

Country: Occupied Palestinian Territory (OPT)

UNDAF Outcome(s)/Indicator(s):

(Link to UNDAF outcome., If no UNDAF, leave blank)

Expected Outcome(s)/Indicator (s):

All of the new development programs are designed and are delivered; target levels of participation in the programs are met; the development programmes are evaluated favorably in terms of the quality of the learning imparted and their impact on enhancing the competencies of senior civil servants. The specific targets are to provide training to 1,200 senior civil servants in leadership skills.

Expected Output(s)/Annual Targets:

1,200 key senior civil servants are provided with capacity development in leadership skills.

Executing Entity:

UNDP/PAPP

Implementing agencies:

UNDP/PAPP

The outcome of the Civil Service Leadership Development project is to ensure that all civil servants are provided with the necessary skills and competence to carry out their roles effectively in support of the overall national development goals of the Palestinian Authority (PA). Leadership plays a pivotal role in the current public sector reform process and is essential in order to nurture a new civil service culture and establish the Civil Service as a professional, impartial and loyal servant to the Government and the people.

The project aims to build capacities by exposing 1,200 senior civil servants who have leadership and management responsibilities, to the new development programs, that provides three streams of development:

- Training programs: Training on the core competencies identified through the delivery of the development programs.
- Career Development: ongoing learning in the workplace, on-the-job training, through mentoring and coaching program designed specifically for the target group.
- External Development: Access to other special opportunities to learn through programs provided locally and overseas to see experience and study public administration / Civil Service.

Programme Period: _____
Programme Component: _____
Project Title: Civil Service Leadership Development project
Project ID: _____
Project Duration: 24 months
Management Arrangement: DEX

Total Budget	USD 853,803.30
Allocated resources:	USD 853,803.30
• Government	_____
• Regular	_____
• Other:	_____
○ Italian Government	USD 853,803.30
• In kind contributions	_____
Unfunded budget:	_____

I Situation Analysis

The Palestinian Authority (PA) places special importance on the quality of human performance and the development of human resources in the public sector. This issue is given a great interest and full support from all parties involved in the process of reform and reconstruction of Palestinian institutions on modern and scientific basis, so that the institutional development process fulfills today's needs and prepares for tomorrow's challenges. This process is considered an important element in the efforts of the PA to achieve long lasting development and develop the performance of civil servants.

The national agenda of the government is aimed at achieving nationhood, preserving peace, lifting citizens out of poverty, addressing the social problems of development and the transition back to peace. The national agenda can not be achieved without a strong and effective civil service. The PA therefore strongly supports continued investment in developing the civil service to become a fully professional, efficient, politically impartial and responsible state administration, open to all citizens. This continued support of the civil service and reforms will encourage people's confidence in the government and will contribute to improve public services.¹

The General Personnel Council (GPC) – Diwan, plays a key part in the government machinery, particularly in relation to the management and development of the civil service. Moreover the centralization of the employment process is manifested in the Diwan² and is responsible for all civil sector employment. The Diwan has the ultimate objective of supporting the Government collectively in the management of the Human Resource Policy of the PA by overlooking accurate implementation of the Civil Service Law. The Management of the Civil Service is expected to be efficient and effective in planning and execution of the policy. This entails the design and delivery of a number of competency based leadership development programs aimed at building up the capacity of senior level civil service cadre of the Diwan and line ministries.

In the context of an ongoing reform process to modernize the public services, the Public Administration and Civil Service Reform Programme (PACSR)³ has provided a framework for development and introduction of an effective and sustainable approach of training and development in the public service of the PA. A Statement on Training and Development Policy was approved in 2005 by the Cabinet, which provides the mandate for the adoption of the Training and Development Strategy, which is linked to the Medium Term Development Plan. The objective of this Strategy is to ensure that all

¹ General Personnel Council Development Plan V4, 2005

² The principal primary legislation is the Civil Service Law NO4 1998 amended in 2005. The Civil Service Law legally establishes the GPC in chapter III articles 6,7 and 8; in which it defines the purpose, the role, and the objectives of the GPC.

