



ANNEX C1: Twinning Fiche

Project title: Building resilience: strategic enhancement of the Palestinian Civil Defence Vehicle, Equipment and Logistics Department.

Beneficiary administration: Palestinian Civil Defence (PCD)

Twining Reference: PS 21 NDICI OT 01 25 R

Publication notice reference: Europeaid/ 185355/ DD/ACT/PS

EU funded project

TWINNING TOOL

1. Basic Information

1.1 Programme:

PEGASE: Direct Financial Support to the Palestinian Authority 2023 (NDICI-GEO-MENA/2023/45457 - JAD.1283033 - ACT-61736)

1.2 Twinning Sector: Other (Civil Defence)

1.3 EU funded budget: EUR 1,500,000 (maximum)

1.4 Sustainable Development Goals (SDGs):

Major goal: SDG 11: Make Cities and Human Settlements Inclusive, Safe, Resilient and Sustainable

Minor goals: SDG 5: Gender Equality; SDG 9: Industry, Innovation, and Infrastructure; SDG 12: Responsible Consumption and Production; SDG 13: Climate Change; SDG 16: Peace, Justice, and Strong Institutions.

2. Objectives

2.1 Overall Objective:

To offer strategic support to the Palestinian Civil Defence (PCD) in safeguarding the lives, property, and the environment in Palestine

2.2 Specific objective:

An enhanced operational readiness and emergency response of the Palestinian Civil Defence (PCD) in a context of heightened unpredictability in the West Bank and post-conflict¹ in the Gaza Strip.

2.3 Elements targeted in strategic targets:

The current **government emergency plan** interventions include rebuilding and rehabilitating the infrastructure and public and private properties damaged by the ongoing occupation practices in all governorates of the homeland. Hence, our need and response to the government plan to address the effects of the occupation's aggression on the northern governorates of the West Bank, and to provide the necessary needs for the emergency response to enhance the steadfastness of our people, specifically removing rubble and rehabilitating the infrastructure including roads and repairing water, sewage and electricity networks, and to achieve greater effectiveness in government interventions, specifically the speed of identifying damage to buildings, facilities and citizens' properties, it is necessary to effectively enhance logistics management to be able to manage the fleet of vehicles, machinery and equipment to confront these emergency events and confront natural and human risks and disasters when they occur, which saves effort and response time and reduces operating and maintenance costs.

¹ The situation in the Gaza Strip is fast evolving and the situation may change if the ceasefire is broken

This project is primarily linked to the **Palestinian government emergency plan No. 19** through priority No. (1): Relief, reconstruction, economic recovery and the social welfare system in the West Bank and Gaza Strip and priority No. 4: Rule of law.

This project is also closely linked to the **Palestinian Security Sector Emergency Plan 2024** through the first objective: Maintaining public order and enforcing the law:

- Objective (1): Maintaining Public Order and Enforcing the Rule of Law
- Objective (2): Enhance and Strengthen the Capabilities of Commissions and Directorates to Perform their Work in Supporting the Security Service

The project is linked to the **Palestinian Security Sector Strategic Plan 2017-2022** through the first objective: Security and protection of the homeland to achieve a Civil Defence capable of confronting emergencies and enhancing public safety in all Palestinian areas and at all levels.

This project is in line with the **Civil Defence Development Plan 2017-2022** and directly supports the main objective of the plan, which is to enhance civil protection services for citizens by enhancing and developing logistical support. The project also contributes to achieving the third objective of the plan, which is to improve the general capabilities of the Civil Defence and invest in the cadre through Policy No. 1: Institutional development, which is manifested through its interventions: developing procedural manuals and developing administrative work, and through Policy No. 2: Raising the level of training, which is manifested through its interventions: developing the training capabilities and skills of Logistics Department employees, which ultimately leads to the optimal use of available resources and raising the quality of work.

3. Description

3.1 Background and justification:

Background, missions and main challenges of the Palestinian Civil Defense

The PCD was established in 1998, initially staffed by approximately 300 municipal employees during the Israeli occupation of Palestinian Authority (PA) territories. These personnel were neither trained nor oriented in emergency services at that time, making them unqualified for the tasks they faced. PCD is an ambitious organisation that are keen to develop and modernise to deliver the service Palestinian Citizens, deserve. Operationally they are working at maximum capacity to deliver a minimal standard response capability. This capability is severely compromised when multiple incidents occur and leads to significant areas having little or no effective cover. The Second Intifada (2000-2005) marked a significant escalation in violence and military actions, which drastically undermined the capacity of the Palestinian Civil Defence to deliver services effectively.

Key factors include:

1. Destruction of Infrastructure:

- During the Second Intifada, extensive Israeli military operations targeted Palestinian Authority facilities, including Civil Defence centers, fire stations, and equipment storage sites. Many facilities were destroyed or rendered inoperable.

