

United Nations Development Programme

Programme of Assistance to the Palestinian People

برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني



Reference: Project # 0003 61760

June 9, 2008

**LETTER OF AGREEMENT
BETWEEN
THE UNITED NATIONS DEVELOPMENT PROGRAMME
AND
THE MINISTRY OF PLANNING ON THE IMPLEMENTATION OF THE CAPACITY
DEVELOPMENT PROJECT**

Your Excellency,

1. Reference is made to the consultations between officials of the United Nations Development Programme (hereinafter referred to as "UNDP") in occupied Palestinian territory (OPT) and officials of the Ministry of Planning (hereinafter referred to as the "MoP") with respect to the provision of services by MoP in the implementation of the Capacity Development initiative (Project # 00061760, as specified in Attachment 1: Project Document, to which UNDP has been selected as executing entity.
2. In accordance with the Project Document and with the following terms and conditions, we confirm our acceptance of the services to be provided by the Ministry of Planning towards the project, as specified in Attachment 2: Description of Services (hereinafter referred to as "Services"). Close consultations will be held between the Ministry of Planning and UNDP on all aspects of the Services.
3. The Ministry of Planning shall use its best efforts to ensure that personnel recruited for the project are of the highest standards of efficiency, competence, and integrity.
4. The Ministry of Planning shall be fully responsible for the provision, with due diligence and efficiency, of all services performed by its personnel and for ensuring that all relevant labor laws are complied with and that the principles of competitive bidding are observed.
5. In carrying out the activities under this Letter, the Ministry of Planning shall be considered as having the legal status of an independent contractor vis-à-vis UNDP. The personnel and sub-contractors of the Ministry of Planning shall not be considered in any respect as being the employees or agents of UNDP. UNDP does not accept any liability for claims arising out of acts or omission of the Ministry of Planning or its personnel, or of its contractors or their personnel, in performing the Services under the project or any claims for death, bodily injury, disability, damage to property or other hazards that may be suffered by the Ministry of Planning, and its personnel as a result of their work pertaining to the project.
6. As executing entity, UNDP shall retain overall responsibility for the project and shall designate a project Chief Technical Advisor (CTA)



7. The personnel assigned by the Ministry of Planning to the project, and under contract with the Ministry of Planning shall work under the supervision of the project CTA. The supervisory arrangements shall be determined in mutual consultation between UNDP and the Ministry of Planning and described in the relevant terms of reference of the personnel. These personnel shall remain accountable to the Ministry of Planning for the manner in which assigned functions are discharged under applicable laws.
8. In the event of disagreement between the project CTA and the project personnel of the Ministry of Planning, the project CTA shall refer the matter under dispute to the Ministry of Planning for the purpose of finding a satisfactory solution. In the interim, the decisions of the project CTA shall prevail.
9. Any subcontractors, including NGOs assigned by the Ministry of Planning to the project, and under contract with the Ministry of Planning, shall work under the supervision of the designated official of the Ministry of Planning. These subcontractors shall remain accountable to the Ministry of Planning for the manner in which assigned functions are discharged.
10. Upon signature of this Letter and pursuant to the budget and the work plan of the Project Document, UNDP will make payments to the Ministry of Planning, according to the schedule of payments specified in Attachment 3: Schedule of Services, Facilities and Payments.
11. The Ministry of Planning shall not make any financial commitments or incur any expenses which would exceed the budget for implementing the project as set forth in the Project Document. The Ministry of Planning shall regularly consult with UNDP concerning the status and use of funds and shall promptly advise UNDP any time when the Ministry of Planning is aware that the budget to carry out these Services is insufficient to fully implement the project in the manner set out in the Project Document. UNDP shall have no obligation to provide the Ministry of Planning with any funds or to make any reimbursement for expenses incurred by the Ministry of Planning in excess of the total budget as set forth in the Project Document.
12. The Ministry of Planning shall maintain separate accounts, records and supporting documentation relating to the project, including funds received and disbursed by the Ministry of Planning.
13. The Ministry of Planning shall submit a cumulative financial report each quarter (31 March, 30 June, 30 September and 31 December). The report will be submitted to UNDP through the UNDP Country Director or UNDP Resident Representative within 30 days following those dates. The format will follow the standard UNDP expenditure report [a model copy of which is provided as Attachment 4]. UNDP will include the financial report by the Ministry of Planning in the financial report for the Capacity Development initiative project (Project # 00061760).
14. The Ministry of Planning shall submit such progress reports relating to the project as may reasonably be required by the project CTA in the exercise of his or her duties.
15. The Ministry of Planning shall submit annually to UNDP audited or certified statement of accounts showing the status of the funds provided to it by UNDP.

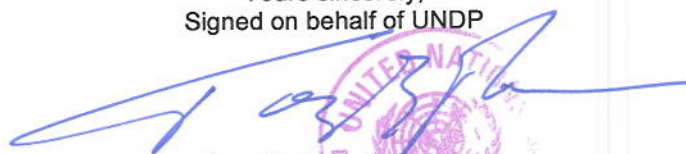


16. The Ministry of Planning shall provide UNDP with an annual report of non-expendable equipment purchased by The Ministry of Planning for the project. The report shall be submitted within 30 days following 31 December, and shall be included by UNDP in the main inventory for the project.
17. The Ministry of Planning shall furnish a final report within 3 months after the completion or termination of the project, including all relevant audited or certified financial statements and records related to such project.
18. Title to any equipment and supplies that may be furnished by UNDP or procured through UNDP funds shall rest with UNDP until such time as ownership thereof is transferred. Except for equipment whose title has been transferred, all other equipment shall be returned to UNDP at the conclusion of the project. Such equipment, when returned to UNDP, shall be in the same condition as when delivered to The Ministry of Planning, subject to normal wear and tear. The Ministry of Planning shall be liable to compensate UNDP for equipment determined to be damaged or degraded beyond normal wear and tear.
19. Any changes to the Project Document which would affect the work being performed by The Ministry of Planning in accordance with Attachment 2 shall be recommended only after consultation between the parties.
20. For any matters not specifically covered by this Letter, the appropriate provisions of the Project Document and revisions thereof and the appropriate provisions of the Financial Regulations and Rules of UNDP shall apply.
21. The arrangements described in this Letter will remain in effect until the end of the project, or the completion of activities of The Ministry of Planning according to Attachment 3, or until terminated in writing (with 30 days notice) by either party. The schedule of payments specified in Attachment 3 remains in effect based on continued performance by the Ministry of Planning unless it receives written indication to the contrary from UNDP.
22. Any balance of funds that is undispersed and uncommitted after the conclusion of the project shall be returned to UNDP.
23. Any amendment to this Letter shall be effected by mutual agreement, in writing,
24. All further correspondence regarding this Letter, other than signed letters of agreement or amendments thereto should be addressed to Mr. Jens Toyberg-Frandzen, Special Representative to the Administrator, UNDP/PAPP, 4A Ya'Qubi Street, P.O. Box 51359, Jerusalem.
25. the Ministry of Planning shall keep the UNDP Country Director/Resident Representative fully informed of all actions undertaken by them in carrying out this Letter.
26. Except as provided in paragraph 8 above, any dispute between the UNDP and the Ministry of Planning arising out of or relating to this Letter which is not settled by negotiation or other agreed mode of settlement, shall, at the request of either party, be submitted to a Tribunal of three arbitrators. Each party shall appoint one arbitrator, and the two arbitrators so appointed shall appoint a third arbitrator, who shall be the chairperson of the Tribunal. If, within 15 days of the appointment of two arbitrators, the third arbitrator has not been appointed, either party

may request the President of the International Court of Justice to appoint the arbitrator referred to. The Tribunal shall determine its own procedures, provided that any two arbitrators shall constitute a quorum for all purposes, and all decisions shall require the agreement of any two arbitrators. The expenses of the Tribunal shall be borne by the parties as assessed by the Tribunal. The arbitral award shall contain a statement of the reasons on which it is based and shall be final and binding on the parties.

27. If you are in agreement with the provisions set forth above, please sign and return to this office two copies of this Letter. Your acceptance shall thereby constitute the basis for your the Ministry's participation in the implementation of the project.

Yours sincerely,
Signed on behalf of UNDP



Jens Toyberg-Frandzen
Special Representative of the Administrator
UNDP/PARP

June 16, 2008

Signed on behalf of the Ministry of Planning



Dr. Sameer Abdullah
Minister

June 23, 2008



Attachment 1

PROJECT DOCUMENT

PART 1:**COVER PAGE**Country: **Occupied Palestinian Territory (oPt)**

Expected Outcome(s)/ Indicator (s):	<ol style="list-style-type: none"> 1. Enhance the individual, organization and institutional capability of the Ministry of Planning to formulate and to monitor the implementation of the national development plans (i.e. PRDP) and policies and facilitate and coordinate capacity development at the national level. 1. Strengthen the individual, organization and institutional capacity of the General Personnel Council (GPC) to formulate and implement transparent and effective human resource management and human resource development policy and system; 2. Enable Government institutions to implement institutional reform and development and better carry out their functions particularly in delivering improved and better services to the citizens
Expected Output(s) ¹	<ol style="list-style-type: none"> 1.1 Institutional reform and capacity development of MoP is implemented 1.2 National systems and processes unified and mainstreamed across government institutions in the area of: strategic planning and performance management, policy formulation, financial management, Aid management, Monitoring and Evaluation, and Project proposals formulation 2.1 Institutional reform and capacity development of GPC is implemented 2.2 Human resource management (HRM) and human resource development (HRD) strategy and policy, systems and procedures are formulated and implemented 3.1 Capacity assessment and capacity development of selected Government institutions is conducted 3.2 Monitoring and evaluation of capacity development response strategies conducted

Executing Entity: UNDP/PAPP

Implementing agencies: UNDP/PAPP in close cooperation with the Ministry of Planning (MoP) & the General Personnel Council (GPC)

Narrative

The Palestinian public sector is facing serious challenges affecting the efficiency and effectiveness of government institutions and the services they provide to the people. At the national level, there are capacity deficits in the formulation of national development plans (PRDP), as many of the government institutions face serious difficulties to engage in strategic planning, policy formulation, monitoring and evaluation, and coordination and consultation with stakeholders. There is no clear human resource management policy that would guide government institutions towards implementing latest approaches in staff management, particularly in terms of personnel recruitment, promotion process and performance appraisal system .

The purpose of this program is to support the development of institutional , organizational, and human capacities needed to execute core public management functions required to sustain the building of a national public services, within an environment of open , structured, reliable, and accountable government. More particularly, the program will develop the capacity of the Ministry of Planning and selected government institutions in undertaking the institutional reform and organizational development needed to perform more effectively their key functions. The program will also support the General Personnel Council in formulating and developing human resource management policy, systems and procedures, that are in line with international standards and best practices. In addition, three government institutions will be piloted under this program and will be subject to in-depth capacity assessment and capacity development. Particular attention will be placed in this program on the monitoring and evaluation of capacity development interventions.