³ The Ministry of Planning is heading the governance and reform agenda within the government. PACSR is located within the Ministry of Planning.

public servants working in the PA are provided with the relevant training and development to guarantee that they have the necessary skills and competence to carry out their roles effectively in support of the overall national development goals of the PA.

In the past there has been a lack of core competencies and specialist skills required to improve policy development, implement rehabilitation and development programs and deliver services to the public. The problem is acute particularly at senior management level, where the absence of merit-based appointments over many years means that there is no senior cadre with genuine leadership and management skills. Without making significant improvements in Civil Service Leadership it will not be possible to pursue intended reforms. The lack of human capacity is among the most serious problems facing the Palestinian civil service. The problem is acute at senior management level.

II. Strategy

Civil Service Leadership plays a pivotal role to (1) lead and manage the process of change and reform, in particular the reforms of the public sector; (2) to inspire influence and motivate others to support the reform and to achieve the changes and (3) to personify and represent the values of a new civil service culture and ethos and a culture of service delivery.

The Government has recognized the high priority of public administration reform and has already taking steps to address the current challenges. Within this context the Diwan with its new established Directorate of Training Development identified a need for training to be implemented in a Civil Service Development Programme for senior officials at the Diwan as well as for all line Ministries starting with piloting four key Ministries (Ministry of Health, Finance, Education and Planning). Core competencies have to be specifically identified and addressed within the following units: Managing and Leading Change, Managing Performance, Creating a healthy Working Relationship and Strategic Thinking.

To strengthen and support the Directorate of Training the Administration Leadership Center (ALC) has to be furnished and equipped to function properly. This Center is located at the Diwan and represents a centre of excellence for the delivery of core knowledge and skills training for all civil servants. It will provide core training for the PA in the areas of core knowledge, skills and attitude training in all entry-level and mid-level service-wide areas of training and development. This will ensure that the provision of core training is both consistent in terms of content and quality, but also cost-effective in terms of provision. Furthermore the immediate objective of the Civil Service Leadership Development Programme is to build the capacities of 1,200 senior civil servants, including men and women, by exposing them to new development programs that provides three streams of capacity development:

- Training programs: Training on the core competencies identified through the delivery of the development programs.

- Career Development: ongoing learning in the workplace, on-the-job training, through mentoring and coaching programs designed specifically for the target group.
- External Development: Access to other special opportunities to learn through programs provided locally and overseas to seek experience and study public administration / Civil Service.

III RESULTS AND RESOURCES FRAMEWORK

Intended Outcome:

The outcome of the Civil Service Leadership Development project is to ensure that all civil servants are provided with the necessary skills and competence to carry out their roles effectively in support of the overall national development goals of the PA. Leadership plays a pivotal role in the current public sector reform process and is essential in order to nurture a new civil service culture and establish the Civil Service as a professional, impartial and loyal servant of the Government and the people.

This outcome will be contributing through achieving the following output: providing 1,200 key senior civil servants with capacity development in leadership skills. The project is divided into five components with corresponding activities for each component which are outlined as follows:

Activity 1: The Administration Leadership Center is functioning and being utilized by the civil servants.

This output will be aimed at purchasing the furniture as well as the equipment for the Center located at the General Personnel Council.

Activity 2: Training Programs are developed and delivered to the target group.

This output will be achieved through identifying genuine leadership and management skills for the target group. 1. Designing a training program including the core competencies of leadership: Managing and Leading Change, Managing Performance, Creating a healthy Working Relationship and Strategic Thinking. 2. Delivering the training program by identifying the training provider for the target group.

Activity 3: Career Development Programs are developed and delivered to the target group.

This output will be achieved through the development and implementation of (1) designing the mentoring program/coaching scheme to help combine class-room training with extensive on-the-job coaching to maximize the actual impact of the training programmes and influence the change at work place, (2) delivering the mentoring program which is designed for the target group over the whole project period and finally (3) establishing a team of project trainers and coaches, educational institutions and international expertise for providing advise and monitoring the quality over the mentoring arrangements.

Activity 4: The External development programs are developed and delivered to the target group.

