



USAID
FROM THE AMERICAN PEOPLE

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

THE ROLES OF PALESTINIAN CIVIL SOCIETY ORGANIZATIONS IN THE
LEGISLATIVE PROCESS

LEGISLATIVE OVERSIGHT AND ADVOCACY SKILLS TRAINING REPORT- GAZA

June 2008

This document was produced for review by the United States Agency for International Development. It was prepared by the BAYAN team of DAI Washington.

Table of Content

Executive Summary	2
Introduction	3
Training Workshop Description	4
Observations and Reflections from Participants.....	6
Recommendations to USAID:	6
Recommendations to BAYAN Project:	7
Recommendations to CSOs:	7
Annex 1 – Training Agenda.....	8
Annex 2 – List of Participants.....	10

Executive Summary

Under the theme of building capacity and skills of civil society organizations (CSOs) in Gaza, BAYAN project organized and conducted a five-day training course for the purpose of developing legislative oversight and advocacy capabilities of Palestinian CSOs in the Gaza Strip. The course took place at the Grand Palace Hotel in Gaza City May 28- June 3, 2008.

The training course targeted 13 CSO program staff members representing 7 partner CSOs from Gaza Strip. These CSOs included the Palestinian Center for Democracy and Conflict Resolution, Palestinian Commission for Human Development, Civitas Institute, Human Development Association and Palestinian Friendship Center for Development, Palestinian Commission for Protecting Refugees Rights and the Civic Forum Institute. The course provided specialized information, insights and knowledge in legislative oversight and advocacy to equip participants with the skills and tools necessary to oversee the legislature and advocate for public policies needs and priorities. The course was delivered by two short-term Local Experts, Mr. Iyad Kurnz who handled the oversight component of the course, while the second expert, Mr. Alaa Ghalayeeni handled the advocacy component of the course. It is worth noting that the two experts attended BAYAN's legislative oversight and advocacy trainings last year and were hired by BAYAN project to conduct the training for Gaza CSOs during 2007. The two experts have used the training materials developed by the BAYAN project earlier in 2007.

Over the course duration, the trainers placed special emphasis on equipping participants with skills and tools needed for strengthening their capacity to formulate professional oversight and advocacy strategies that meet international standards. More specifically, the course covered the following main topics:

- How to lead and implement popular oversight initiatives and how to link them to CSOs advocacy initiatives.
- Improving CSOs' abilities to formulate and develop advocacy strategies based on international experiences and local context.
- Developing issue-specific advocacy campaigns and suitable mechanisms for implementing these campaigns.
- Mobilizing and engaging the wider community and policy-makers at all levels.
- Utilizing media and information, including results from monitoring efforts, to carry out advocacy activities.

At the end of the course, all participants were able to recognize the concepts of legislative oversight and advocacy, developing issue-based legislative oversight and advocacy strategies for their organizations based on international experiences and local context had acquired key skills for implementing these strategies.

Introduction

The *BAYAN* project is designed to strengthen the accountability and transparency of the legislative process in the West Bank and Gaza. The project is a three year, approximately six million dollars project, which began October 1, 2005. The specific goals of this project are to: strengthen the accountability and transparency in the legislative process; strengthen the broader legislative community, and; implement a small grants program to support civil society in supporting the above activities.

The project strives to strengthen the capacity of concerned civil society organizations (CSOs) to conduct and engage in legislative oversight and advocacy related activities to influence policy-makers and ensure that legislative and policy making process are transparent, accountable, and reflect the interest and concerns of civil society.

The objective of this assignment was to build on the results achieved under last year's efforts of BAYAN team where partner CSOs specifically requested assistance in developing their capabilities in formulating and implementing legislative oversight and advocacy initiatives to influence the public policies, the allocation of resources and decisions within the political, economic and social systems and institutions that directly affect people's life. As a result, BAYAN recruited a short-term team of two Local Experts, one with oversight competency skills and experience and a second with advocacy skills and experience to conduct a five-day training workshop on legislative oversight and advocacy. The two team members had attended BAYAN's legislative oversight and advocacy trainings in 2007. The two experts used the training materials developed for the earlier training to use as the basis of the Gaza training. The training participants included 13 representatives from seven Gaza partner CSO partners. More specifically, the workshop has provided capacity building and training in the following technical areas:

- Strengthening the capacity of CSOs to formulate professional oversight strategies that meet international standards. This may include topics related to Why, How and what to monitor?
- General budget understanding, analysis, critique and influencing and monitoring its development.
- How to lead and implement popular oversight initiatives and how to link them to CSOs advocacy initiatives.
- Improving CSOs' abilities to formulate and develop advocacy strategies based on international experiences and local context. This may include topics related to Why, How and what to advocate for?
- Developing issue-specific (Youth, women, education etc) advocacy campaigns and suitable mechanisms for implementing these campaigns.
- Mobilizing and engaging the wider community and policy-makers at all levels.

