



Ministry of Local Government

**The Strategic Framework for
The Ministry of Local Government
2010-2014**

March 2010

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**The Strategic Framework for
the Ministry of Local Government**

2010-2014

The Ministry's Vision

**“Good Local Governance able to Achieve Sustainable
Development with Effective Community Participation”**

**“This Plan was prepared by staff of the Ministry of Local
Government”**

March 2010

Excerpts from the speech of H.E the Minister

After fifteen years since the inauguration of the Ministry of Local Government and the assumption of its leading role in the local governance sector, it becomes necessary for us to adopt crucial decisions pertaining the development of the ministry's role in order to leverage performance and operational mechanisms of the ministry. To achieve this, it is indispensable for us to adopt a scientific and sound planning approach as a tool towards enabling us shouldering our mandated responsibilities and tasks mostly delineated in planning, guiding and supervising the local government sector that encompasses all aspects of life of all citizens "constituencies" regardless to age, gender, color and religion.

The ministry's internal decision for adopting the strategic planning approach was taken in line with the thirteenth government's proclaimed vision and strategy under title "Palestine: ending the occupation and establishment of the independent Palestinian state", accompanied by the commissioning of the ministry to lead a national team responsible for preparation of the cross sectoral plan for the local government and management sector 2011-2013.

This plan is considered the first genuine strategic plan ever produced by the ministry, which is formulated on scientific and professional bases, and fully developed by the Ministry's crew, who will certainly dedicate their utmost efforts to translate and implement it effectively on the ground in order to achieve the anticipated vision in accordance with the mission they have agreed upon.

As we firmly believe that the planning is a dynamic ongoing process, the preparation of this plan is only the first step among many other required steps in the implementation process which also entails the continuous monitoring and evaluation of the plan in order to adapt the changes and emerging needs of our society. Let our slogan be "together we plan, together we implement and together we strive to achieve the Good Local Governance".

Finally, all thanks to all those who have contributed in the preparation of this plan, and to those who will apply it and evaluate its implementation, as well special thanks to our partners in the CHF International for their support to this achievement.

To God we invoke to help us all building our homeland

Dr. Khalid Al Qawasmi
Minister of Local Government

**Speech of the Deputy Minister,
Chairman of the
Steering Committee for the Formulation
of the MoLG's Strategy Plan**

The Ministry of Local Government was one of the PNA's pioneering institutions that adopted the approach of the strategic planning for action, instead of resorting to random and improvisatory work in order to contribute to the collective efforts aiming at building institutionalized and effective institutions on the basis of well articulated plans that serve as a reference for conducting evaluation and for adopting corrective measures necessary for improving performance, and that take into consideration the future agenda and the planning comprehensiveness.

Departing from the aforementioned fact, the ministry has decided to develop its comprehensive 5 –year strategic plan subsequent to H.E's decision on September 17, 2009 regarding the formation of the Steering Committee for the Preparation of the ministry's Strategic Plan, under the Chairmanship of the Deputy Minister, who, in his turn, issued a decision to form the Technical Team for Preparing the Plan and to form the drafting committee Headed by the Deputy Assistant for the Local Government Units' Affairs. The execution of this plan and the achievements of its Committees rely on the following four basic pillars:

First Pillar:

The responsibilities of the Ministry of Local Government, as being identified by the Thirteenth Government's Plan were summarized as follows:

- 1- Enabling the Local Government Units to possess effective institutional capacities;
- 2- Enhancing the Ministry's efficiency, in order to enable it plan, guide and supervise the Local Government Sector;
- 3- Achieving more Democracy, Transparency and Community Participation in the Local Government Sector ;
- 4- Promoting the concept of Public Private Partnerships (PPP's) at the Local Government Units level, in order to instigate Local Development and to enable LGU's better achieve Fiscal Autonomy.

Second Pillar:

Full Reliance of the ministry on skills and capabilities of its staff in preparing for this plan, acknowledging in the same time, the role of one of our main partners (CHF International) for providing capacity building and specialized training sessions to our staff prior to development of this plan.

Third Pillar:

This Plan has depicted the strategic and development guidelines for:

- 1- The Local Government Sector.
- 2- The Ministry of Local Government, which supervises the Local Government Sector.

Fourth Pillar:

Adoption of the gender dimension in the preparation and implementation processes of this plan (gender-wise plan).

Today, we can confidently argue that this plan has portrayed the road map for the Ministry of Local Government and delineated its interventions for the next five years, in addition, it supports its quest for building the capacities of all its components, departments, administrations, sections, units, and districts' offices and directorates, in order to enable them effectively shoulder their duties and responsibilities in a distinguished and pioneering pattern, and to assume their leading role for the Local Government Sector to actively participate in achieving a Good Local Governance.