2. Restricted Movement:

- The imposition of checkpoints, roadblocks, and the separation barrier severely restrict Civil Defence vehicles and personnel movement, delaying response times and limiting access to emergencies, particularly in rural and remote areas.
3. **Resource Constraints:**
 - Recurrent Israeli military actions, coupled with broader economic challenges, have led to significant resource depletion, including outdated equipment, lack of training facilities, and insufficient funding for maintaining operations.
 4. **Israeli Settler Violence:**
 - Increasing violence by Israeli settlers against Palestinian communities further strains Civil Defence services. Civil Defence teams face both physical threats and operational barriers when responding to incidents in or near settlement areas.
 5. **Dependence on Donor Aid:**
 - Following the Second Intifada, the PA became heavily reliant on international donors to rebuild and sustain Civil Defence services. However, funding gaps and political conditions on aid delivery have hampered long-term capacity building.

The West Bank is geographically divided into eleven areas called Governorates; the Civil Defence have regional directorate buildings located in each area. At each regional centre, in addition to the Operations Centre (Emergency Call handling and dispatch) there are representatives from much of all headquarters structural departments.

Of note, the PA currently provide Civil Defence services across the West Bank. The Gaza Strip is divided into five administrative Governorates, Hamas have been responsible for delivering Civil Defence Duties since 2007.

With reference to Article No. (5) of Law No. (3) of 1998 regarding Civil Defence, the General Directorate of Civil Defence is responsible for the following:

- a. All Civil Defence work, including preparing projects and work plans, supervising their implementation, preparing the necessary tools and equipment, and studying the latest means of Defence and ways to spread its culture among the public.
- b. Take the necessary measures with the competent committees to confront disasters and emergency situations in cases determined by the President of the National Authority.
- c. Educating citizens about the work of Civil Defence, cooperating with its teams, and distributing flyers and advertisements related to its work in times of peace and war.

Across the West Bank Occupied Territory in 2024, PCD has a total of approximately 2,150 members of PCD, 1,000 full time firefighters, 550 full time officers and approximately 600 of these carrying out essential support roles as volunteers. They are distributed on the following departments: Public Administration, Central Operations, Prevention and Public Safety, Public Relations and Media, Planning and Development, Disaster Management, Training Administration, Volunteers Management, International Relations, Financial Management, Support and Attribution, Security and Protection, Fire and Rescue, Oversight and Inspection, and Legal.

In Gaza, before the outbreak of the recent conflict on 7 October 2023, the Palestinian Civil Defence faced significant challenges but remained a crucial institution for emergency response and public safety. Operating under difficult conditions, including limited resources, restricted access to equipment, and damaged infrastructure, the Civil Defence worked to provide essential services such as firefighting, rescue operations, and disaster management. Due to the long-standing blockade and recurring conflicts, the Civil Defence struggled with

outdated vehicles, insufficient firefighting and rescue equipment, and logistical constraints that hampered their operational capacity.

The PCD is engaged in a reflexion on a “day after” in Gaza and on how to adapt its procedures and know-how to be ready to be a vital first respondent the day the war ends and the Strip becomes accessible again.

Strengths and weaknesses of the PCD:

- The existence of a comprehensive legal framework regulating Civil Defence activities, ensuring operational legitimacy and adherence to national standards.
- Flexible organizational structures that allow for efficient adaptation to changing circumstances and the needs of various emergencies.
- A well-established diversity of specialisations within the service, complemented by a qualified and well-trained cadre, ensuring that diverse challenges are addressed with expertise.
- The presence of the Higher Council for Civil Defence, which provides strategic oversight and ensures a cohesive approach to national emergency response efforts.
- Strong leadership that fosters innovation and encourages the introduction of innovative ideas and approaches to improve service delivery.
- The implementation of a code of conduct and the Palestinian Code for Prevention and Protection from Fire, promoting professional ethics and safety standards across all operations.
- Robust coordination and collaboration with all segments of society, reflected in the citizens' confidence and satisfaction with PCD services.
- Strong partnerships with national institutions, enhancing cooperation and resource-sharing to maximize efficiency.
- Active participation in international firefighting and rescue operations, displaying the PCD's capabilities on a global stage and fostering knowledge exchange and cooperation.

While the PCD demonstrates significant strengths and professionalism, there are areas that require attention and improvement:

- **Aging Fleet:** A substantial portion of the PCD's vehicles and machinery are outdated, leading to high maintenance costs and frequent breakdowns. Approximately 30% of the 126 frontline fire appliances are over 20 years old, with an additional twenty vehicles exceeding 15 years. This includes thirty-three firefighting vehicles, sixteen supply tanks, and eight search and rescue vehicles.
- **Slower Response Times:** The aging fleet not only results in frequent mechanical failures but also affects response times, with older vehicles being slower and less agile. This delay can lead to smaller incidents escalating into more significant emergencies, requiring additional resources to resolve.
- **Logistics Management:** There is a lack of documented work procedures for coordination management, leading to inefficiencies in resource allocation and operational preparedness.

