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PA Capacity Enhancement Project - PACE

Quarterly Report -

1 July – 30 September 2010

Year 2 Quarter 4

PA CAPACITY ENHANCEMENT PROJECT

4th QUARTER PROGRESS REPORT: 1 July – 30 September 2010

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Acronyms

COE	Centers of Excellence
CSO	Civil Society Organization
EXI	Excellence Inc
HCT	Higher Council of Traffic
LB	Licensing Bureau
MOF	Ministry of Finance
MOPWH	Ministry of Public Works and Housing
MOI	Ministry of Interior
MTIT	Ministry of Telecommunications and Information Technology
MOT	Ministry of Transportation
PA	Palestinian Authority
RRU	Road Repair Unit
WBG	West Bank/Gaza

1.0 Quarterly Highlights

Cartoon Campaign Launches



The cartoon was well received. Reviewing the comments on Facebook or the cartoon's website provide plenty of example. "“Everything we've seen in this episode is so real. Using these cars is terrifying...thank you for talking about this,” was one comment left by a website visitor

This quarter PACE and the PA launched a cartoon campaign as an innovative tool for the PA to promote civil responsibility. The campaign was almost a year in the making, with the production of 30 episodes to be aired over the coming year.

The cartoon campaign was launched beginning with teasers introducing the family in local newspapers and radio advertisements that played the cartoon theme song. This was then followed by the rollout of the cartoon episodes. The broadcast of the first Benhebk ya Baladna (We love our Country) cartoon was received positively by Palestinians. Online social networking is proving to be a vital tool in promoting the cartoon, as well as monitoring public reaction. To

date, the cartoon's Facebook page has 738 fans, the first episode was watched on YouTube 400 times, and the website received 1100 hits. The project expects these numbers to increase as other episodes are released.

Working to promote the cartoon as a brand of the PA, the project worked with the property tax department and civil affairs department to employ the cartoons in creative ways. After mapping out the procedures needed for the streamlined operating procedures manuals for the departments, the project took that information and created poster that were placed in the department area offices to inform and direct citizens when requesting services. The cartoon characters were then used to creatively display this information and increase the brand identity of the cartoons.

The goal of the project to become a general communication tool for the PA was reached. Following the broadcast of the first episode, requests from the Government Press Office to learn more about the cartoon were received. The Press Office was very interested in learning more about the cartoon and how it could use the cartoon for other PA communication campaigns.

Discussions continue with the Press Office with the project aiming to house the cartoons production materials there for future use following the close of the project.



Posters detailing the requirements and procedures required to request services were placed in ministry facilities

2.0 Facility Upgrades

High impact renovations and refurbishments neared completion this quarter. Across the West Bank, the project renovated and opened facilities that directly provide citizens with services. Three grand opening ceremonies for project renovated facilities were held that were widely covered in the press.



The civil affairs department in Jenin was renovated and refurbished by the project. An opening ceremony was held and attended by the Minister of Interior and USAID's new mission director

An additional grand opening for the Howara civil affairs department, which received IT support from the project, was held and covered by local press.

One of the two yet to open facilities, the Nablus post office, is complete with a grand opening scheduled for October. The property tax department facility in Nablus faced further delays. Issues arose with tenants residing in the building housing the facility, but an agreement was reached and renovations will begin October 15th,

2010.

Renovations have proven to be a successful quick impact tool. Citizen responses to the renovations have been overwhelmingly positive. The project has documented these reactions in videos and success stories available on the project website. Based on the high impact of these activities, the project will expand to four or five more sites next year with additional USAID support.

No.	Ministry	Location	Status			
			Design	Procurement	Renovation	Complete
1	MOT	Ramallah Phase I	•	•	•	•
2	MOT	Nablus	•	•	•	•
3	MOT	Hebron	•	•	•	•
4	PLA	Nablus	•	•	•	•
5	PLA	Jenin	•	•	•	•
6	MOF	Hebron	•	•	•	•
7	MOF	Nablus	•	•		
8	MOPWH	Hebron	•	•	•	•
9	MOPWH	Nablus	•	•	•	•
10	MOI	Hebron	•	•	•	•
11	MOI	Jenin	•	•	•	•
12	MTIT	Nablus	•	•	•	•

3.0 Centers of Excellence

PACE continued to support its ministry partners conduct the self-assessment. All five ministries completed self-assessment data collection activities. Three Ministries completed the self-assessment report, with the remaining ministries expected to be complete by the end of October, 2010. Transformation is on the horizon, and ministries were prepped to begin delivering visible, tangible results based on reform efforts identified through the foundational process of the self-assessment.



Programmatic-level work continued in areas of program design and strategy in order to ensure the program anticipates and responds to

ministry partner needs as the teams move into the COE Transformation stage. This programmatic-level work included the following:

- Developing initial COE sustainability work plan to frame PACE guidance of COE continuity, including the ministry ownership of COE conference to push forward PA leadership and sustainability of the COE program beyond PACE project timeline
- Engaging and contracting local STTA to provide continuity and consistency through Transformation process
- Engaging and contracting Excellence, Inc (a Jordanian-based NGO specializing in COE methodology) to support introduction of Transformation concepts

3.1 Program Design and Strategy

Program design and strategy work continued, building upon the vision and internal implementation plans established and tested in the previous quarter. Focus was placed on establishing a strong conceptual framework for ensuring sustainability of COE beyond the life of the project. Further development and implementation of the sustainability plan will occur in the following quarter. Preparing the human resources needed to produce and implement reforms based on the self-assessments also laid the groundwork for transformation.

The project refined the role of STTA Alia Shaar to continue working with the ministries through the transformation phases. The consultant will focus on working closely with the COE specialist and the PACE technical team in order to maintain consistency across ministries. In the event of staff departure during the last year of the project, the consultant will also be able to assist in filling gaps.

Along with the STTA's new role, the project began to prepare for the arrival of Excellence Inc., (EXI) in November 2010. EXI is based on the COE program and was created, to further COE's efforts in Jordan. The concept was



derived from two years of experience working closely with government and private institutions and

was further developed into a comprehensive system for working with government agencies to encourage them to aspire to excellence in leadership, management, and operations. With this experience, EXI will guide the COE teams and provide vital support during attempts to reform. EXI's proximity and experience could potentially provide the PA with a source of expertise during future COE cycles.

3.2 Ministry Progress

Ministry-Level Accomplishments

- Self-assessment data collection complete for five ministries
- Self-assessment report writing in progress for one ministry (MOF)
- Self-assessment reports completed for three ministries (MOPWH, MTIT, MOT, MOI)



COE members engaging in an exercise meant to explain interlinkages between issues

Each ministry initiated COE implementation differently, based on individual internal strengths and challenges. This created the need for a tailored approach for each ministry, which was delivered by PACE, based on the programmatic implementation plan.

Self-assessment activities slowed down due to Ramadan, but individuals in each team showed strong commitment by pushing through the holiday season.

Initially, the project planned to bring ministry teams through three drafts of the report, responding to their requests for “step-by-step” guidance and feedback. Each draft developed a specific layer of the report, as follows:

- First draft: Team lays out initial self-assessment findings for each criterion
- Second draft: Team responds and incorporates comments from project technical staff to clarify and pressure test findings
- Third draft: Team establishes interlinkages between criteria, identifying root causes where possible
- Final draft: Final review for formatting, grammar and spelling

The project team has been able to reduce the number of drafts in some ministries, expediting the process, based on the strength of the first and subsequent drafts. This was usually influenced by the strength of the team members, the amount of cooperation between individuals on the teams, and the amount of report-specific guidance they received. The project team adapted its coaching style and amount of material introduced earlier in the report drafting process, in order to accelerate the process as much as possible. This did result in less time for many ministries, however in some cases the difficulty of building cooperation and coordination between ministry team members did result in delays.

3.21 Ministry of Telecommunication and Information Technology

The MTIT COE team continues to be one of the project's strongest performers. The team has become a more cohesive group, although there were delays due to the lack of cooperation of one

criterion team leader in the development of interlinkages between the different criterion sections – an activity that requires coordination and cooperation between the different teams. The findings are realistic, almost harsh – part of the challenge for communicating the findings will be to ensure that ministry employees are inspired to change their current state, rather than discouraged. However, the team’s enthusiasm to tackle specific issues has already been shown in the work undertaken by the People team, which already began to draft job descriptions based on the knowledge gained through the self-assessment training and process.

3.22 Ministry of Transportation



MOT COE members reviewing the self-assessment report draft

The MOT COE team moved quickly after a slow start, resulting in a strong first draft, enabling them to skip the second draft and move quickly to the final draft. There was some resistance among criterion team leaders, resulting in extremely flattering report findings for one criterion. Through continued coaching and discussion, these results have been aligned with the perspective developed through the project’s engagement and experience with the ministry.

3.23 Ministry of Public Works and Housing

This Ministry continued to take the lead with their self-assessment activities. The team was the first to complete and distribute the self-assessment report and entered the transformation phase. The findings in the self-assessment identify several areas that will could enhance the Ministry’s capacity to deliver citizen services.

The MOPWH team embarked on an internal communications campaign, which included presentations of report findings to all director generals and distribution of the report. The project supported this effort, though feedback was provided that there needs to be room for feedback and comments from director generals, managers and employees, probably in smaller group discussions. The project will work closely with the team to coach them on soliciting and directing this feedback through the transformation process to ensure the COE process remains participatory and inclusive.



Deputy minister reviewing recommended reforms with the COE team

The project will keep pushing the team to transformation in order to capture the most momentum possible.

3.24 Ministry of Interior

The project focused on empowering criterion team leaders within the MOI COE team, based on the experiences from the previous quarter. This resulted in completion of the collection of self-assessment data and highlighted the relative strengths and weaknesses of each team leader. There

were some delays faced due to the difficulty encountered in encouraging the team leaders to coordinate with one another, which often resulted in five separate meetings to cover the same material that could be introduced in one. That being said, the needed work was accomplished. Some of this difficulty stemmed from the summer slowdown due to the seasonal peak for passports and identification application.

Some time was gained by skipping the second draft, due to the strength of the team's first draft. Overall, findings from report drafts have been realistic and fair, based on the project's technical expertise with the ministry so far.



