



Ministry of Local Government

Ministry of Local Government (MoLG)

Strategic Plan

Implementation Matrix for the Years
2013 - 2014

(Gender Issues have been considered)

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Preface

The Ministry of Local Government believes that planning is a continuous dynamic process; based on this belief, the MoLG reviewed the strategic framework that was developed by its staff at the end of 2009, and the subsequent preparation and implementation of the annual plans “2010-2011”. The Revision was done in order to measure and assess what has been accomplished and achieved on the ground, as well as for the development of operational plans for the next two years 2013 and 2014, Taking into account all the developments that have occurred over the past two years, such as the adoption of the policy papers of community participation in the work of local bodies, guidance and monitoring to local government bodies as well as taking into account the plan response to the needs of gender.

Therefore, this document represents the operational plan for the years 2013 and 2014 and through which completing achievement of the strategic planning framework, which was adopted in 2010.

Development Methodology

This document was developed through a participatory group work which comprehended the various units and directorates in the Ministry of Local Government. The revision, evaluation and updating process for the strategic plan for the years 2013-2014 was divided into three stages as follows;

First stage: assessing the Achievement in the Previous Stage (2010 – 2012)

The objective of this stage was to evaluate the implementation mechanism of the strategic framework for the Ministry of Local Government, and to identify what has been achieved from the initiatives, activities and obstacles for the implementation for the years 2010 - 2011 - 2012. In this stage the following activities were implemented,

- 1. A comprehensive review of a set of documents including:** The Ministry Strategic Framework document, the Cross – Sectoral Plan, State Building Plan “Palestine: Ending the occupation and establishing the state,” the executive plans for the units and directorates for the years 2011 and 2012, progress reports, computerized system for tracking annual operational implementation plans, various policy papers that have been developed and adopted by the ministry.

- 2. Developing data Collection Sheets:** Three data collection sheets were developed to collect information from various directorates and units in order to evaluate previous achievements and determine the supplementary activities of all development initiatives.
- 3. Meetings:** Meetings were held with various relevant authorities of the MoLG to gather information
- 4. Checking the computerized program to follow up on the implementation annual plans:** annual plans and reports issued by this program were checked.

Phase II: Development of a draft strategic plan for the years 2013 – 2014

The objective of this phase was to prepare a comprehensive draft of a strategic plan for the years 2013 - 2014 that represents the Ministry of Local Government in all directorates and units and district offices. The implementation of this phase passed through two steps:

- 1. The first step:** preparing the first draft of the Strategic Plan for the years 2013 - 2014
- 2. The second step:** Review of the consolidated plan in a workshop with representatives from all district offices, units and directorates as well as the Minister of Local Government and Minister Deputy and his assistants.

Phase III: Revision and Approval of the strategic plan for the Ministry of Local Government for the years 2013 – 2014

The objective of this stage was to review and approve the plan by all directorates of the ministry in the presence of His Excellency The Deputy Minister “Chairman of the Steering Committee for the preparation of the strategic plan,” and then, obtain the formal approval of the Plan by the Planning Board at the ministry as well as from the Minister of Local Government.

The Strategic Plan for the years 2013- 2014 took into consideration the full completion of the development initiatives that have been adopted previously in the strategic framework through comprehensive projects and activities ending with the year 2014.

In addition, it has been considered that this plan will work on the activation of the implementation of all policy papers that were developed and adopted by the ministry such as community participation, guidance and monitoring policy paper and other papers.

Goal (1): Empowering the LGU's ability to build effective institutional Capacities

Strategy (1): Increase the level of decentralization between MOLG and LGU's

Objective (1): Develop clear policies on how to increase the level of decentralization between the MOLG and LGU's

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party Ministry Staff External Part	Expected Budget(\$)	Sponsoring Party Ministry (Donors)		Implementation Indicators	
												2013	2014
1. Develop implementation mechanisms for the financial policy paper	• Review and develop the financial policy paper and setting action plan to implementation the paper	Financial Policies Committee	Planning and Policy Unit	*		*	*	40,000		World bank	Existence of updated financial policy paper with approved implementation plan		
	• Review and develop the financial policy paper for consistency with gender issues	Gender Unit	Planning and Policy Unit	*		*	*	30,000		GIZ	Existence of updated financial; policy papers complies with gender issues	Increasing the no. of municipalities whom implement the program (35 municipalities)	
	• Follow up with the unified accounts software for the Palestinian municipalities	Budgets	Guidance and Monitoring Directorate	*	*	*		Undefined Budget		MDLF	Implementing the third phase by increasing 35 municipalities	Implementing the manual at all municipalities	
	• Implement the LGUs Budgeting manual	Budgets			*	*	*	30,000		MDLF	Distributing the manual for all municipalities	Existence of approved decentralization policy paper	
2. Develop a policy paper on the degree of decentralization in LGUs inclusive of clear, measurable and implementable criteria	• Preparing a policy paper on the degree of decentralization in LGUs	Planning and Policy Unit	All Related Directorates		*	*	*	5,000		DANIDA			

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
							Ministry Staff	External Part	Ministry	(Donors)	2013	2014					
Goal (1): Empowering the LGU's ability to build effective institutional Capacities	Strategy (1): Increase the level of decentralization between MOLG and LGU's	Objective (1): Develop clear policies on how to increase the level of decentralization between the MOLG and LGU's	3. Developing Instructions and Guidance for the Infrastructure Service	• Preparing study to identify the lowest level of the infrastructure services according to the LGU classification starting 1/1/2013	Projects Directorate		*	*	*		30,000	MDLF USAID/ CHF		Approved Study Report			
				• Draft a policy paper on services and infrastructure	Projects and Joint Councils	All Related Directorates	*	*	*		5,000	BTC		Existence of approved services and Infrastructure policy paper			