Programme Period: 2008-2013
 Programme Component: Capacity Development towards Strengthening governing institutions
 Project Title: Capacity Development Initiative
 Project ID: _____
 Project Duration: Five years
 Management Arrangement: UNDP DEX

Total Budget US\$	14,659,170
Allocated resources:	
• Government	_____
• Regular	_____
• Other:	_____
○ UNDP	<u>3,000,000</u>
○ Donor	_____
• In kind contributions	_____
Unfunded budget US \$:	11,659,170

Agreed by (UNDP/ PAPP): _____

¹ See Result Resource Framework for a comprehensive list of outputs

PART 2: SITUATION ANALYSIS

1. Problems to be addressed

The Palestinian public sector is facing serious challenges, the most important and determinant one is the Israeli occupation which is having severe impact, not just on the Palestinian economy and growth of the productive sectors, but also it is weakening state institutions and undermining the capacity of the Palestinian Authority (PA) to develop and sustain effective institutions. The other challenges which are affecting the efficiency and effectiveness of government institutions and the services they provide to the people are a manifestation of unclear mandates, lengthy bureaucratic administrative procedures, lack of accountability and transparency, excessive centralization in decision making, inadequate legislations, non-merit based recruitment and promotion process, low-paid civil servants, and relative absence of incentive system and motivation. There is no clear human resource management policy that would guide government institutions towards implementing latest approaches in staff management in the areas of: leadership, performance management, delegation of authority, teamwork and communication, etc.

The Palestinian public sector has also encountered severe difficulties in performing its key functions. This was reflected in the preparation of the Palestinian Reform Development Plan (PRDP) for the period 2008-2010 which, in contrast to the previous development plans, associates specific reform and development goals to objectives, performance indicators and targets, and calls for the implementation of a monitoring and evaluation (M&E) process to measure, report and evaluate performance. Despite its finalization, the preparation of the PRDP was in fact a challenging painful process, due to capacity deficits in many of the Palestinian Authority (PA) institutions that hinder them to engage in strategic planning, budgeting and transparent financial management, clear policy formulation, and effective project proposals development. There is also lack of national systems particularly in monitoring and evaluation that would allow standardization and uniformity across all government institutions. The process also demonstrated inadequate consultation mechanisms during the preparation of sectoral plans, both internally between the relevant departments within government institutions and externally with stakeholders from the civil society, academia and private sector.

Government and civil society organizations and international development agencies have exerted serious efforts in developing the capacity of the public sector, but most of the earlier capacity development interventions were focused on training of individuals. Although these interventions have achieved some significant results at the individual level, several of them failed to link the capacity of individuals with the capacity of the organization and to look at main weaknesses of the organization in terms of institutional framework, management of human resources and the enabling environment, without which individuals cannot operate effectively and efficiently. On-going and past capacity development initiatives are also scattered among (and within) various ministries with limited coordination and absence of national strategy and policy on capacity development.

The effective implementation of PRDP, particularly the implementation of the capacity development proposals in the PRDP, as well the preparation of future plans, would require therefore that capacity of the agency in charge of the preparation of PRDP and national plans and policies, the Ministry of Planning, as well as that of government institutions, be strengthened in the above-mentioned functional areas. Capacity development (CD) of the PA cannot achieve, however, the required results without combining such efforts with good

governance, through setting up an adequate institutional structure/framework, the design and implementation of appropriate systems and procedures as well as enhancing the capacity of PA organizations to interact with each other through the creation of an enabling environment (policies and legislations). Improving the efficiency of government institutions would also require the modernization of human resource management institutions, particularly the agency mandated to manage the civil service, the General Personnel Council (GPC), and the development and implementation of human resource policies and procedures that are in line with good modern human resources practices. In fact, Human Resource Management is a key strategic function in the decision-making process; public sector managers are to play an important role as motivating agents and promoters of behavioural change.

International experience suggests that an effective public management depends to a large extent on setting up facilitating structures and mechanisms as well as consistent processes and systems. For this purpose, the proposed programme will focus on developing PA capacities in the rebuilding of effective, responsive, and accountable public institutions that would facilitate the provision of effective, efficient and transparent services to its citizens. This would necessitate that the PA embarks on the development of a national strategy and policy on capacity development and the design of national systems and processes, tools and methods for capacity development² that ensures including ongoing national CD programs within the comprehensive framework, and that the whole picture of CD is integrated, sensible, implementable, sequenced properly. Additionally, investing in human resources and strengthening the capacity of PA institutions in human resource management would also contribute, as part of the national agenda, to institutional reform and state building.

2. Link with PRDP and UNDP strategic framework

The proposed initiative is in line with PRDP which focuses on capacity development of public sector institutions with the view to enhancing the efficiency and effectiveness of government and strengthening public institutions through the reform of the public sector legislative framework, organizational and institutional development and civil service management. The capacity development initiative also contributes to the strengthening of responsive governing institutions, which is one of the outcomes stated in UNDP/PAPP Mid-Term Strategic Framework for the period 2008-2012. It would support the achievement of one of the main objectives of the strategic framework related to: "Enhancing the development of efficient, responsive and accountable institutions through democratic governance interventions". Capacity development and good governance practices would provide the "enabling environment" for the realization of the MDGs and contribute to the advancement of human development.

3. Institutional framework

In view of the close linkages between capacity development and institutional reform and governance, the programme will be established in the Governance Department of the Ministry of Planning which is mandated to facilitate and coordinate restructuring and reform of PA institutions and promote good governance, a function that was until recently that of the Prime Minister Office. The Ministry of Planning is the government agency that is mandated to coordinate the national development plans, policies and programmes, and thus is the focal point for setting up the national systems on strategic planning and performance indicators, policy formulation, aid management and coordination, and monitoring and evaluation. The MoP will facilitate capacity development of government institutions. It will closely coordinate with the General Personnel Council who will be the lead agency in the

² See Annex 1 on the concept of capacity development

implementation of the component of the programme related to human resource management policy and development.

It is worth mentioning that the success of the programme will depend on the close cooperation between four key government institutions: the Prime Minister Office, the Ministry of Planning, the General Personnel Council and the Ministry of Finance. An advisory group consisting of these four institutions will meet regularly to discuss progress and advice on implementation. In fact, the participation of the Prime Minister Office in the advisory group would help in facilitating the adoption of legislations related to the Capacity Development Initiative at the highest level, the Ministerial Cabinet. The close linkages of the planning process with budgeting and financial management would also require the involvement of the Ministry of Finance in the programme and in the proposed advisory group.

4. Beneficiaries of the programme

The Program aims at increasing and improving the quality of public services provided to the population at large. They will be the ultimate beneficiaries of a better functioning administration, with well trained and highly motivated civil servants. The immediate beneficiaries will be the Ministry of Planning, the General Personnel Council and selected government institutions and the staff of the target agencies as well as the staff in all the ministries who will benefit from more focused training, better coaching and increased ownership over the decision-making processes in the public sector. The deployment of much needed advisory support will bring short-term benefits for the administration, able to maintain minimum standards of operations. Advisory support will also bring longer-term benefits as the national counterparts will gradually be given the skills and tools to take over the main functions and responsibilities in the public administration.

While the program focuses in the short-term on the national level through direct support in human resource management policy and system and in cross-cutting functional areas across government institutions, it will support in the medium and long-term the capacity of local authorities and civil society organizations to enable them provide better and improved services to the citizens.

PART 3: STRATEGY

The purpose of this program is to support the development of institutional , organizational, and human capacities needed to execute core public management functions required to sustain the building of a national public service, within an environment of open , structured, reliable, and accountable government.

At the **individual level**, the program will help to establish the conditions under which civil servants are able to embark on a continuous process of learning and adapting to change – building on existing knowledge and skills and enhancing and using them in new directions. At the **organizational level**, the program will pay attention to the core agencies, focusing on the modernization of their apparatus, with particular attention to systems and processes, and coordination and information flows. At the **institutional level**, the focus will be on policy support and the development of necessary laws and regulations. In addition, for people to view the public administration as a responsive and accountable service provider, the capacity of the public service to interact with the external environment will also be addressed. In doing so the programme will assist the government with the implementation

of its vision for public sector management, in particular with regard to initiatives relating to enhancing the professionalism, effectiveness, integrity, transparency and accountability for public service personnel management; mainstreaming gender in decision-making; improving the development and coordination of capacity development initiatives; and improving the process of preparing and updating CD. This will involve a long-term change process that requires the development of regulations and operating procedures, processes and systems and the development of an organizational culture within the public service that embraces the core principles of incorruptibility, meritocracy and impartiality.

More particularly, the program intends to reach the following three outcomes:

1. Enhance the individual, organizational and institutional capability of the Ministry of Planning to formulate and implement national development plans (i.e. PRDP) and policies and facilitate and coordinate capacity development at the national level;
2. Strengthen the individual, organizational and institutional capacity of the General Personnel Council (GPC) to formulate and implement transparent and effective human resource management and human resource development policy and system;
3. Enable selected government institutions to implement institutional reform and development and better carry out their functions particularly in delivering improved and better services to the citizens.

Outcome 1: Enhance the individual, organizational and institutional capability of the Ministry of Planning to formulate and to monitor the implementation national development plans (i.e. PRDP) and policies and facilitate and coordinate capacity development at the national level

This component of the programme would include in its capacity development activities, whenever necessary, representatives from other key government institutions (Prime Minister Office, the General Personnel Council and the Ministry of Finance) in order to engage and mobilize the key government players in the programme. A number of activities under this component will also encompass other government institutions to enhance the synergy as well as the common understanding of issues related to CD between the Ministry of Planning and government institutions.

The success of the Capacity Development Initiative will depend to a large extent on the ability of the Ministry of Planning to formulate and to monitor the implementation of the national development plans and policies as well as facilitate, coordinate and streamline capacity development at the national level. Particular emphasis will be therefore placed on the strengthening of the capacity of the Ministry, and more particularly, the capacity of the Governance Department. UNDP will work towards transferring the full ownership of this programme component to the Ministry.

The programme will start with the formulation of a national strategy and policy for capacity development, which would provide the Ministry with the vision as well as the tools to establish the criteria for assessment of government institutions' and donors' proposals and interventions on capacity development in order to ensure they are in line with the PRDP, national plans and policies as well as with the national capacity development strategy and policy. It is expected from the Ministry to carry out a transparent process of assessment of proposals through consultation with the beneficiary/targeted government institution.

