



**USAID** | **WEST BANK/GAZA**  
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# **PALESTINIAN AUTHORITY CAPACITY ENHANCEMENT PROJECT**

## **PROJECT WORK PLAN: 2008-2011**

**FUNDED BY USAID**

March 17, 2009

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## ACRONYMS

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

## SECTION I: EXECUTIVE SUMMARY

Building on existing public sector reform efforts, USAID designed the Palestinian Authority Capacity Enhancement (PACE) project to develop a more professional and competent public administration and civil service within the Palestinian Authority (PA), and to provide more effective, efficient and responsive services and benefits to the Palestinian people.

The project has two primary objectives: a short-term focus on the delivery of improved services and a medium-term focus on capacity enhancement of government institutions. Short-term interventions, to be completed in the first year, have been selected to have quick and visible impact on the lives of Palestinians across the West Bank. The interventions are designed to produce immediate, visible results in the form of a reduction in the backlog of land registration transactions, increased fiscal accountability, expedited vehicle and driver registration, and improved maintenance of roads. Palestinian embedded advisors will be placed in the Palestinian Land Authority (PLA), Ministry of Finance (MOF), Ministry of Transportation (MOT), and Ministry of Public Works and Housing (MOPWH) to lead these interventions and coordinate additional technical resources, as needed. Finally, a communications and outreach plan will ensure that the improvements in services are communicated effectively within partner institutions, and brought to the attention of the Palestinian people.

Midway through the first year, the project will broaden its efforts to address medium-term capacity building objectives. This activity will take the form of continuous on-site support in partner institutions and will focus on key public administration functions: fiscal management, personnel management and administration, leadership, communications/outreach, strategic planning, information technology, and technical skills. Assistance will utilize the Centers of Excellence (COE) methodology as a framework, in which facilitated self-assessments will lead to a reform vision and a capacity development plan for each PA partner. Capacity development plans, devised by COE teams composed of civil servants from the counterparts themselves will emphasize ‘bottom-up’ reform - driven from within. Ultimately, COE will provide Palestinian civil servants with the *understanding* of best practices, the *motivation* to effect change, and the *means* to do so. Follow-on COE assessments will expand and sustain the reform efforts, and institutionalize continuous improvement within partner PA institutions. Medium-term assistance will be targeted at the institutions listed above and broadened into other ministries and institutions, to be selected in coordination with USAID.

PACE will utilize project procurement, small grant and simplified grant resources to further support short and medium-term objectives. These resources will be strategically deployed to maximize project goals, sustain objectives beyond the life of the project, and engage citizens as primary stakeholders in an otherwise supply-side heavy program.

In addition to tangible service improvements, short-term interventions in year one should also lay the groundwork for medium-term capacity development in years two and three. Activities in each track must be integrated and mutually reinforcing. As such, this comprehensive 3-year work plan describes both short-term interventions in year one, as well as medium-term interventions to be carried out through years two and three.

## **SECTION II: PROJECT ORGANIZATION**

### **A. Project Context and Description**

Uncertainty in the political landscape, security issues, and the global economic crisis will present challenges to implementation over the life of the project. PACE will therefore strive to be flexible and creative in dealing with issues as they present themselves, seizing upon opportunities, while keeping our focus on achievable results. Flexibility and versatility in surmounting complex challenges will be a hallmark of the project. Notwithstanding political developments beyond the projects control, our implementation philosophy will be driven by a clear vision, a solid understanding of how to achieve results in the Palestinian context, and an ambitious outlook for improving the lives of Palestinians. As PACE implements year one activities, we will devote considerable efforts to sharing our successes and lessons learned, with a view to creating a body of knowledge to inform USAID and other cross-cutting donor projects of impact achieved.

PACE must combat widespread cynicism among Palestinians with regard to democratic governance. To a large extent, transformative actions to bring about improvements in the lives of the average Palestinian do not lie exclusively in the hands of the PA, but also in those of an occupying power. This alone, however, should not constitute an excuse for inaction, and Palestinians are increasingly coming to grips with the fact that the occupation can no longer shoulder all the blame for the PAs ill performance and lack of good governance. Unfortunately, government – regardless of the party in power – is widely seen by Palestinians as ineffective, and the prospect of change may well be greeted as cosmetic. For too long the government has been perceived as being out of touch with popular concerns and largely ineffective in addressing them. There seems to be little sense of a common bond in which citizens feel that whatever the outcome of an election, they are engaged in a process that is meaningful to their lives and that all concerned, from the party in power to the loyal opposition, are working together towards a common goal. The absence of this pillar of democratic governance underscores the need to solicit the views of the Palestinian public and demonstrate to them that their opinions matter. There is probably no more critical need than addressing this cynicism and the communications strategy of PACE will be deployed to that end.

PACE is a combination of quick integrated interventions and sustained capacity enhancement that will address the needs of the PA, as well as citizens, in both the short and the medium term. As such, it consists of two major tasks:

Task 1: Short-term interventions in five selected ministries and institutions will produce tangible results in year one. These results will be visible improvements in service delivery to the Palestinian people.

Task 2: Medium-term capacity enhancement activities, potentially in the initial five candidate ministries and institutions, but broadening to other institutions in years two and three, that focus on producing sustainable impact through capacity building of the PA partners. This has an explicit focus on sustainability to ensure that the improvements extend beyond the life of the project and that an authentic legacy is left behind.

Initial interventions will take place with the Palestinian Land Authority (PLA), Ministry of Finance (MOF), Ministry of Transportation (MOT), and the Ministry of Public Works and Housing (MOPWH). A fifth institution will be identified for year one interventions in close collaboration with USAID. (Note – since this fifth institution was not identified at the time of submission of this draft, it has not been included in section III below. Once it has been identified, an action plan will be submitted to USAID – as described in section II D.) Technical interventions will include a small grants component, so tailored financial support can be given to local non-governmental organization to promote project objectives. Communication, awareness, and outreach will be a final project pillar; building the capacity of PA counterparts to effectively communicate information to the citizens they are meant to serve.

## **B. Organizational Structure**

The staffing structure is designed to streamline management, promote collaboration among team members, and allow the project to remain flexible. The chief of party is responsible for overall technical direction and serves as the primary liaison to USAID, other projects and donors, and PA counterparts. The chief of party will oversee the senior finance manager and two senior technical directors. Each senior staff member will in turn oversee a combination of functional advisors embedded within selected PA ministries and institutions and technical specialists based in the project office. The embedded advisors will act as liaisons to the project's PA partners, working closely with counterparts to coordinate technical assistance, training, and procurement that is responsive to PA needs and directly contributes to enhancing service delivery to citizens. Cross-cutting technical specialists in capacity building — business process re-engineering, IT systems, communications, training, and monitoring and evaluation — will support project interventions across PA counterparts. They will provide technical support both in the short-term interventions and later as the focus shifts to medium-term capacity building. The project will engage expatriate surge advisors to work closely with the embedded advisors on extended short-term assignments to ensure quick impact in year one. In addition, a strong administrative staff in the project office will manage grants and procurement to ensure that all USAID policies and procedures are strictly followed.

