

SUPPORTING THE PALESTINIAN AUTHORITY IN PUBLIC ADMINISTRATION REFORM (PAR)

On-site Coaching Programme on developing a strategic framework for PAR with a pilot PAR institution

Programme targeted at the General Personnel Council (GPC)

August to September 2022

The project

In coordination with the PMO and its counterparts, the OECD is implementing the EU-funded project* “Supporting the Palestinian Authority (PA) in Public Administration Reform (PAR)” (2021-2024). The overall objective of the project is to support the modernisation of public administration in the Palestinian Authority, in view of ensuring the delivery of more efficient and citizen-oriented public services.

More specifically, this Action aims to support the PA in:

- **Developing a Public Administration Reform (PAR) strategy to guide policy and PAR interventions for the coming years (Component 1)**
- Enhancing policy development and coordination (Component 2)
- Strengthening human resources management in the civil service (Component 3)
- Enhancing service delivery and improving quality of public services (Component 4)
- Improving organisation structures and clarifying roles and mandates within the Palestinian public administration (Component 5)

**The project is implemented with funding by the European Union.*

The activities

The activities organised in the framework of Component 1 of the project aim to strengthen the capacities of public officials in the development of a strategic framework for PAR.

In this context, the OECD had organised a capacity-building programme focused on policy design, implementation and monitoring and evaluation in March 2022. Public officials from different PA institutions as well as representatives from CSOs, academia and the private sector were introduced to tools and best practices relating to: i) objective setting; ii) strategic decision-making and priority setting; iii) linking strategic planning to budgeting; and iv) developing and monitoring key performance indicators. This activity complemented earlier capacity-building programmes on strategic planning and organised as part of the project.

Moreover, the OECD had conducted two fact-finding missions in February and May 2022 to meet with key PA institutions as well as non-governmental organizations, and outline the key challenges impeding effective public administration reform and strategic planning more generally. The fact-

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finding missions and capacity-building programme allowed for the identification of important challenges relating to the strategic development and coordination in the PA:

- Existing frameworks, tools, institutional mechanisms and capacities when it comes to the monitoring and evaluation of strategic plans could be reinforced;
- There is need for more better strategic indicators (both quantitative and qualitative) as well as more systematic measurement practices for M&E,
- There are insufficient feedback loops between monitoring reports and strategic change and a need for better communication around the results of M&E and
- Governmental and external stakeholders could be further engaged at the different stages of strategic development, and in monitoring and evaluation in particular.

In accordance with challenges identified through the fact-finding missions and the capacity-building activities, and in line with the PA priorities and needs in this area, the OECD organised a long-term onsite coaching programme between August and September 2022 to support the improvement of the monitoring frameworks and mechanisms for a pilot PAR institution (General Personnel Council, GPC). The outcomes and concrete results from the coaching were presented to and endorsed by the Chairman of the GPC in November 2022.

Objective

As highlighted above, OECD fact-finding missions and capacity-building activities organised in 2022 supported the PA in strengthening capacities to overcome obstacles and shortcomings notably when it comes to strategic implementation, monitoring and evaluation. In view of the PA's ambitious reform agenda recently announced, there is ever more need to address these challenges and mainstream better practices across the public administration. Effective monitoring and evaluation practices would help PA institutions translate the Reform Agenda into concrete, measurable and feasible sectoral plans, and hence contribute to the achievement of the overall objectives of the Reform Agenda. In that perspective, the on-site coaching programme aimed to support one key pilot PA institution in reviewing and improving their sectoral strategy through more developed and efficient performance indicators and strategic objectives, and in turn significantly contributing to the adoption of policies following a result-based, evidence-based, transparent, regulated and participatory policies in this area.

In particular, the on-site coaching programme supported the General Personnel Council (GPC) in the following:

1. **Increasing GPC public officials' knowledge** of key M&E concepts, tools and best practices *including*: Definitions, principles and applications of M&E; Linking strategic planning with M&E; Key Performance Indicators (KPIs); preparation of indicator description cards (indicator passports)
2. **Reviewing strategic objectives, targets and KPIs of GPC's sectoral strategy (Civil Service 2021-2023)** following requirements of quality and effectiveness, and particularly to ensure more feasibility of strategic objectives, and the relevance and measurability of associated targets and indicators.

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3. **Preparing a procedural guide with targeted recommendations** to assist GPC in developing more effective and quality strategic objective and key performance indicators for future sectoral strategies and action plans in line with M&E frameworks developed by the General Secretariat of the Council of Ministers.

A local expert worked directly with the GPC to deliver the on-site coaching through a long-term and continuous approach. The choice of thematic focus for this activity was discussed and defined jointly with the GPC. Preliminary consultation meetings were organised between the OECD and the General Personnel Council (GPC) to discuss the on-site coaching, the proposed thematic focus, and the specific challenges that the institution wish to address through the programme. The OECD provided guidance on the design and implementation of the programme which is aligned with OECD best practices.

Programme Content and Timeline

Day	Programme Content
2	<ul style="list-style-type: none"> - Two preparatory sessions with the GPC to agree on scope and objectives of the on-site coaching as well as the relevant GPC staff to participate.
3	<ul style="list-style-type: none"> - Introduction to concepts, international standards and OECD good practices of strategic planning and objective setting - Identifying challenges and opportunities for improvement for the strategic objectives of the GPC's Sectoral Strategy (Civil Service Strategy 2021-2023)
4	<ul style="list-style-type: none"> - Monitoring and Evaluation (M&E) – concepts and principles - Importance, objectives and types of M&E - Distinction between Monitoring and Evaluation - Assessing GPC's M&E tools
5	<ul style="list-style-type: none"> - KPIs – definitions, importance and standards of excellence - Types of KPI (e.g. inputs, processes, outputs, outcomes, impact) - Reviewing and developing KPIs for <u>strategic objective #1</u> (of the 2023 Action Plan)
6	<ul style="list-style-type: none"> - Reviewing and developing KPIs for <u>strategic objectives #2, #3 and #4</u> (of the 2023 Action Plan)
7	<ul style="list-style-type: none"> - Preparing indicator passports for revised KPIs
8	<ul style="list-style-type: none"> - Preparing plan for the strategy's KPIs
9	<ul style="list-style-type: none"> - Data collection, analysis and visualisation for M&E - Assessing templates and reports in use at GPC and identifying room for improvement -
10	<ul style="list-style-type: none"> - Finalising procedural guide for the implementation of effective M&E plan and KPIs for GPC's sectoral strategies - Finalising indicator passports for revised KPIs
11	<p><u>Endorsement Meeting (03/11/2022)</u></p> <ul style="list-style-type: none"> - Participants presented programme outputs and outcomes to Chairman of GPC, H.E. Mr. Moussa Abu Zeid

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| | <ul style="list-style-type: none">- Agreement on next steps to build on programme outcomes and further integrate the best practices and tools shared within GPC's work methodology |
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