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# STRENGTHENING THE ACCOUNTABILITY AND TRANSPARENCY OF THE LEGISLATIVE PROCESS IN THE WEST BANK AND GAZA PROJECT (BAYAN)

**SECOND WORKPLAN— AUGUST 1, 2007 TO JUNE 30, 2008**

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PROCESS IN THE WEST BANK AND GAZA PROJECT (BAYAN)

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# ACRONYMS

ATC	Anti-Terrorism Certificate
CSO	Civil Society Organization
D&G	Democracy and Governance
FACB	Fiscal and Administrative Control Bureau
FAM	Finance and Administration Manager
FOG	Fixed-Obligation Grant
IOL	Institute of Law
IQC	Indefinite Quantity Contract
IR	Intermediate Result
LDU	Legislative Development Unit
LTTA	Long-Term Technical Assistance
NGO	Non-Governmental Organization
PLC	Palestinian Legislative Council
PLTRU	Palestinian Legislative Research and Training Unit
PMP	Performance Monitoring Plan
PNA	Palestinian National Authority
RC	Reform and Change
RFP	Request for Proposal
BAYAN	Strengthening the Accountability and Transparency of the Legislative Process
SLTA	Senior Legislative Technical Advisor
STTA	Short-Term Technical Assistance
SO	Strategic Objective
TA	Technical Assistance
TCN	Third Country National
USAID	United States Agency for International Development
USG	United States Government

# EXECUTIVE SUMMARY

This document presents the second work plan proposed by the DAI BAYAN team for activity under the United States Agency for International Development's (USAID) Strengthening the Accountability and Transparency of the Legislative Process (BAYAN) project in the West Bank and Gaza. The work plan covers the period between August 1, 2007 and June 30, 2008.

The work plan was developed to achieve results within an eleven month timeframe.

As instructed by the USAID Contracting Office on September 18, 2006, DAI will implement Tasks 3, 4, and 6 of the original contract. Until further notice, DAI will not implement Tasks 1, 2, and 5.

On July 11, 2007, the USAID Contracting Officer has authorized all contractors and grantees to resume "expending USAID funds for assistance to the Palestinian Authority to the extent described in your Scope of Work of Program Description."

The BAYAN project has the mandate and capacity to support transparent, accountable, and participatory legislative processes. While the Palestinian Legislative Council (PLC) remains dysfunctional, a new government has been formed and there are a large number of committed civil society organizations (CSOs) who are interested in supporting and contributing to the legislative process. It is imperative that we support civil society organizations (CSOs) and the government to ensure that legislative processes are as accountable, transparent and participatory as possible. BAYAN is uniquely positioned to address and take advantage of this opportunity.

In line with its mandate and with approval from USAID, BAYAN intends to strengthen the capacity of selected set of legal professionals working in the legal departments of key Palestinian Ministries, PA institutions and specialized CSOs to analyze and review key legislation by providing a combination of targeted training and technical assistance. The proposed activities will include training for government staff on regulatory impact assessments and participatory drafting of laws and bylaws. BAYAN will also strengthen the capacity of its partner CSOs in oversight, advocacy and information dissemination. Furthermore, BAYAN will implement an awards program to support select partner CSOs to implement specific activities that support the project's objectives.

# **SECTION I: INCREASING THE ACCOUNTABILITY AND TRANSPARENCY OF LEGISLATIVE PROCESS IN THE WEST BANK AND GAZA**

## **A. OUR VISION**

The BAYAN project will help lay a foundation for a more accountable and transparent legislative process in the West Bank and Gaza—a process that will support the emergence of an independent, democratic, and viable Palestinian state living side by side in peace and security with its neighbors.