## **C. Project Resources**

The project brings a wealth of tools to the task of PA capacity building. In addition to the long-term specialists and embedded advisors, we will bring in expatriate advisors with specific expertise during year one of the project to assist with the short-term interventions. To support the technical specialists, our subcontractors—The Kaizen Company, The State University of New York's Center for International Development (SUNY/CID), and Partners for Democratic Change (PDC) will provide short-term expatriate expertise. Our local subcontractor, Massar, will provide local technical and administrative staff, as well as invaluable knowledge of the social, political and geographic dimensions relating to project management in the West Bank. Short-term local expertise is also available through both Chemonics and Massar. A three-member project management unit (PMU) in the home office composed of a director, manager, and associate will support the field staff and provide necessary backstopping.

## **D. Coordination**

While it is true there are a multitude of international, regional, and local organizations working on development in the Palestinian territories, it is equally true that there is much work to be done. PACE will approach all donor initiatives as an opportunity to maximize impact for the benefit of citizens and will take a leadership role in coordinating sector specific efforts underway. Specifically, utilizing the public sector reform working group operating under the auspices of the Ministry of Planning (MOP), our activities will leverage the efforts of DFID, GTZ, UNDP, and the EU to build the capacity of the PA to be transparent, accountable, and responsive to citizens. PACE has much to learn from the experiences of these supply-side donor interventions; however the project will also have a great deal to contribute in the way of replicable models for government service enhancement.

PACE will promote better collaboration between our host country counterparts, maximizing opportunities to hold joint trainings and to create inter-governmental working groups to tackle systemic issues. This will include active engagement of our counterparts from the MOP and the Office of the Prime Minister; further increasing our goals to assist the PA to achieve its vision for public sector capacity enhancement.

The short, medium, and long-term goals of PACE must support USAID's overall democracy and governance objectives. To that end, our team will seek out synergies with other USAID projects, including projects from the Mission's health, private enterprise, water resources, and humanitarian assistance portfolios. Specifically, PACE will work closely with projects with capacity building components, such as Flagship Health, Netham, and the Local Democracy Reform project. Cross cutting activities, such as our mandate to build outreach and communication strategies will benefit greatly from USAID's media development project implemented by Internews, while a wealth of civil society experience will be gained from the Civil Engagement Project (CEP). PACE will also rely on the resources available through RUWWAD, tapping into its army of young graduates to fill critical human resource gaps. Detailed collaboration is discussed throughout sections III and IV.

PACE will manage direct stakeholder coordination through the development of detailed year one action plans with each of its partners. Drafting of these plans will be a joint effort, providing the project with an opportunity to engage ministry leadership and working level staff in the planning process. It will establish clear expectations, timelines, benchmarks, and vest ownership for planned interventions in local stakeholders. It will also assist every stakeholder, including USAID, MOP, and the Office of the Prime Minister, to hold all parties accountable for activities under their operational control. These action plans will become the framework, or backbone, for our efforts and will be reviewed and amended over the course of the year, ensuring everyone continually challenges program assumptions so appropriate course corrections can be made long before implementation problems arise.

## **E. Communication**

Due to widespread cynicism and lack of faith in the democratic process in Palestine, communications will be as important to the project as the achievement of short-term and

medium-term results themselves. In the short-term, the achievement of immediate improvements in service delivery to Palestinians will be an indicator of success, but if these improvements are not widely known and shared with key constituencies, project impact will be severely diminished. In the medium term, the enhancement of the capacity of government across ministries and institutions will be only a partial success if there is not a measurable improvement in public perceptions and a belief that citizens can play a critical role in effecting change.

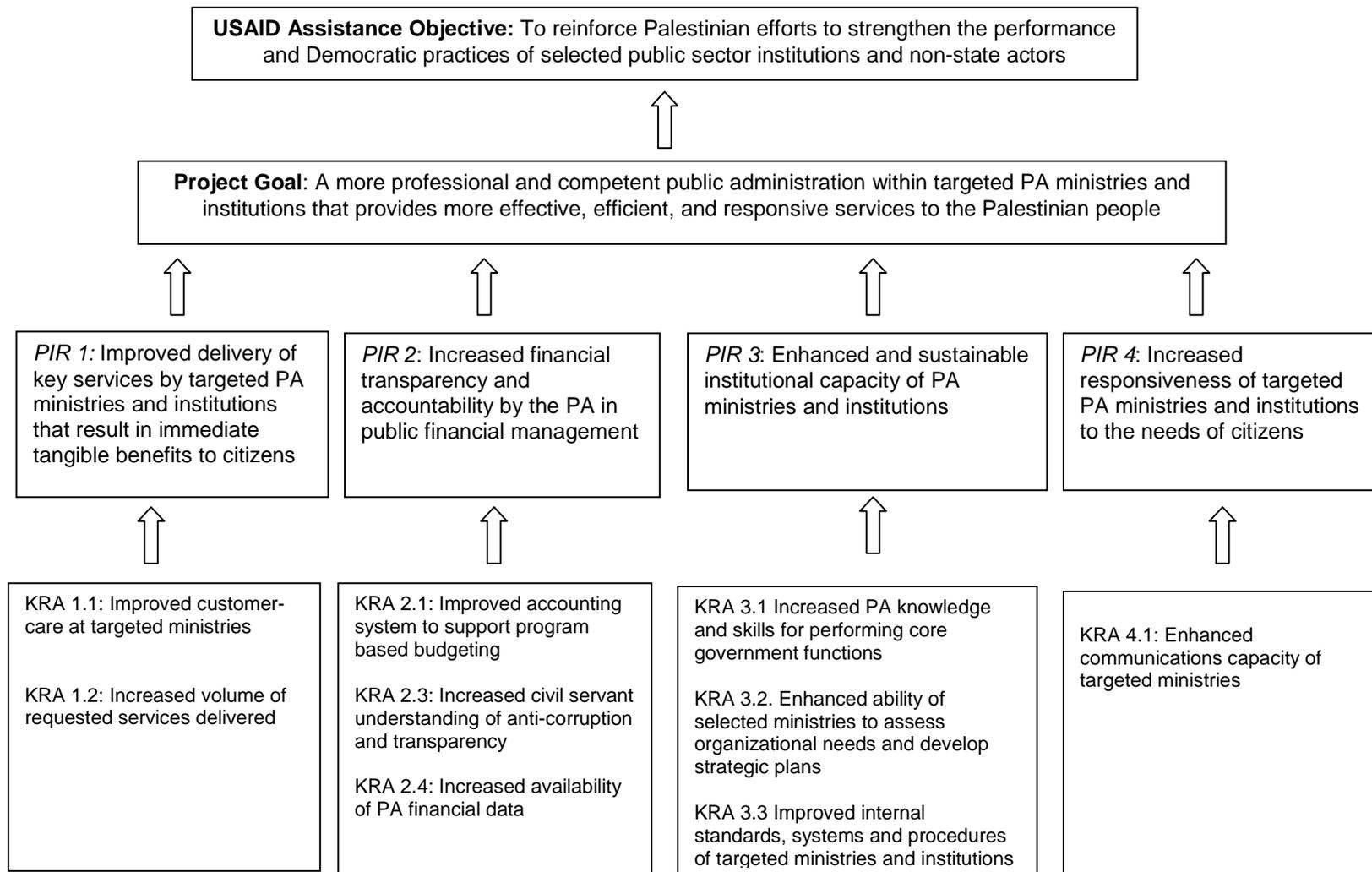
Our communications specialist, surge advisors, along with each embedded advisor, will meet with key counterparts, including staff from each ministry's communication department, in order to assess their basic communications infrastructure. PACE will take a holistic approach to communication capacity building, reaching out to the Ministry of Information's Office of the Government Spokesperson (GSP) to harmonize PA messaging strategies for citizens. Detailed communication/outreach plans will be developed based on the needs of each partner. These are discussed throughout section III below, including how procurement and civil society activities will support overall communication goals. Lastly, internal communication needs within each ministry will be analyzed to identify how gaps in internal communication processes hinder the ability of ministries to provide high quality customer service. A key part of the work of the communications specialist will be to assist the PA to develop a more unified and consistent approach to public outreach.

