for all staff members, to ensure the creation, communication and execution of a common vision for COE. To fulfill this need, PACE developed the following working structure for execution of the COE program by all members of the PACE team.



This simple structure for COE program implementation delineates areas of decision-making authority within different areas of COE: ministry-level implementation, technical support for implementation, program design and strategy for both ministry and government levels, and management of relationships on all levels. While this structure will be adjusted on an ongoing basis to allow for natural shifts and evolution within the project, it will also permit each individual within PACE to work towards a common vision of COE in Palestine by bringing the best PACE has to offer to address PA issues.

### 4. Additional COE Resources

In order to establish long-term sustainability beyond individual ministry teams, PACE will integrate both the grants component and working to establish broader PA support (e.g., Prime

Minister's office, President's office) into its implementation strategy. By bringing together CSOs and supra-ministry support together with functioning ministry COE teams, a more sustainable structure to promote excellence within the PA will be established.

Broader PA support will be established based upon actual results, stemming from the self-assessment and transformation process. Rather than basing this type of support on donor-driven discussion of what could happen, it is preferred to have this support established through Minister and ministry leadership, strongly guided by PACE and armed with ministry COE team achievements and documentation of the process. For that reason, the long-term national level sustainability building activities will begin in later quarters of the work plan period.

## **C. Ministry Specific Interventions**

### **1. Ministry of Transportation (MOT)**

PACE's technical interventions at the MOT focus on service delivery and the establishment of the Higher Council on Traffic (HCT). PACE will work to improve the operational structure of the ministry, as well as the procedures required to execute tasks. PACE will increase the technical capacity of the newly formed HCT and assist them to develop a strategy to improve traffic safety in the West Bank. PACE will also support the ministry communicate these improvements to Palestinians.

The licensing bureau's capacity to serve citizens will increase through BPR activities. Starting with the development of an "as-is" operating procedure manual and training ministry employees to conduct a number of BPR activities. PACE will also assist the ministry create job descriptions for 150 employees. Following the initial foundation building, PACE will then re-engineer 57 procedures and 18 services and update the operating procedure manual accordingly. Three other departments within the MOT may also undergo similar activities. Once the BPR is complete and trainings conducted, PACE will provide ongoing technical support to the ministry and the re-engineered departments.

Licensing bureau offices in Ramallah, Nablus, and Hebron will undergo extensive renovations and refurbishments to improve the working environment for employees and the service environment for citizens. The renovations will be designed with improved service delivery in mind, taking the citizen into consideration at every turn. Once complete, the offices will be labeled with clear signs directing citizens to the appropriate service window, as well as a queuing system to better manage a large number of customers.

PACE will train ministry trainers in a number of skills to enhance their capacity to serve citizens and operate. With topics such as strategic communication, advanced computer skills, and finance, PACE will boost the capacity of MOT employees in relevant skills. PACE will also conduct a MOT specific training on safety audits. The training department at the ministry will then be assessed and PACE will support the department in filling in knowledge and skills gaps. Trainings will also be provided to the trainers on topics such as job evaluations and on the job trainings. Once the assessment and trainings are complete, PACE will further increase the capacity of the training department by developing a training guide to sustain training interventions.

Improving the safety for Palestinians is another goal PACE will work toward to this year. Through the HCT, PACE will implement traffic safety audits and initiate the collection of vehicle crash data. This information will then be utilized to develop an action plan to improve safety. PACE will also provide technical assistance through a traffic safety specialist and procure equipment such as portable scales and crash data software to increase the capacity of the HCT.

Regarding traffic safety, it is important that the MOT communicate more effectively with citizens and raise their awareness regarding this issue. PACE's communication specialist will work on a number of campaigns that will work towards this end, using traditional advertisement techniques, as well as the cartoon under development by PACE. The communication specialist will also assist in the improvement of internal communication at the ministry through the development of a communication strategy that will include the tools needed to enhance internal communications.

It is important to note that PACE's planned activities with the HCT are dependent on significant actions being taken on the part of the Ministry beyond the project's operational control. PACE will work closely with the MOT to mitigate delay and to encourage them to take all required action to establish the HCT.

## **2. Palestinian Land Authority (PLA)**

This year, PACE will graduate assistance to the PLA, completing refurbishment of area offices in Jenin and Nablus. This includes new paint, better seating area (in the case of the Jenin Land Authority, a new office), informational signage, and better tools for employees. Once opened, these offices will provide a greatly improved working and service environment.

In the direct service portion of the offices, staff in both offices will take part in basic computer skills training that will quicken transaction time. PACE will also send its BPR specialist to simplify certain tasks that are executed in the office which will lessen the workload of the employees, which will increase the number of citizens serviced per day. A new filing cabinet system will also be installed, greatly speeding up the time it takes for employees to locate files in both offices.

The PLA opted out of year two and three project activities and will therefore not participate in the COE framework.

## **3. Ministry of Public Works and Housing (MOPWH)**

Technical interventions at the MOPWH will continue to assist the ministry to solidify its institutional strategy, improve citizen service delivery, and to improve the lines of communication between the ministry and the Palestinian people. PACE enjoys a high level of political will to effect change and the ministry leadership has actively engaged the resources of PACE to achieve the Minister's vision for comprehensive reform of the institution. This relationship is anticipated to grow and improve over the course of year two, with the MOPWH being one of the strongest project partners.

During year one PACE began to assist the ministry to engage in a strategic planning process. This was undertaken at the direct request of the Minister and in year two, PACE will support and facilitate phase two and three of this process. As detailed in the action plan, the PACE

embedded advisor will work during the first and second quarter to assist the ministry to complete a gaps analysis, and in the latter half of the second quarter mobilize a strategic planning expert to complete the ministry's overall strategic goals. Inherent in this process, PACE will also mobilize international and local experts to assist the ministry to complete its affordable housing strategy, as well as to complete the first ever Palestinian Road Standards manual.

PACE will continue to provide training and GIS support, focusing on building the sustained capacity of the road repair units (RRUs) to provide critical citizen services. Support will include procurement of raw materials to repair roads for the units in Nablus, Hebron and Ramallah; increasing the capabilities of the RRU to manage road maintenance and construction by acquiring and utilizing a functional GIS system; and training key staff of the units so they are able to efficiently and cost effectively deliver core services. The RRUs will also gain the ability to produce cold asphalt with project support, a material that is used to repair high volume roads quickly, through the repair, refurbishment, and re-staffing (including training) at the Nablus cold asphalt plant.

PACE will assist the ministry restructure itself and map all process and procedures for citizen services through BPR which will likely result in a net reduction in the number of departments. In the area of human resource development and reform, PACE will assist the ministry to create job descriptions for all employees and develop new organizational structures. This work will be directly linked to PACE interventions to build the internal training department of the ministry so it will be able to independently assess the skills needed to perform each defined function and set out to ensure employees have the knowledge and skills they need to perform well.

Lastly, PACE will focus on the communication needs of the ministry including assisting it to conduct public awareness campaigns, educate citizens about the work and services of the ministry, and put mechanisms in place for citizens to provide feedback to the ministry leadership.

#### **4. Ministry of Finance (MOF)**

MOF technical interventions will focus on the Property Tax Department (PTD) and the Income Tax Department (ITD). Within both departments, PACE will work to improve customer service delivery through trainings and BPR. PACE's communications specialist will assist both departments launch citizen awareness campaigns and formulate internal communication strategies. As detailed in the action plan for the MOF, PACE will provide the MOF with tax specialists from Jordan to assist the MOF efforts to reform and restructure its departments . Across the entire ministry, PACE will work with the training department to enhance their capacity to delivery trainings, monitor employee performance, and evaluate trainings.

##### ***Income Tax Department***

Interventions using PACE's BPR specialist will work to improve employee efficiency, as well as service delivery. Beginning with the development of an "as-is" operating procedure manual, PACE will unify procedures across the West Bank, making it possible for Palestinians to know which forms are required for certain tasks, regardless of the area office they visit. Following the unification of procedures, it will then be possible for the BPR specialist to execute a gap analysis

and provide recommendations for a streamlined manual that greatly increases efficiency of employees at the ITD, as well as the number of customers they are able to serve a day. Once the gap analysis is complete and the improved manual developed, the software the ITD operates will be assessed and modified to accommodate the changes. Orientation trainings will then be provided for ITD employees on the new procedures. To supplement the new procedures, PACE will also develop a service guide for citizens, detailing what is needed when requesting certain services.

Further improving service delivery, PACE will conduct a variety of skills development trainings for ITD employees, touching on a number of topics that include customer service, management and behavioral skills, and change management. These trainings will be held for employees on multiple levels.

PACE will assist the ITD reform the current income tax law, as well as support them in unifying the ITD with the VAT department by contracting a Jordanian specialist to assist the ITD achieve this goal. A reformed income tax law and a better structured tax department will increase tax collection and improve the PA's financial foundation.

Reforming the ITD will also include an organizational structural review which might lead to the creation of new departments and/or the reactivation of currently defunct departments, job description development, and the creation and implementation of a job performance and incentive system.

On communications, PACE will work with ITD employees to create a communications strategy with the goal of improving internal communication. PACE will also assist the ITD raise public awareness of recent changes, improved customer service, and service delivery in general through a creative advertisement campaign.

### ***Property Tax Department***

Mimicking the BPR occurring at its sister department, the PTD will undergo similar activities with the goal of increasing the speed of services by simplifying procedures required to execute the most requested tasks and unify procedures across all area offices. This will be accomplished through the production of an initial "as-is" operating procedure manual, a gap analysis of this manual, and the development of an enhanced manual for employees at the PTD to utilize. This will then be followed by updates to the software used by the department and trainings for employees on the new procedures. Once the BPR process is complete, PACE will produce service guides detailing the new procedures for citizens. In addition to the procedure updates, the PTD organizational structure will be assessed to develop recommendations for improved operations. The assessment will also include the production of job descriptions for PTD employees and the creation and implementation of a job performance and incentive system.

Complimenting the improved operating procedures and organizational structure, PACE will provide a number of trainings for the PTD employees such as customer service, managerial and behavioral skills, and change management. These trainings will be held for PTD employees on different levels starting with senior management to desk clerks.

PACE will contract a property tax expert to assess the policy, regulatory, and institutional environment in which the PTD operates. Based on research and analysis, the expert will produce recommendations and submit them to the department's management for approval. Once approved, the expert will provide technical support in developing a strategic plan to accomplish these recommendations and assist the PTD in implementing them.

## **5. Ministry of Interior (MOI)**

PACE's interventions at the MOI will continue with the goal of improving service delivery for citizens and overall ministry operations through a number of activities such as BPR, trainings, and renovations. The communications department will be targeted, as well, in order to improve their ability to communicate with the public and to communicate internally.

At the civil affairs directorate, PACE will engage in BPR to improve service delivery for citizens. The BPR activities will include the production of an "as-is" operating procedure manual through a service identification and process identification report. PACE will also train employees from the directorate to conduct their own BPR. Following the production of the "as-is" manual, PACE will then develop an improved manual for the civil affairs directorate with the assistance of the newly trained employees. Customer service trainings will be held, as well, for desk clerks to improve their dealings with citizens. PACE will then assist in the production of "as-is" operating procedure manuals for 7 other directorates at the MOI.

Covering all employees, a total of 200 job descriptions for the multiple directorates will be produced by PACE. To ensure the sustainability of PACE's BPR activities at the MOI, the human resources and administrative affairs directorate will undergo intensive training on BPR and how to conduct assessments, develop job descriptions, and produce operating procedures. Once the manuals are produced and trainings complete, PACE will provide ongoing support to the MOI and support their own BPR activities.

Further enhancing the capacity of the MOI, PACE will work with the newly formed training department to ensure they have the skills and knowledge needed to train MOI employees. PACE will conduct a number of trainings for the trainers on topics such as self assessments, best practices in training, and roles and responsibilities. PACE will then assess the MOI and develop a 3 year strategy for the training department for it to better utilize its new skills. A trainer's guide book will also be produced for the trainers to use as a reference for future trainings.

Civil affairs offices in Jenin and Hebron will undergo substantial renovations in order to improve citizen experience at the offices, as well as the working environment for MOI employees. PACE will also provide much needed IT equipment to the offices to further increase the speed of service delivery. PACE will also provide 2 area offices that are in rural parts of the West Bank with IT equipment to greatly decrease the time required to serve citizens with services such as national IDs and birth certificates.

A ministry specific activity is the development of an action plan for a population registration that will be presented to a special committee formed by the PA to implement such a registration. PACE will conduct interviews with stakeholders to gain their insight and include their

recommendations into the report. The population registry is important for multiple reasons such as elections and long-term planning and this report was expressly requested by the Prime Minister.

Another major PACE goal at the MOI in year two will be improving the relationship between the PA and its citizens. A campaign will be launched by the MOI to raise citizen awareness regarding the different services the MOI provides, as well as the improvement in service delivery. PACE will also assist the communications department at the MOI develop an internal communications strategy in order for them to better plan and manage communication across the different levels and directorates at the ministry.

#### **6. Ministry of Telecommunications and Information Technology (MTIT)**

Enhancing the ability of the MTIT to service citizens through its postal service is the foundation of PACE's technical interventions. PACE will assist in the development of a postal code and strategy, as well as postal service delivery through renovations and citizen awareness campaigns. PACE will work to improve the ability of the ministry to operate through a number of skills based trainings.

PACE will build the capacity of the MTIT through a number of trainings on topics such as procurement, management, administration, leadership, and strategic planning. The trainings will equip ministry employees with the skills needed to better manage the ministry's affairs. Other topics include advanced computer skills, customer service and a training of trainer programs. English language training will be provided as well because of the need of MTIT employees to deal with international organizations that mainly operate in English.

Through developing a postal policy, postal strategy, and postal code, PACE will provide the ministry with the tools to better manage an increase in postal usage in the West Bank. Following the implementation of improved management and strategy, PACE will assist the ministry reach out to other organizations such as infrastructure providers and universities, to increase their use of the postal service. PACE will also work with the MTIT and MOF to develop a postal code that will map out the WBG and place them into sectors that could be used for potential home delivery. A postal code may also assist the PA organize elections, as well as land audits and other geographic sector based activities and planning.

PACE's communication plan for the MTIT is broad. It will first re-brand the government postal service, providing it with a new public face. An awareness campaign will then be launched to inform citizens of the newly improved services. As in the other ministries, PACE's communication strategy will include improving internal communications by developing a strategy that will provide tools for MTIT employees to better communicate with one another.

A final part of PACE's intervention is renovating the Nablus post office and providing it with equipment. The renovations will be based on the post office's overall strategy and will accommodate the possibility of offering other consumer services.