- Utilizing media and information, including results from monitoring efforts, to carry out advocacy activities.
- Coalition and alliance building skills.

Training Workshop Description

The material used in this workshop was prepared by BAYAN project, and include the following:

- Power point presentation covering the 5 days.
- PLC Standing Orders and Palestinian basic law were adopted in the training.
- Parliamentary index which was developed by Filistiniyat
- A list of international criteria to PLC performance which were developed by PCHD and funded by BAYAN.
- Individual and group exercises.
- Role playing and case studies

The workshop was conducted over five days as follows:

First Day - May 28, 2008

During the first part of day 1, participants were introduced to the concepts of legislative oversight, PLC responsibilities and functions as stated in the Basic Law and PLC Standing Orders. Also Participants were introduced to the key tools to oversee PLC performance.

The second part of day 1, was dedicated to explaining the CSO's role in overseeing PLC performance as well as introducing various criteria that CSOs could use for overseeing PLC duties including law making, representation and executive oversight.

Second Day – May 29, 2008

The first part of day 2 was focused on introducing the main legislative oversight tools and skills for CSOs to develop and manage oversight strategies during the legislative process. Also, the main obstacles that may face CSOs in implementing an effective oversight process were discussed.

The second part of day two was dedicated to developing oversight strategies based upon two case studies related to education and health sector. The participants were divided into two groups, and the groups have developed and presented two oversight strategies, on the health and education sectors.

Third Day – June 1, 2008

The first part of day 3 was focused on introducing participants to the framework for advocacy. It also included the concept of politics and power.

The second part was a continuation of the framework of advocacy and included the definition of advocacy, the relationship between politics, power and advocacy. It also included examples of good advocacy practices.

The third part discussed the select advocacy issues that the participants had worked on. This required participants to begin applying the steps of the advocacy cycle: triangulation and SWOT analysis.

Fourth Day – June 2, 2008

The first part of day 4 was dedicated to the advocacy plan. The participants were introduced to the concepts of developing advocacy objective, advocacy message, and advocacy box.

The second part was dedicated to the analysis of stakeholder. In both parts, the participants developed actual advocacy objective, advocacy message, and conducted stakeholder analysis in relation to the two selected issues.

Fifth Day – June 3, 2008

Day 5 started with how to advocate before Ministers and Palestinian Legislative Council members. Then the training discussed the different advocacy tactics that the participants could use in their advocacy campaigns. Then, the advantages and challenges of building advocacy collisions in the Gaza Strip were discussed.

The rest of the day was devoted to the implementation plan for the advocacy campaigns. It included the selected tactics, the timing of implementation of the tactics, the budget required, and the responsible parties.

The day was concluded by a comprehensive presentation of the two issues selected. The two advocacy plans that were developed were summarized and extensively discussed.

Observations and Reflections from Participants

Observations and learning points were raised throughout this training workshop by the participants and would be helpful for any future workshops. Those points were captured through the evaluation forms and observations and interactions between the BAYAN team, trainers, and participants.

Below is summary of the participants' feedback:

- Ahmed Khashan – Human Development Association, *“The training was great. The training will help me in the public policy oversight and advocacy work that I am conducting to support my community in the eastern part of the Gaza Strip. I had learned how to oversee the legislature and link this with advocacy work including analysis of the advocacy issue, and how to develop an objective, message and stakeholder analysis”*.
- Younis Tahrawi – Palestinian Center for Democracy and Conflict Resolution, *“The training was great! It will help me in designing oversight and advocacy projects. I had learned that there are many advocacy issues that I can work on especially modifying laws that affect our lives.”*
- Hiba Al Bazi – Palestinian Center for Democracy and Conflict Resolution, *“I have benefited a lot from the training in developing the program that I am working on: A network of child protection. The amount of information is huge and it was introduced in an exploratory manner”*.
- Jehan Abu Lasheen- Palestinian Friendship Center for Development , *“ the training was very helpful to me in exploring new information, variety of materials, opened new horizons for me, provide new ideas for future oversight and advocacy programs”*.
- Ahmed Barakat – Palestinian Commission for Human Development, *“The training was very practical, very related to my work, the trainer was excellent, the training methodology was good, the training was very interesting”*.

Conclusions and Recommendations

The following are specific recommendations for all parties involved in this training workshop:

Recommendations to USAID:

- Increasing capacity building programs for CSOs in the fields of oversight and advocacy.
- Extending BAYAN project to repeat this course and initialize other related courses in Gaza and West Bank.