## **F. Results Framework**

PACE understands the need to manage performance against delineated indicators. All activities will be linked to the results framework to ensure the projects implementation methodology achieves defined results. The framework will support USAID's Assistance Objective, be integrated into USAID's GIS initiative, and be directly linked to PACE's comprehensive monitoring and evaluation plan. Milestones have been included for year one under sections A,B,C,D and E below and correlate to PACE's results framework, in particular KRA 1.1/1.2/1.4 for improved customer care, increased level of services and enhanced communication capacity of PA institutions. (Note – PACE will submit the M&E plan to USAID as a separate deliverable pursuant to the terms of the task order contract.) References to the results framework will be found in sections III and IV. (Please see graphic on the following page)

## **SECTION III: SHORT-TERM INTERVENTIONS**

Year one interventions directly feed into results under PIR 1, improving delivery of services by PA institutions to create immediate, tangible benefits in the lives of Palestinian citizens. Interventions will be designed to improve customer care by increasing efficiencies through process reengineering, improving customer service with targeted staff training, and modernizing service delivery with targeted improvements in stakeholder IT infrastructure. At the same time, these interventions will lay the groundwork for longer-term capacity building interventions under task 2, which will result in improvements in financial transparency and accountability, enhanced and sustainable institutional capacity, and increased responsiveness within targeted PA ministries and institutions (PIR 2, 3, and 4). These will be discussed in detail in section IV.



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

The issuing/renewal of drivers' licenses, vehicle registration, and change of vehicle ownership have been selected as primary services in need of project intervention. These services were selected in collaboration with ministry leadership because of the number of citizens in need of these core services. Based on the number of vehicle related fatalities in Palestine, the MOT also requested assistance to support ministry plans to establish and operationalize a national traffic safety initiative.

1. Streamlining citizen services for the issuance of driver licenses and vehicle registration in Ramallah, Nablus and Hebron.

The embedded advisor will begin by establishing stakeholder buy-in by the end of November 2008, identifying key interlocutors at the ministry, establishing working relationships with key staff, and building consensus within the MOT for the projects planned interventions. Working closely with ministry counterparts, the PACE team will then begin to map each step in the current process for selected services in the licensing bureau. The work will begin at the headquarters of the MOT in Ramallah where many of the centralized IT and human resource systems are housed, focusing simultaneously on the licensing bureau in Ramallah, as it is in a separate location from the MOT headquarters. Project interventions, including refurbishments, will move on to the ministry's satellite bureaus in Nablus and Hebron by the end of January 2009. It should be noted that while comprehensive assistance will center on the licensing bureaus in Ramallah, Nablus, and Hebron, the IT and other technical assistance delivered to the MOT headquarters will have a positive impact on service delivery at all 12 licensing locations in the West Bank.

Process maps will be developed for each of the three locations, as there are currently no standardized procedures for services delivery, with each office setting up its own system and schedule for citizen services. Once all three locations have been assessed and mapped, a working group will be established consisting of ministry personnel from all three locations so a coherent, consistent, and streamlined process can be established to bring increased efficiencies, transparency, and service standards for all locations. Once this is accomplished, a manual will be developed clearly articulating the newly established work flows and standards. Simultaneously, the project will complete its IT assessment of the MOT IT directorate, completing a needs assessment for equipment, software, and IT training required at each of the three locations to support the modified processes. Assistance will include refurbishment and automation of the written testing centers at all three locations, providing citizens with tangible improvements in service delivery with the added benefit of reducing opportunities to bypass this important requirement. Additional improvements will include expanding the number of days per week the test is administered from one, just Mondays, to any day of the work week. Applicants will also be able to receive instant test results from the system, allowing them to immediately proceed to the next step in procuring a license, significantly reducing the amount of service time. Both plans will be submitted to the ministry leadership for review and final approval by the end of February 2009. Implementation of the approved recommendations will begin no later than March 2009.

Immediately following receipt of all approvals, the IT procurement process will be initiated. The embedded advisor and surge advisor will also engage a local consultant to redesign customer services centers based on the newly established process maps. This will be done at all three locations. Scopes of work will be developed for refurbishment, reviewed and approved by USAID, with anticipated release of the tender by early March 2009, with selection no later than early April. By the April/May 2009 timeframe all equipment should be procured, local firms engaged for refurbishment, and implementation should be underway in at least two of the three locations. (It should be noted that the MOT anticipates moving the customer service centers to new locations in Hebron and Nablus in March/April 2009, which may slightly delay the start of interventions at those locations.) Once work commences, completion is anticipated within 45 days.

Concurrent to work described above, the project's training management specialist will complete detailed staff training plans for each of the locations to train the staff on customer service standards, as well as customized training for ministry management and staff on what they will need to do to implement the reengineered processes and procedures. This will include IT systems training on the IT infrastructure plan as defined in the approved process manual discussed above. A detailed training plan will be developed, approved by the MOT, by the beginning of March 2009, scopes of work will then be completed for local training support, with tenders released and firms selected by mid March. Training will begin in late March and will continue over the course of year one pursuant to the training plan. Additionally, the communications team will begin working with the embedded advisor, surge advisor, and ministry counterparts to assess and develop the MOT communication strategy around the improvements, as well as developing a strategy to increase public awareness concerning all services being offered, hours of operation, and fee schedules. Public awareness interventions will include the creation of clear instructional signs for the public in customer service areas, tailored information pamphlets for wide dissemination, as well as multi-media and internet information campaigns to educate Palestinians and to establish predictability for all service users. These efforts should also reduce the incidence of abuse by empowering citizens with the knowledge of the standards of service they should expect. Aspects of the communication strategy will be implemented along with completion of refurbishment and initial staff training in May, with the launch of broader awareness campaigns no later than July 2009 after all improvements and training have come online. The communication strategy will be developed in March with the ministry leadership and also tie directly into the objectives of the project's grants program discussed in greater detail in section E below.

