



USAID
FROM THE AMERICAN PEOPLE

Palestinian Authority Capacity Enhancement Project - PACE

Work Plan

Year Three - Updated

1 October 2010 – 30 September 2011

PALESTINIAN AUTHORITY CAPACITY ENHANCEMENT PROJECT

Work Plan
Year Three - Updated
1 October 2010 – 30 September 2011

SUBMITTED BY CHEMONICS INTERNATIONAL

Contract No. DFD-I-06-05-00219-00
PACE No. FO-D-2010-063

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

Updated Project Organization	1
Section I: Year Three Project Implementation Overview	1
A. Organizational Structure	2
B. Monitoring and Activities Monitoring Plan.....	3
Section II: Updated Project Interventions.....	4
A. Citizen Service Facility Upgrades	4
B. Institutional Capacity Building / Centers of Excellence Methodology.....	4
1. Cross-cutting COE support for transformation	4
2. Sustainability.....	5
3. Anticipated results	7
C. Ministry Specific Interventions	7
1. Ministry of Transportation (MOT)	7
2. Ministry of Public Works and Housing (MOPWH)	8
3. Ministry of Finance (MOF)	9
4. Ministry of Interior (MOI)	11
5. Ministry of Telecommunications and Information Technology (MTIT).....	12
D. Cross Cutting Activities	13
E. Small Grants Program	14
Annex I: Action Plans	
Annex II: Cartoon Broadcast Schedule.....	

Acronyms

COE	Centers of Excellence
CSO	Civil Society Organization
HCT	Higher Council of Traffic
MOF	Ministry of Finance
MOPWH	Ministry of Public Works and Housing
MOI	Ministry of Interior
MTIT	Ministry of Telecommunications and Information Technology
MOT	Ministry of Transportation
PA	Palestinian Authority
PDC	Partners for Democratic Change
PMP	Performance Monitoring Plan
RRU	Road Repair Unit
WBG	West Bank/Gaza

Updated Project Organization

Chemonics will work collaboratively with its institutional partners Massar Associates and the Kaizen Co. to achieve all task-order targets. Chemonics will continue to provide overall technical direction and administrative oversight, with Kaizen Co. taking the lead on the Centers of Excellence components of the plan, and Massar providing top-notch local/regional technical and administrative support. It should be noted that two institutional partners named under the task order, State University of New York and Partners' for Democratic Change, were unable to contribute to implementation of task order activities due to the removal of the State Audit Bureau (SAACB) from the project portfolio in year one and the reduction of the projects' grant component in the contract modification executed in year two.

Section I: Year Three Project Implementation Overview

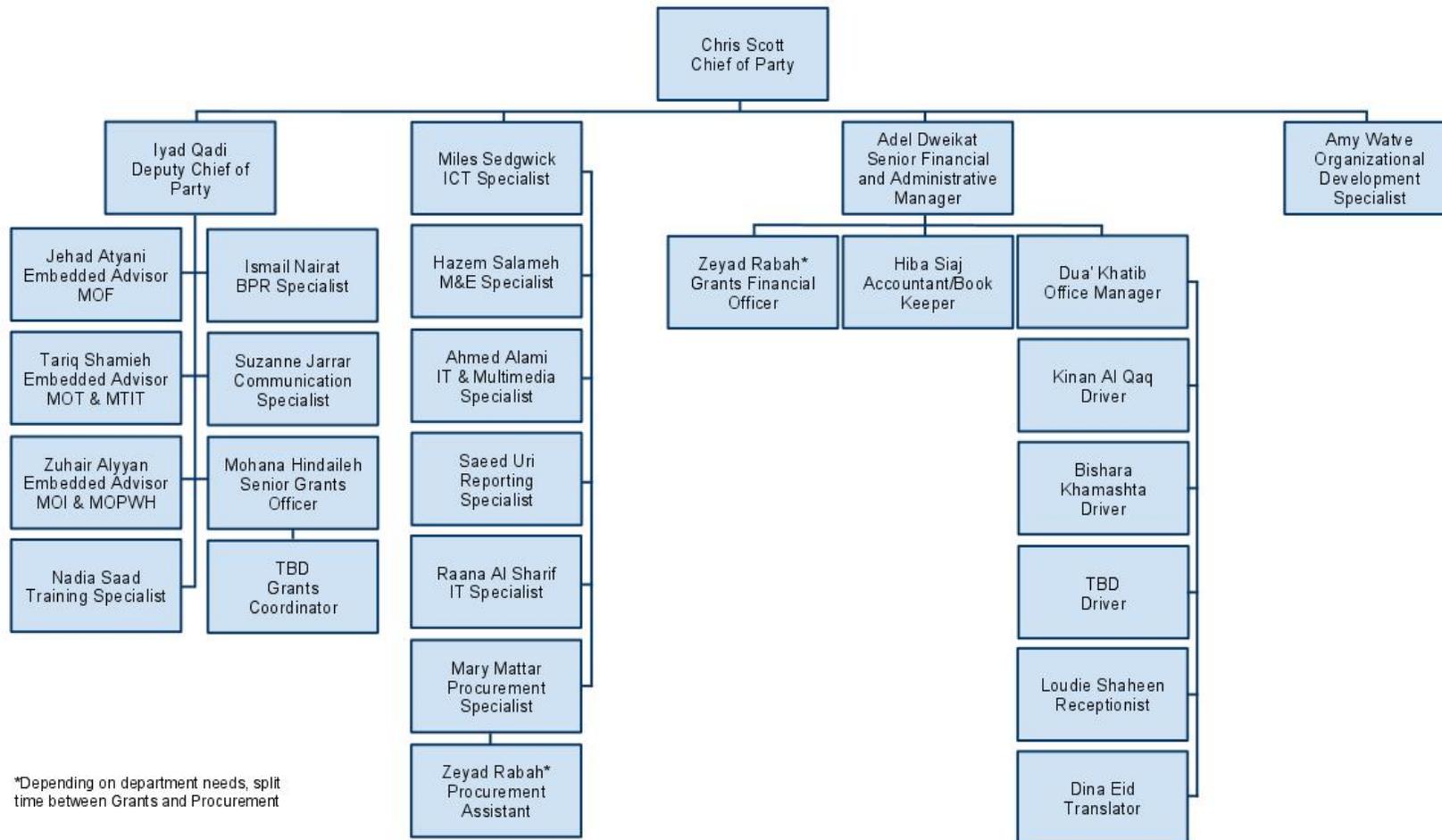
USAID previously approved the project's three year work plan as well as the second year update as required under the terms of the task order contract. This will be the project's final update to the work plan and will be used to guide all project activities through closeout in September 2011. As was done with the year two update, this document is broken into two parts, namely the work plan narrative and attached action plans. The narrative describes the overall technical approach, explains what the Centers of Excellence (COE) program will achieve, and summarizes planned interventions across institutional partners. The action plans, attached in Annex 1, provide detailed activity-based information, including milestones, timelines, and anticipated resource allocations to achieve specified tasks. The action plans will be periodically updated over the course of the final year to ground truth technical assumptions, ensure deliverables are achieved in a timely manner, and allocate resources to those activities achieving the highest impact. Updated action plans will be shared with USAID.

COE will continue to be a priority in year three, with a particular focus on how the project can assist its current set of partners to sustain the institutional reform framework after project closeout. Additionally, the project team will work with critical stakeholders across the PA to promote an overall governmental vision and plan to rollout the model to all PA institutions, establishing COE as the government's methodology to promote sustainable public sector reform. This is described in greater detail throughout the narrative section as well as in each of the action plans.

The project will expand and deliver four additional refurbishments of citizen service centers with additional resources provided by USAID at the end of year two. Additionally, resources have been budgeted to assist other PA institutions, such as the Central Elections Commission, with commodity or technical support as agreed between the project and USAID.

Finally, the entire project team will begin working in the first quarter of this year to effectuate a smooth project closeout. Closeout activities will include closing out all grant activities, achieving all contractual obligations, phasing out activities, completing all administrative requirements, and completing a final closeout report – detailing achievements and sustained impacts of the project.

A. Organizational Structure



B. Monitoring and Activities Monitoring Plan

Implementation of the approved performance monitoring plan (PMP) will continue in year three as a means to capture impact of project activities and monitor progress. Using the PMP as a guide, the project will utilize data collection tools and quality assessment plans to maintain an effective monitoring and evaluation system.

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 basis, 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.

The third and final round of customer satisfaction surveying at the targeted ministries will be held. For the MOPWH and MOT, the surveying will be held in March 2011, while surveying for the MOI, MOF, and MTIT will be held in August 2011. The surveying will be used to measure citizen satisfaction with ministry services, a key indicator of success for the project. The surveying will be conducted by an independent contractor in close collaboration with the project. A final report will be produced, analyzing the data collected in all three rounds.

Data collected will also provide internal technical guidance as the COE program begins implementation of transformation plans. Reforms attempted, as well as those successful, will be used as the main metric to identify progress achieved in the COE program. Concepts and techniques will also be provided to members of the COE program as a tool to engage in independent assessments and monitoring and evaluating.

Two of the partner ministries will be used as case studies to gauge project impact. Detailed reports, along with a potential interactive web interface, will aggregate the data collected related to the two ministries and operate as examples of project interventions and impact at all targeted ministries. The reports will include quantitative and qualitative data, along with images, videos, and testimonies from beneficiaries.

Similar tools will be used to monitor and evaluate the progress of grants provided to local CSOs to support project goals. The project will continue to mentor the CSOs on the importance of data collection and also conduct field visits to ensure it is collected properly. The project will support CSOs with technical guidance and tool development during development of monthly reports.

As the project is in its last year, a final impact report will be produced, highlighting project outputs, analyzing successes and challenges faced throughout the life of the project. The report will be based on quantitative and qualitative data, monthly and weekly reports, site visits, and focus groups. Data in the final report could potentially be used as baseline data for use by future projects. Data will also be used to support quarterly and weekly reports submitted to USAID, as well as the final report on the project's activities.

Section II: Updated Project Interventions

A. Citizen Service Facility Upgrades

Building on the success of the ten citizen services upgrades completed in years one and two, the project will complete an additional four offices during this work plan period. The project will provide each partner with limited commodity support, such as furniture and IT equipment to improve service delivery. Customer service and other skills training will complement the commodity support to further enhance the new “customer focused” culture in the PA.

The improvements will follow the same tenets as the previous renovations with citizen centric designs, along with improved work environments for employees. The locations were selected in collaboration with USAID based on ministry needs and potential for impact. The project also considered a ministry’s willingness for increased institutional development and progress achieved within the project’s Centers of Excellence program to select facilities. The project anticipates a dramatic increase in cost share due to the PA’s recognition of the high impact incurred and a desire to substantively contribute to this reform effort.