The proposed programme will develop the capabilities of the Ministry of Planning and the four key government institutions in capacity development concept and methodologies including the preparation of capacity assessment, capacity development response strategies, costing CD interventions and CD monitoring and evaluation. The programme will first introduce the CD concept and methodologies to local consultants from the private sector in order to build national expertise that can assist in developing the capacity of government institutions. The staff of the key government institutions attending the CD workshops will be encouraged and supported to carry out capacity assessment of their respective organizations. A follow-up system will be established to ensure the effective implementation of these capacity assessments in at least two institutions: the Ministry of Planning and the General Personnel Council. While the capacity assessment of GPC will be carried out as part of the implementation of the second component of this programme, the findings of the capacity assessment of the Ministry of Planning would allow the formulation of the required interventions/response strategies in terms of institutional reform and organizational development, including the amendments needed in the mandate and functions of the various departments of the Ministry.

The Ministry of Planning will be assisted in the implementation of the capacity development response strategies that would enable it to better carry out its functions with regard to, inter alia, the formulation of national plans and policies, aid management, monitoring and evaluation and coordination and mainstreaming of capacity development.

Concurrently with the implementation of the capacity development response strategies, the program will strengthen the capacity of the key government institutions as well as other government institutions through their exposure to best practices in CD. Best practices in CD initiatives in the OPT and worldwide will be reviewed and shared with government institutions. These institutions will be requested to implement at least one best practice and report during the follow-up seminars on implementation and difficulties encountered.

Our initial assessment confirms the necessity to support the Ministry of Planning and concerned key government institutions in a number of functional areas through reviewing and unifying national systems in: strategic planning, budgeting and financial management, policy formulation, aid management, project proposals development, and monitoring and evaluation. This would help the Ministry of Planning in the preparation of the PRDP 2009-2011 and future national plans. The programme will review existing training materials in these areas, compile the relevant ones and adapt them if needed to the Palestinian context. These materials will be introduced to local consultants to enable them to transfer the knowledge to government institutions.

Another important key functional area to be addressed is related to fostering dynamic partnerships between the Ministry of Planning and government institutions and the civil society and other stakeholders in order to ensure the broad participation of citizens in decision-making and feedback on public service performance. Dialogue and consultation with stakeholders become of particular importance during the preparation of national and sectoral plans and policies. This includes the internal consultation (within the government agency) as well as external consultations with representatives of the civil society, academia and the private sector. In this regard, the programme will assist the Ministry of Planning and government institutions in devising a system and process of consultation and dialogue with stakeholders, and follow-up closely with the Ministry of Planning and three selected government institutions on the process of implementation of this process. It is expected that this activity would lead to the adoption by the Ministerial Cabinet of a decision requesting all

government institutions to engage in dialogue with stakeholders when preparing their sectoral plans and policies.

In the course of implementation of the above, the Ministry of Planning will coordinate closely with other capacity development initiatives to avoid duplication and to streamline the various interventions from donors, so that these interventions will be in line with the national policy for capacity development and with the national systems and processes. More particularly, the Ministry will coordinate its activities with the initiatives of the European Commission which also co-chair the Strategic working group on Governance, as well as with other international development agencies and donors involved in CD, particularly with DFID and GTZ.

Outcome 2: Strengthen the individual, organizational and institutional capacity of the General Personnel Council (GPC) to formulate and implement transparent and effective human resource management and human resource development policy and system

The General Personnel Council will be the lead agency in the implementation of this component of the programme which is related to human resource management policy and development. It is expected that through strengthening the capacity of GPC in this area, an improved human resource policy and system will be designed, adopted at the highest governmental level and implemented.

The programme will carry out an in-depth capacity assessment of GPC. It will draw lessons from the review of earlier work on civil service and public sector institutional reform that was carried out particularly by the Public Administration and Civil Service Reform project at the Prime Minister Office during 2004-2005. Lessons learned will be also derived from the review of on-going and planned CD initiatives in the area of human resource management and development. The capacity assessment will be conducted by the national consultants together with GPC staff who would have been provided with the methodology of capacity assessment during the implementation of the first component of the programme. Consultation with GPC senior management and HR directors of government institutions will be undertaken with the view of achieving a consensus on the tools to be used in the capacity assessment as well on the desired capacities the assessment aims for. The findings of the assessment will be shared and discussed with the stakeholders.

Although the proposed programme suggests a number of interventions/response strategies to be undertaken in order to achieve the above outcome (outcome 2), these interventions will be reviewed, adjusted and refined on the basis of the findings of the capacity assessment. The proposed revised interventions/response strategies will be shared with GPC and government institutions for consensus building and national ownership.

As part of the implementation plan of the proposed interventions, the programme will support GPC in the preparation of a human resource management (HRM) and human resource development (HRD) strategy and policy that takes into consideration mainstreaming ethics, accountability, transparency and service to the public. During the course of implementation of this activity, GPC will launch a process of consultation and dialogue with government institutions with the aim of getting feedback and achieving consensus. Best practices in HRM will be reviewed and shared with stakeholders, through seminars and study tours. Best practices will be piloted in three government institutions. These institutions will be requested to implement at least one best practice and report on implementation and difficulties encountered. The programme will assist GPC in improving

the systems and procedures for a transparent human resource management through coaching and advisory services, particularly with regard to personnel recruitment, promotion process and performance appraisal system. The program will ensure that the HRM functions are embedded in a strong ethical framework, and that the constitutional and legal checks and balances are in place to restrict political patronage and ensure meritocracy and non-discrimination.

The respective role and mandate of both GPC and government institutions in HRM and HRD will be reviewed, so that a certain consensus is achieved in this regard. A legislative framework that would reflect the findings of HRM strategy, policy, systems and procedures would need to be developed and adopted at the highest level.

The proposed programme will develop the capacity of the GPC and government institutions in human resource management and systems. Existing training materials will be reviewed, compiled and adapted to the Palestinian context. The programme will first introduce the materials to local consultants who will in turn assist in developing the capacity of government institutions. The civil servants of the institutions attending the workshops will be coached and supported to implement in their respective organizations the work plans they have prepared during the workshops. The programme will also support GPC in the creation of a human resource management information system (HRMIS) that would provide direct access to HR information through internet technology.

In the area of human resource development, GPC and government institutions will be provided with the tools and methodology in the identification of training needs of civil servants and the translation of these needs into proposals. It is expected that a number of concrete proposals will be prepared by GPC and government institutions. Most attention in this area will be placed on the Leadership and Management Training. Leaders and managers at all levels have a key role to play in modeling desired behaviour, professional ethics and service-oriented attitudes. In addition, the issue of ethics and professional attitudes would need to be included in any training course for public servants. In this respect, the program will closely coordinate with another UNDP/PAPP project on leadership and management training program that is carried out in partnership with GPC. Around 1200 civil servants who have leadership and management responsibilities will be exposed to such training. The program will put in place a monitoring and evaluation system for the implementation of the capacity development strategies. This would provide GPC with the tools to draw lessons from the above-mentioned interventions and improve in its performance and effectiveness. The M&E will also provide GPC with the tool to decide on future directions regarding capacity development of civil servants. Consultations between GPC and stakeholders will be carried out as part of this program to discuss the strategies for preparing the next generation of public servants and public sector managers in their tasks. Such strategies could include overseas scholarships to train young graduates in specific areas, the upgrading of the quality of courses provided at Universities and the strengthening of existing training institutions. GPC would be required to work closely with the Ministry of Education and the Universities to adjust existing programs to perceived and changing qualification needs for the public sector.

Outcome 3: Enable three selected government institutions to implement institutional reform and development and better carry out their functions particularly in delivering improved and better services to the citizens.

The Ministry of Planning will be the lead agency in coordinating and facilitating the implementation of this component of the programme. It is expected that the grounds for

carrying out this component were prepared through the capacity development of both the Ministry of Planning and the General Personnel Council and the synergy that was developed with other government institutions in the course of implementation of the first two components of the programme.

The programme will start by developing the capacity of government institutions in the methodologies of capacity assessment, capacity development response strategies and Monitoring and evaluation of the CD interventions. The capacity of government institutions will be also developed in the functional areas of: strategic planning and performance management, policy formulation, financial management, Aid management, Monitoring and Evaluation, and Project proposals formulation. All workshops that will be carried out for these institutions will have a follow-up mechanism, as the trainees will be requested to prepare case studies and implement work plans as agreed upon in the workshops.

Three government institutions will be piloted under this component to enable them implement institutional reform and better carry out their operations, particularly in the functional areas mentioned above. Human resources management which was addressed in the second component of this program will be considered as one of the core issues under this component. In this connection, it is important to note that the three piloted government institutions will be selected on demand-basis and on request from the government institutions themselves.

It is expected that the assessments will be conducted, with support of national consultants, by the staff of the government institutions who received training on the capacity assessment methodologies. Consultation with these institutions will be undertaken with the aim of achieving a consensus on the tools to be used in the capacity assessment as well on the desired capacities the assessment aims for. The findings of the assessment will be then discussed with the stakeholders.

Based on the findings of assessment, the programme will design the capacity development response strategies, and a work plan for implementation will be prepared. This programme will be revised to include the specific outputs and activities that were identified in the capacity development response strategies and the work plan. The budget of this component will be also revised to include the costs related to the implementation of these activities. A revised program document will be therefore prepared. It is expected that the implementation of the strategies will be the responsibility of the government institutions with technical support from national consultants.

Finally, monitoring and evaluation of the capacity development interventions will be undertaken. The results achieved under this component will be shared with all government institutions. The M&E will also provide the Ministry of Planning and GPC with the tool to decide on future directions regarding capacity development of civil servants. Consultations between the MoP, GPC and stakeholders will be carried out as part of this program to discuss the strategies for preparing the next generation of public servants and public sector managers in their tasks. Such strategies could include overseas scholarships to train young graduates in specific areas, the upgrading of the quality of courses provided at Universities and the strengthening of existing training institutions. The MoP and GPC would be required to work closely with the Ministry of Education and the Universities to adjust existing programs to perceived and changing qualification needs for the public sector.