This output will be achieved through the following activities: (1) design and implement a fellowship program for senior civil servants to benefit from exposure to a special overseas learning experience that is not available in the oPt in the field of Public Administration/Civil Service; (2) incorporate other external development awards/programs already provided by other donors within the fellowship program; and (3) deliver the fellowship program.

Activity 5: A Project Management Unit is established and the implementation of the Civil Service Leadership Development Project is managed and coordinated effectively.

This output will be achieved through establishing a unit within the Directorate of Training Development at the Diwan to coordinate and manage the project implementation. Following activities will be accomplished by: (1) recruiting a project manager for day-to-day management of the project; (2) recruiting an international consultant who will be providing technical expertise in leadership development and in public administration/civil service to advise the Unit and to further develop the Strategy and the associated Action Plan within the Department of Training and Development at the Diwan.

PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework: The outcome of the Civil Service Leadership Development project is to ensure that all civil servants are provided with the necessary skills and competence to carry out their roles effectively in support of the overall national development goals of the (PA).</p> <p>Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets. All of the new development programs are designed and are delivered; target levels of participation in the programs are met; the development programs are evaluated favorably in terms of the quality of the learning imparted and their impact on enhancing the competencies of senior civil servants. The specific targets are to provide training to 1,200 senior civil servants in leadership skills.</p> <p>Project title and ID (ATLAS Award ID): Civil Service Leadership Development Project - Atlas number # 54661</p>				
Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
<p>Providing 1200 key senior civil servants with capacity development in leadership skills</p>	<ul style="list-style-type: none"> • Women and Men at the General Director Level received training, fellowships and involved in career development. • Training facility is functioned and used. 	<p>1. The Administration Leadership Center is functioning and being utilized by the civil servants</p> <p>1.1. purchasing the furniture for the Center</p> <p>1.2. purchasing the equipment for the Center</p> <p>2. Training Programs are developed and delivered to the target group</p> <p>2.1. design and deliver the leadership program for 60</p>	<p>UNDP/PAPP</p> <p>UNDP/PAPP</p>	<p>USD 120,000</p> <p>USD 300,00</p>

		<p>groups (est. 1200 civil servants)</p> <p>3. Career Development Programs are developed and delivered to the target group</p> <p>3.1 design the mentoring program/ coaching scheme to help combine class-room training with extensive on-the-job coaching to maximize the actual impact of the training programmes and influence the change at work place</p> <p>3.2 deliver the mentoring program to the participants</p> <p>3.3 A team of project trainers and coaches, educational institutions and international expertise is established and providing advise.</p>	<p>UNDP/PAPP</p>	<p>USD 100,000</p>
		<p>4. The External development programs are developed and delivered to the target group</p>	<p>UNDP/PAPP</p>	<p>USD 100,000</p>

		<p>4.1. design and implement a fellowship program for senior civil servants</p> <p>4.2 incorporate other external development awards/programs already provided by other donors within the fellowship program</p> <p>4.3. deliver the fellowship program to participants (number will be determined)</p> <p>5. Effective Project Management Unit is established</p> <p>5.1 recruiting a project manager for day – to – day management of the project</p> <p>5.2. Recruitment of International Consultants in Civil Service Reform to further design project details (including output 3 & 4) and activities in addition to further develop the Strategy and the associated Action Plan within the Department of Training and Development at the Diwan</p>	<p>UNDP/PAPP</p>	<p>USD 170,558.61</p>
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	Effective Project Management Unit	X	X	X	X	UNDP/PAPP	40500	ITALY	72100	Contractual Services	138,558.61
		X	X	X	X	UNDP/PAPP	40500	ITALY	75100	GMS	11,084.69
	Sub total										149,643.3
GRAND TOTAL											527,643.3