The Ministry of Local Government extends its gratitude and appreciation to all committees, for the great efforts deployed in preparing and developing this plan, as well as for personnel who have provided any kind of assistance during the preparation process that took place over the last four months.

Last but not the least, the Ministry extends its appreciation and great thanks to the **CHF** International and for the donor agency, the United States Agency for International Development (**USAID**) for their distinctive efforts and experiences that have been generously provided, which greatly assisted in harnessing staff of the ministry with capabilities to overcome all obstacles and challenges faced during the preparation process.

E. Mazen Ghuneim

Deputy Minister, Ministry of Local Government

Chairman of the Steering Committee for the Preparation of the Strategic Plan

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Introduction:

Since the advent of the PNA and the concomitant institutional building process, the Ministry of Local Government was established in 1994, and due to immaturity of the PNA institutions at that time, the Ministry, like other line ministries, failed to adopt the strategic planning approach as a methodology for its action, this failure caused prominent shortcomings in its performance, and structural imbalances in duties and responsibilities between different departments of the ministry and an overlapping in authorities and roles within the ministry, which posed the need to redress the inefficiency of the Ministry to meet its huge responsibilities, as it is mandated to guide and supervise more than (483) LGU's and approximately (86) Joint Services Councils in accordance with the Local Governments Units Law No. (1) of 1997.

During the last four years the Ministry's Senior Administration realized the significance of the strategic planning. This new vision was supported by the Government's directions in response to the requirements of the modern administration and to the mechanisms and techniques of the Donors' community, through devising workable strategic plans in the various PNA ministries and institutions, which are presumed to be developed and implemented by staff of each ministry.

The Ministry of Local Government and in response to its needs and in line with the national policy agenda has -through its staff -formulated its 5-year strategy plan 2010-2014, upon the decision of H.E the minister on 17/09/2009 regarding the formation of the Steering Committee and the Technical Committee responsible for preparing the mentioned strategic plan.

The above mentioned committees started its assignment according to the principle of the participatory planning approach, with support of the CHF International, where a training course on the strategic planning was organized and implemented targeting more than 80 employees, representing the different staff levels of the Ministry.

In addition, The Technical Committee, in cooperation and participation of all departments, units and directorates of the Ministry, has conducted four workshops, where participants have identified the ministry's vision and mission in compatibility with the government's objectives, mentioned in the Thirteen Government Plan for 2009, namely "Ending the Occupation and the Establishment of the State".

The Government's Program of ending the occupation and establishing the state, has assigned four main tasks for the Ministry of Local Government:

1. Enabling the Local Government Units to possess effective institutional capacities;
2. Enhancing the Ministry's efficiency, in order to enable it plan, guide and supervise the Local Government Sector;
3. Achieving more Democracy, Transparency and Community Participation in the Local Government Sector ;

4. Promoting the concept of Public Private Partnerships (PPP's) at the Local Government Units level, in order to instigate Local Development and to enable LGU's better achieve Fiscal Autonomy.

In the light of the above mentioned tasks, the strategic guidelines of the Ministry have been identified as follows:

- **The Strategic Guidelines of Local Government Sector:**

- 1- Promoting the decentralization level of the Local Government Units.
- 2- Strengthening the institutionalization of the Community Participation.
- 3- Stimulating and promoting the different kinds of partnerships between the Local Government Units and the Private and Public Sectors (PPP'S), as well with the Civil Society Organizations, in order to achieve the Sustainable Local Development.

- **The Ministry's Institutional Strategic Guidelines:**

- 1- Enhancing the formulation and setting of policies and planning in the Ministry.
- 2- Adopting polices of human resources development.
- 3- Providing a suitable working environment appropriate for achieving the Ministry's different activities.
- 4- Promoting the capacity of the Ministry in the fields of territorial/provincial and local planning.

Over the period of four months, and with robust follow up by the Steering Committee, the Technical Committee was able to produce the ministry's strategic plan by full cooperation and coordination with the different Directors and Staff of all departments, units, and directorates of the Ministry.

The plan was approved by the Steering Committee, and then it was ratified by H.E the Minister of Local Government. Currently, the different departments, units and directorates of the ministry started to prepare the executive plans to kick start the implementation of the Ministry's Strategic Plan starting February, 2010.

In conformity with the Government's guidelines, the Ministry also started the preparation process of the Cross Sectoral Strategy for Local Government and Administration, by adopting the participatory approach in the preparation process, where a national team comprising representatives from all relevant line ministries, Local Government Units, Palestinian Universities and Civil Society Organizations was formed.

For this purpose, and with cooperation and support of the CHF International, twelve (12) workshops were conducted for both technical and national teams and subsequently for all

partners, where these workshops have been culminated by producing the draft plan of the Cross Sector Strategy for the Local Government and Administration. The plan was submitted to the Ministry of Planning within the designated timeframe. The draft plan was consistent and in harmony with the guidelines of the Governmental Plan mentioned earlier.