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013	2014	Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
									Ministry Staff	External Part		Ministry (Donors)	2013	2014	
Goal (1): Empowering the LGU's ability to build effective institutional Capacities	Strategy (1): Increase the level of decentralization between MOLG and LGU's	Objective (2) Develop rules and regulations and adoption of procedural applications towards promoting level of decentralization.	4. Develop the Local authorities Law	<ul style="list-style-type: none"> Prepare a draft advance local authorities law consistent with MOLG's orientations and strategic approach 	Legal Department				*	*		GIZ	Approved updated draft of the Local Authorities Law		
			5. Develop the planning, building and zoning law	<ul style="list-style-type: none"> Prepare a draft advanced planning law in line with MOLG's directions & strategic plan through review of current planning, building & zoning laws & identification of relevant legal clauses for amendment or addition 	Legal Department And Tanzeem and Urban Planning	All Related Directorates	According to the Time Schedule prepared by the Tanzeem and Urban Planning Directorate			*	*		GIZ	Existence of approved draft of Planning Law	
			6. Continue Developing and Finalizing the LGUs various bylaws	<ul style="list-style-type: none"> Preparing the Draft version of the LGUs financial bylaw Preparing the draft version of the JSCs bylaw 	Legal Department		Under Implementation							GIZ	Existence of approved draft of the financial bylaw of the LGUs and JSC bylaw

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013	2014	Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
									Ministry Staff	External Part		Ministry	(Donors)	2013	2014
Goal (1): Empowering the LGU's ability to build effective institutional Capacities	Strategy (1): Increase the level of decentralization between MOLG and LGU's	Objective (2) Develop rules and regulations and adoption of procedural applications towards promoting level of decentralization.		<ul style="list-style-type: none"> Development and approval of standards and special provisions For quarries and crushers and stone industry Development of criteria for the establishment of wedding halls and its licensing 	Tanzeem and Urban Planning Directorate	Legal Department	*	*	*			*		Accomplishment and approval of the standards and criterion	
				<ul style="list-style-type: none"> Develop and implement an awareness program for the new LGU mayors on the Local Authorities Law in partnership with various parties 	Deputy Minister Assistance for the LGUs	All Related Directorates	*		*	*	250,000		MDLF	Training 3000 LGU council members and mayors	
			7. Finalize design of amalgamation plan & criteria ensuring new LGUs are formed with institutional capacity & resources	<ul style="list-style-type: none"> Carry out an evaluation study for amalgamation experience in Palestinian territories 	Amalgamation Committee and Gender unit	Policy and Planning unit with the joint council directorate	*		*	*	20,000		DANIDA	Existence of approved amalgamation experience evaluation study	

Goal (1): Empowering the LGU's ability to build effective institutional Capacities

Goal

Strategy (1): Increase the level of decentralization between MOLG and LGU's

Strategy

Objective (2) Develop rules and regulations and adoption of procedural applications towards promoting level of decentralization.

Strategic Objectives

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party Ministry Staff External Part	Expected Budget(\$)	Sponsoring Party Ministry (Donors)		Implementation Indicators	
												2013	2014
capable of provision of quality services to the citizens	<ul style="list-style-type: none"> Developing the amalgamation policy paper (taking into consideration the results and recommendations of the evaluation study) 	Formation and Joint councils	Policy and Planning unit with the joint council directorate	*				*	*	5,000	DANIDA	Existence of approved amalgamation policy paper	
	<ul style="list-style-type: none"> Developing the amalgamation procedural manual 	Formation and Joint councils	Policy and Planning unit with the joint council directorate	*				*	*	15,000	DANIDA	Existence of approved amalgamation procedural manual	
	<ul style="list-style-type: none"> Set an Implementation plan for the amalgamation process in the Palestinian Territories 	Formation and Joint councils	Policy and Planning unit with the joint council directorate	*	*			*			DANIDA	Existence of Approved amalgamation plan	
	<ul style="list-style-type: none"> Design and carry out an awareness program on the benefits and procedures of amalgamation directed to LGUs and local communities 	Formation and Joint councils	Joint Councils and Public Relations and Media Directorate		*	*		*	*	50,000	BTC	Conducting five public meetings and workshops	Conducting five public meetings and workshops

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	Implementation		Expected Budget(\$)	Sponsoring Party		Implementation Indicators			
							2013	2014		Ministry Staff	External Part	Ministry	(Donors)	2013	2014
Goal (1): Empowering the LGU's ability to build effective institutional Capacities	Strategy (1): Increase the level of decentralization between MOLG and LGU's	Objective (2) Develop rules and regulations and adoption of procedural applications towards promoting level of decentralization.		• Finalize the preparation of VDP project document	Projects Directorate		*		*	*	70,000		World Bank	Submitting project document	
				• Commence the implementation of VDP project	Projects Directorate	Amalgamation Committee	*	*	*	*	3 million dollars in 2013 And 6 million dollars in 2013	Mil- 9 lion Dollars from PNA and Donors	World Bank	Submitting project document	
				• Develop an implementation plan for needs and project priorities in joint service council areas	Joint councils	Projects Directorate		*	*	*	10,000		BTC		Existence of approved implementation plan
				• Develop MOLG's capacity for responsiveness to amalgamation needs	Amalgamation Committee	All Related Directorates	*		*	*				Conducting the Capacity Building program	
				• Develop an administrative and financial reform program for target village councils to prepare them develop their performance before the amalgamation decisions is taken to enhance their performance	Guidance and Monitoring Directorate	Guidance and Monitoring Directorate	*		*	*	10,000		GIZ	Existence of approved administrative and financial reform document	

Goal (1): Empowering the LGU's ability to build effective institutional Capacities

Strategy (1): Increase the level of decentralization between MOLG and LGU's

Objective (2) Develop rules and regulations and adoption of procedural applications towards promoting level of decentralization.