Although year one will focus on improved service delivery through sustainable change management, process reengineering, IT systems development, and training, the project will be setting the stage for medium and longer-term activities contemplated in years two and three. These are discussed in more detail under component two.

Other support and customized activities will take place over year one, including regional fact finding trips to Jordan, and/or cites in the region, to learn from the results of similar initiatives/activities We will also look for opportunities to maximize the resources and initiatives of other projects, including activities under USAID's Netham project to reengineer the payment

of traffic infractions and vehicle related fines to reduce the number of cases that unnecessarily bog down local court dockets.

Milestones:

- Project working relationship established. (November/December 2008)
- Action plans developed, submitted to MOT, amended, and approved. (January/February 2009)
- Functional based, reengineered and fully equipped office layout for three MOT regional licensing bureaus completed and ready to provide improved service. (January-June 2009)
- IT assessment conducted and equipment procured (April-June 2009).
- Training needs assessment conducted. (February 2009). Training begins. (March 2009)
- A manual developed clearly articulating the newly established work flows and standards or the three regional offices. (March -May 2009)
- Capacities and skills of MOT staff are strengthened. (Ongoing)
- Customer satisfaction surveys conducted to collect baseline data. (March/April 2009)
- MOT communication strategy developed around the improvements. Also, a strategy is developed to increase public awareness concerning all services being offered, hours of operation, and fee schedules. (March-May 2009)
- Public awareness interventions to educate Palestinians and to establish predictability for all service users designed and implemented. (July-September 2009)
- Regional fact finding trip/s to Jordan, and/or cites in the region conducted to learn from the results of similar initiatives/activities. (May-September 2009)
- Medium and longer-term activities contemplated in years two and three. (Ongoing)

## 2. National Traffic Safety Initiative.

The Minister of Transportation identified the need to improve traffic safety as one of his top priorities. The embedded advisor, surge advisor, and communication specialist, with regional short-term consultant support, will begin working with the ministry to make this happen in January 2009. This activity will feed directly into the projects mandate by assisting the PA to address the high mortality rate, particularly among pedestrians, associated with vehicle crashes in the West Bank. Linkages with the projects efforts to improve road conditions and road safety anticipated with the MOPWH, as well plans to fund citizen advocacy efforts through the civil society component will also contribute to achieving this activities short, medium, and long-term objectives. PACE will include traffic safety related issues into its plans to improve the communication/awareness capacity of the MOT described above. The project will further engage the PA's Office of the Government Spokesperson in our communication interventions, taking a holistic approach to improving the ability of the PA to educate citizens about government services and reforms underway for their benefit. It should be noted this model will be used with all of PACE's stakeholders.

Law #5 mandated the creation of a higher council for traffic safety in the year 2000, however nothing was ever done to institutionalize it since the law's enactment. The initial focus will therefore be to review the law, assist ministry counterparts to establish the council, then to support the development of the council's mandate through targeted technical assistance. In order for the council to achieve its goals, it will be necessary to include a broad spectrum of

stakeholders in the development of the council and in its work. Representatives of the private sector, civil society, schools, medical community, other government agencies, and citizens all have a stake in the process and must be engaged if holistic and sustainable goals are to be achieved. The embedded advisor and surge advisor will leverage the current high level of political will to effectuate buy-in from the government sector, while using project resources, such as the communications advisory and grants making mechanisms, to develop a strategy to draw in the other critical stakeholders. Once the council is established, the projects institutional capacity building director and training specialist will assist in the development of an institutional capacity building plan for the council, bringing in local short-term consultants, as needed, to establish the internal structure, vision, and action plan for the council.

PACE will dovetail assistance to activate the traffic safety council with work already underway to draft, catalog, and update the laws and enabling regulations related to traffic rules. The MOT has engaged a local consultant to codify traffic infractions, define the enforcement power of the PA as it relates to traffic rules, and improve the system for collection of civil fines for parking/traffic infractions. PACE will work with the MOT, and USAID's Netham project to streamline procedures for collection, increasing incentives for citizens to actually pay imposed fines, while reducing the number of such infractions that clog civil court dockets.

#### Milestones:

- Baseline assessment on existing road safety environment conducted. (March 2009)
- Road safety needs on prioritized basis established. (March 2009)
- IT and training needs assessment conducted (March-April 2009)
- Draft action plan developed on the establishment of the Safety Council. (March 2009)
- Stakeholders approve draft action plan (April 2009)
- Capacity training and organizational support provided. (May-July 2009)
- Safety Council established (June-September 2009)
- Public awareness campaigns conducted. (ongoing)

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

The PLA is experiencing a modicum of donor fatigue after years of assistance from the World Bank, EU, and others. Prior assistance focused on boarder issues with Israel, with a second donor priority to establish a modern system of land title, including labor intensive efforts to survey the entire West Bank and to harmonize land records that span the Byzantine, British, Jordanian, and Israeli mandates. PACE will take a different approach with the PLA, working with them to improve citizen service delivery through limited procurement and refurbishments and assisting them to improve customer service skills and bolster staff knowledge of land issues so they are better able to assist clients in the land registration offices.

The PLA offers PACE the opportunity to engage Palestinians outside Ramallah. Project activities will initially be directed at the registration office in Nablus, rolling out to Jenin, Qalqilyah, and Tulkarem by the summer of 2009. While many of the interventions planned around customer service improvements and work flow efficiencies will be similar across all ministry counterparts, other staff training, leadership training, and IT capacity building will be slightly different with the PLA. The primary reason for the differences is due to the fact that

many of the processes within the PLA are prescribed by law and therefore cannot be 'reengineered'. Additionally, through assistance from other donors, the PLA already defined its IT infrastructure, including a customized land registration software system. Our technical team was assured this structure and system take mandated land registration procedures, and automation of them, into account. It is unclear if, or when, the PLA plans to activate and roll the system out in Ramallah, which may cause some challenges for PACE and impact our ability to roll it out to the locations described above. We will work with the PLA to mitigate these potential implementation issues beyond the projects operational control.

Our training interventions and communication plans will be modified to maximize the needs of the PLA. More on-the-job training, assistance with data entry of land files, and communications/awareness assistance is what was requested and will be provided. Awareness and outreach activities will focus on educating Palestinians about the services offered by the PLA, and packaging and disseminating information for the public through service brochures, production of fee schedules, forms specific to streamlining service delivery, and also working with the PLA to ensure information is readily available on public websites. As with each of our interventions, we will leverage outreach goals by engaging civil society and the private sector to maximize project resources available for awareness type activities.

The design and refurbishment of citizen service offices and the creation of clear instruction signs for land registrants will be identical to those described in section A for the MOT. Other needs specific to the PLA will include fireproof cabinetry to safeguard land files, some dating back over 100 years. The file system contemplated is similar to the rolling cabinets provided to the courts and notary offices by USAID's Netham project in Ramallah.