## **D. Small Grants Program**

By providing CSO programs with similar goals as PACE with grants, PACE will bolster their ability to engage the PA and become a stronger part of the decision making process. CSO's will work with a number of PA institutions to improve communication, provide technical assistance, work on service delivery, research and analyze policies, and raise public awareness.

In year two, PACE will target approximately 32 CSO's through a number of grant cycles with RFAs to support PACE objectives. In cycle one, PACE will target 12 CSOs and request that they submit proposals focused on improving citizen-government communication. In cycle two, approximately 20 CSOs will be targeted and requested to submit proposals covering a number of topics, including supporting the COE teams and their activities. Once proposals are received, PACE will review and those selected will undergo a vigorous vetting process to measure their capacity to execute their proposed activities. After contracts are signed, PACE will provide a grant management orientation that includes monitoring and evaluating techniques, administration skills, and reporting lessons. PACE will also hold trainings on USAID marking and branding.

PACE will monitor its grantees through weekly and monthly reports that are required, as well as site visits and meetings that will be held throughout the life of the grant. PACE's M&E specialist will also work closely with the grantees to ensure that they are properly measuring the progress of their grants. As an added value of the grants program, PACE will design a cooperative manual to assist CSO's to increase their ability to apply and manage grants. Once the manual is produced, a training seminar will be held.

### ***1. Partners for Democratic Change***

PACE's partner institution, Partners for Democratic Change (PDC), will begin its work to strengthen the capacity of Palestinian CSO's, as well. To achieve this, PDC will initially assess the current capacity of Palestinian CSO's and identify areas that are in need of support. With the needs properly identified, a curriculum, along with a training manual will be developed and trainings conducted for CSOs. PDC will also monitor and support PACE grantees and provide them with any needed support. Following the release of future RFPs, potential grantees will work with PDC to develop creative projects that will further support PACE objectives.

## ANNEX I

Key Intervention/Component: Center of Excellence						
1	Subtasks	Milestone indicating completion	Start	End	Status	Resources
1.1	Deliver general skills workshops to Ministry COE team, to establish awareness and importance of communications, team building and change management (P1S2)	General skills workshops delivered to COE team members, establishing basic skill base	Nov-09	Dec-09	C	Embedded advisor, COE specialist, Training specialist, Local training subcontractor
1.2	Deliver Self-assessment criteria workshops to Ministry COE team, to establish understanding of best practices in public sector organizations in Leadership, People, Knowledge, Processes, and Finance (P1S2)	5 day criteria workshop delivered (1 day each for each criterion: Leadership, People, Knowledge, Processes and Finance), establishing common vocabulary and understanding of basic concepts	Dec-09	Dec-09	C	Embedded advisor, COE specialist, Training specialist, Local training subcontractor
1.3	Deliver Self-assessment tools orientation workshops (3 days external workshop, 1-2 days in-ministry follow-up as needed) to Ministry COE team, to establish comprehension and ability to collect data for Self-assessment report (P1S2)	1 tools orientation workshop delivered (3 days) plus 1-2 days in-ministry follow-up support in use of Self-assessment tools (at request of ministry)	Jan-09	Jan-09	C	COE trainer, Embedded advisor, COE specialist, Training specialist
1.4	Advise and guide ministry COE team in development of ministry-wide COE awareness campaign to educate all ministry employees on COE program structure and value of COE program (in coordination with ministry communications teams currently working with PACE)	Ministry-wide COE awareness campaign planned and delivered, targeting all employees of the ministry	Feb-10	Mar-10	O	Embedded advisor, Communications specialist, COE specialist, Printing/design of materials
1.5	Provide on-going coaching and management of ministry COE teams to facilitate and guide Self-assessment data collection (P2S1)	Pre-interview questionnaires distributed and Interviews conducted with ~10 members of management in each criterion area; Survey conducted, covering representative sample of ministry; Self-assessment data collected and organized for discussion	Feb-10	Apr-10	O	Embedded advisor, COE specialist, PACE Technical specialists
1.6	Deliver Self-assessment data analysis and report writing workshop to facilitate production and finalizing of raw data for COE Self-assessment report (P2S2)	Self-assessment data (interview scores, survey scores and qualitative notes) documented, analyzed, pressure tested and finalized for report	Apr-10	Apr-10	P	Embedded advisor, COE specialist, Local training subcontractor
1.7	COE Self-Assessment report content finalized, laid out and printed for distribution to appropriate recipients, as chosen by ministry COE team, with guidance from PACE (P2S3)	COE Self-Assessment reports proofread for language, printed and distributed	Apr-10	May-10	P	Embedded advisor, COE specialist, Arabic editor, Printing/design of report
1.8	Advise and guide ministry COE team in development of communications campaign to distribute and share COE outcomes with all ministry employees (in coordination with ministry communications teams currently working with PACE)	Ministry-wide COE awareness campaign planned and delivered, targeting all employees of the ministry	May-10	May-10	P	Embedded advisor, Communications specialist, COE specialist, Printing/design of materials
1.9	Guide Ministry leadership to re-form and re-commit Ministry COE team in designated role as leaders and implementers of internally driven institutional reform through Transformation (P3S1)	~25 member COE team recommitted to Transformation activities, with documented authority to report and act on recommendations	Jun-10	Jun-10	P	Embedded advisor, COE specialist, Technical director
1.10	Deliver workshop to guide ministry COE team in development of team vision and identification of prioritized solutions (P3S2)	Articulated ministry COE team vision and draft versions of solution maps created, ready to be shared with ministry leadership and relevant employees	Jun-10	Jun-10	P	Local training subcontractor, Embedded advisor, COE specialist, Training specialist

1.11	Provide on-going coaching and management of ministry COE teams to facilitate and guide testing and adjustment of solution maps (P3S3)	Finalized solution maps for each criterion and for whole program (total of 6), that incorporate ministry feedback and team judgement	Jul-10	Jul-10	P	Embedded advisor, COE specialist
1.12	Deliver workshop to guide ministry COE team in development of Transformation Action Plan (P3S4)	Draft version of Transformation Action Plan created, ready to be shared with ministry leadership and relevant employees	Jul-10	Jul-10	P	Local training subcontractor, Embedded advisor, COE specialist, Training specialist
1.13	Provide on-going coaching and management of ministry COE teams to facilitate and guide testing and adjustment of Transformation Action Plan (P3S5)	Finalized Transformation Action Plan for each criterion and for whole program (total of 6), that incorporates ministry feedback from all levels and team judgement	Aug-10	Sep-10	P	Embedded advisor, COE specialist, PACE Technical specialists
1.14	Provide on-going coaching and management of ministry COE teams to facilitate and guide implementation of Transformation Action Plan (P4S1)	1-2 reform initiatives started/attempted, guided by Transformation Action Plan	Sep-10	Oct-10	P	Embedded advisor, COE specialist, PACE Technical specialists
<b>Key Intervention/Component: Improve Citizens Services</b>						
<b>2</b>	<b>Subtask</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
2.1	Complete the AS-IS documentation of procedures at the licensing bureau, and strengthen the capacity of staff on topics related to process management and process improvement	• As-Is procedure manual produced	Oct-09	Nov-09	C	Business process re-engineer specialist, Embedded advisor
		• 50 employee trained in feild of process mangemant and process improvement	Nov-09	Dec-09	O	
		• 40 training hours	Oct-09	Jan-10	O	
2.2	Job description data collection (questionnaires) and develop job descriptions according to the work instruction manual and processesies for the licensing bureau	• 100 questionnaires	Nov-09	Dec-09	O	Business process re-engineer specialist, Embedded advisor
		• 20 job description for 20 job title covers 150 employee	Oct-09	Jan-10	O	
2.3	Continue the business process re-engineering for the licensing bureau including the following phases (re-engineering phase, implementation phase and Orientation phase ) • Modifications and updates on the current e-systems • Well trained employees in feild of customer services • Increase the competencies of the employees in feild of process management and process improvement • Increase the capacity of employee in the feild of Job Analysis and development of Job descriptions	• Re-Engineering recommendation report	Mar-10	Apr-10	O	Business process re-engineer specialist, Embedded advisor
• Improved operating procedure manual produced (18 improved services, 57 re-engineered procedures)	Nov-09	May-10	O			
2.4	Business process re-engineering of additional three new directorates	• Transportation Management directorate complete	Mar-10	May-10	O	Business process re-engineer specialist, Embedded advisor
		• Vehicle engineering directorate complete	Apr-10	May-10	O	
		• The driving schools management complete	Mar-10	Oct-10	O	
2.5	Provide technical support for process improvement committee to continue documentation of the business processes to the rest of the ministry's directorates.	As-Is procedure manual for remaining ministry directorates produced	Feb-10	Sep-10	O	Business process re-engineer specialist, Embedded advisor
2.6	Review the current organization structure, and implement necessary changes and improvements compatible with process re-engineering recommendations and future COE implementation	• Topology of the structure	Jul-10	Aug-10	O	Business process re-engineer specialist, Embedded advisor
		• Clear responsibilities for each managerial unit	Jul-10	Aug-10	O	

2.7	Review and update job descriptions and increase the capacity of the committee in the field of job analysis and development of job descriptions for the following directorates:	• Licencing Bureaus	Mar-10	Apr-10	O	Business process re-engineer specialist, Embedded advisor
		• Transportation Management directorate	May-10	Jul-10	O	
		• Viecle engineering directorate	May-10	Jul-10	O	
		• The driving schools management	Jun-10	Oct-10	O	
		• Provide technical assistance to the HR committee to review and update the job descriptions for theremaining directories	Apr-10	Oct-10	O	
2.8	Work with HR and administrative affairs directorates to build, improve, and re-engineer the HR policies and procedures to cope with the COE criteria, and to be a motive force for change.	• Updated and improved HR policies and procedures produced	Aug-10	Sep-10	O	Business process re-engineer specialist, Training specialist, Embedded advisor
		• Training procedure produced included (assessment of needs, implementation . Talent management and HR development)	Aug-10	Sep-10	O	
		• Recruitment procedure produced	Aug-10	Sep-10	O	
		• Employee performance appraisal procedure produced	Aug-10	Sep-10	O	
		• Rewarding and promotion, benefits procedure produced	Aug-10	Sep-10	O	
		• HR planning policied and procedure produced	Sep-10	Sep-10	O	
2.9	Provide an on-going support and follow-up the re-engineered processes and improved services in the re-engineered directorates and continue the "processes improvement" process	• Improved Services and processes	Mar-10	Sep-10	O	Business process re-engineer specialist, Embedded advisor
		• Updated operating procedures manual produced	Mar-10	Sep-10	O	
<b>Key Intervention/Component: Skill Building</b>						
<b>3</b>	<b>Subtask</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
3.1	Procure the training services of a local subcontractor to enhance computer skills of MOT employees which will increase their efficiency.	4 training courses for 60 employees conducted	Dec-09	Apr-10	O	Local training subcontractor
3.2	Procure the training services of a local subcontractor to enhance English language skills of MOT employees which will increase their efficiency.	1 training course for 18 employees conducted	Jan-10	Apr-10	O	Local training subcontractor
3.3	Procure the training services of a local subcontractor to enhance the knowledge and skills of the MOT employees on finance and procurement which will increase employees efficiency	6 days of training to 25 employees conducted	Apr-10	Jun-10	P	Local training subcontractor
3.4	Procure the training services of a local subcontractor to enhance the knowledge and skills of the MOT employees on vehicles examination and safety audit which will increase employees efficiency.	10 days of training for 50 employees (2 groups) conducted	Apr-10	Aug-10	P	Local training subcontractor
3.5	• Develop terms of reference for conducting two training workshops on customer service to raise the desk officers awareness on how to communicate effectively with customers • Deliver training workshop on customer services for 140 desk officers distributed at 13 district offices	• Terms of reference produced	Apr-10	Apr-10	O	Local training subcontractor
		• 2 days of training for 20 employees (14 days/7 groups) conducted	Apr-10	Jul-10	P	
<b>Build Capacity of Training department</b>						
3.6	Procure the services of a local subcontractor to support the Ministry in assessing the current situation of the training department	Contract signed and the current situation for the training department assessed by the subcontractor and key Ministry employees makers and training key persons	Mar-10	Mar-10	P	Training specialist, Embedded advisor, Local training subcontractor

3.7	Support the training department in forming a training team and developing their roles and responsibilities	<ul style="list-style-type: none"> <li>• 25 training team members formed.</li> <li>• Roles and responsibilities clarity document produced</li> </ul>	Mar-10	Mar-10	P	Training specialist, Embedded advisor, Local training subcontractor
3.8	Work closely with the training department team and train them on assessment tools and techniques.	3 days of training on self assessment techniques for 25 employees from ministry and district offices conducted	Apr-10	Apr-10	P	Training specialist, Embedded advisor, Local training subcontractor
3.9	Conduct full training need assessment for all ministry employees by coaching and supporting the ministry team through the data collection, analyses and producing the final assessment report	Data for training assessment collected, analyzed and assessment report produced.	May-10	May-10	P	Training specialist, Embedded advisor, Local training subcontractor
3.10	Based on the findings from the training needs assessment, the subcontractor will workclosely with the MOI training team to design and deliver 3 years strategic training plan and one year operation plan. and training guidance	3 years strategic plan and first year operational plan produced	Jun-10	1-Jun	P	Training specialist, Embedded advisor, Local training subcontractor
3.11	Designing and producing training standards and guide book to be used as reference by the training department.	Training standards and guide book produced	Jul-10	Jul-10	P	Training specialist, Embedded advisor, Local training subcontractor
<b>TOT training</b>						
3.12	<ul style="list-style-type: none"> <li>• Develop training materials for conducting a three day workshop on job training and evaluation training techniques for ministers' trainers looking for developing their skills on how to do the job training and four levels of training evaluation.</li> <li>• Deliver three days workshop on job training and evaluation training techniques for ministry's trainers</li> </ul>	<ul style="list-style-type: none"> <li>• Training materials developed and distributed to trainers</li> <li>• Three training workshop on TOT techniques delivered to 8 trainers</li> </ul>	Feb-10	Feb-10	P	Chemonics Training specialist, Training specialist
<b>Key Intervention/Component: Communication</b>						
<b>4</b>	<b>Subtask</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
4.1	Development of the strategic communications and public outreach plan	<ul style="list-style-type: none"> <li>• Plan is created and approved by the Minister.</li> <li>• Action plan with a time table for implementation is developed</li> </ul>	Oct-09	Dec-09	D	Embedded advisor, Communications specialist, Local subcontractor
4.2	Car Meters Campaign to create a debate using the media as a medium on the importance of using car meters, promote using the meters, increase the number of car owners and citizens who are in agreement with using the meters, and increase awareness on the importance of having meters in public transportation vehicles	<ul style="list-style-type: none"> <li>• Campaign plan created and approved.</li> <li>• Campaign items produced.</li> <li>• Campaign launched.</li> <li>• Campaign evaluation completed</li> </ul>	Jan-10	Jan-10	D	Embedded advisor, Communications specialist, Media production and buying
4.3	Use cartoon to promote Ministry's improved services	Special episodes created and published in local newspapers, TV, radio, and cartoon website, facebook page, youtube	Dec-09	Sep-10	O	Embedded advisor, Communications specialist, Local subcontractor
4.4	Road Safety Campaign to help increase awareness of traffic safety and tackle issues such as seat belts, using phones while driving, and speeding	<ul style="list-style-type: none"> <li>• Campaign plan created and approved.</li> <li>• Campaign items produced.</li> <li>• Campaign launched.</li> <li>• Campaign evaluation completed</li> </ul>	Mar-10	Mar-10	P	Embedded advisor, Communications specialist, Media production and buying
4.5	Vehicles Licensing Campaign to educate citizens on the importance of vehicles licensing and increase number of vehicle owners who license their cars (the current number is 48%)	<ul style="list-style-type: none"> <li>• Campaign plan created and approved.</li> <li>• Campaign items produced.</li> <li>• Campaign launched.</li> <li>• Campaign evaluation completed</li> </ul>	Jul-10	Jul-10	P	Embedded advisor, Communications specialist, Media production and buying