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013	2014	Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
						Ministry Staff	External Part		Ministry	(Donors)	2013	2014
	<ul style="list-style-type: none"> Prepare joint physical plans and updated photo areal maps for amalgamated residential communities 	Tanzeem and Urban Planning Directorate	Amalgamation Committee with the Joint councils	*	*	Tanzeem and Urban Planning Directorate + المحلي MDLF	Consultation follow up from the private sector	Undefined Budget Accord-)ing to the number of amalgamated communities , it area and (needs	BTC – USAID/ CHF Ministry of Finance	No. of Joint Plans (up to 10 (areas	No. of Joint Plans (up to 10 (areas	
	<ul style="list-style-type: none"> Prepare joint developmental plans for amalgamated clusters and update any exiting individual plans 	Tanzeem and Urban Planning Directorate	Amalgamation Committee with the Joint council and Planning and Policies unit	*	*	Tanzeem and Urban Planning Directorate + Offices MDLF	Consultation follow up from the private sector	Undefined Budget Accord-)ing to the number of amalgamated communities , it area and (needs	BTC – USAID CHF/ Ministry of Finance	No. of SDIPs (up (to 10	No. of SDIPs (up (to 10	

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
							Ministry Staff	External Part	Ministry	(Donors)	2013	2014					
Goal (1): Empowering the LGU's ability to build effective institutional Capacities	Strategy (1): Increase the level of decentralization between MOLG and LGU's	Objective (3): Promote the role of local governments units in physical and developmental planning	8. Evaluating and updating the physical planning manual (and completing the procedures of the manual)	<ul style="list-style-type: none"> Developing detailed sectoral manuals in accordance with the recommendations of the physical planning manual 	Tanzeem and Urban Planning Directorate	Local Planning Department	*	*	*	*	30,000	MDLF BTC USAID CHF	Existence of approved Roads Manual	Existence of the second approved manual			
			9. Develop strategic local development planning methodology to include sectoral investment and regional development planning	<ul style="list-style-type: none"> Continue preparing strategic development and investment plans for all municipalities and localities with more than 5000 inhabitants Complete the development of the strategic planning manual for communities with less than 5000 inhabitants to define their needs & development priorities 	Tanzeem and Urban Planning Directorate	Local Planning Department And Planning and Policies Unit And General Directorate for development and investment	*	*	*	*	Undefined Budget (based on the number of plans and offers in the bids)	MDLF BTC USAID CHF JICA	Accomplishment of SDIP for all communities above 5000 inhabitant				
				<ul style="list-style-type: none"> Commence the preparation of strategic Development and investment plans for localities with less than 5000 inhabitants (5 piloting areas) 	Tanzeem and Urban Planning Directorate	Local Planning Department	*	*	*	*	20,000	MDLF JICA USAID CHF	Accomplishment of approved SDIP manual for communities less than 5000 inhabitants				
					Tanzeem and Urban Planning Directorate	Local Planning Department	*	*	*	*	100,000	MDLF BTC USAID CHF JICA	Accomplishing 5 plans	Accomplishing 5 plans at least			

Goal (1): Empowering the LGU's ability to build effective institutional Capacities

Strategy (1): Increase the level of decentralization between MOLG and LGU's

Objective (3): Promote the role of local governments units in physical and developmental planning

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
						Ministry Staff	External Part	Ministry (Donors)			2013	2014		
10. Develop the functions and capacities of joint service councils	<ul style="list-style-type: none"> Updating the JSCs database and setting recommendations to update the JSC strategy 	Joint Councils	All Related Directorates	2013	2014	MOLG staff	Local Consultant	30000		JICA	Existence of updated JSC database			
	<ul style="list-style-type: none"> Conducting 3 workshops with the JSCs to review and discuss stated recommendations to update the JSCs strategy and printing the updated JSC and distribute it 	Joint Councils	All Related Directorates		2014	MOLG staff	Local Consultant	30000		JICA		Conducting 3 workshops		
	<ul style="list-style-type: none"> Conduct a comprehensive study of random solid waste dumping sites (not closed), its impacts and the cost of its closure 	Joint Councils	All Related Directorates	*		*	*	10000	MOLG in cooperation with JCs	JICA	Accomplishment and approving the random solid waste dumping sites Study			
	<ul style="list-style-type: none"> Prepare plans for dumping sites closure and rehabilitation inclusive of designs and environmental conditions 	Joint Councils		*	*	*	*	20000	MOLG in cooperation with JCs	JICA	Accomplishment of closing plans for at least half of the recommended sites in the study	Accomplishment of closing plans for rest of the sites recommended in the study		

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
							Ministry Staff	External Part	Ministry	(Donors)	2013	2014					
Goal (1): Empowering the LGU's ability to build effective institutional Capacities	Strategy (1): Increase the level of decentralization between MOLG and LGU's	Objective (3): Promote the role of local governments units in physical and developmental planning		<ul style="list-style-type: none"> Develop an MIS specifying the information and data sources & collection systems to document, analyze, audit, update such information as well as specifying the mechanisms of coordination, information sharing and reporting 	Joint Councils			*	*	*	*	20000		Italian cooperation JICA		Existence of MIS document approved by the MOLG	
				<ul style="list-style-type: none"> Develop a solid waste management manual 	Joint Councils			*	*	*	*	15000		GIZ		Accomplishment of solid waste management manual and approve it by the MOLG	
				<ul style="list-style-type: none"> Conduct a diagnostic study of the current status of the capacities of Joint Service Councils and developing appropriate plans for their development 	Joint Councils				*	*	*		10000	MOLG in cooperation with JCs	JICA	Accomplishment and approval of the Diagnostic Study	Accomplishment and approval of the developmental plans
				<ul style="list-style-type: none"> Develop & implement an awareness raising program for joint councils to direct them towards cost reduction and quality improvement for services provided to member LGUs 	Local Planning Department	Joint Councils			*	*	*	*	Undefined Budget		BTC	Accomplishment of the Program (conducting several Workshops)	

Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector

Strategy (1): Promote the skills of the MOLG staff in policy formulation and planning