Ministry, City	Completion	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Property Tax Department, Nablus	1/14/2011								
Licensing Bureau, Jenin	4/30/2011								
Post Office, Bethlehem	4/1/2011								
Large Tax Payer Office, Ramallah	4/30/2011								
Civil Affairs Department, Jericho	4/1/2011								
Graph Key									
Design Phase									
Renovation Phase									
Refurbishment Phase									

B. Institutional Capacity Building / Centers of Excellence Methodology

Implementing the Centers of Excellence methodology will continue to be a primary focus in the final year of the project. Technical assistance will focus on the rapid development of transformation action plans to guide meaningful government reform and implementation of these plans at the project’s five, current partner ministries. Building upon the success of the transformation process, the project will also concentrate on building the sustainability of the COE program as a vehicle for meaningful government reform and excellence. More details are available in the attached action plans, which describe activities at the level of individual ministries and the PA as a whole.

1. COE Support for Transformation in Five Partner Ministries

In its first two years, PACE helped create and train COE teams in five partner ministries. The project will continue to support ministry COE teams in year three. Each team will establish a vision and develop priorities based on the self-assessments completed in year two, and then undertake the “Transformation Planning” and “Transformation Implementation” phases of the COE program.

During “Phase 3: Transformation Action Planning”, ministry COE teams will develop and test prioritized hypothesis maps to create a portfolio of government reform initiatives. These priorities will then be developed into transformation action plans utilizing SMART goals (Specific, Measurable, Attainable, Relevant, Time-bound) based on a basic work planning template. Throughout, teams will consider visibility of the initiatives and their ability to directly benefit Palestinian citizens, and ministry teams will be encouraged to use their best judgment and input from colleagues and influential stakeholders within the ministries during the development of the transformation plans. Ongoing, project-supported reforms will be folded into the plans, moving them into the ownership of the ministry COE teams and reinforcing the COE program’s underlying call to action.

During “Phase 4: Implementation of Transformation”, the project will support selected transformation initiatives at each ministry, directing limited resources at institutional partners most ready, willing, and able to achieve substantial results. In line with the COE methodology, each ministry will address issues that arise during implementation, including gaps in communication, leadership buy-in, resources, skills transfer, and team capabilities.

2. Sustainability

The project will aggressively pursue two simultaneous tracks to achieve sustainability of the COE program: (1) solidifying the sustainability of the COE program in each partner ministry; and, (2) establishing the COE methodology as a sustainable framework for institutional reform at the level of the PA government as a whole.

2.1 COE Sustainability in Partner Ministries

One end goal of the project is to institutionalize COE teams within each partner ministry as a defined body with a clearly defined mandates, skills, and funding. This entails formalization of the team and documented guidelines for how the team will operate. During Year three, the project will work with ministry teams to create succession guidelines and realistic organizational structures tailored to each ministry’s needs. The project will also recommend incentive packages to recognize and further motivate successful COE participation on the individual level within ministries. Ministry teams will then adapt and submit these recommendations to appropriate PA organizations for approval and funding. These activities are mapped out in greater detail in the action plans attached.

As part of these efforts, the project will work to establish COE team membership as a prestigious career ‘stepping stone’ for up-and-coming civil servants to learn government and management best-practices, bring new ideas to improve the ministry, and gain promotions into higher management positions. This is already happening to some extent, as select ministry COE team members have

COE Phases

The COE program involves the completion of five phases, each with a specific goal:

- Phase 1: Establishment of leadership buy-in and team orientation
- Phase 2: Completion of the Self-assessment Report
- Phase 3: Transformation Action Planning
- Phase 4: Implementation of Transformation
- Phase 5: Collaboration and Learning.

The COE program was designed to create meaningful change from within ministries, based upon the focused efforts to build internally-based teams of change consultants, drawing upon recognized talent from within ministries and cultivating that staff. The COE approach aggressively seeks to combine the years of experience of the people that know the ministry best with tools to effectively implement sustainable change.

received promotions due largely to the recognition of accomplishments and performance as active COE participants.

2.2 Sustainability at the Level of the PA Government as a Whole

Beyond its work in the five, current partner ministries, PACE will undertake a number of initiatives designed to achieve sustainability of the COE program at the level of the PA as a whole, creating permanent institutional mechanisms to lead COE efforts, share best practices and coordinate reform efforts, and extend the program to additional ministries. These efforts will establish a solid foundation for the fifth and final stage of the COE program: “Collaboration and Learning.” Specific initiatives include the following:

Creation of a COE steering committee

COE teams formed a cross-ministerial steering committee during the last work plan period to guide the direction of the COE conference, held in late October 2010. As planned, the committee was dissolved after completion of a report on the conference findings. Based on the success of this committee, the project will propose establishing a similar steering committee to promote and coordinate the extension and sustainability of the COE program and champion public-sector innovation after the life of the PACE project. At the beginning of the year, the project will conduct high-level discussions with senior COE members and key decision makers to determine the appropriate entity to sponsor such a committee, such as the Prime Minister’s Office. The COE Steering Committee and sponsoring entity would effectively replace the project’s role in promoting COE initiatives and ensure that lessons learned are transferred across ministries. The initial Steering Committee will consist largely of high-level, successful ‘rank-and-file’ civil servants who worked directly with the COE program. It is anticipated that members would have decision-making power on behalf of their ministries, drawing from the Director General, Assistant Deputy Minister or Deputy Minister levels of each ministry.

Introduction of bi-monthly (every-other month) criterion forums

Under the auspices of the COE Program Steering Committee, the project will sponsor forums every other month for COE members in each of the five COE criteria areas. Forums will bring together representatives from all ministries that have already completed COE self-assessments. The forums will provide a regular means for reformers to share reform experiences and lessons-learned, provide a structured means to transfer best-practices from ministry-to-ministry, create a repository of Palestinian-specific knowledge, and serve as a means for civil servants to identify and propose revisions and improvements to the PA-wide policy and regulatory framework. The project will make technical assistance available to COE reformers during Year three to address the top opportunities and constraints identified by these forums.

Development of a COE alumni organization

The majority of ministries are adding new members to COE teams for the transformation phase, and ‘graduating’ select members. All of these individuals now have a better understanding of government best practices and organizational excellence. To help these individuals retain new skills and perspectives, the program will sponsor a COE alumni organization. This group, open to current and former COE members, will support COE members to retain skills during and beyond their time on COE teams. The project will work with the COE Steering Committee to send members quarterly updates on COE activities and accomplishments. The project will also help bring ongoing learning

opportunities (from the PA and donor agencies) to COE member attention, and make them aware of various incentive programs, donor-sponsored study tours, etc. Bi-annual, in-person events will bring COE alumni club members together to hear from experts and network with peers, as well as identify innovations in best practices from other sectors and countries. The goal of this club, which will expand over time under the guidance of the COE Steering Committee, is to continue to cultivate and grow an ever-expanding group of reform-minded PA civil servants, who approach diverse reforms using the same language and proven methodologies.

Expansion of COE to additional ministries

PACE will help the Steering Committee and other government entities prepare for the expansion of COE to additional ministries. It is anticipated that ministries currently implementing COE will prepare to mentor and support new ministry COE teams, assist in the conducting of self-assessments, and ultimately champion the implementation of transformation in the years immediately following the project's end. Under the current work plan, the project will help the PA Government and COE Steering Committee establish this capability by creating a framework and the necessary materials needed to extend the program.

3. Anticipated results

Final outcomes from Year three, as detailed in the action plan attached, will be meaningful government reforms and increased ownership of the COE program as a means by which to carry out those reforms. The COE program has already inspired ministry team members to behave differently within the workplace. The real test for the third year will be whether these team members will be able to motivate a broad section of their peers to behave differently and create positive impact that citizens notice and appreciate.

C. Ministry Specific Interventions

1. Ministry of Transportation (MOT)

PACE will work aggressively with the higher council of traffic during the first and second quarters of year three to complete project goals and graduate the council from project assistance. Significant progress was made over years one and two to build the council, which only existed on paper when project interventions began to establish it as a functioning entity. PACE's specialist, Gary Roberts, will return in early 2011 to complete the work the project started in 2009, specifically through interventions to empower the council with the skills and knowledge to improve traffic safety through the road safety audit system and the vehicle weight control program. The higher council of traffic will graduate from project interventions in July 2011. Planned interventions are detailed in the included action plan.

Technical support will assist the council to build a revised vehicle crash data form that will be submitted to the MOI for implementation in April 2011. The revised forms will then be utilized to backlog past crash data in order to build a database. The revised vehicle crash data will then be used to enhance the capacity of the council to analyze crash data to develop traffic safety initiatives. With the capacity to conduct research oriented interventions, the council could engage in strategic planning that targets the real cause of accidents.

A pilot road safety audit review program will launch with technical support from the project in April 2011. The audit review program identifies hazardous roadways that are susceptible to accidents.

Those roadways will then be targeted for future improvement by the government. To implement the review, engineers will need to be trained in traffic safety theory in order to gain the knowledge and skills needed to assess roadways. The project will conduct the training and assist in initial assessments to ensure the council and the trained engineers' capacity is sufficient to manage the program. As the chief conductor of road safety audit reviews, the council will become a vital player in infrastructure design and construction, making it a relevant player in a major PA activity.

Efforts will continue to implement the vehicle weight control system. Once the required portable truck scales are delivered, theoretical and practical training will begin to identify overweight vehicles. Overweight vehicles are dangerous because the weight prevents the vehicle from operating properly. The tires of overweight vehicles ruin pavement and braking becomes less efficient, increasing accidents for citizens and costs of infrastructure maintenance for the government. The vehicle weight control system will be implemented in April 2011 through technical and material support provided by the project.

Additional support will focus on implementing the council's annual communication plan. The communication plan was designed by the council in coordination with the project with the goal of increasing public awareness of traffic safety issues. A winter season vehicle check campaign already designed is currently being prepared for launch. A public website will also be produced to provide different target audiences with information to improve personal safety when traveling. Other planned campaigns are traffic safety awareness week and international traffic safety day. Project support will include technical assistance in campaign design and financial support.

With the project in its last year, efforts to ensure the sustainability of the impact of the council will begin. The project will work with the council to develop plans for continued donor support by reaching out to other projects working to improve traffic safety and work to secure PA financial support. Initial coordination work has already been implemented between the World Bank and the council. The project will continue to foster the relationship and attempt to produce joint projects between the two. Other efforts will be made to ensure the council is empowered by the PA to effectively implement projects and improve traffic safety in the Palestinian territories because this in turn will motivate the PA to provide the vital support needed to guarantee the sustainability of the council.

2. Ministry of Public Works and Housing (MOPWH)

Previous technical interventions resulted in the establishment of three road repair units that already repaired more than 175 kilometers of road, while also clearing ditches and culverts. The units have become the Ministry's flagship tool for small-to-medium size repairs and the resulted impact has been felt by the PA, which in turn dedicated 9 million Shekels to the units and pledged further support. Project interventions will continue to strengthen the units by enhancing its geographic information system (GIS) capacity through the procurement of GPS devices training and coaching, all of which is discussed in more detail in the attached action plan. The project will also assist implementation of a proposed organizational structure that will facilitate the support needed by the units from other Ministry units and departments for continued sustainability. The road repair units will then graduate from project support in May 2011 and remain a project legacy with continued road repair operations supported by the PA.