While we will work to define potential medium and long-term interventions to assist the PLA, we may be able to address its primary needs in year one, freeing project resources for other opportunities to build sustainable capacity with new partners in years two and three. This will depend on other donors' assistance, and assessing what the PLA wants in terms of medium-term technical assistance against what PACE is able to provide.

#### Milestones:

- Project working relationship established. (November/December 2008)
- Action plans developed, submitted to PLA, amended, and approved. (March/April 2009)
- Four PLA land registration offices in Nablus, Jenin, Tulkarem and Qalqilyah are refurbished, equipped, and furnished to offer tangible citizen services. (April-September 2009)
- IT assessment conducted and equipment procured (June-August 2009).
- Capacities and skills of PLA staff in headquarter and in four regional offices strengthened. (April-September 2009)
- Communication and outreach activities conducted. (May-September 2009)

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

Project efforts will focus on revitalizing road repair units, assisting the PA to provide informational and road safety signage, and building its overall capacity to respond to citizen

needs by establishing a hotline for Palestinians to report road related issues. As with activities in each counterpart institution, PACE's implementation methodology will utilize an embedded project advisor in the ministry with support of surge advisors, local, and regional consultants. The project will also provide limited commodity assistance to support short-term objectives, leverage the projects small grants program to engage civil society in planned interventions, while working to build the communications and outreach capacity of the PA to educate citizens about efforts underway to improve their day to day lives.

#### 1. Improve safety and informational signage.

The embedded advisor will take the lead in PA efforts to improve informational and road safety signage in the West Bank. Local legislation is somewhat confusing when it comes to identifying clear lines of responsibility for assessing needs, procuring signs, installing them, or establishing which entity is responsible for securing and maintaining signs once installed. PACE will therefore facilitate formation of an inter-ministerial working group by January 2009 comprised of decision makers from the MOPWH, MOT, and Ministry of Local Government (MOLG) to move this activity forward. Once consensus is reached, roles and responsibilities defined, and a plan of action solidified, PACE will assist the MOPWH to implement the agreed strategy. The focus will initially be on section 'A' areas in Ramallah, rolling out to Hebron and Nablus as applicable. The PA representatives of the working group will be responsible for completing the assessment in Ramallah, establishing an installation plan and protocols, including a strategy to ensure signs do not 'disappear' soon after being erected. The MOPWH will oversee installation; provide resources to manage traffic; and ensure the installation complies with the agreed inter-ministerial approved plan. PACE will assist with the development of a scope of work and award a fixed price subcontract for a local firm to produce and install the signs, as is the most expedient and cost effective strategy for signage delivery in the West Bank. The entire process will feed into overall project efforts to develop standardized procedures and reengineering discussed in greater detail below. This activity will also be linked to the mandate of the traffic safety council, leverage planned assistance to the PA to institutionalize communication/awareness strategies, and will further be supported by PACE's efforts to engage civil society in improved government service delivery through the small grants program.

#### 2. Road repair units.

Among the most disruptive factors in the life of the average Palestinian is the restriction on movement across the West Bank, with its A, B and C areas, checkpoints and uneven road networks. The entire area is crisscrossed with a checkerboard of settler roads, roads open to Palestinians, improved roads built by both the Israelis and Palestinians, and a wide network of unimproved or dirt roads that carry an unknown percentage of the traffic across the West Bank. While large maintenance projects appeared to be outsourced to private contractors, the problem of the routine maintenance of roads is apparent. Work in this area will produce the immediate and visible improvements in service provision that was a key criterion in selection of the intervention. With the agreement of the MOPWH the road maintenance capacity of units in Ramallah, Nablus and Hebron were selected for PACE support.

Responding to an identified priority of the Ministry, we will begin by assisting the MOPWH to develop a simplified procedural manual of work instructions and management procedures for basic road unit maintenance and repair. The manual will include instructions on how to fix a pothole, stripe a road, and address other road obstructions, as well as standardized forms and procedures so managers can expedite the work. The imbedded advisor and surge advisor will work with ministry management, with support from a local engineering firm if needed, to codify what needs to be done to deliver approximately 12 core services. This will be completed and approved by the Ministry by April 2009 and the PACE team will use it as the primary guide for building the management and staff capacity of the units to implement it through process reengineering, training, and other technical interventions.

Other staff training will include road crew safety, flagging, GIS/MIS training, basic traffic engineering, as well as core strategic planning, road crew management, and database and IT training as needed to support process reengineering assistance. We will also build the capacity of the Ministry to proactively provide the public with road information, engaging private sector media and internet providers with ‘just in time’ information about potential hazards, planned roadwork, or other useful information that will reduce frustration and traffic congestion.

It should be noted that although the maintenance units in Ramallah, Nablus and Hebron exist on paper, most of the staff have retired and a good percentage of the equipment needed to effectuate repairs appears to be inoperative. The units will need to be rebuilt from the ground up. Therefore, PACE will immediately set out to inventory and assess basic equipment/material needs in order to develop scenarios on how to deliver tangible results in the short-term. The assessment will include detailed information about the basic needs of each unit, identify existing assets that can be used with slight repair, and set out a concrete list of equipment and materials PACE can procure to get the units up and running. Once PACE has determined what is in the project’s capacity to deliver, we will work with USAID to investigate the possibility of leveraging additional commodity needs with other USAID infrastructure programs underway, while simultaneously working with the Ministry to maximize PA resources available, in particular the need for skilled and unskilled labor. Efforts will also be made to identify support that may be available from other donors or the private sector. Interventions will initially focus on Hebron, as the Hebron office is the most advanced of the three, with limited commodity needs. It is anticipated interventions will move forward quickly and yield replicable models for the units in Ramallah and Nablus.

### 3. Citizen hotline services.

PACE will work with the Ministry to establish a ‘hotline’ so citizens can report issues in need of the government’s attention. The embedded advisor and process engineering specialist will quickly establish protocols and work instructions for manning the hotlines which will feed directly into capacity building efforts for daily, weekly, and monthly priorities of the repair units. The system will include protocols to inform citizens that action was taken on the information provided – so Palestinians feel the PA is responding to their needs. PACE will also build the capacity of the Ministry to communicate the availability of this service and its responsiveness and link this effort to civil society initiatives and also to data needs of the traffic safety council. This activity presents an opportunity to collaborate with USAID’s RUWWAD program,

allowing the MOPWH to utilize recent college graduates to stopgap human resource needs of the hotline and to institutionalize the process that transforms complaints into tangible responses by Ministry personnel. This activity will also be linked to the Ministry's plans to upgrade its government website, offering a second mass communication tool for citizens to report road issues, obtain traffic information, and receive instant feedback.