Objective (1): Institutionalize the process of policies and strategies setting

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party Ministry Staff External Part	Expected Budget(\$)	Sponsoring Party Ministry (Donors)	Implementation Indicators	
											2013	2014
11. Develop the Policy and Planning unit	• Developing Procedural Manual for the unit	Planning and Policies Unit	All Related Directorates	*		*	*	7,000		DANIDA	Accomplishment and approval of the Unit Procedural Manual	
	• Strengthening the institutional capacities of the unit	Planning and Policies Unit		*		*	*	10,000		DANIDA	Implementing 4 training	
	• Developing the Strategic and annual Plans monitoring and evaluation system	Planning and Policies Unit	All Related Directorates	*		*	*	20,000		DANIDA	Accomplishment and approval of updated monitoring and evaluation system	

Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector

Strategy (1): Promote the skills of the MOLG staff in policy formulation and planning

Objective (2): Build the capacities and skills of the staff in policy setting and planning for local government sector

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party Ministry Staff External Part	Expected Budget(\$)	Sponsoring Party Ministry (Donors)		Implementation Indicators	
				2013	2014	2013	2014			2013	2014		
12. Develop a professional training program for the Budgeting Department Staff	<ul style="list-style-type: none"> Carry out external visits to educate MOLG staff on the mechanisms used for budget preparation, analysis and approval in other countries (Turkey, Jordan, and Egypt) 	Budgets	Guidance and Monitoring Directorate	*	*	*	*	25,000		BTC	Conducting 1- 2 visits	Conducting 1- 2 visits	
	<ul style="list-style-type: none"> Conduct specialized training courses in budgets preparations 	Budgets	Guidance and Monitoring Directorate	*	*		*	25,000		BTC	Conducting three training courses	Conducting two training courses	
13. Developing Information exchanging in the MOLG	<ul style="list-style-type: none"> Finalize the development of the tashkelat (LGUs formations)software (taking into account the program is (1) linked to the MOLG website (2) linked to district directorates as per need and (3) adaptable to outcomes & results of local elections 	Formation Department	IT Department	*	*			10,000		Undefined	Accomplishment of Program design and development and connecting it to the MOLG electronic Page	Start using the Program by all district offices	
	<ul style="list-style-type: none"> Develop a comprehensive database on LGUs and Joint service councils 	Guidance and Monitoring Directorate	All Related Directorates	*	*	*	*	50,000		GIZ	Accomplishment of the Database		

Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector

Strategy (1): Promote the skills of the MOLG staff in policy formulation and planning

Objective (2): Build the capacities and skills of the staff in policy setting and planning for local government sector

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party Ministry Staff External Part	Expected Budget(\$)	Sponsoring Party Ministry (Donors)		Implementation Indicators	
												2013	2014
	<ul style="list-style-type: none"> Update LGUs budgets collection software and archive it electronically 	Budgets	All Related Directorates	*		*	*	20,000		BTC	Accomplishment of updating the LGUS budgets collection program		
	<ul style="list-style-type: none"> Develop village councils budgets collection software and archive it electronically 	Budgets	All Related Directorates	*		*	*	20,000		BTC	Accomplishment of designing the Village Councils LGUS budgets collection program		
	<ul style="list-style-type: none"> Design a financial analysis software 	Budgets	All Related Directorates	*		*	*	20,000		BTC	Accomplishment of designing the Financial Analysis Program		
	<ul style="list-style-type: none"> Develop a solid waste database 	Joint Councils	All Related Directorates	*	*	*	*	10000		JICA	Accomplishment of updated database	Start working with the database	
	<ul style="list-style-type: none"> Establishment and operation of Citizens Service Centers and developing procedural manuals for their establishments and operation 	Tanzeem and Urban Planning Directorate	All Related Directorates	*	*		*	Undefined Budget		MDLF GIZ USAID/ CHF	Accomplishment of OSS Manual and establishment of 10 OSS)	establishment of 10 OSS	

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party Ministry Staff External Part	Expected Budget(\$)	Sponsoring Party Ministry (Donors)		Implementation Indicators	
				2013	2014	Ministry	(Donors)			2013	2014		
14. Update the assessment study and develop and implement a training program for MOLG's personnel	• Strengthening the capacities of personnel at the Administrative & Financial Affairs Department	Financial and Administrative Directorate		*	*				50,000	BTC	Conducting two training courses	Conducting two training courses	
	• Aware the employees on the civil service law (through training courses, circulars, workshops and internet pages)	Financial and Administrative Directorate		*	*	*	*		10,000	BTC	Conducting several Workshops and preparing 2-3 leaflets	Conducting several Workshops and preparing 2-3 leaflets	
	• Develop a special training program for MOLG's employees involved in oversight functions as part of MOLG's general training for its staff.	Guidance and Monitoring Directorate	Financial and Administrative Directorate		*	*	*		15,000	BTC GIZ	Conducting three training courses		
	• Develop and implement a gender training program for MOLG's staff	Gender Unit	Financial and Administrative Directorate		*	*	*	*		10,000	BTC	Conducting two training courses	Conducting two training courses
	• Hold specialized training courses to develop staff competencies for required functions based on job description & staff ranking	Financial and Administrative Directorate			*	*	*			--	BTC	Conducting Orientation workshops for all the new employees	Conducting Orientation workshops for all the new employees

Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector

Strategy (2): Adopting Human Resources Development Policies

Objective (3): Develop the MOLG human resource and increase its staff capacities

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013	2014	Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
						Ministry Staff	External Part		Ministry (Donors)	2013	2014	
15. Developing HRM system aiming at increasing productivity ,inclusive of performance indicators, incentives & penalties based on advanced concepts of management sciences	• Develop an incentives bylaws	Financial and Administrative Directorate	Legal Department		*	*	*	20,000		BTC		Accomplishment and approval of the Incentives bylaws
16. Improve procurement system / bylaws	• Develop detailed procurement monitoring procedural manuals	Internal Control	Financial and Administrative Directorate		*	*	*	10,000		USAID -/ CHF		Accomplishment and approval of the procedural manuals
17. Develop the management system between MOLG and district offices	• Develop an institutional communication manual between MOLG and District Directorates	Internal Control	Financial and Administrative Directorate		*	*	*	10,000		USAID -/ CHF BTC		Accomplishment and approval of the communication manual