## **B. OPERATING ASSUMPTIONS**

This work plan builds upon the lessons learned during the implementation of the first work plan that ended in July 31, 2007, the challenges that faced the project during that period, the recent political changes, as well as USAID's feedback and experience over the past few years. We make key assumptions regarding the project's operational environment, as follows:

- The USAID Mission in the West Bank and Gaza will continue to function and fund its programs in general and the BAYAN project in particular. It is uncertain at this stage if and when more resources will be obligated for the BAYAN project.
- The political, social, economic and security conditions in the West Bank and Gaza will allow the project to implement its planned activities and to fulfill its contractual obligations in accordance to the specified timeframe.
- The work plan for this period is designed to allow the project to take advantage of new opportunities that may arise and potential changes in the political landscape.
- A reasonable number of selected staff from legal departments of selected Ministries will be capable of and interested in receiving support in regulatory impact assessment and legislative drafting from the BAYAN project to achieve the project's objectives.
- BAYAN will receive vetting approval for training participants and awardees in a timely manner.
- The project's team (Palestinians and expatriates) will be able to move within, between, and outside of the West Bank and Gaza to fulfill their responsibilities.
- Expatriates willing to provide technical assistance will be permitted to come to the West Bank.

# SECTION II: MECHANISMS FOR INCREASING ACCOUNTABILITY AND TRANSPARENCY OF LEGISLATIVE PROCESS IN THE WEST BANK AND GAZA

## A. EXPECTED PROGRAM RESULTS

1. Contributing to the workings of an accountable, transparent, participatory, and representative legislative process, the BAYAN project will, by June 30, 2008, provide the knowledge and skills to up to 10 key staff members representing from legal departments of key line Ministries, and the Diwan Al-Fatwa Wal-Tashree' to:
  - Analyze and design targeted legislation, by applying an improved understanding of the regulatory impact of policy-making on issues related to legislation development and budget processes, and of legislative rules and procedures.
  - Enhance relations with civil society organizations in the various sectors (one of the goals of the Palestinian government as stipulated in its published program).
2. Building on assistance provided during the past year and in support of the broader legislative community, the BAYAN team will provide up to 10 professionals affiliated with the Institute of Law at Birzeit University (and possibly other local universities) and representatives from specialized CSOs such as AMAN and/or MAS, with the skills they need to:
  - Train trainers on Regulatory Impact Assessments (RIA) of important draft laws and use this information to contribute to the legislative process.
3. As for our existing and new CSO partners, BAYAN's efforts will provide them with the necessary resources and technical assistance to strengthen their capacity to:
  - Analyze pertinent budget components at different levels of government and develop and use oversight tools to advance advocacy on behalf of their constituencies.
  - Present interests and concerns of their constituents to governmental representatives.
  - Design and implement effective information dissemination activities communicating the performance of the government and PLC to the public or special interest groups.
4. Issue up to four grants to CSOs supporting oversight, information dissemination, and advocacy programs including advocacy at the local level.

## B. BAYAN'S INTEGRATED APPROACH

To achieve the above results, the BAYAN team will:

1. Propose to USAID for approval a list of up to 10 new CSOs from the West Bank and Gaza to receive technical assistance and/or awards (or subcontracts). A few of these CSOs may change, depending on the type of training to be offered by BAYAN and USAID vetting results.
2. Propose to USAID for approval a list of public sector institutions and/or legal departments of key Ministries to receive technical assistance in Regulatory Impact Assessment (RIA) and legislative drafting.
3. Utilize a combination of local and international short-term technical assistance (STTA) to strengthen the capacity of our partners both from the PA and CSOs.
4. Use BAYAN long term staff expertise to do the groundwork, design and facilitation of STTA training programs, and to deliver training using previously developed materials.
5. Provide technical assistance and coaching to a select number of partner CSOs in competency areas to ensure they can apply the skills transferred in the STTA training including advocacy and oversight. This assistance will be provided by the BAYAN technical team.
6. Facilitate the formation of an ad hoc network among partner CSOs as well as key technical PA representatives to address specific issues of common interest.
7. Implement an awards program as approved by USAID to support the overall goal of the project.

## C. PROGRAM FOCUS

In line with its mandate, BAYAN's program for the coming period will strengthen the technical capacity of up to 10 specialized government key legal staff to achieve one of the government stated goals, namely to support "reform oriented projects, including the judicial system and institutional development of the government ministries and agencies."<sup>1</sup> (3.2A, 3.2B)

In addition, BAYAN will support its partner CSOs to enhance their capacity in three core competency areas: budget analysis and oversight (3.1); and, legislative advocacy (4.1).

