



USAID | **WEST BANK/GAZA**
FROM THE AMERICAN PEOPLE

PALESTINIAN AUTHORITY CAPACITY ENHANCEMENT PROJECT

YEAR 1 WORK PLAN: 2008-2009

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ACRONYMS

AFD	Agence Française de Développement
ATC	Ant-Terrorism Certification
BPR	Business Process Re-engineering
BRDG	Building Recovery and Reform through Democracy and Governance
CO	Contracting Officer
COE	Centers of Excellence
CSO	Civil Society Organization
CTO	Cognizant Technical Officer
DFID	United Kingdom Department for International Development
EA	Embedded advisors
EC	European Commission
FDR	Fixed Daily Rate
GIS	Geographic Information System
GPC	General Personnel Council
GTZ	Gesellschaft für Technische Zusammenarbeit
IQC	Indefinite Quantity Contract
IRM	USAID Office of Information Resources Management
IRI	International Republic Institute
IT	Information Technology
KRA	Key Result Area
LDR	USAID/ Local Democracy Reform project
MFI	Modernizing Financial Institutions project
MOF	Ministry of Finance
MOLG	Ministry of Local Government
MOP	Ministry of Planning
MOPWH	Ministry of Public Works and Housing
MOT	Ministry of Transportation
MOU	Memorandum of Understanding
OJT	On-the-Job Training
PA	Palestinian Authority
PACE	Palestinian Authority Capacity Enhancement
PDC	Partners for Democratic Change
PIR	Project Intermediate Result
PITA	Palestinian Integrated Trade Arrangement
PLA	Palestinian Land Authority
PMO	Prime Minister's Office
PMP	Performance Monitoring Plan
PPDO	Program and Policy Development Office
PRDP	Palestinian Reform and Development Plan
RFTOP	Request for Task Order Proposal
SAACB	State Audit and Administrative Control Board
SMART	Specific, Measurable, Agreed upon, Realistic, and Time-based
STTA	Short-term Technical Assistance
SUNY/CID	State University of New York's Center for International Development
TA	Technical Assistance
TFP	Trade Facilitation Project
TOT	Training of Trainers
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VAT	Value Added Tax
WBG	West Bank and Gaza

EXECUTIVE SUMMARY

The very substantial American program of fiscal and technical assistance to the Palestinian Authority (PA) has entered a critical stage. Having grown quietly over the years since 1993 and the signing of the Oslo accords to over \$500 million in 2008, making it the sixth largest in the world, the USAID program has the overriding objective of making a significant contribution to a two-state solution in the ongoing conflict between Israel and the Palestinians. The nearly-simultaneous encouragement of Palestinian elections, followed by large-scale support for the reform-minded Fayad government has, in some respects, placed all American eggs in the electoral basket. Given the current prohibition against dealings with Hamas, the American efforts must be focused on working with those parties committed to a two-state solution. The degree of success of Fatah in the next round of elections to the Palestinian National Council (PNC), tentatively scheduled for early 2010, will be a critical test of the effectiveness of American aid. All efforts are expected to contribute to this outcome.

This explicit political dimension is what makes the Palestinian Authority Capacity Enhancement project (the Project) different from other development efforts of its kind. Designed by USAID to, among other things, deliver immediate, visible improvements in the lives of the Palestinian people, the project is entering uncharted waters. It will build on existing public sector reform efforts to develop a more professional and competent public administration and civil service within the PA, and provide more effective, efficient, and responsive services and benefits to the Palestinian people. These are standard development objectives. What makes them, and the Project, unusual is the expectation that they will result in electoral success for the sitting government. This is a gamble in that many of the factors that will contribute to an improvement in the lives of the Palestinian people and, so, to electoral success — including freer movement in the West Bank and Gaza, greater access to the outside world, and increased commercial ties between Israel and the territories — are controlled not by the PA or the American government, but by the occupying power, Israel. Nonetheless, it is a gamble that must be taken. The Project has a 13-month window in which to make a difference.

The Project has two major thrusts: a short-term focus on the delivery of improved services and a medium-term focus on capacity enhancement of government institutions. Five short-term interventions, to be completed in the first year, have been selected to have quick and visible impact on the lives of Palestinians across the West Bank. Embedded advisors will be placed in the Palestinian Land Authority (PLA), Ministry of Finance (MOF), Ministry of Transportation (MOT), State Audit and Administrative Control Board (SAACB), and Ministry of Public Works and Housing (MOPWH). The interventions have been designed to produce immediate, visible results in the form of a reduction in the backlog of land registration transactions, increased fiscal accountability, a greater focus on vehicular safety and reduction in fatal traffic accidents, improved response to corruption complaints and improved maintenance of roads. A communications plan will ensure that these results are brought to the attention of the Palestinian people in order to ensure maximum electoral effect.

Midway through the first year, the project will broaden its efforts to address medium-term capacity building objectives. Although the short-term political objectives will remain in place, it is felt that the chronic development challenge of sustainability must be addressed to ensure that improvements survive beyond the next election cycle. This will take the form of continuous on-site support in various institutions and will focus on important public administration functions: fiscal management, personnel management and administration, leadership/communications, strategic planning, information technology, and technical skills. Early assistance will make use of the Centers of Excellence (COE) methodology in which facilitated self-assessment efforts will lead to a reform vision and a capacity development plan. Capacity development plans, devised by COE teams composed of civil servants from the counterpart ministries and institutions themselves will emphasize ‘bottom-up’ reforms driven by the ministries themselves. Ultimately, COE will provide large numbers of Palestinian civil servants with the *understanding* of best practices, the *motivation* to effect change, and the *means* to do so. Follow-on COE assessments will expand and sustain the reform efforts, and institutionalize continuous improvement within PA institutions. Medium-term assistance will be targeted first at the five institutions listed above and subsequently broadened into other ministries and institutions, possibly bringing the Ministry of Planning (MOP) into the COE program.

In laying out the expected results, the Project is responsible for two work plans in the first four months. This plan, for Year 1, covers the short-term interventions and the initial efforts related to medium-term, cross-cutting interventions in the selected institutions. It includes embedding advisors in selected ministries and institutions, supporting these advisors with specialized short-term local and expatriate help, and supplementing their technical assistance with training and equipment. A 3-year work plan will follow in January 2009 and will cover the broader focus of the Project.

I. OVERVIEW OF THE PROJECT

A. Introduction

After a period of inactivity, the strategic American objective of bringing about a fundamental change in the dynamic of Israeli-Palestinian relations has again taken center stage. At the same time, the USAID program of assistance to entities in the West Bank and Gaza (WBG) has quietly grown to a level that makes it the sixth largest in USAID's worldwide portfolio. An early emphasis on improvements in security, policing, and movement within the territories has expanded into a longer-term focus on the capacity enhancement needs of the PA and its ability to provide services to the Palestinian people, including access to adequate water, schools, hospitals, and roads. It is clear that emphasis on security and economic development must continue concurrently. The Palestinian economy cannot grow on a sustainable basis without access to the outside world. Experience has shown that relatively unfettered, private, commercial cross-border activity is more productive of growth, by a factor of many times, than that generated by development aid. Security and movement issues continue to dominate this particular discussion in the West Bank and Gaza. At the same time, the more fundamental needs of Palestinian society must be addressed by the government in an environment in which electoral success will be, in large part, a test of public confidence in its ability to deliver services efficiently and transparently. A measure of the importance of that confidence was the victory of Hamas in the elections in 2006: it is arguable how much the success of Hamas was due to religious appeal and how much to the failures of Fatah, but there is no arguing that the outcome was a reproach to a Palestinian Authority that was widely perceived to be corrupt and ineffective.

USAID has become the primary American interlocutor with the PA in its efforts to address the larger developmental needs of Palestinian society. The Project represents a key part of that effort, in some respects acting as the glue binding the other projects in its Democracy and Governance portfolio together into a coherent whole. It is the only project that will operate on a multi-institutional basis, with five ministries and institutions initially targeted and expansion into others possible in years two and three of the project. But the challenges to success should not be underestimated. Support for the democratic process presumably includes acceptance of its outcome if the process is judged to be free and fair. Although recent polling suggests that Fatah is preferred to Hamas by a plurality of the Palestinian electorate, there is no guarantee that this situation will prevail at the time of a future election. Moreover, a majority today supports a unity government in which all factions would play a part. Even partial electoral success by Hamas might have immediate, negative consequences for the Project, ranging from a restriction to certain institutions to a shutdown of all activities. We must work as if there were no political dimension to our efforts, all the while understanding that they may have intensely political consequences.

In addition, and in spite of the formation of a reform-minded government, it is questionable how deeply or widely the desire for reform has penetrated into the PA. Ministries and institutions are typically headed by political appointees who can be, and often are, replaced with a change in government. The majority of employees, on the other hand, are professional civil servants who embody the core knowledge and experience of the institution and, arguably, constitute its future. In general, we must support institutions, not individuals in our development efforts. But the choice is often not so stark, and we have already encountered a situation where a reform-minded minister claims to have encountered resistance to his reform efforts by permanent staff. On the other hand, we expect to see situations where enthusiasm for reform emanates from below and is greeted with tepid support or outright obstructionism from top leadership. The current government is the 12th in the 13 years since the PA was established in 1995, and this rapid turnover illustrates the potential for disruption in leadership at the top level in the ministries. We will work, through the Centers of Excellence (COE) concept, to identify reform leaders in each institution and to support them through focused, results-driven programs of assistance.

Another challenge lies in the fact that all issues in the West Bank and Gaza are, in some respects, political and the attempt to quarantine our work from political, as opposed to electoral, realities will certainly fail. Hamas may control Gaza, but it has widespread networks through the West Bank as well, including in major cities where it is perceived to be the stronger party. Other smaller parties compete for the allegiance of voters not committed to either Hamas or Fatah. This political checkerboard potentially complicates our work. Vetting and the certificates will deal only with the most obvious challenges. In this environment we will have walk a fine line between ignoring political realities and attempting to incorporate them into work by keeping the Project's collective political ear to the ground. The conundrum underlines the importance of the role of senior Palestinians on the project who have an awareness of these political currents and are able to steer the Project clear of strictly political impediments.

Finally, the Project must deal with the widespread cynicism of the Palestinian public with regard to elections and governance in general. Again, truly transformative actions to bring about improvements in the life of the average Palestinian lie in the hands not of the PA, and certainly not of a foreign lending agency, but of the occupying power. But this should not constitute an excuse for inaction, and senior Palestinians are now arguing that they can no longer blame the occupation for all of their ills, but must get on with the business of reforming government. However, government — regardless of the party in power — is widely seen by the Palestinian public as ineffective, and the prospect of change may well be greeted as cosmetic. For too long the government has been perceived as being out of touch with popular concerns and largely ineffective in addressing them. There seems to be little sense of a common bond in which the electorate feels that whatever the outcome of an election, they are engaged in a process that is meaningful to their lives and that all concerned, from the party in power to the loyal opposition, are working together towards a common goal. The absence of this pillar of democratic governance underscores the need to solicit the views of the Palestinian public and demonstrate to them that their opinions matter. There is probably no more critical need

than addressing this cynicism and the communications strategy of the Project will be deployed to that end.

The Project has been designed as a combination of quick interventions and more sustained capacity enhancement that will address the needs of the PA in both the short and the medium term. As such, it consists of two major tasks:

Task 1: Short-term interventions in five selected ministries and institutions that will produce results in Year 1 that result in visible improvements in service delivery to the Palestinian people. This task has an explicitly political focus, improving the electoral prospects of the sitting government.

Task 2: Medium-term capacity enhancement activities, initially in the five candidate ministries and institutions, but broadening to other institutions in years two and three, that focus of producing sustainable impact through capacity building of the PA partners. This has an explicit focus on sustainability to ensure that the improvements extend beyond not only the next election cycle but also the three-year horizon of the Project.

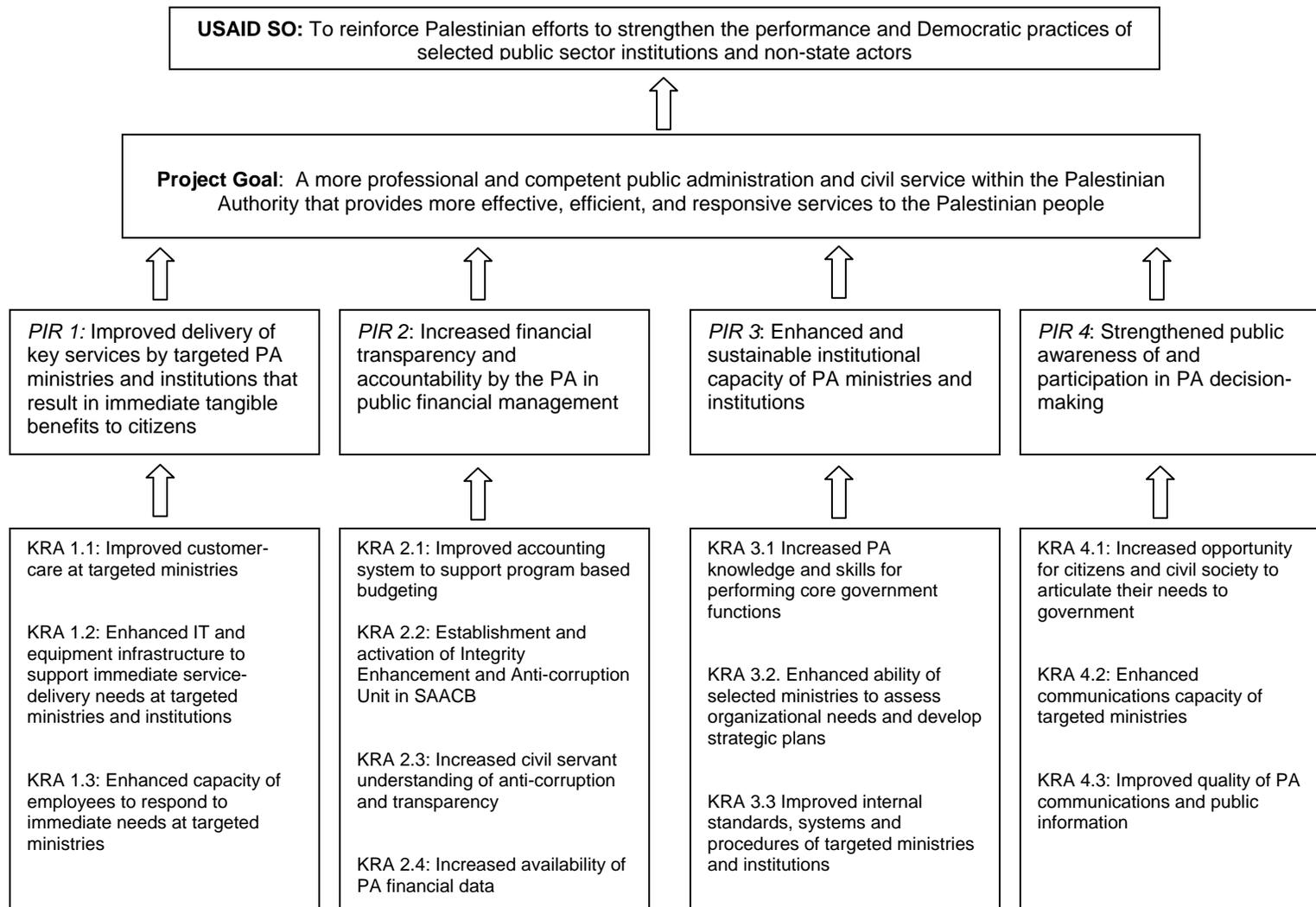
A project team, largely consisting of Palestinian experts, has been assembled to serve as embedded advisors in ministries and institutions and to provide technical support to them and to counterpart teams in their enhancement activities. This choice was made purposely, with the intent to not only to institutionalize expertise in the West Bank, but also to contribute the maximum in project funds to the local economy.

Expatriate and local advisors who are specialists in the technical areas will assist the project team on a short-term basis. Other short-term technical assistance, as well as project funds for training and \$4.8 million in grants and procurement of equipment, will support both tasks. All of these activities will be described in detail below.

B. Contract Background

The contract, No. DFD-I-00-05-00219-00, TO 6, is a time and material (fixed daily rate or FDR) Task Order. The effective date of the contract is September 26, 2008. All labor categories use fixed daily rates in accordance with the basic indefinite quantity contract (IQC) or as otherwise negotiated and approved prior to contract award. Other direct costs are considered cost-reimbursable items. The total estimated cost of the project is \$20,000,000.

Results Framework



C. Program Description

As indicated in the results framework, the project was designed as part of the overall USAID Democracy and Governance (D&G) Objective. The project will address specifically those results dealing with “increased civil society participation” and “more responsive local government.” The framework has been carefully tailored to the realities of the Project. The high-level “Strategic Objective” represents a modification of the overall D&G that speaks to the scope of the Project alone. The “Project Goal” encompasses both improved benefits and services to the Palestinian people and improvements in the professionalism and competence of the public administration and civil service. In the next level, we disaggregate the Project Intermediate Results (PIRs) into improved service delivery, increased financial transparency, enhanced capacity, and strengthened public awareness of and participation in governance. These results are cross-cutting and we plan to measure success by further disaggregation into Key Results Areas (KRAs) and developing indicators suitable to each. Each of the activities in the work plan can be mapped to one or more of the KRA(s).

As described above, the Project is aimed at achieved two main results: delivery of short-term tangible improvements in selected services by the PA and a medium-term building of institutional capacity. We have therefore designed the project to meet both objectives: placing embedded advisors, supported by local and expatriate experts, in five ministries and government institutions to produce immediate results in the first year; and, building on the contacts and knowledge thereby gained, focusing on capacity building in these same institutions in the longer-term. Our initial contacts on the ground with USAID, partner institutions, and other donors have emphasized the need for flexibility in project implementation and, within the constraints of our contractual obligations, we intend to work closely with all concerned to ensure that our activities complement rather than compete with those of other interested parties.