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
							Ministry Staff	External Part	Ministry	(Donors)	2013	2014					
Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector	Strategy (2): Adopting Human Resources Development Policies	Objective (4): Develop the MOLG organizational structure (detailed job descriptions for the different staff and departments, in addition to the development of operational and monitoring & evaluation manuals)	18. Review current organizational structure and continue the placement process while ensuring fairness and transparency.	<ul style="list-style-type: none"> Continue the placement process (taking into consideration gender issues) 	Financial and Administrative Directorate	All Related Directorates	*		*		-				Accomplishing the placement of all employees		

Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector

Strategy (3): Improve the current working environment to increase MOLG staff productivity

Objective (5): Enhance appropriate working environment to enable employees perform their duties and tasks effectively

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013	2014	Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
						Ministry Staff	External Part		Ministry (Donors)		2013	2014
19. Develop the physical structure and capacities of the ministry and its district offices	• Develop the servers room / provide MOLG's needs in the areas of (information / data security, equipment upgrade/ modernization, purchase of software)	Financial and Administrative Directorate		*		*		20,000		Undefined	Accomplishing the preparation of updated server room	
	• Procure new computers for the following departments units: human resources, archiving & finance (expenditures, revenues, budgets), plus a fax machine for archiving	Financial and Administrative Directorate		*	*	*		10,000		Undefined	Procuring computer (No.= ?)	
	• Conduct a project for conversion to VOIP telephones through internal network & the government's fiber lines network	Financial and Administrative Directorate		*	*	*		Undefined Budget		Sponsored by the Telecommunication Ministry	Conducting the project	Conducting the project
20. Prepare manuals for all Directorates in line with changes to strategic plans	• Revise Formation Department manual and submit a draft proposal for an updated manual	Formation Department		*		*	*	5,000		Undefined	Accomplishment and approval of the updated manual	
	• Develop a manual for MOLG on oversight of LGUs functions	Guidance and Monitoring Directorate		*		*	*	15,000		GIZ	Accomplishment and approval of the updated manual	

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
							Ministry Staff	External Part	Ministry	(Donors)	2013	2014					
Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector	Strategy (3): Improve the current working environment to increase MOLG staff productivity	Objective (5) Enhance appropriate working environment to enable employees perform their duties and tasks effectively		<ul style="list-style-type: none"> Revising MOLG's working procedural manuals for the incorporation of the code of conduct and gender harmonization 	Gender Unit			*	*	*		5,000		GIZ		Accomplishment and approval of the updated manual that incorporate the code of conduct and gender harmonization	
				<ul style="list-style-type: none"> Developing procedural manuals for the IT division and the technical support division 	Financial and Administrative Directorate		*	*	*	*		5,000		BTC	Accomplishment and approval of the updated manual		

Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector

Strategy (3): Improve the current working environment to increase MOLG staff productivity

Objective (6): Create a gender sensitive work environment

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
				Ministry Staff	External Part	Ministry	(Donors)	2013	2014					
21. Develop gender sensitive working environment & t and mainstream gender and persons with special needs in MOLG functions	<ul style="list-style-type: none"> Implement the recommendation of the audit report from a gender perspective 	Gender Unit		*	*	*		Undefined Budget		GIZ	Implementing 50% of the recommendations of the audit report	Implementing 50% of the recommendations of the audit report		

Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector

Strategy (3): Improve the current working environment to increase MOLG staff productivity

Objective (7) Develop an automated working systems

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
				Ministry Staff	External Part	Ministry	(Donors)	2013	2014					
22. Develop an internal automated data and document management system at the MOLG and link it to MOLG's district offices	• Develop a strategy for the adoption of information technology applications at the ministry	Financial and Administrative Directorate		*		*	*		15,000		BTC	Accomplishment and approval of the IT strategy application		
	• Implement a group of projects & programs to apply the ICT strategy after its approval (e.g. automation of functions of some of MOLG's departments & district offices).	Financial and Administrative Directorate			*	*	*		500,000		Undefined	No. of implemented projects according to the strategy (5)		
	• Prepare electronic links to all human resource forms in relation to all procedures	Financial and Administrative Directorate		*	*	*			-	Ministry Staff		Initiate the work with the link and enable all employees to use it		
	• Develop a procurement software with linkage to warehouses and Finance Department to facilitate bill processing and payment	Financial and Administrative Directorate		*		*	*		5000		BTC	Accomplishment of linking the procurement system with the financial department		
	• Atomizing the functions of the Networks and Technical Support Department (through a software designed to automate the departments functions)	Financial and Administrative Directorate		*		*			-	IN HOUSE		Implementing the automatization process		
	• Convert the available software into programs publishable at MOLG's WebPages (revenues, vehicles, procurement and purchases)	Financial and Administrative Directorate		*	*	*	*		7000		BTC	Start using the Webpage for the revenues, vehicles and procurement		

Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector

Strategy (4) Strengthen the MOLG's capacity in the fields of local and regional

Objective (8) Institutionalize the regional and local planning

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013	2014	Implementation Party		Expected Budget(\$)	Sponsoring Party Ministry (Donors)	Implementation Indicators	
						Ministry Staff	External Part			2013	2014
23. Develop the policies and tools of local and regional planning	• Implement the manual through the preparation of two regional development plans	Tanzeem and Urban Planning Directorate		*	*	*	*	Undefined Budget	Ministry of Finance JICA	Accomplishment of one regional plan	Accomplishment of one regional plan
	• Finalize the process of institutionalizing the development planning process at LGUs, the ministry and MOLG's District offices	Tanzeem and Urban Planning Directorate		*	*	*	*	Undefined Budget	Ministry of Finance USAID - CHF JICA GIZ BTC	Accomplishing institutionalization of the SDIP in the MOLG and district offices	Accomplishing institutionalization of the SDIP in the LGUs
	• Finalize the electronic archiving for the planning functions and activities	Tanzeem and Urban Planning Directorate	Higher Planning Council	*	*	*	*	Undefined Budget	USAID - CHF JICA GIZ BTC	Accomplishment electronic archiving for the planning functions and activities	
	• Finalizing the application of the electronic licensing software at the MOLG District offices	Tanzeem and Urban Planning Directorate		*	*	*	*	Undefined Budget	Ministry of Finance USAID - CHF JICA GIZ BTC	Application of the electronic licensing software at the MOLG District offices (half of the offices)	Application of the electronic licensing software at the MOLG District offices (half of the offices)
	• Introduce the GIS software to the functions of planning and zoning at MOLG's district offices	Tanzeem and Urban Planning Directorate	IT Department	*	*	*	*	Undefined Budget	USAID - CHF JICA GIZ BTC	Accomplishment of the GIS implementation Plan at the district offices and procuring the required hardware and software	Training the district offices staff to use the GIS software

Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector

Strategy (4) Strengthen the MOLG's capacity in the fields of local and regional

Objective (8) Institutionalize the regional and local planning

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party Ministry Staff External Part	Expected Budget(\$)	Sponsoring Party Ministry (Donors)		Implementation Indicators	
				2013	2014	2013	2014			2013	2014		
	• Conducting technical workshops for the higher planning council members	Higher Planning Council	Financial and Administrative Directorate	*					-			Conducting two work-shops	
	• Conducting technical workshops for the permanent higher planning council sub committees	Higher Planning Council	Financial and Administrative Directorate	*					-			Conducting two work-shops	
	• Institutionalizing the electronic archiving at the higher planning council secretary office	Higher Planning Council	IT Department		*			*	5000		Ministry of Finance		Accomplishment of the electronic archiving system

Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector

Strategy (4) Strengthen the MOLG's capacity in the fields of local and regional

Objective (9) Build the capacities and skills of the local government sector staff in local and regional planning

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
				Ministry Staff	External Part	Ministry	(Donors)	2013	2014					
24. Develop scientific training curricula covering the development needs in this field as appropriate to the sectoral policy and orientations	<ul style="list-style-type: none"> Implement the following workshops: <ul style="list-style-type: none"> Workshops on the application of physical planning manual for the amalgamated municipalities workshops for LGUs that share the development of common plans on the preparation of physical plans as required by the physical planning manual Workshops in Areas (C) on the importance of preparation and completion of physical planning in these areas. Training & workshops on GIS software for district offices personal Workshops for LGUs and their development planning committees on the strategic development planning manual and guidance and follow up manual 	Tanzeem and Urban Planning Directorate		*	*	*	*	Undefined Budget		MDLF USAID CHF JICA GIZ BTC	Conducting five workshops Conducting three training courses	Conducting five workshops Conducting three training courses		
	<ul style="list-style-type: none"> GIS Training For Tanzeem Council 	Higher Planning Council		*			*	5000		Undefined	Conducting the training course			
	<ul style="list-style-type: none"> Conducting exchanging expertise visits for the neighboring countries for the higher planning council members and secretary 	Higher Planning Council				*		Undefined Budget		Undefined		Conducting at least two visits		

Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector

Strategy (4) Strengthen the MOLG's capacity in the fields of local and regional

Objective (10): Develop land usage schemes at the regional level

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
				2013	2014	Ministry Staff	External Part	Ministry	(Donors)		2013	2014		
25. Finalize the preparation of land use maps and coordination with the competent institutions	<ul style="list-style-type: none"> Finalize MOLG's necessary actions for the completion of national spatial plans. Re audit the land uses in the various districts in accordance with the approved protection scheme 	Tanzeem and Urban Planning Directorate		*		*			-			Auditing all governorates maps and accomplishing all amendments on the protection scheme	Final approval for draft of the updated national spatial plan	
26. Prepare, develop, and update unified structural / physical plans/ schemes	<ul style="list-style-type: none"> continue the application of the physical planning manual for the neighboring communities (2 bids) Prepare individual physical plans where necessary (2 bids) Prepare all physical plans for communities located in Areas (C). 	Tanzeem and Urban Planning Directorate		*	*	*	*	Undefined Budget (According to the number of bids and communities)		Ministry of Finance BTC USAID/ CHF EU MDLF UN- HABITAT	No. of common plans No. of individual plans No. of plans in C area (60)	No. of common plans No. of individual plans No. of plans in C area (60)		

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
							Ministry Staff	External Part	Ministry	(Donors)	2013	2014					
Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector	Strategy (4) Strengthen the MOLG's capacity in the fields of local and regional	Objective (1.1): Institutionalize the process of managing infrastructure and development projects (including monitoring & evaluation)	27. Develop a fair project distribution system	<ul style="list-style-type: none"> Develop the criteria for project allocation and distribution among LGUs (inclusive of gender issues and criteria) 	Projects Directorate		*		*	*						Accomplishment of the criteria for project allocation and distribution among LG	

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators		
							Ministry Staff	External Part		Ministry	(Donors)	2013	2014	
Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector	Strategy (5) Strengthen the capacities of the MOLG in the fields of guidance & monitoring for the infrastructure projects	Objective (12): Strengthening the capacities of HR working in the Project Management and	28. Develop scientific training curricula for project management	<ul style="list-style-type: none"> Develop and implement a training program in project management – project life cycle – project tendering – project monitoring and evaluation. 	Projects Directorate	Financial and Administrative Directorate		*	*	*	30,000		Undefined	Accomplishment and implementation of the training program

Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector

Strategy (6) Strengthen the capacities of the MOLG in the fields of guidance & monitoring

Objective (1.3) Build the capacities of the MOLG staff in guiding, supervising, monitoring and evaluating processes for the Performance of LGUs