Following each formal training program, BAYAN staff will offer needed technical assistance, coaching and support to a selected number of PA institutions and CSO partners, which will be selected from the core group based on their commitment and actual follow-up needs. In its final stage, BAYAN will also use the small award program to assist up to four CSO partners that have received technical assistance in such projects to support a constructive CSO presentation of their issues to the appropriate line Ministry through information dissemination, or advocacy initiatives. BAYAN will propose for USAID approval the CSOs that will receive the awards.

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<sup>1</sup> Platform of the 13th Government, July 22, 2008

## **TASK 3: Strengthening Accountability and Transparency in the Legislative Process<sup>2</sup>**

### **3.1 CSO Monitoring and Evaluation of the Legislative Process**

#### **A. Budget Analysis: Tool Development and Training**

Participants of the introductory oversight and advocacy training workshops BAYAN conducted earlier this year provided very constructive feedback on future activities. Recommendations included the need for specialized and in-depth training in budget analysis to equip CSOs with skills and tools necessary to present their issues and concerns to the PA by linking PA budget allocations and actual expenses to citizens' needs and priorities. This activity will include the development of a budget analysis tool, which will serve as a key instrument for generating objective information for CSO's advocacy efforts under Subtask 4.1.

To accomplish this, a short-term local budget expert will be hired to develop a budget analysis toolkit and training materials to be delivered with active participation of BAYAN's Long-term Technical Assistance team (LTTA). Target group will include 15-20 participants representing key specialized CSOs and universities such as Palestinian Federation of Industries (PFI), Economic and Policy Research Institute (MAS), PALTRADE, Anti-Corruption Coalition (AMAN), Women's Affairs Technical Committee (WATC), Palestinian Center for Human Development (PCHD), Palestinian Center for Democracy and Conflict Resolutions (PCDCR), Civic Forum Institute (CFI), and Institute of Law (IOL) at Birzeit University<sup>3</sup>.

**Target Dates:** Tool development (month four); Training delivery in West Bank or Gaza (month five).

**Resources:** 12 days of local expert (tool development); five days (training delivery in West Bank or in Gaza); 3 days of local STTA for reporting 25 days of BAYAN's LTTA.

#### **Results:**

- A specialized budget analysis toolkit is developed for the use of CSOs.
- 15-20 participants representing specialized CSOs have the tools and capacities to conduct annual budget analysis and relate this analysis to their constituents' issues and concerns.

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<sup>2</sup> For the purpose of this workplan, the legislative process refers to the work of the broader legislative community that includes not only the PLC, but also, the Executive Authority, the President's Office, other independent public institutions such as the Diwan Al-Fatwa Wal Tashree', as well as Civil Society Organization (CSOs). Such an interpretation is consistent with the project's scope of work, and DAI's approved proposal and signed contract.

<sup>3</sup> Final list will depend on vetting results of current and potential CSO partners.

## **B. Oversight Training and Mentoring**

Overseeing the performance of the legislative process is critical to ensuring its accountability and transparency, reducing corruption, and providing a tool for CSO advocacy efforts (see subtask 4.1). Most Palestinian CSOs do not have the necessary knowledge, skills, or experience to effectively monitor legislative performance. The BAYAN project will provide training and technical assistance to new partner CSOs to enhance their monitoring capacity in these areas<sup>4</sup>.

Under this subtask, the BAYAN team will use the training materials developed earlier in 2007 to train 15 to 20 representatives from 10 new CSO partners from the West Bank and Gaza in core competencies required to monitor the legislative process (each workshop will last for up to five days). The training will include understanding the legislative and budget processes; introducing budget analysis as it applies to various sectors or interest groups; use and development of oversight tools (for example, compiling voting records and comparing budget allotments with performance); using oversight to advance advocacy goals; identifying best oversight practices in other countries; and understanding legislative rules and procedures.

Following the training and on a demand basis, the BAYAN team will provide technical assistance to up to four of the participating 10 CSOs. The four CSOs will be selected based on their commitment and capacity to implement oversight activities.

**Target Dates:** Oversight core competency training (month eight, earlier of vetting results received); Technical assistance by the BAYAN team (months seven to eleven).