We have assembled a team consisting entirely of Palestinians as both embedded advisors and technical experts, and believe that this will contribute to the sustainability of the project. The embedded advisors will be supported by expatriate consultants who all have specific expertise in the discipline required. The specialists in capacity building — business process re-engineering, IT systems, communications, training, monitoring, and evaluation — are also all Palestinians with solid experience in their specialties. They will provide technical support both in the short-term interventions and later as the focus shifts to medium-term capacity building. We anticipate that this shift will begin during the first year of the project, although the timing may vary from ministry to ministry. We will use the Centers of Excellence (COE) concept to help focus the institutions on their capacity-building needs, assist with the plans necessary to address these needs, as well as the recurring requirement to monitor progress to ensure that the reform measures are sustainable.

Each track — the short-term and the medium-term efforts — will be under the direction of a senior Palestinian director able to assist the chief of party in technical and program

management. Finally, the financial management of the project itself will be in the hands of a finance manager with extensive accounting, finance, compliance, procurement, and grants management experience in the USAID context.

Considerable effort was invested in designing the short-term interventions prior to preparing the proposal. Our strategy to achieve USAID's objectives for the project was based the consideration of four principles: *build governance beyond Ramallah; support embedded advisors with surge assistance; promote public outreach and communication; and remain flexible*. We visited each of the nine candidate institutions suggested by USAID as potential partners and assessed their needs, desires and, equally importantly, their capacity to absorb additional assistance. Based on discussions with the prospective partner institutions and consideration of the above principles, we chose the five interventions listed below. An early activity in the project was to revisit the institutions concerned and to confirm that developments in the past two months had not changed the considerations that led to their selection.

Experience on the ground after project start-up introduced a degree of tension into this ground-truthing exercise. In the first place, we were cautioned against too precipitate a process of visits to the selected institutions, lest matters of protocol be become an issue with the counterparts. We therefore relied on senior staff of Massar, our local subcontractor, to arrange for formal calls on counterpart officials. We believe this caution to have been excessive. Subsequent meetings have revealed a group of leaders quite unconcerned with protocol and far more interested in action. Incidentally, we have yet (in mid-December) to meet with a representative of the office of the Prime Minister, we understand the driving force behind the immediate interventions. This is also, we understand, because of issues of protocol.

A second imperative was that we move quickly. We understood that the need for speed in engaging with counterpart institutions was paramount and that the delivery of immediate results was dependent on the early confirmation of our interventions, embedding of permanent advisors and full deployment of project resources. We made the conscious decision that unless dramatic changes had occurred since the selections were made in the proposal stage, we would not revisit the nine prospective counterparts but, instead, remain with the five candidates chosen. Subsequent experience showed that these initial selections were sound, although there have been cases where a significant refocusing of the assistance was necessary. The experience has also demonstrated, however, that we must remain flexible and able to shift not only focus but also partners if the expected results are not forthcoming to the degree expected, or in a timeframe that would qualify them as "immediate."

While the short-term interventions are designed to produce immediate results, the overall goal of the program is a more professional and competent public administration and civil service within the Palestinian Authority, able to provide more effective, efficient and responsive services and benefits to the Palestinian people. The activities are designed to achieve the following program objectives:

- Improved delivery of key services by targeted PA ministries and institutions that result in immediate tangible benefits to citizens
- Increased financial transparency and accountability by the PA in public finance management
- Enhanced and sustainable enhancement of the capacity of PA officials
- Strengthened public communications about, and participation in, PA decision-making

Task 1: Short-term Activities

The short-term activities in selected ministries and institutions are designed to produce immediate, tangible results that will be visible to the Palestinian people. The Palestinian Land Authority (PLA), Ministry of Finance (MOF), Ministry of Transportation (MOT), the State Audit and Administrative Control Board (SAACB), and the Ministry of Public Works and Housing (MOPWH) were chosen because it was felt that they were the best candidates for quick results in the form of a reduced backlog in land transactions, better management of PA funds, easier registration of vehicles and drivers, reduced corruption, and more responsive road repair. They are *not* intended, at this stage, to produce broad-based public sector capacity enhancement to cover a large group of ministries and public sector institutions. Rather, we have carefully targeted activities under this task to achieve quick improvements in service delivery, contribute to the long-term impact of USAID efforts in other sector, or because they are key components of an overall financial accountability and public integrity system.

Task 2: Medium-term Activities

This task will consist of targeted implementation of capacity building activities in selected PA ministries and institutions designed to produce more sustainable results in the medium term. Illustrative medium-term capacity building interventions may include the procurement and installation of IT equipment, assistance with organizational diagnostics and models for structural reform, substantive procedural changes, capacity development plans, training modules, and other technical assistance. We will use the Centers of Excellence (COE) methodology to help structure this assistance, as it has a proven record of producing results in the region. Chemonics and Kaizen have already successfully implemented the COE model in Jordan and Iraq, and the relevant materials are available in Arabic, although they must be tailored to the West Bank environment. We will develop criteria to evaluate each of the proposed medium-term activities for the partner institutions to ensure that they meet needs and are in alignment with project objectives.

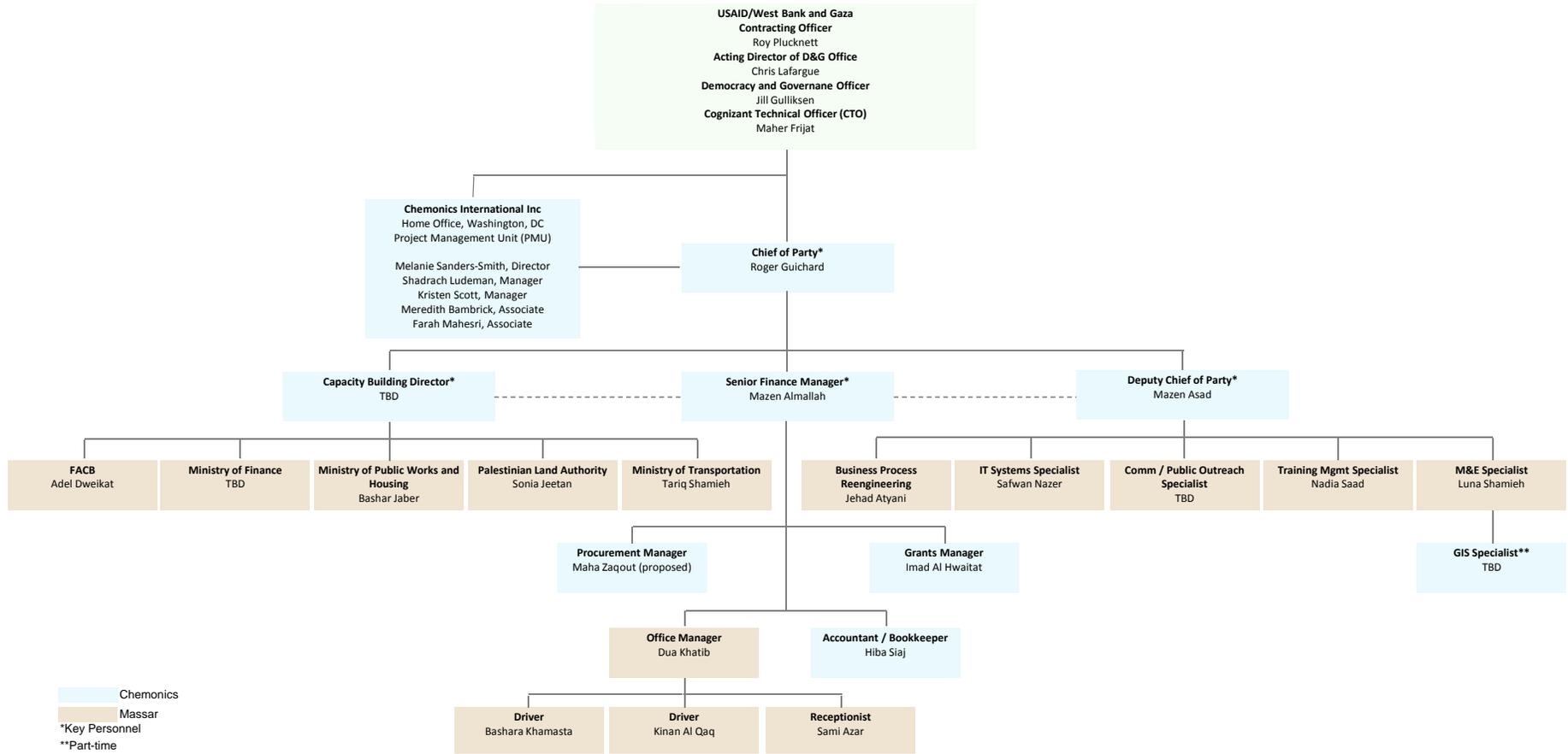
The design of the project is specifically aimed at the two above tasks. We have initially targeted Task 2 at those ministries and institutions that are the partners of the Task 1 interventions. However, the COE tool is elective and while we expect that most partners will elect to participate, there is no guarantee that they will do so. It is anticipated that,

even should all five choose the COE in the medium term, our activities will be expanded into other ministries and institutions in years two and three of the project.

D. Organizational Structure

Based on our experience working in the West Bank and Gaza over the past 16 years, we have developed a staffing plan that addresses the realities, challenges, and political nuances of the region and the objectives of the project. Our programmatic staffing structure includes three key groups: long-term technical advisors based in our project office, functional advisors embedded within the five selected ministries and institutions, and expatriate surge advisors to ensure quick impact in year 1. In addition, a strong administrative staff in the project office will manage grants and ensure that all USAID policies and procedures are strictly followed.

PACE Organizational Chart - December 2008



The long-term technical staff members are not only specialists in their fields but are also able to fill more than one role and complement the skills of the embedded advisors. These technical advisors will work with counterparts to help implement their capacity development plans, while the embedded advisors will provide day-to-day support and monitor progress towards the short-term goals of improved service delivery. The embedded advisors have functional expertise relevant to their respective host organizations, such as developing registration systems, auditing and financial management tools, and management information systems. The combination of onsite functional support and targeted technical expertise will ensure that our team provides tailored solutions that produce measurable results for the Palestinian people.

E. Potential Partnerships

The immediate partnerships of the project will be with the ministries and institutions chosen for the short-term, immediate impact interventions. These are Palestinian Land Authority (PLA), Ministry of Finance (MOF), Ministry of Transportation (MOT), State Audit and Administrative Control Board (SAACB), and Ministry of Public Works and Housing (MOPWH). Beyond these ministries and institutions, the Ministry of Plan (MOP) and Prime Minister's Office (PMO) will play a coordinating role across the sectors. We have already taken significant steps to ensure that the interventions are coordinated with the efforts of other interested parties.

We will select which Palestinian Authority partners to work with in the medium term after developing a set of criteria designed to maximize project assistance. At a minimum, these will include the five partners benefiting from the short-term impact activities, as well as the other partners that meet the criteria.

With the great number of assistance programs across the West Bank and Gaza — whether from USAID, DFID, the World Bank, UNDP, GTZ or others — a premium will be placed on donor coordination to ensure that resources are efficiently deployed and not wasted through needless duplication. We will also coordinate closely with the number of USAID-funded projects already operating in the West Bank and Gaza to ensure that we maximize impact and provide the best value to the government. As mentioned above, the chief of party attended a donor coordination meeting where representatives from different projects discussed potential collaborative efforts. We will make every effort to ensure that our coordination with other donors is both meaningful and continuous.

Finally, Palestinian civil society organizations (CSOs) across the West Bank offer strong potential partners. To build on the capacity of CSOs to provide services to the PA, the project will use grants to engage them as service providers, creating links between the CSOs and their PA counterparts that will ideally last beyond project completion. We will identify a shortlist of CSOs that we will call upon to deliver targeted services.

F. Project Resources

The project brings a wealth of tools to the task of PA capacity building. In addition to the long-term specialists and embedded advisors, we will bring in expatriate advisors with specific expertise during Year 1 of the project to assist with the short-term interventions. To support the technical specialists, our subcontractors — The Kaizen Company, The State University of New York’s Center for International Development (SUNY/CID), and Partners for Democratic Change — will provide short-term expatriate expertise. Our local subcontractor, Massar, will provide not only local technical and administrative staff, but also its knowledge of the social, political and geographic dimensions of the West Bank environment will be invaluable during implementation. Short-term local expertise is also available through both Chemonics and Massar.

The combination of approximately \$2,170,000 in grants and \$2,500,000 in procurements constitutes together a generous source from which to fund local technical assistance and needed furniture, equipment and other resources for PA institutions.

A five-member project management unit in the home office composed of a director, two managers, and two associates will support the field staff initially, and provide all necessary back-stopping.

II. WORK PLAN

The work plan is divided into three sections: project management, short-term activities, and medium-term, cross-cutting activities. Within each section are a number of activities that, when fully implemented, should collectively add to the results outlined in the Results Framework. In each case, we will match the result with the listed KRA(s). While most of the activities are descriptions of what we plan to do, we have listed some that describe what we have done since they provide context to the activities that follow. For a concise view of the activities, see the Gantt chart at the end of the document.

A. Project Management Activities

1. Administration and General Activities

Activity 1. Mobilization and start-up. Immediately upon award of the contract on September 26, 2008, Chemonics started mobilizing the team and initiating home office start-up. Within one business day, our chief of party, Roger Guichard, had traveled to Chemonics headquarters to receive an orientation and participate in preliminary planning activities. Within seven business days, two home office managers traveled to the West Bank to begin the field office start-up, focusing on administrative tasks such as entering into employment agreements with local staff, identifying office

First Year Milestones

- Project office established
- Subcontracts signed
- Start-up workshop held
- MOUs signed
- Advisors placed in ministries

space, initiating procurement for office furniture and equipment, leasing project vehicles, opening a bank account, and developing a field office manual. In collaboration with the home office start-up team, the field office team submitted requests to USAID for international travel, approvals of fixed daily rates, and consents to subcontract; sought clarifications on vetting of the office landlord and local subcontractor; prepared subcontract agreements for our U.S. subcontractors, and other related administrative tasks.

During the first week after signing the contract, the project management unit (PMU) in the home office organized an extensive orientation program for the chief of party. This consisted of sessions on allowances and fielding, benefits and compensation, review of contract requirements, briefing from the proposal team on the technical approach, project communications, work planning and performance monitoring, procurement, the budget and financial management, security, and review of the mobilization plan. We also took advantage of the opportunity to learn from the two current Chemonics project teams serving USAID/West Bank and Gaza — Palestinian Integrated Trade Arrangement (PITA) and the Trade Facilitation Project (TFP) — about operating in the West Bank and Gaza. We invited the team implementing the newly awarded Palestinian Health Sector Reform and Development Project (“Flagship”) to join us in a workshop on vetting, Anti-Terrorism Certification (ATC) and Anti-Terrorism Clauses, sub-Award reporting, branding and marking, audits, procurement, and value added tax. This information was subsequently reinforced in our post-award conference at the USAID mission in Tel Aviv.

Activity 2. Work planning. The chief of party and home office director led the preliminary work planning process, with participation of the field office staff. We expanded on the preliminary work plan included in the technical proposal through meetings with USAID, Ministry of Planning and donors, in addition to in two workshops in October with staff. It should be noted that many staff still had existing commitments to previous employers and that the sessions were held on weekends. Each of the embedded advisors and technical experts provided feedback on the part of the work plan that applied to him or her, commenting on the nature, timing and resources needed for the interventions. The members of the staff are knowledgeable and enthusiastic and this bodes well for the quality of the plan and the likelihood that it will serve as a management tool to ensure quality service delivery.

After submission of the draft work plan on October 26, we further refined the planning process through meetings with PA partners to confirm their interest and verify that the proposed activities were still valid. We also plan to meet with the yet-to-be identified point person in the Office of the Prime Minister who will take the lead in working with the project. This is a key inasmuch as the Prime Minister provided the impetus for the short-term interventions. The chief of party also attended a retreat with USAID contractors and grantees that provided an excellent introduction to other resources that are available through the USAID Democracy and Governance Office. We have already begun the process of cross-fertilization that will be a key to the project’s success. This preliminary activity was followed by a weeklong series of concentrated, work planning sessions led by an experienced facilitator from the home office. This was designed to

produce ownership of the plan by those who will be implementing it. This final first year work plan is the result of that concentrated effort.

Activity 3. Developing Memoranda of Understanding with PA partners. Previous experience with the practice of embedding advisors in partner institutions indicates that there are three predictors of success: enthusiastic *buy-in* at the highest level in the institution, a *clear strategy* expressed in terms of measurable deliverables, and the establishment of *project teams* that, along with the embedded advisors, will be responsible for producing results. We intend to negotiate these MOUs with the partner institutions early in the embedding process to ensure that the best use is made of project resources and that they are not diverted to other tasks. The MOUs at this stage will cover only the short-term activities; if we continue to work with the ministry on the medium-term activities, we will modify the original MOUs or replace them with agreements of a longer duration.

The establishment of a cabinet-level National Advisory Board for Capacity Development augers well for the future, and will help us achieve the level of buy-in we need from the highest levels for both the short and mid-term interventions.

Activity 4. Place embedded advisors in PA partner offices. Embedded advisors have already begun their work with partner ministries and institutions. This involved the assignment of office space, workstations and Internet access; introduction to staff, assignment of counterpart teams; and working out the modalities of their mediation between the partners and the Project cross-cutting advisors. Once the interventions have been confirmed we will begin the process of negotiating MOUs with the respective institutions, with the surge advisors soon to follow, and local expertise added as necessary. We understand that placing advisors in partner institutions is inherently risky in that they will be remote from the project office and susceptible to being used for activities other than those outlined in the MOU. To help counter this, the project team will develop a list of criteria to analyze any requests made by partner institutions to ensure all activities undertaken feed into project objectives. This will allow us to monitor carefully the proper use of the embedded advisors' time. The capacity-building director will closely monitor the process to ensure that the interventions are working toward the goals agreed in the MOUs.

Per the RFTOP, and to facilitate sustainability, embedded advisors and other technical staff will dedicate at least 25 percent of their time training public sector staff. Our embedded advisors will not serve as advisors solely to the leadership of PA counterparts, but rather will provide holistic capacity building support to project counterparts at all levels.

Partners. USAID, USAID Flagship project, USAID Trade Facilitation Project

Resources. HO start-up team

2. Grants and Procurement

Activity 1. Procure equipment and services for project administration. During project start-up, we will procure all the equipment and furniture required to establish our office. The project will issue a request for quotations for various services that we will need throughout the project, such as translations, legal, audit, and travel. This will allow us to pre-qualify best-value service providers and enter into agreements quickly as services are needed.

