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October to December 2014

Legislative Strengthening Program in Cote d'Ivoire (LSP)

Implemented by the State University of New York Center for International Development

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Legislative Strengthening Program in Cote d'Ivoire (LSP)

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ABBREVIATIONS

ACAT-CI	Christian Actions against Torture-Cote d'Ivoire
AFD	Democratic Forces Alliance
ANCI	National Assembly for Cote d'Ivoire
APF	Assembly of Francophone Parliamentarians
APNAC	African Parliamentarian Network against Corruption
BCEAO	Central Bank of West African States
BIMA	Marine Infantry Brigade
CAEF	Commission on Economic and Financial Affairs
CAGI	Commission on General and Institutional Affairs
CAPEC	Unit of Economic Policy Analysis
CASC	Commission on Social and Cultural Affairs
CCC CI/UE	Coordination and Cooperation Cell of Cote d'Ivoire and the European Union
CCN	Cooperating Country National
CDVR	Commission on Dialogue, Truth and Reconciliation
CEI	Electoral Commission Bureau
CICAN	National Assembly Communications Unit
CICR	International Red Cross
COP	Chief of Party
CRE	Commission on External Relations
CRSTE	Commission of Research, Sciences and Technology and the Environment
CSD	Commission on Security and Defense
CISO	Civil Society Organization
CVSSD	Health and Social Monitoring Committee against Ebola
DCOP	Deputy Chief of Party
DQA	data quality assurance
FEMPACI	Constitutive General Assembly of the Women Caucus
FPI	Ivorian Popular Front
ICT	Information and Communications Technology

LIDHO	Ivorian Human Rights League
LSP	Legislative Strengthening Program
M&E	Monitoring and Evaluation
MACA	Prison and Correctional House of Abidjan
MDA	Future Forces Movement
MIDH	Ivoirian Human Rights Movement
MP	Member of Parliament
NGO	Non-governmental organization
PDCI-RDA	Democratic Party of Cote d'Ivoire – African Democratic Assembly
PMP	Performance Monitoring Plan
PND	National Development Plan
PTAN	National Assembly Work Plan
RRP	Assembly for Sharing, Peace and Progress
SERCOM	Communication Service
SFCG	Search for Common Ground
SOPCI	Support of Prisoners in Cote d'Ivoire
SUNY/CID	State University of New York / Center for International Development
TOR	Terms of Reference
UIP	Inter-Parliamentary Union
UN	United Nations
UNDP	United Nations Development Programme
UNIFEM	United Nations Women
UNOCI	United Nations Operation in Cote d'Ivoire
URPCI	Local Radio Union of Côte d'Ivoire
USAID	United States Agency for International Development
USD	United States Dollar

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I. EXECUTIVE SUMMARY

This is the consolidated fourth Quarterly Progress Report for the period from October 1 through December 31, 2014 and the 2014 Annual Report for the *Legislative Strengthening Program in Cote d'Ivoire* (LSP).

The LSP commenced start up activities in January 2013 to provide technical support to enhance legislative capacity within the national assembly and special support to a select group of MPs to engage with their constituencies within target constituencies to improve service delivery. The overarching objectives of the program are:

1. A National Assembly better able to fulfill its basic legislative, representational and oversight functions.
2. Improved National Assembly MP constituency representation and oversight in a select number of constituencies.

These objectives will support USAID/West Africa's Strategic Objective of *governing justly and democratically*, and falls under *Program Area 2.2 Good Governance*. In addition, these objectives directly address the US Embassy Abidjan's Integrated Country Strategy Goal of Strengthening Good Governance and Accountability.

LSP's support to the National Assembly has been divided into two components. Component 1 addresses the first program objective: A National Assembly better able to fulfill its basic legislative, representational and oversight functions. Component 1 focuses on enhancing the capacity of the National Assembly to carry out its constitutional and institutional mission. Activities are centered around internal management, legislative processes and oversight functions of the National Assembly.

Component 2 addresses the second objective: Improved National Assembly MP constituency representation and oversight in a select number of constituencies. This component focuses on the representational function of the Members of Parliament. This component is an innovative effort to reinforce the capacity of members to represent their constituencies and to empower constituents, local CSOs and local political leaders to positively engage with their MPs to achieve improvements in the delivery of government services.

This calendar year marked the year LSP began ramping up implementation in support of the National Assembly of Cote d'Ivoire (ANCI). LSP based programmatic activities identified in the program's 2014 annual work plan on the ANCI Needs Assessment conducted in 2013, requests from the National Assembly, the National Assembly Work Plan (PTAN) and the Strategic Development Plan of the National Assembly.

LSP's programmatic management is based on a collaborative and participatory approach between the National Assembly and LSP. In 2013, LSP set up a Steering Committee and Executive Committee consisting of members of the National Assembly, USAID and LSP technical staff to review proposed activities to ensure that these activities address the needs of the National Assembly and to promote the Assembly's ownership over the program.

In order to further leverage its resources and avoid wasteful duplication, LSP collaborates closely with other implementers, including the Assembly of Francophone Parliamentarians

(APF), Inter Parliamentary Union (IUP), the World Bank, UNDP and other USAID funded implementers.

During the year, Component 1 provided institutional support to the National Assembly. Technical experts were deployed to assist the NA in conducting ICT and HR assessments with recommendations on the areas of improvement. In addition, LSP provided support in reviewing the achievements and challenges encountered in implementing 2013/2014 PTAN as well as developing the 2014/2015 PTAN.

To support the legislative processes of the National Assembly, LSP hired parliamentary administrators and researchers to support each of the 6 Permanent Commissions in their lawmaking and deliberative functions. LSP also recruited a consultant to provide capacity building support on the roles and responsibilities of the Parliamentary Groups and Permanent Commissions.

On the oversight functions of the National Assembly, LSP recruited a consultant to provide capacity strengthening on conducting oversight missions, part of which included the development and dissemination of an Oversight Mission Guide. In addition, LSP has been supporting the six Permanent Commissions in conducting targeted oversight missions throughout the country in the areas of health, education, human rights, security and environment.

Under Component 2, LSP, in collaboration with the NA and USAID, developed and implemented selection criteria that identified 24 constituencies that would participate in the pilot participatory and collaborative platforms to address service delivery issues at the constituency level. Members of Parliament (MPs) participated in information workshops to discuss the purpose and implementation of the platforms. Public information sessions were then held in each of the 24 selected constituencies between August and November 2014 to inform and sensitize key local stakeholders and constituents on the platform building process, the role of MPs in terms of their representational functions, as well as to gain stakeholder support and buy-in for these activities. LSP also worked with local radio stations to develop a protocol agreement between the program and the radio stations committing LSP to provide capacity building and material support in return for local radio coverage of the platform building events.

The rest of this report provides a detailed review of all the activities conducted by each component during this calendar year.

II. HIGHLIGHTS

Highlights of 1st-3rd Quarters

OBJECTIVE 1 A NATIONAL ASSEMBLY BETTER ABLE TO FULFILL ITS BASIC LEGISLATIVE, REPRESENTATIONAL AND OVERSIGHT FUNCTIONS

- *The Implementation of ANCI Needs Assessment Recommendations.* The political and administrative bodies of the National Assembly of Côte d'Ivoire (ANCI) commented on and endorsed the results of the ANCI needs assessment conducted by LSP. It is noteworthy to underline that after a work plan review workshop, supported by LSP, the ANCI PTAN has become the reference document for coordination of international donor aid to ANCI.
- *The PTAN mid-term review workshop.* The PTAN review workshop organized in January, February 2014 registered an outstanding outcome. The PTAN was accepted by ANCI's other financial partners as reference document for their support to the Parliament. UNDP, UNOCI, and UNIFEM actively participated in the workshop on the implementation and financing of the PTAN and indicated the types of support they planned to provide.
- *Oversight visits by Permanent Commissions.* In March and April, LSP provided training and technical assistance to the Permanent Commissions members for the visits' preparation and the use of oversight tools. The lessons learned from the CASC's pilot site in Abidjan and the Guide developed by the consultant will help to better prepare and implement the CSD and CRSTE visits scheduled for the following quarter.
- *ANCI Institutional Development.* During the second quarter, LSP, in coordination with the ANCI and in partnerships with the APF, developed scopes of work (SoW) and identified four international parliamentary experts from Benin (1), Canada (2) and Senegal (1); and finalized their mission agendas to support the ANCI's human resources (HR) development, information and communication technology (ICT) development strategy, and parliamentary groups' (PG) internal management.
- *Assessment of ANCI ICT needs.* In order to facilitate the implementation ICT assistance to the ANCI, LSP engaged an ICT expert from the National Assembly of Quebec to conduct a ICT needs assessment in August 2014. The consultant's final report was submitted in September 2014 and provided several short-term, medium-term and long-term recommendations ranging from internet connectivity, web site management and audio-visual improvements.
- *Assessment of ANCI HR needs.* Human resource management was identified as an area in which the ANCI required technical assistance. Two international experts, identified and deployed through collaboration efforts between LSP and APF, conducted an assessment of the organizational chart and the development plan of the ANCI, and held meetings with key NA staff between July 13 and 25, 2014. Their final reports outlining recommendations was submitted to the Secretary General and Head of the Office of the President in August 2014.

- *The Development of the ANCI Communication Strategy.* The final report on ANCI Communication Strategy and Implementation Plan, which encompasses citizen sensitization tools, was presented and endorsed by the Communication and Information Center of the National Assembly (CICAN) and ANCI in July.
- *Oversight Visits by ANCI Standing Commissions.* The lessons learned from the Commission of Social and Cultural Affairs' pilot site visit in Abidjan and the draft *Service Oversight Field Visit Manual* developed by LSP served as reference tool and was used by the Commission of Social Affairs and Culture (CASC, 1-4 April), the Commission of Security and Defense (CSD, 13-19 April 2014) and the Commission of Research, Sciences and Technology and the Environment (CRSTE, 14-30 May 2014). These three standing commissions, with LSP technical support, presented their site visit findings before the Assembly on June 30. After the presentation, the MPs unanimously thanked the commission members for their work and *called for a systemization of oversight missions in constituencies and for active participation of the concerned government ministers during the reporting session to favor oral questions and answers.* Oversight field missions are pivotal to enhancing citizen representation and participation in the lawmaking process. They support MPs to connect with their constituencies, to gain awareness of existing services and corresponding legislation weaknesses, and to substantiate their request for information or clarification to the Executive to improve services delivery.
- *Development of the National Assembly's 2014-2015 PTAN.* Members from the ANCI convened in Grand-Bassam from July 31 to August 3 to develop the ANCI's PTAN for 2014-2015. This 4 day workshop gave the members of the National Assembly the opportunity to review the 2012-2013 PTAN and draw out lessons learned which could be applied to the 2014-2015 PTAN. The 22 MPs and 20 other ANCI staff members carefully reviewed the activities proposed for the 2014-2015 PTAN and drastically reduced the number of activities having drawn from their experiences with the previous PTAN and the number of activities that were not completed for the previous year. Additionally, MPs and senior parliamentary staff decided to experiment with a new working approach which required the setting up of indicators to track the progress of the PTAN.

OBJECTIVE 2 IMPROVED NATIONAL ASSEMBLY MP CONSTITUENCY REPRESENTATION AND OVERSIGHT IN A SELECT NUMBER OF CONSTITUENCIES

- *The process of pilot constituencies' selection.* The criteria and the mechanism for the selection of constituencies were developed, approved by USAID and welcomed by ANCI through the Secretary General and the Director of Cabinet of the President of the National Assembly. The selection criteria and mechanism are ready for consideration by the next meetings of the programme's Executive Committee and Steering Committee.
- *The development of the program internal communication strategy.* The Communication Strategy was developed for the programme's activities, focusing on the Representation and Sensitization Component activities.