**Resources:** 20 days of LTTA for the oversight core competency training, 20 days of LTTA from the Policy and Advocacy Specialist, Gaza Manager, Senior Legislative Technical Advisor (SLTA), and Chief of Party.

### **Results:**

1. 15 to 20 persons representing up to 10 new Palestinian CSOs in the West Bank and Gaza have the enhanced capacity to:
  - Design and implement a sound strategy for overseeing the performance of the legislative process.
  - Monitor the legislative process by: applying an improved understanding of the legislative and budget processes and of legislative rules and procedures; analyzing pertinent budget components; and using and developing oversight tools to advance advocacy.
2. Up to 10 selected Palestinian CSOs are engaged in an ad hoc network of practitioners capable of contributing to public debate with a focus on their sectoral interests.
3. Up to four of the 10 Palestinian CSOs have received further technical assistance to implement core competency skills and design and/or implement a legislative monitoring activity.

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<sup>4</sup> The exact CSOs BAYAN will work with will depend on vetting results submitted earlier this year.

### **C. Promote Expanded and Informed Media Coverage of the Legislative Process**

In a representative democracy, the ability of citizens to be informed in a timely and transparent manner about the decisions of its elected representatives is vital. In addition, independent media, journalists and CSOs must have the ability to communicate issues that are of interest to their constituents. An assessment conducted by the BAYAN project confirmed that Palestinian media and CSOs have not been effective enough in disseminating timely, full and accurate information about the workings of the PLC and government and their role in the legislative process.

Under this subtask, and in partnership with the USAID-funded project *Aswatona*, BAYAN will design and deliver hands-on training to the selected participating journalists and media officers from independent media firms and partner CSOs (one or two workshops, up to three days of total training). The training will provide participants with necessary tools, knowledge and skills needed to effectively collect, analyze, and report on the PLC in terms of parliamentary procedures, voting records, debates within council, and fulfillment of campaign promises, in accordance with local best practices. Best international practices that ensure transparent government practices such as Freedom of Information Acts and Declaration of Assets laws will be discussed as to their applicability within the Palestinian context. Also, the training package will include hands-on assistance in designing and implementing information dissemination activities to communicate PLC performance to the public and/or special interest groups such as women, youth, workers, and people with disabilities.

**Target Dates:** Training design (months four and five); Training delivered (month six).

**Resources:** 50 days of BAYAN's LTТА and workshop's organization and cost provided by the *Aswatona* project.

#### **Results:**

1. Up to 20 directors, journalists and/or public relations and media officers representing independent media and CSO partners have an enhanced capacity to:
  - Collect and analyze legislative information and report on PLC performance in terms of any or all of the following in accordance with local and international best practices: parliamentary procedures; voting records; debates within the Council; and fulfillment of campaign promises.
  - Design and implement effective information dissemination activities communicating legislative performance to the public and/or special interest groups.

### **3.2 Strengthening Governmental Legislation Review and Drafting Skills**

Since its formation in July 2007, it is very clear that the new Palestinian government is under pressure to prove its legitimacy and to show it is effective in responding to the needs of the Palestinian people. In accordance with the Government's reform agenda, there is a need to develop the technical capacity of key PA institutions to review, analyze and draft appropriate legislation taking into consideration the cost and benefits of such legislation. Engaging citizens in this process will support the democratic principles of citizen participation in their government and oversight of those government officials

who act as their representatives. In addition, such engagement is critical to ensure the short and long-term legitimacy of the Palestinian government.

Towards this end, the BAYAN team will strengthen the capacity of up to 10 legal professionals from the legal departments of key Ministries and/or Public Institutions such as the Ministry of Justice (MoJ), Diwan Al-Fatwa Wal Tashree', which is officially charged with drafting laws for the PA, the Cabinet's office, and the Ministries of Economy and Finance. The final list of participants will be submitted to USAID for approval.

### **A. Introductory RIA Training**

In partnership with Birzeit University's Institute of Law (IOL), the capacity of the PA to analyze, and draft effective, targeted legislation will be strengthened.