As data needed for the full implementation of the GIS is collected, the project will begin on-the-job training and management support to assist in its employment by the units in February 2011. Training will be provided to the units on use of the GIS in planning and how it can assist in prioritization of work and annual budgeting. Modifications will be made to the current GIS user interface to simplify use for the units. Other training will ensure the units have the capacity to continue to collect data and ensure the GIS remains updated and relevant. As the RRUs mature, training will be provided to engineers for quality control. This will include both quality of materials used for maintenance, as well as the quality of work.

Final interventions will focus on enhancing the units' access to materials, as well as building the capacity of the units to engage in medium scale operations. Once the Ministry purchases the needed materials, the cold asphalt plant will begin operating. It will produce cold asphalt that is used to quickly repair roads and will prove to be useful to the units. Training will be conducted to provide the Ministry with knowledge needed to operate the plant, as well as for the units on use of the material. USAID's Infrastructure Needs program expressed interest in supporting the units. The project will coordinate with the program and work to build the capacity of the units to conduct medium scale operations through equipment procurement. The units will then be trained in use of the equipment. The completion of this task will mark the end of project interventions at the road repair units.

The Palestinian Road Standards manuals will be finalized and put to use once approved by the cabinet. The manuals, which are currently being translated, will ensure future infrastructure work follows national requirements regarding designs, construction, and materials. The implementation of the manuals will ensure construction meets requirements that minimize maintenance costs. To implement the manuals, the project will work with the Ministry's bidding unit to ensure all bids comply with the standards, as well as with the road repair units. With the manuals available, the project will also provide road design software to assist in the design of roads based on the requirements stated in the manuals.

Since the Ministry is ahead of other partner ministries in the COE program and already identified five reforms, the project will assist in implementation of these reforms through technical support and coaching. The reforms are the establishment of a hotline for citizens to report road damage for repair, the development of job descriptions, a staff performance appraisal system, operational procedure manuals for the internal audit department, and simplified technical and administrative procedures.

3. Ministry of Finance (MOF)

Income Tax Department

The planning and development committee was established to lead reform within the income tax department and coordinate donor interventions. The establishment of the committee was the result of a project funded study trip where income tax department employees interacted with counterparts in Jordan. The project will work on committee initiatives, as well as provide technical expertise to assist the department in other areas. The committee will gain important experience, knowledge, and skills during this next year that will enhance its capacity for continued work, operating as the project's sustainability plan as interventions come to an end in September 2011.

One of the first items identified by the committee was the need for an updated electronic taxpayer database. The committee produced plans for the database, working with the departments IT specialist and the project, and implementation of the plan is currently underway. To collect the necessary data, the committee will visit the 14 income tax department offices in the West Bank. The database will assist the income tax department in tax collection by providing an easily accessible list of taxpayers and individual tax status. Support will be provided to the committee as it develops the database.

A senior tax advisor will work with the income tax department starting in October 2010 with the goal of improving efficiencies to increase tax collection. The advisor will work with senior department employees and provide recommendations and assist in their implementation. The advisor will also provide on-the-job training to employees to build capacity. Training in tax auditing will also be conducted to provide employees with the skills needed to audit businesses. The project will also work on building the internal communication capacity of the department to improve coordination.

Parallel to interventions aimed at enhancing capacity will be those that improve services provided to citizens by the department. The project will work with the department to compile “as-is” operating procedure manuals. The manuals, once compiled and put to use, will guarantee consistent service delivery across the West Bank, while also operating as a source of information for citizens and employees. Along with enhancing services will be a public awareness campaign to communicate the importance of tax payment, the procedures involved, and the improvements made to the income tax department, to bolster public perceptions.

The interventions will transform the department from an irrelevant government agency with little capacity to implement its mandate to one that can execute concrete service that in turn, increase tax collection for the PA. The interventions are also designed to maintain sustained capacity by working closely with employees to transfer the experience, skills, and knowledge needed to manage such a vital department. The enhanced capacity of the employees will prove useful when other projects, such as USAID’s Investment Climate Improvement project, target the department for further improvements.

Property Tax Department

While interventions at the income tax department increase, those at the property tax department will come to an end. Minor work will be conducted to finalize issues such as the operating procedure manuals. Training will be used to improve customer service and management at the department. Finally, the project will assist the department launch a public awareness campaign to promote a property tax payment discount. The project launched an identical campaign last year. This year the MOF will provide a cost-share for the campaign, and interventions at the department will wind down, as the project ends in September 2011.

The re-engineering department operations will be completed with a final review of the implementation of the operating procedure manuals. Field visits will be conducted across the West Bank to ensure employees are utilizing the manuals and that the procedures documented are correct. If any discrepancies between the manuals and actual procedures are identified, the project will produce updated manuals with the department and distribute the manuals to the field offices. Once the review is completed and changes, if needed, are conducted, the streamlined operating

procedure manuals development will be completed. Re-engineering activities will come to an end in April 2011.

Based on an assessment conducted by a surge advisor, a number of training programs will be conducted to improve the department's capacity. Customer service training will be held for front desk employees to increase customer satisfaction. Management training will also be held that will focus on change management to improve staff performance and overall department operations.

4. Ministry of Interior (MOI)

Building on foundations already laid, the project will complete organizational development and capacity building at the Ministry of Interior through business process re-engineering activities and a comprehensive training plan. The activities will come to an end with the establishment of two re-engineered departments, creation of a complaints department, and implementation of a new organizational structure. As project technical activities end in July 2011, the new departments will continue to support the Ministry. A detailed schedule for these activities is included in the action plan.

The project will complete re-engineering of the operating procedure manuals this year at the civil affairs department and the passport directorate in March 2011. An implementation review will be conducted through field visits across the West Bank. During the review, the project will ensure that the manuals remain accurate, relevant, and in use by Ministry employees. If any discrepancies between the manuals and actual procedures are identified, the project will produce updated manuals with the Ministry and distribute the manuals to the field offices. Once the review is completed and changes, if needed, are incorporated, the streamlined operating procedure manuals development will be completed.

Two directorates, the human resources and administrative directorate and the purchasing and inventory directorate will undergo re-engineering aimed at improving their work flows and operating procedures starting in October 2010. At the human resources and administrative directorate, the re-engineering will review the current systems in place for staff evaluations, recruitment, payroll, personnel, and internal communication, and streamline the procedures for enhanced efficiency within these units. Re-engineering at the purchasing and inventory directorate will result in streamlined procedures for procurement, increasing efficiency.

Along with the re-engineering of two directorates, the project will work to establish a complaints unit by April 2011. The unit will operate as a center for citizens to contact when facing problems receiving services. The project will work with a Ministry team to produce a plan for establishing the unit and develop an organization description, job descriptions, and an organizational structure for implementation. The project will support the Ministry to execute the plan to establish the unit and then provide training for members of the unit.

Assistance will be provided to a Ministry committee that is implementing a new organizational structure developed with project assistance. The project will assist the committee to overcome challenges, while providing the technical expertise needed to restructure such a large institution. The new structure provides an improved operational plan and includes the job descriptions produced by the project.

Coordination will also continue with the national population registry to monitor the implementation of the population registry action plan produced by the project. This will involve coordinating with the committee and other donors, such as GTZ, currently implementing the plan.

The project will graduate the Ministry following the completion of these interventions, building a much stronger foundation and the capacity needed to provide better support to citizens. Institutional development will continue after the life of the project through the committees established by the Ministry to assist the project, which are now empowered with the needed skills, knowledge, and experience.

5. Ministry of Telecommunications and Information Technology (MTIT)

The Palestine Post commercial strategy was produced by the project to strengthen the Post's capacity to market itself and deliver services to customers. The commercial strategy targets six product areas, with progress already achieved in each one. Palestine Post's commercial strategy will continue to operate as a guide for project interventions in year three with interventions coming to an end in July 2011. Project interventions, following the commercial strategy, will focus on specific items that will ensure progress achieved is sustainable and that the Palestine Post remains a strong logistics provider long after the project comes to an end.

To be sustainable, Palestine Post will need to enlarge its market share to increase income. Under the letters and addressing component of the commercial strategy, the first step is to identify market potential and communicate with potential commercial customers. This was implemented with some success. To date, six new customers, such as Al Quds University, signed contracts for Palestine Post to become their main logistics provider. The project will provide support in assisting PalPost gain customers and will also work to improve the services provided by PalPost. Mail collection will be investigated, and if achievable, implemented. With support from the project, PalPost will continue to target commercial customers and improve services with the goal of increasing its market share in order to ensure its sustainability.

With the foundations of a postcode in place, the project will work with a Ministry established team to begin implementation of the postcode system. The system will then be institutionalized and become the main source of geographic identification for Ministry activities, specifically mail delivery. The postcode will enable improved mail delivery services through the utilization of the postcode as a geographic identifier that is more specific than a city or village name. A GIS specialist will assist PalPost to map out locations and create a system for mail delivery using the postcodes. Once the postcode is used, PalPost will begin to market the postcode to other government institutions for use in a multitude of government activities such as property appraisals, planning, emergency medical services, and electoral districting.

In light of the cabinet's decision to release a request for increased government use of PalPost, efforts will focus on this sector. The project will work with PalPost to ensure an efficient and effective government mail service is available and then increase outreach to government institutions to advertise the service. A similar service for business-business mail is also a possibility. Adding these extra services will greatly enhance the capacity of PalPost to ensure its own sustainability and become a self-sufficient government institution.

Additional services that will be added by PalPost include continued philatelic and postcard development, government services and information center, internet center, ATM's, and bill payment. A concerted effort will be made to include retail services by renting out space to retailers at post offices in order to add additional revenue streams to PalPost.

Implementation of the commercial strategy will improve services for citizens, as well as strengthen PalPost. Once the commercial strategy is implemented, PalPost will become a sustainable, self-sufficient government institution. The project will also coordinate with other donors, such as the Universal Postal Union, to continue interventions that will reinforce PalPost's progress. Once this is achieved, the project will graduate PalPost from project interventions.

Following a direct Ministry request, the project will provide an ICT specialist to assist in advancing wireless communication in the West Bank. The specialist will start in December 2010 and increase the capacity of the MTIT to engage in discussions with Israeli counterparts responsible for wireless frequencies. Enhanced wireless communication is vital to increasing internet access for citizens and assists in strengthening the IT sector.