First Year Milestones

- Grants Manual developed
- Call for requests for CSOs released
- Procurement assessment for each ministry completed
- Necessary equipment for counterparts procured

Activity 2. Procure equipment and other commodity and services for PA partners. Recognizing the urgent equipment and other commodity needs in the PA's regional offices and headquarters, the project will procure priority equipment and commodities, especially IT equipment, to improve the delivery of services of the PA. In the first few months of the program, our embedded advisors, working with our IT systems specialist, will identify and prioritize the specific procurement needs of each ministry or public sector institution, with top priority given to equipment that will enable counterparts to implement the proposed short-term impact activities. As we begin planning the medium-term activities, we will determine what procurements are required to implement sustainable capacity building activities.

Specific tasks within this activity include assessing procurement needs, developing procurement plans for each PA partner, writing specifications, obtaining quotations, evaluating quotations, vetting, seeking source and origin waivers, signing contracts, and monitoring.

Activity 3. Award grants to CSOs. Palestinian civil society offers a strong and sustainable partner in government reform. To build CSOs' capacity in policy development and providing services to the PA, such as technical assistance and training, the project will use grants to engage CSOs as service providers, creating links between the CSOs and their PA counterparts, building relationships that will last beyond program closeout. To maximize responsiveness and flexibility, Chemonics will identify a shortlist of CSOs that can be called upon to deliver targeted services, similar to the approach employed under an IQC. We will issue a call for applications to relevant CSOs, and then we will create a shortlist based on their experience and qualifications, especially as they may relate to the capacity building activities in each partner ministry and in all of the ministries in general. For example, a CSO that has the capability to deliver training on public safety may be an important partner to the Ministry of Public Works and Housing. Likewise, a CSO that has the capability to deliver training on customer service can be a partner to many, if not all of the partner ministries. With proper coaching, CSOs are ideal candidates to provide assistance in the Centers of Excellence initiatives, in the process contributing to the sustainability of the initiatives by effectively outsourcing COE expertise to non-governmental organizations. Senior Finance Manager Mazen Al Mallah will oversee the

management of grants with support from the grants manager. As program needs evolve, we will issue additional calls for applications to bring on CSOs to provide services and support in niche areas.

With project activities taking place throughout the West Bank rather than just in Ramallah, it will be important to work with those CSOs outside of Ramallah, especially in those areas in the south that are rich in CSOs, but where donor projects have historically very little presence. This will also help ensure that our project does have a significant and sustained reach beyond Ramallah. The project grants program will initially utilize two types of grants: simplified and fixed-obligation grants. The smaller fixed obligation grants will allow us to issue grants quickly to trusted CSOs that have a great deal of experience working with donor projects. The simplified grants will allow us to leverage the knowledge of those CSOs that are only just beginning to work with donors, and will allow the project to issue larger grants.

Specific tasks include reviewing surveys of CSOs — including one developed by Chemonics through the Civil Society and Democracy Strengthening (TAMKEEN) project — to identify those that offer services relevant to achievement of short-term impact and sustainability capacity building. We will also issue a request for applications based on plans of each PA partner, evaluate applications, vet all possible grantees, conduct pre-award surveys and orientations, make awards, and monitor and follow up.

We will also coordinate our efforts with other USAID-funded projects, such as the Civil Engagement Project II, to both leverage their resources, and to ensure that we are not duplicating efforts.

Partners. Vendors and commercial providers; civil society organizations, PDC, USAID/Civil Engagement Project II

Resources. \$750,000 in procurements and \$650,000 in grants in first year

3. Coordination Activities

Activity 1. Coordinate with other donors. A clearly expressed objective of the project is that we complement, rather than compete with, the activities of other donors. We understand that there is concern in the PA about the duplication of certain activities in the donors’ portfolios and that the phenomenon of “donee fatigue” may already have manifested itself. We intend to work with other parties, within the constraints of our own contract, to ensure that our interventions are both focused and complementary to those of other donors. In the first week of the project, we attended coordination meeting that included GTZ, DFID, UNDP the EC, and the Quartet representative.

First Year Milestones
<ul style="list-style-type: none">• Initial donor partners identified• Coordination meeting with USAID projects held• Coordination meeting with other donor-funded projects held• USAID project partnerships established

At that initial meeting, we saw an opportunity for the introduction of the Centers of Excellence (COE) methodology across the PA, and we accelerated the fielding of the COE expert. He was available in early November to explain the methodology both to project staff and to donors and other interested parties. We will continue throughout the three years of the project to be a part of donor coordination meetings and to ensure maximum collaboration with other parties, particularly those working with common partner institutions.

Activity 2. Collaborate with other USAID projects. We understand that USAID looks to the project to provide an overarching vehicle for meeting the objectives of the Democracy and Governance (D&G) office. USAID hosted a retreat for the projects in the D&G portfolio on November 3-4 in Jerusalem. This provided an opportunity project staffs to exchange views and avenues for possible collaboration. We understand that collaboration has not been a characteristic of projects in the West Bank, and that this retreat represented a welcome effort in this direction. We have already found the contacts made at the retreat to be extremely valuable as we pursue our common goal of a more effective and responsive PA. In addition, we met with other technical offices (Private Enterprise, Health and Humanitarian Assistance, Water Resources) in Tel Aviv early in the project to learn their needs. As mentioned above, the project is not intended to be a wide-ranging capacity enhancement tool to produce results across government. Given the urgent needs of all ministries and institutions, we will develop a set of criteria by which to choose those medium-term interventions that have the greatest probability of success. We have been encouraged to be focused as well as flexible, and this will require the careful balancing of the two objectives. We have already found fruitful coordination with the WRI Office in Tel Aviv on common work in the road maintenance and repair area. Although it required a slight refocus of our work with the MOPWH, it was done in a spirit of congeniality and the outcome, we believe, will be greater than the sum of the parts we would individually bring to the task.

With that in mind, our staff has already begun research on a number of different USAID-funded projects that we will coordinate with, including: the Civil Engagement Project, the Local Democracy Reform Project, the Rule of Law, Justice and Enforcement Project (Netham), and the Independent Media Development Project (Aswatona.) We will also actively examine the ways in which we can work with the smaller conflict mitigation projects within USAID's portfolio, as well as with projects in other sectors that are also addressing the issue of capacity building.

Activity 3. Host stakeholder meetings. After completion of the 1-year and 3-year work plans we will meet with all stakeholders to present/discuss both plans. It was felt that a work planning session with all stakeholders present would result in a lack of focus. Instead, each embedded advisor will develop, and own, that part of the work plan for which he/she is responsible. This will ensure maximum commitment from the project staff. It will not, however, be done in isolation from the partner institutions, and their desires will be taken into consideration to the extent possible in arriving at the final versions of the plans. It should be noted that we believe the work plan to be essentially a conversation between the project and USAID which, by its nature, must be open and

candid. Such openness and candor is not necessarily suitable for wider consumption, however. We will ensure that the need to share portions of the work plans with stakeholders and partner institutions does not dilute the candor with which we report to USAID.

Activity 4. Initiate quarterly meeting with stakeholders to assess progress. We will hold quarterly meetings with stakeholders to assess progress. However, as mentioned above, the capacity building director will be carefully monitoring the progress of each intervention throughout Year 1, and will address any impediments to success. The quarterly meetings will be more in the form of a high-level review of the interventions, and are not intended to address immediate problems.

Partners. Palestinian Authority ministries, USAID, USAID-funded projects and USAID grantees, GTZ, DFID, UNDP, and the EC.

Resources. N/A.

4. Project Reporting and Contract Deliverables

Activity 1. Work plans. The contract requires a 1-year work plan, a 3-year work plan, and annual updates. According to the contract schedule, the first year work plan was due on October 26. However, USAID offered to

First Year Milestones
<ul style="list-style-type: none">• Work plans completed• Monthly progress reports submitted• Grants manual developed

accept a draft work plan on that date and extended the due date to November 17 for the final work plan. This has allowed time to confirm partnerships and further discuss proposed activities, as well as coordinate with other USAID D&G contractors and grantees we met at the retreat in early November. As part of the first year work plan, we will implement short-term impact activities and develop plans for medium-term capacity building, which will in turn form the basis of the 3-year work plan. At the end of each contract year, we will update the work plan for the remaining life of the project. Each version of the work plan will take into account PA priorities as identified by the MOP and PRDP, Office of the Prime Minister, and other donor interventions. In the case of the 3-year plan, we will make explicit the criteria for selection of PA partners and the approach to developing plans for medium-term capacity building.

Activity 2. Progress reports. On the fifth of each month, we will report on the prior month's activities. We agreed with USAID on a format that was a brief and precise description of project activities, which highlights successes and impacts, issues and constraints to progress, the plan for the next month, and suggestions for a revision of plans to respond to changing circumstances. In accordance with that agreement, the first monthly report was submitted on November 5, covering activities from September 26 through the end of October. In the monthly report, we will also report on the accrued monthly expenditures, which will be forwarded to USAID's financial management office.

On a quarterly basis, we will submit reports to USAID that follow our work plan and include a summary of activities, highlights of results and achievements, problems encountered in implementation, proposed remedial actions, relevant indicators, and activities for the following quarter. It will also contain updated financial data, including the most recent pipeline and accrual projections. We will submit it within 15 days of the end of each contract quarter.

Activity 3. Financial reports. In addition to the financial data included in the monthly and quarterly reports, we will submit a monthly VAT report. It will include original VAT receipts.

Activity 4. Contract Reports. We will submit reports to USAID monthly on the use of local subcontractors. As per the requirements of the BRDG IQC, we will also submit quarterly reports to our USAID/Washington CTO on all of our IQC task order.

Activity 5. Grants manual. The home office team will draft a manual describing how we plan to execute grants under this contract. It will be reviewed by the grants specialist and the senior finance manager, and then approved by the director of grants in the Chemonics home office. As per the contract, it will be submitted on/before December 24, 2008 for CO approval. In addition, we will prepare a procurement manual that will detail how we will manage procurements.

Partners. The home office project management unit and relevant support teams

Resources. Local staff, supplemented by billable and non-billable home office professionals

5. Performance Monitoring Plan and GIS Reporting

Activity 1. Project context for PMP. As we are developing the first year work plan, we will develop the Performance Monitoring Plan (PMP), which will detail our approach to systematically monitoring the impact of activities, including our data collection method and data sources. It will detail indicators, baseline data, and targets focused on measurement of impact. The PMP is due on January 22, 2009.

First Year Milestones

- PMP developed
- GIS report submitted
- Performance indicators selected

In November, we will work with USAID to select standard performance measures that meet the reporting requirements for the mission's Operational Plan. At the same time, we will review the results framework with the mission and explain how we will develop the PMP. We will also meet with the project team about the PMP development process and how it relates to the results framework and work plan, the importance and usefulness of performance management, and the team's role in the process. We will emphasize that the M&E specialist's role is to coordinate data collection, analyze data, and ensure data

validity, but that everyone on the team is responsible for collecting data and identifying success stories.

A key element of the performance monitoring system is USAID/West Bank and Gaza's Geographic Information System (GIS), which allows us to report on a number of data fields and indicators using an internet-based application. We will enter data either weekly or monthly and will send an email to USAID by the fifth of each month reporting that we have entered the data for the previous month. Our M&E specialist and several other team members will attend GIS training offered by USAID/WBG/PPDO.

On a semi-annual basis, we will report against the performance targets that we have outlined in the PMP.

This will include reading all the documents related to the project including PRDP, the contract, Chemonics' technical proposal and draft PMP, the first year work plan, and previous M&E plans for relevant projects conducted by Chemonics. It is especially important to understand the results framework and the work plan, as these will form the basis of the PMP.

Activity 2. Select Indicators. The selection of indicators will include working with USAID to identify standard performance indicators that the mission can use to report to USAID/Washington and with project's technical team to develop project-specific indicators. With USAID, they will choose from a standard list of indicators made available to missions throughout the world. For project-specific indicators, they will consider the various activities we will be implementing with each ministry. They will then select indicators according to the agreed upon result framework, which will be relevant to the planned activities, ensuring that they are specific, measurable, agreed upon, realistic, and time-based (SMART), and that they are in compliance with the USAID standards.

Activity 3. Select data sources and data collection methodology. The M&E specialist with the help of the HO will set up a plan for data collection methodology. This methodology will be discussed with the embedded advisors and the technical staff, who will help identify sources of data that they have become aware of through their contact with the PA partners. The embedded advisors will also help identify additional sources through meetings with their colleagues in the PA partner institutions.

The M&E specialist will work with the embedded advisors to determine which data collection methodologies will be most appropriate and reliable, including both quantitative and qualitative methods. The next steps include developing an action plan for data collection including responsibilities and time frame, and designing data collection tools. The tools will include questionnaires and interviews with key informants. The M&E specialist will train the embedded advisors on how to use the data collection tools. The embedded advisors will hold primary responsibility for collecting data and reporting it to the M&E Specialist.

Activity 4. Collect baseline data and set targets. Using the data collection tools, the M&E specialist will coordinate the baseline data collection process with the embedded advisors, who will be working on collecting baseline data for each of the selected indicators. The M&E specialist will then analyze the baseline data and work with the embedded advisors the project management team to set the targets.

Activity 5. Write Performance Monitoring Plan. With all the pieces in place, the M&E specialist will draft a PMP including indicator reference sheets. She will share the document with the embedded advisors as well as relevant technical specialists on the team. The COP will forward the draft to USAID for review and comment. The CTO will share the PMP with the missions GIS specialist, who will focus on the indicators that we have proposed.

Activity 6. Design systems for storing, analyzing, and reporting data. The M&E specialist will work with HO expertise to design a system for storing and analyzing data. She will also design templates for the reporting systems. These will include the template of the evaluation reports and the reports to be delivered by the embedded advisors. In addition to the project-specific system, we will access the mission's GIS for storing, analyzing, and reporting data.

Activity 7. Collect and analyze data. The embedded advisors will collect and report data at least monthly so that the M&E specialist can meet the contractual requirement to submit data to the mission's GIS. The M&E specialist will be responsible for ensuring the data meet quality standards and that we report it to USAID by the fifth of each month.

Activity 8. Report data to USAID. In addition to the monthly submission of data to the GIS, the M&E specialist will prepare a semi-annual report. She will base the report on data collected from the embedded advisors who will also help analyze and report it. The draft report will be shared and discussed with the embedded advisors, other members of the technical team, and the COP. The M&E specialist will also report data as needed for project management and communication purposes, including sharing qualitative and quantitative data for writing success stories.

Activity 9. Use the PMP to aid project decision making. Monitoring and evaluation data and information help managers evaluate whether project activities are producing the anticipated results and impacts. With this in mind, the M&E specialist will organize PMP reviews for embedded advisors and the management team so that they can use the information for making more informed decisions about the activities and the direction of the project.

Partners. Embedded advisors and ministry staff responsible for data collection

Resources. HO M&E support, USAID/West Bank and Gaza program office

B. Short-term Activities

1. Reducing Transaction Backlog – Palestinian Land Authority (PLA)

The choice of the PLA as a target for immediate intervention was made on the sound basis that improvements in reducing the transaction backlog in Jenin would serve at least two criteria that should govern our choice: immediate and significant service improvements to the Palestinian people, and in an area outside of Ramallah where most donor intervention occurred. We also learned early in our briefing sessions with USAID about the USG interest in the “Jenin Initiative” and the effort to combine security improvements with economic development that would result in wider benefits to the Palestinian people. Both of these factors suggested that the intervention should be pursued.

Our initial contacts with the PLA and the MOP, however, suggested that the work would not be easy. At the PLA, it became apparent that the choice of Jenin was probably not viable in that the Jenin office was inadequate to accommodate existing staff, much less the additional staff and advisors that the intervention would bring. Negotiations were underway to build a new office, which was anticipated to be completed in about 6 months’ time. More fundamentally, the PLA was deficient in nearly measure necessary to providing good service: trained staff; equipment and furniture, including computers, copiers, fireproof cabinets for the storage of maps and scanners for the archiving records in electronic form; and, most importantly, cars to transport employees and clients to sites. Employees were forced to use taxis for official business outside the offices. A visit to the PLA office in Ramallah suggested there was ample opportunity for simple improvements that would reduce the general chaos that prevailed and improve service delivery: brochures describing the various transactions, lists of documents needed for each, posted directions for traffic flow and a queuing system to reduce congestion. As an incidental benefit, experience has shown that improved systems reduces the opportunity for small-scale corruption as employees have less opportunity to expedite transactions through the payment of bribes.

Our meetings with the MOP suggested that while there had been progress under the existing World Bank program, much work remained to be done and that a Finnish consultant was currently working with PLA leadership to identify and address remaining gaps in the program. We were cautioned that while the PLA would express their needs in terms of equipment and vehicles, their problems were in reality much more fundamental and had to do with an inability to think strategically. Service improvement and capacity building were definitely needed, but addressing these should not be at the expense of the longer-term strategic goals. It has been suggested that a potential area for improvement — making transactions fee-based rather than based on a percentage of the appraised value of the land — would considerably speed service provision as well introduce a greater measure of equity into the process. We understand that this would require a change in the law and, therefore, would fall outside the scope of the immediate results desired. It should be examined in the medium term.

Given the potential for immediate improvements in service provision, the opportunity to work outside of Ramallah, the importance of land transactions to the public and a professed enthusiasm in the PLA for assistance, we persevered with the intervention, albeit in altered form from that described in the proposal. The following are the planned activities:

Activity 1. Understand context and sign MOU. Our PLA embedded advisor, although working only part-time until early December, met with a number of different officials at PLA to begin discussing their needs. Through those conversations, we learned that the Jenin office is in the process of relocating to a new building. However, the new office will not be ready (nor will there be space for an embedded advisor) for another six to seven months. Therefore, we proposed working in another PLA office for the short-term and will roll-out our interventions to the Jenin office in the mid-term. We understand the high-level USG interest in Jenin, and will incorporate Jenin in the medium-term, as soon as the new premises have been selected.

- | First Year Milestones |
|--|
| <ul style="list-style-type: none">• Advisor embedded• Needs assessment conducted• Work plan developed• Office equipment procured• Business process re-engineered |

Through subsequent conversations with the PLA, we decided to work in Nablus for the short-term. The PLA office in Nablus is currently negotiating a contract to rent a new office space that we believe will be suitable as a model office.