PART 4: PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcomes as stated in the Country/ Regional/ Global Programme Results and Resource Framework: Responsive Governing Institutions are strengthened (Outcome 2 of Objective II of UNDP Country Programme Project title and ID : capacity Development Initiative (Project # 00061760)		Indicative Activities	Responsible Parties	Input (including GMS)	Time frame				
					Year 1	Year 2	Year 3	Year 4	Year 5
1.1. A national strategy and policy for capacity development prepared INDICATORS: 1. Report issued 2. The national strategy and policy for capacity development is incorporated in the Palestinian Reform Development Plan (PRDP) 2010-2011	1.1.1 Preparation of a national strategy and policy for capacity development including review of capacity development initiatives 1.1.2 Four consultation meetings with stakeholders to discuss the strategy and policy (2 days, 25 participants for each consultation)		221,564	X					
				X					
1.2. Capacity of staff of the Governance Department (GD)/Ministry of Planning and key government institutions developed in capacity development concept and methodologies INDICATORS 1. Number of officials from GD/MoP and key government institutions attending the capacity development workshops 2. Capacity assessment of the MoP developed	1.2.1 One TOT for national consultants and selected government officials on (1) Methodology of capacity assessments; (2) Capacity development response strategies and costing of CD; (3) Monitoring and Evaluation of capacity development response strategies (two weeks, 20 participants). 1.2.2 Three workshops for staff of the Governance Department and key government institutions (General Personnel Council, Ministry of Finance and Prime Minister Office) on: (1) Methodology of capacity assessments; (2) Capacity development response strategies and costing of CD; (3) Monitoring and Evaluation of capacity development response strategies (one week, 20 participants, each workshop). 1.2.3 Participation of staff of GD and key government institutions in regional or international seminars on capacity development (a total of 70 days for 10 staff: 7 days per staff)		260,096	X					
				X					
			114,696	X					
			44,280		X				

3. Number of policies or decisions formulated based on the capacity assessment produced										
4. 75% of staff attending regional or international seminars on capacity development share their knowledge with their colleagues in the organization										
1.3 In-depth capacity assessment of the Ministry of Planning prepared	1.3.1 Review and assessment of earlier capacity building initiatives and lessons learned					X				
	1.3.2 Inventory of ongoing and planned capacity building initiatives					X				
	1.3.3 Design of capacity assessment tools (surveys, interviews, etc.)				128,866	X				
	1.3.4 Assessment of capacity gaps of MoP carried out by MoP staff who were trained on CD, with support of national consultants					X				
	1.3.5 Workshop with staff of the Ministry of Planning and stakeholders to discuss the findings of the assessment and achieve consensus (2 days, 40 participants)					10,152	X			
1.4 Formulation of interventions/response strategies in terms of institutional reform and organizational development of the MoP	1.4.1 Formulation of strategies to address the gaps identified in the capacity assessment and preparation of an action plan									
INDICATORS	1. Capacity Development response strategies and work plan developed									
	2. Consensus achieved by the management of MoP to implement strategies and action plan									
1.5 Institutional reform and organizational development of										
	1.5.1 Implementation of the action plan related to institutional reform and organizational development of the MoP				283,738	X				

<p>the MoP implemented</p> <p>INDICATORS Number of policies and decisions implemented regarding institutional reform and organizational development</p>										
<p>1.6 Mandate and functions of the various departments of the Ministry of Planning to facilitate the Capacity Development Initiative (CDP) reviewed and established</p> <p>INDICATORS: 1. Amended Ministry of Planning mandate, structure and functions, including the Capacity Development Initiative, cleared by the Minister of Planning and the Cabinet, and made public 2. Number of procedures set to facilitate the Governance department's capacity development initiatives</p>		1.6.1 Development of mandate and detailed terms of reference of the Governance Department with regard to the Capacity Development Initiative and review of functions of other MoP departments	1.6.2 Develop system and mechanism for coordination between MoP & other government institutions in capacity development initiatives	1.6.3 Preparation of post descriptions of Governance Department staff involved in the Capacity Development Initiative	217,064					
<p>1.7 Best practices in capacity development shared with government institutions and stakeholders, and piloted in selected government institutions</p> <p>INDICATORS 1. Booklet on best practices prepared 2. Number of public sector officials exposed to best practices in capacity development 3. 50% of participants attending</p>		1.7.1 Preparation of a booklet on best practices in capacity development initiatives in the OPT and worldwide	1.7.2 Four seminars with government institutions to (1) discuss and share best practices and (2) assist participants in the preparation of individual action plan related to the implementation of one best practice in their organizations (5 days, 25 participants, each seminar)	1.7.3 Coaching of participants from MoP and selected government institutions in the implementation of one best practice (coaching of 10 participants for a period of 6 months)	39,415					
					65,880					
					192,591					
					19,980					

<p>seminar on best practices prepare action plans</p> <p>4. 25% of participants implement action plans on best practices in their own organization</p> <p>5. 75% of staff participating in study tours in the region share their knowledge with their colleagues in the organization</p>	1.7.5 Study tour for selected government institutions in countries of the region that have best practices in capacity development (20 staff, two weeks per staff)	113,400	X	X	X	X	X
<p>1.8 A system and process of consultation and dialogue established with stakeholders (including civil society and private sector) on national and sectoral development plans and policies as well as on the national capacity development strategy and policy</p> <p>INDICATORS</p> <p>1. Number of civil society representatives engaged in the dialogue with the Ministry of Planning with regard national plans and policies (including PRDP 2009-2011)</p> <p>2. Number and type of feedback received from stakeholders taken into consideration in the PRDP 2009-2011 and in future national and sectoral plans and policies</p> <p>3. Number of representatives of related civil society and private sector organizations engaged in the dialogue with three selected government institutions with regard to sectoral plans and policies</p>	<p>1.8.1 Implementation of ten consultation meetings to discuss the national plans and policies (one day, 30 participants, each meeting)</p> <p>1.8.2 Consultation process and dialogue applied by three selected government institutions, through 15 consultation meetings with stakeholders to discuss sectoral plans and policies (one day, 30 participants, each meeting)</p>	41,040	X	X	X	X	X
<p>1.9 National systems and</p>	1.9.1 Review and assessment of existing systems and	138,947	X	X	X	X	X
		190,420	X				

<p>processes unified and mainstreamed across government institutions in the area of: strategic planning and performance management, policy formulation, financial management, Aid management, Monitoring and Evaluation, and Project proposals formulation</p> <p>INDICATORS:</p> <p>1. Number of templates and guidelines on national systems in the identified functional areas are prepared through consultations with concerned actors (PRDP team, Aid Harmonization Team and the Public Finance Management Team)</p> <p>2. Number of public sector entities acknowledging receipt and usefulness of the unified templates and guidelines</p>	<p>processes</p> <p>1.9.2. Set up, in cooperation with the PRDP team, the Aid Harmonization Team and the Public Finance Management Team, the national systems in the area of: strategic planning and performance management, policy formulation, financial management, Aid management, Monitoring and Evaluation, and Project proposals formulation</p>		X			
<p>1.10 Ministry of Planning website upgraded to reflect capacity development initiatives and lessons learned</p> <p>INDICATORS</p> <p>1. Number of people consulting the website per year (visitor count)</p> <p>2. Number of lessons learned included on website</p>	<p>1.10.1 Upgrade and update the website to include CD initiatives</p> <p>1.10.2 Establish a system for regular reporting to the website</p>		X			
<p>1.11 Monitoring and evaluation of above capacity development responses/interventions prepared</p> <p>INDICATORS</p>	<p>1.11.1 Preparation of yearly monitoring report</p> <p>1.11.2 Evaluation of CD responses</p>		X			
			15,120			
			43,373			
			79,909			
			21,600			

1. Impact evaluation performed and reported on									
2. Number of set objectives achieved									
3. Number of success stories and lessons learned developed									

Project Outcome 2: Individual, organizational and institutional capacity of the General Personnel Council (GPC) to formulate and implement a transparent and effective human resource management and human resource development policy and system is strengthened									
Indicators: 1. Improved human resource management policy and system adopted at the highest level (Ministerial Cabinet)									
2. Number of procedures adopted to empower the GPC to exercise its functions									
Intended Outputs	Indicative Activities	Responsible parties	Input	Year 1	Year 2	Year 3	Year 4	Year 5	
2.1 In-depth capacity assessment of the GPC in human resource management (HRM) policy and human resource development (HRD) of the public sector prepared INDICATORS 1. Capacity assessment of the GPC in HRM and HRD developed 2. Number of policies or decision in regard to HRM and HRD formulated based on the capacity assessment produced	2.1.1	Review of earlier work on civil service and public sector institutional reform in the area of human resource management and development (particularly the work that was carried out as part of Public Administration and Civil Service Reform project at the Prime Minister Office)		X					
	2.1.2	Inventory of ongoing and planned capacity building initiatives in the area of human resource management and development	204,428	X					
	2.1.3	Review of GPC structure, functions and operations, and design of capacity assessment tools (surveys, interviews, etc.)		X					
	2.1.4	One seminar with GPC senior staff and HR directors in government institutions to discuss and agree on the methodology of the capacity assessment and desired capacities(2 days, 50 participants each seminar)							
	2.1.5	With the support of consultants, assessment by GPC staff (who were trained in CD)of capacity gaps between current capacities in human resource management policy and desired capacities that would enable GPC to develop HR policies and procedures in line with good practice		12,420	X				
	2.1.6	One seminar with GPC senior officials and HR directors in government institutions to discuss the findings of the assessment (2 days, 50 participants, each seminar		7,560	X				
2.2 A strategy and policy on	2.2.1	Revision of the Program document after review and	73,969	X					

<p>human resource management and development prepared</p> <p>INDICATORS</p> <ol style="list-style-type: none"> 1. Strategy and policy adopted by the GPC 2. Action Plan developed on HRM and HRD for the short and medium term 	<p>adjustment of the interventions/response strategies proposed under this component, on the basis of the findings of the capacity assessment</p>						
<ol style="list-style-type: none"> 2.2.2 Preparation of a strategy and policy and action plan on HRM and HRD, taking into consideration the findings of the capacity assessment 2.2.3 Three consultation meetings with GPC senior staff, HR directors in government institutions and stakeholders (i.e private sector & civil society organizations) to discuss the strategy and policy and action plan (2 days, 50 participants, each meeting) 		166,379		X			
<p>2.3 Institutional Reform and organizational development of GPC in HRM& HRD implemented</p> <p>Indicators:</p> <p>Number of policies and decisions implemented regarding institutional reform and organizational development</p>	<p>2.3.1 Implementation of the action plan on Institutional Reform and organizational development of GPC in HRM& HRD implemented.</p>	72,900		X			
<p>2.4 Best practices and international standards in human resource management shared with government institutions and stakeholders, and piloted in selected government institutions</p> <p>Indicators</p> <ol style="list-style-type: none"> 1. Booklet on best practices prepared 2. Number of public sector officials exposed to best practices in HRM and HRD 3. 50% of participants attending seminar on best practices prepare action plans 	<p>2.4.1 Preparation of a booklet on best practices and international standards in human resource management</p> <p>2.4.2 Three seminars with GPC and government institutions to (1) discuss and share best practices; and (2) to assist participants in the preparation of individual action plan related to the implementation of one best practice in their organizations (5 days, 25 participants, each seminar)</p> <p>2.4.3 Coaching of participants from GPC and selected three government institutions in the implementation of one best practice (coaching of 10 participants for a period of 6 months)</p> <p>2.4.4 Two follow-up seminars to review implementation by government institutions of best practices and discuss difficulties encountered and lessons learned (3 days, 25 participants, each seminar)</p> <p>2.4.5 Study tour for GPC senior staff and HR directors in government institutions in countries of the region that have</p>	212,204		X			
		48,773		X			
		49,410		X			
		218,149		X			
		19,980		X			
		113,400		X			