D. Cross Cutting Activities

Communication

"Benhebek ya Baladna" will play a major role in project communication in year three. Acting as the primary tool for PA outreach to the public, 28 episodes will be broadcasted covering issues like traffic safety, tax payment, and health. The project will also work with a team from the PA to ensure that the cartoon is used after the life of the project. Materials have been produced that simplify the production of future cartoons, such as an image and audio library. Discussions have already started with the government press office as a location to house the cartoon's materials for future episodes. An annex is included describing the theme of each episode. A broadcast schedule is attached.

A guidebook will be produced and provided to ministry communication departments to strengthen public outreach. The guidebook will build on the progress already achieved through the many interventions conducted by the project and provide ministries with templates, examples, and other pointers on effective communication techniques. The guidebook will serve to strengthen the sustainability of the progress achieved in public outreach.

Training

General training will be conducted for employees from multiple ministries. The training will cover a number of topics. The goal of the training is to build the knowledge and skills of PA employees in order to improve customer service and ministry operations. Skills and knowledge needed at more than one ministry will be transferred through grouped training. Training will build ministry capacity to:

- hold orientations for employees;
- develop annual recruitment plans;
- conduct employee evaluations;
- fulfill citizen needs
- manage finance;
- manage employees.

Training is conducted using a vigorous monitoring and evaluating process. Ministries submit lists for training and then the project reviews the list, ensuring that those that could utilize the training the most are selected. Trainees then take a pre-training exam that is used to evaluate the effectiveness of the training. Field visits are then conducted to follow up with the trainees and learn how the news skills and knowledge have been used.

This year the project will also work to ensure that previous interventions to build training capacity at the ministries continues to generate success. Annual training plans developed by the departments with support from the project will be implemented, with training programs conducted by the ministries with minimal project assistance.

E. Small Grants Program

In line with its overall project objectives, the PACE grants is bolstering the ability of NGOs to engage the PA and become a stronger part of the decision making process. CSO's will continue to 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.

Six grants will continue to operate in year three. Two grantees are focusing on improving communication between the PA and the public. Two are working directly with the higher council of traffic to promote traffic safety among youth. Another is working with the MOPWH to assist in data collection for the GIS and training in its use. The last grantee is monitoring citizen satisfaction with government services. The project will manage grantees through required weekly and monthly reports, as well as site visits and meetings held throughout the life of the grants. PACE's M&E specialist will also work closely with grantees to ensure that they are properly measuring the progress.

CSO Name	Grant Title	Start	End
ARIJ	Building Road Maintenance Management Capacity Using GIS-MOPWH	12/10/2009	12/9/2010
Filastiniyat	Restoring Hope through Public Sector-Citizens Dialogue	12/10/2009	12/9/2010
TAM	Fostering Communication between the Ministry of Local Government and Palestinian Local Authorities and the Public	2/11/2010	2/10/2011
Panorama	Change Management- Public Perspective for Government Response	2/17/2010	2/16/2011
PCDCR	School Contest to Promote Traffic Safety	9/15/2010	6/30/2011
Al-Hares	Enhancement of Traffic Safety in Bethlehem Governorate	9/19/2010	6/30/2011

The project will not release any RFPs this year. Grant operations will focus on ensuring grantees fulfill contract obligations and grantee closeout is conducted appropriately.

Annex I: Action Plan

Ministry of Transportation							
Detailed Action Plan (October 2010-September 2011)							
1	Key Intervention/Component: Centers of Excellence		Milestone Indicating Progress/Completion	Start	End	Status	Resources
1.1	Subtasks						
1.1	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		9/14/10	10/15/10		Embedded advisor, COE specialist, COE trainer
1.2	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, and approved by ministry leadership		10/16/10	10/30/10		Embedded advisor, COE specialist, Arabic editor, Printing/design of report
1.3	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		11/21/10	11/30/10		Embedded advisor, Communications specialist, COE specialist, Printing/design of materials
1.4	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 ---ACTION		10/31/10	11/1/10		Embedded advisor, COE specialist, Technical director
1.5	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---ACTION		11/7/10	11/24/10		COE trainer, Embedded advisor, COE specialist, Training specialist
1.6	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		11/25/10	12/2/10		Embedded advisor, COE specialist
1.7	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		12/5/10	12/23/10		COE trainer, Embedded advisor, COE specialist, Training specialist
1.8	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 ministry (total of 6), that incorporates ministry feedback from all levels and team judgement, and is approved by ministry leadership		12/24/10	12/31/10		Embedded advisor, COE specialist, PACE Technical specialists
1.9	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of Transformation Action Plan (P4S1)	5 reform initiatives started/attempted, guided by Transformation Action Plan		1/1/11	1/30/11		Embedded advisor, COE specialist, PACE Technical specialists, STTA
1.10	Deliver workshop to guide ministry COE team in navigating barriers to Transformation, based on ministry feedback on process (P4S2)	One day Barrier navigation workshop delivered to full COE team, supported by ongoing coaching activities, Adjusted Transformation Action Plan developed, taking into account actual barriers encountered within the ministry and "best practice" adjustments to address them		1/31/11	2/3/11		COE trainer, Embedded advisor, COE specialist, Training specialist
1.11	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of adjusted Transformation Action Plan (P4S3)	5 new reform initiatives started/attempted, guided by Adjusted Transformation Action Plan		2/4/11	2/27/11		Embedded advisor, COE specialist, PACE Technical specialists, STTA
1.12	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, based on defined need		2/28/11	3/3/11		Embedded advisor, COE specialist, Training specialist, Training company
1.13	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of Transformation Action Plan (P4S5)	Short-term reform initiatives attempted/completed (as defined by Adjusted Transformation Action Plan, anything planned to take less than 3 months to complete)--- EXAMPLES??		3/4/11	7/31/11		Embedded advisor, COE specialist, PACE Technical specialists, STTA
2	Key Intervention/Component: Skills and Knowledge Building		Milestone Indicating Progress/Completion	Start	End	Status	Resources
2.1	Subtasks						
2.1	Provide a data analysis specialist to support training department develop training needs assessment report	Analysis of previously collected data produced		11/15/10	12/15/10		Training specialist, Local consultant
2.2	Provide support and coaching to training department during development of training needs assessment report	Training needs assessment report produced		1/15/11	2/15/11		Training specialist, Embedded advisor, Local consultant
2.3	Produce two year training strategic plan and 2011 operational plan	Two year strategic training plan produced and annual training plan		2/15/11	3/15/11		Training specialist, Embedded advisor, Local consultant
2.4	Design and producing training standards guidbook to used as reference by MOT training department	Training standards and guidbook produced		2/15/11	3/15/11		Training specialist, Embedded advisor, Local consultant
2.5	Build electronic training database and assist training department in its use	Training department utilizes database with minimal support		2/15/11	3/15/11		Training specialist, Embedded advisor, Local consultant
2.6	Provide technical support and training to build a pilot Road Safety Audit Review program	Pilot Road Safety Audit Review program created and initial set of road safety audit reviews conducted after training conducted		1/15/11	4/15/11		Embedded advisor, Local consultant, Gary Roberts

Ministry of Transportation						
2.7	Provide technical support to HCT during negotiations with the (MOI) to establish road safety data collection	Pending approval between HCT and the MOI, a modified action plan for implementing trial efforts to introduce the revised vehicle crash data form produced and the collection and coding activities necessary for national implementation are tested	1/15/11	4/15/11		Embedded advisor, Gary Roberts
2.8	Provide technical support to HCT during negotiations with the MOI to review and code existing vehicle crash records using the revised crash data element set	Pending approval between HCT and the MOI, an action plan for implementing trial efforts to review and code existing vehicle crash records using the new standardized data element set	1/15/11	4/15/11		Embedded advisor, Gary Roberts
2.9	Continue to provide support for the development of pilot program for vehicle weight control.	Completion of vehicle weight control training and transfer of one set of portable scales	1/15/11	4/15/11		Embedded advisor, Gary Roberts
2.10	Provide technical support to HCT to address safety related needs through continued donor support	Recommendations submitted to donor agencies	1/15/11	4/15/11		Embedded advisor, Gary Roberts
2.11	Build management skills through production of a guidebook on conducting orientations for new employees	Orientation guidebook produced	1/15/11	2/15/11		Training specialist, Embedded advisor, Local consultant
2.12	Build management skills by reviewing the current performance appraisal manual and produced an updated version linked with staff performance	Updated performance appraisal guidebook produced and training conducted	4/15/11	5/15/11		Training specialist, Embedded advisor, Local consultant
2.13	Enhance HR forecasting to assist in workforce planning through identifying developments that lead to the creation of new positions	Three day training conducted and HR annual forecasting plan produced	2/15/11	3/15/11		Training specialist, Embedded advisor, Local consultant
2.14	Build capacity of HR leadership to: Review the appropriateness of workplace conditions Conduct regular surveys and open dialogue with employees and supervisors to facilitate a feedback system Review the current incentive and compensation systems and provide recommendations for improvement Produce training evaluation reports using Kirk Patrick evaluation module	Three days of training and ten days of coaching conducted and updated incentive and compensation manuals with improved guideline produced	6/15/11	7/15/11		Training specialist, Embedded advisor, Local consultant
3	Key Intervention/Component: Communication					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
3.1a	Build capacity of Ministry's public outreach through a communication campaign to promote the winter vehicle inspection	Campaign plan created and approved	11/15/10	12/7/10		Embedded advisor, Communication specialist, Local subcontractor
3.1b		Communication tools produced	12/7/10	12/15/10		
3.1c		Campaign launched	12/15/10	3/15/11		
3.1d		Campaign evaluation completed	4/1/11	4/30/11		
3.2	Use Benhebek ya Baladna to communicate Ministry issues with public	Episode broadcasts on local television stations and posted on cartoon's and Ministry's website	10/15/10	9/15/11		Embedded advisor, Communication specialist, Local subcontractor
3.3	Produce and distribute Benhebek ya Baladna promotional materials to maintain popularity	Materials distributed to public	1/1/11	3/1/11		Embedded advisor, Communication specialist, Local subcontractor
3.4a	Build communication capacity of Ministry through the development of a guidebook that includes templates, guidelines, and other useful information	Manual outline created and approved	5/1/11	6/1/11		Embedded advisor, Communication specialist
3.4b		Manual items produced	6/1/11	7/1/11		
3.4c		Training conducted to introduce guidebook to employees	7/1/11	8/1/11		
4	Key Intervention/Component: Renovation					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
4.1	Improve capacity of licensing bureau in Jenin to deliver services	Renovation and refurbishment completed	10/15/10	3/15/11		Embedded advisor, Procurement specialist, Local subcontractor
4.2	Build capacity of MOT headquarters to connect to satellite offices through improved IT equipment	MOT headquarters communicates with satellite offices electronically	10/15/10	3/15/11		Embedded advisor, Procurement specialist, Local subcontractor
5	Key Intervention/Component: Grants					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
5.1	Palestinian Center for Democracy and Conflict Resolution will bring together officials from the Ministry of Transport and the Higher Council of Traffic (HCT) with representatives from the Drivers' Union and private vehicle drivers as well as public drivers to introduce new ministry policies related to traffic safety, discuss ways to comply with traffic safety measures in order to reduce traffic accidents in five West Bank governorates.	10 public meetings conducted, 50 training hours delivered to 30 trainees, 100 school workshops conducted, pupil's competitions developed, radio and TV episodes produced and broadcasted and publications distributed	10/15/10	6/15/11		Grants Team
5.2	AlHares will promote public awareness on traffic safety in Bethlehem governorate in full cooperation with the Higher Council of Traffic through holding of community workshops, training and the implementation of community initiatives	8 workshops conducted, 16 educators trained, 256 training hours delivered to 320 pupils, 8 initiatives developed and final conference conducted	10/15/10	6/15/11		Grants Team