Activity 2. Understand and prioritize needs. Our PLA EA will work closely with our business process re-engineering (BPR) specialist, and the PLA office manager, to conduct a rapid analysis to study workflow and business processes, including mapping all transactions that occur in PLA offices, and organizational charts for each office, as well as how offices interact with each other and the main office in Ramallah. This will include using focus groups to obtain input from key staff members (with a more extensive needs survey to be done in the medium-term). In an effort to maximize coordination between USAID-funded projects, we will also discuss the experiences of other projects in reducing backlogs. For example, we will coordinate with the USAID-funded Netham project to understand their processes, and utilize their lessons learned, from their efforts to eliminate backlog in the offices of the notaries public.

Activity 3. Develop work plan. Once we have properly mapped these processes, we will work in coordination with our procurement, IT, grants, BPR specialist, and the PLA surge advisor, to analyze quick impact solutions to improve service delivery that provides the best value to the project in the model office. This will include ideas such as adding a new receptionist desk and customer waiting chairs, and developing a queuing system for had better line management (such as the one developed under the USAID-funded Netham project.) We will also help clarify the role of the PLA through developing brochures describing the requirements of each type of transaction and making them available in a convenient place, clearly posting where to go and who to talk to for various transactions, and identifying any internal communication challenges and possible solutions.

Once the PLA has approved the plan, we will share it widely with PLA counterparts, particularly office managers, to help get the greatest buy-in possible.

Activity 4. Coordinate with other donors and projects. While developing the implementation plan, the EA PLA and the surge advisor will coordinate with the World Bank project currently working with the PLA, the Finnish consultant preparing an evaluation of the project as well as with the USAID-funded Nethem project in order to share resources and maximize impact.

Activity 5. Procure equipment and office furniture. After the plan is developed, the EA PLA will work with our procurement manager to develop equipment specifications and request quotes for the necessary equipment. In full compliance with all USAID rules and regulations we will, procure the necessary items.

Activity 6. Develop training for new procedural and organizational changes. EA PLA surge advisor and training management (TM) Specialist will develop a curriculum to train employees on how best to utilize the procedural and organizational changes that we are implementing, with a focus on how to provide better customer service. We will also work closely with PDC to utilize their expertise in connecting government institutions with people, as well as their training expertise. Additionally, the EA PLA will work with our grants coordinator to identify possible CSOs who may be eligible for a grant to implement training, particularly related to improving internal communications or service delivery.

Once the plan is completed, we will begin delivering the trainings. This training may include short workshops and on-the-job-training (OJT) and coaching to help create the greatest impact in the shortest time.

Activity 7. Roll-out plan to other offices. At this time, EA PLA, our surge advisor, and our PLA counterparts will re-examine the plan to plan for rollout interventions to other offices. Based upon pre-determined criteria, we will assess the other eight PLA offices and will roll-out our interventions to selected offices in accordance with a priority plan.

Activity 8. Develop and conduct public awareness campaign. The EA PLA will also coordinate closely with our subcontractor Zoom and the communications specialist to develop a communications strategy for communicating these changes to the public. It is clear that service improvements in the absence of widespread public awareness will accomplish only part of the Project goal.

They will begin by conducting an analysis of the audiences and determine the objective of the communications agenda. Then, we will develop communication messages, and determine the tools that would be most appropriate to help disseminate the information. Possible options include designing a website for the PLA that lists the services are available to the public at each office, the forms and fees are associated with each

transaction, and numbers to call with questions. Other options include designing brochures and posters with similar information that will be posted in public places.

To help develop a base line for public perception, we will also coordinate with the International Republican Institute (IRI), a USAID-partner organization that specializes in public opinion polling in the West Bank. They currently conduct quarterly surveys covering a wide variety of topics. We will work with IRI to ask one or two targeted questions to be included in their surveys about service delivery.

We will also call on PDC to examine the option of issuing grants to CSOs to help with public awareness campaign, depending on the campaign's objectives and messages.

Additionally, to maximize PLA buy-in, we will discuss the public awareness campaign with our counterparts in the authority, particularly with office managers, and secure their approval. At this time, we will also work to identify a PLA employee responsible for communication to help with this campaign. In the mid-term, this employee will receive additional training and will be responsible for developing and implementing the PLA's mid-term communications strategy.

We will also coordinate with USAID-funded Aswatona project to ensure that success stories are shared through local media channels. Aswatona provides not only access to local media, but also training of project staff in public outreach methods and we intend to avail ourselves of that service.

Activity 9. Monitor and evaluate. The EA PLA, in coordination with our M&E specialist, will also be continuous monitoring and evaluating the effectiveness of these short-term interventions, with a particular focus on determining the timing of rolling out interventions to other offices. Indicators have been developed with each of the Key Results Areas (KRAs) that will allow measurement of the success of the intervention on an ongoing basis.

Activity 10. Brainstorm mid-term plan. The EA PLA and our surge advisor will utilize our evaluation data and feedback from the ministry to begin discussing mid-term plans. This may include participation in the Centers of Excellence (COE) program, conducting a wider survey among PLA staff to determine what they see as major challenges, coordinating with the IRI to ask further survey questions of the public and analyzing progress on the model registry office.

Related results: We believe that serious attention to the multiple customer-service problems at the PLA will contribute to the achievement of PIR 1, "Improved delivery of key services . . ." and PIR 3, Enhanced and sustainable institutional capacity of PA ministries and institutions . . ." in the Results Framework, with improvements mapping directly to KRAs 1.1, 1.2, 1.3, 2.3, 3.1, 3.2, 3.3, and 4.3.

Partners. USAID, World Bank, Finland, USAID Netham project, USAID Aswatona project, IRI, Zoom, PDC

Resources. Training management specialist, BPR specialist, IT specialist, procurement manager

2. Increasing Confidence in PA Transparency and Reliability – Ministry of Finance (MOF)

Due to the high profile of the MOF and the number of donors already involved in providing assistance, selecting an appropriate short-term intervention has been challenging. Originally, we had proposed providing training for ministry staff in implementing the new, internally developed accounting system. We would then expand this assistance to other ministries, as needed.

First Year Milestones
<ul style="list-style-type: none">• Accounting system assessment completed• Implementation plan reviewed• Training curriculum developed• User guide drafted• Training for accounting system conducted

However, we learned from the MOF that, although the accounting system remains a priority, the MOF has additional needs that the MOF would like to address in the short-term. In addition, the status of implementation of the accounting system internally in the MOF is not clear at this time. We will therefore add an assessment task to the plan for the original training task, while we explore other short-term options. We anticipate that the interventions will contribute to PIR 2, in that they will enable the MOF to better track and make available financial information to the Palestinian public. While the accounting system work will have long-term implication for transparency and accountability, the short-term task will be chosen to maximize the immediate impact felt by the Palestinian people. In meetings with the MOF, a shopping list of possible interventions was presented, including conducting a national awareness campaign on tax issues, upgrading the hardware, software, and networking capability of existing computer systems, contributing to an in-house MOF training center, and funding English-language training for staff in special subjects such as budget-based accounting and cash management. The number one priority, however, was dealing with the “net-lending” problem. This was explained as a situation where amounts of utility bills unpaid by Palestinian municipalities to Israeli service providers were deducted from the amount remitted to the PA by Israel. This amounted to \$530 million in 2007, and was a major fiscal problem. While the use of prepaid utility accounts had reduced the problem, much work remained to be done, particularly in developing a system to monitor the behavior of Palestinian municipalities to ensure that collections were not diverted to other uses. While a number of these represent possible short-term interventions, a first step will be involve matching MOF priorities with project resources to ensure that interventions are within scope and do not duplicate those of other donors, while still meeting ministry needs. The following are the activities we propose to undertake with re MOF:

Activity 1: Understand context, and sign MOU. Our first priority will be to embed the MOF advisor and select the short-term intervention from the above list. This will be followed by signing of the MOU agreeing the mutual responsibilities and expectations of the parties involved. Simultaneously, we will begin assessment of the status of the accounting system, including how it is currently being utilized by staff.

Activity 2. Conduct a gap analysis. EA MOF, working with both the training specialist, the IT specialist, the BPR specialist, the surge advisor and our partner SUNY, will conduct a gap analysis to assess the current skills of the staff, as well as to assess if the new system is operating optimally.

While conducting our analysis, we will meet with all other donors, such as the AFD, DFID, World Bank, IMF and the EC) who are currently working at the MOF to further coordinate our activities, and to ensure that we are not duplicating efforts.

Activity 3. Design a training and development plan. Based on the gap analysis, we will have two possible options. We may simply provide training on the new system, as we originally proposed. However, if our assessment finds that there are issues (including with hardware, software, and business processes) in the implementation plan, we will assist the MOF to address those process issues, then to provide training on the new systems.

This plan may include assistance in networking ministry computers, arranging for training visits, and contributing to an in-house MOF training center. Given the large-scale AFD intervention to develop a training institute, however, a small training center may not be a good use of project resources.

We will first conduct a training needs analysis at the MOF, and use that assessment to develop both the training plan and the training curriculum. We will also discuss our plans with the MOF to maximize buy-in.

Activity 4. Develop curriculum, and deliver trainings. EA MOF, surge advisor and SUNY partners will assist the MOF to design curriculum MOF staff. In the mid-term, upon a request from other ministries, we may help train additional staff of other ministries and government institutions in the new accounting system.

Additionally, our training specialist will work with our partner SUNY to design curriculum and deliver targeted technical trainings.

We will also identify a list of possible equipment needs for the training center at the MOF such as electronic boards, LCD, overhead projectors, internet connections, and outlets at the request of the MOF.

To ensure maximum impact, we will coordinate our activities with the General Personnel Council (GPC), which is mandated to regulate and develop the civil service, and to link it with the ongoing “civil service leadership program.” We will also begin to discuss a sustainable training model within the PNA. We will also work with CSOs to help them develop grants for helping with MOF training.

Activity 5. Deliver training of trainer (TOT) sessions. To sustain the training beyond the life of the project, we (and our partners SUNY) will develop TOT skills within the MOF, and possibly among key staff at a few other targeted ministries. The training specialist

and EA MOF will, in coordination with MOF staff, set out criteria for trainee selection, begin trainee selection, discuss and approve the final list of trainees, and develop simple scopes of work and demonstrate the roles of the trainees after completion the training course. These trainees will receive both formal TOT trainings, but also receive individual mentoring for a minimum of three months. They will then be able to provide coaching and mentoring to users of the new accounting system in other PA institutions should the need arise.

This will be coordinated with the training unit and the human resources unit in selected government institutions to ensure linking the training to the career path of the trainee and to his/her performance evaluation.

Activity 6. Conduct an awareness campaign. Our communications specialist will work to help develop the campaign objectives, and campaign messages for an awareness campaign focused primarily on internal PA audiences. Once the MOF has agreed upon those, we will select the appropriate tools to use for the campaign. This may include producing brochures and user guides, conducting workshops to explain the new system to other MOF staff, and update the MOF website.

We will solicit internal feedback from staff to determine how effective our new training, and improvements in the new systems, have been. With our partner PDC, we will coordinate with CSOs such as AMAN, Meftah, and the Good Governance Coalition, through a stakeholder meeting, to determine how CSOs perceive changes in the planning and budgeting approach, and its impact on the perception of transparency of the government in allocation and expenditures or resources.

Activity 7. Support the implementation of the system in other ministries. We will discuss with the MOF a pilot phase to test the system in two or three other ministries. We will support MOF staff in developing the criteria for selection and the number of pilots. Proposed criteria may include the size of the ministry, hardware availability, readiness to implement the new system and budgetary needs. While the presence of embedded advisors would be helpful, the institutions selected need not be those that we are partnering with on the short-term interventions.

Once we have selected the other pilot ministries, our team will meet with the selected ministries and agree on a roll-out plan. Our assistance will primarily consist of the training and mentoring of staff in the new system. This process will include coaching for three months to ensure that the interaction between the MOF and the ministries is effective.

Activity 8. Work with the MOF to prioritize other requested interventions. In parallel with accounting system implementation and training, we will assess the ministry's other needs, and discuss our findings with the MOF, with a focus on issues that will have the greatest impact on service delivery and improving customer service to the Palestinian people. We understand that the first priority of the ministry is to deal with the "net lending" issue, and will begin by assessing this option. The net lending issues centers

around the amounts of unpaid utility bills by Palestinian municipalities, which are then deducted by Israel from amounts remitted to the PA. This amounted to \$530 million in 2007, and a key PA fiscal goal is to reduce this amount. The suggested solution is to develop a system to monitor the behavior of the municipalities and ensure that amounts collected are paid to utility companies and not diverted to other uses. The client would be the MOF, but working through the Ministry of Local Government (MOLG).

Other requested interventions, which we will also further examine, include training of MOF employees in budget preparation and cash management, assistance in networking MOF computers, sponsoring training visits to other countries, and working with the tax department to develop a national awareness campaign to educate citizens on their responsibilities as taxpayers. We will have to match these requests with project resources to ensure that they are within scope and are effective use of project resources. We will be mindful of the requirement that these interventions directly affect Palestinian citizens.

Activity 9. Develop implementation plan for other interventions. This will follow the standard project methodology of a diagnostic to understand the nature of the problem, an assessment of business process re-engineering, IT, and training needs, followed by an implementation plan and assignment of project resources to the intervention.

Activity 10. Monitor and evaluate. The EA MOF, in coordination with our M&E specialist, will also be continuous monitoring and evaluating the effectiveness of these short-term interventions.

Related results: Assistance with the implementation of the new accounting system will contribute to the achievement of PIR 2, "increased financial transparency and accountability by the PA in public financial management," and PIR 3, "enhanced and sustainable institutional capacity of PA ministries and institutions." Specifically, KRAs 2.1, 2.4 and 3.3 are addressed.

Partners. Agence Française de Développement (AFD), World Bank, IMF, and DfID

Resources. STTA, SUNY, and PDC

3a. Establishing and Activating the Higher Council for Traffic Safety under the Aegis of the Ministry of Transport (MOT)

In our initial meetings with the MOT, the minister, Dr. Mashour Abudaka, expressed great interest in our assistance in establishing the Higher Council (the Council) for Traffic Safety, a body mandated by Law #5 of the year 2000, but not activated to date. The minister mentioned the high incidence of road crashes in the West Bank and high mortality that ensued, particularly among pedestrians. As the PA government figure responsible for road safety he felt keenly his responsibility to deal with this situation by activating the Council, among whose responsibilities would be public awareness campaigns dealing with, among other things, citizen responsibility for road safety by observing traffic laws, speed limits, and routine safety measures such as the use of seat

belts etc. While this did not appear to meet our criterion of a short-term intervention with immediate, visible impacts to the Palestinian public — and would be in addition to our planned work to improve customer service in the licensing bureaus, which would have such impact — it was clearly important, with significant potential impacts in the medium term, and would contribute to both PIR 1, improved government services, and PIR 4, improved public awareness of, and confidence in, the government’s role in providing critical information to the Palestinian public.

- | First Year Milestones |
|---|
| <ul style="list-style-type: none"> • Identify and document existing road safety environment • Establish road safety needs on prioritized basis • Staffing and operational requirements determined • Council Created • Public awareness campaigns conducted |

We therefore agreed with the minister that all of our work in the MOT would be brought under the umbrella of traffic safety. That is, the short-term intervention in the licensing bureaus, which we believe will have immediate short-term impacts, will continue under this overall rubric. We have agreed that both the short-term and medium-term tasks will proceed simultaneously, with neither being cannibalized of resources to feed the other. We believe we have the resources to do both. We also believe that, in spite of the wish to activate the Council immediately, some preparatory work is necessary to identify and document the existing road safety environment, from the point of view of both road users and road/traffic regulators, and to establish road safety needs on a prioritized basis. We will facilitate Council start-up under this larger identification effort. The activities listed below describe, first, the establishment and activation of the Council followed by work with the licensing bureaus. While listed sequentially they are intended to proceed simultaneously.

Activity 1. Understand context and sign MOU. We will field the expatriate surge advisor, a PhD with wide experience in establishing safety programs in the developing world, in early January to meet with the minister and deputy minister and agree on the broad outlines of the work leading to establishment of the Council. This will be embodied in the MOU.

Activity 2. Hold meetings with key stakeholders. Direct stakeholders and other interested parties will be identified and MOT will identify a key individual in each organization to act as official contact. Facilitated meetings will then be held with each stakeholder and interested party to register their interests and concerns in the matter of traffic safety and identify their current road safety activities and responsibilities.

Activity 3. Develop draft action plan. This plan will clearly identify the actions to be taken in the short and medium terms to define and address road safety needs. The quality of the plan will depend on the responsiveness, willingness and commitment of the private and public sector stakeholders in articulating their road safety needs.

Activity 4. Hold stakeholders meeting. A meeting of all stakeholders will be held to build consensus on the road safety priorities and facilitate ownership of the plan by both client

and stakeholders. This is necessary to ensure maximum buy-in as the work of forming the Council moves forward.

Activity 5. Assess human resources needs. Once the initial functions of the Council are agreed upon, we will assess the human resources requirements with particular emphasis on those necessary to address the prioritized road safety activities.

Activity 6. Assess operational needs. The operational needs of the council will depend on the final organizational structure and the road safety priorities as agreed by the stakeholders and certified by the MOT. When these parameters are available, we will access the operational needs on the basis of each organizational function.

Activity 7. Procure equipment. Once we have fully analyzed the needs for the Council, we will begin the procurement of the needed hardware and software. To do this, the EA will coordinate closely with the procurement manager, the IT specialist, and BPR specialist to prepare the specifications, solicit bids through a competitive process, and select the vendors that provide the best value to the government.

Activity 8. Establish and staff the Council. Once we have accomplished the previous activities, we will establish and support the Council through recommendations to staff it by moving staff internally within the MOT (as identified through the assessments), and recommend the hiring of additional staff, if needed.

Activity 9. Develop the first year work plan. We envision that the first year work plan for the Council will focus on crash data collection and analysis, national coordination, education and publicity, traffic enforcement, and post crash medical factors. However, the work plan could turn out to be substantially different depending on the findings documented during our review of the existing road safety environment and the resulting road safety priorities.