- *The development of the methodology and tools for the constituency level intervention.* The Program's methodology and intervention tools at the constituency were developed in order to be tested in the next quarter during the Permanent Commissions visits in four constituencies.
- *Selection of the Pilot Electoral Constituencies.* After USAID and ANCI's Presidency and the General Secretariat provided their concurrence of the proposed methodology and criteria for selection of pilot constituencies, ANCI-LSP Steering and Executive Committees endorsed the text and assumed complete leadership in the call for proposal and selection of candidate constituencies. 106 applications were received from all six geographic regions of the nation. This high number of applications and wide geographic coverage attests both to the importance of constituency work and to the high level of interest among the MPs for such initiative.
- *Informing and sensitizing MPs of selected constituencies.* Members of Parliament of the constituencies selected to take part in the pilot activities were informed of their selection and working sessions were held with MPs and key local actors on the timeframe and practical organization of field missions.
- *Launching of Public Information Sessions.* The public information sessions were officially launched in August 2014. These sessions served to inform key stakeholders at the constituency level about the collaborative and participatory platforms LSP is planning to support throughout the program. The program had originally anticipated 150 participants per constituency but the turnout far exceeded this target, most notably in Sapli-sepingo which had a turnout of 617 persons.
- *Finalization of memorandum of understanding with community radio stations.* A memorandum of understanding between local radio stations and LSP for the public information platforms was finalized. The radio stations were approached and taken through the MOU during each public information session held during the quarter. The radio stations have expressed their willingness and commitment to become active partners. During the public information sessions held, the radio stations have been present and have provided full coverage of the events as they have taken place.

Contractual/Administration

- *Workplan.* The 2014 Work Plan was approved by USAID and validated by ANCI.
 - *Needs Assessment.* The Needs Assessment report was approved by USAID and validated by ANCI.
 - *Project Management Staffing.* During the year, the project saw significant changes in senior project leadership. The COP, Senior Associate/Project Director and Program Manager were replaced with new staff members. The DCOP was replaced in September 2014 and the operations manager position was eliminated.
 - *LSP recruitment.* The program recruited and hired 3 parliamentary administrators, 2 research analysts, and 3 field program officers. An IT specialist, 3 drivers, and two office maintenance staff were also transitioned from consultants to full-time employees.
 - *Staff departures.* The M&E Officer resigned effective the beginning of August, while the Communications Officer left in mid-September.
- USAID and SUNY visits.* The visits of Stephanie Garvey USAID Director Regional Peace & Governance Office and M. Alex Deprex, USAID Regional Director. Mr. Malcolm Russell-Einhorn, SUNY CID Director, visited the project in February to

announce a transition in senior management for the project, including the appointment of a new Program Director. Program Director David Guinn, who took over this position in January 2014, was deployed to Abidjan in February through March to assist in the transition leading up to the deployment of Ms. Salandra as the new COP. This was followed up by the deployment of the new Program Manager, Sonia Carascal, in May to supervise the transition in administration and address administrative problems incurred by the project.

- *USAID approvals.* LSP suffered delays in receiving USAID approvals, particularly for new staff, that slowed program execution.

Highlights from the 4TH Quarter

OBJECTIVE 1 A NATIONAL ASSEMBLY BETTER ABLE TO FULFILL ITS BASIC LEGISLATIVE, REPRESENTATIONAL AND OVERSIGHT FUNCTIONS

- *Support to the Ebola Oversight Mission.* Members of the MP Committee on Health and Social Monitoring (CVSSD) conducted an information gathering and awareness raising oversight mission to assess Ebola preparedness and prevention procedures in place in 8 regions of the country most vulnerable to the epidemic. This mission was financed in full by UNDP. LSP provided technical assistance during all phases of the mission. During the preparation phase, LSP assisted the Commission in finalizing the terms of reference and the budget, and in preparing the oversight tools. During the mission itself, LSP supported the 16 delegations composed of 49 MPs in carrying out the oversight activities and assisted in the preparation of the final trip report. USAID was acknowledged by the MPs and presented as valuable partners in the realization of this mission.
- *Oversight mission for the General and Institutional Affaires Commission (CAGI).* In December 2014, an oversight mission was conducted to the MACA Prison in Abidjan, the largest prison in the country. In preparation for this mission, LSP coordinated meetings between the Commission and NGOs working in the prisons to discuss current conditions and service delivery issues. In addition, meetings were held between MACA prison administrators and the MPs of the constituency in which the MACA resides to gather information on the prison operations and needs as well as the impact of its presence in the constituency of Yopougon. The mission took place on December 5, with 8 MPs and 3 ANCI staff present.
- *Distribution of Oversight Mission Guide Manual and Brochure.* LSP distributed over 250 copies of the Oversight Mission Guide Manual and Brochure to MPs and NA staff during the closing ceremony of the National Assembly on December 19, 2014. The manual and brochure provide guidelines on how to successfully conduct oversight missions from the preparation phase through to implementation and next step procedures.

OBJECTIVE 2 IMPROVED NATIONAL ASSEMBLY MP CONSTITUENCY REPRESENTATION AND OVERSIGHT IN A SELECT NUMBER OF CONSTITUENCIES

- *Informing and sensitizing MPs and key local actors in the 24 selected constituencies.* The public information sessions were concluded in November 2014. The sessions, held in each of the 24 selected constituencies, attracted a total 7,873 participants, of which

5,106 were men and 2,787 were women. This success is attributed to the strong mobilization efforts by the local authorities as well as the strong support and implication of the majority of the MPs and local administrative authorities in these constituencies.

- *US Ambassador's visit to Biankouma.* On November 13, 2014, LSP, in coordination with the MP and local authorities of Biankouma, organized an information and awareness building session on land tenure and land acquisition issues and procedures in Biankouma. The question of land tenure is particularly problematic in Biankouma. The objective of this information session was to provide information on land tenure procedures and dispute settlement to the population of Biankouma as well as showcase the Component 2 platform building initiatives to the US Ambassador who was visiting the region.
- *Audience with President Henry Konan Bedie.* In October 2014, LSP was invited to an audience and luncheon with the former President of Cote d'Ivoire, Henry Konan Bedie, to discuss the LSP program initiatives. This audience was organized by the MP of Daoukro. The former president expressed great interest in the programmatic activities of LSP, and expressed the importance of LSP's support to the National Assembly.

Contractual/Administration

- *Staffing.* The project accountant resigned effective October 19, 2014. A new accountant was recruited and approved in December, 2014 and will begin on January 6, 2014. The program is finalizing the recruitment of an M&E office and a Communications Team Leader. In addition, LSP is currently recruiting for two consultants to support the implementation and monitoring of the 2014/2015 PTAN, as well as a gender specialist and a budget specialist.
- *Performance Management Plan.* LSP deployed a consultant, Ms. Caroline Roufousse, to review and finalize the LSP PMP in order to provide USAID with accurate data reflective of ANCI engagement in LSP activities and LSP outcomes. The document addresses indicators, their definition and data collection method as well as defines its data quality assurance (DQA) process and set of reporting and monitoring templates. The PMP was submitted to USAID for approval in October 2014.
- *2015 Workplan.* LSP submitted the 2015 workplan to USAID for review and approval. Once approved, the project will submit to the ANCI for approval.
- *Invoicing and Obligation Increase.* LSP substantially caught with backlogged billing and received new budget obligation.
- *USAID Approvals.* While there has been some improvement, LSP continued to experience delays in receiving necessary approvals.

III. POLITICAL CONTEXT

Cote d'Ivoire remains in an active period of transition and re-stabilization. This creates a challenging environment for LSP's implementation as the program is working in the governance arena which will be sensitive to changes in the political situation in the country. LSP monitors the political situation in the country to track whether any developments may pose challenges or opportunities in LSP engagement.

a. General Context

Among the political developments occurring during the course of the year, as described in prior quarterly reports, the following are of particular note:

Composition of the Electoral Commission Bureau. On October 17, 2014, members of the General and Institutional Affairs Commission (CAGI) unanimously adopted the bill amending the Electoral Commission Bureau (CEI). The amendment provides for the creation of a fourth vice-president and two MP secretaries. Prior to the amendment, the main opposition parties had refused to appoint members to the positions reserved for them and demanded that they be given the presidential seat. The amendment serves as a compromise to the earlier tensions. The Democratic Forces Alliance (AFD) invited its' representatives to reintegrate into the CEI. On December 4, 2014, Mr. Alain Dogou from the Ivorian Popular Front (FPI) was appointed as the Vice-President of the Commission bureau and Mr. Bertin Ganin of the Assembly for Sharing, Peace and Progress (RPP) was appointed as MP Secretary. Mr. Kobenan d'Anaky of the Future Forces Movement (MDA) also announced his return to the CEI. The resolution in the composition of the CEI presents one less obstacle in the elections being held, as election would not be able to go forward with an incomplete electoral bureau, which would likely lead to an unstable political climate.

Military Protests. The country was plunged into a moment of unease when the military organized protests from November 18 to 20, 2014 in response to delayed salary payments and poor living and working conditions. The protests took place in Bouake, Daloa, Man, Abengourou, Korhogo, San Pedro and Abidjan with reports of gun fire in some locations. President Alassane Ouattara responded to the military grievances promising to bring the payments up to date and improve working conditions. He also implored the soldiers to act as model soldiers if they would like to remain in the military, and reaffirmed his vision of making Ivory Coast a modern and model country. The protests demonstrated that there could still be tensions that could lead to possible security instability, which, depending on the level of tensions, could impact the level at which LSP activities could be implemented.

Presidential Candidature of Amara Essy and Charles Konan Banny. Mr. Amara Essy, former Foreign Affairs Minister, and Mr. Charles Konan Banny, former Governor of the Central Bank of West African States (BCEAO) and former Prime Minister, submitted their candidature for the 2015 presidential elections. These candidates are both members of the Democratic Party of Cote d'Ivoire – African Democratic Assembly (PDCI-RDA), one of the parties in the coalition of parties in support of the current president, Alassane Ouattara. The party had called for unanimous support of President Ouattara's candidature for the 2015 elections. This move demonstrates the current discord and tensions within the PDCI-RDA and the coalition. The fracturing of support within the PDCI could potentially create increased political tensions within the ANCI which may affect LSP program implementation.

Candidature of Laurent Gbagbo. Since the arrest of former president Laurent Gbagbo, the FPI has been in a state of crisis. This crisis was compounded by internal tensions related to the renewal of the party. The party president, N'guessan Affi, stated at a press conference on December 9, 2014, that the documents submitted to put Laurent Gbagbo as candidate for the party president were fake. According to him, former President Gbagbo had never intended to present himself as the president of the FPI party. The matter was settled with the court ruling the candidature invalid.

Opening of Pro-Gbagbo Trials. The Court of Assizes began the trials of pro-Gbagbo supporters on 26 December 2014. There are 83 defendants, who were close to former

President Laurent Gbagbo, accused of endangering the security of the state, public disorder and murders amongst others. The first session attracted a lot of people including victims from supporters of the opposition. The hearing was suspended after several hours of debates and will recommence on January 6 2015. As the trials get under way, there is the possibility of socio-political tensions arising which could result in opposition members being unwilling to fully engage in the parliamentary and electoral processes.

Submission of Dialogue, Truth and Reconciliation Commission Report. On December 15, 2014, the president of the Commission on Dialogue, Truth and Reconciliation (CDVR), Mr. Charles Konan Banny, submitted the commission's report to President Ouattara. According to Mr. Banny, the report contains the major causes of the crises, suggested reforms, the effect on gender, actions to take towards the youth and the setup of local dialogue, truth and reconciliation commissions. President Ouattara acknowledged receipt of the report and commended Mr. Banny for his steering of this process. He also announced that the State would allocate 10 billion FCFA to compensate victims of the crises.