4.6	Complains Unit Campaign to create an open communication channel with the citizens and work on resolving their problems and answering their questions	• Production of campaign items (information kits)	Jun-10	Jun-10	P	Embedded advisor, Communications specialist, Media production and buying
		• Campaign plan created and approved	Jun-10	Jun-10	P	
		• Campaign items produced	Jun-10	Jun-10	P	
		• Campaign launched	Jun-10	ongoing	P	
		• Campaign evaluation completed	Jun-10	Sep-10	P	
4.7	Develop internal communication plan to improve management and assist in change management	• Developed internal capacity to organize and lead internal event	Feb-10	Mar-10	O	Embedded advisor, Communications specialist
<b>Key Intervention/Component: High Council of Traffic</b>						
<b>5 Subtask</b>		<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
5.1	Develop the Terms of Reference for the Road Safety Audit Review training	TOR submitted	Oct-09	Oct-09	C	Embedded advisor, Surge advisor
5.2	Develop a Pilot Program and action plan to implement the trial use of the revised vehicle crash data form in Nablus and Bethlehem	Plan submitted	Oct-09	Oct-09	C	Embedded advisor, Surge advisor
5.3	An appraisal document detailing recommended alternatives for the Board of Directors and CEO to consider for the organization and operation of the Higher Council of Traffic	Recommendations submitted	Nov-09	Nov-09	C	Embedded advisor, Surge advisor
5.4	Draft report for the MOT Vehicle Weight Control Program	Report submitted	Dec-09	Dec-09	C	Embedded advisor, Surge advisor
5.5	Provide continued support to MOT, HCT Board of Directors and CEO for the establishment of the HCT	Council established	Jun-10	Jun-10	P	Embedded advisor, Surge advisor
5.6	Provide training for MOT/HCT/MOI in the use and processing of the revised crash data collection form in Nablus and Bethlehem	Training conducted	Apr-10	Apr-10	P	Embedded advisor, Surge advisor
5.7	Implement trial use of the revised crash data collection form in Nablus and Bethlehem	Trial conducted for two months and agreement on how to proceed with national implementation reached	Jul-10	Jul-10	P	Embedded advisor, Surge advisor
5.8	Implement a Pilot Program to code previous vehicle crash records in the format of the revised crash data collection form in Nablus and Bethlehem	Previous records for crashes in Nablus and Bethlehem for 2006 through 2009 coded in revised format	Aug-10	Aug-10	P	Embedded advisor, Surge advisor
5.9	Procure and install vehicle crash database software	Software procured, installed, and operating correctly	Aug-10	Aug-10	O	Embedded advisor, Surge advisor
5.10	Develop and conduct a Road Safety Seminar for the HCT Board Members and CEO to strengthen basic knowledge of Road Safety and the long term nature of building a road safety culture in Palestine	Seminar conducted	Apr-10	Apr-10	O	Embedded advisor, Surge advisor
5.11	Implement a Pilot Program for the use of Road Safety Audit reviews	Training delivered to local engineers and two initial hazardous sites audited	Apr-10	Apr-10	O	Embedded advisor, Surge advisor
5.12	Procure portable scales for the MOT Vehicle Weight Control Program	Scales procured and provided to MOT	Apr-10	May-10	P	Embedded advisor, Surge advisor
5.13	Provide training and assistance for the initial implementation of the MOT Vehicle Weight Control Program	Initial phase of Vehicle Weight Control Program implemented by MOT	Jul-10	Jul-10	P	Embedded advisor, Surge advisor
5.14	Organizational and operational support for the HCT during its first 12 months of operation	Initial phase of Vehicle Weight Control Program implemented by MOT	Jul-10	Jul-10	P	Embedded advisor, Surge advisor

<b>Key Intervention/Component: Grants</b>						
<b>6</b>	<b>Subtask</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
6.1	Sign grant with CSO (with USAID approval) to provide conflict analysis and mediation skills to Ministry employees	42 hours training conducted and attended by 22 participants	Mar-10	1-Mar	O	Grants Specialist
6.2	Sign grant with CSO (with USAID approval) to conduct six public meetings and 6 roundtable meetings to discuss citizen concerns and make needed policy changes at the Ministry	6 public meetings conducted in the north, middle and south of west bank, 6 roundtable meetings conducted and recommendations of policy changes identified	Jul-10	1-Jul	O	Grants Specialist
6.3	Sign grant with CSO (with USAID approval) to produce and air 6 TV programs and 2 radio spots to highlight improvement of services	6 TV programs covering ministry services, coordination and cooperation between PA institutions and other topics conducted and 5 radio spots produced and broadcasted	Jul-10	1-Jul	O	Grants Specialist
<b>Key Intervention/Component: Renovations</b>						
<b>7</b>	<b>Subtask</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
7.1	Complete renovation of Ramallah Licensing Bureau Phase II	Completion of renovation construction activities including design, procurement, and construction.	Dec-09	Feb-10	P	Local subcontractor
7.2	Complete renovation of Hebron Licensing Bureau	Hebron LB office is renovated, equipment procured and office fully functional	Oct-09	May-10	O	Local subcontractor
7.3	Complete renovation of Nablus Licensing Bureau	Nablus LB office is renovated, equipment procured and office fully functional	Oct-09	May-10	O	Local subcontractor

Key Intervention/Component: Center of Excellence						
1	Subtasks	Milestone indicating completion	Start	End	Status	Resources
1.1	Guide Ministry leadership to form and commit Ministry COE team in designated role as leaders and implementers of internally driven institutional reform (P1S1)	~25 person COE team created, with documented ministry permission to perform self-assessment activities	Sep-09	Sep-09	C	Embedded advisor, COE specialist, Technical director
1.2	Deliver team orientation workshop to Ministry COE team, detailing level of commitment required for COE program and steps involved (P1S2)	Initial one-day team orientation workshop delivered to identified COE team	Oct-09	Oct-09	C	Embedded advisor, COE specialist, Training specialist, Local training subcontractor
1.3	Deliver general skills workshops to Ministry COE team, to establish awareness and importance of communications, team building, and change management (P1S2)	General skills workshops delivered to COE team members, establish basic skill base	Dec-09	Dec-09	C	Embedded advisor, COE specialist, Training specialist, Local training subcontractor
1.4	Deliver self-assessment criteria workshops to Ministry COE team, to establish understanding of best practices in public sector organizations in leadership, people, knowledge, processes, and finance (P1S2)	5 day criteria workshop delivered (1 day each for each criterion: leadership, people, knowledge, processes and finance), establish common vocabulary and understanding of basic concepts	Dec-09	Dec-09	C	Embedded advisor, COE specialist, Training specialist, Local training subcontractor
1.5	Deliver self-assessment tools orientation workshops (3 day external workshop, 1-2 days in-ministry follow-up as needed) to Ministry COE team, to establish comprehension and ability to collect data for self-assessment report (P1S2)	1 tools orientation workshop delivered (3 days) plus 1-2 days in-ministry follow-up support in use of self-assessment tools (at request of ministry)	Jan-10	Jan-10	C	COE trainer, Embedded advisor, COE specialist, Training specialist
1.6	Advise and guide ministry COE team in development of ministry-wide COE awareness campaign to educate all ministry employees and staff on COE program structure and value of COE program (in coordination with ministry communications teams currently working with PACE)	Ministry-wide COE awareness campaign planned and delivered, targeting all employees of the ministry	Jan-10	Mar-10	O	Embedded advisor, Communications specialist, COE specialist, Printing/design of materials
1.7	Provide on-going coaching and management of ministry COE teams to facilitate and guide self-assessment data collection (P2S1)	Pre-interview questionnaires distributed and Interviews conducted with ~10 members of management in each criterion area; Survey conducted, covering representative sample of ministry; Self-assessment data collected and organized for discussion	Mar-10	Mar-10	O	Embedded advisor, COE specialist, PACE Technical specialists
1.8	Deliver self-assessment data analysis and report writing workshop to facilitate production and finalizing of raw data for COE Self-assessment report (P2S2)	Self-assessment data (interview scores, survey scores and qualitative notes) documented, analyzed, pressure tested, and finalized for report	Apr-10	Apr-10	P	Embedded advisor, COE specialist, COE trainer
1.9	COE Self-Assessment Report content finalized, laid out, and printed for distribution to appropriate recipients as chosen by ministry COE team with guidance from PACE (P2S3)	COE Self-Assessment Report proofread for language, printed, and distributed	Apr-10	Apr-10	P	Embedded advisor, COE specialist, Arabic editor, Printing/design of report
1.10	Advise and guide ministry COE team in development of communications campaign to distribute and share COE outcomes with all ministry employees and staff (in coordination with ministry communications teams currently working with PACE)	Ministry-wide COE awareness campaign planned and delivered, targeting all employees of the ministry	Apr-10	Apr-10	P	Embedded advisor, Communications specialist, COE specialist, Printing/design of materials

1.11	Guide Ministry leadership to re-form and re-commit Ministry COE team in designated role as leaders and implementers of internally driven institutional reform through Transformation (P3S1)	~25 member COE team recommitted to transformation activities with documented authority to report and act on recommendations	May-10	May-10	P	Embedded advisor, COE specialist, Technical director
1.12	Deliver workshop to guide ministry COE team in development of team vision and identification of prioritized solutions (P3S2)	Articulated ministry COE team vision and draft versions of solution maps created, ready to be shared with ministry leadership and relevant staff	May-10	May-10	P	COE trainer, Embedded advisor, COE specialist, Training specialist
1.13	Provide on-going coaching and management of ministry COE teams to facilitate and guide testing and adjustment of solution maps (P3S3)	Finalized solution maps for each criterion and for whole program (total of 6) that incorporate ministry feedback and team judgment	May-10	May-10	P	Embedded advisor, COE specialist
1.14	Deliver workshop to guide ministry COE team in development of Transformation Action Plan (P3S4)	Draft version of Transformation Action Plan created, and ready to be shared with ministry leadership and relevant staff	Jun-10	Jun-10	P	COE trainer, Embedded advisor; COE specialist, Training specialist
1.15	Provide on-going coaching and management of ministry COE teams to facilitate and guide testing and adjustment of Transformation Action Plan (P3S5)	Finalized Transformation Action Plan for each criterion and for whole program (total of 6), that incorporates ministry feedback from all levels and team judgment	Jun-10	Jun-10	P	Embedded advisor, COE specialist, PACE Technical specialists
1.16	Provide on-going coaching and management of ministry COE teams to facilitate and guide implementation of Transformation Action Plan (P4S1)	1-2 reform initiatives started/attempted, guided by Transformation Action Plan	Jun-10	Jul-10	P	Embedded advisor, COE specialist, PACE Technical specialists
1.17	Deliver workshop to guide ministry COE team in navigating barriers to transformation, based on ministry feedback on process (P4S2)	5-day barrier navigation workshop delivered to full COE team; adjusted Transformation Action Plan developed, taking into account actual barriers encountered within the ministry and "best practice" adjustments to address them	Jul-10	Jul-10	P	Local training subcontractor, Embedded advisor, COE specialist; Training specialist
1.18	Provide on-going coaching and management of ministry COE teams to facilitate and guide implementation of adjusted Transformation Action Plan (P4S3)	1-2 new reform initiatives started/attempted, guided by Adjusted Transformation Action Plan	Aug-10	Sep-10	P	Embedded advisor, COE specialist; PACE Technical specialists
1.19	Deliver workshops based on observed needs of ministry COE team to support implementation (e.g., specific communications topics, monitoring, and evaluation topics, etc.) (P4S4)	Specified workshops delivered to support Transformation implementation	Sep-10	Sep-10	P	Embedded advisor, COE specialist; Training specialist, Local training subcontractor
<b>Key Intervention/Component: Develop and adopt a strategic plan, national standards, and policy manuals</b>						
<b>2</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
2.1	Develop Ministry's vision and mission along with its strategic objectives and one year performance goals	Strategic plan phase I produced	Nov-09	Dec-09	C	Embedded advisor, Surge advisor
2.2	Develop framework for improved directorates by 2011 versus Present Performance Review and Gap Analysis	Strategic plan phase II produced	Feb-10	Mar-10	O	Embedded advisor, Surge advisor
2.3	Finalize the Strategic Plan with 3-year targets	Strategic plan phase III produced	Apr-10	May-10	P	Embedded advisor, Surge advisor
2.4	Develop Palestinian National Road Design Manual and Construction Standards and distribute to other ministries, engineer syndicate, contractors union, and donors agencies	Road standards manuals produced in English and Arabic and distributed	Oct-10	Apr-10	O	Embedded advisor, Surge advisor
2.5	Provide road design software	Road design software delivered	Jun-10	Jun-10	P	Embedded advisor, Surge advisor