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013	2014	Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
						Ministry Staff	External Part		Ministry (Donors)	2013	2014	
29. Developing Monitoring and Evaluating System for the work of LGUs based on the outcomes of the Strategic Plan	• Develop an oversight / monitoring and controlling bylaws on LGUs functions	Guidance and Monitoring Directorate	Legal Department	*		*	*	10,000		GIZ	Accomplishment and approval of the document	
	• Develop a performance appraisal bylaws for LGUs in partnership with MOLG's competent department and national parties concerned with LGUs	Guidance and Monitoring Directorate	Legal Department	*		*	*	30,000		USAID/ CHF	Accomplishment and approval of the document	
	• Carry out field audit visits on various central departments and MOLG's district offices	Internal Audit unit		*	*	Ministry staff		-			Implementing 6 visits	Implementing 6 visits
30. 3Coordinate and activate the relationship between the Ministry and the external oversight / Controlling institutions	• Draft a memorandum of cooperation with the state Financial and Administrative Control Bureau	Guidance and Monitoring Directorate		*		*					Signing the MOU from all parties	
	• Draft a memorandum of understanding (MOU) with the board of the Association of Certified Public Accountants	Guidance and Monitoring Directorate		*		*					Signing the MOU from all parties	

Goal (2): Promoting the MOLG's capacities in planning, as well as guidance and monitoring to better lead the local government sector

Goal

Strategy (6) Strengthen the capacities of the MOLG in the fields of guidance & monitoring

Strategy

Objective (43) Build the capacities of the MOLG staff in guiding, supervising, monitoring and evaluating processes for the Performance of LGUs

Strategic Objectives

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
				2013	2014	Ministry Staff	External Part	Ministry	(Donors)		2013	2014		
	<ul style="list-style-type: none"> Develop a concept document for enhancing the relationship between the MOLG and the national and civil society institutions concerned with LGUs functions & activities 	Guidance and Monitoring Directorate			*			*	*	10,000		GIZ	Accomplishment and approval of the enhancing the relationship between the MOLG and the national and civil society institutions document	
31. Strength relationship with Local councils	<ul style="list-style-type: none"> Develop & carry out an educational program to promote awareness and concepts of local government to school students 	Guidance and Monitoring Directorate			*	*				Undefined Budget		GIZ	Conducting 10 – 20 meetings	
32. Develop the Internal Control Unit in ministry and the LGUs	<ul style="list-style-type: none"> Prepare & carry out a training / orientation program to promote staff's role & competency at LGUs internal control units. 	Guidance and Monitoring Directorate			*			*	*	Undefined Budget		USAID-CHF	Program Implementation	Program Implementation
	<ul style="list-style-type: none"> Develop the capacities of internal control department staff in the ministry 				*					25000		BTC		

Goal (3): Promoting democracy, transparency and community participation in the local government sector

Strategy (1): Develop an enabling legal environment that encourage Public Private Partnership (PPP's)

Objective (1): Develop an enabling legal environment for PPP's

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
				Ministry Staff	External Part	Ministry	(Donors)	2013	2014					
33. Develop the laws and regulation on the basis of the outcomes of the strategic plan	<ul style="list-style-type: none"> This Initiative has been merged with initiative no. 6 													

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators		
							Ministry Staff	External Part		Ministry	(Donors)	2013	2014	
Goal (3): Promoting democracy, transparency and community participation in the local government sector	Strategy (1): Develop an enabling legal environment that encourage Public Private Partnership (PPP's)	Objective (2): Encourage and strengthen the capacities of the LGU's in developing mechanisms for community participation	34. Develop principles, standards, manuals and tools for enhancing and promoting community participation that lead to developing LGUs capacities	• Implementing social participation enhancement project	Guidance and Monitoring Directorate	Planning and Policies Unit	*	*	*			Implementing	10 – 15 visits	
				• Update the integrity and transparency code/tool and circulate it to all LGUs	Guidance and Monitoring Directorate		*	*	*			Accomplishment and approval of the updated tool		
				• Develop a policy paper for the promotion of women's participation in LGUs affairs	Gender Unit			*	*	5000	GIZ	Accomplishment of the Policy Paper and approve it		
			35. Developing Work at C Areas	• Developing policy paper concerning the roles the local government in C classified area, and adopting part of the national plans for Areas C and its development	Tanzeem and Urban Planning Directorate	Projects Directorate	*	*	*		12000	UN – HABITAT BTC EU GIZ	Accomplishment of the Policy Paper	Accomplishment of the Policy Paper and approve it
				• Follow up with the Israeli Party concerning the submitted plans in Area C	Tanzeem and Urban Planning Directorate		*	*	*	*			No. of the Plans agreed upon with the Israeli side (undefined number)	No. of the Plans agreed upon with the Israeli side (undefined number)

Goal (3): Promoting democracy, transparency and community participation in the local government sector

Strategy (1): Develop an enabling legal environment that encourage Public Private Partnership (PPP's)

Objective (2): Encourage and strengthen the capacities of the LGU's in developing mechanisms for community participation

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013	2014	Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
						Ministry Staff	External Part		Ministry	(Donors)	2013	2014
	<ul style="list-style-type: none"> Setting Terms of Reference for the works and bids in C areas Continue preparing TOR and criteria to accredit engineering and consulting offices in SDIP area 	Tanzeem and Urban Planning Directorate		*		*		Undefined Budget		UN – HABITAT BTC EU GIZ	Accomplishment and approval of the TOR	
36. Enhancing the awareness in LG Sector polices and Issues	<ul style="list-style-type: none"> Conduct an internal survey among the general directorates on their satisfaction of services provided by media & public relations department 	Public Relations and Media Directorate		*	*	*		-			Accomplishment and approval of the Survey study report	Accomplishment and approval of the Survey study report
	<ul style="list-style-type: none"> Develop and document the logistic tools and media coverage at the MOLG 	Public Relations and Media Directorate		*	*	*	*	20,000		GIZ	Accomplishment of the Logistic support Manual	Distinguished documentation for the MOLG activities
	<ul style="list-style-type: none"> Implement the prize project for the journalists friends of local government jointly with the Journalists' association 	Public Relations and Media Directorate		*	*	*	*	7,000		GIZ	Submitting the prize to the winner journalist	Submitting the prize to the winner journalist
	<ul style="list-style-type: none"> Implement a training program for the winners of the Local Government Journalist Friends prize (6 hats subject) 	Public Relations and Media Directorate	Financial and Administrative Directorate	*			*	3,000		GIZ	Conducting one training course	