Two aspects of the foregoing events are of significance for LSP. First, the energy and attention being devoted to the upcoming Presidential elections is increasing rapidly. As such, the risks of LSP counterparts seeking to draw LSP into this partisan contest are likely to increase and must be carefully guarded against. Second, as demonstrated by the military protests, the ICC trial, and the CDVR, Cote d'Ivoire continues to face threats of unrest and the challenges of resolving problems growing out of the prior conflict. Accordingly, LSP will continue to seek opportunities to support the ANCI's role in supporting efforts towards peace and reconciliation.

b. Parliamentary Context

During the quarter, the Parliament held its second ordinary session and the following events marked the overall governance environment in Cote d'Ivoire and the work of the National Assembly over the period:

- Continuation of parliamentary diplomacy by the President of the National Assembly;
- Second ordinary parliamentary session from October 1 to December 19, 2014.

Continuation of parliamentary diplomacy by the President of the National Assembly

During the opening ceremony of the second ordinary parliamentary session on October 1, 2014, the National Assembly received a delegation of MPs from Mali as part of the parliamentary cooperation initiative between Cote d'Ivoire and Mali.

The President of the ANCI, Guillaume Soro, invited Mr Claude Bartolone, President of the National Assembly of France, on a friendly working visit to the National Assembly of Cote d'Ivoire from October 23 to 25, 2014. The main objective of the visit was to strengthen inter-parliamentary cooperation between the two countries. A cooperation framework agreement was signed in line with this objective. In addition, the delegation attended a presentation by the French military forces, LICORNE, and visited the base of the 43rd Marine Infantry Brigade (BIMA) in Port-Bouet before visiting the university hospital in Yopougon to inspect the Ebola preparedness measures in place. After the visit, the two assemblies agreed to continued collaboration, particularly in regards to institutional capacity strengthening of the ANCI. Under the invitation of the President of the Chamber of Representatives of the Kingdom of Morocco, ANCI President Guillaume Soro travelled to Rabat from November 24 to 27, 2014 to take part in discussions on ways in which cooperation between the two institutions could be strengthened.

These inter-parliamentary exchanges provide exposure to different approaches used by the different parliaments. During these exchanges with representatives from parliaments in different countries, members of the ANCI delegation involved in these visits may want to apply some of the approaches they have seen to the ANCI. LSP will continue to monitor these engagements and assess how they may affect either the opportunities to promote LSP programming efforts (by, for example, linking an activity to a model offered by a parliament that the ANCI has entered into a relationship, or where this type of interaction may impact the types of support that the ANCI request from LSP.

Second ordinary session of the Parliament (1 October to 19 December) During this budget session, a total of 33 laws were passed out of the 61 passed in both the ordinary and extraordinary sessions of 2014. This session was marked by the adoption of legislation bringing about social, cultural, political and economic reform. This session also passed the budget bill for 2015.

IV. ACHIEVEMENTS AND RESULTS BY OBJECTIVE

OBJECTIVE 1: National Assembly Better Able to Fulfill its Basic Legislative, Representational and Oversight Functions

Activity 1.1: Long-Term Needs Assessment and Program Advisory Committee

Task 1.1.1: Conduct the Needs Assessment of the ANCI

In 2013, LSP conducted a needs assessment which was submitted in February 2014 and adopted by the ANCI in the second quarter of 2014. The report identified the current status of ANCI's units and institutional tools. It made recommendations for the necessary support to be provided to the Strategic Plan development, the PTAN implementation, the ANCI Information and Communication Centre (CICAN), the Human Resources Development Plan and the Legislative Research Unit. Training and technical assistance needs were broken down by type, in the long, medium and short term as per USAID comments.

In order to expedite program implementation, while awaiting the ANCI's comments, most of the report's recommendations were included in the LSP 2014 Work Plan and, after receiving comments, were also addressed within the proposed 2015 Workplan. The ANCI similarly incorporated many of the assessment findings within its PTAN. They have been planned and are being implemented. These activities include:

1. *Supporting the development of the 2014/2015 PTAN.* The program is seeking two consultants to assist the Scientific Committee and Focal Points of PTAN in guiding and monitoring the PTAN according to the Results-Based Management method used during the last workshop;
2. *Supporting the development and implementation of the ANCI Communication Strategy.* A local consultant was assigned to ANCI in order to support the finalization of the Communication Strategy and the development of an Annual Action Plan;
3. *Recruiting Parliamentary Administrators and Research Officers to support Parliamentary Groups (GP) and Parliamentary Commissions (CP).* During this quarter, the program initiated the recruitment of LSP staff with these profiles.
4. *Procuring equipment for the transcription of parliamentary debates and MPs' electronic voting.* The needs assessment of the ANCI's equipment and information

system was prepared and the equipment and systems suppliers have been identified and made offers.

5. *Updating of baseline for elements from the ANCI institutional framework that are monitored by the PMP.* These include Strategic Plan, the Communication Plan, the Human Resources and Computer System Development Plan as well as key units of ANCI (Legislative, Research, CICAN, Library and Administrative and Financial Services).

The report's findings will continue to be used to tailor LSP support activities to the specific needs of the National Assembly commissions and support services, and to monitor progress.

Task 1.1.2: Establish a Program Advisory Committee

To foster ANCI ownership of LSP activities and favor participatory planning, bilateral meetings were scheduled between the LSP Executive and Steering Committees consisting of key members of the ANCI and LSP representatives. The ANCI and LSP had scheduled regular monthly meeting for the Executive Committee and every two months with the Steering Committee.

During the year, 3 meetings were held with the Executive Committee and two meetings were held with the Steering Committee.

The Executive Committee held a meeting on Wednesday, February 12, 2014 with two points on the agenda: i) review of proposed activities under Component 1 of the Program and ii) AOB. Due to reservations about the constituency selection criteria (see 2.0 below), the committee refused to consider activities under Component 2 or to approve the full work plan.

During this meeting chaired for the first time by Mr. LATTE Ahouanzi, as new Secretary General following the passing of Me Fakhy KONATE, it was suggested that review and comments on LSP activities be done by members/ service units of the ANCI which these activities target.

A meeting with the Steering and the Executive Committees took place on May 21 at the ANCI's Chamber (*Rotonde*). The two committees reviewed and endorsed LSP proposed Work Plan and made useful comments for its implementation. The meeting also covered the selection process of the constituencies to participate in the pilot Platform Building activities under Component 2. Each committee agreed to have one representative present as an observer on the Selection Committee of the 24 constituencies.

In the bilateral meeting on the same day, the two Committees agreed on their proposed working agenda and principles. The Steering Committee agreed on holding regular monthly meeting to address implementation priorities and potential conflicts if any, and to approve or amend proposed support activities. The Executive Committee agreed to bi-monthly meetings to plan and follow up on LSP activities delivery. However, these meetings were not able to be held as originally planned due to scheduling conflicts between the members of the committee. On July 16, 2014, the Executive and Steering committees' convened two meetings. In the first meeting, LSP provided information on the profiles and types of assistance that the Component 1 technical team would provide to the Standing Committees as well as informing the committees on upcoming events.

The second meeting reviewed the selection of the 24 constituencies to participate in LSP Component 2 activities. LSP provided a presentation on the entire selection process and the results. The committee adopted and endorsed the selection process and outcomes which they recognized as being transparent and fair.

The two committee meetings, scheduled to take place during the second parliamentary session in October, did not occur due to the heavy legislative agenda of the ANCI committee members. As this has been a recurring problem throughout the year, LSP has been working with the ANCI on how to organize these meetings to ensure effective partnership and ANCI oversight and input on LSP activities without creating too much of a time burden for the busy ANCI members.

Activity 1.2: Internal Management

Task 1.2.1: Support the Implementation the NA's Strategic Development Plan.

Based on its Strategic Development Plan, the ANCI is developing an Annual Implementation Work Plan (PTAN) that aims to guide and coordinate its budget allocation and aid support. LSP is providing technical and logistical assistance to ANCI in its implementation and annual review of its PTAN as well as in formalization and management of its operational framework.

In January 2014, a 3 day mid-term reflection workshop on the 2013/2014 PTAN implementation was held in Bassam with 53 persons in attendance, the majority being ANCI MPs and staff with 9 others which included UN partners and CAPEC. The focus of this workshop was to review the implementation of the PTAN, including challenges and lessons learned, and strategize on how to implement the remaining parts of the PTAN. The main result of the commissions' work was the unanimous agreement of the participants to establish an institutional framework that will support the implementation and monitoring of PTAN activities as well as the funding arrangements for these activities. It was decided that ANCI would appoint a manager to run this institutional framework. LSP would provide technical assistance to the appointed manager to help implementing the PTAN activities.

From July 31 to August 3, 2014, LSP supported an ANCI workshop in Grand-Bassam to develop the 2014/2015 PTAN. The focal points of National Assembly bodies and services took an active part in the development process with a total of 44 participants, including 22 MPs and 22 staff members from the National Assembly administration in attendance. The workshop provided participants with an opportunity to take stock of the 2013/2014 PTAN and prepare the draft PTAN for 2014/2015, taking into account the shortcomings of the 2013/2014 PTAN. The PTAN went through a review by the NA scientific committee and was finalized and shared with ANCI partners on December 10, 2014.

During this workshop, it was expressed that the ANCI would appreciate assistance in implementing the monitoring and evaluation aspects of the PTAN. As a result, LSP is in the process of recruiting two consultants: one to support the PTAN implementation process and another to support the monitoring and evaluation of the PTAN. The initial interviews, consisting of a panel from the ANCI and LSP, were scheduled for December 2014 but were delayed until January 2015 due to scheduling conflicts at the ANCI.

Task 1.2.2 Provide Technical Assistance to Improve HR Services of the NA.

The November 2013 needs assessment conducted by LSP found significant weaknesses in the human resources practices within the ANCI including issues of recruitment, hiring, retention

and staffing. The ANCI and Secretariat agreed with this assessment and the inclusion of this task within the annual workplan.

LSP, in collaboration with the Assembly of Francophone Parliamentarians (APF), identified two international experts to carry out a needs assessment of the HR services of the National Assembly. The two experts, Mr. Bouchard and Mr. Diop, HR managers of the National Assembly of Quebec and Senegal respectively, held working sessions with the Secretary General, the Director of Human Resources and the Head of the Office of the National Assembly President between July 13 and 25, 2014. The meetings enabled the two consultants to assess the organization chart of the National Assembly and collect data on the staff of the Assembly. They also reviewed the Development Plan of the Assembly and obtained recommendations from ANCI political and administrative leadership.

The final reports outlining the consultants' recommendations were submitted to the ANCI Secretary General and Head of the Office of the President in August. The reports proposed improvements in the human resource management of the National Assembly of Cote d'Ivoire and recommended their inclusion in the Strategic Development and Administration Plan for the ANCI that the Assembly already had in place. The National Assembly provided feedback on the report during the 4th quarter (see Annex B).

The Secretary General of the National Assembly suggested that this mission should be followed by another to ensure the implementation and operationalization of the recommendations and provisions in the report. In light of the importance placed on this issue by the Needs Assessment and by the ANCI and the belief that this clearly represents an opportunity to significantly enhance the internal management of the ANCI (as set for the project's scope of work), LSP supports this recommendation and will be working with the National Assembly on developing the TOR for this second mission planned for 2015.

From September 9 to 13, 2014 UNDP held a seminar on the standards and best practices in the provision of the legislative services in Yamoussoukro for the Legislative Services Department. The seminar aimed to provide the leadership and staff of the Legislative Services branch with a clearer understanding of international standards regarding the roles and responsibilities of National Assembly staff and train the staff in the techniques of developing and reviewing legislation. LSP staff members participated in the seminar to assure consistency in technical support and avoid unnecessary duplication in trainings.