Activity 10. Design and deliver training. With the new staff in place, we will begin to design and develop training for the staff. The training specialist will conduct a needs assessment, and work to design both the training and the curriculum. She will also analyze the need for TOT curriculum to train new staff in how to train other Council staff in traffic safety techniques, as well as designing OJT, developing curriculum on traffic theory, drafting procedures and responsibilities on responding to reports of crashes and traffic congestion, initiating investigations, and communicating the importance of safety to the general public.

Once the training plan has been reviewed by the client, our team will deliver the training. We will also examine the possibility of awarding a grant to a CSO to help with the training, particularly on matters associated with increasing public awareness of the need for traffic safety and the cost to society, in terms of lives, monetary commitment and lost economic activity, which results from poor traffic safety practices.

Activity 11. Conduct study tour to another regional operation. To benefit from the experience of another country in the region we will organize a study tour to visit a similar traffic safety council. We will carefully select study tour participants, work with the training specialist to organize the objectives of the study tour and arrange the visit.

Activity 12. Conduct public awareness campaign. There will be two awareness campaigns launched simultaneously. For the road using public, we will design the objectives, messages, and tools for a multi-media awareness campaign to inform the public of the creation of the Council. It will include instructions for contacting the unit, as well as highlighting its benefits and successes. As part of this effort, in coordination with Zoom and possibly with CSOs, we will produce brochures on the benefits of observing the principles of good traffic safety to Palestinian society. In this effort, we will coordinate with the USAID-funded Aswatona project to help ensure that our messages are disseminated through the local media.

At the same time, we will conduct an internal communications campaign targeted at the other PA ministries and institutions to help them understand the need for all concerned ministries and organizations to emphasize traffic safety in their communications strategies.

Activity 13. Monitor implementation of new procedures. We will continuously monitor and evaluate the effectiveness of our interventions and map our progress against the PMP. We will use the data from this to help refine our interventions, and provide more targeted OJT, as needed.

Activity 14. Analyze medium-term needs of the Council. After activation of the unit, we will begin analysis of the mid-term needs. As part of this analysis, the EA, surge advisor and BPR specialist will begin mapping processes in the permanent secretariat of the Council, as well as preparing a detailed organizational chart showing staffing and responsibilities. The training specialist will also conduct a thorough training needs assessment.

Additionally, the EA will review founding law, the existing development plan, structure, internal regulations, procedures, and other donor or project materials to help determine other mid-term goals.

Activity 15. Review and recommend update to the development plan. In coordination with the development plan team, we will review and make recommendations to update the development plan. We will then present our recommendations to the minister and develop a more formal implementation plan.

Related results: The creation and activation of the Traffic Safety Council maps to PIR 4, “Strengthened public awareness of and participation in PA decision-making.” Serious PA attention to matters of vehicular and pedestrian safety will not only reduce the incidence of accidents but will increase public perception of government’s interest in, and attention to, the welfare of citizens. KRAs 4.1, 4.2 and 4.3 are addressed.

Partners. MOT, MOPWH, MOLG, MOF, MOIC, MOE, EPA, MOH, Council for Prevention of Road Accidents, Fund for Compensation for Road Accidents, Insurance Syndicate, Drivers Syndicate, Bus Syndicate, Driver Training Syndicate, CSOs, and USAID-funded Aswatona project

Resources. Procurement, grants to CSOs, STTA

3b. Streamlining Driver and Vehicle Registration Process – Ministry of Transportation (MOT)

Activity 1. Understand context and sign MOU.

Our team met with the minister and then the deputy minister in early November. Both expressed a number of requests for possible project assistance including transforming the MOT into a policy making body, the creation of a regulatory body, drafting a comprehensive plan for the public transport system, creating and staffing of a vehicular safety council, drafting needed legislation and by-laws, and linking of

First Year Milestones
• MOU signed
• Improvement team assembled
• Plan developed
• Equipment and training provided
• Systems implemented
• Public awareness campaign launched

meteorological stations. However, we believe that sufficient work remains to be done in improving the licensing process that we should proceed with this intervention. We learned that there are no other donors currently working with the MOT. As such, they are enthusiastic about working with USAID and have already provided an office for the EA MOT. We will draft the MOU and submit it to the ministry for signature, clearly explaining the intervention. We anticipate that the streamlining of licensing procedures will contribute to PIR 1 in the short-term, as well as to PIR 3 in the medium term with a more competent and customer-oriented PA able to address citizen needs.

Activity 2: Study the current situation in the licensing department. The EA MOT made an unofficial visit to the licensing department in Ramallah accompanied by the BPR specialist to assess the current process for issuing and renewing driver and vehicle licenses. Through their visit, they were able to research, by observing those seeking these services, how the average Palestinian citizen is treated, how long it takes to issue/renew driver and vehicle licenses, as well as any gaps in the process. The EA MOT will then make a second unofficial visit in order to verify his observations. The EA MOT will also make an official visit to the licensing department in Ramallah to observe the process from behind the counter and to engage with local employees to identify opportunities and challenges. At the same time, the IT specialist will assess the hardware and software characteristics of the automated system. We understand that automation is complete, while the customer-service aspect of the process needs work. This will test that assumption.

Based on this information, and other assessments, the EA MOT, and the surge advisor will map the processes for both driver and vehicle license issue and renewal and analyze timelines (how long it takes) and customer inputs (what documents they need to obtain/renew a license).

Activity 3: Assemble the licensing process improvement team. The EA MOT will organize a team at the MOT who will work with him. Team selection will be based on willingness to participate, and enthusiasm for change.

Activity 4: Develop and implement the action plan. We will then develop an action plan with the assistance of the MOT team. It will include the following elements: system requirements (including a queuing system), equipment, training, and additional technical assistance.

For the proposed queuing system, we will liaise with the USAID project, Netham, which also works with these systems. We will begin with a pilot in Ramallah and then expand implementation of the revised services to Nablus and Hebron, when we begin working in those offices to ensure that we are creating an impact beyond Ramallah.

It will be important to engage the stakeholders in to ensure buy-in and support, especially as we begin to change processes. We will present the action plan in a series of meetings to collect feedback, incorporate necessary changes, and communicate final plan. Various meetings will be held with the ministry team, other ministry staff, and licensing department staff from Ramallah, Nablus, and Hebron.

Then, we will begin to implement the service improvement methodology at the licensing department in Ramallah.

Activity 5: Procure and install equipment. While developing the plan, our IT specialist will identify what IT equipment the MOT needs for the revised licensing processes. This will include the queuing machine. Once the needed equipment is identified, we will procure and install the equipment.

Activity 6: Prepare a training plan, develop curriculum and train trainers. Based on the revised process and equipment needs, our EA MOT and our training specialist, along with PDC, and selected ministry staff members will prepare a plan to train the MOT on the new systems. The EA MOT will work with the ministry staff to identify those most appropriate to deliver training to licensing department employees. The training plan will include not only live training options for staff, but also job aids and other on-the-job training solutions. PDC, together with this team, will also add customer-training tools, such as informational brochures and instructional signs, in coordination with our communications specialist.

Activity 7: Build capacity in Civil Society Organizations. The EA MOT, working together with the project team and PDC, will identify any CSOs that might assist with improving

MOT services. We will then liaise with them, develop objectives and assistance plans, and implement.

Activity 8: Deliver training workshops and OJT. The EA MOT will coordinate with other ministry staff members to deliver required training to licensing department staff in Ramallah. There will be a post-training assessment to ensure knowledge and skill acquisition.

Activity 9. Monitor implementation of new system. Together with the M&E specialist, the EA MOT will measure the impact of the new system on the lives of the citizens of Ramallah and the impacts on the licensing department staff. We will make use of the IRI public opinion poll to assess the public's perception of licensing issue and renewal services.

Activity 10. Conduct public awareness campaign. In conjunction with the communications Specialist, we will conduct a public awareness campaign both the local city and national levels. We will first identify the objectives, and messages for the campaign. Then will develop a communications strategy, and determine what the most appropriate communication tools are. Once the campaign is underway, we will begin to monitor its effectiveness.

Activity 11: Analyze the licensing department in Nablus and Hebron. After we have finalized the plan, and have begun to implement in Ramallah, our EA MOT, project staff, ministry team members, and licensing department employees will conduct analyses in other governorates, such as Nablus and Hebron to check for process similarities and any differences that would affect implementation on a wider scale.

Activity 12. Implement systems in Hebron and Nablus. After any necessary revisions or adjustments to the systems in Ramallah, the team will implement systems by using the same process described above, i.e. installing systems, training staff, making information available to citizens, in Hebron and Nablus.

Related results: Reduction of the prevailing chaos and reengineering of the customer-service procedures at licensing bureaus will result in PIR 1, "Improved delivery of key services by targeted ministries and institutions that result in immediate tangible benefits to citizens." KRAs 1.1, 1.2, 1.3, 3.1, and 3.3 are all addressed.

Partners. USAID-funded Netham project, IRI, and CSOs

Resources. STTA and PDC

4. Increasing Confidence through the Establishment of the Integrity Enhancement and Anti-Corruption Unit at the State Audit and Administrative Control Bureau (SAACB)

The battle against corruption has assumed major importance in the effort to strengthen the performance of the PA and improve public confidence in its ability to provide effective governance. This is not surprising in an atmosphere where it is widely perceived to be ineffective and corrupt. The problem of corruption has received attention at the highest level within the PA itself, and the decision has been taken to establish and activate a unit

First Year Milestones
<ul style="list-style-type: none">• Anti-corruption unit establishment plan prepared• Unit mandate agreed upon and approved• Staffing and operational requirements determined• Unit Created• Staff trained in anti-corruption techniques

mandated by law but as of yet unformed. Given sensitivity to the negative implications of the term “anti-corruption,” the unit envisaged has been a more positive name: the “Integrity Enhancement and Anti-corruption Unit.” But there should be no mistaking its intent. In an atmosphere where there exists little capacity to receive and act upon complaints of corruption, its primary objective will be to institutionalize and enhance the ability of the PA to deal with this scourge.

The work envisaged is essentially an institution-building task. It will begin with a small cadre of staff and expand as budget and circumstances permit. The work has not been without teething problems, with the insistence of the consultant to another donor (the EU) that the unit could be created only as part of a larger development plan at SAACB. While we are sympathetic with this view, the exigencies of the problem and the need to achieve short-term results dictated that we must press ahead, while suggesting that the work at the unit be taken as a given and the unit be shown in the plan. That appears to have been done. In addition, given the sensitivity to donor funds being largely spent abroad, with little value-added to local organizations, we were asked by SAACB to provide a budget list the foreign and local components of our assistance over the three years of the project. We have resisted this as constituting proprietary information, but may include amounts to be spent on training and equipment in an illustrative budget to be attached to the MOU.

Finally, our medium-term plan to provide training in auditing may require modification in that another USAID-funded project Modernizing Financial Institutions (MFI) is already engaged in providing auditing training, and has had the same discussion with the EU in which apparently nothing can be done until everything is done. In an atmosphere in which the end of the fiscal year is rapidly approaching, with the need to close and audit the books, this seems unrealistic, especially given the decision to fund EU assistance must still be taken after presentation of the final consultant report.

We will begin our assistance to SAACB with the activities listed below.

Activity 1. Understand context and sign MOU. Early in the project, we met with the head of SAACB, and introduced the project to him. He confirmed the SAACB's interest in the project, including hosting the embedded advisor, and informed us that the EU also plans to work with them. He stressed the need to coordinate our work with that of the Europeans and suggested a meeting with SAACB, EU, MOF, and MOP to ensure coordination. We agreed with that we would work in the first year to create the Integrity Enhancement and Anti-corruption Unit (hereafter referred to as the anti-corruption unit) in accordance with international standards. Once the broad outlines and draft work plan have been agreed, we will sign a MOU with SAACB to define responsibilities and obligations of the parties in the joint effort.

SAACB also named the manager of public relations as the contact person for the project on general issues and the general director of SAACB as the point person for technical part of the project. We stated that we would sign a memorandum of understanding with the SAACB as soon as the interventions were agreed. This would formalize the responsibilities, expectations, and results of both parties.

Activity 2. Hold coordination meetings. The COP, DCOP, and EA SAACB met with the USAID-funded Modernizing Financial Institutions (MFI) project, another USAID project targeting the SAACB. The MFI project is also working to strengthen the capacity of SAACB, primarily in the training area. We agreed to coordinate our efforts to ensure that our interventions do not overlap with theirs.

The European Commission also plans to work with SAACB and has engaged a consultant to prepare a comprehensive plan of assistance. The COP, DCOP and EA SAACB participated in a meeting with the FACB, MOF, MOP, MFI, and the EC consultant to discuss prospective cooperation. The consultant explained that the plan of assistance would be completed by the end December, and the EC would then determine how much of it to fund. We suggested that we would press ahead with the anti-corruption unit as it did not seem to conflict with the larger effort.

Activity 3. Develop the anti-corruption unit establishment plan. We will begin by preparing a draft implementation plan for development of the unit, in compliance with international standards and regulations, as well as Palestinian law.

To do this, we will define the vision, mission, and objectives of the new unit. We will also draft the unit's mandate. The EA SAACB, the surge advisor, and other technical members of our team will then prepare a well-structured and detailed concept document about establishing this unit.

We will share this document with SAACB, and hold a brainstorming to address any issues, and to make changes. We will also get feedback from other stakeholders. At this point, we can also solicit feedback from related CSOs, such as AMAN.

Based on the feedback, we will finalize the mission, vision, and the mandate of the unit; develop a finalized plan and obtain the approvals that will allow us to proceed.

Activity 4. Assess human resources needs. Once the plan has been prepared, the EA SAACB, the surge advisor and our partners SUNY, will define the necessary functions. Then, we will propose an organizational structure, job descriptions, authorities, and responsibilities of the unit, and define the required human resources, skills, and knowledge requirements.

We will then assess the available human resources at SAACB to determine potential candidates who might be placed in the new unit, as well as additional resource requirements.

Activity 5. Assess operational needs. Simultaneously, along with SUNY and other STTA, we will begin to assess the operational needs of the unit. This will include determining the infrastructure needs of the new unit in terms of needed hardware, software and other equipment. Additionally, the EA FACB, the surge advisor and other technical team members will help to develop procedure manuals, work instructions, etc.

Activity 6. Procure equipment. Once we have fully analyzed the needs for this unit, we will begin the procurement of the needed hardware and software. To do this, the EA SAACB will coordinate closely with the procurement manager, the IT specialist, and BPR specialist to prepare the specifications, solicit bids through a competitive process, and select the vendors that provide the best value to the government.

Activity 7. Establish and staff the unit. Once we have accomplished the previous activities, we will establish the unit and support SAACB through recommendations to staff it by both moving staff internally within SAACB (as identified through the assessments), or recommend hiring staff, if needed.

Activity 8. Develop the first year work plan. With the unit established, the EA SAACB, surge advisor and advisors from SUNY will work with the staff to develop the first year work plan. This will include planning activities, but also allocating budget and resources to the unit.

Activity 9. Design and deliver training. With the new staff in place, we will begin to design and develop training for the staff. The EA SAACB and training specialist will conduct a needs assessment, and work with SUNY and PDC to design training and the curriculum. They will also analyze the need for TOT curriculum to train new staff in how to train other PA staff in anti-corruption techniques, as well as designing on-the-job training, developing curriculum on anti-corruption theory, drafting procedures and responsibilities on responding to corruption complaints, initiating investigations, and communicating the importance of transparency to civil service peers.

Once all the training plan has been reviewed by the SAACB, our team will deliver the training. We will also examine the possibility of awarding a grant to a CSO to help with the training, particularly on matters associated with improving customer service or service delivery.

Activity 10. Conduct study tour to Jordan. To benefit from the experience of another country in the region we will organize a study tour to Jordan to visit their anti-corruption unit. We will carefully select study tour participants, work with the training specialist to organize the objectives of the study tour and arrange the visit.

Activity 11. Improve customer service. At the same time, we will begin to establish new systems to improve customer service and improve service delivery to the Palestinian people. For example, we will work to establish a hotline for reporting complaints or requesting information, and reengineer the current complaint unit. This will be after conducting a needs assessment. The staff will also receive training on how to address complaints and improve customer service.

Activity 12. Conduct public awareness campaign. There will be two awareness campaigns that will be launched simultaneously. For the external public, we will design the objectives, messages, and tools for a public awareness campaign to inform the public of the creation of the new unit. It will include instructions for contacting the unit, as well as highlighting its benefits and successes. As part of this effort, in coordination with Zoom and possibly with CSOs, we will produce brochures about how to report incidents of corruption, and publicize the new hotline and other services offered by the unit. We will also disseminate SAACB anti-corruption reports to affected parties to help increase transparency. In this effort, we will coordinate with the USAID-funded Aswatona project to help ensure that our messages are disseminated through the local media.

At the same time, we will conduct an internal communications campaign targeted at the other PA ministries and institutions to help them understand the rules on anti-corruption and integrity, especially for MOF, PMO, MOP, and current ministry partners.

Activity 13. Monitor implementation of new procedures. We will continuously monitor and evaluate the effectiveness of our interventions and map our progress against the PMP. We will use the data from this to help refine our interventions, and provide more targeted OJT, as needed.

Activity 14. Analyze medium-term needs of SAACB. After the EU report on SAACB has been released, we will begin analysis of the mid-term needs. As part of this analysis, the EA SAACB, surge advisor and BPR specialist will begin mapping processes at SAACB, as well as preparing a detailed organizational chart showing staffing and responsibilities. The training specialist will also conduct a thorough training needs assessment.

Additionally, the EA will review the SAACB law, existing development plan, structure, internal regulations, procedures, and other donor or project materials to help determine other mid-term goals.

Activity 15. Review and recommend update to the SAACB development plan. In coordination with development plan team, we will review and make recommendations to

update the SAACB development plan. We will then present our recommendations to SAACB and develop a more formal implementation plan...

Related results: The establishment of an anti-corruption unit in a government that is widely perceived to be corrupt and inefficient will be a major step in addressing PIR 2, “Increased financial transparency and accountability by the PA in public financial management.” In addition, the institution of a corruption hotline will improve public perception of government attention to this scourge and, so, contribute to the achievement of PIR 4. KRAs 2.2, 2.3, and 4.1 are addressed.