MOI COE team discussing transformation with Andrew Kaiser

3.25 Ministry of Finance

This quarter, the MOF COE team gained some much-needed momentum in order to catch up to its counterparts. Impetus for this spurt was the team's participation in the cross-ministry criterion workshops – MOF attended the workshops, but was not able to fully participate and contribute, making their current position as the last ministry to begin self-assessment strikingly obvious.

The project is redoubling efforts to accelerate the self-assessment data collection and writing – using the COE conference as a point of positive competition and as an end target date for completion of self-assessment activities.

3.3 Long-term Sustainability

Long-term COE sustainability efforts focused on establishing a foundation for COE continuity through partnership between appropriate PA, civil society, and private sector counterparts. The current emphasis is on establishing a demand for COE within the PA, based upon communicated outcomes. The project also focused on supporting that demand with a unified team of civil servants assembled from across ministries, who are ready and able to work together and tackle issues that affect



MOF COE member introducing findings during an inter-ministry workshop

multiple ministries, rather than smaller, one-off issues.

This quarter, the project facilitated cross-ministry criterion workshops to allow technical practitioners to collaborate and discuss ideas and challenges specific to their technical expertise in the five criterion areas. Action items were

identified following each workshop, including the ministry request for continued project facilitation of smaller working groups for each criterion to

support the ongoing collaboration across ministries. These groups will likely form the backbone for broader technical support for the program as it transitions from project leadership to PA ownership.

Moving Forward

This past quarter's programmatic-level work focused on developing a framework for conceptualizing sustainability for the COE program beyond the life of the project. One important mechanism for engaging the high-level support needed by the COE teams for sustainability, as well as leadership

buy-in for transformation activities to come, is the 2010 COE conference to be held in Jericho in October. The project is focused on using this means to promote PA employees from mid-to upper-levels of ministry management to represent their own work in front of their peers and leaders. The conference is focused on celebrating the work that has been accomplished by the teams, but also pushing COE teams to prepare for the launch of transformation, with the demand for tangible results and reforms and the requisite challenges involved.

In response to feedback received from the last conference, PACE formed the COE conference steering committee, consisting of two COE team members from each ministry, facilitated by members of the project technical team. Through the committee, COE team members played a vital role in developing the agenda for the conference, as well as the logistics of holding a conference of such size. The committee already approved an agenda for the opening, which will focus on the successes of COE and future sustainability. An agenda for the second day was also put together. A number of round table topics were identified and a system to promote involvement was developed.



COE conference steering committee meetings have been held weekly to plan the upcoming COE conference in October, 2010

The success of the committee provides a potential system that could ensure COE continues after the project ends. The members of the committee have the experience through implementing the first COE cycle to support future COE teams at the current ministries, as well as future ministries. The project will work to support the committee as a structure for transition to permanent status to shape and guide the continued implementation and guidance of the COE program by the PA.

In further preparation for the conference, Kaizen organization development specialist Andrew Kaiser worked closely with ministry employees and the project technical team to identify areas that must be discussed, obstacles that will be faced, and immediate steps that must be taken by members of the PA in support of program sustainability. These specific concepts will be discussed in sessions facilitated by these team members during the anticipated COE conference in October 2010, in order to establish meaningful buy-in and support.

The project will work to achieve the following targets in the next quarter:

- Conference completed with shared vision of COE program and sustainability
- Recommendations submitted to Prime Minister to expand COE and improve sustainability
- COE team visions, prioritized reform goals, and transformation action plans completed for two to three ministries
- Ministry-driven reform efforts initiated in 2 ministries
- Ongoing cross-ministry collaboration on criterion-based reform initiatives

4.0 Ministry Specific Capacity Enhancements

4.1 Ministry of Telecommunication and Information Technology

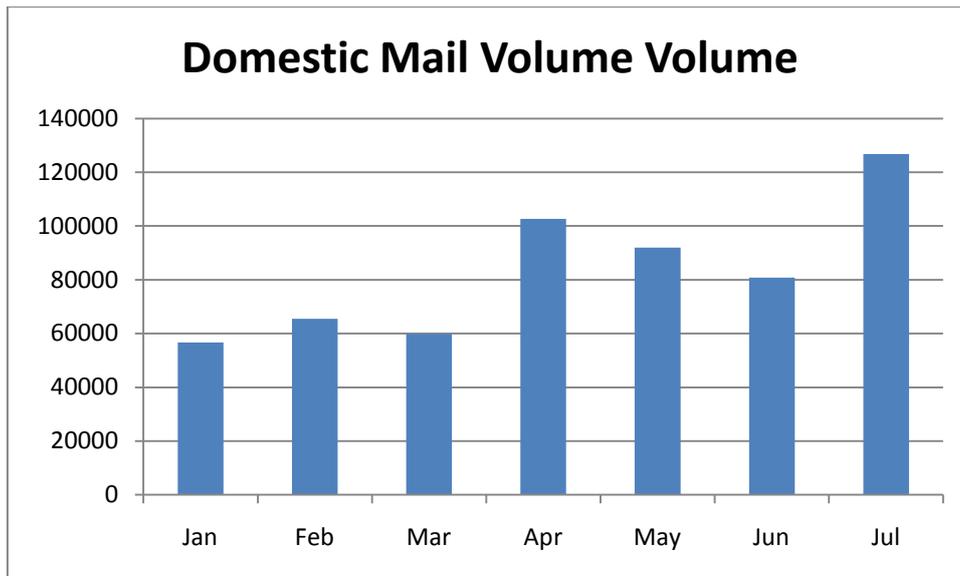
Palestine Post, the largest institution within the MTIT, witnessed significant development through implementation of the commercial strategy. The commercial strategy, developed by a project postal expert, aims to transform Palestine Post into a customer-focused business providing a range of integrated mail, financial and Government services. The strategy identifies six product areas in need of development and recommends specific interventions.



In all six product areas, PalPost achieved considerable improvements.

Retail Services

Increasing commercial customers is a major goal of Palestine Post (PalPost). Large commercial customers with large mail volumes provide a source of potential income for PalPost, as well as increasing PalPost's relevance to Palestinians. Working towards this end, PalPost developed a list of 350 potential customers and launched a comprehensive promotional campaign that targeted them. PalPost Business Solutions was created to identify how PalPost could provide cost savings to commercial customers. The material developed through PalPost Business Solutions was then delivered to the customers using PalPost's own express mail. Through this program, PalPost was able to sign a contract to become the Arab Islamic Bank's sole supplier of logistical services. Continued effort will be exerted to gain additional customers.



Parcels & Express

PalPost partnered with the Universal Postal Union (UPU) and successfully implemented a domestic express mail service. Using technology provided by the UPU and training supported by the project, Palestinian citizens can now confidently send mail to any part of the West Bank knowing it will reach its destination within one day. The service is expected to be popular with both commercial and private customers, specifically because of the convenience provided by the 87 post offices located across the West Bank. In order to offer the express mail service, PalPost restructured its delivery lines, increasing efficiency, in order to accommodate the need for next day delivery. PalPost also procured an additional delivery vehicle, which the project painted and branded, investing its own resources in the new service.

Government Services



Palestine Post successfully leveraged the experience and capacity of the Universal Postal Union (UPU) to add services and improve existing services. The relationship between the two started through meetings facilitated by the project's postal expert. Above: PalPost employees undergoing a training in a UPU funded training facility

Government institutions are potentially the largest customers for PalPost. Recognizing this and operating according to the commercial strategy, the Minister of Telecommunication and Information Technology successfully lobbied the Council of Ministers to request that government institutions use PalPost for all logistical needs. Endorsing PalPost and advocating for its use, the Council expressed its new confidence in PalPost's capabilities and urged government use of Palestine Post. In response, PalPost created a government sector mail service named Governmental Mail. The new service facilitates convenient and efficient government-government mail transactions.

With the Council's endorsement, PalPost began initial negotiations with government ministries to become an alternative government service provider. A number of ministries expressed interest such as the Ministry of Social Affairs, which is responsible for retirement payments. If PalPost successfully negotiates with other ministries,

Palestinian citizens also stand to gain. Alternative service centers will relieve pressure from the current facilities operated by ministries, as well as provide citizens in areas that do not have government service centers with the opportunity to receive more government services at PalPost.

PalPost not only reached out to public institutions. A concerted effort, with some success, was made to provide consumer services to citizens by reaching out to private companies. Agreements were reached with three internet service providers to allow bill pay at PalPost locations. Negotiations with local wireless providers for a similar agreement continue. PalPost also reached out to a number of banks to install ATM's at locations. Providing consumer services and renting retail space to private companies will serve as an additional source of income for PalPost, increasing their financial sustainability.



The winning design will be printed and used during PalPost's holiday promotional campaign

Communications

Targeting the general public PalPost launched a major promotional campaign to promote its services and prepare for the winter tourist season. The campaign began with radio and newspaper advertisements that promote a Christmas stamp competition. One design will be selected and then be used to target tourists during the holiday season. As Christmas nears, PalPost will set up a visitor's tent in Bethlehem and target tourists with the new stamp, along with recently produced post cards.



At a training for postmen, the project distributed new uniforms branded with the logo

With the commercial strategy now in full implementation, PalPost has begun its transformation into a modern government institution providing high quality services to citizens and institutions. With continued support and coaching from the project, PalPost will continue to develop and improve the services it provides.

4.2 Ministry of Public Works and Housing

Interventions at the MOPWH continued to focus on building sustained capacity of the RRUs allowing for improved delivery of services. Through provisions that improved planning and execution of maintenance work, the RRUs are now able to prioritize work and create annual budgets. The project also partnered with the communications department to launch a public awareness campaign.



The three road repair units repaired a total of 175KMs of road since their establishment

Road Repair Units

The MOPWH capacity to provide high quality

services to Palestinians continues to increase through work conducted by the road repair units (RRU). Through use of a geographic information system (GIS), the unit's capacity to plan maintenance work improved. Progress was also made in raising the ability of the units to engage in medium size infrastructure work. Although the units are now operating independently with funds provided by the PA, the project continues to implement actions to increase the capacity of the units, as well as ensure sustainability.