It is worth noting that both the Ministry's Strategic Plan and the Cross Sector Strategy Plan for the Local Government have taken into consideration the requirements of the gender sensitivity due to acknowledgment by the ministry of the significant gender's role in the planning process and in achieving the development.

The realization of the ministry's Strategic Plan and the Cross Sector Strategy plan constitutes a significant turning point in the Ministry's vision and reflects a radical change in the way of doing business, in accordance with the modern and scientific management principles necessary for achieving its objectives in consistency with the government policies and guidelines aiming at building the PNA's Institutions, as a preliminary essential step towards establishing the Palestinian Independent State, in order for all Palestinian citizens to live in dignity and freedom, and to achieve the sustainable development for contemporary and future generations.

It is a new era in the history of the Ministry of Local Government in particular, and for the Palestinian National Authority in general, towards the institutionalization process based on modern and scientific management principles, which will eventually lead to the development of all aspects of the Palestinian Local Government Sector.

Methodology of Work:

The Ministry's Senior Administration and technical Staff have realized the importance of the Strategic Planning as an essential tool towards developing the ministry's role and performance, this new direction has been bolstered by the general Government's directions that respond to requirements of the modern administration and to techniques and requirements of the donors' community. These new government directions have been translated by tailoring and implementing strategic plans in the different PNA's ministries and institutions. Therefore, and in order to accede to the Government's policy and to achieve objectives of the ministry, the Ministry of Local Government has prepared its medium term strategic plan (3-5 years).

For this purpose, H.E the Minister of Local Government issued a decision on September 17, 2009 to immediately form a Steering Committee and a Technical Committee tasked to prepare this strategic plan.

Methodology of work for preparing this strategic plan has concentrated on the following points:

- 1- The plan was drafted and developed drawing on the internal potential capacities of the ministry's staff.
- 2- The plan was drafted and developed in the essence of the teamwork and through real and active participation and cooperation of the different departments and staff with disregard to job titles and levels of admintartion.

The committees have started their tasks and concomitantly it was decided to empower the Ministry's Staff and promote their capabilities in the field of strategic planning skills; for this purpose, a training session was conducted for more than (80) MoLG's employees on the strategic planning, while another training course was organized "Training of Trainers" on the same field. Subsequently, the Technical Committee, in cooperation with and support of CHF International has organized 5 additional training courses for staff of the general departments, units and directorates of the Ministry.

Over a period of four continuous months, and with robust follow up from the Technical and Steering Committees, the plan was finally accomplished through perseverance, dedication and contribution of the different directors, departments, units and divisions of the Ministry.

In the process of developing the ministry's strategy plan, the following issues have been tackled:

- Consensus on the ministry's vision and mission, this has been done through the formation of four working groups tasked to contemplate and prepare the vision

and mission of the ministry, the working groups presented their conclusion which was approved by the Steering Committee and ratified by the minister.

- **Vision:** Good Local Governance able to achieve sustainable development with effective community participation
- **Mission:** a pioneering ministry working on building capacities of LGU's and enhancing their resources to enable them achieve the welfare of their citizens/constituencies within the framework of the good local governance.
- Conducting SWOT analysis, where four (4) working groups were formed to perform the internal analysis, right after the conducting of the external environment analysis in accordance with the same methodology. The groups' participants have collectively agreed on the various strengths, weaknesses, opportunities and threats elements, "see appendix No.1".
- Consensus on the institutional values of the Ministry, which are derived from the principles of Good Governance.
- Identification of the Ministry's goals in line with the periphery of responsibilities and objectives assigned by the Government to the Ministry of Local Government.
- Identification of the ministry's strategic guidelines and having them approved and ratified.
- Identification and adoption of the ministry's strategic objectives by the Steering Committee.
- Right after the completion and the ratification of the strategy plan, the different ministry's departments, directorates and units have prepared action plans ready for the implementation of the strategic plan starting March 2003.

Notes:

1. LGUs refer to the Local Government Units and Joint Services Council.
2. The term "Regional" in this framework refers to Palestinian Administrative Districts

The composition of the Steering Committee for Plan Preparation:

Chairman of the Committee: H.E Engineer Mazen Ghuneim, Deputy Minister.

Coordinator of the Committee: Mr. Abdel Karim Sider, Deputy Assistant

Members:

Dr. Tawfiq Al Budeiri; Mr. Shukri Radaydeh; Mr. Walid Halayqah; Mrs. Hanan Imseih; Mr. Muhyiddeen Al-Ardha; Mr. Raed Al-Barghouthi Mr. Basem Hadaydeh; Mr. Hani Kayed.