During the 4th quarter, LSP began reaching out to the APF to discuss the availability of an APF consultant to provide the second phase of technical support to the National Assembly. LSP will work with APF to identify a consultant and submit a TOR for USAID and the ANCI to review.

Task 1.2.3 Support the Secretariat in Meeting Basic ICT Needs.

The 2013 Needs Assessment stressed the need to assist the ANCI General Secretariat in the planning and development of its basic information and communication technology (ICT) needs.

As part of the collaborative partnership between LSP and the Assembly of Francophone Parliamentarians (APF), LSP engaged the services of Mr. Real Charlebois, MP Director of the IT Department of the National Assembly of Canada, to conduct an ICT needs assessment. Mr. Charlebois conducted the needs assessment from August 18 to 29, 2014. The assessment involved a full review of the ICT infrastructure and resources currently in place at the NA.

In September, Mr. Charlebois submitted his final report to LSP with short-, medium- and long-term recommendations which include management of ICT resources, policies and oversight procedures, and infrastructural improvements. The report was submitted to the ANCI in October 2014 after review by USAID. In December, the ANCI validated the report and outlined the National Assembly's short-, medium-, and long-term priorities (see Annex C).

LSP had initially planned to organize training of trainers and trainings for MPs on using the IT equipment currently available to the National Assembly. In addition, LSP had looked into procuring transcription software and equipment for the National Assembly to transcribe parliamentary debates in line with the initial Needs Assessment conducted at the start of the program and as requested by the ANCI Secretary General. However, it was decided to hold off on these activities until the ICT assessment had been conducted.

In 2015, LSP will begin working with the ANCI on addressing the priorities they outlined.

Task 1.2.4 Support the NA's Capacity to Effectively Communicate with the Public.

Between March and July 2014, LSP engaged the services of a communications expert, Mr. Zio Moussa, to assist in developing the annual communications strategy for 2014/2015 for the National Assembly Communications Unit (CICAN). This report was submitted to the National Assembly and validated in July.

During the 4th quarter, in response to the National Assembly's request, LSP drafted and finalized the TOR for a seminar for the CICAN to provide an in depth review of the communications strategy. The seminar is intended to ensure a strong understanding of the strategy by all members of the CICAN. The seminar is scheduled to take place during the next quarter.

In an effort to better inform the public on the activities of their representatives at the National Assembly, LSP is organizing a capacity building training in the next quarter for a group of journalists on parliamentary communications. The terms of reference for the training of 10 journalists were finalized in December 2014 and shared with USAID and the ANCI. LSP, in conjunction with the CICAN and SERCOM, will identify the journalists to be trained.

Task 1.2.6 Provide Parliamentary Groups (PG) with technical assistance

LSP engaged the services of a parliamentary expert from Benin, Dr. Charles Yaovi Djrekpo, to provide technical assistance to the ANCI Standing Committees and Parliamentary Groups from July 7 to 30, 2014. During the course of 11 separate meetings Mr. Djrekpo addressed the following topics to an audience of up to 41 MPs and committee and parliamentary group assistants:

- International standards on the activities of Standing Committees and Parliamentary Groups
- Mandates of Standing Committees and Parliamentary Groups
- Overview of essential standards and processes in drafting legislation
- Strategies for the action plan of a committee or parliamentary group at the National Assembly.

Mr. Djrekpo's final report on the topics covered during his mission was submitted and accepted by the National Assembly in October 2014.

Task 1.2.8 Provide support for the creation of special Gender and Youth Permanent Commission

Establishing a new committee requires the amendments of ANCI's Internal Regulation. As this achievement is a long-term effort requiring amendments to the Constitution, LSP will provide immediate support to the ANCI and to its women caucus to include gender as a cross-cutting consideration in all of its activities and processes and assist the FEMPACI Caucus in building the capacity of female parliamentarians.

On April 10, the LSP supported the organization of a Gender Promotion Workshop at the ANCI's Chamber (*Rotonde*) in which 17 MPs participated, including the ANCI Vice-President and Secretary General. The exchanges between the participants led to the identification of six major areas of concerns for women and youths in Cote d'Ivoire that requires donor assistance and ANCI's attention:

- Access to education, especially in the rural/remote constituencies, for very young and youth females.
- Youth female early pregnancy and limited access to information and to contraceptives.
- Access to land ownership and to family assets inheritance by heritage/succession.
- Availability of female leaders as model and mentor for young females.
- Violence against women in general and in particular, 'forced' and early wedding/matrimonial arrangements, and sexual mutilation.
- Role and promotion of women in the national reconciliation process and in peace-keeping.

Additionally, the caucus identified the issues of women's access to income-generating activities and micro-credit lending as substantive priorities of the caucus.

On May 19, LSP attended the Constitutive General Assembly of the Women Caucus (FEMPACI) in which the Women Caucus adopted its Internal Rules and designated its Bureau and President.

From May 20-23, 2014 the Women Caucus reconvened within a Strategic Planning Workshop supported by the IPU, to ensure inclusion of gender promotion activities within PTAN and LSP's work plan, many of which were identified during the April 10 workshop.

During the 3rd quarter, LSP met with the Head of the President's Office and the First Vice-President of the National Assembly to discuss a South-South study tour for members of the FEMPACI Caucus to meet with their counter-parts to discuss the role of parliamentarians in advancing women's access to micro credit and economic opportunities, as well as meet with actors from women's association that are active in economic empowerment activities for women.

During the 4th quarter, LSP finalized the initial TOR for the South-South study tour. Burkina Faso was originally selected as the mission destination as there are more developed women's civil society organizations and micro-credit infrastructure. In addition, the Caucus planned on capitalizing on this trip to build ties between the National Assembly of Burkina Faso and the ANCI. However, due to recent political events in Burkina Faso, LSP will work with the Women's Caucus to identify another suitable location in the region.

To give participants a good understanding of the themes that will be covered during the

mission, LSP and the Head of the ANCI First Vice President's Office are planning a workshop on the role of women parliamentarians in the empowerment of women and their access to micro-credit financing. LSP has finalized the TORs for the micro-credit workshop and the FEMPACI Caucus study tour. Both of these activities are expected to take place in the next quarter.

LSP was invited to participate in a Parliamentary conference for the FEMPACI Caucus, organized by the Inter-Parliamentary Union (UIP) at the National Assembly between November 11 to 12, 2014. The objective of the conference was to review the current level of participation by women parliamentarians at the national and international level, and define strategies and measures to reinforce and increase this participation in Cote d'Ivoire. LSP participated in this conference as a partner of the FEMPACI Caucus. At the end of the seminar, recommendations would put forward to introduce a bill mandating a 33 per cent quota of female representation in elected positions and the setting up of a parity observatory. The seminar concluded with identifying several broad areas of action which the Caucus should focus on. These include:

- Awareness raising of the importance of women's access to the parliament targeting political authorities, CSOs, media and the population.
- Garner support from governmental and non-governmental institutions in reinforcing women candidature
- Request continued support from partners in implementing the strategic objectives and activities of the Women's Caucus
- Request an audience with the President of the Republic, the President of the ANCI, political party leaders and other key actors on the promotion of gender parity.

Activity 1.3: Lawmaking

In 2014, the ANCI held four parliamentary sessions, two ordinary and two extraordinary. LSP monitored the ANCI activities throughout each these sessions.

The year began with an extraordinary session held between February and March 2014, during which 9 bills were passed. The first ordinary session opened on April 30 and closed on July 30, 2014. During this session, 18 bills were passed two public plenary sessions were held, on July 11 and July 25, where 7 bills were adopted in Committee. During the closing ceremony, the President of the National Assembly announced the opening of a special session to examine the 2014 supplementary budget bill which held in August 2014. Several meetings were held by the Commission on Economic and Financial Affairs to analyze the bill to amend the budget for 2014. On August 22, a plenary session was held where the bill was voted on and adopted. During this quarter, the second and final parliamentary session of the year opened on October 1 and closed on December 19, 2014 where a total of 33 laws were passed. Annex D provides a detailed breakdown of laws examined and passed during the year.

LSP supplied a short-term consultant, Mr. Djrekpo, to provide a series of workshops between July 6 and 31, 2014, on the roles and responsibilities of Parliamentary Groups (PG) and assist the PG to improve and formalize their procedural, legislative and analytical practices.

Task 1.3.1 Support Permanent Commission Leadership in Establishing Commission Support Teams

In order to make the permanent commissions more effective law makers, it is necessary to not only strength the capacity of MPs and staff in the craft of law making (research, analysis,

drafting, etc.), the commissions must be capacitated as deliberative bodies with effective administrative support. Activities therefore include broad support for administrative and deliberative functions as well as focusing on specific law making acts.

LSP continued to provide support to the ANCI during this quarter in the following activities:

- Supported the CAGI in preparing for a meeting with a delegation of Chinese MPs through researching Cote d'Ivoire legislation related to food security for discussion with the delegation.
- Assisted the President of the CAGI in preparation of a meeting with the international NGO "International Alert", LSP prepared documents related to the evolution of the conflict in Cote d'Ivoire and the conflict management and prevention strategies put in place since to be used during the meeting.
- Finalized the terms of reference for a training on civil protection for members of the CSD.
- Participated in the October 22 meeting of the CAGI on the review of the bill defining and repressing usury. This session was postponed to a later date due to the unavailability of the Delegate Minister in charge of economy and finance;
- Assisted the Ivorian Chapter of the African Parliamentarian Network against Corruption (APNAC-Afrique) in drafting their action plan.
- Supported the President of the CAGI for his meeting with the Christian Federation against Torture (ACAT). LSP researched the Commission's actions and support to legislations addressing torture and conditions of detainees.
- Assisted the CRE in the review to authorize the ratifications made by the President of the Republic on 6 Conventions and 1 Treaty on November 14 through providing an analysis document clarifying the meaning of the conventions and the treaty.
- Conducted research on legal texts addressing to sale of illicit medications and submitted this research document to the President of the CRE, upon his request.
- Followed the review of a proposed bill on the orientation of domestic transport on November 17.
- Prepared a bibliography and summary of legal texts and conventions on child labor at the national and international level for the President of the Commission of Social and Cultural Affairs (CASC) in preparation for his mission to Turin, Italy on child labor prevention.

LSP also follows several activities within the ANCI to monitor the outcomes of discussions or reviews on certain areas as this may require LSP assistance in the future. During this quarter, LSP monitored the following:

- The review and adoption of two bills on domestic travel and legal rates of interest on November 20.
- Public deliberation session of ten bills, treaties and conventions on November 26.

Activity 1.4: Oversight

Task 1.4.1 Provide Technical Assistance to Commissions and MPs on Oversight Tools

To enable MPs to properly carry out their oversight function of executive action, LSP has been providing technical and training support to Permanent Commissions on conducting oversight missions. Oversight field missions are instrumental in enhancing citizen representation and participation in lawmaking as they support MPs to connect with their constituencies, to gain

awareness of existing service delivery and related legislation weaknesses, and to substantiate their request to the Executive to improve service delivery.

In March 2014, LSP recruited an international consultant, Ms, Hannah Shostack, to provide trainings and technical support in conducting oversight missions to three (3) Permanent Commissions, namely the Commission on Social and Cultural Affairs (CASC), the Commission on Security and Defense (CSD) and the Commission on Research, Science, Technology and Environment (CRSTE). The technical support and training focused on developing focused topics for investigation, preparing background materials, identifying people and institutions of interest, planning the logistics of the visit, writing reports and other follow-up activities following the field visit.

As part of the initial training and support, LSP assisted the Commission for Social and Cultural Affairs (CASC) members in planning and conducting field visits within Abidjan as a pilot activity. On March 26, 2014, the SUNY/CID team accompanied 13 members of the commission to the Hemodialysis Center of Cocody and the Felix Houphouet Boigny Cocody University, led by its President Mr. Basil Fregbo.