GPS units are used to mark road railings, culverts, ditches, and damaged roads

In order to fully utilize the GIS, the MOPWH needs updated data. To do this, the project provided a grant to a local organization that partnered with the MOPWH to survey roads for the GIS. Once the roads were surveyed and inserted into the GIS, further data was collected to add layers that identified culverts, ditches, and railings. A majority of the necessary data has already been collected and inserted into the GIS allowing the RRUs to utilize the system when operating in the

field. The updated GIS now allows the RRUs to identify roads in need of maintenance and prioritize work based on need and resources. This system will provide support to the RRUs when planning future budgets, as well. Through GIS, roads in need of work could be identified and facilitating the creation of an annual budget based on real needs.

As the hot asphalt supply provided by the project came to an end, the RRU successfully lobbied the MOF to provide the financial means the RRUs need to continue operating. Two million Shekels were provided to the MOPWH to hire laborers, purchase hot asphalt, and maintain the vehicles and equipment required by the RRUs to operate. In response, the project initiated efforts to strengthen the organization structure of the RRUs through the development of a new organization structure that links the RRUs with other relevant units within the MOPWH such as the Roads Unit and the Heavy Equipment Unit.

Communication



The campaign utilized radio and newspaper advertisements to promote the protection of public property

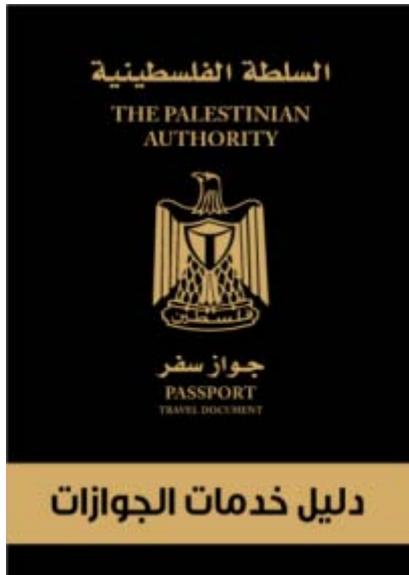
Although the project initially faced resistance from the communications department progress was made this quarter that led to the launch of a campaign to promote the protection of public property. Designing and launching the campaign provided the employees of the department with much needed experience, experience that will prove vital during future campaigns.

4.3 Ministry of Interior

Support for the MOI targeted key areas to improve service delivery and increase transparency. Through use of the operating procedures manuals produced by the project, informational materials were produced and made available to citizens to streamline service delivery and empower citizens

with information. Also, the project was able to submit a population registration strategy and action plan to an inter-ministry committee and work with another donor, GTZ, for its implementation.

Service Guides and Posters



Citizen service guides for the civil affairs department and passport directorate were distributed across the West Bank

The project's efforts to improve procedures and strengthen organization structures through process re-engineering continued on multiple levels. Using the data collected during development of the operating procedure manuals from the civil affairs department and passport directorate, the project was able to produce citizen service guide books and posters that are now available at the citizen service facilities across the West Bank, marking another critical step to ensure government services are consistent. Information on the materials describes the procedures and requirements needed to receive services such as national IDs, birth and death certificates, and passports. The service guide books were also distributed to other relevant institutions such as municipalities to provide information to other civil servants. The informational materials have been enthusiastically received by citizens and government employees, alike.

Population Registry

Working with the PA's national population registry committee, the project was able to produce an action plan for development of an inter-ministry citizen database. The plan, which GTZ is partially implementing, includes a strategy for use of the database by the different ministries and how information will be shared. A population registry will also prove to be useful to USAID's interventions at the Ministry of Health. The project will continue to coordinate with the committee, as well as with other donors and projects to promote implementation of the plan.



The project facilitated a meeting to introduce the population registry action plan to the PA's national population registry committee

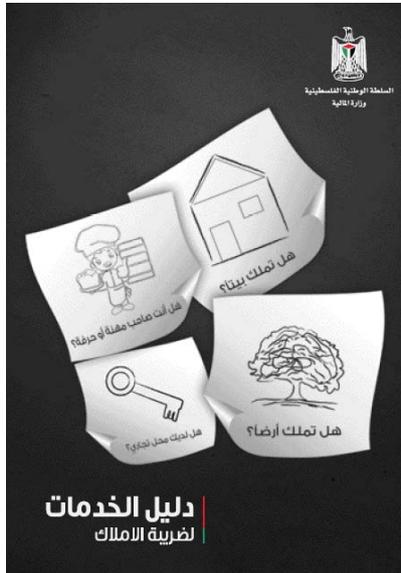
4.4 Ministry of Finance

Working with departments that provide a majority of services to citizens, the project was able to improve service delivery and enhance the capacity of the departments to collect taxes. Using process re-engineer and creative communication techniques information is now more readily available for citizens requesting services. Efforts strengthened the departments as institutions, specifically at the income tax department.

Property Tax Department

With a focus on improving service delivery, interventions reduced wait times, improved transparency, and strengthened the organizational capacity of the property tax department.

The project followed up on the operating procedures manual developed and implemented by conducting field visits across the West Bank. The goal of the visits was to ensure the manuals are



Citizen service guides were complimented with service guide posters that were also made available in government facilities

being utilized and the information is relevant to the tasks detailed. The project did report full utilization of the manuals across the West Bank. The manuals being utilized guaranteed unified procedures across the many different facilities, as well as the relevance of the service guide book and posters discussed below.

Using the material from the operating procedures manual, the project worked with the department to produce citizen service guide books and posters that were made available at department facilities across the West Bank. The service guide books provided citizens with information regarding the procedures and requirements to receive specific services. The posters were placed in the facilities to serve the same purpose. The materials mark the first time the department provides information regarding services openly to citizens. With the materials freely available, department employees no longer hold a monopoly on vital information and citizens are able to understand their rights, as well as responsibilities when

requesting services. Informed citizens will also cut service delivery time by minimizing errors.

To modernize procedures and reduce wait times for citizens, the project reviewed and updated the software currently in use by the department. Using the operating procedures manual as a guide, the new software streamlines procedures by removing unneeded and out-of-date tasks that Department employees were previously required to do. To compliment the new software, the project also installed new servers at the Department's headquarters in Ramallah to lessen load times for area offices by allowing quicker access by employees. The technological improvements will greatly reduce citizen wait time, specifically during tax season which starts in the winter.

Income Tax Department

Based on a model observed during the study trip to Jordan last quarter, the income tax department established the planning and development committee. The committee will plan and monitor the implementation of recommendations that were a direct result of the study trip. The committee consists of a number of director generals and is supported by the project embedded advisor. Meeting weekly, the committee successfully prioritized reforms that will improve tax collection and increase collection. Currently, the committee is working with the IT department to develop a taxpayer database. Although improving tax collection is a major goal of the committee, it will also work to improve citizen services and simplify tax payment.

A number of other interventions at the department began this quarter. In anticipation of a new income tax law, the project worked with the communication department to plan a campaign to

promote the change and raise awareness of the new law among Palestinians. Process re-engineering also began with the formation of a committee and the start of data collection. The project worked with the training department to identify specific training programs needed to improve the knowledge and skills of department employees. Preparation for the training programs was completed and will be implemented in the next quarter.

4.5 Ministry of Transportation



The Higher Council of Traffic moved into it a new facility furnished by the project

Project interventions continued to support the newly established Higher Council of Traffic with the tools and skills needed to improve traffic safety in Palestine. With this support, the HCT successfully planned and implemented a number of programs to raise traffic safety awareness among a number of target groups. The HCT also worked with other governing institutions to coordinate efforts to improve safety for Palestinian commuters. Recent work conducted by the HCT previewed its potential, as well as

evidencing its strengthened capabilities as a result of project's interventions.

Higher Council of Traffic

The level of traffic safety awareness among Palestinians is minimal because of a lack of educational programs implemented by schools and other relevant institutions. Within the HCT's mandate is the power to alleviate the situation by implementing creative programs and partnering with institutions to alleviate the situation. To do this, the HCT worked with the project to plan and execute a number of campaigns with multiple target groups. Starting with students, the HCT coordinated with the Ministry of Education to organize a number of workshops and lectures with students in order to discuss traffic safety and provide tips on how students can improve their own safety when traveling. The workshops included the distribution of pamphlets and t-shirts, along with posters. Working towards the same goal, but with a different target, the HCT also distributed materials to public transport drivers that travel using known dangerous intersections. Finally, the HCT produced public service announcements that broadcasted on local channels, promoting safe travel.

Working with and providing expertise to different government organizations was one of the main reasons for the establishment of the Higher Council of Traffic. Municipalities play a major role in improving traffic conditions for Palestinians. Recognizing this, the HCT worked with a number of municipalities, as well as the Ministry of Local Governance to identify ill designed roadways and develop improved designs for implementation. In Qalqiliya, the HCT worked with the municipality to redesign and overhaul a traffic circle for improved safety based on international best practices.

The HCT coordinated with municipalities and other local governing authorities to produce a report that highlighted traffic conditions within these municipalities. The report, which required the HCT to visit different areas of the West Bank to identify dangerous junctions and other areas in need of improvement, will serve as the basis for future HCT interventions across the West Bank. After the report was produced, the HCT discussed its findings with the local governing authorities and the Ministry of Local Governance in order to develop plans that would improve traffic safety in these

areas. The recommendations proposed will be considered when the HCT develops future annual plans.

Planning for future interventions, the HCT worked with the project to prepare for future interventions. The return of the project's traffic safety specialist, Gary Roberts, was agreed upon to assist the HCT with safety audit training. The HCT also partnered with two project supported nongovernmental organizations to design projects to promote traffic safety awareness. The projects will target multiple sectors, such as students and public transportation drivers, with awareness materials and workshops.

Without the HCT, which was formed following support from the project, these interventions would not have been possible. The project worked closely with the HCT to implement its programs, as well as to prepare for future interventions that will ensure the sustainability of the HCT.