**Milestones:**

- Project working relationship established. (November/December 2008)
- Action plans developed, submitted to MOPWH, amended, and approved. (March 2009)
- Inter-ministerial working group comprised of decision makers from the MOPWH, MOT and MLG established to jointly coordinate work on road safety signage (January 2009).
- A joint technical assessment on number of signs and localities completed to cover three West Bank cities. (ongoing, Ramallah - completed by April 2009)
- Signs needed are procured and installed in the Ramallah. (July 2009)
- Assessment on IT and others needs of the three road repair units completed. (April 2009)
- Operating procedures manual for road repair is completed and approved by ministry. (April 2009)
- Organizational structure, job descriptions are completed for the road repair units. (April 2009)
- Capacities and skills of road repair units' staff strengthened. (April-August 2009)
- MOPWH communications strategy completed and approved. (April-May 2009)
- Three road repair units are fully established, equipped, and functional. (September 2009)
- Hotline is established so the citizens can report on road issues. (July 2009)
- Study tour to other Arab countries scrutinized for key staff at the repair units to get acquainted on road maintenance systems. (July 2009)

**D. Ministry of Finance (MOF)**

PACE will begin to deliver assistance to the MOF in April 2009. Due to the high profile of the MOF and the number of donors involved in providing assistance, PACE plans to provide technical assistance and training for ministry staff in implementing the PA's new, internally developed, unified accounting/budget system. This assistance will help the Ministry to achieve one of the critical goals identified for it in the PRDP and is an excellent opportunity to complement PACE activities in all partner institutions by linking assistance to the MOF's efforts to establish accounting uniformity across the PA. Additionally, once this system is rolled out, it will lay the groundwork for medium-term project objectives to build sustainable capacity through planned activities in years two and three. The Ministry also expressed interest in support to improve issues related to "net-

**What is "Net-Lending"**

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

lending” (see text box), and to assist the Ministry to develop an overall and comprehensive strategic plan so it can better absorb and lead donor funded technical assistance. Once the embedded advisor is integrated in the daily operations at the Ministry, a final package of technical assistance will be solidified through the action plan process.

The embedded advisor will begin by assessing assistance already underway in the MOF. This will include efforts by the World Bank and IMF to provide direct budgetary support to the PA, while improving its ability to account for donor funds in an open and transparent manual; Ernst & Young’s to improve internal controls; JICA’s assistance for a unified property tax structure; the EU’s assistance to increase efficiency and transparency in the tax department; DFID’s capacity building efforts focused on the budget office; the French Development Agency’s training support; and UNDP’s focus on leadership development. To ensure time is not wasted duplicating work completed, the embedded advisor will undertake an initial activity to collect, catalog, and prioritize all the assessments, white papers, strategic plans, action plans, and reform oriented recommendations made to improve the capacity of the MOF. Drawing on this quick assessment of work underway and inventory of material, PACE will engage MOF counterparts to define the projects primary objectives, utilizing the inclusive action plan development strategy mentioned above and described in section II D.

Once the action plan is complete, approved by the MOF, and submitted to USAID, PACE will activate the resources it needs to quickly deliver. This will include mobilizing a surge advisor to take on defined interventions, implementing training and process reengineering activities by PACE’s cross-cutting team members, finalizing IT and procurement plans to support targeted interventions, and tapping into local/regional resources as needed to quickly produce results. We anticipate the assessment, action planning, and consensus building to be completed by early May, with concrete interventions underway directly thereafter.

PACE will take a leadership role in facilitating collaboration at the MOF so we are able to seize upon opportunities to leverage assistance of other donors to expediently achieve project goals. To ensure maximum impact, we will coordinate our activities with the General Personnel Council (GPC), which is mandated to regulate and develop the civil service, and to link it with the ongoing “civil service leadership program”. Additionally, our communication specialist will have the projects communication strategy for the Ministry completed by the end of May 2009 so the Ministry and GSP can effectively communicate with Palestinians – not only about PACE supported reforms, but to educate them about the overall financial status of the PA and what is being done with tax and donor revenues to build the PA to be a conduit of citizens needs.

#### Milestones:

- Project working relationship established. (April 2009)
- Action plans developed, submitted to MOF, amended, and approved. (May 2009)
- Assessment on IT and TA interventions conducted. (May 2009)
- Necessary process reengineering and training interventions conducted. (June/July 2009)
- Necessary equipment procured. (July 2009)
- Communication strategy for the Ministry completed. (May 2009)

## **E. Small Grants Program**

The PACE grants fund has an approximate value of \$2,000,000 over the three-year term of the project. The main objective of the grants program is to build the capacity of CSOs, leverage their support and involvement in policy development, and to engage the sector in demand driven efforts that support PACE objectives. This might include direct technical assistance, communications/outreach activities, participatory policy-making, advocacy, and/or training support. PACE will use grants to engage CSOs as service providers, creating links between the CSOs and their PA counterparts, building relationships that will last beyond project completion. Support through the award of grants will be provided to CSOs whose mandate and proposed activities meet PACE's eligibility and evaluation criteria, as well as contribute to project result. All grants will be performance-based and demand driven in nature to maximize capacity building, sustainability, and verifiable results.

The grant team, led by the senior technical director, will develop and submit PACE's grant manual for USAID approval by March 2009. While awaiting final consent, the necessary groundwork to identify potential local CSO partners and to gauge their suitability, programmatic directions, and interests, will be conducted. PACE will also predetermine the readiness of potential grant recipients to comply with USAID rules and regulations. A year one matrix of potential CSOs, including a detailed rationale for selection, will be developed and shared with USAID for preliminary approval by April. The matrix will articulate the experience and qualifications of proposed CSOs, especially as they relate to the capacity building activities in each partner ministry or generally for the PA. For example, a CSO that has the capability to deliver training on public safety may be an important partner to the Ministry of Public Works and Housing. Likewise, a CSO that has the capability to deliver training on customer service can be a partner to many, if not all of the partner ministries.

Upon receipt of USAID approval of the grants manual, our grant team will develop and seek USAID approval for the first call for applications (RFA) to be released to relevant CSOs. PACE will ensure an evaluation process is in place and that all received applications are subject to a vigilant and professional appraisal process. PACE will conduct pre-award assessments and short lists of approved concepts that warrant full application development. In parallel, PACE will ensure that all vetting forms are completed and that selected CSOs accept the mandatory provisions and other compliance requirements unique to WBG.

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

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

Milestones:

- Grants manual developed and approved. (April/May 2009)
- Call for applications developed, approved, and released. (April/May 2009)
- Review and evaluation of applications completed. (June 2009)
- USAID approval received for awards. (July 2009)
- Signing of agreements and grants implementation. (July 2009)
- Monitoring and evaluation of grant activities. (Ongoing)

#### **IV. Medium-Term Interventions**

Year one interventions will lay the groundwork for more comprehensive assistance in years two and three. The project approach, however, will change significantly, transitioning from an emphasis on short-term tangible results (PIR1) to a more dynamic implementation strategy directed at building sustainable institutional capacity with a select number of PA institutions. While high quality citizen service delivery will continue to be a proxy indicator of success, the goal will shift to increasing financial transparency, strengthening policy-making, sustaining institutional reform, and solidifying a sense among citizens that the public sector is responsive to its needs. (PIR 2,3,4)

Building on the relationships, experience, and trust engendered by the project in year one, the same cast of PA ministries will be strong candidates for medium-term activities. However, before any final decisions are made, an assessment will be conducted by a project team member or short-term project consultant by the end of August 2009. The assessment will inform the project's follow-on strategy, determining relative achievements and levels of political will to take capacity enhancement assistance to the next level. The assessment will also include recommendations for opportunities that may arise based on new political realities to assist additional partner institutions that exhibit the ability to absorb medium-term assistance in a manner that will yield results. Final selection will be made in close collaboration with USAID and other critical stakeholders, such as the MOP, Office of the Prime Minister, and select partner CSOs.