Following the visit, Ms. Shostack and the LSP team lead a debrief on the visits to discuss lessons learned and to help prepare for additional field visits. Participants were extremely pleased with the pilot visits and deeply appreciative of LSP's support. The commission has initially seen oversight visits as an opportunity to meet constituents and learn about issues being faced in the areas visited. However, with LSP's intervention, they started to appreciate that this was also an opportunity to conduct government oversight and use what they learned in reviewing future legislation.

Ms. Shostack also developed an *Oversight Field Visit Manual* to enhance Commissioners ability to assess local problems and citizen concerns, identify local actors of interests and organize their oversight field visits agenda, objectives and logistics. The manual was reviewed, vetted and modified by a working group established within the National Assembly to ensure that the contents were relevant and within the context of the ANCI. The manual was approved for distribution in August 2014. A brochure was also created to serve as a quick reference guide for MPs outlining the major steps described in more detail in the manual. Both documents were distributed to MPs on December 19, 2014 during the closing ceremony of the ANCI.

In March, LSP provided preparatory technical assistance for three oversight field visits with the CASC, CSD and CRSTE. LSP assisted the commissions in identifying the objectives and sites for the respective field missions, reviewed and finalized the TORs, collected information on the themes to be addressed during the missions, conducted trainings on oversight tools, and prepared questions to be addressed during the site visits scheduled for the April.

During the field visits, in April, LSP assisted in providing an overview of the basis of the oversight visits, inputs in discussions during the meetings, conducted debriefing sessions at the end of each day. The following field visits were conducted:

- On April 1-4, the CASC led open discussions with the Prefectural authorities and local traditional figures, with several university dignitaries and students of the University of Cocody and with the medical corps of the Regional Hospital Center and with the General Hospital regarding the situation of the education and health sector services. Comments and recommendations from the 61 participants of the working sessions and of the 237 attendees of the public forums were further discussed by the Commissioners

upon their return and nurtured the preparation of their formal report (in May) and presentation of findings before the Assembly.

- Between April 13-20, the CSD met and worked with the Prefectural (Governorate) and local authorities, traditional leaders, and police and military authorities of Bankolo, Bolequin, Danané, Man, Tai and Zouan-Houen in the West Region to assess the general security situation and ongoing issues as well as to gain a better understanding of their potential impact on the population. In total 359 citizens and local stakeholders delegates addressed their concerns to the ANCI CSD's Commissioners and provided practical recommendations.
- During the last week of April (21-27) the CRSTE appraised the situation of the deforestation in the upper Eight parallel of the country and in particular, inside the Natural Park of Tai and the Forest of Tafire. Local authorities, traditional figures and citizens provided their views on their environmental situation, on the recent evolution of the deforestation and the destruction of their natural resources, and proposed potential protective, rehabilitation and preventive measures. Similar to two other oversight field visits, engagement of the ANCI CSRTE in those constituencies mobilized around 200 participants comprising traditional local leaders, civil society associations and citizens, and the concerned executive authorities.

On June 30, the three permanent commissions, with LSP technical support, presented their findings before the National Assembly. After the presentation, the MPs unanimously thanked the Commissioners for their work and called for *“a systemization of oversight missions in Constituencies and for active participation of concerned government ministers during the oversight sessions to favor oral questions and answers”*.

In August, LSP Component 1 specialists met with their respective committee chairs during the month to prepare the upcoming fact-finding/site visits of the committees. Themes and sites for the missions were identified and terms of references were drafted for the Commission on General and Institutional Affairs (CAGI), the Commission on Economic and Financial Affairs (CAEF), the Commission on Social and Cultural Affairs (CASC) and the Commission on Security and Defense (CSD).

In September, LSP received a special request to provide support and assistance to MPs on the Health and Social Monitoring Committee against Ebola (CVSSD) in preparing for an information and sensitization missions to 8 zones in Ivory Coast that are most vulnerable to being affected by the Ebola epidemic: TONKPI, CAVALLY, GUEMON NAWA, SAN PEDRO, FOLON, BAFING and KABADOUGOU. These field visits aimed to inform on the quality of government action in place in controlling/preventing against an outbreak and to sensitize the population in how to prevent against a potential outbreak. LSP assisted the Committee in preparing the budget and information gathering tools to be used during the mission.

During the 4th quarter, 4 LSP staff members participated in the CVSSD missions that took place from October 28 to November 4. The four staff supported the 16 delegations made up of 49 MPs throughout the missions in noting the progress of the trip, meeting and encounters with citizens, NGOs, CSOs and local authorities, and assisted in drafting the final report of the mission with the major findings and recommendations. The delegations visited 140 localities within the 8 zones with over 5000 persons estimated to have been encountered. The final report was shared with USAID (see Annex E).

The initial findings were that the population had a good awareness about Ebola and preventive measures. However, it was found that the logistics in place were lacking. Access to soap, bleach and buckets to wash hands were not widely available. Bush meat was still being regularly consumed and healthcare facilities would not be able to accommodate patients affected with the virus.

In addition, LSP provided support to the CAGI and CASC in preparing for oversight missions to various prisons around the country scheduled for the next quarter. In preparation, LSP identified CSOs working on issues related to prisons in Cote d'Ivoire and facilitated meetings between MPs of the two Permanent Commissions and the NGOs in November 2014. The commissions met with six NGOs: International Red Cross (CICR), Christian Actions against Torture-Cote d'Ivoire (ACAT-CI), Support of Prisoners in Cote d'Ivoire (SOPCI), N'Gboado, Ivoirian Human Rights Movement (MIDH) and Ivorian Human Rights League (LIDHO). The MPs were able to gain information on the conditions of the prisoners and the conditions and resource scarcity within the prisons. The NGOs also highlighted the issues of pre-trial detentions and weaknesses in the current penal codes.

On December 4, 2014, the CAGI and CASC MPs, with support from LSP, carried out a pilot fact-finding mission to the MACA prison in Abidjan, the largest prison in Cote d'Ivoire. Prior to the prison visit, the MPs met with MACA prison authorities and prosecutors. The authorities and prosecutors provided information to the MPs on the incarceration procedures, the number of prisoners in the MACA and the state of the prison.

On December 5, 2014, members of the two commissions visited the MACA to gain first hand information on the state of the prison. They toured the prison facilities and talked to the administration officials and the prisoners. The visit allowed them to see the living conditions of the prisoners and discuss the judicial status of the prisoners.

LSP will provide assistance to the two Commissions in conducting further oversight visits to prisons and correctional facilities in Bouake, Dimbokro and Sassandra in the next quarter.

These visits will inform the two commissions on the status of the penal system in Cote d'Ivoire and assist them in reviewing the proposed legislations that the State is currently in the process of putting together. The State is in the midst of putting together judiciary reform policies.

Task 1.4.2: Provide Technical Assistance to Strengthen NA Annual State Budget Oversight Capacity

On July 23, 2014, LSP met with the Commission on Economic and Financial Affairs (CAEF) to discuss LSP support, to the CAEF on developing its budget. During the meeting, LSP discussed the objectives of the program's support to the Commission which is to contribute to improving the constitutional functions of the commission, especially as it relates to the development of the ANCI budget and its integrations in the finance bill. To this end, LSP planned to provide capacity building assistance through CAPEC. The commission discussed the need for financial budgeting software and stated that this would be more beneficial for the commission rather than trainings. LSP is looking into this.

During this quarter, LSP met with the World Bank representative working with the CAEF to discuss World Bank and LSP assistance to this Commission. In an effort to promote donor coordination and ensure effective support, LSP is working with CAEF leadership and international donors partnered with the CAEF to develop a joint implementation plan so as to

harmonize the provision of support to the CAEF, ensure efficient technical assistance to the committee, and avoid duplication of efforts between donors. LSP will continue to reach out to other ANCI donors in an effort to coordinate support to the ANCI, seize partnership opportunities and avoid duplication of efforts.

In addition, LSP took part in an information seminar on the process and contents of public financial management reform organized by the Coordination and Cooperation Cell of Cote d'Ivoire and the European Union (CCC CI/UE) from November 3 to 5, 2014. This seminar discussed tools and approaches in the budgeting process, implementing the budget and accounting and financial management.

In 2015, the Commission will begin working on oversight of the 2015 finance bill and the reconciliation of the 2014 finance bill. LSP is planning to coordinate with the CAEF and CAPEC to provide technical assistance to the Commission for these two activities. The Rapporteur General of the CAEF suggested that LSP should focus support to assisting the Commission in analyzing the 2015 finance bill and monitoring the budget of the National Development Plan (PND).

Task 1.4.3: Organize Pre- and Post-Budget Workshops for Commissions

LSP worked with CAPEC to plan a series of three training workshops to strengthen the capacity of the CAEF in the development and oversight of the ANCI budget and to provide technical analysis to assist in the review of the budget law. Support had been planned for November and December 2014 prior to the voting of the law in mid-December. This activity was not able to take place as there were scheduling conflicts with the CAEF which made them unavailable to take part in the training nor receive the technical assistance from CAPEC.

However, under LSP direction CAPEC prepared a budget analysis tool intended to support the Commission in reviewing and analyzing the budget bill. This document was submitted to the ANCI Secretary General to review and approve for distribution. The Secretary General decided against sharing this document as the analysis contradicted what had been presented by the Finance Minister and he wanted to avoid creating any controversy.

OBJECTIVE 2: Improved National Assembly MP Constituency Representation and Oversight in a Select Number of Constituencies

Activity 2.0 Pilot Constituencies Selection

Task 2.0.1 Pilot Initial Assessment: *Testing of the Needs Assessment Methodology Related to Public Service Delivery*

In the first quarter of the year, LSP developed public service delivery assessment tool (Focus Group sessions and semi-structured interviews) and methodology to be administered to administrative authorities, local elected officials, government service officials and civil society organisations in the 24 selected constituencies. The tool was built to gather perception on three key aspects of the program's intervention in constituencies: i) the current state of service delivery quality, ii) the optimum conditions for the creation of a local stakeholder platform where public services priorities will be discussed and assessed and iii) the role of the different government levels and, in particular of MPs, in services delivery and oversight role.

Between April 1 to 17, 2014, the assessment tool was tested on 75 respondents of the Constituency of Korhogo and of the Constituency of Man to grasp the state of public services delivery in these constituencies and the perception that local population and officials have on the quality of services delivered as well as recommendations on the composition, functions and

mission of the local platform. The findings show that if public service delivery coordination and communication initiatives exist at the local level, they are not organized and structured but operate more on an opportunistic basis.

The findings were used to support the development of LSP's assistance to MPs and local authorities to organize and establish public services coordination platform between the legislative, the executive and the Citizen as a means to progressively improve the quality of services to the population, through a better oversight of the executive and the progressive modernization of the legislative framework.

At the conclusion of the pilot test in these two constituencies, the MP of Korhogo stated that *"USAID support will allow MPs to effectively communicate with the Citizen, who in turn, will better understand their role"*, while for the Secretary General of the Governorate (Prefecture) of Man, *"USAID assistance will consolidate democracy at the local level by favoring the participation of the Citizen in good governance"*.

Task 2.0.2 Selection of Pilot Constituencies: *Development and Validation of Selection Criteria by USAID and ANCI*

During the first quarter of 2014, LSP, in coordination with USAID and the ANCI, developed the selection criteria and selection process for 24 constituencies in 6 zones. The principles underlying the selection criteria in a given area were: i) the participation of constituencies with the largest number of MPs (*population density*); ii) the participation of the largest number of women MPs (*gender*); iii) the promotion of participatory planning (*local planning tool*) and iv) the *vulnerability* of constituencies (destruction of infrastructure and services and access to basic social services, particularly health and education).