<p>4. 25% of participants implement action plans on best practices in their own organization</p> <p>5. 75% of staff participating in study tours in the region share their knowledge with their colleagues in the organization</p>	<p>best practices in human resources management (20 staff, two weeks each staff)</p>						
<p>2.5 Systems and procedures for a transparent human resource management according to international standards improved</p> <p>INDICATORS</p> <p>Number of systems and procedures that are in line with international standards and good practice adopted by GPC</p>	<p>2.5.1 Review of current systems and procedures in the GPC, particularly those related to personnel recruitment, promotion, termination, performance appraisal, and determining the career path inside the civil services</p> <p>2.5.2 Coaching of GPC staff in the design of improved systems and procedures to ensure national ownership (six months coaching)</p> <p>2.5.3 Design of improved systems and procedures that are in line with the HRM strategy and policy and international standards</p> <p>2.5.4 Two seminars with GPC senior officials and HR directors in government institutions to discuss findings (2 days, 40 participants, each seminar)</p>	<p>415,066</p>	<p>X</p>	<p>X</p>	<p>X</p>		
<p>2.6 Role and mandates of GPC and government institutions in human resource management and development reviewed</p> <p>INDICATORS</p> <p>1. Role and mandates approved by GPC and the Cabinet</p> <p>2. Number of government institutions in agreement with, and abiding by, the findings of the review</p>	<p>2.6.1 Review the current role and mandates of both GPC and government institutions in HRM and HRD</p> <p>2.6.2 Two seminars with GPC senior officials and HR directors in government institutions to discuss findings and achieve consensus (two days, 50 participants, each seminar)</p>	<p>20,304</p>	<p>X</p>	<p>X</p>	<p>X</p>		
<p>2.7 A legislative framework that is in line with HRM strategy and policy and systems and procedures developed</p> <p>INDICATORS</p>	<p>2.7.1 Assessment of existing Palestinian Civil service legislations</p> <p>2.7.2 Amendment of existing legislations and development of new ones (if needed) that are in line with HRM strategy and policy and systems and procedures</p> <p>2.7.3 Four seminars with GPC senior officials and HR directors of HR in government institutions to discuss new</p>	<p>24,840</p>	<p>X</p>	<p>X</p>	<p>X</p>		
		<p>177,655</p>			<p>X</p>		

New legislation on HRM prepared and submitted to Cabinet for approval	legislations (two days, 25 participants, each seminar)					
2.8 Capacity of staff of GPC and HR directors in government institutions in human resource management and systems developed INDICATORS 1. Number of GPC staff and HR directors of government institutions trained on HRM 2. 50% of trainees prepare work plans during the workshops on human resource management 3. 25 % of trainees implementing work plan agreed upon in the workshops	2.8.1 Training materials on HRM reviewed, compiled and adapted to the Palestinian context 2.8.2 Training of trainers of local consultants (private sector and civil society) and selected government officials on human resource management (10 days, 20 participants) 2.8.3 Three workshops on HRM for GPC staff and HR directors in government institutions on HRM , with individual work plans prepared by the participants(one week, 20 participants, each workshop) 2.8.4 Coaching of participants of previous workshops in the implementation of the work plans (coaching of 20 participants for six months) 2.8.5 Three follow-up workshops for GPC and government institutions on the implementation of the work plans (one week, 20 participants, each workshop)	333,23		X		
2.9 A Human Resources Management Information System (HRMIS) created INDICATORS 1. HRMIS established and operational	2.9.1 Review, design and set up the HRMIS system 2.9.2 Training concerned staff on HRMIS	41,148		X		
2.10 Methodology for preparation of Programmes for upgrading skills of civil servants in the area of human resource management prepared INDICATORS 1. Template on the methodology prepared 2. Number of proposals for a training programme on human	2.10.1 1.Methodology of identification of training needs of senior and middle managers in the area of human resource management 2.10.2 Four workshops to assist GPC and government institutions in the methodology of preparation of proposals for training programmes (one week, 20 participants, each workshop) 2.10.3 Two follow-up workshops to discuss proposals for a training programme prepared by GPC and government institutions (one week, 20 participants, each workshop)	367,373		X		
		105,359		X		
		54,864		X		
		27,432		X		

resource management prepared by staff of GPC and government institutions										
2.11 Monitoring and evaluation of above capacity development responses/interventions prepared INDICATORS 1. Impact evaluation performed and reported on 2. Number of set objectives achieved 3. Number of success stories and lessons learned developed	2.11.1 Preparation of yearly monitoring report									X
	2.11.2 Evaluation of CD responses	83,155								X

Project Outcome 3: Three government institutions enabled to implement institutional reform and development and better carry out their functions

Indicators: Three government institutions implement institutional reform and development initiatives, with capacity enhanced in one or more of the following function areas: engage into dialogue and consultations with stakeholders, strategic planning, policy formulation and monitoring and evaluation

Intended Outputs	Indicative Activities	Responsible parties	Input	Time Frame				
				Year 1	Year 2	Year 3	Year 4	Year 5
3.1 Capacity of staff of government institutions in methodologies of capacity assessment and capacity development enhanced INDICATORS 1. Number of staff from government institutions benefiting from the capacity development activities on the selected topics 2. 50% of trainees attending workshops on capacity development prepare work plans 3. 75% of staff attending regional or international seminars share their knowledge with their colleagues in the organization	3.1.1 Six workshops for staff of government institutions on the methodologies of: (1) Capacity assessments; (2) Capacity development response strategies and costing of CD; and (3) Monitoring and Evaluation of capacity development response strategies (one week, 30 participants, each workshop)		6,500,00		X			
	3.1.2 Participation of staff of government institutions in regional or international seminars (30 staff: 7 days per staff)						X	

<p>3.2 Capacity of government institutions developed in the area of: strategic planning and performance management, policy formulation, financial management, Aid management, Monitoring and Evaluation, and Project proposals formulation</p> <p>INDICATORS</p> <ol style="list-style-type: none"> Number of public sector officials trained on the identified functional areas Number of government institutions adopting the national systems in the identified functional areas Number of government institutions contributing quality inputs to the preparation of national plans and to national monitoring and evaluation report Number of government institutions preparing project proposals according to the unified standard 	<p>3.2.1 In cooperation with the PRDP team, the Aid Harmonization Team and the Public Finance Management Team, review, compilation and adaptation of training materials in the area of: strategic planning and performance management, policy formulation, financial management, Aid management, Monitoring and Evaluation, and Project proposals formulation</p> <p>3.2.2 Three Training of trainers (TOT) for consultants (private sector and civil society) and selected government officials on the methodology of the preparation of strategic planning and performance management, policy formulation, financial management, Aid management, Monitoring and Evaluation, and Project proposals formulation (one week and 20 participants each TOT)</p> <p>3.2.3 Twelve workshops for government institutions on strategic planning and performance management, policy formulation, financial management, Aid management, Monitoring and Evaluation, and Project proposals formulation (6 days and 25 participants each workshop)</p> <p>3.2.4 Twelve follow-up workshops with case studies prepared by the participants (3days, 25 participants each workshop)</p>						
<p>3.3 An in-depth capacity assessment of 3 government institutions prepared</p> <p>INDICATORS</p> <ol style="list-style-type: none"> A report on the capacity assessment produced Consensus achieved with regard the findings of the capacity assessment 	<p>3.3.1 Coaching of trainees who attended the capacity assessment (CA) workshops in the implementation of their work plans on CA of their own organizations and which was agreed upon in the previous workshops (coaching of 15 trainees for a period of 3 months)</p> <p>3.3.2 Assessment of earlier capacity building initiatives and review of ongoing and planned initiatives</p> <p>3.3.3 Design of capacity assessment tools (surveys, interviews, etc.)</p> <p>3.3.4 Assessment of capacity gaps within the three government institutions (to be carried out by the trainees with assistance of consultants)</p> <p>3.3.5 Three workshops with senior managers of the three government institutions and stakeholders to discuss the findings of the assessment and achieve consensus (2 days,</p>						

<p>INDICATORS</p> <p>1. Impact evaluation performed and reported on</p> <p>2. Number of set objectives achieved</p> <p>3. Number of success stories and lessons learned developed</p> <p>4. Long-term strategies on capacity development of next generation of public servants agreed upon by stakeholders</p>	<p>3.6.3 Two Consultation meetings between the MoP, GPC and stakeholders to discuss and agree on long-term strategies to prepare the next generation of civil servants and public sector managers (3 days, 50 participants, each meeting)</p>						
<p>4. Programme Management ensured</p>	<p>Recruit needed staff</p>		<p>1,763,240</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
	<p>Procure needed resources, assets, and supplies</p>		<p>605,761</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>Grand Total</p>			<p>14,659,170</p>				

PART 6: MANAGEMENT ARRANGEMENTS

The programme will be executed by UNDP/PAPP in accordance with the established UNDP rules and procedures. The Ministry of Planning will implement programme activities and will be the counterpart of UNDP/PAPP in the first and third components of the programme, while the GPC will implement and will be the counter part for the second component of the programme.

The Ministry of Planning and GPC are expected to provide each of them in-kind contribution, in the form of: office space and office furniture, meeting room facilities, one full-time administrative assistant, two senior technical staff (of which one will act as counterpart to UNDP) who should contribute substantive inputs to the implementation of programme activities, and GPC will provide one driver . Both institutions will also facilitate access to information to the programme team.

UNDP/PAPP will provide technical support to the MoP, the GPC and government institutions through funding of the project personnel needed for the implementation of the programme over 5 years: a Chief Technical Adviser (CTA), two experts (one in the Ministry of Planning and the other in the GPC), one Operations manager and one Project associate. UNDP/PAPP, together with the Ministry of Planning, will mobilize the needed resources to support the implementation of programme activities.

Risks

There are serious risks that may hinder the implementation of the programme, or may affect the achievement of expected results and outcomes. These risks are related to:

- Deterioration of the security situation and inability of project personnel to carry out their duties
- Political situation in the Gaza Strip remains tense, thus affecting the effective involvement of staff of government institutions in Gaza in the implementation of the programme as well as in the sharing of programme results. This would reduce the impact of the capacity development initiative at the national level
- Instability of the government and change in the management of the MoP and GPC, since a new management may come with different priorities than the actual programme on capacity development
- Lack of willingness and political will to carry out the required reform and change, as recommended by the findings of the capacity assessments that will be carried out on the MoP and the GPC as well as on selected government institutions
- Lack of willingness from the MoP and GPC to make available the required government staff to assist in programme implementation
- Difficulties in mobilizing the needed resources for the programme

Advisory group

As indicated earlier in the document, an advisory group will be established. It comprises of: the Prime Minister Office, the Ministry of Planning, the General Personnel Council, the Ministry of Finance and UNDP/PAPP. The advisory group will be chaired by the Minister of Planning. It will meet twice a year to review and discuss progress, provide guidance, advice on actions to be taken and facilitate the process of implementation whenever needed.