- **Quality Management:** The failure to implement quality management systems hampers the ability to monitor, evaluate, and improve internal processes, diminishing overall operational effectiveness.
- **Technological Weaknesses:** The PCD faces challenges in integrating modern technology into its operations, including weak electronic archiving and insufficient electronic connectivity, which affects data management and communication.
- **Specification Development:** The process for specifying equipment, machinery, and vehicle requirements needs significant improvement to ensure the acquisition of modern and suitable tools for emergency response.
- **Administrative Systems:** Current administrative processes, including archiving and data management systems, lack digitization and automation, resulting in inefficiencies.
- **Career Path and Training Alignment:** There is a disconnect between career progression and training, leading to weak specialized training, limited professional development opportunities, and an insufficient number of specialized staff, all of which hinder operational efficiency.
- **Infrastructure Challenges:** A significant amount of Civil Defence centres are operating under lease contracts, which, combined with inadequate logistical capabilities and a lack of operating expenses, undermine their effectiveness in delivering timely and adequate services.

The Palestinian Civil Defence, a strategic partner to support

The PCD in Palestine is the equivalent of the Fire and Rescue Services in other countries. They are responsible for the protection of civilians and their property from the risks of natural disasters, fire, maritime rescue, and all other risks. However, the effectiveness of Civil Defence operations is hindered by inadequate and traditional logistical support and insufficient storage and maintenance facilities. The current logistics infrastructure lacks efficiency, which affects the timely deployment of resources during emergencies such as natural disasters, conflict situations, and public health crises.

As first respondent to emergencies, the PCD is a strategic partner to support because they ensure rapid, effective response to protect lives and infrastructure, which is critical in conflict and post-conflict recovery, both for the West Bank and Gaza in view of “day after”. Supporting the PCD logistics department means being fully operational and intervene quickly with the right teams, the right equipment and means and the right processes in the areas in need, including Gaza that will require special attention and preparedness.

A stronger logistics department means a PCD that is able to maintain public safety and order, a vital role in the aftermath of a conflict, rebuilding resilience and trust with local communities, and reinforce the legitimacy and capacity of the Palestinian Authority’s institutions.

3.2 Ongoing reforms:

The Security Sector Working Group (SSWG) was established in 2007 as part of the Local Aid Coordination Secretariat (LACS) to synchronise efforts related to security reform within the Palestinian Authority (PA). The SSWG works closely with international actors, such as the U.S. and European Union missions (EU Representative Office, EUPOL COPPS and EU Member States representatives such as Germany or the Netherlands) to guide the priorities and strategies of the PA's security institutions, including bodies like the Palestinian Civil

Defence (PCD). The SSWG helps to facilitate international support and coordination, particularly in the following areas:

1. **Disaster Response Preparedness:** One of the key priorities is improving the PCD's ability to respond effectively to natural and man-made disasters. This includes bolstering their equipment, training programs, and logistical capabilities to handle fires, building collapses, floods, and other emergencies
2. **Capacity Building and Training:** Through international partnerships and funding, the SSWG focuses on enhancing the skills of Civil Defence personnel.
3. **Coordination and Interoperability:** The SSWG prioritizes improved coordination between Civil Defence and other Palestinian security forces (such as the National Security Forces) to ensure an integrated response during emergencies. This includes working under frameworks like the Joint Emergency Services Interoperability Principles (JESIP), which is crucial for a cohesive multi-agency response
4. **Institutional Development:** Strengthening the administrative and operational frameworks of Civil Defence is another priority. SSWG works to ensure that the PCD is equipped with the necessary organisational structures and resources to carry out its mandate effectively, including upgrading their facilities and operational standards

There has been strong international focus on improving PCD's ability to respond to emergencies, resulting in donations of consumables, firefighting and personal protective equipment. Significant projects regarding donations of firefighting vehicles, fire and rescue equipment are well advanced. With minimal institutional development programmes, the PCD Vehicles, Equipment and logistics department is in urgent need of support. This twinning project will provide the departmental support and development to enable PCD, to professionally effectively and efficiently manage their resources.

The current work with the department focuses on providing material support to the department. This support comes from multiple international and local bodies. Among the support, is the British Support Team (BST) who also works on developing specifications in a systematic way to enable them to have a set standards and specifications/needs.

Other initiatives to improve the legislative framework are mentioned in paragraph 3.3.