Ministry of Transportation

5.3	Panorama - Center for the Dissemination of Democracy and Community Developemnt 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, one position paper produced, one final report to analyze and track improvement of performance produced and disseminated and media camaign outreached.	10/15/10	4/15/11	Grants Team
-----	---	---	----------	---------	-------------

Ministry of Finance						
Detailed Action Plan (October 2010-September 2011)						
1	Key Intervention/Component: Centers of Excellence	Milestone Indicating Progress/Completion	Start	End	Status	Resources
	Subtasks					
1.1	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	9/14/10	10/7/10		Embedded advisor, COE specialist, PACE Technical specialists
1.2	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	10/10/10	10/28/10		Embedded advisor, COE specialist, COE trainer
1.3	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, and approved by ministry leadership	10/28/10	10/31/10		Embedded advisor, COE specialist, Arabic editor, Printing/design of report
1.4	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	11/1/11	11/30/11		Embedded advisor, Communications specialist, COE specialist, Printing/design of materials
1.5	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	10/31/10	11/1/10		Embedded advisor, COE specialist, Technical director
1.6	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	11/7/10	11/24/10		COE trainer, Embedded advisor, COE specialist, Training specialist
1.7	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	11/25/10	12/2/10		Embedded advisor, COE specialist
1.8	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	12/3/10	12/23/10		COE trainer, Embedded advisor, COE specialist, Training specialist
1.9	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 ministry (total of 6), that incorporates ministry feedback from all levels and team judgement, and is approved by ministry leadership	12/26/10	12/30/10		Embedded advisor, COE specialist, PACE Technical specialists
1.10	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of Transformation Action Plan (P4S1)	5 reform initiatives started/attempted, guided by Transformation Action Plan	1/1/11	1/30/11		Embedded advisor, COE specialist, PACE Technical specialists, STTA
1.11	Deliver workshop to guide ministry COE team in navigating barriers to Transformation, based on ministry feedback on process (P4S2)	One day Barrier navigation workshop delivered to full COE team, supported by ongoing coaching activities, Adjusted Transformation Action Plan developed, taking into account actual barriers encountered within the ministry and "best practice" adjustments to address them	2/1/11	2/8/11		COE trainer, Embedded advisor, COE specialist, Training specialist
1.12	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of adjusted Transformation Action Plan (P4S3)	5 new reform initiatives started/attempted, guided by Adjusted Transformation Action Plan	2/9/11	3/31/11		Embedded advisor, COE specialist, PACE Technical specialists, STTA
1.13	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, based on defined need	4/3/11	4/7/11		Embedded advisor, COE specialist, Training specialist, Training company
1.14	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of Transformation Action Plan (P4S5)	Short-term reform initiatives attempted/completed (as defined by Adjusted Transformation Action Plan, anything planned to take less than 3 months to complete)	4/8/11	7/31/11		Embedded advisor, COE specialist, PACE Technical specialists, STTA
2	Key Intervention/Component: Improving Citizen Services	Milestone Indicating Progress/Completion	Start	End	Status	Resources
	Subtasks					
2.1a	Provide tax specialist to operate within the income tax department to support the income tax department's efforts to implement reforms that improve taxpayer services and increase revenue collection	Identify services in need of improvement	10/15/10	10/28/11		Embedded advisor, BPR specialist, Tax specialist
2.1b		Draft "to-be" operating procedure manual produced	11/5/10	1/15/11		Embedded advisor, BPR specialist, Tax specialist
2.1c		Conduct two workshops for ten employees to review draft	1/15/11	2/15/11		Embedded advisor, BPR specialist, Tax specialist
2.1d		Recommendations from workshop incorporated	2/15/11	3/15/11		Embedded advisor, BPR specialist, Tax specialist
2.1e		First version of the manual produced	3/15/11	4/15/11		Embedded advisor, BPR specialist, Tax specialist

Ministry of Finance							
2.1f		Fifteen days of coaching held to support implementation of new manual	4/15/11	5/15/11		Embedded advisor, BPR specialist, Tax specialist	
2.1g		Final service guides produced, distributed, and utilized	4/15/11	5/15/11		Embedded advisor, BPR specialist, Tax specialist	
2.2	Support income tax department's efforts to update and digitize taxpayer database	Digital taxpayers database created	12/1/10	7/15/11		Tax Specialist, Local consultant, Interns, Embedded advisor	
2.3a	Monitor the implementation of the "to-be" operating procedure manual developed at the property tax department, implement any needed corrections, and coach department on continued re-engineering	Assessment conducted and corrections implemented	10/15/10	4/15/10		BPR specialist, Interns	
2.3b		Second version of manual produced and implemented with service quality improved and time required reduced	10/15/10	4/15/10		BPR specialist, Interns	
3	Key Intervention/Component: Knowledge and Skill Building						
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources	
3.1	Conduct financial audit training to build capacity audit capacity of employees	Financial audit training conducted	11/15/10	12/15/10		Training management specialist, Local consultant	
3.2	Assess and ascertain the finance, banking, constructions, telecommunications and leasing audit, to ensure training interventions are tailored to bridge gap performance	Prodcued assessment report to PACE and ITD	11/15/10	12/15/10		Training specialist, Embedded advisor, Local consultant	
3.3	Develop training materials covering five training topics finance, banking, constructions, telecommunications, and leasing audits	Training materials produced	11/15/10	12/15/10		Training specialist, Embedded advisor, Local consultant	
3.4	Conduct training utilizing audit materials	Forty days of training conducted for ninety five income tax department employees	1/15/11	2/15/11		Training specialist, Embedded advisor, Local consultant	
3.5	Provide 11 on-the-job coaching and mentoring to set the concepts learned during the trainings.	11 on job training and mentoring days dellivered to 95 employees	3/15/11	4/15/11		Training specialist, Embedded advisor, Local consultant	
3.6	Improve customer service skills of ITD employees	Ten days of customer service training conducted for ITD	11/15/10	12/15/10		Training specialist, Embedded advisor, Local consultant	
3.8	Build management skills through production of a guidebook on conducting orientations for new employees	Orientation guidebook produced	1/15/11	2/15/11		Training specialist, Embedded advisor, Local consultant	
3.9	Build management skills by reviewing the current performance appraisal manual and produced an updated version linked with staff performance	Updated performance appraisal guidebook produced and training conducted	4/15/11	5/15/11		Training specialist, Embedded advisor, Local consultant	
3.10	Enhance HR forecasting to assist in workforce planning through identifying developments that lead to the creation of new positions	Three day training conducted and HR annual forecasting plan produced	2/15/11	3/15/11		Training specialist, Embedded advisor, Local consultant	
3.11	Build capacity of HR leadership to: Review the appropriateness of workplace conditions Conduct regular surveys and open dialogue with employees and supervisors to facilitate a feedback system Review the current incentive and compensation systems and provide recommendations for improvement Produce training evaluation reports using Kirk Patrick evaluation module	Three days of training and ten days of coaching conducted and updated incentive and compensation manuals with improved guideline produced	6/15/11	7/15/11		Training specialist, Embedded advisor, Local consultant	
3.12	Improve customer service skills of PTD employees	Six days of customer service training conducted for PTD	11/15/10	12/15/10		Training specialist, Embedded advisor, Local consultant	
4	Key Intervention/Component: Communication						
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources	
Income Tax Department							
4.1a	Build capacity of ITD public outreach through a communication campaign raising awareness of the importance of income tax payment	Campaign plan created and approved	11/1/10	11/10/10		Embedded advisor, Communication specialist, Local subcontractor	
4.1b		Communication tools produced	11/15/10	12/1/10			
4.1c		Campaign launched	12/15/10	4/1/11			
4.1d		Campaign evaluation completed	4/1/11	5/1/11			
4.2a	Build capacity of PTD public outreach through a communication campaign raising awareness of the importance of property tax payment	Campaign plan created and approved	11/15/10	11/24/10		Embedded advisor, Communication specialist, Local subcontractor	
4.2b		Communication tools produced	11/24/10	12/9/10			
4.2c		Campaign launched	12/20/10	4/1/11			
4.2d		Campaign evaluation completed	4/1/11	5/1/11			
4.3	Use Benhebek ya Baladna to communicate Ministry issues with public	Episode broadcasts on local television stations and posted on cartoon's and Ministry's website	1/2011	2/2011		Embedded advisor, Communication specialist, Local subcontractor	

Ministry of Finance						
4.4	Produce and distribute Benhebek ya Baladna promotional materials to maintain popularity	Materials distributed to public	1/1/11	3/1/11		
4.5a	Build communication capacity of Ministry through the development of a guidebook that includes templates, guidelines, and other useful information	Manual outline created and approved	5/1/11	6/1/11		Embedded advisor, Communication specialist
4.5b		Manual items produced	6/1/11	7/1/11		
4.5c		Training conducted to introduce guidebook to employees	7/1/11	8/1/11		
5	Key Intervention/Component: Renovation					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
5.1	Improve capacity of sole large taxpayer office in Ramallah to deliver services	Renovation and refurbishment completed	1/24/11	4/24/11		Embedded advisor, Procurement specialist, Local subcontractor
5.2	Improve capacity of property tax department in Nablus to deliver services	Renovation and refurbishment completed	11/22/10	2/19/10		Embedded advisor, Procurement specialist, Local subcontractor