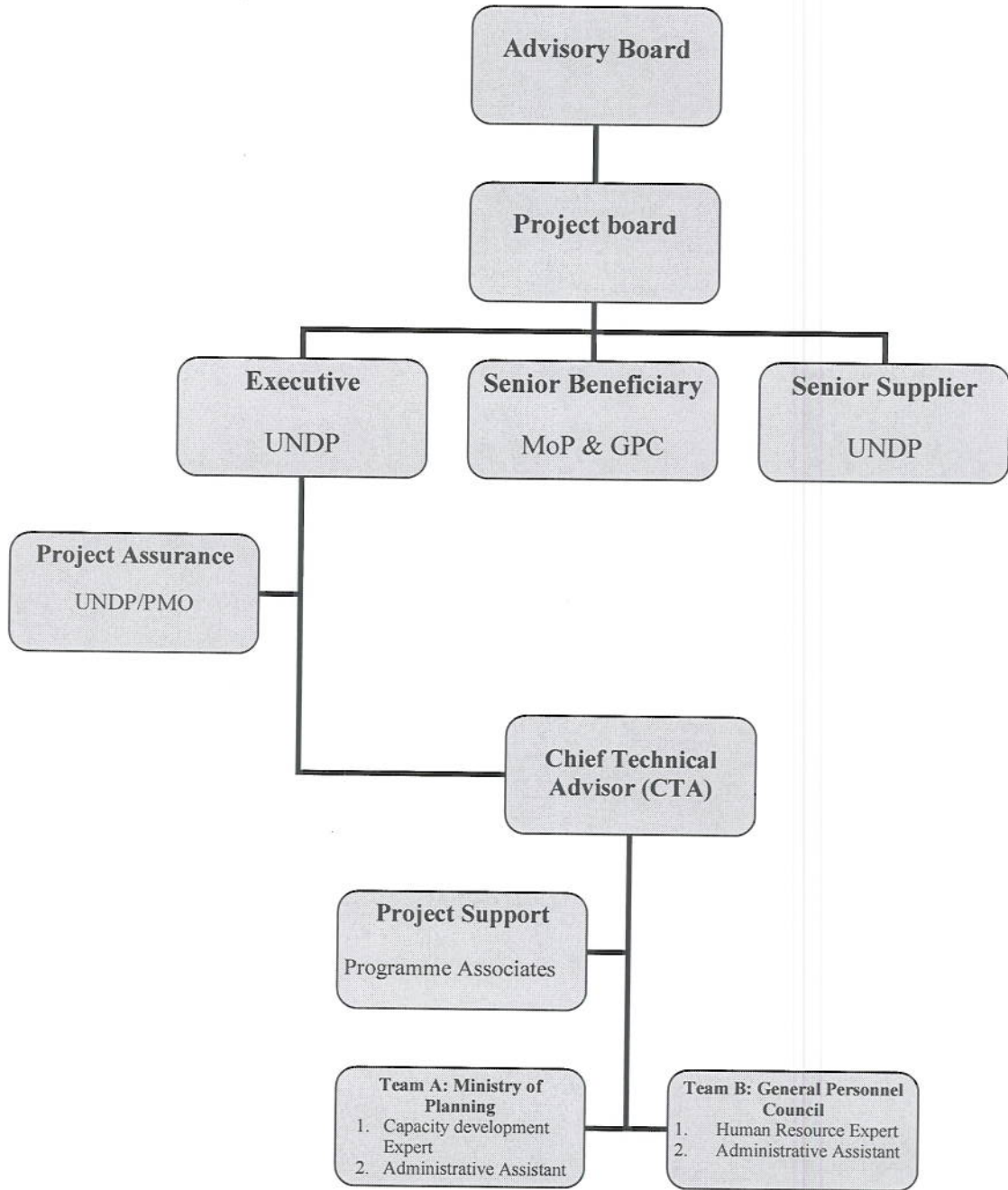
Project board

A Project Board (PB) will be established to monitor progress, give guidance to the Chief Technical Adviser (CTA) and provide policy level advice regarding project implementation or revision. The PB should meet at least once a year or as necessary when a decision is needed at the request of the CTA. The PB consists of: the Executive representing the project ownership will be chaired by UNDP/PAPP; the Senior Supplier also represented by UNDP/PAPP will provide guidance regarding the technical feasibility of the project; and the Senior beneficiary which be represented by the Ministry of Planning, except for the second component of the project where GPC will act as the representative of the Senior beneficiary.

An international CTA will be recruited to work under the direct supervision of the Executive office (UNDP/PAPP). He (or she) will be responsible for providing technical advice to the programme, management of programme activities, coordination of programme implementation with various stakeholders (see Annex 2: Terms of reference of the CTA). Two international experts (one on capacity development and the other on Human Resources), one operations manager and one project associate will be recruited by the programme and will work under the direct supervision of the CTA. The Capacity Development expert will work closely with the Ministry of Planning on the components of the programme that will be implemented by the Ministry (see Annex 3: TOR of Capacity Development Expert). The expert on Human Resources will assist the GPC in implementing the second component of the programme on HRM and HRD (see Annex 4: TOR of Human Resources Expert). Both experts would be required to work together on the same government institution, whenever needed.

UNDP/PAPP will sign a Memorandum of Understanding with both the Ministry of Planning and the GPC that would detail the role and responsibilities of each party as well as the technical assistance that would be provided by UNDP/PAPP. In the course of implementation of the programme, UNDP/PAPP will call as necessary on the various services that are provided by UNDP worldwide in capacity development.

The program management structure can be illustrated as follows:



PART 7: MONITORING AND EVALUATION

The Program management and the Government counterpart will be responsible for delivering the outputs of the program, the implementation, input management, and sound administrative management. The Chief Technical Adviser (CTA) will develop and submit a detailed work plan, a procurement plan at the outset of the program, quarterly financial reports, and quarterly progress reports to UNDP/PAPP. The report should include two sections, namely program implementation and program performance. It should receive inputs from Deliverable Descriptions, Outputs Definitions, Quality Log, Issues Log, and Risks Log. Additionally, an annual progress report (APR) and a final program review report at the end of the program will be submitted to UNDP. These documents will provide critical information and lessons learned regarding the effectiveness of the implementation strategy and the delivery of outputs.

The Project Board will meet on a regular basis in order to take stock of the progress of the program. All stakeholders will also participate in a Final Review Meeting at the end of the program duration, where a Final Program Review Report highlighting the main achievements, results, and lessons learned will be reviewed and discussed. The program is subject to auditing at least once in its lifetime, in accordance with UNDP's regulations.

Part 9: ANNEXES

ANNEX 1: CAPACITY DEVELOPMENT CONCEPT

What is Capacity Development?

Capacity is defined as the ability of individuals, organizations and societies to perform functions, solve problems, and set and achieve their own development objectives in a sustainable manner. Capacity development (CD) is thereby the process through which the abilities to do so are obtained, strengthened, adapted and maintained over time. Capacity development is a means towards reaching development outcomes. For UNDP it is the "how" of development, and is at the heart of the organisation's mandate and functions.

Over the past few years it has become evident that a more rigorous approach to CD is required if its impact is to be fully realized. Capacity development (CD) is critical for the achievement of the MDGs, and more generally, long-term economic and societal development. Against the backdrop of a global commitment to fighting poverty and pledges to increase the volume of aid, the development of national capacities to utilize development finance efficiently and effectively for human development ends has acquired even greater urgency. The Millennium Declaration, the Paris Declaration on Aid Effectiveness, the UN TCPR resolution and an increasing number of National Development Strategies reflect this prominence.

A country's capacity resides on three levels:

- Organizational Level: systems, procedures, institutional framework
- Individual level: experience, knowledge, technical skills
- Enabling environment: policies, legislations

Capacity assessment and capacity development strategies need to be therefore addressed across these three levels.

UNDP engages on capacity development in four defined areas of support: capacity assessment, capacity development response strategies, costing capacity development strategies, and capacity development monitoring and evaluation. UNDP has identified these four capacity development areas and drawn together case evidence in each of the areas to support countries in responding better to national and local capacity needs, and for making effective use of their capacity assets. These areas have been also prioritized based on undertaking study of norms and standards, good practices and data sources where available, and thus, this informs us that these strategies have a positive and sustainable impact on the development and retention of endogenous capacity at the national and local levels. The strategies cut across thematic and sector specificity and in that sense is "practice neutral."

What is Capacity Assessment?

Capacity assessment (CA) is the analysis of current capacities against desired future capacities; this assessment generates an understanding of capacity assets and needs leading to the formulation of CD strategies

Capacity assessment is a dynamic and ongoing process (not a one-time event). It provides a systematic analysis of what key capacities exist, and a point of dialogue and negotiation on what additional capacities may be required to reach a desired development outcome. CA helps to establish capacity baselines against which to measure, monitor and evaluate progress and performance in capacity development. The desired capacities have to be defined prior to undertaking the assessment. Capacity assessment provides valuable input into policy and strategy formulation work and on what needs to improve, and the financial requirements to fund the interventions.

Objectives of the CA:

- To produce an initial "capacity baseline" grounded in an agreed set of performance standards meeting international good practice criteria.
- Help analyze and recommend areas of intervention, through strategic capacity development initiatives and targeted quick impact actions
- To derive "areas for improvement" across all areas of operation,
- To identify a small set of priorities for initial systemic CD that could enable the achievement of a credible platform on which performance improvements at all levels could be predicated.

The Capacity Assessment Framework is composed of three dimensions:

Points of Entry: UNDP recognises that a country's capacity resides on different levels – enabling environment, organisation and individual – and thus needs to be addressed across these levels. A capacity assessment team selects one level as its point of entry, and may "zoom in" or "zoom out" from that level as needed.

Core Issues: These represent the issues upon which UNDP is most often called to address. Not all of these issues will necessarily be analysed in any given assessment, but they provide a comprehensive set of issues from which a capacity assessment team may choose as it defines its scope: 1) leadership; 2) policy and legal framework; 3) mutual accountability mechanisms; 4) public engagement; 5) human resources; 6) financial resources; 7) physical resources; and 8) environmental resources. The issue of a human rights based approach serves as an "overlay" on any capacity assessment (it can either overlay all selected cross-sections or act as a stand-alone core issue).

Cross-Cutting Functional Capacities: Specific functional capacities are necessary for the successful creation and management of policies, legislations, strategies and programmes. UNDP has chosen to prioritise the following functional capacities, which exist at all three points of entry and for all core issues: 1) engage in multi-stakeholder dialogue; 2) analyse a situation and create a vision; 3) formulate policy and strategy; 4) budget, manage and implement; and 5) monitor and evaluate.

Capacity development strategies

The formulation of capacity development strategies is based on the findings of a capacity assessment. These capacity development strategies may be applied to address capacity needs in a variety of sectors, and are predicated on integrated approaches to development:

- Institutional Reform and Incentives: Process facilitation for change management; functional reviews; salary schemes; incentive systems; and business processes (project management and procurement).
- Leadership Capacities: Negotiation and visioning skills; coaching and mentoring; ethics; and advocacy.
- Education, Training and Learning: Training methods; tertiary education curricula and investments; vocational education; and on-the job skills transfer.
- Accountability and Voice Mechanisms: Peer reviews; citizen watch; M&E; stakeholder feedback; and public information campaigns.