3.3 Linked activities:

This project will provide an essential link to enable efficient and effective use of donated vehicles, equipment, and facilities from the current supporting donor partners:

The following organisations are currently supporting PCD in the West Bank:

- German government (through GIZ, the German development agency): new support programme provides vehicle, equipment, and Volunteer department capability enhancement.
- Japanese Government: Providing assistance in the procurement of 14 Firefighting Vehicles, due to arrive in Palestine in 2027.
- Japanese international cooperation agency (JICA): JICA will support training courses to raise efficiency and effectiveness of PCD staff in many areas. The training will be conducted in Jordan.
- Canadian Government: Significant donation of consumables, replacement technical firefighting and rescue equipment. Substantial amounts of logistical resource equipment for Disaster Response Team Members. Nine All-Terrain Vehicles with associated firefighting equipment. In addition, they will be supporting (equipping and training) new volunteer groups in risk- critical areas.

- British Support Team: Providing Firefighting and Rescue equipment, Personal Protective Equipment. Vehicle refurbishment and enhancements. Vehicle innovation support. Volunteer Department capability enhancement.

Other partnerships envisaged:

- Korean International Cooperation Agency (KOICA): Strengthening Disaster Risk Reduction, Preparedness, and Emergency Response Capabilities of the Palestinian Civil Defence in Jenin and Jericho 2027-2030.

- World Food Programme: Equipment donations for Volunteer Department and Community Response Capability.

3.4 List of applicable *Union acquis*/standards/norms:

- European Civil Protection Mechanism
- Logistics and Resource Management
- Quality Management System
- Vehicle and Equipment Standards
- Training and Education
-

3.5 Components and results per component

Thanks to twinning, the PCD is aiming at the following results:

1: Enhanced Operational Readiness and Emergency Response:

Improved management and maintenance of vehicles, equipment, and logistics systems to boost overall operational efficiency and effectiveness. This directly strengthens the emergency response capabilities of the Palestinian Civil Defense, ensuring faster, more organised and more coordinated actions during crises, therefore a highly strategic support given the volatile and fast evolving situation Palestine faces at the moment in the West Bank and of course in Gaza.

2: Optimised Procurement and Supply Chain Processes:

The establishment of advanced procurement and supply chain management systems to ensure the timely acquisition of critical resources. By developing a systematic approach to identify equipment and vehicle specifications that align with Civil Defence needs, resource management will be significantly enhanced, guaranteeing the right tools and equipment are available when required.

3: Improved Fleet and Maintenance Management:

The adoption of Standard Operating Procedures (SOPs) and strategic management practices for vehicles and equipment results in more effective fleet maintenance. This approach will increase vehicle reliability, minimizes downtime, and extends the operational lifespan of essential assets.

4: Strengthened Institutional Capacity through Training:

Targeted capacity-building programs and specialised employee training enhance logistics operations, reporting accuracy, and the effectiveness of storage facilities. These initiatives will contribute to bolstering the overall institutional capacity of the Palestinian Civil Defence, ensuring more efficient and resilient logistical support systems.

5: Capacity Development and Human Resources

Structured training programs in logistics, project management, risk assessment, emergency response systems, and quality management.

6: Institutional Development

Strengthening administrative systems, developing and digitizing operational manuals, enhancing coordination procedures, and introducing quality assurance mechanisms.

7: Comprehensive Preparedness and Community Engagement

Expanding support for disaster risk reduction, volunteer management, and resilience planning to enhance protection for all citizens in the West Bank and Gaza.

8: International Cooperation and Knowledge Exchange

Establishing peer-to-peer partnerships with EU Member States' Civil Protection Services to benefit from their expertise, methodologies, and best practices.

3.6 Means/input from the EU Member State Partner Administration(s):

3.6.1 Profile and tasks of the **project leader (PL):**

High-ranking, committed Member State (MS) official or assimilated agent who heads the implementation of the twinning project, and formally signs all work plans/their updates.

Educational Background:

- Bachelor's degree in Logistics, Supply Chain Management, Mechanical Engineering, Business Administration, or a related field.
- Advanced degree (MBA, MSc) in a relevant field is an advantage.

Experience:

- Minimum of 5 years of experience in project management, logistics, and/or vehicle and equipment maintenance.
- Proven track record in managing large-scale logistics or support operations.
- Experience working in emergency services or Civil Defence is highly desirable.

Skills:

- Strong project management skills with the ability to plan, execute, and finalize projects according to strict deadlines and within budget.
- Excellent organisational and leadership abilities.
- Proficient in logistics software and tools.

- Effective communication and interpersonal skills.
- Problem-solving and critical-thinking abilities.
- Ability to work under pressure and handle multiple tasks simultaneously.
- Knowledge of safety regulations and compliance standards.

Key Responsibilities:

Team Development:

- Assess and determine the need for the RTA, Component Leaders, and Short-Term Experts
- Mentor and motivate a team of logistics and maintenance staff.
- Make recommendations for department structure and role maps and identify training needs.

Project Planning and Coordination:

- Develop and implement project plans to support the Vehicle, Equipment, and Logistics Department.
- Coordinate with stakeholders to define project scope, goals, and deliverables.