The composition of the Technical Committee for the Strategic Plan Preparation:

Chair of the Committee: Mr. Abdel Karim Sider.

Coordinator of the Committee: Mr. Shukri Radaydeh.

Members:

Dr. Hani Al Hroub; Dr. Husein Abdel Qader; Mrs. Reema Shbeitah, Mrs. Suha Al Sheikh; Mr. Ghassan Daraghmeh; Mrs. Ohoud Inayeh; Mr. Shadi Baddareen; Mr. Hatem Musallam; Mr. Jihad Mashaqi; Mr. Ibrhaim Al Hmouz; Mr. Mu'ayad Shehadeh; Mr. Raed Al Sharabati .

Composition of the Drafting Committee:

Mr. Abdel Karim Sider, Mr. Mohammed Al-Qarout; Mr. Islam Abu Ziad; Dr. Tawfiq Al Budeiri.

Participants in the Plan Preparation:

H.E the Deputy Minister, the Steering Committee and the Technical Committee members, and;

Mr. Hani Al Nujoum; Mr. Abdel Karim Said; Mr. Walid Halayqa; Mr. Munjed Bleibliyeh; Mrs. Reema Shbeitah; Mr. Adnan Jaffal; Mr. Islam Abu Ziad; Mr. Mohammed Al Qarout; Mr. As'ad Sawalmeh, Mr. Khalid Ishtayeh; Mr. Izzat Badwan; Mr. Mohammed Muheisen, Mr. Mohammed Jadallah; Mrs. Lana Al Rimawi; Mrs. Salwa Shbaitah; Mr. Samer Nu'eirat; Mrs. Sireen Nakhleh; Mrs. Jamileh Al-Attrash; Dr. Mohammed Al-Alami; Mr. Nidal Hasan; Mrs. Majeda Awashreh; Mr. Mohamoud Karaja; Mrs. Hiba Al Tijani.

The Vision of the Ministry of Local Government:

Good Local Governance Able on Achieves Sustainable Development with Effective Community Participation.

The MoLG's Mission:

A leading Ministry that supports and promotes the capacities of Local Government Units and the development of their resources, towards achieving the citizens' welfare within the framework of the Good Local Governance.

Values of the Ministry:

Integrity, dedication, transparency, accountability, team spirit, innovation, confidence , keenness for achieving best results, *and faith in its staff, the most precious assets.*

Goals:

Empowering the Local Government Units to build up effective institutional capacities.

Promoting the Ministry's capacities in planning, guidance, and monitoring to better lead the Local Government Sector.

Promoting Democracy, Transparency and Community Participation in the Local Government Sector.

Promoting the concept of partnership between LGU's and the Private and Public Sectors (PPP's), in order to generate local development and to enhance the fiscal autonomy for the Local Government Units.

The Sectoral Strategic Guidelines:

- 1 Increasing level of decentralization in Local Government.
- 2 Enhancing the institutionalization process of community participation.
- 3 Stimulating the concept of partnership between the Local Government Units and the Private and Public Sectors (PPP's) and with the Civil Society Organizations to achieve the Sustainable Development.

The Institutional Strategic Guidelines “Developmental”:

- 1 Promoting the formulation of policies and planning in the Ministry.
- 2 Adopting policies for human resources development in the Ministry.
- 3 Creating a suitable working environment that is conducive to work requirements.
- 4 Strengthening capacities of the Ministry in the fields of local and regional planning.
- 5 Strengthening the internal capacities of the ministry in management, monitoring and evaluation of services and projects.

The Strategic Objectives:

Strategic Objective 1: Increasing level and degree of decentralization in Local Government:

- 1 Development of clear policies on how to increase level of decentralization in local government.
- 2 Development of rules and regulations and adoption of procedural applications towards promoting level of decentralization.
- 3 Promoting role of local governments units in physical and developmental planning.

Strategic Objective 2: promoting skills of the ministry in policy formulation and planning:

- 1 Institutionalizing the process of policies and strategies setting.
- 2 Building capacities and skills of staff in policy setting and planning for local government sector.
- 3 Development of the ministry's organizational structure with detailed job description for the different departments and staff, in addition to development of operational manuals, and monitoring and evaluation manuals in order to effectively achieve goals of the ministry.
- 4 Development of the human resources in the ministry and increase capacities of employees according to their jobs requirements.

Strategic Objective 3: providing a relaxing working environment to increase productivity of staff:

- 1 Enhancing the appropriate working circumstances to enable employees perform their duties and tasks effectively.
- 2 Providing a suitable working environment that takes into consideration the gender needs and requirements.
- 3 Developing operational automated systems within the ministry.