Ministry of Public Works and Housing						
Detailed Action Plan (October 2010-September 2011)						
1	Key Intervention/Component: Centers of Excellence					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
1.1	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	10/3/10	11/30/10		COE trainer, Embedded advisor, COE specialist, Training specialist
1.2	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	10/17/10	11/30/10		Embedded advisor, COE specialist
1.3	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	11/30/10	12/23/10		COE trainer, Embedded advisor, COE specialist, Training specialist
1.4	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 ministry (total of 6), that incorporates ministry feedback from all levels and team judgement, and is approved by ministry leadership	12/24/10	1/1/11		Embedded advisor, COE specialist, PACE Technical specialists
1.5	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of Transformation Action Plan (P4S1)	5 reform initiatives started/attempted, guided by Transformation Action Plan	11/21/10	1/15/11		Embedded advisor, COE specialist, PACE Technical specialists, STTA
1.6	Deliver workshop to guide ministry COE team in navigating barriers to Transformation, based on ministry feedback on process (P4S2)	One day Barrier navigation workshop delivered to full COE team, supported by ongoing coaching activities, Adjusted Transformation Action Plan developed, taking into account actual barriers encountered within the ministry and "best practice" adjustments to address them	1/16/11	1/20/11		COE trainer, Embedded advisor, COE specialist, Training specialist
1.7	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of adjusted Transformation Action Plan (P4S3)	5 new reform initiatives started/attempted, guided by Adjusted Transformation Action Plan	1/21/11	3/13/11		Embedded advisor, COE specialist, PACE Technical specialists, STTA
1.8	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, based on defined need	3/14/11	3/16/11		Embedded advisor, COE specialist, PACE Technical specialists, STTA
1.9	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of Transformation Action Plan (P4S5)	Short-term reform initiatives attempted/completed (as defined by Adjusted Transformation Action Plan, anything planned to take less than 3 months to complete)	3/17/11	7/31/11		Embedded advisor, COE specialist, PACE Technical specialists, STTA
2	Key Intervention/Component: Establish Roads Repair Unit (RRU) along with Roads GIS Maintenance Management Support System for Planning and Maintenance purposes, to set priorities and facilitate the movement of people and goods					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
2.1	Provide support to RRU to inventory road conditions and locations, prioritize road maintenance needs, and develop a performance budget	GPS devices procured and used to identify road conditions and coordinates, and inventory updated on GIS	12/15/10	2/15/11		Embedded advisor, GIS specialist, Maintenance management specialist
2.2	Ensure support for RRU by incorporating RRU into overall Ministry organizational structure	RRUs officially incorporated into Ministry	9/15/10	12/15/10		Embedded advisor, BPR specialist,
2.3	Improve road quality of RRU work through quality control mechanisms	Training conducted for twelve employees	1/15/11	2/15/11		Training specialist, Embedded advisor, Local consultant
2.4	Provide Road surveying training to improve the update input of roads conditions and inventory with accurate quantities	Improve the quality of data collected and accuracy of annual performance budget	1/15/11	2/15/11		Training specialist, Embedded advisor, Local consultant
2.5	Ensure cold asphalt plant is operating and cold asphalt is usable	Ministry procures raw materials and plant is operational	9/15/10	12/15/10		Embedded advisor, Ministry Staff
2.6	Build capacity of cold asphalt plant operators to produce cold asphalt	High quality cold asphalt is used to fill pot holes	12/16/10	1/15/11		Training specialist, Embedded advisor, Local subcontractor
2.7	Incorporate the Palestinian National Road Standards into the PA	Complete translation of manuals and obtain government edict enforcing standards	9/15/10	2/15/11		Embedded advisor
3	Key Intervention/Component: Skills and Knowledge capacity enhancement for COE people criterion (joint with other ministries)					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
3.1	Build management skills through production of a guidebook on conducting orientations for new employees	Orientation guidebook produced	1/15/11	2/15/11		Training specialist, Embedded advisor, Local consultant
3.2	Build management skills by reviewing the current performance appraisal manual and produced an updated version linked with staff performance	Updated performance appraisal guidebook produced and training conducted	4/15/11	5/15/11		Training specialist, Embedded advisor, Local consultant
3.3	Enhance HR forecasting to assist in workforce planning through identifying developments that lead to the creation of new positions	Three day training conducted and HR annual forecasting plan produced	2/15/11	3/15/11		Training specialist, Embedded advisor, Local consultant

Ministry of Public Works and Housing						
3.4	Build capacity of HR leadership to: Review the appropriateness of workplace conditions Conduct regular surveys and open dialogue with employees and supervisors to facilitate a feedback system Review the current incentive and compensation systems and provide recommendations for improvement Produce training evaluation reports using Kirk Patrick evaluation module	Three days of training and ten days of coaching conducted and updated incentive and compensation manuals with improved guideline produced	6/15/11	7/15/11		Training specialist, Embedded advisor, Local consultant
4 Key Intervention/Component: Improve service delivery through process re-engineering						
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
4.1a	Review and redraft internal procedures of internal audit unit to streamline processes and promote transparency	Diagnostic study and gap analysis report	9/15/10	3/15/11		Embedded advisor, BPR specialist,
4.1b		Re-engineering recommendations report	9/15/10	3/15/11		
4.1c		Improved and updated business procedure manual produced	9/15/10	3/15/11		
4.1d		Job analysis report for the interior monitoring department produced	9/15/10	3/15/11		Embedded advisor, BPR specialist,
4.1e		Job Description development completed	9/15/10	3/15/11		
5 Key Intervention/Component: Communication						
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
5.1	Use Benhebek ya Baladna to communicate Ministry issues with public	Episode broadcasts on local television stations and posted on cartoon's and Ministry's website	11/15/10	9/15/11		Embedded advisor, Communication specialist, Local subcontractor
5.2	Produce and distribute Benhebek ya Baladna promotional materials to maintain popularity	Materials distributed to public	1/1/11	3/1/11		
5.3a	Build communication capacity of Ministry through the development of a guidebook that includes templates, guidelines, and other useful information	Manual outline created and approved	5/1/11	6/1/11		Embedded advisor, Communication specialist
5.3b		Manual items produced	6/1/11	7/1/11		
5.3c		Training conducted to introduce guidebook to employees	7/1/11	8/1/11		
6 Key Intervention/Component: Grants						
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
6.1	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, one position paper produced, one final report to analyze and track improvement of performance produced and disseminated and media campaign outreach.	10/15/10	4/15/11		Grants Team
6.2	ARIJ - Applied Research Institute will design, develop and turn over to the MOPWH a functioning road maintenance management system that will improve the efficiency and effectiveness of the Ministry's Maintenance Management Program	Palestinian road maintenance management system database designed, data about roads collected, road maintenance management system established, harmonize the maintenance management system with GIS and road maintenance management system manual developed.	10/15/10	2/15/11		Grants Team

Ministry of Telecommunication and Information Technology						
Detailed Action Plan (October 2010-September 2011)						
1	Key Intervention/Component: Centers of Excellence					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
1.1	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, and approved by ministry leadership	10/1/10	11/31		Embedded advisor, COE specialist, Arabic editor, Printing/design of report
1.2	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	10/15/10	12/15/10		Embedded advisor, Communications specialist, COE specialist, Printing/design of materials
1.3	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	10/31/10	11/1/10		Embedded advisor, COE specialist, Technical director
1.4	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	11/7/10	11/9/10		COE trainer, Embedded advisor, COE specialist, Training specialist
1.5	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	11/10/10	11/23/10		Embedded advisor, COE specialist
1.6	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	11/24/10	12/23/10		COE trainer, Embedded advisor, COE specialist, Training specialist
1.7	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 ministry (total of 6), that incorporates ministry feedback from all levels and team judgement, and is approved by ministry leadership	12/24/10	12/31/10		Embedded advisor, COE specialist, PACE Technical specialists
1.8	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of Transformation Action Plan (P4S1)	5 reform initiatives started/attempted, guided by Transformation Action Plan	1/1/11	1/30/11		Embedded advisor, COE specialist, PACE Technical specialists, STTA
1.9	Deliver workshop to guide ministry COE team in navigating barriers to Transformation, based on ministry feedback on process (P4S2)	One day Barrier navigation workshop delivered to full COE team, supported by ongoing coaching activities, Adjusted Transformation Action Plan developed, taking into account actual barriers encountered within the ministry and "best practice" adjustments to address them	1/31/11	2/3/11		COE trainer, Embedded advisor, COE specialist, Training specialist
1.10	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of adjusted Transformation Action Plan (P4S3)	5 new reform initiatives started/attempted, guided by Adjusted Transformation Action Plan	2/4/11	2/27/11		Embedded advisor, COE specialist, PACE Technical specialists, STTA
1.11	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, based on defined need	2/28/11	3/3/11		Embedded advisor, COE specialist, Training specialist, Training company
1.12	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of Transformation Action Plan (P4S5)	Short-term reform initiatives attempted/completed (as defined by Adjusted Transformation Action Plan, anything planned to take less than 3 months to complete)	3/4/11	7/31/11		Embedded advisor, COE specialist, PACE Technical specialists, STTA
2	Key Intervention/Component: Improving Citizen Services					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
2.1	Contract IT specialist to build GIS capacity of Ministry	Ministry staff capable of utilizing GIS to improve mail services	1/15/11	3/15/11		Embedded advisor, Local consultant
2.2	Contract GIS specialist to map postcode areas for West Bank	Postcode locations mapped on GIS	1/15/11	3/15/11		Embedded advisor, Local consultant
2.3	Provide ICT specialist to strengthen capacity of Ministry to manage ICT sector	ICT capacity of Ministry built, improving services for citizens	12/15/10	6/15/10		Embedded advisor, Local consultant
2.4	Target commercial customers to increase Palestine Post market share	Logistic agreements signed between commercial customers and Palestine Post	10/1/10	7/31/11		Embedded advisor, Local consultant
2.5	Establish an intra-government delivery network	inter-government network utilized by PA institutions	10/1/10	7/31/11		Embedded advisor, Local consultant
2.6	Create philatelic expert committee	Committee formed	10/1/10	7/31/11		Embedded advisor, Local consultant
2.7	Identify suitable private sector partners willing to deliver services through post offices	Contracts signed with vendors to rent space from post office and provide services	10/1/10	7/31/11		Embedded advisor, Local consultant
2.8	Establish a link with banks to provide retail banking services	ATMs installed at two post offices	10/1/10	7/31/11		Embedded advisor, Local consultant
3	Key Intervention/Component: Skills and Knowledge Building					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
3.1	Improve customer service skills of Palestine Post employees	Twelve days of customer service training conducted for Palestine Post	11/15/10	12/15/10		Training specialist, Embedded advisor, Local subcontractor
3.2	Assist Palestine Post conduct independent international postal system training	Twenty training days are conducted by Palestine Post for 150 employees	12/15/10	1/15/11		Training specialist, Embedded advisor, Local consultant
3.3	Build management skills through production of a guidebook on conducting orientations for new employees	Orientation guidebook produced	1/15/11	2/15/11		Training specialist, Embedded advisor, Local subcontractor