5.0 Cross-Cutting Activities

5.1 Communication

Inter-Ministry Newsletter

The first inter-ministry newsletter was published and distributed this quarter. The newsletter was created to disseminate ministry and project news across the partner ministries. Through the dissemination of information, the newsletter will motivate ministries to compete with one another and push through with reforms. This dynamic was displayed when the project conducted an evaluation of the newsletter. During discussions with those who read the newsletter (92% of targeted employees), a majority commented on the location of articles and argued that their respective ministry's news was more important. The project will leverage the newsletter to motivate ministries to work harder and accomplish success.

اقرأ في هذا العدد	الرسالة الإخبارية	 العدد الأول آب 2010 نشره: العدد الثاني أبريل 2010
فياض: 'ما قمنا به اليوم في مكتب ضريبة الأملاك هو نموذج يحتذى به لباقي المؤسسات	رسالة داخلية	
وزارة الداخلية الفلسطينية تعكف على تحديث موقعها الإلكتروني	أخبار سريعة	
وزارة الاتصالات وتكنولوجيا المعلومات تستعد لإطلاق مسابقة تصميم طابع بريدي خاص بعيد الميلاد لعام 2010	جميع الوزارات الشريكة تعمل بجدية لاستكمال مرحلة التقييم الذاتي	
سلطة الأراضي: المنات من المواطنين يتلقون الخدمات بشكل يومي في المقر الجديد	بدء الاستعدادات للمؤتمر السنوي الثاني لتقييم التقدم الجماعي باتجاه التمييز في الأداء الحكومي	
وزارة الأشغال العامة تستعد لإطلاق حملة الحفاظ على أثاث على الطريق	أيام قليلة على إطلاق حملة بنحك يا بلدنا/اقرأ	
وزارة النقل و المواصلات عام 2010 عام التميز	ص 3	

This first issue included articles on:

- Deputy Minister Mr. Hassan Alawi: "The Ministry's commitment towards the culture of excellence will be shown through actions and accomplishments "
- Ministry of Public Works and Housing prepares media campaign to encourage citizens to take care of infrastructure
- Palestine Authority Capacity Enhancement project collaborated with partner ministries to launch the Ben7ebek ya Baladna media campaign

5. 2 Skills and Knowledge Transfer

Customer Service



Customer service training has proven to be an effective tool for raising citizen satisfaction

Raising the importance of citizen satisfaction in order to improve public perception of PA services and institutions was achieved this quarter through a number of customer service training programs. The training was conducted for employees from the MOT and the MOI that serve in area offices across the West Bank. The training targeted, both front desk employees in order to explain customer service techniques when directly providing services, as well as office managers in order to gain buy-in and support from those responsible for management.

Annual Planning

With year two nearing its end, the project worked with the partner ministry training departments to develop an annual training plan. Before the development of the plans, the project worked with the training departments and other relevant ministry departments to identify needs and tailor the plan according to those needs. The training will transfer much need knowledge and skills to assist ministries implement reforms, strengthen institutions, and improve services to citizens.

Examples of planned training programs include:

- Insurance and banking taxation
- Tax auditing
- Traffic safety auditing
- Vehicle weight control



Training plans are developed with members from Ministry training departments

5. 3 Grants

Second Grants Cycle

Two new grants were signed totaling more than 180,000 USD. The two local organizations will work to promote traffic safety across the West Bank. Al Hares will work with villagers around the city of Bethlehem to raise traffic safety awareness by conducting training for 320 students and holding a number of town halls. Al Hares will then identify student trainers that will conduct training with support from Al Hares. PCDCR will conduct a project with similar goals as Al Hares, but across five governorates. PCDCR will hold town hall meetings and train teachers to conduct training to promote traffic safety awareness. A contest will then be held for students that undergo the training to submit stories and art work that promote traffic safety. Both organizations will coordinate operations

closely with the Higher Council of Traffic, an inter-governmental organization that is supported by the project.

Grant Implementation

TAM

Building the communication capacity of the Ministry of Local Governance (MOLG), TAM implemented communication training programs. The training built the capacity of the media department to produce and distribute press releases and improve public communication. TAM also provided the department with cameras to facilitate the production of high quality news reports that utilize images.

Panorama

A report measuring citizen satisfaction with the services provided by four ministries was submitted by Panorama. The report is based on quantitative data collected by the grantee over the last quarters. Panorama selected the indicators carefully with support from the project's M&E specialist. The report was reviewed by the project and feedback was provided to Panorama. Panorama will continue to measure citizen satisfaction to identify change in citizen satisfaction with and perception of government services.

ARIJ



ARIJ partnered with teams from the MOPWH to collect the data needed to update the GIS

ARIJ continued to build the geographic information system (GIS) by surveying roads with a MOPWH team. More than 1300km of road were surveyed. Jenin, Nablus, Tulkarem, Salfeet, Tubas, and Qalqilia are complete with the data entered into the GIS. Once the GIS is fully updated, it will operate as a source of information for the Ministry and assist in performance budgeting, infrastructure maintenance and construction, and long term planning.

Ta'awon

To mark the completion of grant activities, Ta'awon held closeout workshops to share the outcomes with the MOT and the MOI, as well as other relevant nongovernmental organizations. Ta'awon used these workshops to discuss the outcomes of its dialogues with the relevant ministry and develop steps for moving forward. The MOT dialogues targeted different members of the community and discussed traffic safety, public transportation, and other issues related to the transport. The MOI workshop was similar, focusing on issues related to services provided by the Ministry such as national IDs, passports, and marital status. Evaluation reports on ministry services were also provided to the ministries. The reports include a summary explaining the findings and conclusions, along with the methodology used to collect the data.

Ta'awon also conducted follow-up work to the training it conducted for front desk employees at the ministries that focused on conflict mediation and resolution. Based on the training and feedback

received from the trainees, a booklet was produced and 200 copies were distributed to the ministries for utilization in the work place.

Filastiniyat

Filastiniyat improved public access to communicating with the Ministry of Labor and the Ministry of Agriculture. Through holding a number of dialogues between citizens and government representatives, Filastiniyat was able to gauge the relationship between the two, as well as work to improve areas that were important to citizens. Following the dialogues, Filastiniyat introduced the findings from the dialogues to ministry leadership and discussed ways the ministries can improve services for Palestinian citizens.

AMIN

Working with two ministries, the Ministry of Agriculture and the Ministry of Education, AMIN built the capacity of the ministries to plan and produce communication materials for dissemination. The training covered press releases, press conferences, news stories, interviews, reports, sound bites, and presentations. After the training, the media teams were tasked with producing material and broadcasting it. The Ministry of Education already produced a number of radio shows and broadcasted them on local stations. The shows covered issues related to the new school and discussed the updated curriculum.



Employees from the Ministry of Education producing a radio program following their training

With the Ministry of Agriculture, AMIN also worked on developing a new website that was user friendly and displayed relevant information more effectively.

Annex I: Annual Summary of Activities

The Palestinian Authority Capacity Enhancement project made significant progress completing overall project objectives, experiencing a dramatic increase in the volume of activities during the second year of implementation. The start of year two also marked an important turning point for the project as it transitioned from year one high impact activities to a more focused approach to build sustained capacity improvements using the Centers of Excellence (COE) methodology as a framework for systemic reform.

There were no significant changes in the project's beneficiaries in year two and interventions targeted five partner institutions – namely the Ministry of Public Works and Housing (MOPWH), Ministry of Transportation (MOT), Ministry of Interior (MOI), Ministry of Telecommunications and Information Technology (MTIT), and Ministry of Finance. The project continued to receive requests throughout the year from numerous other PA institutions to be included in the project's technical assistance portfolio, however due to limited resources and the need to achieve aggressive contractual and work plan targets, the project was unable to increase the number of partner institutions at this time.

The project met all reporting deadlines, including the timely submission of weekly reports, quarterly reports, work plans, action plans, as well as ad hoc requests for information over the course of the year.

There were no significant changes in project staff and, with the exception of the resignation of the Minister of Public Works and Housing Mohammed Shtayyeh, there were no significant changes in the leadership of the PA in 2010. This stability contributed to progress achieved.

Activities and Achievements

Year two implementation marked a critical transition point for the project as the technical team refocused priorities from immediate high impact activities to sustained capacity building interventions. While year one activities successfully laid the groundwork for more comprehensive assistance, year two's primary objective was to support sustained public sector reform using the COE framework for long-term culture change within each partner institution.

The original design of the project envisioned the completion of all high impact activities, such as the refurbishment of citizen service centers, upgrading IT systems, reviving the road repair units, and establishing the traffic safety council, by the end of year one. However, due to an initial delay caused by the projects slower than anticipated start, coupled with many process delays with waivers and consents, most year one activities carried over into year two implementation. As described in more detail below, the project team was able to complete all targeted interventions while simultaneously supporting and achieving all year two work plan goals and targets for sustained institutional reform.

Challenges

Challenges in year two were not significant, with all obstacles faced being quickly addressed. While the project was ahead of schedule for COE implementation at the end of year one, much of that time was lost, as the COE teams needed more time than anticipated to complete drafts of ministry specific self assessments.

The Ministry of Finance, in particular, adopted an overly inclusive self assessment process, appointed a much bigger COE team it needed to contend with than other ministries, and considerable project resources had to be directed at the MOF in the fourth quarter to get it caught up. The primary reason the MOF moved at a slower pace was because its COE team has 10 more members than the other ministries, and the COE team conducted an awareness campaign in every region of the West Bank for employees' outside Ramallah – unlike the other ministries. This effort to ensure Ministry-wide buy in was commendable, but resulted in the self assessment process beginning at a time when most of the other Ministries had already completed initial drafts. The Deputy Minister, although a supporter of the project, is cautious and, at times, was slow to make critical decisions to move activities forward. This being said, the MOF self assessment was very thoughtful and thorough, and the project anticipates this will assist them to achieve significant results during the transformation stage in the final project year.

The Ministry of Transportation continued to be an excellent partner, however, conflict and territorial issues delayed, human resource reform and the completion of job descriptions. The Ministry also was slow to make final decisions concerning the higher council for traffic (HCT), resulting in the project having to put capacity building activities on hold for almost 6 months.