Vehicle and Equipment Management:

- Develop and implement maintenance schedules and protocols.

Logistics Operations:

- Identify ways of improvement to supply chain activities, including procurement, warehousing, and distribution.
- Optimise logistics processes to enhance efficiency and reduce costs.

Budget and Financial Management:

- Assess financial reports and make recommendations for cost-saving measures.

Stakeholder Communication:

- Provide regular updates on project status, challenges, and achievements.
- Facilitate communication and coordination between different departments and agencies.

Risk Management:

- Identify potential risks and develop mitigation strategies.

Reporting and Documentation:

- Maintain accurate records of all project activities and transactions.
- Prepare and submit detailed reports on project progress, including milestones achieved and any issues encountered.

3.6.2 Profile and tasks of the **Resident Twinning Adviser (RTA):**

The RTA will be appointed to reside in Palestine for the duration of the project, and will work under the supervision of the Member State PL and the Beneficiary Country PL. The RTA shall be supported by a full time project assistant performing general project duties and providing translation and interpretation services as necessary.

Skills:

- Excellent verbal and written communication skills, with the ability to communicate complex ideas clearly and effectively.
- Ability to analyze problems and develop effective solutions.
- In-depth knowledge of the specific technical area relevant to the logistics department.
- Strong interpersonal skills to work effectively in a multicultural environment and build relationships with diverse stakeholders.
- Flexibility to adapt to diverse cultural contexts and changing project demands.
- Ensuring the continuity of inventory control systems
- Facilitating logistics policies and procedures
- Conducting research into efficient storage and transport methods

Experience:

- At least 3 years of specific experience in the technical area in Vehicle, Equipment and Logistics Department
- Experience in project management
- Experience in the maintenance, repair, and development of civil defence vehicles and equipment
- Experience working with or within public sector institutions, particularly in the field of civil defence.

Educational Background:

- A degree in mechanical engineering, automotive engineering or a related field providing technical expertise in vehicle and equipment maintenance and development.
- A degree in logistics, supply chain management, or transportation, offering specialized knowledge in managing the procurement, distribution, and maintenance of equipment.
- Or equivalent professional experience of 8 years.

3.6.3 Profile and tasks of **Component Leaders**:

The roles of "Component Leader for Enhanced Operational Readiness and Emergency Response" and "Component Leader for Improved Fleet and Maintenance Management" have significant overlap in the areas of vehicle and equipment readiness, maintenance, and emergency response coordination. They can be combined, as both require expertise in managing vehicles, ensuring readiness, and optimising operational efficiency.

Similarly, the "Component Leader for Optimised Procurement and Supply Chain Processes" and "Component Leader for Strengthened Institutional Capacity through Training" share common ground in logistics and operations management. However, while procurement and supply chain optimisation focus on resource acquisition and inventory control, the training component focuses more on capacity building and institutional strengthening. These two roles can be combined if the primary focus is streamlining logistics and operational support.

As a result, it is recommended to have only 2 component leaders, each one in charge of 2 components but it is ultimately the Member State's decision to assess whether this would represent too much work for only 2 component leaders and therefore require more. They will ensure continuity and consistency within the fields concerned and coordinate, in close

cooperation with the RTA and other actors also mobilised in similar activities. They will work closely as well with the short-term experts for the delivery of activities.

1. Component Leader for Operational Readiness and Fleet Management: (combining Results 1 and 3): He/she will be responsible for ensuring that the Palestinian Civil Defence (PCD) is always operationally ready by effectively managing the vehicles, equipment, and logistics systems. They will oversee the maintenance of fleet and equipment, improve operational workflows, and develop strategies to enhance emergency response capabilities. This role integrates the responsibility of maintaining fleet readiness with the overall coordination of emergency logistics and equipment.

Specific tasks:

- Oversee the maintenance and readiness of PCD's vehicles and emergency response equipment.
- Develop and implement Standard Operating Procedures (SOPs) for fleet management and equipment maintenance.
- Collaborate with different departments to ensure quick and efficient response times during emergencies.
- Monitor fleet usage, vehicle assignments, and optimize efficiency while reducing vehicle downtime.
- Ensure compliance with international safety standards for fleet and equipment.
- Implement communication systems to enhance coordination between field teams during emergency operations.
- Conduct regular inspections of vehicles and equipment to ensure they are always operationally ready.
- Develop and refine strategies to streamline logistics processes and reduce delays in emergency responses.