BAYAN can use the Companies and/or Investment Laws as case studies that would be of great interest to the Ministries. Currently, there are two conflicting and outdated Companies Laws in West Bank and Gaza and there is unanimous agreement on the necessity for a new law that can meet the challenges of a global economy and be uniformly applied in both Gaza and West Bank. If participants are interested, BAYAN can work with the trainer to focus on this and/or other laws of interest to the participants to make the training as realistic and relevant as possible

Building on the foundation established during the previous work with the IoL last year, the BAYAN team with assistance from an international expert will design and conduct two five-day introductory RIA trainings for up to 10 members of the broader legislative community. After the first training, the international expert and the BAYAN LTТА will support participants to prepare RIA case studies to be used during the second training.

**Target Dates:** Phases 1 and 2 of Introductory RIA training (months seven and nine).

**Resources:** 12 days international expert, and 20 days of BAYAN LTТА.

**Results:** Up to ten key legislative community members of the legal departments of key PA Ministries have the capability to review and contribute to having effective, targeted laws such as the Companies Law, the Investment Law, the controversial Retirement Law, the problematic Civil Service Law, policies related to the unemployment issues facing the youth sector, the judiciary law, the political party law, the personal status law, the penal code laws and various bylaws not issued by the line Ministry yet taking into consideration their impact on all Palestinian stakeholders.

### **B. Legislative Drafting Training**

Building on the groundwork it established during the previous work with the IoL last year, the BAYAN team with assistance from an international expert will design and conduct two five-day introductory legislative drafting trainings for up to ten legal professionals from the legal departments of key Ministries and/or Public Institutions. After the first training, the international expert, local STТА and the BAYAN LTТА will support participants to prepare legislative research and drafting case studies to be used during the second training.

This training will also be based on the training previously developed during the previous year. One or more participant from last year's RIA training will assist the international expert in delivering this training as a form of training of trainers. Such opportunity will provide local experts with the practical and hands-on training of trainers which will contribute towards increasing sustainability of the BAYAN/USAID investment in the long term.

As discussed in sub-task A above, BAYAN will try to make the training as realistic and relevant as possible by using actual cases.

**Target Dates:** Phases 1 and 2 of legislative drafting training (months six and eight).

**Resources:** 25 days international expert, 6 days local expert, and 25 days of BAYAN LTТА.

**Results:** Up to 10 legal professional from the PA have the capability to design and draft effective legislations that respond to local needs.

## **TASK 4: Strengthening the Broader Legislative Community**

### **4.1 Strengthen Legislative Advocacy**

In July 2007, President Abbas approved the appointment of technocratic Ministers, many of whom, though presumably highly qualified, are new to their office. They are under pressure to show quick results for the government to retain legitimacy in the eyes of Palestinians. Many of the Ministers come from civil society and/or are open to dialogue and assistance from civil society organizations. This is a prime opportunity for BAYAN partners to participate and contribute to the public discourse process, build linkages with Ministries, other public institutions and/or local government units and implement advocacy skills learned during BAYAN's previous intervention. During a situation where political uncertainty prevails when democratic institutions are often non-existent, where adherence to the rule of law becomes optional for people in power, it is imperative that civil society be a champion for the retention and return to democratic principles.

#### **A. Train new CSOs on the Basics of Legislative Advocacy**

Based on the very positive feedback received from current BAYAN CSOs partners and new CSOs with whom the BAYAN project held preliminary meetings, the BAYAN LTТА team will use the materials developed last year and deliver trainings to 15-20 representatives of up to 10 new CSOs in the West Bank and Gaza on the basics of legislative advocacy. Participants will also be introduced to the importance of advocacy at the local level and with USAID approval, BAYAN will fund the training of up to 40 community based organizations and local council representatives on the importance of local level participation and advocacy. See Task 6 for more details.

Also, the BAYAN LTТА will continue to mentor the existing and new CSO partners by providing them with the technical assistance they need to be more effective advocates.

**Target Dates:** Training delivered (month nine, earlier if vetting results received).

**Resources:** 40 days of LTTA for training and up to 60 days for mentoring and coaching.

**Results:** 15-20 participants representing up to 10 new CSOs in the West Bank and Gaza have an enhanced capacity to present their issues of concern, organize effective advocacy campaigns, establish effective advocacy coalitions and to implement core competency skills and to design and/or establish an advocacy project.