Partners. FACB, PMO, MOJ, Attorney General’s Office, CSOs, USAID-funded Aswatona project, and the USAID-funded MFI project

Resources. Procurement, grants, STTA, PDC, and SUNY

5. Increasing Efficiency in Road Repair – Ministry of Public Works and Housing (MOPWH)

Among the most disruptive factors in the life of the average Palestinian is the restriction on movement across the West Bank, with its A, B and C areas, checkpoints and uneven road networks. The entire area is criss-crossed with a checkerboard of settler roads, roads open to Palestinians, improved roads built by both the Israelis and Palestinians (with donor assistance), and a wide network of unimproved or dirt roads that carry an unknown percentage of the traffic across the West Bank. While large maintenance projects appeared to be outsourced to private contractors, the problem of the routine maintenance of roads became apparent in the proposal phase. Work in this area could produce the immediate and visible improvements in service provision that was a key criterion in selection of the intervention. With the enthusiastic agreement of their management, we selected the MOPWH as a partner institution with intent to enhance the road maintenance capacity of the existing small routine maintenance units in Ramallah, Nablus, and Hebron and expand into the other governorates across the West Bank.

The ground-truthing of the proposed intervention resulted in a different understanding. In the first place, the maintenance units in Ramallah, Nablus, and Hebron existed on paper only, with most staff having retired and most equipment inoperative. Rather than expand existing capacity to other areas, the units in the three cities would have to be rebuilt from the ground up. Any large-scale procurement effort to equip the three existing units, much less expand to other governorates, would rapidly exhaust the project procurement budget. In the second place, in spite of a great deal of donor attention with the coming of the PA in 1995, the experience since that date suggested that the assistance had not been sustainable, with the lack of spare parts for donated equipment and operating budget for materials and staff. Whatever work we did would have to ensure that this experience was not repeated. Not all of the factors that would ensure success are under our control.

However, we also discovered that not only was road maintenance a candidate for immediate and visible service improvement, but also that we had a potential ally in the

USAID Water Resources and Infrastructure (WRI) office which funds road construction project across the West Bank. If the resources of the Project could be combined with those of WRI, a plan could be put in place that would leverage the knowledge and resources of WRI with the expertise of the Project surge advisor to reconstitute small maintenance teams and deploy them in areas where they could be not only most cost-effective and sustainable, but also have a potentially far wider impact than if undertaken alone. This we plan to do. The activities below describe the steps we plan to take in this effort. The intervention addresses PIR 1, although the plan to introduce a hotline to report maintenance problems could provide scope for citizens to bring their problems to the attention of government, and PIR 4.

Activity 1. Understand context and sign MOU. In late October, we met with the MOPWH, and the deputy minister confirmed the ministry's interest in working with the project in the proposed short-term intervention to increase the number of road repair units. Our initial discussions revealed ministry's interest in light equipment for routine maintenance of roads, training on the equipment, an improved manual for road maintenance (in Arabic), a road management system and/or GIS, and GPSs. We emphasized that our first priority was the short-term intervention, but that the other needs will be evaluated as possible medium-term activities. We will work to sign an MOU that captures these understandings concurrently with the embedding of our advisor.

- | First Year Milestones |
|---|
| • Assessment of current road repair units |
| • Plan for creation of new units drafted. |
| • Model area chosen |
| • 1st new road repair unit created |
| • Hotline created and website updated |

We will also meet with the USAID WRI office, other donors to coordinate efforts, including working with USAID-funded Local Democracy Reform Project to better coordinate activities between municipal governments and the ministry.

Activity 2. Analyze and evaluate current road repair units. Once our embedded advisor and surge advisor are in the ministry in early January we will further analyze MOPWH's needs related to road repair units, including performance of three existing road repair units: the processes, systems, skill levels, equipment and tools, spare parts, and internal and external communications. We will also assess the human resources and equipment needs for new units. Our analysis will include review of the documentation prepared for their earlier plans with the World Bank and what the World Bank has been doing with roads in other countries. We will collaborate with the ministry to develop a plan for providing technical assistance, training, equipment, and software.

Activity 3. Develop plan to reconstitute small road maintenance units in Hebron, Nablus, and Ramallah, in that order. In coordination with surge advisor, the EA MOPWH will develop an implementation plan to reconstitute the units. Once developed, the plan will be shared with counterparts and stakeholders, as well as the USAID-funded Local Democracy Reform project, and other donor-funded local governance projects, to get feedback and solicit further suggestions.

Activity 4. Make an assessment of the most cost-effective and sustainable deployment of new units. In consultation with the MOPWH and the USAID WRI Office, select the areas where the reconstituted maintenance teams can be best deployed. This will take into consideration factors such as traffic conditions, planned construction by other projects, and routes used between major population centers so as to identify target roads that maximize both the numbers of kilometers to be repaired and frequency of use by the Palestinian public.

Activity 5. Procure equipment, tools, and information system. We will further analyze MOPWH's needs in terms of light equipment and tools needed for road repairs, GIS and GPSs for tracking locations of needed repairs, and a road management system.

Once the assessment is complete, we will draft specifications to initiate the procurement process, allowing time to import the equipment and obtain waivers, if necessary. Although we procurement of heavy equipment can be extremely expensive, we plan to focus on the most cost-effective solutions for maintenance activities. It may be that a minimum investment in a grader and roller for several small units, depending on the target area chosen, may have far greater impact than the complete equipping of a single unit. If budget discussions become protracted, we propose doing a partial procurement to demonstrate our commitment to *immediate* impact.

Activity 6. Establish first new road repair unit. We will begin by establishing one pilot new road repair unit. While establishing this unit, we will develop procedures and manuals, refine job descriptions as needed and provide other related technical assistance.

Activity 7. Design and deliver training for the first new unit. The EA MOPWH, the surge advisor, and the training specialist will also design and deliver necessary training for the new unit. These training sessions will cover such topics as technical training for repair crews, GIS and MIS training, and customer service training for those operating hotlines. We will also examine the role that CSOs might play in designing and delivering targeted training, such as in public safety, and addressing the needs to special-needs citizens.

This will include significant amounts of OJT, the most effective means of providing units with the hands-on training they will need.

Activity 8. Monitor performance of the new road repair unit. We will monitor and evaluate the performance of the new unit, in order to both provide additional OJT as needed, but also to help review and reform the implementation plan to address any challenges that arose.

Activity 9. Establish additional units. Once we have demonstrated success with the first unit, we will work to establish the additional units.

We will also provide training for the new units. This may include a possible study tour to Jordan to review their road repair system.

Activity 10. Improve customer service. Additionally, we will work to develop a hotline where Palestinian citizens can report road repair needs and other road issues. We will also work to update the website with necessary information, including matters related to jurisdiction of the MOPWH in relation to the local municipalities. Staff will receive additional training as needed to work on the hotline.

Activity 11. Conduct public awareness campaign. We, along with subcontractor Zoom, will design and develop a public awareness campaign that will target drivers in the areas where we have helped to establish new road repair units to ensure that citizens are aware of the changes in the MOPWH. The messages will be crafted around the PA's efforts to improve road safety. Possible tools include roadside billboards and radio spots. We will also publicize the new hotline where citizens can call in to report road repair needs. To ensure that we are reaching audiences across the West Bank, we will coordinate with the USAID-funded Aswatona project to help deliver our message across various local media channels.

Additionally, we will design and conduct an internal communications campaign among other PA institutions and local municipalities, so that PA employees understand the role of the new road repair units and the changes they will bring to road maintenance.

Activity 12. Monitor and evaluate all new units. We will continuously monitor progress and make adjustments as needed.

Activity 13. Lay foundation for COE assessment. We will begin planning for our medium-term activities through discussing the COE assessment with high-level staff, and laying the foundation for the assessment.

Related results: Improvement of the road network in the West Bank will have an immediate impact on the lives of Palestinians, specifically with respect to PIR 1, "Improved delivery of key services . . . that result in immediate tangible benefits to citizens" KRAs 1.1, 1.2 and 1.3 are all addressed. In addition, the opportunity to report on road problems will lead to PIR 4, "Strengthened public awareness and participation in PA decision-making" with KRA 4.1 specifically addressed.

Partners. USAID-funded Aswatona project, USAID-funded Local Democracy Reform project, Zoom, MOPWH, World Bank, ADF, and GTZ

Resources. Procurement funding and STTA

C. Medium Term and Cross-cutting Activities

1. Developing Centers of Excellence (COE)

Background

Our medium term goal is to institutionalize continuous improvement that is driven by our counterpart ministries themselves. The importance of this goal is paramount. It will lead to ever-improved PA government services in the ministries we support. Citizens will begin to see these improvements piece by piece, as represented in shorter lines to register for a driver's license, faster responses to road repair requests, shorter time and lower costs to register land transactions or faster response to complaints of corruption. As COE takes root so too will the scale and scope of these reforms. Committed ministries will set an example that raises the bar for government performance across the PA. As improved services are communicated and (most importantly) experienced, the way this public perceives government performance will improve and their support for the government itself will increase.

We have chosen the Centers of Excellence approach as our primary means to achieve this medium term project goal. COE will support teams of mid-to-senior level civil servants from within counterpart ministries. It will provide them with a heightened understanding of government best-practices and with a structured means to apply this understanding and to improve PA services. Perhaps most importantly, it will maximize ownership both of the reforms and of the reform process, critical to the longer term sustainability of all project initiatives. From the onset of program support we will inform our ministry counterparts that program resources will increasingly flow to those ministries that demonstrate the greatest initiative in driving organizational and customer service improvements themselves, and that successful COE implementation and improved COE assessment scores are the major means by which we will measure this. Throughout the program we will also remain flexible, and will quickly adapt and modify our approach to meet realities and changing circumstances on the ground.

We will measure success by the number, scale, and scope of successful service improvements created by COE participating ministries. This is the bottom line. We will also measure the number of reform initiatives attempted, be they successful or not, as an indication of the will to improve. Additionally, we will assess the formal institutionalization of COE teams as a means for ministries to identify and cultivate high-potential managers for positions in upper management. This shows a ministry's commitment to ongoing improvement beyond the life of our project and independent of USAID or other donor support.

We propose the above as our primary success indicators for COE program reforms in participating ministries. The actual services improved will correspond to the mandates of each ministry and the priorities as determined by each COE team. We do not speculate in this work plan as to the specific reforms that COE teams will implement as this risks

prejudicing their priorities and undermining their ownership of the ensuing reform process.

The following briefly describes individual COE work plan activities, divided into the short and medium terms. While the whole of this approach is far greater than the sum of its parts, as relevant we state the anticipated result of each individual activity after its description.

Laying the foundation for medium-term COE activities (short term)

We plan to conduct the following four COE activities in the short term. The goal of these activities is to ‘set the table’ for medium-term COE implementation. An optional fifth activity — the creation of a government awards program — is included as a potentially powerful incentive for ministries to continuously improve their organizations and provide Palestinians increasingly more efficient and effective services.

Activity 1. Select PA ministries for COE capacity building activities. We will select five or six ministries for initial participation in COE. We will choose these ministries – and they will choose COE – based on the following criteria:

- USAID desire to support a given ministry
- Strong minister support for implementing COE
- Ministry willingness to commit at least six mid/senior level people to spend at least 25 percent of their time, on an ongoing basis, on the COE effort
- Ministry flexibility in selection of these COE participants
- Ministry willingness to commit additional internal resources to reform
- Time availability of the Project’s EA to support COE efforts at the ministry
- Minister or deputy willingness to:
 - Empower the COE team to make decisions and take actions
 - Commit his/her time to meet with this internal team at least monthly
 - Confirm/reinforce/support reform initiatives prioritized by the team
 - Assist COE team to overcome the bottlenecks that are inherent in any reform program

First Year Milestones

- Partner ministries and institutions selected
- COE guidebook adapted
- COE champions selected

We will hold an initial meeting with the minister or secretary general of each ministry that is a prospective COE participant, and a follow up meeting with senior managers — as relevant — to present COE as an opportunity. This is particularly important for those ministries in which we do not have an embedded advisor. Once this initial group of five or six pilot ministries is chosen, subsequent ministries seeking COE program support will be told that (pending the results of this pilot group) we will launch a second round of COE in six months to one year and that, should they be willing to meet the above criteria, they will have the opportunity to join at that time.

Activity 2. Adapt COE Guidebook for Palestine. The COE specialist will also review existing COE guidebook materials, discuss criteria with technical specialists and the Ministry of Planning, and adapt the guidebook for the West Bank and Gaza. This will result in a manual of government best practices, tailored specifically to the PA, which all government employees and COE participants in particular can use to guide in their decision making.

Activity 3. Create/Update Ministry Strategic Plans. Our team will also hold planning sessions to either create or update specific ministry strategic plans (as necessary). A clear direction for each ministry with (done correctly) widespread buy-in and a critical guide for COE teams when they specify and prioritize reform initiatives will be the results of these activities.

Activity 4. Identify potential COE Champions. We will also work with counterparts to identify champions utilizing a transparent process to accept nominees and recruit (6 – 18) potential participants for each participating ministry’s COE team. Champions will be required to spend about 25 percent of their time on COE activities.

Optional

Activity 5. Propose government awards program and gauge PA leadership buy-in and support. We will work with the PA to identify and propose the vision, mission, mandate, and governance structure for a national government awards program, and help create an action plan for implementation. This will produce a strong incentive for ministries to dedicate time and effort to creating more effective, efficient, and service oriented ministries.

Achieving Centers of Government Excellence (medium term)

We plan to conduct the following four COE activities in the medium term to achieve the aforementioned overall COE program results.

Activity 1. Transfer knowledge of government best practices and organizational assessment methodologies to COE champions in participating ministries. We will conduct a series of workshops to provide COE Champions from our counterpart ministries with a solid understanding of new public management and government best practices, to familiarize them with the COE criteria, and to train them on self-assessment methodologies. As a result, participating PA civil servants will better understand government best practices and will be able to communicate these to their peers.

Activity 2. Conduct COE self-assessments. We will support COE champions to conduct COE self-assessments. This will include distributing, collecting, and analyzing assessment documentation and assessment questionnaires, conducting assessment interviews and/or focus groups, completing assessment surveys, scoring assessments, drafting assessment narratives, and producing assessment report. This will provide either a (TBD) numeric or a ‘red/yellow/green’ scorecard on how well the ministry stacks up

against international best practices in organization management. Follow-up assessments (activity 10) will show whether the ministry is making substantive progress in these areas. The assessment process will reinforce lessons learned in activity 1 through practical application.

Activity 3. Strengthen COE teams. A day-long teambuilding retreat will support COE champions to come together as an effective team capable of leading transformation within their ministry, creating a unified COE team that will work together more effectively in driving critical reforms.

Activity 4. Analyze COE assessment results. We will support COE teams to understand the results of their assessments and ensuing reform priorities. We will compile and analyze aggregate results to identify opportunities for further USAID/project assistance priorities. This will constitute an assessment of how a ministry stacks up in key organizational factors for the COE team to submit to their minister as a deliverable; a better understanding of the major cross-cutting organizational strengths and weaknesses of PA ministries.

Activity 5. Create transformation roadmap. Our team, with the help of the COE specialist and Kaizen, will also hold workshops to inform COE team members on the principles of effective change management. This will help us to best support the COE champions to establish priorities and to turn their self-assessments into change management plans for their respective ministries. COE teams will then submit these plans to the minister (COE Sponsor) for approval. Result: actionable change management plans that are ‘owned’ by each ministry.

Activity 6. Conduct forums to identify shared opportunities and constraints. Our team will also hold forums that bring together COE champions from all of the participating ministries so that they can share ideas and lessons learned. Forums will support the cross-fertilization of ideas across ministries. Through a structured process, each forum will also identify and prioritize opportunities and constraints facing multiple ministries. This will result in greater ministry-to-ministry reform support and communication; opportunity for ministries to systematically identify and address high priority reforms that require the attention of more than one government agency.

Note: The above mentioned activities will occur in the first year of the Project. Activity seven, below, will commence in the first year and continue throughout the life of the project. Given that subsequent COE reforms within the ministries are driven largely by the ministries themselves (with project support), activities (8 and 9), while available during year one, will likely occur in the project’s second and third year. These, along with other COE activities such as a study tour to Jordan, launching COE in a second group of ministries, etc. will be described in the project’s three year work plan.

Activity 7. Provide on-call technical assistance to COE champions. The project staff and partner Kaizen will provide support to COE champions on a demand driven basis to assist their efforts as they implement transformation initiatives.

Activity 8. Identify, capture, and publicize ministry success stories and best-practice examples (achieved through COE or otherwise). We will seek out ministry successes, particularly in terms of improved public services. We will capture these in the form of case studies, fact-briefs, video-clips, interviews, templates, etc. Our team will publicize these successes and the civil servants responsible for making them happen (individuals, teams, organizations). These successes will then be communicated to the public through various media outlets (i.e. press releases, magazines, internet, and television), potentially in coordination with the Aswatona project. A positive incentive will be created (that of example and recognition) for PA civil servants to champion reforms; enable others to ‘copy’ and extend these reforms to other divisions/organizations.

Activity 9. Conduct follow-up COE assessments. Upon request of COE teams and champions, the program will re-assess ministry counterparts in one or more of the COE criteria. Ministries gaining a high enough score will become certified centers of government excellence in one or more of the certification criteria. This will establish a positive incentive for COE champions by offering reassessment as an opportunity to verify their hard work and successful efforts.

Related results: Enhancing the capacity of PA ministries and institutions goes to the heart of PIR 3, “Enhanced and sustainable institutional capacity of PA ministries and institutions.” KRAs 3.1, 3.2 and 3.3 are all addressed.

Partners: Participating ministries and institutions

Resources: The Kaizen Company and CSOs

2. Reengineering Business Processes

Business process reengineering lies at the heart of improved service provision. The BPR specialist will work with the embedded advisors in all partner ministries and institutions to assist with the analysis and mapping of existing systems and the design of new. This work will contribute primarily to the achievement of PIR 1 and PIR 3.