PACE formed and worked through several nationally committees in year two to ensure our work was completed in collaboration with our PA partners. In two instances, the postal code committee and the population records committee, this approached proved difficult to manage. In both instances the goals of diverse committee members were hard to reconcile. For example, in the postal code committee the MTIT wanted the focus to be on facilitating mail delivery and GIS points, while the MOF and MOLG were only interested in street naming and addressing. The population record process was supposed to be completed by the end of January 2010, however internal committee disagreements delayed the final report and delivery of the final action plan to September.

Annual summaries of PACE achievements

Centers of Excellence

Significant progress was made since the launch of the Centers of Excellence program in July, 2009. Ministry COE teams exist in the five targeted ministries, gaining the knowledge and skills needed to assess their ministries based on international best practices through a comprehensive training program. Also, this year the ministries engaged in their first ever self-assessment, utilizing the COE program to identify operational and organizational gaps. To date, three ministries produced reports based on their self-assessments, with two ministries trailing behind, paving the way for the transformation process.

As seen in the chart below, ministries have not yet attempted reforms developed from the COE program, but this does not imply a lack of impact. In each ministry, COE has impacted the culture of ministries as documented in a video produced by the project that is available on the project's website. Ministry employees are now more aware of the weaknesses their ministries face, but also that these weaknesses are resolvable. Relationships have been formed across ministry hierarchies and departments through COE, facilitating a healthy exchange of ideas. Non-COE members have also come to understand the major tenets of COE through awareness campaigns launched by the COE teams, assisting in the institutionalization of COE through education.

Specific Outputs and Actions	MOI	MOT	MOTIT	MOF	MOPWH
P1S1: Establishing Ministry commitment					
P1S2: Training and team orientation					
• General topics					
• Criteria best practices					
• Self-assessment tools					
P2S1: Self-assessment data collection					
P2S2: Self-assessment data analysis and report writing					
P2S3: Self-assessment report production and distribution					
P3S1: Ministry commitment to Transformation					
P3S2: Development of Transformation team vision and solution maps					
P3S3: Testing and adjustment of solution maps					
P3S4: Development of Transformation Action Plan					
P3S5: Testing and adjustment of Transformation Action Plan					
P4S1: Implementation of Transformation Action Plan					
P4S2: Barrier navigation					
P4S3: Implementation of adjusted Transformation Action Plan					
P4S4: Supporting implementation					
P4S5: Monitoring progress and learning from implementation					
P5S1: Collect internal lessons					
P5S2: Report lessons, best practices					
P5S3: Share internal lessons					
P5S4: Share with other teams					
P5S5: Prepare for next cycle					

Citizen Service Area and Office Renovations

Considerable progress was made completing all planned renovations of citizen service centers with our counterparts across the West Bank. At the end of the fourth quarter 10 of the 11 planned interventions were completed. As the chart below indicated, only the Ministry of Finance property tax office in Nablus is not completed. (This is due to delays caused by the Ministry and beyond the operational control of the project and its subcontractor). It is anticipated that this final refurbishment will be completed by the end of the first quarter of year three.

No.	Ministry	Location	Status			
			Design	Procurement	Renovation	Complete
1	MOT	Ramallah Phase I	•	•	•	•
2	MOT	Nablus	•	•	•	•
3	MOT	Hebron	•	•	•	•
4	PLA	Nablus	•	•	•	•
5	PLA	Jenin	•	•	•	•
6	MOF	Hebron	•	•	•	•
7	MOF	Nablus	•	•		
8	MOPWH	Hebron	•	•	•	•
9	MOPWH	Nablus	•	•	•	•
10	MOI	Hebron	•	•	•	•
11	MOI	Jenin	•	•	•	•
12	MTIT	Nablus	•	•	•	•

Ministry of Public Works and Housing

Technical assistance to the Ministry continued to focus on the establishment the road repair units in Nablus, Ramallah, and Hebron. The project also worked with Ministry leadership to set the long term strategic goals for the Ministry, assisted in the completion of the first ever Palestinian road standards manual, and assisted the Ministry to establish its GIS capacity. Specific achievements include:

- The PA took over procurement from the project of critical raw materials for the road repair units in the second quarter of the year, committing 9 million shekels to support the units work
- The road repair units completed repairs and services to over 175 kilometers of road this year across the West Bank since the project revitalized the units
- The first ever road standards manual was completed by the Ministry this year. With international advisory support from the project, a joint committee of over 20 local experts met over an intensive eight week period and produced a comprehensive three volume manual for Palestinian standards for road management, design, and defined construction specifications

- PACE provided 11 engineers from the Ministry with two weeks of training on how to utilize new GIS software used internationally for infrastructure planning. Along with limited IT procurement and upgrades, the GIS unit at the Ministry is now able to design roads, culverts, structures, as well as plan and prioritize road repair
- PACE trained two classes of Ministry staff on how to properly conduct road audits, working with the leadership of the road repair units to agree on a final template to be used to conduct audits and inventory road conditions
- The project worked with the Ministry to complete an affordable housing strategy and policy paper. The policy paper was presented to the cabinet and supports the PA's efforts to begin looking at international best practices to ensure affordable housing is available for lower income citizens. The paper was used by the PA in its preparation for an international conference held on housing issues in Dubai during the second quarter
- The final phase of the Ministry's strategic plan was completed in 2010, defining the overall organizational and technical priorities for the Ministry
- A public awareness campaign was designed and launched by the Ministry to engage citizens in efforts to protect public property from damage and neglect.

Ministry of Finance

The project continued to focus efforts on the income and property tax offices at the Ministry. Although a committed partner, interventions at the Ministry did not keep pace with other project partners, due in large measure to a more cautious approach by the Ministry, internal political issues beyond the control of the project team, and the restriction placed on PACE to mobilize only fluent Arabic speakers as short-term technical support for project interventions. Through a concerted effort of the project team, however, all significant work plan targets were underway or achieved by the end of the fourth quarter. Specific achievements included:

- The new operating procedures manual for the property tax office completed last year was rolled out to every office in the West Bank. PACE supported training of all regional office staff to improve the consistent delivery of tax services and fees across the West Bank
- The project facilitated a study tour to Jordan for key members of the income tax department to observe key reforms implemented in the Hashemite Kingdom with USAID support. After the trip, the participants filed a detailed report of the findings with concrete recommendations and prioritized action items for implementation in the MOF in Palestine. A standing planning and development committee was formed to monitor progress made toward each stated reform objective - all of which was approved by the Prime Minister
- PACE assisted the MOF to plan and launch a campaign to promote a cascading discount in the property tax department to encourage people to pay property tax and to pay early in the year. Although not the only factor, the campaign contributed to a 54% increase in the property tax collected compared to the previous year. Surveys conducted to measure campaign impact immediately after revealed 29% of those polled responded to the campaign and offered discount, while 64% reported increased awareness of tax department services, and 62% reported a better understanding of what the PA does with income tax revenues
- Service manuals and service guides were developed and disseminated to all property tax offices in the West Bank, increasing public awareness and improving service delivery along

with office refurbishments. The PACE team visited each property tax office in the last quarter of the year to conduct a quality assurance review and found uniform evidence that the new procedures and citizen guides are being used to bring consistent application of the law to all

- PACE provided support to the Ministry to simplify its property tax software and to bring it in line with project supported service improvements through a subcontract with a local software provider
- Two top level experts from Jordan were provided to the MOF to further assist the income and property tax offices to implement reforms and streamline procedures. The income tax expert provided the deputy minister with a detailed assessment of the new draft income tax law, resulting in a majority of the recommended changes being made to the final draft before it was submitted to the Prime Minister. Likewise the property tax expert made numerous organizational recommendations as well as pointed to critical gaps and actions to be taken to improve the way property is valued and assessed in Palestine
- PACE provided the director general of the property tax office with a detailed assessment of the departments IT infrastructure. The report was requested by the director general so PA and other donor resources can be harnessed to address IT infrastructure gaps.

Ministry of Transportation

PACE continued to support initiatives in the MOT to improve service delivery at the licensing bureaus and to improve traffic safety for Palestinians through the higher council of traffic (HCT). Activities included:

- Through IT provisions that included computers and servers, the project reduced wait times at licensing bureaus across the West Bank. Computer test labs were also provided to licensing bureaus, improving services for citizens applying for drivers licenses
- Operating procedure manuals documenting the “as-is” processes required for citizens to receive services from the licensing bureau were produced. The existence of the manuals provides the licensing bureau with the foundation needed to review the processes and implement changes for improved service delivery. The existence of the manuals also supports consistent service delivery across the West Bank
- A committee was created consisting of members from the MOT training department to produce an annual training plan based on gaps identified in a training needs assessment. The committee completed collecting the necessary data and analysis started
- The long awaited appointment of permanent staff for the HCT took place in the second quarter of this year. The Minister of Transportation adopted most of the recommendations submitted to the Ministry about the organization of the council and PACE began to work with new staff members to build knowledge and skills to support its mandate
- A traffic safety specialist produced a work plan for the HCT, identifying a number of areas the HCT could intervene in to improve traffic safety. Work began for the implementation of revised vehicle crash data forms, a road safety audit, and the development of a vehicle crash database
- PACE worked with the HCT to launch a Ministry effort to promote the use of seat belts and other safety regulations. A public information campaign about required use of taxi meters was also supported by the project.