During the second quarter, an open call was addressed to all MPs to submit, on a voluntary basis, complete candidacy files by June 16. Where a constituency had several elected representatives, those MPs were requested to submit a joint single candidacy.

In total, out of the 205 national constituencies, the Selection Committee received 106 candidacy files submitted by no less than 155 MPs or, 52% of the elected MPs and where, the elected women MPs (25) took a pro-active position with 56% of them submitting a candidacy files for their constituency.

Task 2.0.3 Selection of MPs

The constituency selection committee completed its work on July 2 by validating the results obtained through the compilation of the scores given by each entity to the application forms received. A final report was prepared and submitted for approval at the July 16 advisory committee meetings. Both advisory committee bodies of the program unanimously commended and congratulated the selection committee for a job well done. The results of the selection were thus unanimously validated by the members of the Program Advisory Committee.

Task 2.0.4 Information Sessions with MPs, Local Officials and Key Actors within the Selected Constituencies

This task was undertaken in two parts. The first component involved providing information to MPs whose constituencies had been selected on the content and expected results of the program. This session was held on July 29 at the National Assembly and was chaired by the

Director of Legislative services. In attendance were 33 of the 46 Members of Parliament expected and a USAID representative.

At the meeting, SUNY and USAID explained the nature of the support the program is providing and the objective of improving the representation function of the Parliament. This essentially technical support will be provided through collaborative platforms for the improvement of public services delivery to the population.

The second component of this activity consisted of public information sessions held in each of the 24 constituencies. LSP, in coordination with the National Assembly, developed a detailed activities plan and communications strategy to elicit the key stakeholders' buy-in. From August 11 to 25, the LSP Component 2 team initiated preparatory working sessions with all 46 MPs of the pilot constituencies, of which all but 2 MPs were able to attend. These sessions discussed two issues:

1. The timeframe proposed by LSP for activities in each constituency. The activities plan submitted in July was reviewed and finalized to ensure MPs were able to take part.
2. The practical organization of field missions. MPs were asked to facilitate contacts with key players in the constituencies and to ensure citizen mobilization. They committed themselves to deliver LSP's message and LSP letters about the planned public information sessions to the local authorities and local officials.

Following that preparatory work, public information activities were planned in each constituency to take place over a period of 5 days: four days to be dedicated to preparatory meetings between MPs, local officials, civil society organizations, traditional leaders, local radio stations, and local citizens, with the main public information session taking place on the fifth day. The preparatory meetings and public information sessions presented the program to the target audiences and key actors to obtain their support and lay the foundation for the collaborative platforms. These meetings also provided an opportunity for key actors and community leaders and representatives to provide input on how the platforms should be tailored to suit their needs.

In August, this activity kicked off with two public information sessions held in two constituencies within Abidjan: Yopougon and Koumassi. In September, public information sessions were held in 11 constituencies.

During this quarter, the final set of public information sessions were held in the remaining 11 constituencies and wrapped up on November 7, 2014 in Touba. In total, there were 7,893 participants that took part in the sessions, of which 5,106 were men and 2,787 were women (please see annex F for full details).

The meetings generated unanimous support for the program by the target audiences and a commitment to work in collaboration with the MPs to achieve the objectives of the program. The local officials demonstrated their commitment through making available meeting venues and, in some cases, chairs for specific meetings and public information sessions, whereas other actors participated through mobilizing citizens resulting in larger than expected turnouts during the public information sessions.

There were several mobilization strategies that were put in place. The MPs and local administrative authorities sent information letters to all public service agencies and community

leaders. Radio messages were also broadcasted and in some constituencies, public criers were engaged to spread the message. All these strategies led to large turnouts for events resulting in much higher attendance rates than anticipated, especially in Sakassou with a turnout of 818 participants.

The public information sessions were used as an introduction to present the objectives of the LSP program, the objectives of the collaborative platforms and to explain the roles and responsibilities of MPs particularly as it relates to responding to the needs of their constituents. The program discovered that using theater groups to demonstrate the roles and responsibilities of MPs was particularly useful in these sessions, as the short sketches would play out the common misunderstood assumption of the role of the MP as a person that would resolve individual issues primarily through the disbursement of funds while visiting the constituency. The sketches would address this view and then provide insight into the real representational function of the MP and the lawmaking responsibilities of the MP at the national level. This was an important tool to transmit this message, and one that the program will be incorporating in the roll out of the collaborative platforms.

Each public information session received good media coverage by local radio stations. In some instances, such as for Yopougon and Koumassi, there was national coverage by the national television channel of Cote d'Ivoire and press coverage by national newspapers.

Overall, these public information activities were well received, had strong support from key actors at the constituency level, and had active participation from the MPs of the respective constituencies. However, there were some challenges faced in certain circumscriptions related to political and ethnic tensions. In In Sago and Bouaflé, for example, along with political tensions, there was a noticeable lack of participation by indigenous groups. LSP is working on ways to overcome these challenges in order to prevent any obstacles as the program continues to roll out the collaborative platforms.

Activity 2.1 Improved Understanding Of Government Service Delivery At Local Level

Task 2.1.1 Organize Sensitization at Constituency Level to Support Efficient Information Dissemination

As a part of the public information outreach efforts, LSP staff met with the local community radio stations and discussed possibilities of partnership. The program had initially contacted the Local Radio Union of Côte d'Ivoire (URPCI) with the intention of partnering with the union to provide coverage of platform events. However, LSP decided to approach local radio stations directly to ensure that there were more direct partnerships in order to ensure coverage of events.

Under the proposed partnerships, local radio stations, which have large numbers of listeners among the local populations, will ensure coverage of the activities and produce radio emissions. In return LSP will provide capacity building trainings to journalists from the radio stations. The radio stations expressed their enthusiasm and willingness to take part in this partnership and also requested whether LSP would consider providing material support as well. In furtherance of LSP objectives, LSP will provide some support with the exact amount subject to USAID approval.

To operationalize this, LSP has developed a proposed partnership agreement with the radio stations. This agreement has been shared with and explained to managers of the radio stations

encountered during the preparations of the public information sessions. The protocol agreements will be signed in early 2015.

Task 2.1.2 Organize Civic Education Campaigns

During this quarter, LSP organized a civic education campaign addressing land tenure issues in Biankouma. The activity was held on November 19, 2014 to coincide with the US Ambassador's visit in the north of the country. The activity aimed to demonstrate the interaction between MPs, local authorities and citizens in line with the aims of the collaborative platforms for this component. LSP held discussions with the MP of Biankouma and the prefecture to find out the major issues facing the constituency. Land tenure and property ownership was identified as a major problem in Biankouma.

The Agriculture Departmental Director was engaged to provide an expose on land acquisition procedures in accordance with Ivorian laws and provide guidance on how to settle land disputes.

The event was attended by local and traditional leaders, local authorities, women and youth groups, and civil society groups. The MP and Agriculture Departmental Director discussed land rights and land tenure issues particular to Biankouma, legal practices and steps on how to resolve land disputes to the persons present. Various community leaders and CSO leaders were also given time to raise issues of particular concern to them within this subject area, which the speakers addressed.

The US Ambassador, S.E.M Terrence McCullen, addressed participants acknowledging the information shared by the MP and the Departmental Director and expressed his appreciation of the spirit of this initiative. He encouraged the local leaders and administrative authorities to continue to provide information to the population on this topic, a topic he understands is very challenging, to ensure that their constituents are made aware of the legal process of land tenure and resources they can access to settle disputes.

The event in Biankouma was used as a pilot event to demonstrate what LSP is planning to conduct in all of the 24 constituencies in 2015 and 2016. LSP will be engaging with each constituency to identify service delivery issues specifically affecting each of the constituencies and working with the MPs and administrative authorities on providing support in raising awareness around these issues as well as working with key actors on finding potential solutions to these problematic areas.

The CVSSD mission that took place in November 2014, mentioned under Activity 1.4.1, included a civic education component as part of the mission's agenda. The mission conducted awareness campaigns on the Ebola virus and measures to be taken to prevent the spread of infection. These measures included washing hands, the use of soap and/or bleach to prevent the spread of the virus and avoiding the consumption of bush meat.

Activity 2.2 Citizen Consultation And Community Coalition Support

Task 2.2.2 Establish Platforms of Local Stakeholders to Address Public Service Delivery

In order to avoid conflicts among the local stakeholders, LSP has proposed creating *Collaborative platforms*, an organized working group in which participants will adhere to specific missions, roles and responsibilities.

LSP has drafted terms of reference for the management and operation of the collaborative platform. The key points of those terms of reference have been outlined to the key players during the local briefing sessions preceding the public information sessions. The terms of reference aim to clearly state the mission and objectives of the platforms and reinforce the apolitical nature of these platforms. This is a point LSP will be addressing during the platform building sessions, especially as Ivory Coast heads into the Presidential and MP elections at the end of 2015 and early 2016 respectively.

The program will go over these in more detail with key actors to obtain feedback and suggestions from those players, which will be incorporated to finalize the document.

Activity 2.3 Monitoring Performance And Transparency At The Local Level

Task 2.3.1 Develop Service Delivery Performance Monitoring Tools

During this quarter, the LSP team began recruiting for a consultant to assist the program in developing the Citizen Score Card tool to be implemented throughout the 24 constituencies LSP is engaged with. The tool is intended to measure citizen perception of public service delivery and the performance of government actors (including local and national executive branch members and the National Assembly). The score card will provide both a base line and measurement of progress made by the political platforms.

The consultant was identified and submitted to USAID for approval in December 2014. The consultancy is expected to start in January 2015, after which LSP plans on implementing to the tool to collect baseline data.

V. ADMINISTRATIVE ACTIVITIES OF THE PROGRAM

Staffing

Program Management

In the first quarter of the year, the LSP management team (COP, Project Director and Program Manager) were changed. The Acting COP was released in late January while the new COP, Ms. Geraldine Pelzer Salandra, arrived in mid-March. In the interim, Dr. David Guinn was deployed to lead the project during the transition period to ensure that there would be no slow-down in program activities ongoing and to maintain the partnerships with the ANCI and USAID. The former DCOP, Massamba Dieng, left the program in May 2014 with a new DCOP, Wambui Boulch, recruited and deployed in September 2014.

In February, along with Dr. Guinn, Malcolm Russell-Einhorn, SUNY CID Director, visited the field office in order to support the transition period following the termination of the Acting COP and to officially inform the NA of the program management changes and reassure them of SUNY's commitment making the program a success.

Technical and Operations Support Staff

LSP hired 8 staff to support implementation of LSP technical assistance during the second and third quarter: 5 staff to support component 1 and 3 staff to support component 2. To support program operations, 7 staff were recruited and hired: 3 drivers, 2 office maintenance staff, 1 M&E officer, and 1 IT specialist. A communications specialist was hired during the third quarter to provide crosscutting support to both technical and operational implementation of the program.

There were four departures from the operations support team during the year. The M&E officer and accountant resigned from the program while the finance manager and communications specialist were terminated. A new accountant was approved by USAID in December 2014 and will start working on January 6, 2015. LSP is in process of recruiting a new M&E officer and a Communications Team Leader.

Short-term Experts

LSP recruited seven short-term experts during the year. In order to provide support to the institutional structures of the ANCI, LSP deployed two human resources experts, Serge Bouchard and Diop Male, and an ICT expert, Real Charlebois, to conduct needs assessments of the human resources and ICT structures in place and provide recommendations for areas improvements. A parliamentary commission specialist, Charles Djrekpo, was recruited to provide capacity building on the roles and responsibilities of parliamentary groups and permanent commissions of National Assemblies. Two communications experts, Zio Moussa and Tanoh Charlemagne, were deployed to assist in developing the communications plan of the ANCI.