ANNEX 2: TERMS OF REFERENCE OF THE PROJECT BOARD

Overall responsibilities³: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Chief Technical Adviser (CTA), including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards⁴ that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme 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 Chief Technical Adviser (CTA). This group is consulted by the Chief Technical Adviser (CTA) for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Chief Technical Adviser (CTA) and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Specific responsibilities:

Defining a project

- Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).

³ Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

⁴ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

Initiating a project

- Agree on Chief Technical Adviser (CTA)'s responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Chief Technical Adviser (CTA);
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Chief Technical Adviser (CTA)'s tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR);
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when Chief Technical Adviser (CTA)'s tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation
- Notify operational completion of the project to the Outcome Board.

UNDP and the implementing partner issue invitations jointly to the meeting.

Frequency of Meeting:

- Minimum meets twice a year or as need be. UNDP or the implementing partner can call for a meeting

1. Executive

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Chief Technical Adviser (CTA)
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

2. Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

The Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities.

3. Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If

necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated (see also the section [below](#))

Project Assurance

Overall responsibility: Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Chief Technical Adviser (CTA); therefore the Project Board cannot delegate any of its assurance responsibilities to the Chief Technical Adviser (CTA). A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question "What is to be assured?". The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme and the National Reform & Development Plan
- The right people are being involved
- An acceptable solution is being developed

- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

Project Support

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Chief Technical Adviser (CTA) as required by the needs of the individual project or Chief Technical Adviser (CTA). The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Support would include:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Chief Technical Adviser (CTA)
- Provide support in the use of Atlas for monitoring and reporting

Provision of technical support services

- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties

ANNEX 3: TERMS OF REFERENCE OF CHIEF TECHNICAL ADVISER (CTA)

Duration: 1 year, Subject to extension

Background

The United Nations Development Program/Program of Assistance to the Palestinian People (UNDP/PAPP) has launched a Capacity Development Initiative (CDI) to support the Palestinian governing institutions in better performing their functions and effectively deliver improved services to the citizens. For this purpose, the UNDP/PAPP program will enhance the capacity of the Ministry of Planning in the design, coordination and facilitation and monitoring of capacity development at the national level. This would include the development of capacity of government institutions in implementing institutional reform, developing human resources and designing a transparent human resource management policy and system.

Objectives

Under the direct supervision of UNDP/PAPP, the Chief Technical Adviser (CTA) will assume overall responsibility for the successful execution and implementation of the program towards achieving the outcomes as per the Program Document. The program intends to reach the three following outcomes:

- a. Enhance the Capability of the Ministry of Planning to facilitate and coordinate capacity development at the national level;
- b. Strengthen the capacity of the General Personnel Council (GPC) in the formulation and implementation of transparent and effective human resource management and human resource development policy and system;
- c. Enable Government institutions to formulate and implement institutional reform and development and better carry out their functions.

Duties and responsibilities

Under the direct supervision of the Executive of the Programme Board (UNDP/PAPP), the CTA will perform the following duties and responsibilities:

Overall responsibilities: The Chief Technical Adviser (CTA) has the authority and responsible for day-to-day management and decision-making for the programme on behalf of and within the constraints laid down by the Programme Board. The Chief Technical Adviser (CTA)'s prime responsibility is to ensure that the programme produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibilities would include:

I. Overall programme management:

- a. Lead a participatory process for developing a " National Policy and Strategy for Capacity Development" in the Occupied Palestinian Territory;
- b. Assist in preparing the programme documents like assessment reports, capacity development response strategies, national systems and processes, and action plans, etc;

- c. Provide guidance to targeted Palestinian government institution technical staff on drafting the national standards;
- d. Provide guidance on selecting the best references to use in preparing the national standards;
- e. Elaborate, review and finalize the TOR for various consultation missions (short and long -term international and local consultants), assist in their recruitment, and participate in their evaluation;
- f. Provide technical support to the Executive of the Programme Board in appropriate domains of competence and assist him/her in elaboration of the program and project activities, preparation of periodic reports on the progress of activities and participation in the work of the international technical committees;
- g. Manage the realization of programme outputs through activities;
- h. Provide direction and guidance to programme team(s)/ responsible party (ies);
- i. Liaise with the Programme Board or its appointed Programme Assurance roles to assure the overall direction and integrity of the programme;
- j. Identify and obtain any support and advice required for the management, planning and control of the programme.

II. Running a programme

- II.1. Ensure the timely preparation of work plans, which includes:
 - a. Prepare the overall work plans of the Program on quarterly basis and revise them as needed;
 - b. Ensure the timely preparation by the experts of their work plans;
 - c. Ensure the timely production of outputs according to set work plans;
 - d. Ensure that the required work plan is prepared and updated in consultation and agreement with UNDP/PAPP.
- II.2. Carry out the following supervisory functions:
 - a. Advise and assist, in line with the accepted international practices and standards, in formulating the implementation and regulation of standards and quality assurance;
 - b. Advise and assist in designing, implementation and enforcement of emergency, transitional and national standards and monitoring assessment scheme;
 - c. Provide technical advise for the selection, harmonization and adoption of capacity development standards;
 - d. Assist in the design and organization of training workshops and coaching activities in the country and organize study tours and fellowships abroad;
 - e. Develop program(s) for cooperation with other government institutions and other capacity development initiatives;
 - f. Coordinate (expedite) liaison actions with government institutions, international organizations and other stakeholders;
 - g. Advise on good practices for awareness and promotion of quality and compliance assessment for government institutions;
 - h. Supervise the work of the two long-term experts on Capacity Development (in the Ministry of Planning) and Human Resources (in the General Personnel Council);
 - i. Supervise the work of the Operations Manager and the Programme Associate;

- j. Undertake overall supervision of all consultants recruited under the Program.

II.3 Monitor and evaluate Program implementation through:

- a. Preparing quarterly progress reports covering progress against planned activities, achievements, analysis of lessons learned and recommendations (taking into consideration initial quality criteria, update on Risks and Issues, expenditures) and submit the report to the Programme Board and Programme Assurance;
- b. Preparing budget and budget revisions in a timely manner;
- c. Producing periodical annual programme progress reports and financial reports for the Programme Board and donors;
- d. Preparing ad-hoc program reports upon the request of the programme board,
- e. Planning, coordinating and facilitating monitoring mechanism of the Program;
- f. Ensuring that the UNDP/PAPP and Programme Board are informed on a regular basis of the progress made and on all issues of importance for the implementation of the program, including problems faced;
- g. Being responsible for managing issues and requests for change by maintaining an Issues Log.
- h. Managing and monitoring the programme risks as initially identified in the Programme Document , submit new risks to the Programme Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Programme Risks Log;
- i. Monitoring events as determined in the Monitoring & Communication Plan, and update the plan as required;
- j. Carrying out ad-hoc assignments for the counterparts as per agreement between UNDP and the targeted PA institutions;

II.4. Manage the financial aspects of the Program which includes:

- a. Manage the programme's financial resources to achieve the completion of programme outputs.
- b. Manage financial allocations and approve expenditures according to authority delegated, and ensure timely payments in accordance with UNDP rules, regulations and procedures;
- c. Manage the programme's material resources, ensuring that vehicles, office equipment, furniture, etc. are properly maintained and used correctly for implementation of programme activities.
- d. Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- e. Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);

II. 5. Ensure high quality outputs and provide long-term vision for the sustainability of the Capacity Development Initiative through:

- a. Identifying critical tasks that should be taken for the successful establishment of the Program;
- b. Synthesizing findings and inputs of Program's activities;

- c. Ensuring that publications and training materials are of high quality standard;
- d. Supporting resource mobilization efforts and preparing funding proposals to enhance implementation of the Program;
- e. Encouraging full participation of all the stakeholders in order to promote empowerment and ownership of national counterparts.

II.6. Liaise with various institutions during the implementation of the Program

- a. Liaise with government institutions on various aspects of the Program, and cooperate with other institutions and donors on issues related to program implementation particularly on public administration reform efforts;
- b. Liaise and co-ordinate, within the framework of Program activities, with relevant government(s), donors, other UN Agencies, NGOs as well as with development agencies operating complementary activities and provide feedback to the UNDP and programme partners;
- c. Ensure regular communication and coordination with program donors and partners and develop and maintain effective mechanisms for integrating and responding to their feedback.

III. Closing a Programme

- a. Prepare Final Programme Review Report, comprising all relevant information compiled from the interim reports, conclusions and recommendations, to be submitted to the Programme Board and the Outcome Board;
- b. Identify follow-on actions and submit them for consideration to the Programme Board;
- c. Manage the transfer of programme deliverables, documents, files, equipment and materials to national beneficiaries;
- d. Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Qualifications

required:

- a. Advanced university degree in public administration, management, processes re-engineering or in a related discipline;
- b. Extensive knowledge of the good governance in developed and under-developed countries;
- c. Knowledge and experience of capacity development and human resource management in the public sector is an asset;
- d. At least 15 years of practical experience in advisory capacity and management of projects and programs on good governance and/or capacity development for the public sector;
- e. Knowledge of the region is also desirable;
- f. Ability to interact and establish/ maintain good and effective working relation with all parties;
- g. Excellent knowledge of written and spoken English, Knowledge of Arabic is an asset;
- h. Experience in the usage of computers and office software packages;
- i. Well organized, methodical, ability to set priorities and pay attention to detail;
- j. Demonstrated excellent interpersonal skills and collaborative managerial style;

- k. Knowledge and experience in working with UNDP on a similar position is an advantage;
- l. Experience of working in Occupied Palestinian Territory and other post-conflict countries is desirable,

ANNEX 4: TERMS OF REFERENCE OF CAPACITY DEVELOPMENT EXPERT

Duration: 1 year, Subject to extension

Background

The United Nations Development Program/Program of Assistance to the Palestinian People (UNDP/PAPP) has launched a Capacity Development Initiative (CDI) to support the Palestinian governing institutions to better perform their functions and effectively deliver improved services to the citizens. For this purpose, the UNDP/PAPP program will enhance the capacity of the Ministry of Planning in the design, coordination and facilitation and monitoring of capacity development at the national level. This would include the development of capacity of government institutions in implementing institutional reform, developing human resources and designing a transparent human resource management policy and system.

Objective

Under the direct supervision of the Chief Technical Adviser (CTA), the Capacity Development Expert will assist the Ministry of Planning in enhancing its Capability to facilitate and coordinate capacity development at the national level. The CD expert will also support Government institutions to formulate and implement institutional reform and development.