2. Component Leader for Procurement, Supply Chain, and Training (combining Results 2 and 4): He/she will establish efficient procurement and supply chain systems to ensure the timely acquisition of critical resources and equipment. They will also be responsible for designing and implementing capacity-building programs to improve logistics operations, reporting, and resource management at the Palestinian Civil Defence (PCD). This role merges procurement and supply chain optimization with training and institutional strengthening, enhancing both resource management and workforce capabilities

Specific tasks:

- Develop and streamline procurement strategies to ensure the timely delivery of critical resources for PCD operations.
- Oversee equipment and vehicle specification alignment with operational and emergency response needs.
- Manage supplier relationships to ensure high-quality resources are procured at cost-effective rates.
- Implement advanced inventory and supply chain management systems to optimize stock levels and resource availability.

- Design and deliver training programs to enhance logistics, reporting accuracy, and storage facility management.
- Oversee capacity-building initiatives for PCD personnel, ensuring all staff are trained in procurement processes and resource management.
- Evaluate the effectiveness of training programs and adjust curricula as needed to ensure continual improvement.
- Monitor procurement compliance and budgets to align with regulatory and financial constraints.
- Collaborate with external partners and stakeholders to incorporate best practices in both procurement and training initiatives.

Common tasks of Component leaders:

- Components coordination, guidance and monitoring;
- Conducting analysis of the area relevant to the component;
- Timely proposals for any corrective measures;
- Liaise with MS and PL and daily contacts with RTA counterpart

The 2 component leaders must have the minimum following qualifications and skills:

- University degree in similar discipline relevant to the component or equivalent professional experience of 8 years,
- Minimum 3 years of professional experience in the domain covered by the component.
- Fluency in written and spoken English.

3.6.4 Profile and tasks of other **short-term experts**:

Short-term experts will deliver their expertise under the overall responsibility of the Member State PL and the coordination and supervision of the RTA. Short-term experts are expected to perform specific tasks/activities. The detailed expert input shall be established when setting the Twinning work plan.

General Qualifications and Skills required for the short-term Experts:

- Relevant university degree or equivalent professional experience of 8 years,
- Minimum 3 years of professional experience in the domain for which they are mobilised,
- Experience in development cooperation; prior work in the Middle East region would be an asset,
- Excellent English communication skills, both spoken and written.

Tasks Overview:

- Assess the current state of vehicle readiness, equipment maintenance, and operational workflows at PCD.
- Develop a short-term action plan to enhance fleet and equipment readiness for immediate deployment.

- Deliver recommendations on improving fleet management, including SOP development and vehicle assignment efficiency.
- Train key PCD personnel on best practices for fleet and equipment maintenance in a short-term capacity.
- Implement strategies to reduce vehicle downtime and address critical gaps in readiness.
- Prepare an evaluation report on the state of operational readiness and provide a road map for long-term sustainability.
- Conduct a rapid assessment of PCD's procurement and supply chain management processes.
- Provide immediate recommendations for improving procurement strategies and streamlining supply chains.
- Establish short-term procurement solutions to ensure timely resource acquisition for PCD.
- Design and deliver fast-tracked training sessions for PCD staff on procurement best practices and supply chain management.
- Oversee the implementation of short-term inventory and supply chain management systems to optimize resource availability.
- Prepare a report outlining recommendations for long-term procurement and supply chain improvements.
- Collaborate with PCD leadership to ensure short-term actions align with long-term strategic goals.

As a general note, it is to be noted that the RTA and short-term experts may be allowed to work from their home country(ies) using the videoconferencing facilities. Exact arrangements shall be agreed in the work plan, with the overall assumption that the remote work contributes to the successful implementation of the project.

4. Budget

EUR 1,500,000 (maximum)

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting, and accounting:

The Office of the European Union Representative (West Bank and Gaza Strip, UNRWA) will be responsible for tendering, contracting, and accounting.

Contact Person : Sarah Velud, Programme Manager

Tel: +972 2 541 5888

Email: Sarah.VELUD@eeas.europa.eu

5.2 Institutional framework

The beneficiary administration is the Vehicle, Equipment, and Logistics Department of the Palestinian Civil Defense, and is part of the Ministry of Interior of Palestine.

The operations department and training department are secondary beneficiaries.

5.3 Counterparts in the Beneficiary administration:

The PCD will assign a PL and an RTA counterpart which will act as the counterparts of the EU MS PL and RTAs; the PL and RTA counterparts will be staff of the Beneficiary administrations and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:

Palestinian Civil Defence:

Name: Colonel Mahmoud ASSI

Official Position: Director of Planning and International Cooperation

Tel. Number: +97022950131

Email: pal_cdd@yahoo.com

5.3.2 Beneficiary Project Leader

Name: Colonel Nabil Qumi

Official Position: Director of the Administrative Affairs and Equipment department-Ramallah of the PCD

Address: Ramallah, Palestine

5.3.3 RTA counterpart

Name: Colonel Mahmoud ASSI

Official Position: Director of Planning and International Cooperation

Address: Ramallah, Palestine

6. Duration of the project

This project can be implemented over 24 months.

7. Management and reporting²

7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the

² Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements *vis-à-vis* the mandatory results and provide precise recommendations and corrective measures to be decided by to ensure the further progress.