Lastly, a program administrator, Caroline Roufosse, was engaged in June through September to review and finalize the LSP PMP and provide other administrative assistance during the transition in DCOPs.

Approval of LSP proposed staff

LSP continued to face delays in receiving approvals, especially for covering the interim period during the absence of an LSP DCOP and in hiring permanent replacement. This delay in deploying key program personnel, together with a delay encountered with the approvals of Component 1 Legislative Analysts and Commission Specialists, placed additional workload demands on existing staff and hindered delivery of planned activities. The new LSP Program Director and new Chief of Party worked alongside USAID Cognizant Officer Technical Representative and Senior Contracting Officer to resolve pending issues on permanent and temporary staff approval and were able to find a positive resolution by the end of the second quarter.

Meetings and exchanges of information between LSP and USAID during the second quarter also proved effective in re-organizing permanent and short-term program staff to better align with parliament technical support needs and better match LSP human resources capabilities with work plan activity requirements. The program also worked on the identification of a new Deputy Chief of Party and hired a senior program administration expert to cover the interim period while a permanent replacement is in place. The LSP also identified several short-term experts to ensure timely implementation of third quarter activities and also prepared for the recruitment of supplemental program components and cross-cutting themes permanent staff. USAID concurrences of LSP proposed recruitments, allowed for an effective deployment of supplemental permanent program staff and advisers as well as for the mobilization of short-term technical experts to be deployed next quarter.

The table below shows permanent and temporary staffs deployed during the year as well as ongoing recruitments. The names in red are no longer with the program and the blue highlighted rows are positions under recruitment.

Table 2: LSP Human Resources Tracker for 2014

	Name	Position	Status	Start	End Date

				Date			
Program Management		Francois Beaulme	COP	Terminated	2/10/13	10/4/13	
		Geraldine Pelzer	COP	Deployed	3/17/14	12/17/14	
		Massamba Dieng	DCOP	Terminated	10/20/13	5/12/14	
		Wambui Boulch	DCOP	Deployed	1/9/14	12/17/14	
		Beth Valasquez	Program Director/Acting COP	Terminated	12/13/12	1/31/14	
		David Guinn	Program Director	Deployed		12/17/14	
		Nabeel Shohatee	Program Manager	Reassigned	12/13/12	3/16/14	
		Gaby Carrascal	Program Manager	Deployed	3/16/14	12/17/14	
Technical Components		Component 1					
		Drissa Bamba	Team Leader	Deployed	1/12/13	1/31/15	
		Kassoum Coulibaly	Research Analyst	Deployed	3/17/14	3/16/16	
		Nicodeme Yao Kouassi	Research Analyst	Deployed	10/6/14	9/6/15	
		Abraham Ognon Koffi	Parliamentary Administrator	Deployed	10/6/14	9/6/15	
		Donatien P. Gougoua	Parliamentary Administrator	Deployed	10/6/14	9/6/15	
		Frederic-Herve Akpa Essoh	Parliamentary Administrator	Deployed	10/6/14	9/6/15	
		Component 2					
		Pauline Ky	Team Leader	Deployed	10/28/13	10/27/15	
		Fabrice Clement Sea	Field Program Officer	Deployed	11/3/14	10/3/16	
Lililiane Essecoffy Epse Lago	Field Program Officer	Deployed	7/4/14	6/4/15			
Fidel Sehy Diby	Program Lead	Deployed	10/6/14	9/6/15			
Cross-Cutting		Benoit Denis Aka Tanoh	Communications Specialist	Terminated	6/10/14	9/9/14	
		TBD	Communications Specialist	Recruiting	ASAP	TBD	
		TBD	Budget Specialist	Recruiting	ASAP	TBD	
		TBD	Gender Specialist	Recruiting	ASAP	TBD	
Program Operations		Nankaridja Toure	Finance Manager	Terminated	4/30/14	5/25/14	

	Aly Kibeya Coulibaly	Accountant	Resigned	10/13/13	10/19/14
	Jeannette Coffie	Accountant	To be deployed	1/6/15	1/5/16
	Aissata Sidika Barry	Office Manager	Deployed	1/11/13	10/31/15
	Ange Achile Bi Irie	M&E Officer	Resigned	2/27/14	7/31/14
	TBD	M&E Officer	Recruiting	ASAP	TBD
	Magloire Kouakou Kouadio	IT Specialist	Deployed	1/2/14	2/28/16
	Bagorogo Balelele	Maintenance / Groundskeeper	Deployed	1/2/14	2/28/16
	Koivogui Pokpaye	Driver / Office Assistant	Deployed	3/21/14	3/20/16
	Zahi Jean Abib Constant	Driver / Office Assistant	Deployed	3/21/14	3/20/16
	Jean Didier Djabo Ahi	Maintenance / Janitor	Deployed	3/28/14	3/27/16
	Jean Kouakou Camara	Driver / Office Assistant	Deployed	5/19/14	5/18/16
Short Term Experts	Zio Moussa	Communication Expert	Completed Mission	3/20/14	6/15/14
	Tanoh Charlemagne	Communication Expert	Completed Mission	3/20/14	6/15/14
	Serge Bouchard	Human Resources Expert	Completed Mission	7/13/14	7/26/14
	Diop Male	Human Resources Expert	Completed Mission	7/14/14	7/26/14
	Caroline Roufousse	Program Administration	Completed Mission	7/14/14	9/17/14
	Charles Yaovi Djrekpo	Parliamentary Commission	Completed Mission	6/7/14	7/31/14
	Real Charlebois	ICT Expert	Completed Mission	8/15/14	8/29/14

Subcontract

In December 2014, LSP entered into a subcontract with the Unit of Economic Policy Analysis (CAPEC) for the provision of customized trainings and the mobilization of ad-hoc experts to assist the finance committee in the review of the national budget.

LSP Work plan

The LSP 2014 Work Plan was approved by USAID during the first quarter and was equally endorsed by the ANCI on May 21 as it directly supports the ANCI PTAN. This enabled the program to begin the launch of activities for the year.

USAID support to the ANCI was reported in the national and local medias at the occasion of the opening ceremony of the first ordinary session of the National Assembly in March 2014 as well as during the parliamentary commissions' oversight field visits in the municipalities of Binhouin, Blolequin, Cocody, Danané, Duékoué, Gagnoa, Guiglo, Katiola, Khorogo, Man, Sipilou, Tafiré, Tai, Toulepleu, Yamoussoukro and Zouan-Houen which took place between April 1-27, 2014.

LSP submitted the 2015 Work Plan to USAID for review in December 2014 and will submit to the ANCI in early 2015 for their endorsement.

Financial Management

LSP encountered severe delays in billings stemming from staffing problems in 2013. During the year, the new Program Manager, Gaby Carrascal, worked with the field team to resolve outstanding issues related to reconciliations and billing. LSP has managed to bill much of the backlog and is working to be completely caught up with billings in early 2015.

LSP received notification of a \$5,000,000 USD increase in incremental funding to its task order in December 2014 bringing the total contract obligation to \$8,235,505 USD. This incremental funding will support program activities planned under the 2015 work plan.

VI. ACTIVITIES, CHALLENGES AND LESSONS LEARNED

Program implementation has been fraught with challenges during this first year of implementation. Following the termination of the acting COPs employment, David Guinn was assigned to the project with the task of reviewing program operations and failures, initiating long delayed implementation activities and to prepare the project for the new COP, Ms. Geraldine Pelzer Salandra.

In reviewing the past performance of the project, Dr. Guinn and his team determined that the problems with the project that are under LSP control fall under three general headings: staffing; engagement with the ANCI; and the implementation of activities. Each contributed to the past failures. The team then initiated a corrective approach to address each problem. The project has also encountered problems in obtaining timely approvals by USAID.

Staffing

A project cannot succeed without a professional staff capable of carrying out the project's mission. Problems in terms of staffing arose at both the leadership and program level.

In terms of leadership, the LSP had a long history of weak leadership, starting with the first Chief of Party and then with the person serving as Project Director and acting COP. Whereas the COP failed to establish positive working relationships with the ANCI, the Project Director/Acting COP failed to effectively organize and implement project activities or effectively put in place management structures through which to manage the project.

Moreover, the Home Office largely failed in its efforts to supervise the field office management. SUNY/CID therefore transitioned the entire leadership team with the appointment of a new COP (Pelzer-Salandra), Sr. Associate/Project Director (Dr. Guinn) and Senior Project Manager (Ms. Gaby Carrascal.) All are experienced project leaders with expertise in managing large complex projects in post conflict areas (including the Congo, Iraq, and Afghanistan.)

At the program level, the prior leadership had adopted what might be referred to as a *Limited Staff/Consultants Model* of staffing. The program staff was designed to include the COP, DCOP, two team leaders and 3-4 general program assistants. The project would then rely heavily upon subcontracts with several NGOs (such as Search for a Common Ground (SFCG) and CAPEC) along with a range of individual consultants to provide most of the technical training and support. In its review, SUNY/CID determined that such a model was not effective. While SUNY/CID will use CAPEC as a subcontractor, as contemplated in its original proposal, SUNY/CID, with USAID approval, discontinued its negotiations with SFCG.

In its place, SUNY/CID has returned to the full support staff model originally proposed within the proposal. The full time program staff, in addition to the COP and DCOP includes:

Component 1

- 2 Analysts/Researchers
- 3 Commission Assistants

Component 2

- 3 Constituency Field Officers

Communications

- Communications Expert

These full time staff will continue to be supplemented by the use of short term national and international consultants.

LSP is also planning on engaging two consultants, budget specialist and gender specialist, to provide support to Component 1 and Component 2.

This structure offers the project a number of benefits. First, the prior staffing was simply too sparse to effectively support a significant level of activity. There weren't enough people to do all of the work that needed to be done. Second, the reliance on consultants meant that the project did not capture the training/expertise offered by the consultants so that it could be subsequently replicated at a lower cost by project staff. Third, it did not meet the desire of the ANCI to receive substantial and sustained technical support. While the ANCI had initially requested this support in the form of support for ANCI staff, this staffing allows LSP to provide strong staff support without supplanting ANCI and with the possibility that in the future LSP staff may be absorbed by the ANCI. Finally, having a strong diverse program staff both promotes improved relationships with the ANCI through the various staff members regularly working there and opens a variety of avenues by which the project can gain valuable intelligence on ANCI operations and project impacts.

Delays in USAID Approvals

During the year, LSP continued to suffer from delays in receiving approvals, particularly approvals related to hiring staff and short term consultants. For example, in the first quarter, LSP submitted eight (8) requests for approval on January 22nd, with others following thereafter, but not approved until February 27. Of the individuals submitted, save with the withdrawal of one, all were approved on the basis originally submitted. Similarly, with respect to three consultants hired during the same period (1 international and 2 locals) the start date for each was delayed by at least a week or more while the project awaited USAID approval.

It must be acknowledged that with respect to the consultants, the LSP staff member charged with making sure that the biodata and supporting documentation for the CCN consultants was in place (the DCOP) made a number of errors in his review of the biodata and allowed incorrectly completed forms to be submitted. Management worked with him to improve his processing of the forms. At the same time, it should be noted that the biodata submitted in support of the international consultant that had been approved in October to support a consultancy then was initially rejected when submitted in February as inadequate. It was accepted when the prior approval by Mr. Kore was submitted in support.

It must also be noted that the requests for approval were submitted with less than a full two week lead time prior to the start of the assignment. This was due in large part to USAID stressing the importance for Dr. Guinn to quickly start implementation of activities immediately upon his arrival in Abidjan and his efforts to comply.

In order to attempt to address this, LSP is working to improve its review and preparation of supporting documents and to submit approval requests with greater lead time.