2.6	Provide training on the use of the Road Design Manual and Construction Standards	4 days of training for 12 employees conducted	Apr-10	Apr-10	P	Embedded advisor, Surge advisor
2.7	Provide training on how to use Roads Design software	4 days of training for 12 employees conducted	Apr-10	Jul-10	P	Embedded advisor, Surge advisor
2.8	Develop Affordable Housing Strategy by leading a team from MOPWH and train them on how to produce other policies	Affordable Housing Strategy produced	Mar-10	Mar-10	C	Embedded advisor, Surge advisor
2.9	Train Equipment Directorate staff responsible for repairing and maintaining road repair equipment	3 days of training for 18 employees conducted	Jun-10	Jun-10	P	Embedded advisor, Training specialist, Local training subcontractor
<b>Key Intervention/Component: Improve, redistribute, and restructure MOPWH's operations, human resources, and assets</b>						
<b>3</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
3.1	Assess the current structural organization of the Ministry with the Minister and senior management in a workshop	Assessment report produced	Feb-10	Sep-10	O	Embedded advisor, Business process re-engineer specialist
3.2	Increase transparency	Operational Audits of Interior Monitoring Department re-activated	Mar-10	Apr-10	O	Embedded advisor, Business process re-engineer specialist
3.3	Improve performance of existing IT systems	Management Information Systems for finance, administrative affairs, and tenders departments re-engineered for efficiency	Jul-10	Jul-10	P	Embedded advisor, Business process re-engineer specialist
3.4	Conduct training for the Monitoring Department employees	4 days of training for 4 employees conducted	Mar-10	Apr-10	O	Embedded advisor, Business process re-engineer specialist
3.5	Train ministry employees in finance, management, HR management, training management, evaluation management, project management and other professional topics based upon the findings of COE self-assessment	6 days of training for 12 employees conducted	Sep-10	Sep-10	P	Embedded advisor, Training specialist, Local training subcontractor
<b>Key Intervention/Component: Establish Roads Repair Unit (RRU) to maintain and repair roads</b>						
<b>4</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
4.1	Hire 18 RRU laborers	Laborers hired	Nov-09	Nov-09	C	Embedded advisor, CHF
4.2	Evaluate and repair existing machinery and equipment at RRUs	~13 pieces of heavy equipment repaired and operational	Dec-09	Dec-09	C	Embedded advisor, Procurement Manager, Local subcontractor
4.3	Purchase Backhoe for Nablus RRU to enhance its capacity	Backhoe delivered	Apr-10	Apr-10	O	Embedded advisor, Procurement Manager, Local subcontractor
4.4	Provide safety tools, clothing, radios, and GPS units to facilitate the road maintenance activities	Safety tools, clothing, radios, and GPS unit delivered	Mar-10	Mar-10	O	Embedded advisor, Procurement Manager, Local subcontractor
4.5	Provide furniture for RRUs- Benches and tables	Furniture delivered	Feb-10	Mar-10	O	Embedded advisor
4.6	Build RRU Storage Building in Hebron to create storage for road maintenance materials	RRU Storage Building in Hebron construction completed	Jan-10	Mar-10	O	Embedded advisor, Local subcontractor
4.7	Prepare RRU Operations Manual to demonstrate road maintenance procedures	RRU Operations Manual produced and distributed	Dec-09	Dec-09	C	Embedded advisor
4.8	Provide road maintenance training for RRU laborers	2 days of training for 6 laborers in each of the three RRUs conducted	Mar-10	Apr-10	O	Embedded advisor, Training specialist, Local training subcontractor
4.9	Provide management training to enhance RRU capacity	4 days of training for 12 managers conducted	Apr-10	May-10	P	Embedded advisor, Surge advisor
4.10	Provide training on Roads Safety Audits to enhance the RRU capacity	7 days of training for 12 managers conducted	Apr-10	May-10	P	Embedded advisor, Surge advisor

4.11	Provide first aid training to RRUs	1 day of training for each RRU unit conducted	Apr-10	Apr-10	O	Embedded advisor, Training specialist, Local training subcontractor
4.1	Renovate the existing Cold Asphalt Mix Plant	Cold asphalt used by RRU	Dec-10	Mar-10	O	Embedded advisor, Procurement Manager, Local subcontractor
4.13	Provide training on Cold Asphalt Mix Plant operations and produce a trial asphalt mix patch	4 days of training for 6 employees conducted	Feb-10	Apr-10	O	Embedded advisor, Training specialist, Local training subcontractor
4.14	Provide road marking/strapping machine to RRU	Road marking/strapping machine delivered	Mar-10	Jul-10	P	Embedded advisor
4.15	Improve natural disaster response skills	2 days of training for 8 employees per area conducted	Mar-10	Sep-10	P	Embedded advisor, Training specialist, Local training subcontractor
<b>Key Intervention/Component: Establish roads management support system for planning and maintenance priorities and</b>						
<b>5</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
5.1	Supply and install GIS software	8 packages of ArcGIS Software delivered and installed	Oct-09	Mar-10	O	Embedded advisor, GIS specialist, International subcontractor
5.2	Purchase IT Equipment for GIS	Computers and other hardware for GIS delivered and installed	Feb-10	Mar-10	O	Embedded advisor, Procurement Manager, Local IT subcontractor
5.3	Provide GIS Training	4 GIS trainings conducted with 48 employees	Mar-10	Apr-10	O	Embedded advisor, GIS-ESRI training subcontractor, GIS specialist, Training specialist
5.4	Provide orthophoto to develop road inventory and to assist with future road planning and design	Orthophoto in both hard and soft copies delivered	Apr-10	May-10	O	Embedded advisor, GIS specialist, Orthophoto subcontractor, Procurement manager
5.5	Sign grant agreement with CSO (with USAID approval) to collect and enter the existing road information and conditions and provide necessary training	Assist with collection of road information to develop road conditions data base	Dec-09	Dec-10	O	Embedded advisor, Grant specialist, ARIJ
5.6	Produce a road master plan	Road planning surge advisor produces road master plan	Apr-10	Sep-10	D	Embedded advisor, Surge advisor
<b>Key Intervention/Component: Improve internal and external communication to improve management, coordination, and</b>						
<b>6</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
6.1	Provide public communication skills and tools to Ministry employees to improve communication between the Ministry and citizens. Skills include: • Take quality digital photos. • Understand how the media can use photos to promote a project or an idea. • Establish a professional image bank for each of the projects. • Write brief news releases/news briefings. • Write simple success stories	3 days of training for 18 regional managers conducted	Mar-10	Apr-10	O	Embedded advisor, Communication specialist, Local training subcontractor
6.2	Use cartoon to promote Ministry's improved services	MOPWH centered cartoon produced and distributed through multiple venues	Feb-10	Aug-10	O	Embedded advisor, Communications specialist, Media production and buying
6.3	Launch ad campaign to increase citizen awareness of the mandate and responsibilities of the Ministry and how it is working to improve the lives of Palestinians	• Campaign plan created and approved	Apr-10	Apr-10	P	Embedded advisor, Communication specialist, Media production and buying
		• Campaign items produced	Apr-10	Apr-10	P	
		• Campaign launched	Jun-10	Jul-10	P	
		• Campaign evaluation completed	Apr-10	Aug-10	P	

6.4	Improve web presence with content directed towards the added value of large-scale projects	Ministry Website updated	Nov-09	Mar-10	O	Embedded advisor, Communication specialist
6.5	Develop internal communication plan to improve management and assist in change management	Internal communication tools produced	Feb-10	Sep-10	P	Embedded advisor, Communication specialist
<b>Key Intervention/Component: Improve service delivery through Process Reengineer</b>						
<b>7</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
7.1	Complete the AS-IS documentation of procedures for the Internal monitoring unit and strengthen the capacity of staff on topics related to process management and process improvement	• Capacity of 15 employee in field of process management and process improvement increased	Mar-10	Mar-10	O	Embedded Advisor, Process re-engineering specialist
		• 4 training days with 30 training hours in the field of BPR , BPI	Mar-10	Mar-10	O	
		• As-Is procedure manual produced	Mar-10	Apr-10	O	
7.2	Re-engineering the Internal monitoring unit	• Diagnostic study and gap analysis report	May-10	May-10	O	Embedded Advisor, Process re-engineering specialist
		• Re-engineering recommendations report	May-10	Jul-10	P	
		• Improved and updated business procedure manual produced	May-10	Jul-10	P	
7.3	Follow up and provide technical support for the As-Is documentation process for: 1. General Directorate of Roads 2. General Directorate of Technical Supervision and Follow up 3. General Directorate of Financial Affairs, 4. Documents and Tenders Preparation Unit	As-Is business procedure manual produced	May-10	Sep-10	P	Embedded Advisor, Process re-engineering specialist
7.4	Prepare Job descriptions for the interior monitoring department	• Job analysis report for the interior monitoring department produced	Jun-10	Jul-10	P	Embedded Advisor, Process re-engineering specialist
		• Job Description development completed	Jun-10	Jul-10	P	

Key Intervention/Component: Center of Excellence						
1	Subtasks	Milestone indicating completion	Start	End	Status	Resources
1.1	Continue in very close cooperation with the ministry the process of COE Team selection	Selection criteria, approach and process for selection for COE team members are developed and shared with ministry leadership	Nov-09	Dec-09	C	Embedded advisor, COE specialist, Technical director
1.2	Guide Ministry leadership to form and commit Ministry COE team in designated role as leaders and implementers of internally driven institutional reform (P1S1)	~25 person COE team created, with documented ministry permission to perform self-assessment activities	Jan-10	Jan-10	C	Embedded advisor, COE specialist, Technical director
1.3	Deliver team orientation workshop to Ministry COE team, detailing level of commitment required for COE program and steps involved (P1S2)	Initial one-day team orientation workshop delivered to identified COE team	Feb-10	Feb-10	C	Embedded advisor, COE specialist, Training specialist, COE trainer
1.4	Deliver general skills workshops to Ministry COE team, to establish awareness and importance of communications, team building and change management (P1S2)	General skills workshops delivered to COE team members, establishing basic skill base	Mar-10	Apr-10	O	Embedded advisor, COE specialist, Training specialist, Local training subcontractor
1.5	Deliver Self-assessment criteria workshops to Ministry COE team, to establish understanding of best practices in public sector organizations in Leadership, People, Knowledge, Processes, and Finance (P1S2)	5 day criteria workshop delivered (1 day each for each criterion: Leadership, People, Knowledge, Processes and Finance), establishing common vocabulary and understanding of basic concepts	Apr-10	Apr-10	O	Embedded advisor, COE specialist, Training specialist, COE trainer
1.6	Deliver Self-assessment tools orientation workshops (3 days external workshop, 1-2 days in-ministry follow-up as needed) to Ministry COE team, to establish comprehension and ability to collect data for Self-assessment report (P1S2)	1 tools orientation workshop delivered (3 days) plus 1-2 days in-ministry follow-up support in use of Self-assessment tools (at request of ministry)	Apr-10	Apr-10	O	Local training subcontractor, Embedded advisor, COE specialist, Training specialist
1.7	Advise and guide ministry COE team in development of ministry-wide COE awareness campaign to educate all ministry employees and staff on COE program structure and value of COE program (in coordination with ministry communications teams currently working with PACE)	Ministry-wide COE awareness campaign planned and delivered, targeting all employees of the ministry	Apr-10	May-10	P	Embedded advisor, Communications specialist, COE specialist, Printing/design of materials
1.8	Provide on-going coaching and management of ministry COE teams to facilitate and guide Self-assessment data collection (P2S1)	Pre-interview questionnaires distributed and Interviews conducted with ~10 members of management in each criterion area; Survey conducted, covering representative sample of ministry; Self-assessment data collected and organized for discussion	Apr-10	May-10	P	Embedded advisor, COE specialist, PACE Technical specialists
1.9	Deliver Self-assessment data analysis and report writing workshop to facilitate production and finalizing of raw data for COE Self-assessment report (P2S2)	Self-assessment data (interview scores, survey scores and qualitative notes) documented, analyzed, pressure tested and finalized for report	May-10	Jun-10	P	Embedded advisor, COE specialist, Local training subcontractor
1.10	COE Self-Assessment report content finalized, laid out and printed for distribution to appropriate recipients, as chosen by ministry COE team, with guidance from PACE (P2S3)	COE Self-Assessment reports proofread for language, printed and distributed	Jul-10	Jul-10	P	Embedded advisor, COE specialist, Arabic editor, Printing/design of report
1.11	Advise and guide ministry COE team in development of communications campaign to distribute and share COE outcomes with all ministry employees and staff (in coordination with ministry communications teams currently working with PACE)	Ministry-wide COE awareness campaign planned and delivered, targeting all employees of the ministry	Jul-10	Aug-10	P	Embedded advisor, Communications specialist, COE specialist, Printing/design of materials

1.12	Guide Ministry leadership to re-form and re-commit Ministry COE team in designated role as leaders and implementers of internally driven institutional reform through Transformation (P3S1)	~25 member COE team recommitted to Transformation activities, with documented authority to report and act on recommendations	Aug-10	Aug-10	P	Embedded advisor, COE specialist, Technical director
1.13	Deliver workshop to guide ministry COE team in development of team vision and identification of prioritized solutions (P3S2)	Articulated ministry COE team vision and draft versions of solution maps created, ready to be shared with ministry leadership and relevant staff	Aug-10	Sep-10	P	Local training subcontractor, Embedded advisor, COE specialist, Training specialist
1.14	Provide on-going coaching and management of ministry COE teams to facilitate and guide testing and adjustment of solution maps (P3S3)	Finalized solution maps for each criterion and for whole program (total of 6), that incorporate ministry feedback and team judgment	Sep-10	Sep-10	P	Embedded advisor, COE specialist
<b>Key Intervention/Component: Income Tax Department</b>						
<b>2</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
<b>Improve Service Delivery</b>						
2.1	Complete the AS-IS documentation of procedures	Process and service identification report produced	Apr-10	Apr-10	P	Embedded advisor, Process re-engineering specialist
		As-Is procedure manual produced	Apr-10	May-10	P	
2.2	Raise capacity of ministry employees in business process re-engineering and business process identification	2 workshops for 10 senior employees conducted	Apr-10	Apr-10	P	Embedded advisor, Process re-engineering specialist
2.3	Business process re-engineer tasks needed to provide services for all offices	• Diagnostic study and Gap analysis completed	Jun-10	Jul-10	P	Embedded advisor, Process re-engineering specialist
		• Re-engineering recommendation report produced	Mar-10	Sep-10	P	
2.4	Assure consistency in service delivery through a unified operating procedure manual	First version of the improved operating procedure manual is developed and distributed to all employees	Aug-10	Aug-10	P	Embedded advisor, Process re-engineering specialist
2.5	Conduct area orientation workshops to educate employees on implementation of the newly developed operating procedure manual	15 training days delivered to all income taxes regional offices	Sep-10	Sep-10	P	Embedded advisor, Process re-engineering specialist
2.6	Design and develop service guide, as well as flyer to be used by tax payers	Service guide and flyer produced	Sep-10	Sep-10	P	Embedded advisor, Process re-engineering specialist, local subcontractor
2.7	Review software implemented by the income tax department and modify the current to accommodate new improvements	Concluding recommended software adjustments	Sep-10	TBD	P	Embedded advisor, Process re-engineering specialist, local subcontractor
2.8	Review the current organizational structure to pinpoint likely obstacles that might affect implementation of the COE recommendations and create and implement a performance and incentive system	Newly designed, improved, and updated organization structure produced	Mar-10	Apr-10	P	Embedded advisor, Business process re-engineering specialist
		Updated job descriptions	Apr-10	May-10	P	
<b>Skill Building</b>						
2.9	Procure the training services of a local subcontractor to improve managerial and behavioral skills of senior managers	10 day workshop for 24 employees conducted	Nov-09	Nov-09	C	Local training subcontractor
2.10	Procure the training services of a local subcontractor to improve managerial and behavioral skills for midlevel managers	10 trainings courses for 25 employees conducted	Jan-10	Jan-10	C	Local training subcontractor
2.11	Procure the training services of a local subcontractor to improve customer service for desk officers in 12 districts	2 day training for 60 employees conducted	Mar-10	May-10	P	Local training subcontractor
2.12	Procure the training services of a local subcontractor to build employee skills on banking and insurance taxation	2 courses/10 days each for 25 employees conducted	Feb-10	Mar-10	P	Local training subcontractor