Activity 1. Understand context. The following steps represent a standard methodology will be followed for all targeted PA ministries and institutions we are going to work with. However, the time needed for each activity will vary from one partner to another depending on the number of services provided, functions to be performed, processes involved, and the level of commitment to change. As such, some of these activities part of the standard methodology may be completed in years 2 or 3. The BPR specialist will refine and adapt these steps to fit each ministry, in coordination with the embedded advisors.

First Year Milestones
<ul style="list-style-type: none"> • Steering committee organized • Selected process documented • Required needs documented • Necessary software and hardware procured

Activity 2. Organize a steering committee, or “Project Team.” With the help of the EA, we will identify employees to serve on the steering committee comprised of technical specialists, and some key members from the targeted ministry or institution. Those members from each client institution will be champions who will take the initiative to introduce and implement change inside their institutions.

Activity 3. Define current processes, process flow, and measurements. The BPR specialist and the IT specialist will identify and procure mapping software to help the team with mapping processes.

We will then use a process flow-charting technique to map all processes involved. International standard symbols will be used to define the processes involved. The BPR specialist and the embedded advisor in each targeted institution will coordinate efforts to map these processes with the aim of identifying bottlenecks, eliminating unnecessary processes, the adding needed processes, analyzing the need for new software or hardware, and developing the skills needed to perform certain processes.

Activity 4. Document current business processes flows and steps as well as information flows. This will also help the team to develop plans to maximize efficiency, as well as to eliminate bottlenecks.

Activity 5. Identify change opportunities through brainstorming workshops. The output of defining and documenting current processes will be presented to the committees by the steering committees during brainstorming sessions aimed at identifying change opportunities. By involving members from the partner institutions, our team will work to maximize counterpart buy-in.

Additionally, during the brainstorming sessions, the committee will also determine if new business processes are required.

Activity 6. Identify required needs. The BPR specialist will also help each steering committee identify the required needs for reengineered and/or new business processes of the targeted institution (such as resources, capacity building tools and programs including training and coaching to enhance the staff skills) to strengthen the successful implementation of changes.

Activity 7. Document the requested organizational structure changes. We will then work to restructure the information and command flows to reflect the discussed changes. This will also affect the existing organizational structure including job descriptions, authorities, and responsibilities, which we will document.

Activity 8. Procure needed hardware and software. Once needs are identified, the BPR specialist will work with the IT and procurement specialist to determine the specifications of any required equipment. Our team will then procure these materials through a competitive process, in full compliance with USAID rules and regulations.

Once the equipment has been purchased, our team will work with our partners to install any new software, and provide basic training for all staff on new equipment.

Activity 9. Review the final document of proposed changes. We will then review the identified needs, and develop a strategy that can be shared with our counterparts for feedback. We will then make necessary modifications, before finalizing our plans and sharing them with our partners.

Activity 10. Implement approved changes. Through the project team members, or through subcontracting of qualified external consultants and after getting the final approval, work should be focus on implementing these changes. The specifics of this will vary from ministry to ministry.

Activity 11. Train and coach the staff on the new changes. In collaboration with our training specialist, as well as with partnering subcontractors and relevant CSOs, our team will help design, develop, and deliver necessary training to staff, including OJT, to help them fully utilize the new processes to improve efficiency.

As appropriate, our team may organize study tours to Egypt and Jordan to help illustrate the benefits of some of these changes.

Activity 12. Measure the impact on performance and customer satisfaction. The M&E specialist will monitor and evaluate the impact of these changes at all stages.

Related results: Reengineered customer-service processes and procedures will result in both PIR 1, “Improved delivery of key services . . .” but also PIR 3, “Enhanced and sustainable institutional capacity of PA ministries and institutions.” KRAs 1.1, 1.2, 1.3 and 3.3 are addressed.

Partners. Partnering PA ministries and institutions, CSOs

Resources. Technical and embedded staff

3. Strengthening Skills in Core Management Functions

Training will be a critical element in the delivery of improved services and the enhancement of the capacity of PA employees. Its effect will be felt across the results framework, as there is hardly an activity that will not benefit from improvements in staff capabilities. Training activities are planned as listed below.

First Year Milestones
<ul style="list-style-type: none">• Training needs assessments completed• Agreements with CSOs signed• Training plans developed• Trainings delivered

Activity 1. Understand Context. The steps described below are part of the general methodology for our training approach. However, the exact timing of these interventions will depend greatly on each ministry. Our training management specialist will work

closely with the embedded staff and the other technical specialist to help design tailored trainings that fit the context of each intervention. We will ensure that training courses are linked to service delivery, and will focus on developing policies, systems, and management changes in public institutions to be more responsive to the public needs.

Activity 2. Identify focal person for training activities. The EA and the training specialist will coordinate with senior staff from the targeted ministries to nominate the training focal person. They will also work to develop his/her scope of work.

Activity 3. Conduct training needs assessment. We will also review findings from previous organizational performance assessments, conduct key informant interviews, hold focus group workshops to help determine which performance gaps are related to deficiencies in skills and knowledge and identify prioritized training needs.

Activity 4. Develop training plans. The training specialist will also develop training plans in coordination with ministry needs and priorities to ensure that they are integrated with process reengineering and other short and mid-term activities.

Activity 5. Select trainees. The training specialist will also develop criteria to select trainees, and help identify interested trainer to deliver TOT courses. These employees will be required to have advanced technical skills, and are committed to transfer their knowledge and skills to others.

Activity 6. Secure training providers. We will determine, in cooperation with the grants manager, options for CSOs, STTA, or local firms to help design and deliver training programs, in close coordination with the training specialist.

Activity 7. Design and deliver training courses. The training specialist and grants manager will work closely with CSOs to develop the TOT implementation plan in core areas (financial management, human resources management, procurement, policy analysis and development, and project management, anti corruption regulations). The selected CSO will develop the training curriculum and materials in Arabic, with a summary outline in English. They will then deliver the training sessions.

Activity 8. Design and implement observational study tours. The training specialist will, work with a focal person in each ministry or institution to identify study tour needs, and then to select candidates.

Activity 9. Train communications staff in designing and implementing communications campaign. The training specialist, in collaboration with the communication specialist will help to identify key communications staff at each partnering PA ministries and institutions. Then, in collaboration with Zoom, we will develop curriculum and training plans in communications and public awareness planning and campaigns. Finally, we will work with CSOs to deliver the trainings.

Activity 10. Monitor and evaluate progress. The training specialist will work with the M&E specialist to help monitor and evaluate the effectiveness of all trainings, and will make necessary changes to training curriculum and methodology as needed.

Related results: Training ranges across all PIRs in the sense that each of the improvements must be supported by attention to the skills necessary to deliver better services, pay greater attention to financial transparency and accountability, enhance institutional capacity, and engage the public in a public dialogue on the need for reform.

Partners. Targeted PA partners

Resources. The Kaizen Company, PDC, SUNY, CSOs, and local training providers

4. Increasing Capacity to Utilize IT in Service Delivery

Over the past several decades, information technology has led to a revolution in the productivity of employees and the delivery of services. While it is not a panacea, and must be introduced with coordination with better processes, better-trained employees and greater customer awareness to be fully effective, we plan to make the fullest use of its transformational effect to enhance the capacity of PA ministries and institutions. While it is truly cross-cutting, its effects will be felt most heavily in PIRs 1 and 2. The activities below describe the methodology we will use to introduce greater use of technology in service provision.

Activity 1. Understand context and conduct analysis.

We will achieve this by creating a template for collecting information in an accurate and efficient way to ensure the standardization of information collected. This will result in standardized information, including:

- Equipment and facilities
- Hardware
- Human resources and administrative hierarchy
- Qualifications of staff
- Staff training
- Software and applications (operating system, portals, websites, etc)
- Organization structure
- Plans and strategies
- Current projects and activities, and responsibility for each
- Nature and degree of IT support provided by other donors

First Year Milestones

- IT assessments conducted
- Hardware and software deficiencies identified
- Implementation plans developed
- Necessary hardware and software procured
- Necessary training completed

The IT specialist will also help categorize the scenarios into an identified scheme that consists of equipment, HR and training, and software, plans, and strategies. Any scenario available should be one of seven possible combinations.

1. Lack of Equipment

2. Lack of HR and training
3. Lack of software, plans and strategies
4. Lack of equipment, HR and training (1+2)
5. Lack of equipment, software, plans and strategies (1+3)
6. Lack of HR, training, software, plans and strategies (2+3)
7. Lack of equipment, HR, training, software, plans and strategies(1+2+3)

Each scenario will have a pre-defined solution carried out by the IT specialist, the embedded advisor, and the BPR specialist, together with ministry staff, and, if necessary, the procurement specialist.

Activity 2. Develop implementation plan. We will develop implementation plans for each ministry, in coordination with the embedded and technical staff. For each plan, we will begin by establishing the responsibility for IT at each PA partnering ministry and institution. We will then assess each department's IT capacity.

If our analysis finds that the IT department has the ability and the readiness to achieve the project targets, but they need some support, our approach will focus on assisting the team to identify the need, help them procure the necessary equipment, and monitor and evaluate the progress.

If the analysis finds that the partner institution does not have the requisite capacity to carry out the solution, we will either assist the partnering team to develop the capacity internally (which is not recommended, due to the time constraints), or help them to outsource their needs.

Finally, our IT specialist will also help assess procedures for support and maintenance, and begin to develop related training plans in coordination with the training specialist.

Activity 3. Collaborate with the business process re-engineering specialist. The IT specialist and BPR specialist will coordinate to help ensure that processes are streamlined in the most efficient way.

Activity 4. Develop IT procurement plan. After the careful analysis of what IT equipment is needed, the IT specialist will coordinate with the procurement manager to draft specifications, and release an RFQ. We will seek clearance from USAID/Washington's office of Information Resources Management (IRM) if procurement is over \$100,000.

After receiving quotations, we will evaluate proposals for best value and to ensure that they comply with all USAID rules and regulations. We will then procure the equipment.

Activity 5. Install and train. In collaboration with the partner institution IT departments, we will install all the new equipment and conduct an assessment to determine what staff training will be required. Once a training plan is developed, we will offer training to staff. This task will be managed in cooperation with the training specialist.

Activity 6. Monitoring and maintenance. The IT and M&E specialist will also monitor and evaluate the use of the new IT systems, and will determine the need for additional training and other support, and to improve maintenance.

Activity 7. Public awareness campaign. The IT and communication specialists will work with our subcontractor Zoom, and the USAID-funded Aswatona project to publicize the benefits that new systems will provide to the Palestinian people, with a focus on improved customer service. We will focus on sharing success stories and testimonials, as well as an informational campaign to ensure that citizens are aware of the features that are now available to them. We will work to quantify how much time can be saved with the new systems, and share those results.

Related results: Information technology is not a panacea for the remedy of poor service provision. But combined with reengineered systems, a reform mentality and effective training, IT can be a powerful tool in improving services to the public. Successful deployment will involve PIR 1 “Improved delivery of key services . . .” PIR 2 “Increased financial transparency . . .” and PIR 3 “Enhanced and sustainable institutional capacity . . .” KRAs 1.2, 2.1 and 3.3 are addressed.

Partners. Partnering PA ministries and institutions, Zoom, USAID Aswatona project

Resources. Procurement manager, embedded advisors

5. Increasing Public Participation in the Creation of Policy

Activity 1. Reach out to civil society to involve CSOs as service providers. We will involve CSOs to the maximum extent in our interventions to engage the community in our work. The CSO sector is a vibrant and resilient pillar of the Palestinian body politic and CSOs have historically played a major role in delivering services to the Palestinian people and laying the foundation for the development of democracy. Whatever the service to be provided, there is probably a CSO or coalition of CSOs able to provide it.

First Year Milestones

- CSOs engaged as service providers
- First quarterly forum held
- Press release about quarterly forums released.
- Training of ministry staff completed

Activity 2. Work through CSOs to foster public discussion of policy matters. We will work to ensure that civil society plays a role in fostering public discussions and participation in policy formulation. These may be traditional advocacy activities that either increase the public understanding of the reform efforts or bring about public participation and input. For example, upon establishment of the anti-corruption unit, we will ask CSOs to provide feedback that will be shared with the public. We also work to identify other such opportunities in year one. A large grouping of human rights CSOs could be tapped as a coalition providing feedback from their constituencies. The Palestinian Independent Commission for Citizens Rights might be used as an entry point for identifying ways to build similar CSO coalitions with an outreach capability to

ordinary citizens. There is the experience of coalition building through larger CSOs mentoring smaller ones. These relationships are mutually beneficial, with smaller CSOs benefiting from the experience of the larger, and the larger gaining access to a wider audience.

Activity 3. Assess laws that govern the activities of partner ministries and institutions. Many governing laws require amendments to address existing gaps. In addition, many laws require by-laws and implementing legislation before they are fully operable. We will engage the public and CSOs as well as other donors to assess laws that impact the institutions in which we work. These assessments will help guide our Year two and three activities. There is already the example of legal work done under the TAMKEEN project where a professionally prepared analysis the NGO law was circulated for the use and feedback of affected NGOs. The same could be done to gauge public reaction to the legal change with the law governing land registration mentioned above.

Activity 4. Train ministry staff to engage with civil society. The training specialist and the communications specialist will help train ministry staff, including key communications, public affairs and policy employees, on how best to engage civil society, including how to utilize services offered by CSOs, and how to involve them in the policy process. There are already good CSO/ministry relationships established in certain sectors (health and social services, for example) that have facilitated outsourcing of services in government contracts to CSOs. Whatever the mandate of individual ministries and institutions, there are CSOs that work on these issues and that have access to relevant constituencies. Key CSO networks will be identified as entry points to tap into these relationships and expertise. Paltrade and the Palestinian Federation of Industries are examples of CSOs with important sectoral associations and constituencies.

Activity 5. Conduct quarterly public forums. We will hold public meetings on a quarterly basis with to review the status of interventions and solicit feedback on their efficacy. These could be held at the district or local level using CSO networks identified in other activities as key informants. CSOs have the ability to be key informants and are able to mobilize sectoral constituencies depending on the issue being discussed.

Activity 6. Publicize the input of public forums in guiding government actions. The communications specialist will work with our subcontractor, Zoom, to describe the effect of public input on government actions.

Related results: Improved ability of the public at large to make its needs known to government will go far toward achieving PIR 4, “Strengthen public awareness of and participation in PA decision making,” specifically KRA 4.1.

Partners. CSOs, Prime Minister’s Office, Ministry of Information, other ministries

Resources. Communications staff, Aswatona, Zoom

6. Improving Communication with the Public

Communications is arguably as important to the Project as the achievement of short-term and medium-term results themselves. This is because we are engaged in an electoral battle not so much against a particular party or persuasion, but against the widespread phenomena of cynicism and disbelief in the democratic process itself. In the short term, the achievement of immediate, practical improvements in service delivery to the Palestinian people will be the key to our success. But if these improvements are not widely known and shared with key constituencies, we will have done only half our job. In the medium term, the enhancement of the capacity of government across ministries and institutions will be only a partial success if there is not a wide public perception that government is important, that actions can be taken to improve its performance, and that citizens can make a difference in bringing about this improvement. We intend the activities listed below to reflect the importance that we attach to communications and to its transformative effect in bringing about a change in the public perception of government. While communications will play a key role in achieving all the PIRs, this section speaks most directly to PIR 4.

Activity 1. Understand context and identify key players. The range of communications tools available to the project is extremely wide, and we will begin by inventorying and developing relationships with key players. This will begin with the USAID-funded *Aswatona* project with its focus on independent media and citizen awareness of governance issues. Local media will be an ally in the transmission of messages having to do with improved service delivery, anti-corruption efforts, publication of financial information and wider public awareness campaigns dealing with everything from citizen tax responsibility to traffic safety. Other communications means will include the use of our subcontractor Zoom to conduct focused campaigns on particular issues, polling organizations such as IRI and CSOs able to reach out to their particular constituencies.

First Year Milestones
• Communications resources inventoried
• Communications capacity at partnering institutions assessed
• Communication messages developed
• Communications staff at partnering institutions trained
• Public awareness

Activity 2. Assess communication needs and priorities at partner institutions. Our communications specialist, along with each embedded advisor, will meet with key counterparts at each ministry, including staff from each ministry's communication department, in order to assess their basic communications infrastructure, utilizing a basic survey. As part of this assessment, we will establish a communications focal point at each ministry. Coordinating closely with IRI, our communications expert will write a few survey questions about the status of service delivery and the Palestinian people's satisfaction with service delivery. The survey results will allow us to establish a base line for future surveys.

Additionally, we will conduct a detailed stakeholder analysis, including working to identify gaps and opportunities to provide additional technical assistance as needed.

Finally, we will analyze internal communication needs within each ministry to analyze how gaps in internal communication processes are hindering the ability of ministries to provide high quality customer service. A key part of the work of the communications specialist will be to assist the communications departments in partner ministries and institutions to develop their own communications strategies so that we will have left behind a sustainable capacity.

Activity 3. Develop communication plans. Our communications specialist will devise communications objectives for the Project and the partner institutions. In coordination with our subcontractor, Zoom, our communications specialist will develop short-term communications plans for each of the key ministries, with a particular focus on highlighting key short-term successes. We will work with each counterpart to jointly develop and deliver key messages to the wider audience..

Activity 4. Select communication tools and prepare materials. After developing our communications strategy, our communications specialist and Zoom will begin developing communications tools used in the project. To help highlight our short-term impacts and gain maximum publicity for our work, as well as to help increase awareness among Palestinian citizens about service delivery, we will use a number of communication tools, such as public service announcements, billboards, newspapers, television, utilizing public forums, customer service feedback forms, and customer service hotlines. We will also coordinate closely with the USAID-funded Aswatona project to help publicize project successes on local media channels, particularly outside of Ramallah.

Activity 5. Develop Action Plans. Our communications specialist and Zoom will work to operationalize the communication plans. The focus here will be to ensure that we connect the PA with the community, and with a focus on spreading project success stories throughout the West Bank.

Activity 6. Train communications staff. The training specialist and communications specialist will work together, along with CSO partners, to develop and deliver communications training to communications staff at partner PA ministries and institutions.

Activity 7. Rollout Public Awareness Campaigns. Due to the time constraints in the first year, our communications expert and Zoom will work in coordination with each ministry's communications experts, but the project staff will take the lead in this communication campaign (more intensive communications training will be developed for the medium-term interventions).