Strategic Objective 4: strengthening the Ministry's capacity in the fields of local and regional planning:

- 1 Institutionalizing the regional and local planning process.
- 2 Building capacities and skills of the local government sector in local and regional planning.
- 3 developemnt of land use schemes/blueprints on the regional level.
- 4 Institutionalizing the process of monitoring and evaluation of developmental and infrastructure projects and services

Strategic Objective 5: strengthening capacities of the ministry in the fields of guidance and monitoring on local government units:

- 1 Building capacities of the ministry in guidance, supervisions, monitoring and evaluation.

Strategic Objective 5: development of an enabling legal and regulatory environment for Public Private Partnerships (PPP's) on the level of local government.

- 1 Promoting legal and regulatory framework and ensuring community participation in the planning and evaluation process.
- 2 Strengthening capacities of local government units in developing mechanisms of community participation.
- 3 Developing enabling legal environment for PPP's.
- 4 Institutionalizing the partnership process within the ministry and local government units.
- 5 Achieving successful partnership models within the frame of PPP's.

Developmental Initiatives:

- *Development of clear policies that promotes the decentralization level in local Government:*

1. Adoption of the draft paper on financial policies (prepared through JICA Project).
2. Development of a policy paper on human development in Local Government Units.
3. Development of a policy paper on level of decentralization in the Local Government units, containing clear, applicable and measurable standards.
4. Development of a policy paper on the Ministry's role in guidance and monitoring on performance of the Local Government Units.
5. Development of policies pertaining services provision and infrastructure.

- *Development of rules and regulations and adoption of their procedural applications, in order to enhance the decentralization degree in the Local Government Units:*

1. Development of the Local Government Units Law.
2. Development of the Construction and zoning Law
3. Development of the Planning Law
4. Completion of the development of the Local Government Units regulations (currently under process in cooperation with GTZ).
5. Development of "a plan and criteria" for the merging basis of Local Government Units in a way that ensures ability to continue providing qualitative services to citizens.

- *enhancing role of the Local Government Units in the physical and developmental planning :*

1. Adoption of the physical planning guidebook (currently implemented in cooperation with the Danish Cooperation)
2. Development of the local developmental strategic planning methodology to include the development of the sector investment plans and local and regional development.
3. Adoption of the Joint Councils' Strategy.

- ***Institutionalization the formulating of policies and strategies :***
 1. Promoting the policies and strategies' unit in the Ministry.

- ***promoting the efficiency of the employees in policies setting and planning in Local Government Sector and projects management:***
 1. Developing a professional training program for the relevant employees of the Ministry, to enable them developing policies and plans of the Local Government Sector.
 2. Establishment of a comprehensive database system that meets the requirements of policies and planning development in the Local Government Sector.

- ***Development of the institution organizational structure including the job descriptions, job classifications, operational guidelines and manuals to effectively achieve the Ministry's objectives.***
 1. Revising and updating the proposed administrative and organizational structure to elevate readiness and capabilities for implementing the Ministry's Strategic Plan.

- ***Developing the Ministry's Human Resources in their fields of competence :***
 1. Formation of a specialized and professional human resources committee, with possibility to resort to external support to deal with this issue.
 2. Set up performance indicators for all departments and directorates, through adopting the planning based performance approach.
 3. Conduct real scientific assessment for the human resources in order to tailor developmental plans according to their areas of specialization and competencies.
 4. Design developmental program / a comprehensive short-term and long-term training plan for the Ministry including future youth leaders in the Local Government Sector.
 5. Placement of the ministry's human resources according to their posts and in line with the ratified organizational structure.
 6. Qualifying the Ministry's administrative and technical staff, and increase their awareness on valid rules and regulations in the Local Government Sector.

7. Developing the role of the Human Resources Department in a sufficient manner, and not only sticking to concept of personnel affairs.

- ***Development of appropriate working conditions/ environment to enable employees carry out their duties effectively and professionally:***

1. Setting up workable action plans to develop and modernize the Ministry's infrastructure, including availability of adequate spaces, furniture, office supplies, computer appliances and computerized systems.
2. Developing comprehensive operational manuals for all Ministry's functions and accelerating the adoption and the implementation process of the existing ones.

- ***Providing a proper working environment taking in consideration the gender's needs and requirements.***

1. Identifying the requirements and needs of gender in the Ministry in order to develop and implement an action plan for providing a proper working environment in accordance with the identified needs and requirements.

- ***Development of the automated operations system in the Ministry :***

1. Establishing a computerized administrative system to deal with the initiatives emerging from the strategic plan in a fashion that guarantees a robust follow up and assessment of the implementation process of the strategic plan.
2. Creating a computerized system to administer the data and the different documents in the Ministry and to connect it with the district offices.

- ***institutionalizing the local and regional planning process in the Ministry :***

1. Developing the policies and tools of the local and regional planning.

- ***Building capacities of the Local Government Sector's employees in the fields of local and regional planning:***
 1. Developing a scientific training curriculum covering the development requirements in this field in line with the sectoral guidelines and policies.