2.13	Procure the training services of a local subcontractor to prepare working environment for change management	3 day training for 50 employees conducted	Apr-10	May-10	P	Local training subcontractor
2.14	Assure consistency in service delivery using the newly developed technical procedures for all income tax area offices	3 day training for 140 employees conducted	Jun-10	Aug-10	P	Local training subcontractor
<b>Planned Technical Interventions</b>						
2.15	Explore possibility of cooperation with the Jordanian income and sales tax department	Field visit report with clear recommendations for actions developed	Oct-09	Oct-09	C	Embedded advisor
2.16	Identify and interview potential Jordanian experts to provide technical support in specific fields for the income tax department based on the assessment conducted earlier	List of potential Jordanian Experts interviewed and preparations to contract those experts who were short listed begins	Oct-09	Oct-09	C	Embedded advisor
2.17	Provide embedded expert technical to support the Ministry of Finance's income tax department in their efforts to implement recommendations to improve taxpayer services and increase revenue collection. The consultant will serve as a senior tax advisor working closely, and on a daily basis with the income tax department, building their capacity to manage daily issues and cooperating with other specialists contracted by the project to carry out other short-term targeted assignments	• Advisor arrives	Mar-10	Mar-10	O	Embedded advisor, International subcontractor, Procurement Manager
		• Orientation and introduction	Mar-10	Mar-10	P	
		• Technical assistance begins	Mar-10	Mar-10	P	
		• Weekly reports written	Mar-10	Sep-10	P	
		• Income Tax Administrative system developed and implemented	Mar-10	Sep-10	P	
2.18	Provide technical support in reviewing and modifying the current income tax law as well as provide recommendations on how to enforce income tax law. This might also include creations of new departments	Final Report including findings and recommended actions produced	Mar-10	May-10	P	Embedded advisor, International subcontractor, Procurement Manager
2.19	Strengthening income tax capacity in areas such as auditing, collection, investigation, and appeals by developing technical operating procedure manuals.	Technical manuals are developed and approved by the Ministry and training on implementation is conducted.	May-10	Sep-10	P	Local subcontractor
<b>Communication</b>						
2.20	Communication Campaign to help raise collection of income tax, in addition to contributing to reaching out to citizens using modern communication tools	• Campaign plan created and approved.	Feb-10	Jun-10	P	Embedded advisor, Communications specialist, Media production and buying
		• Campaign items produced	Mar-10	Apr-10	P	
		• Campaign launched	Jun-10	Jul-10	P	
		• Campaign evaluation completed	Jul-10	Sep-10	P	
2.21	Website content development to increase usage of the website, particularly the sections of the income tax and the property tax	• Website content developed	Mar-10	Apr-10	P	Embedded advisor, Communications specialist, Media production and buying
		• Related sections of MOF website updated	Mar-10	Jul-10	P	
2.22	Develop internal communication plan to improve management and assist in change management	• Developed internal capacity to organize and lead internal event	Feb-10	Jan-10	P	Embedded advisor, Communications specialist
2.23	Use cartoon to promote Ministry's improved services	Special episodes created and published in local newspapers, TV, radio, and cartoon website, facebook page, youtube	Feb-10	Apr-10	O	Embedded advisor, Communications specialist, Local subcontractor

Key Intervention/Component: Property Tax Department						
3	Subtasks	Milestone indicating completion	Start	End	Status	Resources
<b>Improve Service Delivery</b>						
3.1	Complete the AS-IS documentation of procedures and strengthen the capacity of staff on topics related to process management and process improvement	2 workshops for 12 senior employees conducted	Oct-09	Nov-09	C	Embedded advisor, Business process re-engineering specialist
		2 workshops for 14 employees conducted	Nov-09	Nov-09	C	
		First version of the operating procedure manual is developed and distributed to all employees	Dec-09	Dec-09	C	
3.2	Conduct area orientation workshops to educate employees on implementation of the newly developed operating procedure manual	3 area orientation workshops conducted	Dec-09	Dec-09	C	Embedded advisor, Business process re-engineering specialist
3.3	Review the current organizational structure to pinpoint likely obstacles that might affect implementation of the COE recommendations and create and implement a performance and incentive system	Newly designed, improved, and updated organization structure produced	Mar-10	Apr-10	P	Embedded advisor, Business process re-engineering specialist
		Updated job descriptions	Apr-10	May-10	P	
3.4	Educate taxpayers about requirements and procedures needed for services to streamline service delivery	Service Guide and Flyer produced	Apr-10	May-10	P	Embedded advisor, Business process re-engineering specialist
3.5	Incentivize staff members to maintain high quality and efficiency of service delivery	Performance and evaluation system developed	Jun-10	Aug-10	P	Embedded advisor, Business process re-engineering specialist
3.6	Follow-up, move forward, and monitor the implementation of all BPR recommendations to all property tax regional offices.	Follow-up and auditing reports produced	Jan-10	Sep-10	P	Embedded advisor, Business process re-engineering specialist
3.7	Use recent college graduates for data entry to update Nablus property tax office	Database updated	Feb-10	May-10	O	Embedded advisor, Business process re-engineering specialist
3.8	Review and update the first version of the operating procedure manual for the property tax	Second version of the manual produced and circulated	May-10	Aug-10	P	Embedded advisor, Business process re-engineering specialist
3.9	Follow-up development of current data base software for property tax department and provide them with any technical assistant to upload taxpayer records to the data base by scanning hard copy records	E-data base for tax payers records produced	Mar-10	Sep-10	P	Embedded advisor, Business process re-engineering specialist
<b>Skill Building</b>						
3.10	Procure the training services of a local subcontractor to improve managerial and behavioral skills for senior employees	5 days of training for 12 senior employees conducted	Oct-09	Oct-09	C	Local training subcontractor
3.11	Procure the training services of a local subcontractor to improve management and behavioral skills	3 days of training for 14 midlevel employees conducted	Nov-09	Nov-09	C	Local training subcontractor
3.12	Procure the training services of a local subcontractor to improve change management skills	3 days of training for each one of the 2 groups conducted	Mar-10	Apr-10	P	Local training subcontractor
3.13	Procure the training services of a local subcontractor to improve time management skills	2 days of training for each one of the 2 groups conducted	Mar-10	Apr-10	P	Local training subcontractor
3.14	Procure the training services of a local subcontractor to improve team building and group dynamics	2 days of training for each one of the 2 groups conducted	May-10	Jun-10	P	Local training subcontractor
3.15	Procure the training services of a local subcontractor to improve communication skills	3 days of training for each one of the 2 groups conducted	May-10	Jun-10	P	Local training subcontractor
3.16	Procure the training services of a local subcontractor to improve customer service for desk officers in 11 property tax area offices	2 days of training for 140 employees conducted	Jun-10	Jul-10	P	Local training subcontractor
3.17	Other recommended trainings based on assessment	Recommendations are implemented	Mar-10	Sep-10	P	Local training subcontractor
<b>Planned Technical Interventions</b>						

3.18	A consultant will work closely with the embedded advisor to analyze the policy, regulatory, and institutional environment in which the property tax department operates. The consultant will make recommendations to the department's management and provide technical support in developing a strategic actionable plan to meet their objectives. The consultant will work with the embedded advisor to prepare follow-up scopes of work to deliver the necessary assistance for implementing the plan.	• Advisor arrives				Embedded advisor, International subcontractor, Procurement Manager
		• Orientation and introduction				
		• Technical assistance begins				
		• Weekly reports written				
		Assessment Report developed including findings and action plan	Mar-10	Apr-10	P	
3.19	Implementation of assessment recommendations for property tax administration and development	Scopes of works for different recommended actions developed and assignments implemented	Apr-10	Sep-10	P	Embedded advisor, International subcontractor, Procurement Manager
3.20	GIS assessment for property tax department	Assessment report including findings and recommended actions	Mar-10	Apr-10	O	Embedded advisor, Local subcontractor, Procurement Manager
<b>Communication</b>						
3.21	Communications campaign to help raise the collection rate of the property tax department in addition to creating a different communication style that is based on providing information proactively for the citizens using a modern style of communication.	• Campaign plan created and approved	Oct-09	Oct-09	D	Embedded advisor, Communications specialist, Local subcontractor
		• Campaign items produced	Nov-10	Nov-09	D	
		• Campaign launched	Dec-09	Apr-10	D	
		• Campaign evaluation completed	Feb-10	Jun-10	D	
3.22	Use cartoon to promote Ministry's improved services	Special episodes created and published in local newspapers, TV, radio, and cartoon website, facebook page, youtube	Feb-10	Apr-10	O	Embedded advisor, Communications specialist, Local subcontractor
3.23	Develop internal communication plan to improve management and assist in change management	• Developed internal capacity to organize and lead internal event	Jan-10	Feb-10	O	Embedded advisor, Communications specialist
		• Evident flow of internal communication established and active	Feb-10	-	O	
3.24	Website content development to increase usage of the website, particularly the sections of the income tax and the property tax	• Website content developed	Mar-10	Apr-10	P	Embedded advisor, Communications specialist, Media production and buying
		• Related sections of MOF website updated	Mar-10	Jul-10	P	
<b>Renovations</b>						
3.25	Renovate Hebron Property Tax Office	Office renovated, equipped and reopened	TBD	TBD	O	Local subcontractor
3.26	Renovate Nablus Property Tax Office	Office renovated, equipped and reopened	TBD	TBD	O	Local subcontractor
<b>TOT training</b>						
3.27	Design and deliver workshop on job training and evaluation	3 training days delivered	Feb-10	Mar-10	P	Training specialist, Chemonics Training specialist

Key Intervention/Component: Grants						
4	Subtasks	Milestone indicating completion	Start	End	Status	Resources
4.1	<p>Develop fiscal policy and policy formulation manual. The main objective is to bolster the capacity of the Ministry of Finance in policy planning and formulation. Grantee plans to work closely with MOF, to produce: fiscal and monetary policy document, and policy formulation and planning manual.</p> <p>Fundamentally, grantee intends to bring in local expertise, organize policy forums, and work closely with MOF, the Cabinet office, and other stakeholders including civil society organizations and have them involved in dynamic debates to be able to produce the two decisive documents. Grantee plans to provide specialized training in policy development for the Ministry</p>	<ul style="list-style-type: none"> <li>• Development, presentation, and approval of ministry fiscal policy and policy formulation manual</li> <li>• Training workshops delivered</li> </ul>	Dec-10	Sep-10	O	Grants manager

Key Intervention/Component: Center of Excellence						
1	Subtasks	Milestone indicating completion	Start	End	Status	Resources
1.1	Guide Ministry leadership to form and commit Ministry COE team in designated role as leaders and implementers of internally driven institutional reform (P1S1)	~25 person COE team created, with documented ministry permission to perform self-assessment activities	Oct-09	Oct-09	C	Embedded advisor; COE specialist; Technical director
1.2	Deliver team orientation workshop to Ministry COE team, detailing level of commitment required for COE program and steps involved (P1S2)	Initial one-day team orientation workshop delivered to identified COE team	Nov-09	Nov-09	C	Embedded advisor; COE specialist; Training specialist; COE trainer
1.3	Deliver general skills workshops to Ministry COE team, to establish awareness and importance of communications, team building and change management (P1S2)	General skills workshops delivered to COE team members, establishing basic skill base	Dec-09	Dec-09	C	Embedded advisor; COE specialist; Training specialist; Training company
1.4	Deliver Self-assessment criteria workshops to Ministry COE team, to establish understanding of best practices in public sector organizations in Leadership, People, Knowledge, Processes, and Finance (P1S2)	5 day criteria workshop delivered to COE team members (1 day each for each criterion: Leadership, People, Knowledge, Processes and Finance), establishing common vocabulary and understanding of basic concepts	Dec-09	Dec-09	C	Embedded advisor; COE specialist; Training specialist; COE trainer
1.5	Deliver Self-assessment tools orientation workshops (3 days external workshop, 1-2 days in-ministry follow-up as needed) to Ministry COE team, to establish comprehension and ability to collect data for Self-assessment report (P1S2)	1 tools orientation workshop delivered (3 days) plus 1-2 days in-ministry follow-up support in use of Self-assessment tools (at request of ministry)	Jan-10	Jan-10	C	COE trainer; Embedded advisor; COE specialist; Training specialist
1.6	Advise and guide ministry COE team in development of ministry-wide COE awareness campaign to educate all ministry employees and staff on COE program structure and value of COE program (in coordination with ministry communications teams currently working with PACE)	Ministry-wide COE awareness campaign planned and delivered, targeting all employees of the ministry	Feb-10	Feb-10	O	Embedded advisor; Communications specialist; COE specialist; Printing/design of materials
1.7	Provide on-going coaching and management of ministry COE teams to facilitate and guide Self-assessment data collection (P2S1)	Pre-interview questionnaires distributed and Interviews conducted with ~10 members of management in each criterion area; Survey conducted, covering representative sample of ministry; Self-assessment data collected and organized for discussion	Mar-10	Apr-10	O	Embedded advisor; COE specialist; PACE Technical specialists
1.8	Deliver Self-assessment data analysis and report writing workshop to facilitate production and finalizing of raw data for COE Self-assessment report (P2S2)	Self-assessment data (interview scores, survey scores and qualitative notes) documented, analyzed, pressure tested and finalized for report	May-10	Jun-10	P	Embedded advisor; COE specialist; COE trainer
1.9	COE Self-Assessment report content finalized, laid out and printed for distribution to appropriate recipients, as chosen by ministry COE team, with guidance from PACE (P2S3)	COE Self-Assessment reports proofread for language, printed and distributed	Jun-10	Jun-10	P	Embedded advisor; COE specialist; Arabic editor; Printing/design of report
1.10	Advise and guide ministry COE team in development of communications campaign to distribute and share COE outcomes with all ministry employees and staff (in coordination with ministry communications teams currently working with PACE)	Ministry-wide COE awareness campaign planned and delivered, targeting all employees of the ministry	Jun-10	Jul-10	P	Embedded advisor; Communications specialist; COE specialist; Printing/design of materials