8. Sustainability

To ensure the sustainability of the Equipment and Logistics Department beyond the project period, the following measures will need to be implemented:

- Integration of logistics activities into the regular operations of the PCD.
- Development of a sustainability plan outlining long-term funding mechanisms and partnerships.
- Continual training and capacity building for logistics personnel to keep skills updated.
- Regular monitoring and evaluation of logistics performance to identify areas for improvement.

The Twinning project will work closely with PCD, and all relevant stakeholders to ensure that the beneficiaries obtain a clear sense of ownership of the project. This will help ensure the sustainability of the results. The Twinning project will also develop know how and extremely specific capacities at staff level. Dissemination of this knowledge with a philosophy of “train the trainer” will help ensure the sustainability of the results.

All materials and technical documents shall be translated into Arabic to maximise and ensure smooth dissemination.

9. Crosscutting issues

Organising and enhancing the procurement and distribution processes will allow PCD to navigate and provide services to all areas equally. It will also allow PCD to enhance the weight of response, which will enable them to resolve incident much more efficiently, as a result protecting lives, properties, and environment.

10. Conditionality and sequencing

Components and results to be implemented in this Twinning are strongly related to current activities and objectives of the beneficiary. The Twinning will fill in knowledge and technical gaps and provide practical and timely support.

Within the scope of this project, PCD shall dedicate the qualified staff and appropriate space to ensure the smooth and effective implementation of the project in full cooperation with the EU member state(s) implementing the project.

No external conditions, including other technical assistance projects, preventing the achievement of the results of the Twinning project currently exist or are foreseen to exist during the implementation of the Project activities. Similarly, there is no need to sequence the implementation of the Components as they can be implemented in parallel, without interfering with one another.

11. Indicators for performance measurement

- Number of logistics operations successfully completed in emergencies
- Average response time to emergencies
- Number of PCD officials having increased knowledge and skills in logistics operations as a result of the Intervention
- Number of improved procedures on inventory management and asset tracking