The Annual Work Plan (AWP) Monitoring Tool

Year _____

Executing Entity: UNDP

EXPECTED OUTPUTS AND INDICATORS including annual targets	PLANNED ACTIVITIES <i>List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs</i>	EXPENDITURES <i>List actual expenditures against activities completed</i>	RESULTS OF ACTIVITIES <i>For each activity, state the results of the activity</i>	PROGRESS TOWARDS ACHIEVING OUTPUTS Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including: <ul style="list-style-type: none"> ▪ <i>Whether risks and assumptions as identified in the CP M&E Framework materialized or whether new risks emerged</i> ▪ <i>Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues</i>
OUTPUT 1: Providing 1200 key senior civil servants with capacity development in leadership skills # of Women and # Men at the General Director Level received training, fellowships and involved in career development. Training facility is functioned and used	The Administration Leadership Center is functioning and being utilized by the civil servants Training Programs are developed and delivered to the target group Career Development Programs are developed and delivered to the target group Effective Project Management Unit			



V. Management Arrangements

This project will be implemented over a period of two years. UNDP/PAPP will be serving as an executing as well as an implementing agency, which is the entity responsible and accountable for managing the project and achieving project outputs. Following arrangements will be in place:

Project Executing Group:

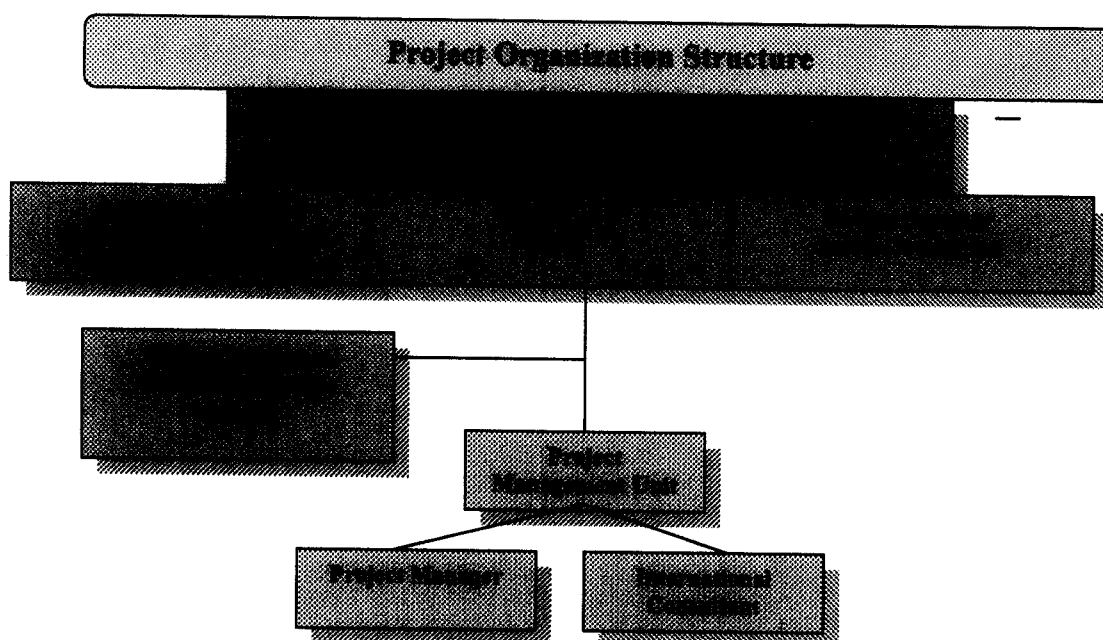
The *Project Executing Group* (Project Board) is the group responsible for making executive management decisions for a project when guidance is required by the Project Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. Members of the Project Board are the Project Director represented by UNDP/PAPP, the Senior Supplier Role represented by the Donor, the Italian Government, and the Senior Beneficiary represented by General Personnel Council and the line Ministries. The Project Board is working on a consensus basis and final decision making on project activities and accountability rests with UNDP/PAPP in accordance with its applicable regulations, rules, policies and procedures.

Project Assurance

Project Assurance is the responsibility of the Project Executive Group member, however the role can be delegated. The Project Assurance role supports the Project Executive Group by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. For this project the designated UNDP/PAPP Programme Analyst holds the Project Assurance role.

Project Manager

The *Project Manager* is responsible for day-to-day management and decision making for the project. Furthermore his prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will be recruited by UNDP/PAPP.



VI. MONITORING AND EVALUATION

The Monitoring and evaluation will remain the responsibility of the executing agency, UNDP/PAPP in accordance with standard UNDP procedures.