1.11	Guide Ministry leadership to re-form and re-commit Ministry COE team in designated role as leaders and implementers of internally driven institutional reform through Transformation (P3S1)	~25 member COE team recommitted to Transformation activities, with documented authority to report and act on recommendations	Jul-10	Jul-10	P	Embedded advisor; COE specialist; Technical director
1.12	Deliver workshop to guide ministry COE team in development of team vision and identification of prioritized solutions (P3S2)	Articulated ministry COE team vision and draft versions of solution maps created, ready to be shared with ministry leadership and relevant staff	Aug-10	Aug-10	P	COE trainer; Embedded advisor; COE specialist; Training specialist
1.13	Provide on-going coaching and management of ministry COE teams to facilitate and guide testing and adjustment of solution maps (P3S3)	Finalized solution maps for each criterion and for whole program (total of 6), that incorporate ministry feedback and team judgment	Aug-10	Sep-10	P	Embedded advisor; COE specialist
1.14	Deliver workshop to guide ministry COE team in development of Transformation Action Plan (P3S4)	Draft version of Transformation Action Plan created, ready to be shared with ministry leadership and relevant staff	Sep-10	Oct-10	P	COE trainer; Embedded advisor; COE specialist; Training specialist
<b>Key Intervention/Component: Improved Services</b>						
<b>2</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
2.1	Complete the AS-IS documentation of procedures at the passport control directorate, and strengthen the capacity of staff on topics related to process management and process improvement	• As-Is procedures manual produced.	Oct-09	Oct-09	C	Embedded Advisor, Process re-engineering specialist
		• 30 staff trained in the field of process management and process improvement.	Oct-09	Oct-09	C	
		• Six training days; 50 training hours organized.	Oct-09	Oct-09	C	
		• Service identification report produced.	Oct-09	Oct-09	C	
		• Process identification report produced.	Oct-09	Oct-09	C	
2.2	Complete the re-engineering phase for the operating procedures of the civil affairs directorate	• Re-engineering recommendations report including service improvement recommendation produced.	Feb-10	Feb-10	C	Embedded Advisor, Process re-engineering specialist
		• An updated operating procedures manual produced.	Feb-10	Mar-10	C	
2.3	Continue with the (AS-IS, Documentation) for other 7 directorates in the ministry.	As-Is business procedures manual for 7 directorates produced	Mar-10	Sep-10	P	Embedded Advisor, Process re-engineering specialist
2.4	Review the current organizational structure to pinpoint likely obstacles that might affect implementation of the COE recommendations.	Improved and updated organizational structure with clear responsibilities and updated bylaws produced.	Mar-10	May-10	O	Embedded Advisor, Process re-engineering specialist
2.5	Develop job descriptions for both the civil affairs and passport control directorates, and provide technical support to develop JDs for other 7 directorates. PACE will strengthen capacity of staff on job analysis and job descriptions development	• Four days; 28 training hours organized and targeted 25 staff from the two directorates on job description development.	Feb-10	Feb-10	O	Embedded Advisor, Process re-engineering specialist
		• Fifty job descriptions developed for the two directorates.	Feb-10	Mar-10	O	
		• Competency and job requirements report produced for the two directorates.	Mar-10	Mar-10	O	
		• Four days; 38 training and targeted 28 staff from the 7 directorates trained.	Mar-10	Mar-10	O	
		• 150 job descriptions developed for 7 other directorates.	Apr-10	May-10	O	

2.6	Re-engineer and improve the capacity of the Human Resources and Administrative Affairs Directorates to cope with the COE criteria, and be a motive force for change	• As-Is operating procedures manual produced.	May-10	May-10	P	Embedded Advisor, Process re-engineering specialist
		• Improved education training management policies and procedures produced.	May-10	May-10	P	
		• Improved HR planning policies and procedures produced.	Jun-10	Jun-10	P	
		• Improved recruitment planning policies and procedures produced.	Jun-10	Jun-10	P	
		• Improved employee performance appraisal policies and procedures produced.	Jul-10	Aug-10	P	
		• Improved compensation and benefits policies and procedures produced.	Aug-10	Sep-10	P	
2.7	Provide on-going coaching and mentoring on implementation of procedures and necessary orientation to ensure services reengineered and business processes are streamlined in the civil affairs and passport control directorates	• Auditing and evaluation report produced.	May-10	Jul-10	O	Embedded Advisor, Process re-engineering specialist
		• Updated procedure manual produced.	Aug-10	Aug-10	P	
		• 20 training days targeting 150 staff organized around customer service.	May-10	Sep-10	P	
		• Improved services.	Sep-10	Sep-10	P	
		• Service satisfaction report produced.	Sep-10	Sep-10	P	
<b>Key Intervention/Component: Skill Building</b>						
<b>3</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
<b>Bolster Capacity of the Ministry's Training Department</b>						
3.1	Procure the services of a local firm to build the capacity of the training department support the MOI in assessing the current situation for the training department	Contract signed and the current situation for the training department assessed by the firm and key MOI decision makers and training key persons.	Oct-09	Oct-09	C	Training specialist, Embedded Advisor, Local training subcontractor
3.2	Procure the training services of a local subcontractor to support the training department in forming training team and developing their roles and responsibilities	• 25 training team members formed.	Nov-09	Nov-09	C	Training specialist, Embedded Advisor, Local training subcontractor
		• Roles and responsibilities clarity document produced	Nov-09	Dec-09	C	
3.3	Work closely with the training department's team and train them on assessment tools and techniques.	3 training days on self assessment techniques delivered to 25 staff from ministry and district offices	Dec-09	Dec-09	C	Training specialist, Embedded Advisor, Local training subcontractor
3.4	Conduct full training need assessment for all ministry staff by coaching and supporting the ministry team through the data collection, analyses and producing the final assessment report	Data for training assessment collected, analyzed and assessment report produced.	Feb-10	Feb-10	O	Training specialist, Embedded Advisor, Local training subcontractor
3.5	Based on the findings from the training needs assessment, the firm will work closely with the MOI training team and will design and deliver 3 years strategic training plan, one year operation plan, and training guidance	3 years strategic plan and first year operational plan produced for the training department.	Feb-10	Feb-10	O	Training specialist, Embedded Advisor, Local training subcontractor
3.6	Design and produce training standards and guide book to be used as reference by the training department	Training standards and guide book produced.	Mar-10	Mar-10	O	Training specialist, Embedded Advisor, Local training subcontractor
<b>Training to support process re-engineering</b>						
3.7	Procure the training services of a local subcontractor to implement 2 training workshops on customer service to raise the desk officers awareness on how to communicate effectively with customers	14 training days organized on customer service targeting 150 desk officers	Mar-10	Apr-10	P	Local training subcontractor

Enhance Ministry' Trainers knowledge and skills on Training of Trainers and job performance.						
3.8	Procure the training services of a local subcontractor to bolster capacity of ministry trainers on training best practices and techniques	Three training workshops on TOT techniques delivered to 8 trainers.	Feb-10	Mar-10	P	Training specialist, Chemonics Training specialist
<b>Key Intervention/Component: Renovations</b>						
<b>4</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
4.1	Improving service delivery at the Hebron civil affairs office through refurbishment, queuing systems and procurement	Hebron office fully functional	May-10	May-10	D	Local subcontractor, Procurement Manager, Embedded advisor
4.2	Improving service delivery at the Jenin civil affairs office through refurbishment, queuing systems and procurement	Jenin office fully functional	May-10	May-10	O	Local subcontractor, Procurement Manager, Embedded advisor
<b>Key Intervention/Component: Population Register Assessment &amp; Action Plan</b>						
<b>5</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
5.1	A comprehensive assessment and action plan for the development of the population register is produced and presented to the PA	• Procure services through a local subcontract to work with the PA national committee to produce a an inclusive assessment and action plan to build a Population Register	Nov-09	Nov-09	C	Local subcontractor
		• Conduct interviews with stakeholders and produce an inception report on previously conducted work and initial findings and reach consensus with the PA	Nov-09	Dec-09	C	
		• Produce and assessment on the current data needs and protocols, SWOT analyses, benchmarking to international standards, review of the legal context and institutional capacities and HR development needs	Jan-10	Feb-10	O	
		• Produce an inclusive phased action plan for the establishment of the population registers for implementation by the PA	Feb-10	Feb-10	P	
<b>Key Intervention/Component: Communication</b>						
<b>6</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
6.1	Use cartoon to promote Ministry's improved services	Special episodes about MOI created and published.	Feb-10	Aug-10	O	Embedded advisor, Communications specialist, Media production and buying
6.2	Strengthen capacity of the ministry's communications team and facilitate the development of a communication strategy and a public outreach plan to enable the Ministry to effectively communicate with the public on service improvement and overall ministry reform efforts	• Communication strategy created and approved by Minister	Dec-09	Feb-10	O	Communications specialist, Communications short term consultant
		• Public outreach action pan developed	Feb-10	Feb,10	O	
6.3	Design and implement an awareness campaign on how to issue official documents such as ID cards, passports and death certificates	• Campaign plan created and approved	Mar-10	Mar-10	P	Embedded advisor, Communications specialist, Media production and buying
		• Campaign items produced	Mar-10	Jun-10	P	
		• Campaign launched	May-10	Jul-10	P	
		• Campaign evaluation completed	Mar-10	Aug-10	P	
6.4	Provide technical assistance to strengthen capacity of the ministry to communicate with the public through upgrading the website.	Website content developed.	Feb-10	Apr-10	P	Embedded advisor, Communications specialist, Media production and buying
6.5	Develop internal communication plan to improve management and assist in change management	• Developed internal capacity to organize and lead internal event	Mar-10	Apr-10	O	Embedded advisor, Communications specialist
		• Evident flow of internal communication established and active	Feb-10	Sep-10	O	

Key Intervention/Component: Grants						
7	Subtasks	Milestone indicating completion	Start	End	Status	Resources
7.1	The Palestinian Center for Democracy and Conflict Resolution will strengthen MOI service delivery capacity, provide a necessary podium for ministry to effectively communicate with the public in Bethlehem, Hebron, Tulkarem and Nablus governorates and improve citizens' perception towards government services through town hall meetings, round tables, media and trainings	• Final report on citizens' perception produced	Jan-10	Mar-10	O	The Palestinian Center for Democracy and Conflict Resolution, Grants specialist
		• 12 town hall meetings conducted in 4 governorates and attended by 600 citizens	Mar-10	Apr-10	O	
		• 8 radio episodes designed and broadcasted	Apr-10	May-10	O	
		• 4 round table meetings conducted; one in each of the 4 governorates	May-10	May-10	O	
		• 160 hours of training conducted and targeted 104 ministry staff	May-10	Jun-10	O	
		• One workshop to present project results conducted	Jun-10	Jul-10	O	
7.2	Panorama- Center for the Dissemination of Democracy and Community Development will promote service improvement through monitoring efficiency and effectiveness of the Ministry's service delivery work utilizing a set of indicators.	• 3 public opinion polls conducted.	May-10	Nov-10	O	Panorama-Center for the Dissemination for Democracy and Community Development, Grants specialist
		• One position paper on suggested service improvement produced.	Dec-10	Dec-10	O	
		• One final report to analyze and track improvement of performance produced and disseminated.	Feb-11	Feb-11	O	
7.3	Taawon for Conflict Resolution will promote the MOI best practices and capacity in service delivery to ensure transparency, raise public awareness on PA services and build linkages with the public.	• 21 hours of training on conflict analysis and mediation and targeted 22 staff organized	Feb-10	Mar-10	O	Taawon for Conflict Resolution, Grants specialist
		• Two meetings conducted to discuss citizens' concerns and to agree on implementation mechanisms	May-10	Jun-10	O	
		• One TV program and one radio spot produced	May-10	May-10	O	
		• Suggestion box installed and tracking processes streamlined	Apr-10	Jun-10	O	
		• Guidelines bulletins developed and distributed	Apr-10	Jun-10	O	
		• 5000 stickers on ministry contact details and services produced and distributed	Mar-10	Jul-10	O	
Key Intervention/Component: Renovations						
8	Subtasks	Milestone indicating completion	Start	End	Status	Resources
8.1	Assess, procure, and install modern IT equipment to improve service delivery in civil affair area offices in 2 locations	Service delivery in 2 civil affair offices improved following the installation of modern IT equipment	TBD	TBD	O	Embedded advisor, IT specialist, Local subcontractor

Key Intervention/Component: Center of Excellence						
1	Subtasks	Milestone indicating completion	Start	End	Status	Resources
1.1	Guide Ministry leadership to form and commit Ministry COE team in designated role as leaders and implementers of internally driven institutional reform (P1S1)	~25 person COE team created, with documented ministry permission to perform self-assessment activities	Oct-09	Oct-09	C	Embedded advisor; COE specialist; Technical director
1.2	Deliver team orientation workshop to Ministry COE team, detailing level of commitment required for COE program and steps involved (P1S2)	Initial one-day team orientation workshop delivered to identified COE team	Nov-09	Nov-09	C	Embedded advisor; COE specialist, Training specialist; COE trainer
1.3	Deliver general skills workshops to Ministry COE team, to establish awareness and importance of communications, team building and change management (P1S2)	General skills workshops delivered to COE team members, establishing basic skill base	Jan-10	Jan-10	C	Embedded advisor, COE specialist, Training specialist, Local training subcontractor
1.4	Deliver Self-assessment criteria workshops to Ministry COE team, to establish understanding of best practices in public sector organizations in Leadership, People, Knowledge, Processes, and Finance (P1S2)	5 day criteria workshop delivered (1 day each for each criterion: Leadership, People, Knowledge, Processes and Finance), establishing common vocabulary and understanding of basic concepts	Jan-10	Jan-10	C	Embedded advisor, COE specialist, Training specialist, Local training subcontractor
1.5	Deliver Self-assessment tools orientation workshops (3 days external workshop, 1-2 days in-ministry follow-up as needed) to Ministry COE team, to establish comprehension and ability to collect data for Self-assessment report (P1S2)	1 tools orientation workshop delivered (3 days) plus 1-2 days in-ministry follow-up support in use of Self-assessment tools (at request of ministry)	Feb-10	Feb-10	C	Local training subcontractor, Embedded advisor, COE specialist; Training specialist
1.6	Advise and guide ministry COE team in development of ministry-wide COE awareness campaign to educate all ministry employees on COE program structure and value of COE program (in coordination with ministry communications teams currently working with PACE)	Ministry-wide COE awareness campaign planned and delivered, targeting all employees of the ministry	Mar-10	Mar-10	O	Embedded advisor, Communications specialist, COE specialist, Printing/design of materials
1.7	Provide on-going coaching and management of ministry COE teams to facilitate and guide Self-assessment data collection (P2S1)	Pre-interview questionnaires distributed and Interviews conducted with ~10 members of management in each criterion area; Survey conducted, covering representative sample of ministry; Self-assessment data collected and organized for discussion	Feb-10	Apr-10	O	Embedded advisor, COE specialist, PACE Technical specialists
1.8	Deliver Self-assessment data analysis and report writing workshop to facilitate production and finalizing of raw data for COE Self-assessment report (P2S2)	Self-assessment data (interview scores, survey scores and qualitative notes) documented, analyzed, pressure tested and finalized for report	Apr-10	Apr-10	P	Embedded advisor, COE specialist, COE trainer
1.9	COE Self-Assessment report content finalized, laid out and printed for distribution to appropriate recipients, as chosen by ministry COE team, with guidance from PACE (P2S3)	COE Self-Assessment reports proofread for language, printed and distributed	May-10	May-10	P	Embedded advisor, COE specialist, Arabic editor, Printing/design of report
1.10	Advise and guide ministry COE team in development of communications campaign to distribute and share COE outcomes with all ministry employees (in coordination with ministry communications teams currently working with PACE)	Ministry-wide COE awareness campaign planned and delivered, targeting all employees of the ministry	May-10	May-10	P	Embedded advisor, Communications specialist, COE specialist, Printing/design of materials