## **4.2. Creating or Supporting a Legislative Development Institute**

During the past year, BAYAN assisted the Birzeit University Institute of law (IoL) in its efforts to establish an independent non-partisan Palestinian capacity to address the needs of the broader legislative community for independent analysis, research, and drafting of legislation and budget matters in general. Supporting such a capacity is even more relevant today following the recent political developments in the Palestinian areas as indicated in the need assistance concept paper submitted to USAID in December 2006.

Building on its previous assistance to IoL last year, BAYAN intends to deepen and solidify its support during the coming period by providing much needed practical expertise in RIA. This will be accomplished through the following activities:

### **A. In-Depth Follow-On RIA Training; Training of Trainers**

BAYAN will offer in-depth RIA training for participants who successfully completed the introductory RIA training in Phase I. BAYAN LTTA will conduct a pre-training review of participants. Five days of trainings will be conducted, focusing on training future RIA trainers and covering four specific components of an RIA which may include subject areas such as compliance cost surveys, consultation best practices, monitoring and evaluation systems and processes, and cost-benefit analysis. This training will target 8-10 participants from the introductory RIA course, members of IoL Legislative Support Department, select law schools, and specialized BAYAN partner CSOs. As stated under section 3.2 above, BAYAN will partner select participants with the international expert to co-train new participants of the introductory RIA trainings to the broader legislative community under subtask 3.2.

**Target Dates:** Phase I Training delivered (month seven); Mentoring between training dates; Phase II training delivered (month nine).

**Resources:** 15 days of TCN (Third Country National) STTA.

**Results:** Eight to 10 participants will have the capacity to teach an introductory RIA course and draft sophisticated RIAs that can be used by members of the broader legislative community as advocacy or oversight tools to review and analyze various laws such as the Companies Law, the Investment Law, the controversial Retirement Law, the problematic Civil Service Law, policies related to the unemployment issues facing the youth sector, the judiciary law, the political party law, the personal status law, the penal code laws and various bylaws not issued by line Ministries yet taking into consideration their impact on all Palestinian stakeholders.

## **B. RIA Training Course Developed**

Following the in-depth training under subparagraph A and after participants have some experience drafting RIAs, BAYAN will provide short term TA to support the IoL and possibly other selected academic institutions to develop the curriculum for an RIA training course to be taught by IoL staff and/or staff from select academic institutions. This course may also be a component of the IoL's Legislative Studies Diploma program that the Institute intends to start. Furthermore, If IoL launches their planned pilot diploma program during the timeframe of this work plan BAYAN with USAID approval may provide scholarships for up to additional 10 persons from the PA and or select civil society organizations to participate in the diploma program.

**Target Dates:** Consultations with IoL and possibly others (months five- seven); Curriculum completed (month eight).

**Resources:** 10 days of TCN STTA (RIA trainer); 40 days BAYAN LTТА.

**Results:** RIA training course curriculum is developed for use by IoL and other participating institutions.

## **C. RIA Drafting Manual Prepared**

BAYAN staff and international expert design, develop and distribute an RIA Drafting Manual to key members of the broader Palestinian legislative community.

**Target Dates:** First draft completed (month six); Final draft completed (month eight).

**Resources:** Eight days of TCN STTA (review drafts); BAYAN LTТА 30 days; printing and distribution costs.

**Results:** RIA Drafting Manual is completed, printed and distributed to members of the broader legislative community.

## **D. Mentoring and Guidance on RIA Development**

BAYAN staff will provide specific guidance and mentoring to persons who participated in both the in-depth and introductory RIA training workshops on development of actual RIAs. See 3.2A also.

**Target Dates:** Ongoing (August 2007 to June 2008).

**Resources:** 30 days of BAYAN LTТА.

**Results:** IoL staff have improved capacity to draft effective RIAs.

## **E. Strategic Planning for Developing the Palestinian legislative Research and Training Unit (PLRTU)**

BAYAN staff will provide technical assistance to the IoL to develop its capacity to offer advanced legislative research and training services and to plan strategically to establish a PLRTU. This would be follow-on assistance from Phase I (assuming that IoL remains committed to this strategic vision).