- ***Development of a scheme / blueprints for the land usage at the regional level.***
 1. Completion of land settlements in coordination with the relevant authorities.
 2. Developing the local master plans.

- ***Institutionalizing the process of the administrating, monitoring and evaluating the developmental and infrastructural projects.***
 1. Developing operational manuals and guidelines.
 2. Developing a methodological system that sets up mechanisms for projects allocation.

- ***Building capacities of teams operating in the field of projects management and evaluation:***
 1. Developing scientific training curriculum in projects management.

- ***strengthening the Ministry's capacities in guidance and monitoring:***
 1. Developing the standards, specifications, and mechanisms of monitoring and evaluation.
 2. Developing the criteria, standards and mechanisms for selecting required human resources in areas of guidance, monitoring and evaluation
 3. Coordinating and activating the relationship of the Ministry with external monitoring parties (identify aspects of cooperation, information exchange and decision-making).
 4. Enhancing relationship with the different Local Government Units.

- ***development of the legal and regulatory framework to ensure and enhance the local community participation in the planning and evaluation process:***
 1. Identifying needs and requirements for developing the legal and regulatory framework related to community participation.
 2. Developing laws and regulations concerning partnership.
 3. Reviewing the rules and procedures adopted by the Ministry regarding the institutionalization of the community participation in planning and evaluation process.

- ***increase the capacities of the Local Government Units to develop mechanisms that enhance community participation:***
 1. Developing principles, standards, guidelines and tools for the community participation, in order to maximize the capacity of the Local Government Units.
 2. Creating specific measurable indicators to assess the performance of the Local Government Units, and adopting these indicators by the guidance and monitoring department as applicable performance evaluating criteria.

- ***Development of a catalyst legal framework for partnership between Local Government Units and Public and Private Sectors (PPP's):***
 1. Formation of a national committee.
 2. Suggesting required amendments in the legal and regulatory framework concerning PPP's.
 3. Developing the incentives system and tax exemptions to stimulate the PPP's at the local government level.

- ***Institutionalizing the partnership process (between the Local Government Units and the Public and Private Sectors) in the Ministry and at the Local Government Units:***
 1. Promoting the Local Development and Investment Unit in the Ministry.
 2. Developing the standards, guidelines, manuals and necessary tools to assist Local Government Units conduct partnerships with the Private Sector Institutions.

- ***achieve successful partnership models between local Government Units and the Public and Private Sectors:***
 1. Coordinate with the related governmental institutions and with the Donors' Community to support initiatives of PPP's for local development.

Measurement Indicators & Assumptions

Measurement Indicators and Assumptions:-

Goal (1) To Empower the Local Government Units to acquire effective institutional capacity.

Strategy (1.1) To promote the decentralization degree in the Local Government Units.

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| <u><i>Strategic Objective (1.1.1)</i></u> Development of clear policies to increase the decentralization level in the Local Government Units. | <u><i>Strategic Objective (1.1.2)</i></u> Development of rules and regulations, and adoption of their implementation procedures, to enhance the decentralization degree in the Local Government Units. | <u><i>Strategic Objective (1.1.3)</i></u> Strengthening the role of the Local Government Units in the fields of physical and developmental planning. |
| <u><i>Measurement Indicators</i></u> Number of relevant policies developed. | <u><i>Measurement Indicators</i></u> Rules and regulations developed. | <u><i>Measurement Indicators</i></u> Physical planning manual, and standards, guidelines and tools for the developmental planning. Number of physical and developmental plans. |
| <u><i>Assumptions</i></u> Cabinet endorsement in 2010 | <u><i>Assumptions</i></u> Active Legislative Council. Achieving the first strategic objective, 2010-2014 | <u><i>Assumptions:</i></u> Providing capacities to Local Government Units to perform this role. 2010-2014 |

Goal (2): promote the ministry's capacities in planning, guidance and monitoring the local government sector

Strategy (2.1): To enhance skills of the ministry in policies formulating and planning.

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| <u><i>Strategic Objective 2.1.1</i></u> Institutionalizing the process of policies and strategies formulation. | <u><i>Strategic Objective 2.1.2</i></u> Strengthening the efficiency of the employees in formulating policies and plans for the Local Government Sector and in projects management. |
| <u><i>Measurement Indicators</i></u> Active polices and strategies unit able to participate efficiently in formulating the policies and plans of the Sector. | <u><i>Measurement Indicators</i></u> Performance criteria, developed curriculum, number of training courses and number of participants. |
| <u><i>Assumptions</i></u> The Decision of H.E the Minister regarding the establishment of the unit. 2010-2014 | <u><i>Assumptions</i></u> Relealization of the previous strategic objective and availability of fund. 2010-2014. |