The primary objective in years two and three will be to contribute meaningful and sustainable public sector reform in select PA institutions. Technical interventions in this sector are not a 'one size fits all' endeavor and a great deal of time and effort will be invested in tailoring packages of activities that leverage existing capacity with strategic support to assist each institution to overcome identified gaps. Care will be taken to identify activities within the operational control of the counterparts'; ensuring time and resources are not wasted on peripheral issues or on aspects beyond a partners' ability to change. The first order of business will therefore be to assist individual partner institutions to develop comprehensive strategic plans for short, medium, and long term capacity building. (Note – we understand a great deal of donor funded assistance has already been directed at capacity building. PACE will collect, catalog, and then use this material to quickly complete this process.) Once the strategic plans are completed, PACE can work with

each partner to prioritize project activities that will assist the ministry to achieve aspects of its overall vision for reform. The same inclusive action plan development methodology used in year one will be utilized to define roles and responsibilities for each stakeholder for years two and three. Completion of strategic and action planning should be completed by the end of November 2009.

Effectuating sustained institutional capacity through strategic delivery of capacity enhancements requires a high degree of political will at each and every working level. PACE plans to facilitate buy-in from senior, mid, and working level stakeholders using the Centers of Excellence tool discussed in greater detail below. The COE model is a tested approach, anchored in the belief that attitudinal/institutional change must be grounded at the grassroots level – while simultaneously solidifying managerial and senior level buy-in that empowers COE participants to effectuate change. However, PACE will apply the same degree of flexibility and versatility exhibited in year one to make certain the projects collective efforts remain focused on doing what is necessary, at any given point in time, to achieve results. This will certainly entail tweaking the COE model so it is relevant to and supportive of PA realities. PACE is tasked with delivering critical enhancements to increase the viability, transparency, and the effectiveness of the government to be responsive to citizen needs. The project will deliver results using the COE framework, a PA version of it, and/or other accepted methodologies that produce desired results.

#### **A. Resources and Timelines**

Preparation for year two and three activities will begin midway through year one. No later than April 2009, PACE consortium partner Kaizen Company will field a COE advisor to begin to build consensus with the PA and conduct an initial needs assessment of the current operating environment so a PA specific COE strategy can begin to take form well in advance of year two and three planned interventions. This effort will feed directly into the anticipated assessment and partner selection process discussed above. Working closely with the PACE technical team, the COE advisor will initially spend at least three months in the West Bank meeting with key PA counterparts, USAID, other technical assistance projects implementing supply-side capacity building, and key civil society stakeholders. The COE advisor will conduct workshops, participate in planned training, and, once approved by USAID, lead a team of PACE technical staff and select local stakeholders on an informational fact finding mission to observe the COE model in action in Jordan by June 2009.

Once all partners have been selected, strategic planning completed, and action plan development is underway, PACE will provide USAID with mutually agreed year two deliverables by the first week of December 2009. This will include a year two detailed training plan, communication strategy, and amended work plan. The work plan will include year two implementation details, details on how small grants will contribute to medium-term objectives, and an amended staffing plan, articulating a clear vision for how PACE will manage the project to be results driven.

#### **B. Institutional Capacity Building**

Improved citizen service delivery is just one critical aspect of institutional capacity building. PACE will utilize the strategic planning and action planning processes with each partner

institution to expand its menu of technical assistance to support broader public sector reforms. Activities to reform financial management will build on the PACE's efforts in year one with the MOF to rollout its unified accounting and budget system to other PA institutions. This will support other potential activities focused on improving financial transparency and reducing the incidence of corruption. Modernizing human resource practices is another area ripe for project interventions, as the PA does not have a consistent methodology to do organizational planning, create job descriptions, provide basic staff training, or implement a payroll system that links salary and promotions to job performance. A primary goal of the project will be to link agreed upon packages of assistance with the objectives set out by the PA in the PRDP; with GPC mandates to drive overall civil service reform; as well as with the efforts of other donor programs to build a unified approach to public sector reform.

Change in the public sector is difficult. This is due to an array of challenges, including a lack of resources to sustain reform, low morale, poor leadership skills, competing chains of command, and the inability of government institutions to provide positive incentives for employees to produce high quality public services. PACE will therefore not abandon its core functions of transparent policy development, internal regulatory reform, process reengineering, training, and communication planning, as pillars of our approach. Engaging citizens through support to civil society and community based organizations will also be a priority; ensuring citizens remain critical beneficiaries and stakeholders in the process. Change, once embraced, will lead to more productive, challenged, and motivated civil servants and will have a profound effect on public perception on the utility of government as a driver for longer, healthier, and more productive lives in Palestine.

### **C. Centers of Excellence Methodology (COE)**

PACE's medium-term goals are to institutionalize the processes of government transformation by providing our counterparts with the tools they need to be the drivers of reform. The Centers of Excellence will be the primary means by which PACE will achieve these objectives. COE will support teams of mid-to-senior level civil servants from within our counterpart ministries. It will provide them with a heightened understanding of government best-practices and with a structured means to apply this understanding to improve PA services. Perhaps most importantly, it will maximize ownership of reforms and the reforms process, critical to the longer term sustainability of all project initiatives. Project resources will increasingly flow to those ministries that demonstrate the greatest initiative in driving organizational change and successful COE implementation will be the primary means by which institutional success will be measured.

Immediately following counterpart selection, six member teams of mid and senior level ministry staff will be identified. This process will continue to build consensus among key internal stakeholders and engender buy-in from team members as they take on responsibility for implementation. The ministry team will be the focal point for all interventions, with the PACE embedded advisors serving as the primary project liaisons, with support from the COE advisor. Ministry leadership will facilitate the work of the teams, allocating at least 25% of each member's time to capacity building activities. PACE will strive to have all teams in place by the end of month two of year two, with intensive cross-ministerial training for them underway by the end of November 2009. The project's senior technical director, training specialist, and business process reengineering specialist will coordinate and facilitate delivery of the COE training

modules in collaboration with the COE advisor. Training will include knowledge and skills transfers of COE methodologies and on the basic precepts of change management.

Once the initial training and skills building have been effectuated, each team will lead an organizational self-assessment. The assessment will be comprised of tailored surveys and interviews which will be conducted by team members to solicit peer feedback on ministry strengths, weaknesses, gaps, and opportunities for improvements in ministry operations and citizen service delivery. The self-assessment is intended to set the stage for capacity enhancement interventions by:

- Building the knowledge and capability of the COE-partner organization teams so they can serve as internal resources in public-sector organizational best practices.
- Providing measurable indicators for government performance in core functional areas and a basis for how their organizations rank against best practice principles.
- Establishing broader organizational buy-in through engagement of all levels in the self-assessment process, through use of participatory techniques for information collection and wider exposure to public-sector organizational terms and concepts.
- Establishing COE-partner team ownership of the self-assessment process, laying a foundation for motivated, informed ownership of reform activities stemming from the self-assessment diagnostic.