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013	2014	Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators		
									Ministry Staff	External Part		Ministry	(Donors)	2013	2014	
Goal (3): Promoting democracy, transparency and community participation in the local government sector	Strategy (1): Develop an enabling legal environment that encourage Public Private Partnership (PPP's)	Objective (2): Encourage and strengthen the capacities of the LGU's in developing mechanisms for community participation		<ul style="list-style-type: none"> Printing two studies pertaining the image of the MOLG in the minds LGUs and citizens 	Public Relations and Media Directorate		*	*	*	*	8000	*	GIZ	Printing the book (2000 copies)	Printing the book (2000 copies)	
				<ul style="list-style-type: none"> Design and produce a monthly or weekly TV and radio programs on local government issues 	Public Relations and Media Directorate		*	*	*	*	100,000		BTC GIZ	Implementing the program	Implementing the program	
				<ul style="list-style-type: none"> Resume the publication of the Local Government Magazine 	Public Relations and Media Directorate		*	*	*			16000		GIZ	Issuing four releases	
				<ul style="list-style-type: none"> Strengthen the capacities of the staff of the General Directorate of Public Relations and Media and its coordinators in the districts 	Public Relations and Media Directorate		*	*		*		60000		GIZ BTC	Conducting 3 specialized training courses at least	
				<ul style="list-style-type: none"> Develop Media Indicator concerning the media coverage of the MOLG 	Public Relations and Media Directorate		*	*				5000		BTC GIZ	Accomplishment of the Media indicator and approve it	Start using the media indicator
				<ul style="list-style-type: none"> Sign a memorandum of understanding to Institutionalize MOLG's cooperation with the Journalists' Association 	Public Relations and Media Directorate		*	*				-			Signing the MOU	

Goal (3): Promoting democracy, transparency and community participation in the local government sector

Strategy (1): Develop an enabling legal environment that encourage Public Private Partnership (PPP's)

Objective (2): Encourage and strengthen the capacities of the LGU's in developing mechanisms for community participation

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party Ministry Staff External Part	Expected Budget(\$)	Sponsoring Party Ministry (Donors)		Implementation Indicators	
				2013	2014	2013	2014			2013	2014		
	<ul style="list-style-type: none"> Update MOLG's website 	Public Relations and Media Directorate		*	*			30000			Updated MOLG electronic site		
	<ul style="list-style-type: none"> Prepare and implement environment tailoring accessibility capabilities (social merging of disable people in the LGUs) 	Public Relations and Media Directorate		*		*	*			Diaconia	Conducting one study		
	<ul style="list-style-type: none"> Carry out a case study on an issue pertaining to local government 	Public Relations and Media Directorate		*	*	*	*	3500		BTC GIZ	Conducting one study		

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
						2013	2014	Ministry Staff	External Part		Ministry	(Donors)	2013	2014
Goal (4): Promoting the concept of partnership between LGU's and the private and public sectors, in order to generate local development and to enhance the fiscal autonomy for the LGU's	Strategy (1) Promoting the concept of partnership between LGU's and the private and public sectors to create sustainable development	Objective (1.1) Promote the legal framework and ensure community participation in the planning and evaluation process	37. Strengthening the MOLG capabilities to support the concepts of PPPs	• Establish and develop the local Development and Investment General Directorate at the MOLG	Minister of MOLG			*		Undefined Budget		BTC	Physical establishment of the directorate	
				• Printing and distributing the partnership policy between the private sector and the LGUs	Planning and Policies Unit			*		*	*	10,000		UNDP

Goal (4): Promoting the concept of partnership between LGU's and the private and public sectors, in order to generate local development and to enhance the fiscal autonomy for the LGU's

Strategy (1) Promoting the concept of partnership between LGU's and the private and public sectors to create sustainable development

Objective (2): Institutionalize the partnership process within the MOLG and LGU's

Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013	2014	Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
						Ministry Staff	External Part		Ministry	(Donors)	2013	2014
38. Develop standards, criteria and manuals necessary to forge partnerships	<ul style="list-style-type: none"> Develop an "oversight" / monitoring manual on investment projects between LGUs and the private sector in a manners that is consistent with the Companies Law 	Investment Directorate	Legal Department	*		*	*	20,000		Undefined	Accomplishment and approval of the manual	
39. Coordinate between LGUs & the private and public sector & other relevant stakeholders so as to facilitate creation of successful, sustainable partnerships capable of generating development	<ul style="list-style-type: none"> Provide technical assistance to LGUs wishing to enter into partnerships contracts with the private sector (Prepare internal bylaws and work management contracts) 	Investment Directorate	Legal Department	*	*	*		-			Approved Bylaw and working agreements	

Goal	Strategy	Strategic Objectives	Developmental Initiatives	Activities	Main Directorate / unit responsible for implementing the activity	Supporting Directorates / units	2013		2014		Implementation Party		Expected Budget(\$)	Sponsoring Party		Implementation Indicators	
							Ministry Staff	External Part	Ministry	(Donors)	2013	2014					
Goal (4): Promoting the concept of partnership between LGU's and the private and public sectors, in order to generate local development and to enhance the fiscal autonomy for the LGU's	Strategy (1): Promoting the concept of partnership between LGU's and the private and public sectors to create sustainable development	Objective (3): Achieve successful partnership models within the framework of PPP's	40. Documentation of the Successful Partnerships	<ul style="list-style-type: none"> Document the examples of successful partnerships 	Planning and Policies Unit	Public Relations and Media Directorate	*	*	*							Updated Successful partnership record	Updated Successful partnership record