**Target Dates:** Ongoing (August 2007 to June 2008).

**Resources:** 30 days of BAYAN LTTA.

**Results:** IoL has an improved capacity to plan strategically to offer advanced legislative research and training services to the broader Palestinian community.

## **TASK 6: Small Awards Program for Local CSOs**

Inadequate capacity, as well as some institutional obstacles and limited available resources, make it difficult for CSOs to participate in and contribute to the legislative process. By financing three to four of the BAYAN partner CSOs, the BAYAN small awards program will support their efforts to bring about a more transparent, accountable, and participatory legislative process. The funds may also be used to provide an opportunity to CSOs to present the issues and concerns of their constituencies to the PA and simultaneously provide the PA representatives with a forum to inform the public of their work, progress and challenges they face. Also, and per discussion with USAID, BAYAN will award one grant to train up to 40 local CBOs and representatives from up to 40 local government units to strengthen their understanding and capacity to conduct local level advocacy in collaboration with the USAID funded local government project, *Tawasol*. All proposals will be submitted to USAID for approval before awards are made by BAYAN.

Because of limited resources, the BAYAN team will work closely with USAID to ensure that these resources are used strategically to maximize impact. These awards will be strategically linked to take advantage of skills obtained by the CSO partners under the oversight, and advocacy core competency training.

**Target Dates:** Award preparation process finalized (month 4); Awards issued (month 6).

**Resources:** Policy and Advocacy Specialist and Gaza Manager, FAM and COP.

**Results:** Up to four awards (valued at a total of \$100,000) issued to CSOs supporting oversight, information dissemination, and advocacy programs including advocacy at the local level.

## SECTION III: RESULTS MONITORING

During the previous year, the BAYAN project developed and received USAID approval on specific indicators to measure the project's performance and progress. In addition, BAYAN proposed and received approval on the GIS-specific indicators required by the USAID Mission. Data have been collected and input directly into USAID's online GIS system on a regular basis.

Furthermore, the BAYAN team and as required under the task order, have submitted quarterly progress reports delineating project accomplishments in relation to the approved work plan.

During the next period, the project will continue to collect data on the agreed upon indicators and will make recommendations for project improvements and capacity-building activities. In addition, the project will continue to produce and submit periodic quarterly progress reports and reports on specific activities implemented by the project on a regular basis.

**Target Dates:** On going (August 2007 to June 2008).

**Resources:** Project staff.

**Results:** Data on approved performance indicators are collected and reported.

# SECTION IV: MANAGEMENT AND FINANCE

## A. MANAGEMENT STRUCTURE

The BAYAN project will continue to operate from its main offices in Ramallah and Gaza City. The project is fully staffed. However, as the level of activities may change over time, the team will reassess its needs and propose to USAID any needed change to ensure it has the most effective utilization of these resources.

**Target Dates:** On going (August 2007 to June 2008).

**Resources:** Chief of Party.

**Results:** Assess management structure and address staffing issues.

## B. FINANCIAL MANAGEMENT

### B1. Improved Contract Budget Monitoring and Reporting

Using DAI's new Oracle system and its Technical and Administrative Management Information System (TAMIS), the project team will continue to monitor its funding and expenditures, and report accurately to USAID on the financial status of the project.

**Target Dates:** On going (August 2007 to June 2008).

**Resources:** Finance and Administration Manager (FAM) and Chief of Party.

**Results:** Budget monitored and updated.

### B2. Improved Financial Controls Over Awards Program Activities

The FAM will continue to play a key role in ensuring strict compliance with USAID requirements and necessary financial control and oversight of our award activities.

In close consultation with the technical team, the FAM will work with the project's partner CSOs to ensure award funds are used and accounted for properly. The FAM will take the lead in the award-making process as follows:

- Conducting pre-award assessments of grantee financial and management capacity.
- Reviewing award cost proposals to determine reasonableness, allocability and allowability.

- Conducting site visits to CSOs during program implementation to “spot check” use of project funds.
- Conducting program audits in problem cases.