Collaboration and knowledge sharing across institutions to support further development and refinement of the self-assessment process will be encouraged, including opportunities for cross training and inter-ministerial collaboration on mutual reinforcing action items.

Once all the data is collected, PACE will assist the teams to collate, analyze, and produce reports of the findings. This information will then be presented to senior leadership, and once approved, used as the basis for a planning workshop/brainstorming to operationalize activities to address identified deficiencies with key ministry staff. Over the course of the workshop, interventions will be prioritized, resources allocated, and responsibilities for outcomes assigned to dedicated staff members. PACE will provide technical assistance and training as needed so identified benchmarks and goals can be achieved. Concurrently, PACE will continue to support ministry team members to ensure this process for internally driven change is institutionalized; external resources are brought to bear to achieve specified outcomes; and senior leadership have the skills to monitor and evaluate progress and lead change.

#### **D. Communications, Grants, Procurement**

It cannot be emphasized often enough that the overriding goal of every project activity is to engender a sense among Palestinians that the PA is a viable, accountable, and credible representative of the people. PACE will redouble its efforts in years two and three to build the capacity of the PA to implement a sustainable strategy to communicate and engage citizens. Interventions will be designed and carried forward with each partner, regardless of whether communication capacity development is identified as a priority through the COE process. In addition to the communications specialist, the business process reengineering specialist, training specialist, and grant team will work closely with the embedded advisors to push communication

activities forward in a way that ensures this aspect of our activities is a legacy of our interventions. Again, the approach will be holistic, pulling in critical PA stakeholders such as the GSP; developing a strategy to leverage private sector media, relying on synergies with USAID's media development program; and proactively creating opportunities across all project counterparts to establish a joint vision for communications through joint training, inter-ministerial committee development; and PA policy formation as it relates to citizen outreach/awareness. A critical aspect of communication interventions will continue to be facilitating dialogs and building bridges between the government and CSOs/CBOs. PACE will work with USAID's CEP project and all other USAID and donor funded programs with a component dedicated to such advocacy development.

Small and simplified grants in years two and three will build on the work completed in year one of the project. PACE will look for opportunities to expand civil society support for activities that effectively complemented grant goals, while looking for opportunities to assist new civil society partners with fresh ideas to support project goals. One prime example will be educating the non-government sector about the COE model and engaging them as a partner in improving government performance. This model worked well in Jordan and PACE will endeavor to replicate that success in the West Bank. The grants manual and grant procedures should not change over the life of the project. Year one was procurement heavy based on the objective to jump start the project with tangible results. Limited procurement and the award of local fixed price subcontracts will continue to be a tool in the projects toolbox in years two and three; however these aspects will be more surgical and measured in nature to sustain year one initiatives and directly support medium-term needs.

ANNEX - Gant Chart

ACTIVITY	YEAR 1												PROJECT RESOURCES	PARTNERS
	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09		
<b>A- Project Management Activities</b>														
<i>1. Administrative &amp; General Activities</i>														
1. Mobilize and start-up													PMU, other CI WBG teams	PA partners
2. Work planning														
3. Develop MOUs with PA partners														
4. Place embedded advisors														
5. Procure equipment & other commodities for project admin														
<i>2. Monitoring and Evaluation and GIS reporting</i>														
1. Prepare Performance Monitoring Plan (PMP)												MES, USAID GIS Specialist, HO, STTA, BPRS, ITS, MTS	PA partners	
1.1. Understand project Context														
2. Select indicators														
3. Select data sources and data collection methodology														
3.1 Conduct meetings with the EAs to identify sources of data														
3.2 Design data collection methodology and tools														
4. Collect baseline data and set targets														
5. Write Performance Monitoring Plan														
6. Develop a system for storing and analyzing data														
7. Collect and analyze data														
8. Report data														
9. Use the PMP to aid project decision making														

<b>B Short-Term Activities (quick &amp; visible impact)</b>														
<i>1. Reducing Transaction Backlog - Palestinian Land Authority (PLA)</i>														
1. Establish project relationship with the ministry													BPRS, ITS, TMS, Surge Advisor, STTA, Capacity Building Director, PLA EA, MES, Comm. Specialist, Grants Manager, Procurement Manager	PLA
2. Understand and prioritize needs (Nablus, Jenin, Tulkarm and Qalqilia)														
3. Develop DRAFT action plan														
4. Get partners approval for the action plan														
5. Refurbish, equip and furnish four PLA land registration offices in Nablus, Jenin, Tulkarm and Qalqiyah to offer tangible citizen services														
6. Conduct IT assessment and procure equipments														
7. Strengthen capacities of PLA staff in headquarter and four regional offices														
8. Conduct communication and outreach activities														
9. Prepare general evaluation of our intervention impact on the performance improvement														
10. Contemplate medium and longer term activities in years two and three														
<i>2. Increase Confidence in PA Transparency and Reliability -- Ministry of Finance (MOF)</i>														
1. Establish project relationship with the ministry													BPRS, ITS, TMS, Surge Advisor, STTA, Capacity Building Director, MOF EA, Comm. Specialist,	MOF
2. Develop, submit, amend and approve the action plan														
3. Assess the IT and TA interventions														
4. Conduct necessary process reengineering and training interventions														
5. Procure needed and agreed upon equipments														
6. Complete communication strategy														





services to be delivered by those units													Procurement Manager		
6.2 Develop the organizational structure as well as job descriptions for all staff members of the units															
6.3 Conduct customized training sources to build internal capacity															
6.4 Have the three road units fully established, equipped and functional															
6.5 Establish hotlines to report on roads problems															
6.6 Arrange for study tours to regional countries with similar experience															
6.7 Complete and get approval for the communication strategy for MOPWH															
7. Monitor and evaluate our intervention															
8. Contemplate medium and longer term activities in years two and three															
4 b. Improve safety and informational signage															
1. Facilitate formation of an inter-ministerial working group for this issue													EA MOPWH, EA MOT, BPRS, Surge Advisor, MES, Capacity Building Director, STTA, Comm Specialist, Procurement Manager	MOPWH, MOT, MOLG	
2. Identify roles and responsibilities															
3. Reach consensus and define responsibilities for stake holders															
4. Develop action plan															
5. Assist MOPWH to implement the agreed strategy															
5.1 Assess the needs for implementing the strategy															
5.2 Assess the number of signs and localities															
5.3 Procure and install signs in Ramallah area															
6. Monitor performance															
7. Brainstorm mid-term needs															
5. Grants Program															

1. Develop grants manual and get approval														Capacity building Director, Grants Manager,	CSOs
2. Develop, approve and release call for applications															
3. Review and evaluate the applications															
4. Get USAID approval															
5. Sign grant agreements and start implementation															
6. Monitor and evaluate grants															