Ministry of Telecommunications and Information Technology

Technical assistance to the Ministry is primarily focused on building the capacity of the Palestine Post to deliver postal services to the citizens of the West Bank. PACE added the Ministry to the project portfolio in the final quarter of the first year at the direct request of the Minister to USAID. The Minister was familiar with the project and the technical assistance it offers as the former Minister of Transportation, a position held until the cabinet reshuffle in May 2009. Although a later comer, the achievements of the Ministry have been extensive and include:

- PACE worked with the Ministry and a local design firm to develop a new postal logo for the PA. New postal building signs with the new brand were immediately installed in El Bireh, Tulkarem, Jericho, and Ramallah. The project also supported the painting of 7 postal vehicles displaying the logo for all citizens to see.
- A project postal expert assisted the Ministry to apply to the universal postal union (UPU) for an international postal routing code for Palestine. The application was accepted and approved. The most significant outcome of this status is the ability of the PA to receive its share of revenue collected for parcels bound for the Authority. The post also received an international mail processing center code (IMPC) allowing it to make direct mail exchanges between other countries.
- PACE co-funded a trip with the Ministry for six key Post employees to travel to Jordan for on the job training on numerous aspects of international mail exchange at the Jordanian postal unit. The Jordanian team provided the Palestinian delegation with work guides, templates, and other training materials that greatly assisted them.
- PACE developed a postal sector policy paper for the Ministry. Seven priority policy areas with 37 specific objectives were identified. A separate implementation plan with detailed timelines was then produced to achieve each objective.
- In addition to the overall policy paper, the project's postal expert produced a report examining five options for development of the postal sector in Palestine. This was used by the Minister to develop a vision for Palestinian Post.
- A commercial strategy for six major product areas was drafted and approved by the Ministry in order to promote and develop traditional and private sector services at the post office. PACE imbedded a local advisor to work with each of the six groups assigned to implement the strategy.
- The Palestinian Post successfully launched express mail services in the fourth quarter of this year.
- PACE supported an intensive effort to establish a new postal coding system for the West Bank and Gaza. Working with international and local experts a three digit code, expandable to seven digits, is complete utilizing existing boundaries. The West Bank was split into nine regions using governorate boundaries, combining smaller governorates such as Salfit, Qalqilya, and Tulkarem into one region based on population data available from the PA. Once regions were defined, each was split into 10 smaller sectors, creating a total of 90 sectors nationwide.

Ministry of Interior

At the MOI, project supported interventions focused on both organizational development and technical expertise. Organizational development occurred on a number of levels. Prior to project

interventions, the Ministry's training department was defunct and inactive. The project worked with the Ministry to reactivate the training department and is currently preparing to implement an annual training planning. Job descriptions and a revised organizational structure were also proposed and are under review by the Ministry. Technical expertise was provided in the development of a national population registry action plan, which was then pitched to other donors and is currently under partial implementation by GTZ.

- Revived training department and produced annual training plan based on training needs assessment.
- Developed and proposed an organizational structure that improves operations and transparency at the Ministry. New structure is currently under implementation
- Developed more than 150 job descriptions with a Ministry committee that will continued reviewing and updating job descriptions
- Documented procedures required to deliver services to citizens. Procedures were then revised to improve services for citizens by reducing and streamlining processes required
- Created citizen service guide books and posters to guide citizens when requesting services. The materials greatly improve transparency for citizens and ease service delivery. The materials were then made available in ministry facilities across the West Bank.
- Produced and submitted a national registry plan to an inter-ministry population registry committee that was approved for implementation. The plan is currently under implementation by a number of donors.

Communication

A significant improvement in the capacity of the PA to communicate to citizens was made this year. Although a number of campaigns were project supported, independent communication campaigns did occur:

- Benhebek ya Baladna cartoon campaign was designed and launched. The cartoon serves as a fun and creative tool for the PA to utilize to communicate to citizens using different mediums. The cartoon was already used for video, audio, and comics. On posters produced by the project, the characters were used to inform citizens of required procedures and documents needed to receive specific services. The government press office has shown interest in continued use of the cartoon
- The targeted ministries have engaged in independent public outreach. Ministers have begun to utilize the press to communicate to the public more. Websites have been redesigned and are now updated regularly to provide useful information to citizens. Ministry press offices have also taken greater advantage of press releases, utilizing them to inform the public of efforts to improve ministry operations to better service citizens.

Grants

The project's first grants cycle committed a total of 671,290 USD to a number of local civil society organizations. The funds are used to improve communication between the Palestinian Authority and its citizens to encourage a more responsive and transparent government. Two new grants were signed in the second grants cycle totaling more than 180,000 USD. The two local organizations will work to promote traffic safety across the West Bank. Both organizations will coordinate operations

closely with the Higher Council of Traffic, an inter-governmental organization that is supported by the project. Grantees include:

Ta'awon	PCDCR	Panaroma	ARIJ
AMIN	Filistiniyat	TAM	Al Hares

Training

The PACE team continued to support technical intervention with focused knowledge and skills training. The training department also conducted a second round to prequalification the best local trainers and training providers to support project training goals. A summary of the training conducted this year is provided below.

Project Supported Skills and Knowledge Transfer Interventions-2010	
Type	Number of Trainees
Centers of Excellence Related Training	141
Customer Service Training	158
Training of Trainers	34
Road Standards Manuals	18
English Language Training	24
Geographic Information System Training	36
Computer Skills Training	68
Palestine Post Training	29
International Postal System Training	29
Management and Behavior Training	47
Road Repair Management Training	23
Needs Assessment Training	52
Total	659

Annex II: Training Summary

	Training /Workshop	Start Date	End Date	Male	Female	Targeted Ministry	
1	Customer Service workshop to enhance skills to better serve and deal with citizens	7/4/2010	7/4/2010	14	6	MOT,MOI	
2	Customer Service workshop to enhance skills to better serve and deal with citizens	7/7/2010	7/7/2010	5	8	MOT,MOI	
3	Workshop to review the post office strategic plan developed by PACE and to develop district operation plans	7/12/2010	7/12/2010	26	3	MTIT	
4	Customer service workshop to enhance skills to better serve and deal with citizens	7/13/2010	7/13/2010	11	2	MOT,MOI	
5	Customer service workshop to enhance skills to better serve and deal with citizens	7/18/2010	7/18/2010	8	4	MOT,MOI	
6	Customer service workshop to enhance skills to better serve and deal with citizens	7/21/2010	7/21/2010	10	8	MOT,MOI	
7	Provision of need assessment training in Ramallah for 28 Ministry of Transportation staff for the purpose of collecting information about the staff performance and what training support they need.	7/25/2010	7/26/2010	20	8	MOT	
8	Customer service workshop to enhance skills to better serve and deal with citizens	7/26/2010	7/26/2010	5	8	MOT,MOI	
9	Center of Excellence (Finance) criteria workshop as a part of the Center of Excellence efforts to have reforms within the ministries	7/28/2010	7/28/2010	12	5	MOI,MOT,MOF, MTIT,MOPWH	
10	Post Office Awareness workshop in to raise the postmen awareness about the post commercial strategy and operation plan and to introduce the and distribute the new postmen uniform	7/28/2010	7/28/2010	135	5	MTIT	
11	Center of Excellence (Knowledge) criteria workshop in Ramallah for 14 staff from different targeted ministries as a part of the Center of Excellence efforts to have reforms within the ministries	7/29/2010	7/29/2010	7	7	MOI,MOT,MOF, MTIT,MOPWH	
12	Customer service workshop to enhance skills to better serve and deal with citizens	7/29/2010	7/29/2010	9	12	MOT,MOI	
13	Introduction workshop on International Postal System as a part of implementing the Palestinian Postal System	8/5/2010	8/5/2010	28	1	MTIT	
14	Center of Excellence people criteria workshop to move on with the Center of Excellence process and come up with reforms plans for ministries	8/8/2010	8/8/2010	18	6	MOI,MOT,MOF, MTIT,MOPWH	
15	Center of Excellence processes criteria workshop to move on with the Center of Excellence process and come up with reforms plans for ministries	8/8/2010	8/8/2010	23	3	MOI,MOT,MOF, MTIT,MOPWH	
16	Center of Excellence leadership criteria workshop to move on with the Center of Excellence process and come up with reforms plans for ministries	8/9/2010	8/9/2010	16	6	MOI,MOT,MOF, MTIT,MOPWH	
17	Center of Excellence findings and recommendation presenting workshop	8/10/2010	8/10/2010	44	23	MTIT	
18	Media training to enhance communication skills-TAM	7/5/2010	7/7/2010	7	4	MOLG	
19	First print media training to enhance communication skills-AMIN	7/13/2010	7/14/2010	10	5	MOE	
20	First print media training to enhance communication skills-AMIN	7/11/2010	7/12/2010	5	7	MOA	
21	2nd print media training to enhance communication skills-AMIN	7/18/2010	7/19/2010	5	7	MOA	
22	3rd print media training to enhance communication skills-AMIN	7/25/2010	7/26/2010	5	6	MOA	
23	Radio Training to enhance communication skills-AMIN	7/28/2010	7/29/2010	7	9	MOA	
24	Radio Training to enhance communication skills-AMIN	8/3/2010	8/5/2010	8	4	MOE	
25	Media TV training to enhance communication skills-AMIN	8/8/2010	8/8/2010	9	5	MOE	
26	Radio Training to enhance communication skills-AMIN	8/1/2010	8/2/2010	5	7	MOA	
				Total	452	169	621

Annex III: M&E Annual Assessment

The performance monitoring plan (PMP) monitors project progress, as well as measure project impact on achieving USAID strategic objectives. The project continued to implement the PMP by monitoring specific indicators identified in the PMP. Implementation of the PMP requires a vigorous monitoring and evaluation plan that includes data collection from multiple sources.

To analyze annual project progress based on PMP indicators, data collected through the project's monitoring and evaluation system was used. This included weekly and monthly reporting forms, baseline and midterm field research, and data collected by partner institutions. Data input by the project into USAID's Geographic Management Information System (Geo-MIS) was also used to complete this report.

Annual Performance Summary

Project Goal: A more professional and competent public administration with targeted PA ministries and institutions that provides more effective, efficient, and responsive services to the Palestinian people

Indicator: % change in customers satisfaction with the service delivery provided in targeted ministries and institutions

Target value: 3%

Actual Value: 15.63%

Providing the PA with the capacity to deliver high quality government services to its citizens is a primary objective of the project. To monitor the project's progress in improving services at targeted institutions, customer satisfaction is measured and monitored annually using surveys that target citizens that received services. The surveys measure satisfaction with general services, procedures, facilities, and employee attitudes, along with other key metrics. A baseline was established during project start-up, which is then used to measure change following project interventions. To produce the baseline, interns conducted field work targeting citizens with surveys, creating data that quantitatively describes citizen satisfaction with specific government services. By averaging the overall change in customer satisfaction for all targeted institutions, the project measures progress for the indicator.

The combined average percentage change so far in citizen satisfaction with government services was an increase of 15.63%. The positive change could be linked to project interventions that streamlined operating procedures, training employees in customer service, and upgraded government facilities.

