



UNITED NATIONS DEVELOPMENT PROGRAMME

Programme of Assistance to the Palestinian People

Number: PAL10 Proposal 41489 Project 47296
PAL50 Proposal 41490 Project 47297

Title: PAL/ UNV Reform Intervention Programme

Duration: 12 months

Project site: West Bank & Gaza Strip

ACC/UNDP sector & sub sector: 0200 General Development Issues
0230 National Dev. Planning
0240 Public Admin. & Management

Local Implementing Institution: UNDP/PAPP

Executing Agency: UNDP/PAPP

Estimated starting Date: September 2005

UNDP and Cost Sharing Financing

Trust Funds: VAT refund to PAPP

Programme Amount	\$ 277,278
<u>Support Cost (8%)</u>	\$ 22,222
Total:	\$ 300,000

The goal of this project is to support the commitment of the Palestinian Authority to strengthen the ongoing process of good governance as the institutional basis for equitable development and poverty alleviation after the disengagement process in strengthening the institutional capacity system with particular emphasis on management, coordination and communication, and participatory development planning and monitoring at inter ministerial level within the broader framework of the Mid Term Development Plan framework 2005-2007.

This project will assist in creating a conducive local environment for dynamic partnerships between the leading ministries and in strengthening linkages between upstream policy advisory functions and capacity building efforts for democratic governance and sustainable human development.

The project is part of a larger UNDP/PAPP Reform intervention Programme, funded by the Government of Japan, and aiming at supporting the overall reforms in the Palestinian Authority.

This project will keep employing a combination of voluntary and professional actions that will keep augmenting the professional aspects of post disengagement in the Occupied Palestinian Territory. As the key driver behind the project, the UNDP/UNV programme will bring the various Palestinian Authority ministries and beneficiary institutions together through a coalition of junior national professionals who will be guided and directed by the UNV programme.

On behalf of the United Nations Development Programme	Signature <i>T.S. Rothermel</i>	Date <i>7 Oct. 2005</i>	Name/Title Timothy S. Rothermel
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UN official exchange rate at the date of signature of project document: 1 US\$=4.56 NIS

T.S. Rothermel
31/10/05

United Nations Development Programme

Programme of Assistance to the Palestinian People

برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني



Date: 26 September 2005

Reference: 00038190

To: Mr. Timothy S. Rothermel
Special Representative

From: Mounir Kleibo
Head of Governance and Public Sector/UNV Program Manager

Project: Post disengagement and HTDP: National United Nations Volunteers in support of development

Subject: Availability of interest funds.

We would highly appreciate your kind approval to utilize the amount of USD300.000 from the interest fund for the use of UN Volunteers' assignments in areas of West Bank, Gaza and Jerusalem.

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For PSU use:

Amount of Interest Income Funds:

\$ 300,000

For Directorate use:

26/9/05

Approved:

Disapproved:

Signature: T. Rothermel

Date: 26 Sept. 2005

United Nations Volunteers (UNV) professionals in Support of Good Governance and 'day after' Disengagement process

Project description

The goal of this project is to support the commitment of the Palestinian Authority to strengthen the ongoing process of good governance as the institutional basis for equitable development and poverty alleviation after the disengagement process in strengthening the institutional capacity system with particular emphasis on management, coordination and communication, and participatory development planning and monitoring at inter ministerial level within the broader framework of the Mid Term Development Plan framework 2005-2007. This project will assist in creating a conducive local environment for dynamic partnerships between the leading ministries and in strengthening linkages between upstream policy advisory functions and capacity building efforts for democratic governance and sustainable human development.

Through the promotion of participatory methodologies, the role of UNV volunteer activities, gender equity and development communication, civil servants in various pilot ministries and private sector firms will have been enabled to play an active role in the development process, thus laying an adequate foundation for participatory development planning and management, and for achieving sustainable poverty alleviation and development in Palestine.

The capacity of the various PA targeted ministries to literally function as the engine and driving force behind the economic development of Palestine is of central importance to social development and stability. The human resource factor, which is the basis for proper functioning of any given ministry requires a concerted effort to upgrade its capacity both on the collective organizational level and on the firm level. This upgrade can best be served through a program such as TOKTEN, which brings external experience of Palestinians back to Palestine for the purpose of building the capacity internally.

During the first phase, the project will focus on human resource needs assessment for development of essential capacities needed for the management of good governance and public administration reforms.