Implementation of Activities

Upon review of its past performance, SUNY/CID found that one of the major problems in implementation was the prior management's attempts to obtain complete consensus and collaborative support for major foundational activities prior to broader program implementation. This was an approach that LSP believed USAID favored. For example, the LSP team was aware that the Assembly of Francophone Parliamentarians (APF) had conducted a major needs assessment of the ANCI and that it was intending to continue to provide support for the ANCI. LSP spent significant time first attempting to get a copy of the assessment so as to avoid possible duplication and, when it became apparent that APF would not share it, LSP spent significant time and effort attempting to negotiate an agreement with APF in which the LSP and APF would collaborate on a new assessment. It finally proceeded with the assessment on its own in November 2013 with one representative drawn from the APF.

Instead of continuing this approach of awaiting formal approval of the work plan or other major milestones, in close consultation with USAID, SUNY/CID started identifying activities that were clearly in accord with the LSP 2014 work plan, which initially was only tentatively approved by USAID (subject to ANCI concurrence), the needs identified in the Needs Assessment (also tentatively approved by USAID subject to ANCI concurrence), and the express wishes of ANCI leadership. Thus, the LSP team rapidly moved to support the ANCI's request for support for field visits (1.4.1) and the women's caucus (1.2.8)

The LSP transition team further prioritized *undertaking activities with multiple impacts* and that offered *cross component synergies*. For example, to achieve multiple impacts, in bringing in consultants to support the field visits (1.4.1), the project was also implementing tasks providing support for the CICAN (1.2.5), providing report writing training and support (1.3.1)

and utilizing the consultant to reflect on revising of the Rules of Procedure (1.3.3) and promote better understanding of general oversight roles and opportunities. Similarly, LSP achieved cross component synergies under the field visits activity by linking it to Constituency Assessment Pilot Study (2.0.1) and the Sensitization Program (2.1.1), while more broadly using the opportunity to work in the constituencies to help LSP Constituency Field Officers gain experience in working in constituencies.

During the public information sessions held in the 24 constituencies between August and November 2014, LSP learned that it will be very important to have strong engagement from the administrative authorities in implementing the platform building activities. The administrative authorities were vital in ensuring the mobilization of the local population for the information sessions and will be key partners in engaging the local population in the platforms. In addition, by collaborating closely with the local administrative authorities, this will help ensure that the platforms maintain an apolitical nature.

The public information sessions also revealed that there is not a strong awareness of the roles and responsibilities of the MPs vis-à-vis their constituents. LSP will continue to create awareness of these roles and responsibilities to ensure that constituents are better informed on the functions of their MPs.

In addition, the LSP program discovered that each constituency has specific service delivery needs that are more of a priority than others. LSP will take into consideration the varying priorities to ensure that the collaborative platforms are tailored to the needs of each constituency.

Engagement with ANCI

Under the prior leadership, the LSP relationship with the ANCI was poor. Poor personal relationships between the former COP and many leaders in the ANCI led to a failure by the ANCI to cooperate with the project either slowing activity implementation or delaying it. While the former Project Director/Acting COP was able to mend some of these poor relationships, USAID maintained significant strictures on the Acting COP's access to parliamentary leadership that weakened her capacity to build stronger relationships of trust.

Nonetheless, the former Project Director/Acting COP was successful in helping to organize the Executive and Steering Committees to work with the project and the new leadership has built on that to obtain agreement that the committees will meet regularly to work with the project on project implementation. Moreover, the new staffing plan has increased the program's engagement with the ANCI through the building and cultivation of a range of relationships with a wide variety of staff and leaders throughout the ANCI.

The current COP, who was herself a former member of parliament, has managed to build and maintain further positive working relationships with the ANCI leadership, which was further supported by the LSP's strategy of aligning programming with ANCI identified priorities.

The current Chief of Party, Geraldine Pelzer, was formally introduced to the Office of the President and the Secretariat General of the ANCI on April 1. During this first visit the ANCI leaders' expressed their hopes of LSP entering into a stronger partnership with the ANCI and the full deployment of LSP assistance support to MPs and different support services. ANCI leaders ensured their support in the implementation of LSP activities. *"The Chief of Staff,*

Bakary Daho re-affirmed his willingness to see this crucial support program achieve its expected objectives for the real benefit of the Parliament”.

In his opening speech of the first ordinary session of the Parliament, the President of the National Assembly, Guillaume Soro underlined the quality of the partnership and support provided by USAID to the institution, notably in the organization of their first ever oversight field visits. The pilot and the three other oversight field visits, conducted during the second quarter, assessed the current situation, the level of services and needs in the security, health, education and environmental sectors.

The Steering and Executive LSP-ANCI Committees met twice during the second quarter to formalize their mission and operations, their calendar and working agenda and to review, amend and endorse the following documents and initiatives:

- LSP Work plan;
- Approach and criteria for selecting 24 pilot districts nation-wide;
- LSP short-term expert (Technical Assistance to the Parliamentary Groups; Technical Assistance to the Secretariat General in the internal management of Human Resources and Information and Communication Technologies).

The program still faces challenges with the responsiveness of the National Assembly to documents that are submitted for approval, especially assessment reports which requires their review and approval in order to move forward with activity implementation. There were particular delays during the year as the National Assembly was out of session during August and September as it was the parliamentary recess. Additionally, delays are also encountered due to the limited personnel available within the Assembly that are responsible for reviewing and gaining approval on LSP documents as well as carry out their daily activities within the National Assembly.

LSP faced particular challenges in implementing budget support activities (act 1.2.5, 1.4.2 and 1.4.3). The program had anticipated providing pre-budget trainings on techniques for reviewing and assessing National budgets as well as technical assistance on the budget review process through CAPEC. The program was unable to find a time in which members of the CAEF could participate in these trainings nor did the Commission accept the technical assistance. CAPEC had prepared an analysis of the budget which was not approved for distribution by the ANCI Secretary General as the document contradicted earlier analysis from the Ministry of Finance. There was also a lack of willingness to participate in similar activities in 2013. LSP is reviewing the support under these activities and will be holding discussions with the CAEF on the types of support this commission might be interested in, as well as assessing whether the program should keep providing support in this regard.

Budget Challenges

Due to delays in the initial implementation, LSP's budget has been significantly out of alignment for some time. In May, LSP submitted a revised budget that attempted to address the changes caused by programming delays and so as to account for changes called for by the 2013 Needs Assessment. In August, LSP was informed that the realignment was not going to be accepted. After a series of meetings trying to clarify what was needed, LSP submitted a revised budget modification in November 2014 which was then retracted in December 2014 due to the significant changes in programming outlined in the 2015 LSP Work Plan. LSP is currently adapting the budget modification to align closely with the 2015 work plan and plans to submit the modification in early 2015.

Challenges moving forward

The program team may face major challenges in the coming year around:

1. *Presidential elections of 2015 and MP elections in 2016* – Electoral campaign activities may cause interruptions in the smooth implementation of program activities. LSP support could be used as a campaign platform for MPs, particularly for the Component 2 platform building events which requires heavy engagement of MPs at the constituency level. In addition, there may be a decrease in the level of participation of MPs during the campaigning season.
LSP will be closely monitoring the run up to elections and will be supporting activities which outline the roles and responsibility of MPs in light of LSP's commitment to impartial support that is not intended as campaign support for that MP. LSP will provide seminars specifying the purpose of LSP platform building activities and the types of engagement expected from all stakeholders. In addition, LSP will work closely with the constituency level administrative authorities in rolling out the platform building sessions in encourage an apolitical approach to the platform building sessions. LSP has also structured the 2015 workplan to try and carry out as many activities before the elections anticipated to be held in October 2015.
2. *Deterioration in sociopolitical climate* – In the case of rising insecurity or instability, related to elections or other events, LSP may be forced to significantly slow down programming. LSP will continue to support the ANCI in the activities that they are able to carry out and will try promote activities linked to social cohesion. As a preemptive effort to ameliorate this risk, LSP will incorporate social cohesion and peace-building activities during the Component 2 platform building activities 2015.
3. *Lack of political will* – many of the activities LSP is engaged in supporting are sensitive and require the support and will of the ANCI to implement – a political will that the ANCI has in some cases failed to assert. For example, LSP has faced resistance in support to the development of an internal budget for the ANCI and the review of the National budget. In these cases, LSP will continue to foster relationships with key stakeholders in the ANCI to attempt to overcome resistance or to amend activities to focus on areas that will receive more ANCI support.
4. *Political tensions at the constituency level* - LSP discovered that there were political tensions in some of the 24 constituencies, such as tensions between the MPs and the mayors. These tensions could potentially be disruptive to the roll out of the platforms as one side or the other may decide not to participate and to attempt to stifle the participation of others. To mitigate against this challenge, LSP will hold sensitization and information meetings on the objectives of the platforms with the various local elected leaders to ensure smooth implementation.

VII. RESULTS OF 2014

Indicator Number	Indicator Title	Unit of Measure	2013 Baseline Value	2014 Target	2014 Actuals	%age Variance of Target	Explanation if Varaince is greater or less than 10%
C-Ind 8	Percentage of satisfactory scores and higher on the Citizen Score Card Survey	% of individuals	0	25%	N/A		The baseline survey is scheduled to take place in 2015
F-GNDR 4	<i>Percentage of target population reporting increased agreement with the concept that males and females should have equal access to economic, social and political opportunities</i>	% of individuals	0	25%	N/A		The baseline survey is scheduled to take place in 2015
C-Ind 7	<i>Percentage of individuals who trust that ANCI is exercising its constitutional functions in the best interest of the citizen</i>	% of individuals	0	25%	N/A		The baseline survey is scheduled to take place in 2015
C-Ind 6	<i>Percentage of individuals who trust that ANCI is improving the national legislative framework to better serve the citizen</i>	% of individuals	0	25%	N/A		The baseline survey is scheduled to take place in 2015
C-Ind 5	<i>Percentage of individuals who agree with the statement that public service in their municipality is better than the preceding year</i>	% of individuals	0	25%	N/A		The baseline survey is scheduled to take place in 2015
F-Ind. 2.2.1-3	Number of draft laws subject to substantive amendment & final vote that benefitted from USG assistance	Number of documents	0 out of 48	6	7	17%	There were several ratification of treaties that were submitted to the Assembly during the year which LSP was able to assist with

F-Ind. 2.2.1-4	Number of executive oversight actions taken by the legislature with USG assistance.	Number of actions	0	10	8	-20%	LSP had originally planned to conduct additional oversight missions with the CAGI in 2014, however, they were postponed until 2015 due to scheduling conflicts
F-Ind. 2.2.1-6	Number of Public Forums in which Members of Parliament and Members of the Public Interact with USG assistance	Number of actions	0	24	24	0%	
C-Ind 3	Number of participation of Members of the Public into LSP-CI activities	Number of individuals	0	2 400	7 851	227%	LSP had originally anticipated between 100 to 150 participants per Public Information Sessions under Task 2.0.4. However, there were much larger turnouts than initially anticipated.
C-Ind 2	Number of LSP-CI technical deliverable appropriated by ANCI	Number of documents	1	5	6	20%	The oversight manual was not included in the original target for 2014 but was completed and delivered during the year
C-Ind 1	Number of participation into LSP-CI activities.	Number of individuals	0	2 500	8 743	250%	LSP had originally anticipated between 100 to 150 participants per Public Information Sessions under Task 2.0.4. However, there were much larger turnouts than initially anticipated.

ANNEXES

The following Annexes are included as separate attachments to the Annual Report submission:

Annex A: Quarterly Financial Report

Annex B: ANCI Feedback on HR Report

Annex C: ANCI Feedback on IT Report

Annex D: Laws Passed during 2014

Annex E: CVSSD Report on Ebola Mission

Annex F: Public Information Sessions Table