Ministry	Targeted Locations	Baseline Value	FY10 Value	% Change so far
MOF	Ramallah, Hebron	65.40%	74.88%	9.48%
MOI	Hebron, Jenin	64.20%	70.27%	6.07%
MOT	Ramallah, Hebron, Nablus	50.80%	62.91%	12.11%
MOPWH	Ramallah, Hebron, Nablus	24.30%	59.14%	34.84%

The significant change measured at the MOPWH correlates to the re-establishment of three road repair units that operate under the Ministry. Prior to project interventions, Ministry units were inactive leading to low citizen satisfaction.

Project Goal: Improved delivery of key services by targeted PA ministries and institutions that result in immediate tangible benefits to citizens

Indicator: % change in average customer time spent to receive services in the targeted institutions and ministries

Target Value: -5%

Actual Value: 32%

The amount of time a citizen spends when requesting service is an important measure of government efficiency. Time spent also greatly impacts citizen satisfaction with government services. Minimizing the time required for a citizen to receive services could greatly increase citizen satisfaction.

To develop a baseline, the project utilized a private contractor to measure the time citizens spend to request a service from when the citizen enters the facility to when the citizen receives the service. This is then averaged into a single value. The targeted services were those most requested by citizens:

- Vehicle registration and drivers license renewal at the MOT
- Passports and national IDs at the MOI
- Tax payment at the MOF

To measure the change in time spent, the project utilized a grantee that was engaged in customer satisfaction polling at a number of targeted ministries. At the MOT, the grantee recorded a decrease in time by 4.9%. At the remaining two ministries an increase was recorded. The MOF saw an increase of 3%, while the MOI saw an increase of 32.4%. The discrepancy in target and actual is because of differences in methodology. The grantee collected data at the MOI during peak season, which greatly impacted the data, while the original baseline data was collected off peak.

The project is taking corrective actions to improve the methodology used to collect data for this indicator.

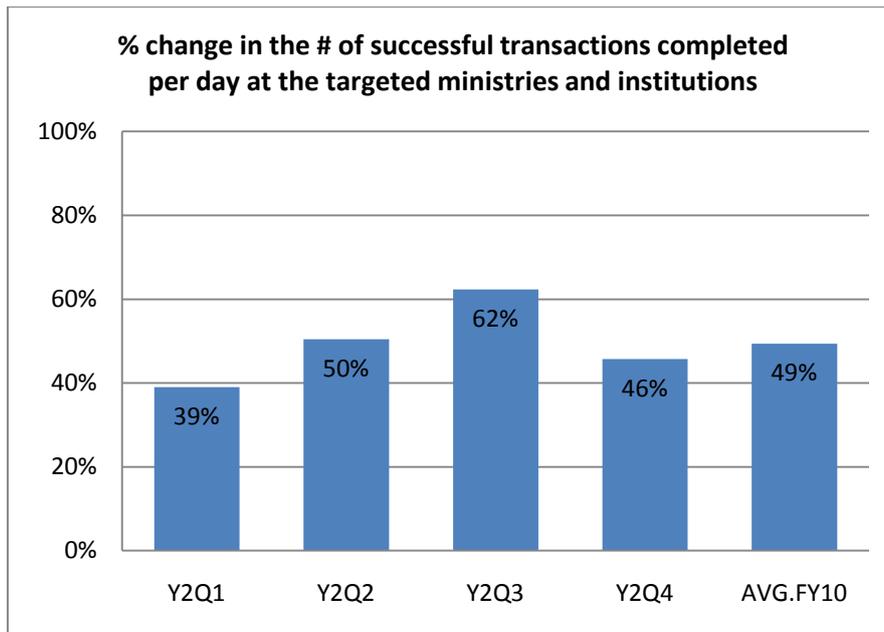
Indicator: % change in the # of successful transactions completed per day

Target Value: 5%

Actual Value: 49%

To measure the efficiency of government services, the project measures the number of successful transactions completed daily. Successful transactions mean any service fully delivered to a client in the target ministry.

This indicator is measured by taking the sum of the number of transactions for each ministry and calculating the change based on the baseline data collected previously and ministry records covering the fiscal year 2010. The number of transactions refers to the average number of transactions fully delivered in a single day.



The above bar chart illustrates the change of completed transactions by quarter. The last column shows the average change throughout the fiscal year 2010, a 49% increase in the number of completed transactions at the targeted ministries.

To improve services, the project targeted the procedures required by the government offices to process citizen applications, enhanced the capacity of facilities to manage citizens, provided computer and customer service training, and improved IT to reduce wait times.

Indicator: % of KMs of roads receiving improvements from work of road repair units in the targeted areas.

Target Value: 3%

Actual Value: 35.5%

Maintaining and improving infrastructure is a major concern for citizen satisfaction with government services. Improvement in this area could greatly enhance the legitimacy of a governing authority. To achieve this improvement, the project revived three defunct road repair units to facilitate government maintenance of main roadways.

Following an assessment of current roadway conditions, 492 KMs were identified for maintenance work in three governorates, Hebron, Nablus, and Ramallah. Maintenance includes repairing pot holes, laying base course for road shoulders, clearing culverts and ditches, removing road debris, and other relevant activities.

Of the total KMs of roads in need of repair in the select governorates, the project estimated 3% would receive attention from the units. Exceeding that target, the units repaired 35.51% of the 492 KMs of road. Work conducted by the unit is monitored with field visits.

Indicator/Timeline	Y2Q1	Y2Q2	Y2Q3	Y2Q4	TOTAL
KMs of road roads received improvements by the RRUs	N/A	35	74.3	65.4	174.7
% of roads received improvements	N/A	%7.11	%15.10	%13.29	%35.51

Project Goal: Infrastructure improvements completed to meet citizens needs at targeted PA ministries

Indicator: # of locations renovated and/or refurbished where citizen services are provided

Target Value: 11

Actual Values: 10

Renovations and refurbishments are quick impact interventions that substantially improve the quality of service, as well as the overall experience for citizens. Improved facilities also allow for enhanced employee performance by fostering a productive environment and providing necessary equipment for efficient operations.

In FY2010 ten facility renovations were completed. The designs followed during renovations were citizen centric, while also improving the work environment for citizens. The facility renovations had an immediate impact on the quality of services provided at these facilities.

The project completed renovations and refurbishments at ten facilities in fiscal year 2010. The designs followed during renovations were citizen centric, while also improving the work environment for citizens. The improvement had a substantial impact on service quality.

The target was exceeded because of modest IT provisions supplied to smaller area offices that enhanced service delivery by allowing internet connectivity. One facility targeted was not completed because of delays incurred during a move.

Indicator: # of locations with new or upgraded IT or operating equipment to deliver services

Target Value: 11

Actual Value: 16

Use of modern IT equipments is essential to raising the quality of services by reducing wait times and increasing accuracy. Equipment could include computers, servers, printers, scanners, and queuing systems.

IT provisions are supplied following assessments that conclude the necessity of the equipment to improving service delivery. Once installed, site visits ensure equipment is being utilized properly.

Location refers to the office receiving the IT equipment or other operating equipment to improve service delivery. Actual exceeded the target because of requests made by ministries for IT assistance at other locations.

Ministry	MOPWH			MOT				MOF		MOI						
Location	HQ-Ramallah	Nablus	Hebron	HQ-Ramallah	Traffic Council - Ramallah	Hebron	Nablus	PT-Hebron	HQ-Ramallah	Howara	Bedia	Ramallah	Jenin	HQ-Ramallah	Hebron	Tubas

Project Goal: Processes and procedural improvements result in better service delivery

Indicator: # of services with written standard operating procedures and/or work instructions

Target Value: 100

Actual Value: 269

Prior to project interventions, operating procedures manuals did not exist at a number of partner departments. The existence of procedures manuals greatly improves service delivery by serving as a guide for both employees and citizens during services requests. Procedures manuals also ensure service consistency at different facilities.

An initial assessment proposed a total of 100 services would benefit from project business process re-engineering (BPR). The number was proposed based on the process required to document procedures because of conflicting procedures at different facilities. However, after starting BPR, linkages between different services and procedures led PACE to tackle 269 service procedures in the targeted ministries. The product was operating procedure manuals for the property tax department, civil affairs department, and passport directorate that clearly lay out the procedures required for processing service requests. The information was then used to produce citizen friendly materials that provided similar information, but focusing on what is expected from the citizen.

Indicator: # of services improved through business process re-engineering

Target Value: 60

Actual Value: 26

Once “as-is” operating procedures manuals are produced, it is possible to review the procedures and propose alternative procedures that fulfill requirements while reducing the time needed to process service requests.

This indicator refers to the services that have been modified and improved after the documentation process. Improved means any change in the steps of the process, addition or deletion of an operating procedure, and any change in templates and/or forms used.

The 26 improved services include 13 of the most requested services at the MOI, amounting to 70% of total services requested.

The actual (26) is below target (60) due to procurement delays for IT equipments such as servers and software solutions that would automate services. The number of improved services will increase in

fiscal year 2011, with procurement pushed forward and other services are revised through the COE methodology.

Project Goal: Enhanced and Sustainable Institutional Capacity of PA Ministries and Institutions

Indicator: # of units/departments in ministries and executive offices with institutionalized self-assessment process

Target Value: 14

Actual Value: 41

An institutionalized self-assessment process serves as the basis for institutional capacity building and organizational development. Self-assessment is vital to identifying gaps by those most familiar with the institution and the development of reforms for improvement.

This is the total count of units/departments within ministries that have employees trained for implementation of the COE methodology and have completed the self-assessment process. The actual exceed target because of a conscience effort by the project and the partner ministries to create COE teams that consisted of members from a variety of ministry departments.

As other partner ministries complete the self-assessment report and move into the transformation phase, this number will continue to increase.