1.11	Guide Ministry leadership to re-form and re-commit Ministry COE team in designated role as leaders and implementers of internally driven institutional reform through Transformation (P3S1)	~25 member COE team recommitted to Transformation activities, with documented authority to report and act on recommendations	Jun-10	Jun-10	P	Embedded advisor, COE specialist, Technical director
1.12	Deliver workshop to guide ministry COE team in development of team vision and identification of prioritized solutions (P3S2)	Articulated ministry COE team vision and draft versions of solution maps created, ready to be shared with ministry leadership and relevant employees	Jun-10	Jun-10	P	COE trainer, Embedded advisor, COE specialist, Training specialist
1.13	Provide on-going coaching and management of ministry COE teams to facilitate and guide testing and adjustment of solution maps (P3S3)	Finalized solution maps for each criterion and for whole program (total of 6), that incorporate ministry feedback and team judgment	Jul-10	Jul-10	P	Embedded advisor, COE specialist
1.14	Deliver workshop to guide ministry COE team in development of Transformation Action Plan (P3S4)	Draft version of Transformation Action Plan created, ready to be shared with ministry leadership and relevant employees	Jul-10	Jul-10	P	COE trainer, Embedded advisor; COE specialist; Training specialist
1.15	Provide on-going coaching and management of ministry COE teams to facilitate and guide testing and adjustment of Transformation Action Plan (P3S5)	Finalized Transformation Action Plan for each criterion and for whole program (total of 6), that incorporates ministry feedback from all levels and team judgment	Aug-10	Sep-10	P	Embedded advisor, COE specialist, PACE Technical specialists
<b>Key Intervention/Component: Skill building for MTIT</b>						
<b>2</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
2.1	Develop terms of reference for conducting 6 training days on finance and procurement to build the skills of the finance employees to perform effectively.	<ul style="list-style-type: none"> <li>• Terms of reference produced.</li> <li>• 6 days of training for 25 employees conducted</li> </ul>	Apr-10	Apr-10	P	Embedded advisor, Training specialist, Local training subcontractor
			May-10	Jun-10	P	
2.2	Develop terms of reference for conducting 12 training days on leadership, strategic planning, communications and negotiations skills	<ul style="list-style-type: none"> <li>• Terms of reference produced</li> <li>• 12 days of training for two groups/ 25 employees conducted</li> </ul>	Apr-10	Apr-10	P	Embedded advisor, Training specialist, Local training subcontractor
			May-10	Jul-10	P	
2.3	Procure the training services of a local subcontractor to enhance the knowledge and skills of the MTIT employees on basic computer skills which will increase their efficiency	2 training courses for 40 employees conducted	May-10	Aug-10	P	Embedded advisor, Training specialist, Local training subcontractor
2.4	Procure the training services of a local subcontractor to enhance the knowledge and skills of the MTIT employees on English language skills which will increase the employees performance	1 training course for 20 employees conducted	May-10	Aug-10	P	Embedded advisor, Training specialist, Local training subcontractor
2.5	Procure the training services of a local subcontractor to improve customer service skills of desk officers to support service delivery	2 days of training for 20 employees (6 days/3 groups) conducted	May-10	Jun-10	P	Embedded advisor, Training specialist, Local training subcontractor
2.6	Procure the training services of a local subcontractor to enhance the knowledge and skills of the MTIT employees on advanced computer skills which will increase their efficiency	2 training courses for 40 employees conducted	Jun-10	Aug-10	P	Embedded advisor, Training specialist, Local training subcontractor
2.7	Procure the training services of a local subcontractor to enhance the ability of Ministry trainers to conduct job trainings and job performance evaluations	<ul style="list-style-type: none"> <li>• Training materials developed and distributed to trainers</li> <li>• 3 training workshop for 8 trainers conducted</li> </ul>	Mar-10	Mar-10	P	Embedded advisor, Training specialist
			Mar-10	Mar-10	P	

<b>Key Intervention/Component: Communication</b>						
<b>3</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
3.1	Development of the strategic communications and public outreach plan	• Plan is created and approved by the Minister.	Oct-09	Jan-10	P	Embedded advisor, Communications specialist
		• Action plan with a time table for implementation is developed	Jan-10	Mar-10	P	
3.2	Awareness campaign to promote the use of postal services. The campaigns will create a local debate using the media as a medium on postal services in Palestine, give citizens access to information by making information available, and increase the number of postal service users.	• Campaign plan created and approved	Mar-10	Mar-10	O	Embedded advisor, Communications specialist, Media production and buying
		• Campaign items produced	Apr-10	Apr-10	O	
		• Campaign launched	Apr-10	Apr-10	O	
		• Campaign evaluation completed	Mar-10	Sep-10	O	
3.3	Licensing of media companies and internet service providers campaign: The campaign goal is to provide relevant information concerning the licensing of media institutions to the citizens and increase number of people who issue licenses for their businesses in West Bank.	• Campaign plan created and approved	Jul-10	Aug-10	P	Embedded advisor, Communications specialist, Media production and buying
		• Campaign items produced	Aug-10	Aug-10	P	
		• Campaign launched	Sep-10	Sep-10	P	
		• Campaign evaluation completed	Mar-10	Jul-10	P	
3.23	Use cartoon to promote Ministry's improved services	Special episodes created and published in local newspapers, TV, radio, cartoon website, facebook page, youtube	Dec-09	Sep-10	O	Embedded advisor, Communications specialist, Local subcontractor
3.4	Website content development : the goal is to increase the number of employees interacting with each other on the local network, and the number of citizens visiting the website and using it as a source of information to learn about the different Ministry services	Ministry website launched	Feb-10	Jul-10	O	Embedded advisor, Communications specialist, Media production and buying
3.5	Develop internal communication plan to improve management and assist in change management	Developed internal capacity to organize and lead internal event	Feb-10	Mar-10	O	Embedded advisor, Communications specialist
<b>Key Intervention/Component: Improve services at Post Office</b>						
<b>4</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
<b>Training for Post offices</b>						
4.1	Procure the training services of a local subcontractor to deliver 7 on-the-job training days in Jordan for 10 employees from PA Post Office Department	• Terms of reference delivered	Feb-10	Feb-10	P	Embedded advisor, Training Specialist, Jordanian MTIT employee
		• Training schedule produced in coordination with Jordan MTIT.	Mar-10	Mar-10	P	
		• 7 on job training days delivered	Mar-10	Mar-10	P	
4.2	Procure the training services of a local subcontractor to improve basic computer and language skills	12 training workshop for 15 employees conducted	Mar-10	Jul-10	P	Local training subcontractor
4.3	Procure the training services of a local subcontractor to improve customer service for desk officers in 10 districts	2 training workshops for 20 employees conducted	Apr-10	May-10	P	Local training subcontractor
4.4	Provide Post office department with management expert to provide job training and daily support	On the job training for MTIT employees for 6 months	Mar-10	Jun-10	P	Local training subcontractor
<b>Branding</b>						
4.5	Design new logo for Palestine Post	New logo produced	Oct-09	Oct-09	C	Local subcontractor
4.6	Assist in a nationwide advertising and branding campaign aimed at increasing public awareness of enhanced postal service capacity	Designed and produced packaging materials and an opening ceremony	Oct-09	Dec-09	C	Local subcontractor
4.7	Install 5 major signs with new logo at post offices	New logo signs to be installed in the post offices of Al-Bireh, Tulkarem, Jericho, Ramallah and the general directorate in Al-Bireh	Nov-09	Nov-09	C	Local subcontractor
4.8	Paint postal vehicles with new logo	6 postal vehicles painted with the new logo	Nov-09	Nov-09	C	Local subcontractor

<b>Addressing &amp; Postal Code</b>						
4.9	Review the current system of domestic and mail delivery in the West Bank and conduct a brief analysis of the current situation	Consultant to work with Government post office employee	Oct-09	Nov-09	C	Surge advisor
4.10	Develop postcode concept paper enabling coding to building level (and possibly apartment level) in a minimum number of digits	Concept paper submitted in November 2009	Nov-09	Nov-09	C	Surge advisor
4.11	Agree on postal design concept with coding committee	Coding committee agrees to concept design	Feb-10	Feb-10	D	Surge advisor
4.12	Identify 900 geographic sectors and obtain approval from coding committee	Sectors identified and approved by coding committee	Mar-10	Mar-10	O	Surge advisor
4.13	Allocate postal sectors to numbers and split into 10 sub-sectors	Postal sectors allocated to numbers and 10 sub-sectors created	Apr-10	Apr-10	P	Surge advisor
4.14	Develop postcode map and directory	Postcode map and director developed	May-10	May-10	P	Surge advisor
4.15	Implement 3-4 digit level postcode and design process for coding to building and apartment level	Postal code designed and implemented	Jan-10	May-09	O	Surge advisor
4.16	Develop addressing guidelines for customers of Palestine Post	Draft produced in November 2009. Final version to be submitted after development of postcode in May 2010	Nov-09	May-10	O	Surge advisor
<b>Postal Strategy</b>						
4.17	Assist MTIT request an international code from the Universal Postal Union	Code awarded to the Palestinian Authority	Oct-09	Oct-09	C	Surge advisor
4.18	Conduct an overall assessment of current service delivery and make recommendations for improvement	Assess Palestine Post operation and share international best practice and procedures	Oct-09	Nov-09	C	Surge advisor
4.19	Develop strategy to improve Palestine Post situation in the areas of mail, parcels, banking, Government services and retail services. Develop customer and employee strategies	Strategy for Palestine Post developed	Mar-10	Mar-10	O	Surge advisor
4.20	Provide technical advice to establish an international relations function in Palestine Post	Provide a description of the functions and tasks required by the International relations function of Palestine Post.	Feb-10	Feb-10	D	Surge advisor
4.21	Produce postal sector policy for MTIT	Produce a policy document that sets out postal sector objectives and actions in the areas of universal service, liberalization, post office strategy, ownership and customer satisfaction.	Feb-10	Feb-10	C	Surge advisor
4.22	Assist in the development of procedures for newly offered services	Efficient operating procedures developed	May-10	May-10	P	Surge advisor
<b>Renovations</b>						
4.23	Improve service delivery in Nablus Post Office through refurbishment, limited procurement.	Completion of renovation construction activities including design, procurement, and construction.	Nov-09	Jul-10	O	Local subcontractor

## ANNEX II

<b>Key Intervention/Component: Revise the Performance Monitoring and Evaluation Plan to reflect the project activities in</b>						
<b>1</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
1.1	Review project activities outputs in each component to see what modifications are needed and what new areas should have more focus	Project activities outcome	Oct-09	Oct-09	C	M&E specialist, Embedded advisors, Technical team
1.2	Update the PMP indicators based on the activities in the project's 2nd year	New indicators were added and approved, new indicators were revised and/or changed	Dec-09	Dec-09	C	M&E specialist, Senior management
1.3	Provide targets and baseline for the modified PMP indicators	Planned targets for FY10,FY11 developed	Jan-10	Jan-10	C	Technical team, Embedded advisors, Grants specialist COE specialist
1.4	Design data collection tools to report on the revised and the new indicators	M&E tools developed for indicators data collection	Jan-10	Jan-10	C	M&E specialist
1.5	Revise the PMP plan definitions to reflect the modified indicators	Revised PMP plan	Feb-10	Feb-10	O	M&E specialist
<b>Key Intervention/Component: Report on the project activities and performance through the USAID Geo-MIS and TraiNet</b>						
<b>2</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
2.1	Update the Geo-MIS Active programs section	Updated program goals and achievements for FY10	Jan-10	Jan-10	C	M&E specialist, QR, Management level
		Updated program PMP matrix	Dec-09	Dec-09	C	M&E specialist
		Updated list of sub-contractors	Jan-10	Jan-10	C	M&E specialist, Financial department
		Uploaded planned activities	Nov-09	Nov-09	C	Technical team, Embedded advisors, Grants specialist COE specialist M&E specialist
2.2	Add new renovation activity type component in the activity level reporting to have more focus on the renovation activities for the targeted ministries	Uploaded Success stories	Jan-10	Jan-10	C	Reporting specialist
		Uploaded renovation activities	Jan-10	Jan-10	C	M&E specialist, USAID
2.3	Modify Geo-MIS indicators to reflect the revised PMP changes	Approved and used of new Geo-MIS indicators for activity level reporting	Jan-10	Jan-10	C	M&E specialist, USAID
2.4	Revisit the pre-existing Geo-MIS data entry to reflect the new changes from the PMP	All project activities updated	Mar-10	Mar-10	O	M&E specialist
2.5	Record and keep track of all the project activities into the Geo-MIS on a monthly bases	Designed, on-going and completed activities recorded	Sep-10	Sep-10	O	M&E specialist
2.6	Record and keep track of all the project training activities through the TraiNet system	In country and third country training activities tracked and reported	Sep-10	Sep-10	O	M&E specialist, Training team
2.7	Handle third country training required documents and participants tracking	All required documents are collected and filed, participants tracked	Feb-10	Feb-10	C	M&E specialist, EAs, Training specialist
2.8	Verify recorded trainings to ensure the data quality	Verified project trainings activities to handle internal and external reporting requirements	Mar-10	Mar-10	C	M&E specialist
2.9	Create filing system to handle all the supporting documents required	Project activities filed and ready for review and audit	Sep-10	Sep-10	C	M&E specialist
<b>Key Intervention/Component: Use the M&amp;E PMP to help project in decision making and evaluate whether project activities</b>						
<b>3</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
3.1	Produce the annual M&E progress report to highlight the project outputs, outcomes and impact for its activities in this year	Annual M&E Progress report produced	Sep-10	Sep-10	P	M&E specialist
3.2	Present on-going quantitative, qualitative and data analysis to feed the project quarterly, monthly and weekly reports	Enhanced reporting	Sep-10	Sep-10	O	M&E specialist
3.3	Provide on-going data collection and reporting on the project performance indicators	on-going indicator results captured	Sep-10	Sep-10	O	M&E specialist