**Target Dates:** On going (August 2007 to June 2008).

**Resources:** FAM.

**Results:** Implement a robust financial control system over awards program activities.

# ANNEX I: TASKS—RESULTS AND RESOURCE DISTRIBUTION

Annex # 1: Tasks - Results and Resource Distribution

Task Title and No.	Expected results	% of Time of Technical Staff needed to			% STTA, total number of days = 96				Grants (\$100,000)	
		A. Technical Component	Steve	Nael	Iyad	Budget Analysis	Regulatory Impact Analysis for Executive	Legislative Drafting		Regulatory Impact Analysis for Law Schools & CSOs
<b>Task 3: Strengthening the Accountability and Transparency in the Legislative Process</b>										
3.1 CSO Monitoring and evaluation of the legislative process	A. Budget Analysis: tool development and Training	A specialized budget analysis toolkit is developed for the use of CSOs	2%	10%	10%	13%				
		15-20 participants representing specialized CSOs have the tools and capacities to conduct budget analysis and relate this analysis to their constituents issues and concerns.	2%	10%	8%	8%				
	B. Oversight Training and Mentoring	15-20 professionals representing up to 10 new CSO partners have the capacity to design and implement a sound strategy for overseeing the legislative and budget processes, analyzing pertinent budget components and developing oversight tools to advance advocacy.	1%	10%	10%					
		Up to 10 selected Palestinian CSOs are engaged in ad hoc network of practitioners capable of contributing to public debate with a focus on their sectoral interests.	1%	8%	8%					
	C. Promote expanded and informed media coverage of the legislative processes	Up to four of the 10 Palestinian CSOs have received further technical assistance to implement core competency skills and/or implement a legislative monitoring activity.	2%	10%	10%					
		Up to 20 directors, journalist and/or public relations and media officers representing independent media and CSO partners have enhanced capacity to collect and analyze legislative information and report on PLC performance as well as design and implement effective information dissemination activities on PLC performance to public and/or special interest group.	7%	6%	4%					
3.2 Strengthening governmental legislation review and drafting skills	A. Introductory RIA Training	Up to 10 members of the legal departments of key PA Ministries have the capability to design effective, targeted laws, bylaws and/or policies taking into consideration their impact on all Palestinian stakeholders.	7%	2%	3%		13%			
	B. Legislative Drafting Training	Up to 10 members of the legal departments of key PA Ministries have the capability to design and draft effective legislations that respond to local needs.	7%	2%	3%			32%		
<b>Task 4: Strengthen the Broader Legislative Community</b>										
4.1 Strengthen Legislative Advocacy	A. Train new CSOs on Basics of Legislative advocacy	15-20 participants representing up to 10 CSOs in the West Bank and Gaza have an enhanced capacity to present their issues of concern, organize effective advocacy campaigns, establish effective advocacy coalitions and to implement core competency skills.	7%	6%	8%					
4.2 Creating or Supporting a Legislative Development Institute (LDU)	A. In-depth follow-on RIA training; Training of Trainers	Eight to 10 participants will have the capacity to teach an introductory RIA course and draft sophisticated RIAs that can be used by members of the broader legislative community as advocacy or oversight tools to review and analyze various laws taking into consideration their impact on all Palestinian stakeholders.	7%	1%	3%				16%	
	B. RIA Training Course Developed	RIA training course curriculum is developed for use by IoL and other participating institutions.	7%	1%	2%				11%	
	C. RIA Drafting Manual Prepared	RIA Drafting Manual is completed, printed and distributed to members of the broader legislative community.	7%	2%	2%				9%	
	D. Mentoring and Guidance on RIA Development	IoL staff have an improved capacity to draft effective RIAs	7%	1%	2%					
	E. Strategic Planning for Developing the IoL is Enhanced	IoL has an improved capacity to plan strategically to offer advanced legislative research and training services to the broader Palestinian community.	7%	2%	2%					
<b>Task 6 : Small Awards Program for Local CSOs</b>										
6.0 Small Grants Program for local CSOs	launching of grants awards	Up to four awards (valued at a total of \$100,000) issued to CSOs supporting oversight, information dissemination, and advocacy programs including advocacy at the local level.	2%	15%	15%					
<b>Total %Time for Technical Component</b>			73%	86%	90%	21%	13%	32%	35%	100%
<b>B. % Management and administration of project</b>			27%	14%	10%					
<b>Grand Total Time ( technical and management and administration)</b>			100%	100%	100%					\$100,000