Background and justification

Problems to be addressed

- i. Lack of awareness and understanding of the content and implications of the Mid Term Development Plan, public sector reform at the government levels and post disengagement policies 'day after'.
- ii. The issue of appropriate staffing, linked to organizational improvements as well as the streamlining of cumbersome procedures and work processes needs to be addressed.
- iii. Lack of understanding of desired functions of the ministerial level and lack of systems, tools and strategies to link human resource planning to the transfer of such functions.
- iv. Weak administrative, strategic and financial management capacities, aggravated by poor accountability and transparency in public administration and management procedures .

- v. Insufficient linkages between grassroots planning, PA service delivery and poverty alleviation efforts, mainly due to deficient communication and outreach mechanisms, and inadequate data collection and information management.
- vi. Lack of participatory and gender-specific approaches to project design, resource allocation, monitoring and implementation.
- vii. Insufficient gender consideration in the human resource development strategy and implementation to date.
- viii. Insufficient information about the technical assistance need of human resources for revitalization of economy and support to private sector.

Long Term Objectives

The project will raise public awareness, promote, facilitate and give recognition to volunteer work to the social and economic functioning of their localities through public information activities and public events whenever and where ever applicable.

The project will also stress the value added dimension of volunteers in all efforts aimed at improving the quality of life of the poor, mainly through people-centred participatory approaches

Strengthening capacity of line ministries and People's Participation for Good Governance

UNDP has a longtime record of successful support to good governance initiatives in Palestine, especially at the national level. The promotion of good governance that supports democratization, strengthens PA piloted ministries and organizations and empowers communities is an area where many UNV volunteers have been involved.

Considering the breadth of Palestinian reforms in Palestine and based on the experience of past and present reform programs, there is a critical requirement for qualified professionals in management, training, business, marketing technology, communications and telecommunications, information technology, agriculture, and government administration to oversee and guide the transition process of the country. The PA has recognized that civil service management is currently constrained by the lack of appropriate organizational structures, low educational level of government staff, poor incentives and inappropriate personnel policies. At the individual level the constraints seem to be more severe at the local level. However, with more than 80 percent of the civil servants working in the provincial governments, many central ministries do not have enough staff to carry out critical advocacy, up stream and capacity functions. At the institutional level neither job classification nor job descriptions exist. There is no national recruitment plan for civil servants and recruitment procedures varies from one ministry to another and may differ significantly between the central government and provincial agencies.

Strengthening Partnerships

In discussing UNV assistance, the PA has agreed with UNDP that UNV stands in a better position to assist in the introduction and application of these new procedures and guidelines on participatory planning.

The project will also provide an opportunity for UNV volunteers to further strengthen its partnership with other National and International organizations and UN sister agencies .

UNV will work in a range of functions including project monitoring, participatory development planning, agriculture, infrastructure, information and marketing technologies, telecommunications, media and support to parliamentary and community development. UNV will also support tourism development as an opportunity to contribute to poverty alleviation post Gaza disengagement allowing for income generation of local communities including private sector.

Promotion of Volunteerism

Palestine has a long tradition of self-help at the community level which is always well known and recognized. As is the case in other countries in the world, the recent form of volunteerism in Palestine ("alawneh ") is closely associated with mutual aid. By working with the ministries and leading civil society organizations, UNV will contribute to encouraging this spirit of self-reliance among the local authorities and the people they serve and thereby strengthen ministerial capacities to participate in the planning and implementation of other development efforts.

UNV will not only transfer their skills and expertise but also share their spirit of solidarity and volunteerism.

Sustainability, Scaling up and Replication of Best Practices

At the ministerial level, the project will participate in the design and delivery of training and capacity building programs, with close linkages to the central policy making bodies. Once all these project teams will be on board, both at central and provincial levels, there will be opportunities to demonstrate and highlight the important role that UNV can play in governance programs.

It is thus expected that the experiences and lessons learned from the joined UNDP and Ministry of Planning will be replicated where possible in other governance projects in Palestine and that these experiences will encourage other donors to contribute additional resources to the expansion of the governance program in other areas.

Immediate Objectives

The project has four immediate objectives:

Objective 1:

Strengthen management, coordination and communication capacities in the public administration at the district and provincial levels to ensure smooth two-way interaction with local population.

Objective 2:

Improve capacities for participatory development planning and monitoring in the West Bank and Gaza Strip areas.

Objective 3:

Support priority public administration and civil service reforms.

Objective 4:

Support to the private sector

Budget

Monthly Living Allowances for 15 to 20 National UNV professionals (Specialists and Field Workers) for a duration of six months to one year	US\$ 267593
Running costs for telecommunications, meetings, workshops and promotion of Volunteerism (printings, publications, banners and terminal transportation for UNV's	US\$10,185
Subtotal	US\$ 277,778
UNDP AOS at 8%	US\$ 22,222
Total Grant	US\$300,000