3.4	Provide on-going M&E assessments, impact studies and evaluation for selected project activities	Impact assessment reports, success stories produced	Sep-10	Sep-10	O	M&E specialist, Reporting specialist, Interns
3.5	Conduct continues site visits, focus groups, evaluation sessions for the project activities	Project activities monitored and evaluated	Sep-10	Sep-10	O	M&E specialist
<b>Key Intervention/Component: M&amp;E intervention / Center of Excellence (COE)</b>						
<b>4</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
4.1	Provide internal technical guidance for PACE team on how to track the COE outcomes with each ministries	COE outputs and outcomes measured	Jun-10	Jun-10	O	M&E specialist, COE specialist, Embedded advisors
4.2	Deliver workshops for ministry teams on M&E concepts and how to develop indicators and M&E plans for COE	Indicators and M&E plan workshops conducted	Aug-10	Aug-10	P	M&E specialist, Training specialist, Embedded advisors
4.3	Guide ministries teams in identifying the metrics for success	Success identified for ministries	Sep-10	Sep-10	P	M&E specialist, COE specialist, Embedded advisors
4.5	Provide periodic reporting on COE indicators, and activities through the reporting mechanism	COE activities and indicators result addressed	Sep-10	Sep-10	O	M&E specialist, Embedded advisors
<b>Key Intervention/Component: M&amp;E intervention / Grants</b>						
<b>5</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
5.1	Orient the potential CSOs on how to develop their M&E plans for the RFA01	CSOs trained on how to design and submit M&E plans	Oct-09	Oct-09	C	M&E specialist, Grants specialist
5.2	Review M&E sections of the submitted RFA01 applications and provide comments for enhancement	CSOs developed effective M&E plans	Nov-09	Nov-09	C	M&E specialist
5.3	Meet with CSOs to develop participatory M&E indicators and process for each grants	CSOs produced M&E reporting tools to be used in the CSOs monthly reporting as well as PACE reporting to USAID	Feb-10	Feb-10	C	M&E specialist
5.4	Provide on-going technical guidance for CSOs in terms of data collection monthly reporting and tools development	CSOs finalized M&E process	Sep-10	Sep-10	O	M&E specialist
5.5	Provide on-going sites visits to monitor the CSOs activities and collect data for quarterly reports and success stories	CSOs implemented M&E plans	Sep-10	Sep-10	O	M&E specialist
5.6	Keep track of CSOs activities, milestones and beneficiaries for USAID reporting	CSOs activities addressed for USAID reporting	Sep-10	Sep-10	O	M&E specialist
<b>Key Intervention/Component: M&amp;E intervention / Ministries</b>						
<b>6</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
6.1	Track all the ministries capacity building interventions for USAID reporting	Capacity building intervention activities addressed	Sep-10	Sep-10	O	M&E specialist, Embedded advisors, Training specialist
6.2	Conduct site visits to collect data for reporting and success stories	Success stories produced, data collection verified	Sep-10	Sep-10	O	M&E specialist, Communication specialist
6.3	Provide impact assessments for specific activities and campaigns	Impact assessment reports produced	Sep-10	Sep-10	O	M&E specialist, Embedded advisors, Interns

<b>Grants Making Cycle One - First Comprehensive RFA Released and Addressed to 22 CSOs</b>						
<b>1</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
1.1	Review project design, budget, budget notes, M&E plan, branding strategy, and marking plan of the 12 full applications	12 full applications received and reviewed	Oct-09	Oct-09	C	PACE Team
1.2	Review various drafts of full applications and discuss comments with CSOs and prepare final complete applications	10 full applications are ready in final shape	Jan-10	Jan-10	C	PACE Team
1.3	Review and evaluate the first six full applications	Six grant full applications reviewed and evaluated	Nov-09	Nov-09	C	Grants Evaluation Committee
1.4	Review and evaluate four full applications	4 grant full applications reviewed and evaluated	Dec-09	Dec-09	C	Grants Evaluation Committee
1.5	Conduct reference checks for ten CSOs	Two references were checked and documented per CSO	Jan-10	Jan-10	C	Grants Evaluation Committee
1.6	Conduct pre-award surveys to measure CSOs management and financial management capacities	10 Pre-award surveys conducted and documented	Jan-10	Jan-10	C	Grants specialist, Senior financial manager
1.7	Prepare negotiation memos and grant agreements	10 negotiation memos and grant agreements prepared	Jan-10	Jan-10	C	GC, Grants specialist
1.8	Prepare and submit grant approval requests to USAID	10 approval requests submitted to USAID	Jan-10	Jan-10	C	Grants specialist
1.9	Sign grant agreements and conduct grant administration orientation meetings for the first six CSOs	6 grant agreements signed and orientation meetings conducted	Jan-10	Jan-10	C	Grants specialist
1.10	Sign grant agreements and conduct grant administration orientation meetings for four CSOs	4 grant agreements signed and orientation meetings conducted	Feb-10	Feb-10	C	Grants specialist
1.11	Follow up grant implementation and monitoring and evaluation	Ongoing	Dec-09	Sep-10	O	Grants Team, M&E Specialist
<b>Grants Making Cycle Two - Second Modified Comprehensive RFA Released and Addressed to 20 CSOs (4 current)</b>						
<b>2</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
2.1	Identify 20 CSOs to target under grants second cycle and submit list for USAID approval	20 CSOs identified and list submitted for USAID approval	Jan-10	Jan-10	C	Grants specialist, Senior technical director
2.2	Preparation of application forms package and release RFA to CSOs to solicit concept papers after receiving USAID approval on the targeted CSOs list	Application forms prepared and RFA released	Feb-10	Feb-10	O	Grants specialist
2.3	Conduct pre-submission workshop to explain grants program objectives, program areas, application process to CSOs	Workshop conducted and attended by targeted CSOs	Feb-10	Feb-10	D	Grants specialist
2.4	Prepare vetting requests for the targeted CSOs and submit vetting requests to USAID	16 vetting requests prepared and submitted to USAID	Feb-10	Feb-10	O	Grants Evaluation Committee
2.5	Receive concept papers, management systems, financial systems and registration certificates	16 concept papers and other requested documents received	Feb-10	Feb-10	D	Grants Evaluation Committee
2.6	Review and evaluate concept papers, management systems and financial systems and discuss evaluation results	16 concept papers reviewed and evaluated and evaluation results discussed	Mar-10	Mar-10	P	Grants Evaluation Committee
2.8	Prepare concept papers summary matrix and submit to USAID for approval	Summary matrix prepared and submitted to USAID	Mar-10	Mar-10	P	Grants specialist, Senior technical director
2.9	Prepare concept papers approval and regret letters and submit letters to CSOs to develop full applications after receiving USAID approval	CSOs informed of USAID decision	Apr-10	Apr-10	P	Grants specialist, Senior technical director
2.10	Conduct monitoring and evaluation workshop for CSOs to build their capacity in M&E and reporting	Workshop conducted and attend by 16 CSOs	Apr-10	Apr-10	P	M&E specialist
<b>Grants Making Cycle Two - Continued</b>						

2.11	Review project design, budget, budget notes, M&E plan and branding strategy and marking plan for the received first draft complete applications	16 full applications reviewed	May-10	May-10	P	PACE Team
2.12	Review various drafts full applications and discuss comments with CSOs and prepare complete applications	Comments on various draft full applications discussed	Jun-10	Jun-10	P	PACE Team
2.13	Review and evaluate the first six full applications by the Grants Evaluation Committee	Six grant full applications reviewed and evaluated	May-10	Jun-10	P	Grants Evaluation Committee
2.14	Review and evaluate seven full applications by the Grants Evaluation Committee	Seven grant full applications reviewed and evaluated	Jun-10	Jul-10	P	Grants Evaluation Committee
2.15	Conduct reference check for ten CSOs	Two references were checked and documented per CSO	Jun-10	Jun-10	P	Grants Evaluation Committee
2.16	Conduct pre-award surveys to measure CSOs management and financial management capacities	13 pre-award surveys conducted	Jun-10	Jul-10	P	Senior financial manager
2.17	Prepare neg memos and grant agreements	13 neg memos and grant agreements prepared	Jun-10	Jul-10	P	GC, Grants specialist
2.18	Prepare and submit grant approval requests to USAID	13 approval requests submitted to USAID	Jul-10	Jul-10	P	Grants specialist, Senior technical director
2.19	Sign grant agreements and conduct grant administration orientation meetings for the first six CSOs	6 grant agreements signed and orientation meetings conducted	May-10	Jun-10	P	Grants specialist
2.20	Sign grant agreements and conduct grant administration orientation meetings for seven CSOs	7 grant agreements signed and orientation meetings conducted	Jul-10	Jul-10	P	Grants specialist
2.21	Follow up grant implementation and monitoring and evaluation	Ongoing	Sep-10	Sep-10	P	Grants Team, M&E Specialist
<b>Grants Making - Specific RFA to Support Implementation and Sustainability of COE in the Public Sector</b>						
<b>3</b>	<b>Subtasks</b>	<b>Milestone indicating completion</b>	<b>Start</b>	<b>End</b>	<b>Status</b>	<b>Resources</b>
3.1	Identify 2-3 CSOs, develop specific RFA related to COE and submit to USAID for approval	2-3 CSOs identified and RFA developed and submitted to USAID for approval	Mar-10	Mar-10	P	Grants specialist, COE Specialist, Consultant
3.2	Prepare vetting requests for the selected CSOs and submit vetting requests to USAID	Vetting requests prepared and submitted to USAID	Apr-10	Apr-10	P	Grants Evaluation Committee
3.3	Prepare application forms package and release RFA to CSOs to solicit concept papers after receiving USAID approval	Application forms prepared and RFA released	May-10	May-10	P	Grants specialist
3.4	Conduct pre-submission meetings to explain RFA and full application and evaluation process to CSOs	Meeting conducted and attended by targeted CSOs	May-10	May-10	P	Grants specialist, COE Specialist
3.5	Receive concept papers, management systems, financial systems and registration certificates	2-3 concept papers, management systems, financial systems and registration certificates received	Jun-10	Jun-10	P	Grants Evaluation Committee
3.6	Review and evaluate received concept papers, management systems and financial systems and registration certificates	2-3 concept papers reviewed and evaluated	Jun-10	Jun-10	P	PACE Team
3.7	Discuss concept papers evaluation results	Evaluation results discussed and a summary report prepared	Jun-10	Jun-10	P	Grants Evaluation Committee
3.8	Prepare concept papers summary matrix and submit to USAID for approval	Summary matrix prepared and submitted to USAID	Jul-10	Jul-10	P	Grants specialist, Senior technical director
3.9	Prepare concept papers approval and regret letters and submit letters to CSOs to develop full applications after receiving USAID approval	Approval and non-approval letters prepared and send to CSOs	Jul-10	Jul-10	P	Grants specialist, Senior technical director

<b>Grants Making Specific RFA COE - Continued</b>						
3.10	Review project design, budget, budget notes, M&E plan, branding strategy and marketing plan for the received three full applications	2-3 full applications reviewed	Aug-10	Aug-10	P	PACE Team
3.11	Discuss comments and side notes on first draft full applications with the concerned staff from targeted CSOs	Comments on first draft full applications discussed	Aug-10	Aug-10	P	Grants specialist, COE Specialist
3.12	Review various draft full applications and discuss comments with CSOs and prepare full applications in final shape	Comments and side notes on various draft full applications discussed and 3 application are ready in final shape	Sep-10	Sep-10	P	Grants specialist, COE Specialist
3.13	Review and evaluate full applications	Three grant full applications reviewed and evaluated	Sep-10	Sep-10	P	Grants Evaluation Committee
3.14	Conduct reference check for three CSOs	Two references were checked per CSO	Sep-10	Sep-10	P	Grants Evaluation Committee
3.15	Conduct pre-award surveys to measure CSOs management and financial management capacities	Pre-award surveys conducted	Sep-10	Sep-10	P	Senior financial manager
3.16	Prepare neg memos and grant agreements	Negotiation memos and grant agreements prepared	Sep-10	Sep-10	P	Grants Evaluation Committee, Grants specialist
3.17	Prepare and submit grant approval requests to USAID	Approval requests submitted to USAID	Sep-10	Sep-10	P	Grants specialist
3.18	Sign grant agreements and conduct grant administration orientation meetings for three CSOs	Grant agreements signed and grantees started implementation	Sep-10	Sep-10	P	Grants specialist
3.19	Follow up grant implementation and monitoring and evaluation	Ongoing	Sep-10	Sep-10	P	Grants specialist, M&E Specialist
<b>Bolster Capacity of Partner CSOs in Cooperative Advocacy by Partners for Democratic Change (PDC)</b>						
4	Subtasks	Milestone indicating completion	Start	End	Status	Resources
4.1	Assess the current capacities and needs of PACE CSO partners in cooperative advocacy	Assessment report made available	Feb-10	Feb-10	P	Partners for Democratic Change
4.2	Design cooperative advocacy curriculum and training materials	Cooperative advocacy manual produced	Mar-10	Mar-10	P	Partners for Democratic Change
4.3	Conduct a training seminar	Training conducted and attended by 15 - 20 CSOs representatives	Mar-10	Mar-10	P	Partners for Democratic Change
4.4	Provide mentoring for PACE grantees on their grants implementation	10 CSOs visited and coached	Mar-10	Mar-10	P	Partners for Democratic Change
4.5	Boost the capacity of 4-6 new CSOs/CBOs in cooperative advocacy	Advocacy strategies developed and fine-tuned for 4-6 new CSOs	Apr-10	Apr-10	P	Partners for Democratic Change
<b>Close out</b>						
5	Subtasks	Milestone indicating completion	Start	End	Status	Resources
5.1	Close-out of 3 grants	PCDCR, Alhares and Ta'awon grants closed out	Jul-10	Jul-10	P	Grants specialist
5.2	Monitoring and evaluation of grant implementation	Ongoing	Sep-10	Sep-10	P	Grants specialist, M&E Specialist
5.3	Handle all grant administrative work	Ongoing	Sep-10	Sep-10	P	Grants specialist