See the logical framework below for the full set of indicators

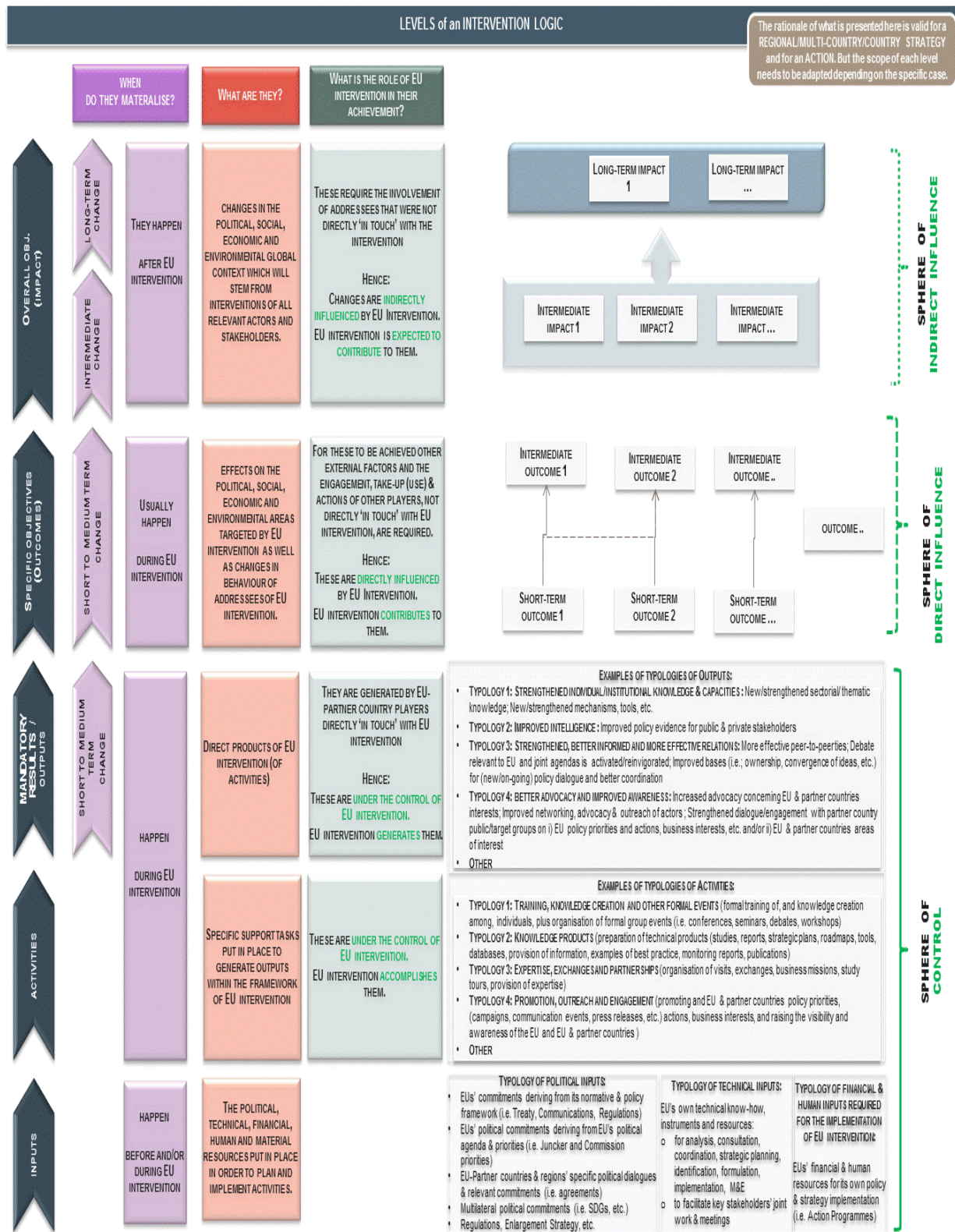
12. Facilities available

Palestinian Civil Defence HQ in Ramallah will make available the necessary infrastructure for Member State(s) experts to carry out their tasks. Based on the project requirement, infrastructure (meeting rooms, office space, space for the trainings ...etc) will be made available and free of charge.

ANNEXES TO PROJECT FICHE

1. Levels of an intervention logic (below)
2. The Simplified Logical framework matrix (below)
3. PCD Development Plan 2017-2022
3. Developing National Capability for the Palestinian Civil Defence: Gaps and Needs Analysis Report (2022)
4. Security Sector Strategic Plan 2017-2022
5. PCD Operations Plan for Gaza (2024)

ANNEX C1a: Levels of an intervention logic.



Annex C1a: Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Baseline	Target	Sources of verification	Assumptions (external to project)
Overall Objective	To offer strategic support to the Palestinian Civil Defence (PCD) in safeguarding the lives, property, and the environment in Palestine	1. Number of logistics operations successfully completed in emergencies	TBD (2025)	TBD (2027)	Performance data from emergency response scenarios.	Not applicable
		2. Number of people whose lives and assets have been safeguarded through PCD operations	TBD (2025)	TBD (2027)	Performance data from emergency response scenarios	
Specific (Project) Objective(s)	Outcome 1. Enhanced Operational Readiness and Emergency Response of the Palestinian Civil	1.1. Percentage of PCD vehicles and equipment that are ready for deployment within 15 minutes of an emergency call	40% (2025)	80% (2027)	Maintenance and readiness reports	The security situation of the country does not deteriorate further.

	Defence (PCD)	1.2. Average response time to emergencies	60' (2025)	30' (2027)	Incident response times (log records)	There is continued commitment from the international community and the external stakeholders to promote peace and stability in Palestine.
		1.3. Number of operational response failures due to equipment malfunction or unavailability	10 (2025)	3 (2027)	Dispatch records and logs	
Mandatory results/outputs by components	Output 1.1. Increased capacities of PCD staff in managing logistics operations, and vehicle and fleet maintenance	1.1.1. Status of a dedicated logistics Department within PCD	Non-existent (2025)	A logistics department is established with operational structure and staffing (2027)	Organisational charts of PCD	PCD logistics and procurement departments remain committed to developing requirements. There is continued financial and technical support from external stakeholders to PCD. Sufficient budget allocation for maintenance and equipment replacement. Availability of
		1.1.2. Number of PCD officials having increased knowledge and skills in logistics operations as a result of the Intervention supported activities (disaggregated by sex, age group and role)	0 (2025)	TBD (2027)	Pre and post training assessment	
		1.1.2. Number of new and/or improved logistics procedures and systems introduced in PCD (disaggregated by old/new and type of procedure/system)	0 (2025)	5 (2027)	Logistics operations manual of PCD	

	Output 1.2. Improved storage and distribution capacities of PCD across the West Bank	1.2.1. Number of improved procedures on inventory management and asset tracking standardised in PCD with the Intervention support (disaggregated by old/new and type)	0 (2025)	TBD (2027)	Inventory management manual of PCD	skilled personnel to perform maintenance and repairs.
	Output 1.3. Enhanced capacity of PCD in timely procurement and distribution of emergency supplies	1.3.1. Status of procurement and supply chain management system	Non-existent (2025)	A systematic approach to identify equipment and vehicle specifications is established that aligns with PCD needs (2027)	Procurement and supply chain SoPs	
	Output 1.4. Strengthened mechanism for coordination with national and international humanitarian agencies	1.4.1. Number of formal agreements signed with other humanitarian agencies (disaggregated by type of agency).	2 (2025)	10 (2027)	Memorandums of Understanding (MoUs)	