Activity 8. Monitor and evaluate communications efforts. At each stage, we will monitor and evaluate our communications efforts, including working with IRI to continue to ask questions about service delivery in order to gauge improving Palestinian perceptions of service delivery.

Improved communications between the PA and the public will go far toward achieving PIR 4, “Strengthen public awareness of and participation in PA decision making.” It will address both the public’s ability to influence government, or KRA 4.1, and trust in the timeliness and accuracy of information published by the PA, or KRA 4.3.

Partners. Partnering PA ministries and institutions, IRI, USAID Aswatona project.

Resources. Home office communications expert, Zoom

D. Gantt Chart for Year 1

ACTIVITY	YEAR 1												PROJECT RESOURCES	PARTNERS	
	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09			
A. Project Management Activities															
1. Administrative & General Activities															
1. Mobilize and Start-up														COP, EAs, PMU, other CI WBG teams	USAID, MOP, PA partners
2. Work planning															
3. Develop MOUs with PA partners															
4. Place embedded advisors															
2. Grants and Procurement															
1. Procure equipment & other commodities for project admin														Procurement specialist, grants specialist, PMU	Local vendors & service suppliers, CSOs
2. Procure equipment and other commodities for PA partners															
3. Award grants to CSOs															
3.1 Release RFA to CSOs															
3.2 Assist CSO with grant application process															
3.4. Communicate grants success, share success stories															
3. Coordination Meetings - PA partners, USAID contractors, donors															
1. Coordinate with other donors														COP, CBD, EAs	USAID, GTZ, World Bank, AFD, EC, CSOs
2. Collaborate with other USAID projects															
3. Host stakeholder meetings															
4. Initiate quarterly progress meetings with stakeholders															
4. Project Reporting & Contract Deliverables															
1. Work Plans														COP, Director, PMU, finance manager, grants manager	USAID
2. Monthly Reports															
3. Financial Reports															
4. Contract Reports															
5. Grants Manual															

ACTIVITY	YEAR 1												PROJECT RESOURCES	PARTNERS	
	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09			
A. Project Management Activities															
5. Monitoring and Evaluation and GIS reporting															
1. Project context for PMP														M&E Specialist, HO M&E support, EAs, COP, other technical staff	PA partnering ministries and institutions, USAID
2. Select indicators															
3. Select data sources and data collection methodology															
3.1 Conduct meetings with the EAs and technical staff to identify sources of data															
3.2 Design data collection methodology and tools															
4. Collect baseline data and set targets															
5. Write Performance Monitoring Plan															
6. Develop a system for storing and analyzing data															
7. Collect and analyze data															
8. Report data to USAID															
9. Use the PMP to aid project decision making															

ACTIVITY	YEAR 1												PROJECT RESOURCES	PARTNERS	
	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09			
B. Short-Term Activities (quick & visible impact)															
1. Reducing Transaction Backlog - Palestinian Land Authority (PLA)															
1. Understand context and sign MOU														Communications expert, M&E specialist, training management specialist, procurement manager, surge advisor	PLA, Zoom, USAID, World Bank, USAID Netham project, PDC, USAID Aswatona project, IRI
2. Understand and prioritize needs															
3. Develop work plans															
4. Coordinate with other donors and projects															
4.1 Coordinate with World Bank project to share resources															
4.2 Coordinate with USAID-funded Nethem project to share ideas for service delivery															
5. Procure equipment & office furniture															
6. Develop training for new procedural and organizational changes															
6.1 Coordinate with PDC to design training															
6.2 Identify CSOs qualified to help with training															
6.3 Award grants to CSO, if appropriate															
6.4 Deliver training															
7. Roll-out plan to other offices															
8. Develop and conduct public awareness campaign															
8.1 Determine objectives, develop messaging															
8.2 Coordinate with USAID-funded Aswatona project to help spread success stories through local media															
9. Monitor and Evaluate															
9.1 Coordinate with IRI to ask survey questions about service delivery															
10. Brainstorm mid-term plan															

ACTIVITY	YEAR 1												PROJECT RESOURCES	PARTNERS	
	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09			
B. Short-Term Activities (quick & visible impact)															
2. Increase Confidence in PA Transparency and Reliability -- Ministry of Finance (MOF)															
1. Understand context and sign MOU														BPR Specialist, training management specialist, M&E specialist, IT specialist, communications specialist, surge advisor	MOF, GPC, World Bank, AFD, SUNY, CSOs
2. Conduct a gap analysis.															
3. Design a training and development plan															
4. Develop curriculum and deliver training to MOF staff															
4.1 Work with SUNY and the MOF to develop training curriculum															
4.2. Work with CSOs and SUNY to deliver training															
5. Conduct TOT training for trainers who will work in other ministries															
5.1. Mentor and coach trainers															
6. Conduct an internal awareness campaign															
7. Support the implementation of the system in other ministries															
8. Work with the MOF to prioritize other requested interventions															
9. Develop implementation plan for other interventions															
10. Monitor and evaluate progress															

ACTIVITY	YEAR 1												PROJECT RESOURCES	PARTNERS		
	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09				
B. Short-Term Activities (quick & visible impact)																
3. Streamlining Driver and Vehicle Registration Process - Ministry of Transportation (MOT)																
1. Understand context and sign MOU															IT specialist, training management specialist, BPR specialist, communication specialist, procurement manager, surge advisor	MOT, USAID Netham project, CSOs, Zoom
2. Study the current situation in the licensing department																
3. Assemble the licensing process improvement team																
4. Develop action plan																
4.1 Coordinate with the USAID/Netham project																
4.2 Hold stakeholders meeting to ensure buy-in																
5. Execute MOU																
6. Build capacity in CSOs																
7. Procure and install equipment																
8. Prepare a training plan, develop curriculum, and train trainers																
8.1 Design training plan																
8.2. Write curriculum																
8.3 Train the trainers																
9. Deliver training workshops and OJT																
10. Establish Safety Council																
11. Monitor implementation of new system																
12. Conduct a public awareness campaign																
13. Analyze the licensing department in Nablus and Hebron																
14. Implement systems in Hebron and Nablus																
15. Monitor Implementation																
16. Analyze Medium-Term Needs																
17. Update Development Plan																

ACTIVITY	YEAR 1												PROJECT RESOURCES	PARTNERS	
	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09			
B. Short-Term Activities (quick & visible impact)															
4. Increased Confidence through the Establishment of the Integrity Enhancement and Anti-corruption Bureau -- State Audit and Administrative Control Bureau (SAACB)															
1. Understand context and sign MOU														IT specialist, BPR specialist, training management specialist, procurement manager, communications specialist, HO support, STTA, surge advisor	SAACB, SUNY, PDC
2. Hold coordination meetings															
3. Develop anti-corruption unit establishment plan															
3.1. Define mission, vision and objectives of the new unit															
3.2. Define and get approval for mandate of the new unit															
4. Assess human resource needs															
4.1. Develop organizational chart															
4.2. Develop job descriptions and responsibilities for new staff															
5. Analyze operational needs															
5.1 Assess infrastructure needs															
6. Procure and install equipment and software															
7. Establish and staff the unit															
8. Develop the first year work plan															
9. Design and deliver training															
10. Conduct study tour in Jordan															
11. Improve customer service															
11.1. Develop customer hotline															
11.2. Train staff on customer service															
12. Monitor implementation of new procedures															
13. Conduct public awareness campaign															
14. Analyze medium-term needs of the SAACB															
15. Review and recommend updates to the SAACB development plans															

ACTIVITY	YEAR 1												PROJECT RESOURCES	PARTNERS	
	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09			
B. Short-Term Activities (quick & visible impact)															
5. Increase Efficiency in Road Repair-- Ministry of Public Works & Housing (MOPWH)															
1. Understand context and sign MOU														EA, IT specialist, training management specialist, capacity building manager, COP, surge advisor, procurement manager, STTA, M&E, COE advisor	MOPWH, Municipalities, Kaizen, USAID Local Democracy Reform project
2. Analyze and evaluate current road repair units															
3. Develop plan to create 6 new units															
4. Procure equipment, tools, and information systems															
5. Establish pilot road repair unit															
6. Design and deliver training for pilot unit.															
7. Monitor performance of the pilot road repair unit.															
8. Establish additional 5 units.															
8.1 Deliver training for additional 5 units															
9. Improve customer service															
9.1 Develop and maintain hotline															
9.2. Develop and improve website															
10. Public awareness campaign															
11. Monitor and evaluate all units															
12. Lay foundation for COE assessment															
C. Medium-Term and Cross-Cutting Activities															
1. Laying the foundation for medium-term COE activities															
1. Select PA partners for capacity building activities														COE advisor, EAs, capacity building manager, BPR specialist	Kaizen, partnering PA ministries and institutions
2. Adapt COE Guidebook for Palestine															
3. Gain leadership buy-in															
4. Create/Update Ministry Strategic Plan															
5. Identify potential COE Champions depending on ministry size															
6. Propose government awards program and gauge PA buy-in															
7. Restructure ministry to align with strategic objectives															
8. Evaluate citizen's perceptions of government services and effectiveness															

ACTIVITY	YEAR 1												PROJECT RESOURCES	PARTNERS	
	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09			
C. Medium-Term and Cross-Cutting Activities															
2. Achieving Centers of Excellence															
1. Understand context														COE advisor, EAs, capacity building manager, BPR specialist	Kaizen, partnering PA ministries and institutions
2. Transfer knowledge of government best practices															
3. Conduct COE self-assessments															
4. Strengthen COE teams															
5. Analyze COE Assessment Results															
6. Conduct 1st quarterly strategic plan review															
7. Create transformation roadmap															
8. Create transformation communications plan.															
9. Conduct forums to identify shared opportunities and constraints															
10. Provide on-call technical assistance to COE champions															
11. Identify, capture, and publicize ministry success stories and best-practices.															
12. Conduct study tour in Jordan for COE teams															
13. Identify existing and potential ministry motivation and incentive schemes.															
14. Review civil service law															
15. Conduct follow up COE assessments															

ACTIVITY	YEAR 1												PROJECT RESOURCES	PARTNERS	
	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09			
C. Medium-Term and Cross-Cutting Activities															
3. Business Process Reengineering															
1. Understand context														BPR specialist, IT specialist, training management specialist, M&E specialist	Partnering PA ministries and institutions, SUNY, Kaizen
2. Organize a steering committee or "Project Team" at each targeted Ministry or Institution															
3. Define current processes, process flow and measurements															
3.1 Procure necessary mapping software to assist in this process															
4. Document current business processes flows and steps as well as information flows															
5. Identify change opportunities															
6. Identify required needs for the re-engineered and/or new business processes															
7. Document the required organizational structure changes															
8. Procure the needed hardware and software															
9. Review the final document of proposed changes															
9.1. Obtain client's approval for all suggested changes															
10. Implement approved changes															
11. Train and coach the staff on implementing of new changes															
12. Arrange study tours as appropriate															
13. Measure impact on performance and customer satisfaction															

ACTIVITY	YEAR 1												PROJECT RESOURCES	PARTNERS	
	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09			
C. Medium-Term and Cross-Cutting Activities															
4. Training: Strengthening Skills in Core Management Functions															
1. Understand context.														Training management specialist, grants and procurement managers, EAs, STTA, communications specialist, M&E specialist	Partnering PA ministries and institutions, Kaizen, PDC, SUNY, CSOs, vendors, Zoom
2. Identify the target ministries training focal persons															
3. Conduct training needs assessment															
4. Develop training plans															
4.1. Determine selection criteria for trainees															
5. Select the trainees															
6. Secure training providers															
6.1 Work with PDC, SUNY and CSO grantees to identify trainers															
7. Design training session and curriculum															
7.1 Deliver trainings															
8. Design and hold Observational Study Tours															
9. Train communications staff in designing and implementing communications campaign															
10. Monitor and evaluate progress															
5. IT Capacity															
1. Understand context and conduct analysis														IT specialist, procurement specialist, BPR specialist, communications specialist, EA's	Partnering PA ministries and institutions, CSOs, vendors
2. Develop implementation plan															
3. Collaborate with the business process re-engineering specialist															
4. Develop IT procurement plan															
4.1. Procure hardware, software, and accessories															
5. Install IT equipment															
5.1. Train staff on new IT equipment															
6. Monitor and provide maintenance support															
7. Conduct public awareness campaign to highlight advantages															

ACTIVITY	YEAR 1												PROJECT RESOURCES	PARTNERS	
	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09			
C. Medium-Term and Cross-Cutting Activities															
6. Public Participation															
1. Reach out to civil society to involved CSOs to serve as service providers														Communication specialist, training management specialist, capacity building manager, COP, STTA	CSOs, partnering PA ministries and institutions
2. Work through CSOs to foster public discussion of policy matters															
3. Assess laws that govern the activities of partner ministries															
4. Train ministry staff to engage with civil society															
5. Conduct quarterly public forums															
6. Publicize the input of public forums in guiding government actions															
7. Public Awareness															
1. Understand context and identify key communications staff at each ministry														Communications specialist, HO communications support, training management specialist, STTA, M&E specialist	Zoom, IRI, USAID Aswatona project
2. Assess communication needs and priorities															
3. Develop communication plans															
4. Select communication tools and prepare materials															
5. Develop Action Plans															
6. Train communications staff															
7. Roll-out short-term Public Awareness Campaigns															
8. Monitor and evaluate communications efforts															

E. Draft Illustrative Indicators

<p>PIR 1: Improved delivery of key services by targeted PA ministries and institutions that result in immediate tangible benefits to citizens</p> <p>11. # of processes streamlined in targeted institutions 12. # of citizens assisted in targeted ministries</p>		
KRA 1.1: Improved customer-care at targeted ministries	KRA 1.2: Enhanced IT and equipment infrastructure to support immediate service-delivery needs at targeted ministries and institutions	KRA 1.3: Enhanced capacity of employees to respond to immediate needs at targeted ministries
11. % of customer satisfied with the effectiveness, efficiency, and responsiveness of the services provided in the targeted institutions and ministries	11. # of IT equipment supported disaggregated by: a) type of infrastructure b) ministry received the support	11. Number of services delivered through information technology
12. Reduced time spent in conducting the transactions in the targeted institutions and ministries	12. Improved quality of services provided (quality means decrease in idle time, decrease in # of revisits in the different services provided)	
13. Reduced number of transaction backlog at the targeted ministries	13. Reduced cost of service delivery per user	

PIR 2: Increased financial transparency and accountability by the PA in public financial management			
11. Financial reports on govt. expenditures available in good time to legislators, the public, the media, & civil society			
KRA 2.1 Improved accounting system to support program based budgeting	KRA 2.2: Establishment and activation of Integrity Enhancement and Anti-corruption Unit in SAACB	KRA 2.3: Increased civil servant understanding of anti-corruption and transparency	KRA 2.4: Increased availability of PA financial data
I1. # of ministries using the same accounting systems	I1. Defined mandate and organizational structure for the anti-corruption unit	I1. Does country have a code(s) of conduct and other necessary supportive and legally binding rules and regulations requiring ethical behavior of civil servants?	I1. % of PA staff/officials reporting that they have adequate access to information
I2. # or % of govt. financial/ accounting systems operating under Integrated Financial Management System (IFM).	I2. Defined policy to enhance integrity and reduce corruption		I2. Citizens believe they have adequate information on key aspects of MOF proceedings/ activities. (% of citizens who answer survey question(s) that they are satisfied that the MOF is providing adequate information (in terms of accuracy & sufficiency), disaggregated by gender and other relevant categories.)
	I3. Number of corruption cases reported by the SAACB		I3. Laws and regulations requiring government information sharing on key issues are in place
	I4. % of corruption cases investigated (against the # of complaints filed)		I4. # or % of occasions (for which they are required to do so) for which govt. agencies provide adequate notice to the press of public hearings

<p>PIR 3: Enhanced and sustainable institutional capacity of PA ministries and institutions</p> <p><i>11. Reform systems adopted and used effectively by the different targeted institutions (these could include the anticorruption unit, financial systems, and systems to diagnose organization performance)</i></p> <p><i>12. 3-years plan for the reformed systems adopted and implemented</i></p> <p><i>13. Number of reconstructed national governing institutions and systems that receive USG assistance to incorporate principles that support democracy and government legitimacy</i></p>		
KRA 3.1 Increased PA knowledge and skills for performing core government functions	KRA 3.2. Enhanced ability of selected ministries to assess organizational needs and develop strategic plans	KRA 3.3 Improved internal standards, systems and procedures of targeted ministries and institutions
<p>11. # of employees trained disaggregated by:</p> <p>(a) categories of profession (b) gender. (c) length of training (three days or less; between three days and two weeks; between two weeks and three months; between three months and six months; more than six months)</p>	11. # of institutions adopting the Center of Excellence methodology	11. Number of governmental and non-governmental mechanisms supported with USG assistance for oversight of the executive branch
12. % of people receiving training who say that the training improved their skills and who can give examples of using their new knowledge and skills.	12. #of employees aware and participating in the COE methodology within the organizations that have employed it	12. # of ministries that utilize manual of procedures
	13. Diagnostic organizational performance reports are available in good time	13. # of ministries that utilize MIS

<p>PIR 4: Strengthened public awareness of and participation in PA decision-making % of survey respondents claiming awareness of PA public priorities, and of specific efforts to improve public services.</p>		
KRA 4.1: Increased opportunity for citizen and civil society to articulate their needs to government	KRA 4.2: Enhanced communications capacity of targeted ministries	KRA 4.3: Improved quality of PA communications and public information
I1. number of outreach campaigns articulating citizens' needs through citizen and civil society	I1. % of people receiving training in communication who say they have used their new knowledge and skills and can give examples	I1. # of well publicized govt. meetings open to citizens, citizen groups and the press
I2. # of public hearings open to citizens, citizen groups & the press	I2. Rating under Index for quality of communication capacity	I2. # of media programs announcing upcoming events and reform systems
		I3. Governmental reports are available in good time to legislators, the public, the media, & civil society.
		I4. Scorecard of citizen access: a) do citizens have access to records of meetings; b) are citizens able to find out who or what group is responsible for particular areas and decisions; c) are citizens granted access to meetings of the parliament; d) are citizens granted access to committee meetings; e) are plenary and committee meetings open to the press?