Duties and Responsibilities

Under the direct supervision of the CTA, the incumbent will perform the following duties and responsibilities:

1. Prepare work plans and facilitate the implementation of the activities of the program:

- Prepare work plans on quarterly basis and revise them as needed
- Ensure the timely production of outputs and activities related to capacity development and according to set work plan
- Prepare quarterly progress reports
- Ensure that the Ministry of Planning management is continuously aware of the progress made in the implementation of outputs
- Ensure that the CTA and UNDP/PAPP are informed on all issues of importance for the implementation of the program, including problems faced
- Prepare the TOR for short-term international and local consultants, and assist in their recruitment
- Provide technical backstopping to the short-term consultants and coordinate and facilitate their operations
- Supervise the Administrative staff from the Ministry of Planning and recruited consultants
- Facilitate the organization of workshops and consultation meetings, and ensure effective participation of the Ministry of Planning and government institutions

2. Support the Ministry of Planning and other government institutions in capacity assessments and capacity development:

- k. Assist the Ministry of Planning in the formulation of a national strategy and policy for capacity development
- l. Support the Ministry of Planning in establishing the criteria for assessment of government institutions' and donors' proposals and interventions on capacity development
- m. Support the Ministry of Planning and other government institutions in capacity development concept and methodologies
- n. Follow-up with the Ministry of Planning on implementation of the findings of the capacity assessment that will be carried out on the Ministry
- o. Advise Ministry of Planning senior management as well as government institutions on CD best practices and their implementation
- p. Advise the Ministry of Planning, and follow-up, on implementation of recommendations of the various assessments that will be made on the Ministry
- q. Propose interventions to improve the effectiveness of the Ministry of Planning and other government institutions
- r. Review inputs of consultants working on CD
- s. Liaise with government institutions and provide them with support on capacity assessment methodologies
- t. Actively participate in workshops and meetings of the program through providing technical inputs

3. Empower the individual capacities in the Ministry of Planning and other government institutions

- u. Arrange participation of staff of Ministry of Planning and other government institutions in regional and international seminars on CD
- v. Coordinate and arrange the study tours of the staff of Ministry of Planning and other government institutions in countries of the region that have best practices in CD
- w. Ensure facilitation of knowledge building and knowledge sharing in the Ministry of Planning and government institutions
- x. Empower the Ministry of Planning staff working on the program, through on-job training and delegation of responsibilities, to ensure national ownership of the program
- y. Follow-up with the staff of the Ministry of Planning and other government institutions on the implementation of the work plans they will be preparing in the various workshops

4. Perform other duties as required.

ANNEX 5: TERMS OF REFERENCE OF HUMAN RESOURCES EXPERT

Duration: 1 year, Subject to extension

Background

The United Nations Development Program/Program of Assistance to the Palestinian People (UNDP/PAPP) has launched a Capacity Development Initiative (CDI) to support the Palestinian governing institutions in better performing their functions and effectively deliver improved services to the citizens. For this purpose, the UNDP/PAPP program will enhance the capacity of the Ministry of Planning in the design, coordination and facilitation and monitoring of capacity development at the national level. This would include the development of capacity of government institutions in implementing institutional reform, developing human resources and designing a transparent human resource management policy and system. One of the component of the program aims to strengthen the Capacity of the General Personnel Council (GPC) in the formulation and implementation of transparent and effective human resource management (HRM) and human resource development (HRD) policy and system.

Objective

Under the direct supervision of the Chief Technical Adviser (CTA), the Human Resources Expert will assist the General Personnel Council in the implementation of this component of the program and is responsible for delivery of program outputs as per Program Document. It is expected that through strengthening the capacity of GPC in this area, an improved HRM and HRD policy and system will be designed and implemented.

Duties and Responsibilities

Under the direct supervision of the CTA, the incumbent will perform the following duties and responsibilities:

1. Prepare work plans and facilitate the implementation of the activities of the program:
 - Prepare work plans on quarterly basis and revise them as needed
 - Ensure the timely production of outputs and activities related to HRM and HRD according to set work plan
 - Prepare quarterly progress reports
 - Ensure that the GPC management is continuously aware of the progress made in the implementation of outputs
 - Ensure that the CTA and UNDP/PAPP are informed on all issues of importance for the implementation of the program, including problems faced
 - Prepare the TOR for short-term international and local consultants, and assist in their recruitment
 - Provide technical backstopping to the short-term consultants and coordinate and facilitate their operations
 - Supervise the Administrative staff from the GPC and recruited consultants
 - Facilitate the organization of workshops and consultation meetings, and ensure effective participation of the GPC and government institutions

2. Support GPC and other government institutions in improving HRM and HRD policy and system
 - z. Support GPC in the formulation of a human resource management (HRM) and human resource development (HRD) strategy and policy
 - aa. Ensure implementation of HR strategies and policies that are approved by GPC management
 - bb. Follow-up on implementation of the findings of the capacity assessment that will be carried out on GPC
 - cc. Follow-up with GPC on the improvement of systems and procedures which are related to personnel recruitment and promotion process and performance appraisal system
 - dd. Advise GPC senior management as well as HR directors of government institutions on HR best practices and their implementation
 - ee. Develop the capacity of the GPC and government institutions in human resource management and systems
 - ff. Advise GPC, and follow-up, on implementation of recommendations of the various assessments that will be made on GPC
 - gg. Liaise with government institutions and provide them with support on HRM and HRD, whenever necessary
 - hh. Actively participate in workshops and meetings of the program through providing technical inputs
3. Empower the individual capacities in GPC and other government institutions
 - ii. Arrange participation of GPC staff in regional and international seminars on CD
 - jj. Coordinate and arrange the study tours of GPC staff in countries of the region that have best practices in HRM and HRD
 - Ensure facilitation of knowledge building and knowledge sharing in the GPC and government institutions
 - Empower the GPC staff working on the program, through on-job training and delegation of responsibilities, to ensure national ownership of the program
 - kk. Follow-up with the GPC staff on the implementation of the work plans they will be preparing in the various workshops
4. Perform other duties as required.

Attachment 2

DESCRIPTION OF SERVICES

Project number:00061760
Initiative

Project title: Capacity Development

Results to be achieved by the Ministry of Planning

This project has three major outcomes. MoP will be UNDP counter part responsible for implementing outcome # 1&2.These two outcomes are:

1. Enhance the individual, organization and institutional capability of the Ministry of Planning to formulate and to monitor the implementation of the national development plans (i.e. PRDP) and policies and facilitate and coordinate capacity development at the national level.
2. Enable Government institutions to implement institutional reform and development and better carry out their functions particularly in delivering improved and better services to the citizens

Work to be performed by the Ministry of Planning

1. To form and lead an advisory group that will comprise of Ministry of Planning, General Personnel Council, Ministry of Finance ,and Prime Minister Office and a representative of UNDP;
2. To ensure overall coordination of capacity development support to the PA with the CD planned policies and strategies on national and local level;
3. To facilitate and coordinate communication and interaction with other government institutions pertaining the implementation of the project recommendations;
4. To provide access to necessary data and needed information for carrying out the project activities;
5. To provide copies of all previous capacity development reports and studies that has been done for the MoP (i. e. development plan , organizational chart and functions of the MoP,
6. Provide official written and verbal comments on various products and/or important decisions developed or taken by the project.
7. To appoint a senior staff member to represent MoP and serve as a counterpart to the UNDP/PAPP Project CTA and to identify the team (full-time administrative assistant, two senior technical staff (of which one will act as counterpart to UNDP) who should contribute substantive inputs to the implementation of project activities that will be assigned to the project;
8. Facilitate access to information to the project team;
9. To provide the office space and furniture for the project and cover the utilities and land line cost for the project team inside the MoP.

Description of inputs:

As specified in the attached project document

Attachment 3
Scheduled of Services, Facilities and Payments

EXPECTED CF OUTPUS (MTR) (MTR) (MTR) (MTR) (MTR) (MTR)	PLANNED ACTIVITIES (to be managed and paid for by MoP Directly)	Schedule of payments by UNDP																	
		Time frame			Y1			Y2			Y3			Y4			Y5		
		Y1	Y2	Y3	Y4	Y5	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	
Overall project management ensured	1.1 Procure Management Component	X	X	X	X	X	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	
	Sub total - Programme management						54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	
1.1 A national strategy and policy for capacity development prepared	1.1.2 Four consultation meetings with stakeholders to discuss the strategy and policy (4-days, 25 participants for each consultation).	X					24,500	24,500											
1.2 Capacity of staff of the Governance Department (GD)/Ministry of Planning and key government institutions developed in capacity development concept and methodologies	1.2.2 Six workshops for staff of the Governance Department and key government institutions on: (1) Methodology of capacity assessments; (2) Capacity development response strategies and costing of CD; (3) Monitoring and Evaluation of capacity development response strategies (one week, 20 participants, each workshop)	X					53,100	53,100											
1.3 In-depth capacity assessment of the Ministry of Planning prepared	1.3.5 Workshop with staff of the Ministry of Planning and stakeholders to discuss the findings of the assessment and achieve consensus (2 days, 40 participants)	X					4,700	4,700											
1.7 Best practices in capacity development shared with government institutions and stakeholders, and piloted in selected government institutions	1.7.2 Four seminars with government institutions to (1) discuss and share best practices and (2) assist participants in the preparation of individual action plan related to the implementation of one best practice in their organizations (5 days, 25 participants, each seminar)		X						30,500	30,500									
1.8 A system and process of consultation and dialogue established with stakeholders (including civil society and private sector) on national and sectoral development plans and policies as well as on the national capacity development strategy and policy	1.8.1 Implementation of ten consultation meetings to discuss the national plans and policies (one day, 30 participants, each meeting)		X	X	X					4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	
	1.8.2 Consultation process and dialogue developed and applied by three selected government institutions, through 15 consultation meetings with stakeholders to discuss sectoral plans and policies (one day, 30 participants, each meeting)		X	X	X					7,125	7,125	7,125	7,125	7,125	7,125	7,125	7,125	7,125	
	Total Out come #1						82,300	82,300		51,625	51,625	11,875	11,875	11,875	11,875	11,875	11,875	11,875	
3.1 Capacity of staff of government institutions in methodologies of capacity assessment and capacity development enhanced	3.1.1 Six workshops for staff of government institutions on the methodologies of: (1) Capacity assessments; (2) Capacity development response strategies and costing of CD; and (3) Monitoring and Evaluation of capacity development response strategies (one week, 30 participants, each workshop)			X															
3.2 Capacity of government institutions developed in the area of: strategic planning and performance management, policy formulation, financial management, Aid management, Monitoring and Evaluation, and Project proposals formulation	3.2.3 Twelve workshops for government institutions on strategic planning and performance management, policy formulation, financial management, Aid management, Monitoring and Evaluation, and Project proposals formulation (6 days and 25 participants each workshop)		X																
	3.2.4 Twelve follow-up workshops with case studies prepared by the participants (3days, 25 participants each workshop)				X														