Ministry of Telecommunication and Information Technology						
3.4	Build management skills by reviewing the current performance appraisal manual and produced an updated version linked with staff performance	Updated performance appraisal guidebook produced and training conducted	4/15/11	5/15/11		Training specialist, Embedded advisor, Local subcontractor
3.5	Enhance HR forecasting to assist in workforce planning through identifying developments that lead to the creation of new positions	Three day training conducted and HR annual forecasting plan produced	2/15/11	3/15/11		Training specialist, Embedded advisor, Local subcontractor
3.6	Build capacity of HR leadership to: Review the appropriateness of workplace conditions Conduct regular surveys and open dialogue with employees and supervisors to facilitate a feedback system Review the current incentive and compensation systems and provide recommendations for improvement Produce training evaluation reports using Kirk Patrick evaluation module	Three days of training and ten days of coaching conducted and updated incentive and compensation manuals with improved guideline produced	6/15/11	7/15/11		Training specialist, Embedded advisor, Local subcontractor
4 Key Intervention/Component: Communication						
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
4.1a	Build capacity of Ministry's public outreach through a Christmas stamp competition	Campaign plan created and approved	10/1/10	10/10/10		Embedded advisor, Communication specialist, Local subcontractor
4.1b		Communication tools produced	10/10/10	10/15/10		
4.1c		Campaign launched	10/15/10	1/1/11		
4.1d		Campaign evaluation completed	1/1/11	1/31/11		
4.2a	Build capacity of Ministry's public outreach through a postal service promotion campaign	Campaign plan created and approved	1/15/11	1/22/11		
4.2b		Communication tools produced	1/22/11	1/30/11		
4.2c		Campaign launched	1/30/11	4/1/11		
4.2d		Campaign evaluation completed	4/1/11	5/1/11		
4.3	Use Benhebek ya Baladna to communicate Ministry issues with public	Episode broadcasts on local television stations and posted on cartoon's and Ministry's website	10/15/10	12/31/10		Embedded advisor, Communication specialist, Local subcontractor
4.4	Produce and distribute Benhebek ya Baladna promotional materials to maintain popularity	Materials distributed to public	1/1/11	3/1/11		Embedded advisor, Communication specialist, Local subcontractor
4.5a	Build communication capacity of Ministry through the development of a guidebook that includes templates, guidelines, and other useful information	Manual outline created and approved	5/1/11	6/1/11		Embedded advisor, Communication specialist
4.5b		Manual items produced	6/1/11	7/1/11		
4.5c		Training conducted to introduce guidebook to employees	7/1/11	8/1/11		
5 Key Intervention/Component: Renovation						
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
5.1	Improve capacity of post office in Bethlehem to deliver services	Renovation and refurbishment completed	11/15/10	4/15/11		Embedded advisor, Procurement specialist, Local subcontractor
5.2	Improve services of post office in Ramallah through procurement of equipment	Ramallah Post office capacity enhanced	11/15/10	4/15/11		Embedded advisor, Procurement specialist, Local subcontractor

Ministry of Interior						
Detailed Action Plan (October 2010-September 2011)						
1	Key Intervention/Component: Centers of Excellence					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
1.1	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	10/1/10	10/27/10		Embedded advisor; COE specialist; COE trainer
1.2	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, and approved by ministry leadership	10/27/10	10/31/10		Embedded advisor; COE specialist; Arabic editor; Printing/design of report
1.3	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	11/21/10	11/30/10		Embedded advisor; Communications specialist; COE specialist; Printing/design of materials
1.4	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	10/31/10	11/1/10		Embedded advisor; COE specialist; Technical director
1.5	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	11/10/10	11/24/10		COE trainer; Embedded advisor; COE specialist; Training specialist
1.6	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	11/28/10	12/2/10		Embedded advisor; COE specialist
1.7	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	12/3/10	12/23/10		COE trainer; Embedded advisor; COE specialist; Training specialist
1.8	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 ministry (total of 6), that incorporates ministry feedback from all levels and team judgement, and is approved by ministry leadership	12/24/10	1/1/11		Embedded advisor; COE specialist; PACE Technical specialists
1.9	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of Transformation Action Plan (P4S1)	5 reform initiatives started/attempted, guided by Transformation Action Plan	11/21/10	1/22/11		Embedded advisor; COE specialist; PACE Technical specialists; STTA
1.10	Deliver workshop to guide ministry COE team in navigating barriers to Transformation, based on ministry feedback on process (P4S2)	One day Barrier navigation workshop delivered to full COE team, supported by ongoing coaching activities; Adjusted Transformation Action Plan developed, taking into account actual barriers encountered within the ministry and "best practice" adjustments to address them	1/23/11	1/27/11		COE trainer; Embedded advisor; COE specialist; Training specialist
1.11	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of adjusted Transformation Action Plan (P4S3)	5 new reform initiatives started/attempted, guided by Adjusted Transformation Action Plan	1/28/11	3/20/11		Embedded advisor; COE specialist; PACE Technical specialists; STTA
1.12	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, based on defined need	3/21/11	3/24/11		Embedded advisor; COE specialist; Training specialist; Training company
1.13	Provide on-going coaching and management of ministry COE teams and technical assistance to facilitate and guide implementation of Transformation Action Plan (P4S5)	Short-term reform initiatives attempted/completed (as defined by Adjusted Transformation Action Plan, anything planned to take less than 3 months to complete)	3/25/11	7/31/11		Embedded advisor; COE specialist; PACE Technical specialists; STTA
2	Key Intervention/Component: Improving Citizen Services					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
2.1a	Improve the capacity of the human resources and administrative affairs directorate and purchasing and inventory directorate through re-engineering	Improved education training management policies and operating procedures manuals produced	9/15/10	3/15/11		Embedded advisor, BPR specialist,
2.1b		Improved HR policies and procedures produced	9/15/10	3/15/11		
2.1c		Improved employee performance appraisal policies and procedures produced	9/15/10	3/15/11		
2.1d		Improved compensation and benefits policies and procedures produced	9/15/10	3/15/11		
2.2a	Monitor the implementation of the "to-be" operating procedure manual developed at the civil affairs department and passport directorate, implement any needed corrections, and coach department on continued re-engineering	Assessment conducted and corrections implemented	9/15/10	3/15/11		Embedded advisor, BPR specialist,
2.2b		Second version of manual produced and implemented with service quality improved and time required reduced	9/15/10	3/15/11		
2.3a	Review current practices in use by the customers complaints unit and revise for enhanced efficiency and improved citizen services	Identify services in need of improvement	12/15/10	1/15/2011		Training specialist, BPR specialist, Embedded advisor, Local subcontractor
2.3b		Draft "to-be" operating procedure manual produced	1/15/11	2/15/11		
2.3c		Conduct two workshops for ten employees to review draft	2/15/11	3/15/11		

Ministry of Interior						
2.3d		Recommendations from workshop incorporated	3/15/11	4/15/11		
2.3e		First version of the manual produced	4/15/11	5/15/11		
2.3f		Fifteen days of coaching held to support implementation of new manual	5/30/11	6/15/11		
2.3g		Final service guides produced, distributed, and utilized	6/15/11	7/15/11		
2.4	Support Ministry implement new organizational structure	New organizational structure adopted	10/15/10	4/15/11		Embedded advisor, BPR specialist,
2.5	Assist the PA national population registry committee implement the population registry action plan through donor coordination	Action plan fully implemented at MOI by GTZ	10/15/10	7/1/11		Embedded Advisor
3	Key Intervention/Component: Skills and Knowledge capacity enhancement for COE people criterion(joint with other ministries)					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
3.1	Improve customer service skills of help desk employees	Customer service training conducted for help desk employees	12/15/10	1/15/11		Training specialist, Embedded advisor, Local subcontractor
3.2	Build management skills through production of a guidebook on conducting orientations for new employees	Orientation guidebook produced	1/15/11	2/15/11		Training specialist, Embedded advisor, Local subcontractor
3.3	Build management skills by reviewing the current performance appraisal manual and produced an updated version linked with staff performance	Updated performance appraisal guidebook produced and training conducted	4/15/11	5/15/11		Training specialist, Embedded advisor, Local subcontractor
3.4	Enhance HR forecasting to assist in workforce planning through identifying developments that lead to the creation of new positions	Three day training conducted and HR annual forecasting plan produced	2/15/11	3/15/11		Training specialist, Embedded advisor, Local subcontractor
3.5	Build capacity of HR leadership to: Review the appropriateness of workplace conditions Conduct regular surveys and open dialogue with employees and supervisors to facilitate a feedback system Review the current incentive and compensation systems and provide recommendations for improvement Produce training evaluation reports using Kirk Patrick evaluation module	Three days of training and ten days of coaching conducted and updated incentive and compensation manuals with improved guideline produced	6/15/11	7/15/11		Training specialist, Embedded advisor, Local subcontractor
4	Key Intervention/Component: Renovation					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
4.1	Improve capacity of civil affairs department in Jericho to deliver services	Renovation and refurbishment completed	10/15/10	5/8/11		Embedded advisor, Procurement specialist, Local subcontractor
5	Key Intervention/Component: Communication					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
5.1	Use Benhebek ya Baladna to communicate Ministry issues with public	Episode broadcasts on local television stations and posted on cartoon's and Ministry's website	11/15/10	9/15/11		Embedded advisor, Communication specialist, Local subcontractor
5.2	Produce and distribute Benhebek ya Baladna promotional materials to maintain popularity	Materials distributed to public	1/1/11	3/1/11		Embedded advisor, Communication specialist, Local subcontractor
5.3a	Build communication capacity of Ministry through the development of a guidebook that includes templates, guidelines, and other useful information	Manual outline created and approved	5/1/11	6/1/11		Embedded advisor, Communication specialist
5.3b		Manual items produced	6/1/11	7/1/11		
5.3c		Training conducted to introduce guidebook to employees	7/1/11	8/1/11		
6	Key Intervention/Component: Grants					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
6.1	Promote service improvement through a grant provided to PCDCR to monitor Ministry's service quality and recommend improvements	3 public opinion polls conducted, one position paper produced, one final report to analyze and track improvement of performance produced and disseminated and media campaign launched	10/15/10	4/15/11		Grants Team