Strategy (2.2) : adoption of necessary policies for human resources development in the Ministry

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| <p><u>Strategic Objective (2.2.1)</u> Development of an administrative structure - encompassing the job descriptions, job classifications, operational guidelines and performance evaluation systems- that contributes towards achieving the Ministry's objectives.</p> | <p><u>Strategic Objective (2.2.2)</u> Promoting capacities of staff according to their fields of work and competences.</p> |
| <p><u>Measurement Indicators</u> Approved administrative and organizational structure that includes job description, job titles, job classifications, manuals. Percentage of emplaced employees in the Ministry according to the ratified administrative and organizational structure.</p> | <p><u>Measurement Indicators</u> Report of developmental needs assessment, performance indicators, training programs, number of training courses and number of trainees.</p> |
| <p><u>Assumptions</u> Cabinet endorsement for the structure. 2010.</p> | <p><u>Assumptions</u> Contingent upon funding. 2010-2014</p> |

Strategy (2.3): provide an internal enabling working environment to effectively manage the Ministry's operations.

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| <p><u>Strategic Objective (2.3.1)</u> Provide appropriate working conditions to enable the employees carry out their duties efficiently, effectively and in a professional manner.</p> | <p><u>Strategic Objective (2.3.2)</u> Develop an appropriate working environment that takes into consideration gender's needs and requirements.</p> | <p><u>Strategic Objective (2.3.3)</u> development of the automated operations system in the Ministry.</p> |
| <p><u>Measurement Indicators</u> Level of upgrading occurs in the ministry's infrastructure. Consent and satisfaction at the level of employees.</p> | <p><u>Measurement Indicators</u> Improvements occur vis-à-vis the report needs assessment</p> | <p><u>Measurement Indicators</u> Level of increase in the ministry's operations implemented through the automated system</p> |
| <p><u>Assumptions</u> Availability of funding. Appropriate security conditions.</p> | <p><u>Assumptions</u> Contingent upon Funding. 2010-2014</p> | <p><u>Assumptions:</u> 2010</p> |

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Strategy (2.4): enhancement of the Ministry’s capacity in the fields of local and regional planning

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| <u><i>Strategy Objective (2.4.1)</i></u> Institutionalizing the local and regional planning process in the Ministry. | <u><i>Strategic Objective (2.4.2)</i></u> Promoting the capacity of employees of the Local Government Sector in the field of the local and regional planning. | <u><i>Strategic Objective (2.4.3)</i></u> Establishment of a land use blueprint at the regional level. |
| <u><i>Measurement Indicators</i></u> Developed policies. The operations standards, manuals and tools are available and suit the work requirements. | <u><i>Measurement Indicators</i></u> Performance indicators. Training curriculum. Number and quality of the training courses. Number of trainees. | <u><i>Measurement Indicators</i></u> Approved land use blueprint |
| <u><i>Assumptions</i></u> Availability of required funding. Appropriate conditions for the institutionalization process. 2010-2014 | <u><i>Assumptions</i></u> Tendency and intention of the Ministry's Senior Administration towards institutionalization. 2010-2011 | <u><i>Assumptions :</i></u> The Government's plan (Ending the Occupation....) and political stability. 2010 |

Strategy (2.5): Empower the Ministry’s capacity in the fields of management, monitoring, and evaluating for the infrastructural projects.

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| <u><i>Strategic Objective (2.5.1)</i></u> Institutionalizing the process of managing, monitoring and evaluating the infrastructure and developmental projects. | <u><i>Strategic Objective (2.5.2)</i></u> Strengthening the capacity of the teams working in the field of projects management and evaluation. |
| <u><i>Measurement Indicators</i></u> Number of developed manuals. A systematic and publicized system for equity of projects allocation. | <u><i>Measurement Indicators</i></u> A practical training curriculum in the Projects management. number of trained employees |
| <u><i>Assumptions</i></u> 2010-2011 | <u><i>Assumptions</i></u> 2010-2011 |

Strategy (2.6): strengthening the Ministry’s capacity in the field of monitoring and guidance for Local Government Units.

Strategic Objective (2.6.1) building capacities of relevant staff in monitoring and guidance for Local Government Units.

Measurement Indicators

Standards, specification, and mechanisms of monitoring, guidance and evaluation.

Number of joint visits coordinated with the monitoring authorities.

Standards, criteria and mechanisms for selecting the required human resources.

Number of the qualified employees in the field of monitoring, guidance and evaluation.

Assumptions

2010-2011

Objective (3) achieving more Democracy, Transparency and Community Participation in the Local Government Sector.

Strategy (3.1): strengthening the institutionalization of Community Participation approach.

Strategic Objective (3.1.1)

Developing the system of rules and regulations to ensure and enhance the local community’s participation in the planning and evaluation.