Indicator: # of executive office operations supported with USG assistance

Target Value: 30

Actual Values: 18

Reconstructing operations and systems and formalizing processes indicates enhanced institutional capacity. It is easier to sustain practices that have been captured by an IT system or documented and disseminated

Executive office operations include all operations provided and/or enhanced at the different targeted institutions. These include: queuing systems, customer help desks, manuals of procedures, new or upgraded MIS and other IT system solutions, etc. To measure this indicator, the project used records compiled during reviews conducted by the BPR specialist, as well as periodic site visits. The project provided operational support to 18 various targeted ministries.

In fiscal year 2010, the target was below the actual due to the need for ministry cooperation in implementing these interventions. Because of their involvement in other project activities, as well as regular workloads, ministry employees weren't able to fully support the project implement these activities.

Indicator: # of reform initiatives attempted by ministry COE teams

With self-assessment reports completed at four ministries, reform is near. Based on the reports, the ministry COE teams will identify reforms and then prioritize these reforms based on ease and impact. The reforms will then be recommended for implementation to ministry leadership.

Project Goal: Increased PA knowledge and skills for performing core government functions

Indicator: # of executive branch personnel trained with USG assistance

Target Value: 1,300

Actual Value: 2,113

Training contributes to the acquisition of knowledge, sharpening of skills, understanding of concepts and rules, and also to changing attitudes and practices to enhance the performance of PA employees. Well-trained personnel are essential to enhanced executive branch performance.

Executive branch personnel include employees at the different targeted institutions. Training refers to workshops or any kind that leads to knowledge and skill transfers that is conducted through USG assistance. Training may take place as a short-term or long-term intervention, and may take place in-country or abroad.

To collect data for this indicator, the project records employee attendance using an internal database. The data collected includes the employees name, training type, topics, date, location, and ministry.

As demonstrated in the below tables, in fiscal year 2010 the project introduced 77 training programs and workshops for the targeted ministries, benefiting more than 700 individuals.

The ministry requests for trainings and the numerous COE workshops and training for all targeted ministries explains the large difference between the target and actual.

Ministry	MOI	MOT	MOF	MOPWH	MTIT	PLA	Other Ministries	Total
# of ministry staff participated in trainings/workshops (FY10)	451	464	230	479	354	19	116	2113

Ministry	MOI	MOT	MOF	MOPWH	MTIT	Total
# of ministry individual trained (FY10)	98	174	73	159	222	726

Indicator: % of people receiving training who utilize new knowledge and skills

Target Value: 50%

Actual Value: 87%

To develop sustained capacity for reform within the PA, it is key to improve knowledge, skills, and attitudes in relevant topics. To ensure the objective is achieved measure the level of increased knowledge and whether the trainees are utilizing what they learned in the work place.

Utilization will be reflected through evaluating the trainees' knowledge and skills after the training and through follow-up surveys of trainees' supervisors. The project conducts periodic pre and post testing in (Q1, Q3, and Q4) for selectable training topics to measure the trainees increased level of skills and knowledge. The average score for the fiscal year 2010 is highlighted in the below table.

87% of trainees claim to utilize their new knowledge and skills. The project is confident that this change will reflect on the working environment in the ministries, as well as on the service delivery quality.

	Y2Q1	Y2Q3	Y2Q4	FY10
% of people receiving training who utilize new knowledge and skills	87%	86%	89%	87%

Project Goal: Increased responsiveness of targeted PA ministries and institutions to the needs of the citizens

Indicator: # of citizens engaged in communication with ministries via targeted mechanisms

Target Value: 400

Actual Value: 4,433

Measuring public input and interaction facilitated by CSOs and ministries is an indicator of increased opportunities for citizens to provide the government with feedback. Facilitating this opportunity allows government officials to gain citizen perspectives on current events and issues. Through increased communication, government could become more responsive to citizen needs and use citizen feedback as a source of data when developing initiatives.

Targeted mechanisms include:

1. Improved websites: this will be measured through the number of hits for each website
2. Public meetings: this will be calculated through the number of attendees
3. Communication campaigns: this will be calculated through the number of people engaged with communication with the targeted ministries
4. TV & Radio shows: this will be calculated through the number of people communicating with ministries through media shows
5. Hotlines and improved public complaint procedures: number of citizens who send their complaints through the mechanism supported
6. Complaint box

To calculate the number of citizens engaged in citizen government communication, the project uses monthly reports submitted by CSOs that include attendance sheets. Random site visits are also conducted to ensure data is correct.

CSO	AlHares	Flistiniat	PCDCR	Ta'awon	Total
# of citizens engaged in communication with PA	1999	990	892	552	4,433

The low target (400) was established before awarding all grants. This resulted in an underestimation of the number of citizens that would benefit from grantee communication activities.

Indicator: % change in citizen feedback acted upon and communicated by targeted ministries

Target Value: 5%

Actual Value: 38%

The improvement in citizen feedback acted upon demonstrates the government's responsiveness to citizen concerns. Part of this change is due to ministries responding to issues that don't need high level decision making, as well as the CSOs role in identifying and communicating those issues in concept papers, follow up reports, and meetings minutes.

This indicator includes the percentage of actions taken by the targeted ministries as a result of citizens complaints. This is then divided by the total number of complaints by the citizens through the targeted mechanisms including:

1. Improved websites: this will be measured by the number of complaints submitted through the website.
2. Public meetings: this will be calculated through the number of complaints, problems, or needs presented through public meetings.
3. Hotlines: this includes the number of complaints received through the hotlines.
4. Complaint box

The project worked closely with CSOs to identify the number of actions taken by the ministries and compared it with the issues and complainants highlighted through the grantee programs.

Project Goal: Increased collaboration between CSOs and targeted PA ministries to identify and deliver improvements in citizen services

Indicator: # of events supported by CSOs to improve the environment for citizen engagement and dialogue with the PA

Target Value: 3

Actual Value: 74

To increase collaboration between the CSOs and the PA, the grants provided by the project focused on issues that the government was capable of handling with support from the local CSOs. The metric measures the number of joint events held by the PA and CSOs as an indicator of collaboration.

CSO events advocated for new policies raise awareness about existing policies, raise awareness about strategic decisions and needs. This was accomplished through town hall meetings, public meetings, round tables, conferences, media campaigns, and others communication tools.

The project works closely with the CSOs to identify the number of events (town hall meetings, public meetings, round tables, conferences, media campaigns) using CSO's weekly and monthly reports. Periodic site visits are also held by the grants team to monitor these events.

Four CSOs implemented 74 events all over the West Bank, engaging thousands of citizens. The events were a product of collaboration between the CSOs and number of different ministries. They touched on issues regarding agriculture to procedures required to receive passports.

The large difference between the target and the actual was due to the early establishment of the target before awarding all the grants, which result in an underestimation of the total number of events.

CSO	AlHares	Flistiniat	PCDCR	Ta'awon	Total
# of events supported by CSOs to improve the environment for citizen engagement and dialogue with the PA	41	18	4	11	74

Indicator: # of issues raised with public institutions via targeted mechanism by CSOs

Target Value: 5

Actual Value: 140

Increased citizen participation in civic issues provides the government with a source of information to use during decision making. This in turn leads to improved environment between citizens and targeted ministries as well as reduction of the citizen complaints and increase in the overall satisfaction.

Issues include policies, strategies, decisions, and citizen's problems shared between the ministries and the public through the targeted mechanisms.

Targeted mechanisms include:

1. Public meetings: this will be calculated through the number of attendees
2. TV and Radio
3. Hotlines and improved public complaint procedures: number of citizens who send their complaints through the mechanism supported

CSOs reported the number of issues raised through the monthly reports, meeting minutes, recorded events, and citizen feedback.

According to the table below the CSOs succeeded to counter 140 issues from the events supported between the targeted ministries and the citizens. Such issues focused on the citizen needs, complainants about ministry services, service delivery processes, and policies.

The large difference between the target (5) and the actual (140) was again due to the early establishment of the target before awarding all the grants for CSOs which result in underestimating the number of targeted people.

CSO	AlHares	Flistiniat	PCDCR	Ta'awon	Total
# of issues raised with public institutions via targeted mechanisms by CSOs	27	73	10	30	140

Indicator: # of communication campaigns supported by CSOs to increase awareness about government services

Target Value: 5

Actual Value: 35

The increase in the number of advocacy and public awareness campaigns ensures the increase of the public understanding and involvement with the targeted ministries polices and services.

communications campaigns supported include all campaigns held by CSOs to advocate for new policies, raise awareness about existing policies and ministries services, raise awareness about strategic decisions and needs, conferences, media campaigns, and others.

Using CSOs weekly and monthly reports as well as the grants team periodic site visits to such events the project identify the number of communication campaigns held by CSOs to increase the awareness about government services.

Thirty-five communication campaigns were implemented by 5 CSOs all over the West Bank as a part of PACE approach in strengthening the CSOs in the government reform since the CSOs can be a strong and sustainable partner to work with the targeted ministries.(See table below)

The large difference between the target (5) and the actual (35) was again due to the early establishment of the target before awarding all the grants for CSOs which result in underestimating the number of targeted people.

CSO	Al Hares	Filastiniyat	PCDCR	Ta'awon	AMIN	Total
# of communication campaign supported by CSOs to increase awareness about ministry services	2	4	15	13	1	35

Annex IV: Accruals Report from July 1, 2010 through September 30, 2010

Chemonics International Inc. is pleased to submit this Accruals Report for the Palestinian Authority Capacity Enhancement Project. This report covers the period from July 1, 2010 through September 30, 2010 per Section F.7 of Contract No. DFD-I-06-05-00219-00- TO#6.

A. Total amount of USAID funds obligated to date

\$20,000,000

B. Total actual expenditures invoiced to date

The Palestinian Authority Capacity Enhancement project has submitted invoices to USAID totaling \$12,074,090.91.

C. Actual and accrued Expenditures per month and in total for the current reporting quarter

July 10 Invoiced	August 10 Invoiced	September 10 Projected	Total
\$1,259,223	\$928,916	\$ 601,040	\$2,863,926

D. Estimated balance of unexpended funds as of the end of the current reporting quarter

We anticipate that approximately \$6,321,207 of the obligated funds will remain after the Sept 2010 invoice is submitted.

E. Projected quarterly expenditures for the next three months

Oct 10	Nov 10	Dec 10	Total
\$655,145	\$468,051	\$621,860	\$1,745,056