Monitoring and Evaluating						
Detailed Action Plan (October 2010-September 2011)						
1	Key Intervention/Component: Report on the project activities and performance through the project reporting channels					
Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources	
1.1	Continue to provide M&E data for the project Performance Quarterly Reports	QRs M&E section produced	10/1/10	9/15/11		M&E specialist
1.2	Submit the annual PMP matrix outcomes through Geo-MIS	Project FY10 PMP matrix submitted	10/1/10	9/15/11		M&E specialist
1.3	Submit the Third year indicators targets	Project outputs, outcomes, and results estimated	10/15/10	11/15/10		M&E specialist
1.4	Continue to record and keep track of all the project activities into the Geo-MIS on a monthly bases	Designed, on-going and completed	10/1/10	9/15/11		M&E specialist
1.5	Reflect the new TraiNet modifications on the new recorded activities	TariNet records updated	10/1/10	9/15/11		M&E specialist
1.6	Continue to record and keep track of all the project training activities through the TraiNet system	In country and third country training activities tracked and reported	10/1/10	9/15/11		M&E specialist
1.7	Conduct periodic internal Data Quality Assessment for the project data collection systems	Enhanced data collection process	10/1/10	9/15/11		M&E specialist
1.8	Generate data collection/ indicators reports to support the management planning efforts	M&E data collection utilized	10/1/10	9/15/11		M&E specialist
1.9	Produce final Geo-MIS report	Geo-MIS deliverables completed and submitted	6/15/11	7/15/11		M&E specialist
1.10	Produce final TariNet report	TraiNet system reporting completed and submitted	6/15/11	7/15/11		M&E specialist
1.11	Conduct the final customer satisfaction survey (MOPWH, MOT)	customer satisfaction measured in MOPWH and MOT	3/15/11	4/15/11		M&E specialist, Local subcontractor
1.12	Conduct the final customer satisfaction survey (MOI, MOF, MTIT)	customer satisfaction measured in MOI, MOF, and MTIT	8/15/11	9/15/11		M&E specialist, Local subcontractor
1.13	Produce overall impact assessment report		6/15/11	7/15/11		M&E specialist, Local subcontractor
2	Key Intervention/Component: Use the M&E PMP to help project in decision making and evaluate whether project activities					
Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources	
2.1	Continue to provide on-going quantitative, qualitative and data analysis to feed the project quarterly, monthly and weekly reports	Enhanced reporting	10/1/10	9/15/11		M&E specialist
2.2	Provide on-going data collection and reporting on the project performance indicators	on-going indicator results captured	10/1/10	9/15/11		M&E specialist
2.3	Continue to provide on-going M&E assessments, impact studies and evaluation for selected project activities	Impact assessment reports, success stories produced	10/1/10	9/15/11		M&E specialist, Communication specialist
2.4	Conduct continues site visits, focus groups, evaluation sessions for the project activities	Project activities monitored and evaluated	10/1/10	9/15/11		M&E specialist
3	Key Intervention/Component: Center of Excellence (COE)					
Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources	
3.1	Continue to provide internal technical guidance for PACE team on how to track the COE outcomes with each ministries	COE outputs and outcomes measured	10/1/10	9/15/11		M&E specialist
3.2	Continue to provide related technical assistance to COE team during the transformation and the implementation phases	COE process supported with M&E	10/1/10	9/15/11		M&E specialist
3.3	Provide periodic reporting on COE indicators, and activities through the reporting mechanism	COE activities and indicators result addressed	10/1/10	9/15/11		M&E specialist
3.4	Apply M&E data collection tools to Monitor the progress of COE	COE outputs, outcomes, and results collected and reported	10/1/10	9/15/11		M&E specialist
4	Key Intervention/Component: Grants					
Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources	
4.1	Work with granted CSOs to develop their M&E plans	CSOs trained on how to design and submit M&E plans	10/1/10	11/1/10		M&E specialist

Monitoring and Evaluating						
4.2	Provide on-going technical guidance for CSOs in terms of data collection monthly reporting and tools development	CSOs implemented M&E plans	10/1/10	7/15/11		M&E specialist
4.3	Provide on-going sites visits to monitor the CSOs activities and collect data for quarterly reports and success stories	CSOs activities monitored and evaluated	10/1/10	7/30/11		M&E specialist
4.4	Keep track of CSOs activities, milestones and beneficiaries for USAID reporting	CSOs activities addressed for USAID reporting	10/1/10	7/30/11		M&E specialist
5	Key Intervention/Component: Ministries					
	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
5.1	Continue tracking all the ministries capacity building interventions for USAID reporting	Capacity building intervention activities addressed	10/1/10	9/15/11		M&E specialist
5.2	Conduct site visits to collect data for reporting and success stories	Success stories produced, data collection verified	10/1/10	9/15/11		M&E specialist, Communication Specialist
5.3	Provide impact assessments for specific activities and campaigns	Impact assessment reports produced	10/1/10	9/15/11		M&E specialist, Communication Specialist

Centers of Excellence Programmatic

Detailed Action Plan (October 2010-September 2011)

1 Key Intervention/Component: Guiding ministry-level efforts to achieve reform and sustainability

	Subtasks	Milestone indicating completion	Start	End	Status	Resources
1.1	Identify best internal structure for continuation of COE activity within each ministry	Conversations held with key ministry leaders (1/2 day workshop?) and internal stakeholders, outlining needs and potential models for internal supporting structures. Buy-in for one model established for each ministry.	1/2/11	1/15/11		Embedded advisors, Organizational development specialist, Deputy chief of party
1.2	Identify process for building stakeholder buy-in (is PA approval required, can be mandated internally?)	Identification of mandate required (PA or ministry?)	1/16/11	1/20/11		Embedded advisors, Organizational development specialist, Deputy chief of party
1.3	Define organization structure and resources	Framework established for organizational structure for COE team and oversight, including reporting lines, skills transfer and succession plan	1/16/11	2/3/11		Embedded advisors, Organizational development specialist, Deputy chief of party
1.4	Communicate organization structure and needed resources with stakeholders to gain approval	Conversations held with key ministry leaders and internal stakeholders, outlining needs and potential models for internal supporting structures. Buy-in for one model established for each ministry.	1/23/11	2/3/11		Ministry team leaders
1.5	Gain approval for COE continuation within each ministry	Mandate established for COE structure within each ministry	2/6/11	3/3/11		Ministry team leaders
1.6	Identification of ministry resources for reform	PACE-produced directory of PACE-trained ministry employees in different areas to support reform	2/1/11	4/1/11		Training specialist, Organizational development specialist
1.7	Establishment of internal structure for COE continuation within each ministry	COE structure established and functioning for each ministry, with roles, structure and resources defined (including training for skills transfer and mandate from ministry structure)	3/6/11	4/28/11		Ministry team leaders

2 Key Intervention/Component: Establishing incentives for team members

	Subtasks	Milestone indicating completion	Start	End	Status	Resources
2.1	Brainstorm potential individual incentives	List of potential incentives	9/20/10	10/4/10		Andrew Kaiser
2.2	Identify current individual incentives that already exist in PNA structure	1. Interviews conducted 2. List of incentives possible and used formed	5/10/10	5/10/10		Organizational development specialist, BPR specialist
2.3	Test potential individual incentives with select group of COE team members	Discussion group held - Integrated with people criterion meetings	10/31/10	2/1/11		Embedded advisors, Organizational development specialist, Local consultant
2.4	Develop plan for implementation of "winning" individual incentives	Actionable plan developed and integrated into COE action plan for COE steering committee	1/1/11	3/1/11		COE steering committee

3 Key Intervention/Component: Establishing cross-ministry leadership collaboration to support reform and sustainability

	Subtasks	Milestone Indicating Progress/Completion	Start	End	Status	Resources
3.1	Establishment of COE conference steering committee	Working committee created, with vision and agreement established regarding COE conference implementation	8/31/10	9/30/10		PACE team
3.2	Opportunity created for discussion about COE sustainability, with visible PA leadership support	Annual COE conference held, with high-level attendees and speakers	10/31/10	11/1/10		PACE team, ministry colleagues
3.3	Findings from conference integrated into COE sustainability workplan	Ministry employee buy-in established	11/1/10	11/30/10		Organization development specialist
3.4	COE conference steering committee drafts, and approves report to PM regarding conference outcomes	Conference report submitted by steering committee, with PACE support	11/9/10	11/30/10		Deputy chief of party, Communication specialist, Organizational development specialist, Ministry steering committee
3.5	COE conference steering committee dissolved		12/1/10	12/15/10		Ministry steering committee
3.6	COE program establishment committee established	Empowered, representative committee formed, with regular meeting schedule and commitment from participants and ministry leadership	12/15/10	1/1/11		Deputy chief of party, Organizational development specialist, Ministers/deputy ministers
3.7	Agreement on next steps for committee	Agreed-upon vision and time-defined action plan for COE steering committee in support of COE program implementation, expansion and sustainability within the PA	1/1/11	1/15/11		Deputy chief of party, Organizational development specialist, Ministers/deputy ministers
3.8	Development of time-defined action plan to achieve committee goals	Time-defined action plan for COE steering committee in support of COE program implementation, expansion and sustainability within the PA	1/16/11	2/1/11		Deputy chief of party, Organizational development specialist, Ministers/deputy ministers
3.9	Implementation of time-defined action plan to achieve committee goals	Steps taken within plan	2/1/11	7/31/11		Ministers/deputy ministers

4 Key Intervention/Component: Guiding cross-ministry criterion efforts to achieve reform

Centers of Excellence Programmatic

	Subtasks	Milestone indicating completion	Start	End	Status	Resources
4.1	Hold five criterion team workshops	Workshops held for all criterion team members, including definition of next steps for teams	7/28/10	8/9/10		Organizational development specialist, Local consultant, Project technical team
4.2	Identify key criterion leader from each ministry	List of primary contacts formed	7/28/10	8/9/10		Organizational development specialist, Local consultant, Project technical team
4.3	Facilitate ongoing meetings with ministry representatives re: criterion-based reform initiatives	Meetings set and held, with PACE facilitation from technical specialists	1/1/11	7/31/11		Project technical team
4.4	Discussions of cross-ministry reform initiatives held	Reform priorities for cross-ministry criterion teams agreed upon	1/1/11	3/31/11		Project technical team, Ministry criterion leaders/representatives
4.5	Transformation plans developed for prioritized reform activities developed	Actionable transformation action plans drafted for testing with ministry employees, leadership and other stakeholders	3/1/11	5/30/11		Project technical team, Ministry criterion leaders/representatives
4.6	Implementation of cross-ministry transformation action plans	Short-term reforms attempted, with established plan for longer-term goals	6/1/11	7/31/11		Project technical team, Ministry criterion leaders/representatives

Annex II: Cartoon Broadcast Schedule

Episode Number	Theme	Broadcast Date
1	Promotes safe driving	2010/9/26
2	Promotes improved government services	2010/10/3
3	Promotes the use of taxi meters	2010/10/10
4	Encourages the payment of taxes	2010/10/24
5	Promotes respect for traffic signals	2010/10/31
6	Promotes the importance of vehicle registration and insurance	2010/11/7
7	Encourages vehicle examinations	2010/11/21
8	Promotes importance of identification documents	2010/11/28
9	Discourages damaging public property	2010/12/5
10	Promotes the use of sidewalks by pedestrians	2010/12/19
11	Promotes positive change	2010/12/26
12	Discourages littering	2011/1/2
13	Discourages stealing electricity	2011/1/16
14	Promotes good work ethic	2011/1/23
15	Promotes rule of law	2011/1/30
16	Promotes tax payment	2011/2/13
17	Promotes leading by example	2011/2/20
18	Promotes self-improvement through training	2011/2/27
19	Promotes respect for public funds and property	2011/3/13
20	Discourages littering in hospitals	2011/3/20
21	Promotes improved government services through standardization	2011/3/27
22	Promotes the proper use of medicines	2011/4/10
23	Encourages birth registrations	2011/4/17
24	Promotes Palestine Post	2011/4/24
25	Encourages land registration	2011/5/8
26	Promotes the use of first-aid	2011/5/15
27	Promotes a healthy lifestyle	2011/5/22
28	Promotes government services	2011/6/5