Strategic Objective (3.1.2)

Promoting the capacity of the Local Government Units to formulate suitable mechanisms for enhancing the community participation.

Measurement Indicators

Developed / amended rules and regulations’ system.

Measurement Indicators

Adopted and applied mechanisms by Local Government Units for enhancing community participation

Assumptions

Commitment of the Ministry's Senior Administration to adopt and implement the Ministry’s Strategy.

2011-2012

Assumptions

Interaction of the Civil Society Institutions with the Ministry’s direction towards the Community Participation.

Efforts of Local Government Units to enhance the local Community Participation

2010-2014

Objective (4) promoting the concept of partnership between Local Government Units and Public and Private Sectors (PPP's), to stimulate local development and enhance the fiscal autonomy for LGU's.

Strategy (4.1): stimulating the Local Government Units to establish partnerships with the Public and Private Sectors to achieve sustainable development.

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| <p><u><i>Strategic Objective (4.1.1)</i></u></p> <p>Development of an enabling legal environment for PPP's.</p> | <p><u><i>Strategic Objective (4.1.2)</i></u></p> <p>Institutionalizing the partnership process (PPP's) in the Ministry and in Local Government Units.</p> | <p><u><i>Strategic Objective (4.1.3)</i></u></p> <p>Achieving an effective and stimulating partnership models between the Local Government Units and the Public and Private Sectors.</p> |
| <p><u><i>Measurement Indicators</i></u></p> <p>Developed/amended rules and regulations (laws).</p> | <p><u><i>Measurement Indicators</i></u></p> <p>Effective and operational "local development and investment unit" in the ministry.</p> <p>The developed and approved standards, criteria and tools.</p> | <p><u><i>Measurements Indicators</i></u></p> <p>Developed models.</p> <p>Sustainability.</p> |
| <p><u><i>Assumptions</i></u></p> <p>Existence of an operational and effective legislative council.</p> <p>Laws enactment</p> <p>Availability of funding resources.</p> | <p><u><i>Assumptions</i></u></p> <p>Approval of the Ministry's new organizational structure.</p> <p>Adoption of the municipalities' normative structures.</p> <p>Availability of appropriate infrastructure.</p> <p>Availability of funding resources. 2010-2014</p> | <p><u><i>Assumptions</i></u></p> <p>Availability of the technical and administrative capacity in LGU's.</p> <p>Availability of funding.</p> <p>Readiness of the Private and Public Sectors. 2010-2014</p> |

Results/ conclusions of the SWOT analysis

Strengths elements:

- 1- Will of the Senior Administration towards development in all fields.
- 2- Availability of qualified and efficient staff.
- 3- Willingness to working in a team spirit.
- 4- Sufficient equipments and availability of work requirements.
- 5- Awareness of the applicable procedures.
- 6- Availability of a set of computerized systems and databases.
- 7- Good relationships with the public institutions.
- 8- Availability of a training center at the Ministry.
- 9- Availability of rules and regulations governing the Local Government.
- 10- Availability of a planning and zoning law.

Weaknesses elements:

- 1- Absence of motivation system.
- 2- Lack of information exchange and Languor of internal communication system.
- 3- Shortcomings in master plans.
- 4- Inappropriate headquarter of the Ministry.
- 5- Ambiguous role of the public relations.
- 6- Feeble logistic support.
- 7- Presence of a number of disqualified and unsuitable employees.
- 8- Lack of staff.
- 9- Absence of clear job description and job classification.
- 10- Ambiguous concept of gender.
- 11- Lack of dedication and devotion of some employees towards work.
- 12- Absence of effective job rotation policy.
- 13- Shortage in written and publicized work procedures.
- 14- Absence of collective work spirit.
- 15- Absence of clear policy for local development.

Opportunities:

- 1- Availability of a National Governmental Plan.
- 2- Availability of international support.
- 3- Availability of some Partnerships with the Private Sector and Local Community.
- 4- Availability of legal framework.
- 5- Ministry's determination towards atomization.
- 6- Relative improvements in security conditions.
- 7- Community Participation.
- 8- Governmental Policies and Regulations.
- 9- Availability of Governmental Supportive Policies.
- 10- Ministry's tendency towards achieving the Strategic Plan.

Threats:

- 1- Israeli occupation and internal political division.
- 2- Cessation of the international support.
- 3- Lack of legal awareness in the Local Government Sector.
- 4- Faint mechanisms for the implementation of rules and regulations.
- 5- Lack of comprehensiveness in rules and regulations framework or incomplete and inadequate rules and regulations.
- 6- Resistance towards change due to cultural and social heritage.
- 7- Existence of a huge number of Local Government Units.
- 8- Weakness of capabilities and limited natural resources.
- 9- Absence of mechanisms for community participation.