Recommendations to BAYAN Project:

- Support CSO coalition building

The participants of the training program were from a variety of CSOs. They worked hard during the five days of the training and built good understanding of each other. It will be productive for BAYAN to provide further technical and fund support to building a coalition from those CSOs. The support could be for a joint public policy oversight and advocacy plan that those CSOs are interested in. This will be a very practical and effective way to encourage joint work and coalition building among CSOs in Palestine.

- Follow up training

It will be helpful enhance the abilities and the skills of the participants by providing additional specialized training for them on select oversight and advocacy topics such as:

- Building coalitions
- Working with media

Enhancing the skills of the participants in such topics will largely improve their abilities of the participants to conduct successful oversight strategies and advocacy campaigns in a collective productive way. The training will help the participants to present their issues and messages through the media so that they effectively reach the concerned parties.

- Repeating those training programs for other CSOs to enhance their role in overseeing the legislative process.
- Designing training manuals in this field to assist other CSO s to benefit from the experience of BAYAN project.

Recommendations to CSOs:

- The main recommendation for CSOs is that they should work on further developing the oversight and advocacy plans that they had generated during the training. The first step is to collect real data and conduct research concerning the two issues. The second step will be to modify and develop the advocacy plans based on step one. The last step is to implement the plans when the political situation in Palestine improves.

Annex 1 – Training Agenda

Day	First Session (8:30 – 10:45)	Coffee Break (10:45 – 11:00)	Second Session (11:00 – 13:00)	Lunch Break (13:00 – 13:30)	Third Session (13:30 – 3:30)
First Day Wednesday 28/5/2008	<ul style="list-style-type: none"> - Registration - Introduction on Legislative oversight - Main duties and Responsibilities of PLC 		<ul style="list-style-type: none"> -CSOs role in overseeing PLC. - The concept of legislative oversight. - Exercise: the legal references for overseeing PLC performance. 		<ul style="list-style-type: none"> - Criteria for overseeing PLC performance. - The international standards of legislative oversight.
Second Day Thursday 29/5/2008	<ul style="list-style-type: none"> - Opportunities for overseeing PLC. - Exercise: PLC functions. 		<ul style="list-style-type: none"> - Legislative oversight tools and activities 		<ul style="list-style-type: none"> Exercise: Legislative oversight strategy development. Two case studies (health & Education)
Third Day Sunday 1/6/2008	<ul style="list-style-type: none"> Advocacy conceptual framework: - Understanding politics - The concept of power (individual exercise) - Types of power - Advocacy definition 		<ul style="list-style-type: none"> conceptual framework (continue): - Connecting politics, power and advocacy - Five characteristics of effective advocacy - Advantages and disadvantages of conducting advocacy campaign (group exercise) - Advocacy cycle 		<ul style="list-style-type: none"> - Triangulation analysis - Advocacy targets - Triangulation analysis exercise (group exercise) - SWOT analysis - SWOT analysis exercise (group exercise)

<p>Fourth Day Monday 2/6/2008</p>	<ul style="list-style-type: none"> - Review of first day - Developing an advocacy plan - Components of advocacy plan - Developing advocacy objective - Characteristics of good objective - Developing advocacy objective exercise (group exercise) 		<ul style="list-style-type: none"> - Developing advocacy message - Characteristic of good advocacy message - Advocacy box (group exercise) - How to develop effective advocacy message - Developing advocacy message exercise (group exercise) - Delivery of advocacy message - Message substantiation - Tailored advocacy message 		<ul style="list-style-type: none"> - Stake holders analysis - Classification of stake holders - Stake holders analysis tool - Stake holders analysis exercise (group exercise)
<p>Fifth Day Tuesday 3/6/2008</p>	<ul style="list-style-type: none"> - Review of third day - Pressuring Ministers - Pressuring PLC members - Pressuring Ministers and PLC members exercise (Role playing) 		<ul style="list-style-type: none"> - Advocacy activities/tactics - Types of advocacy tactics - Selecting advocacy tactics exercise (group exercise) - Building coalitions - Advantages and disadvantages of building coalitions in Palestine 		<ul style="list-style-type: none"> - Developing advocacy implementation plan - Components of advocacy implementation plan - Developing advocacy plan exercise (group exercise) - Presenting final advocacy plan by the participants (Final exercise) - Implementation - Monitoring - Evaluation

Annex 2 – List of Participants

S/R	Organization	Name of trainee	Titles
1.	Palestinian Center for Democracy and Conflict Resolution (PCDCR)	Baker Al Turkmani	Legal Advisor
		Heba Khaled Al Bazz	Project Coordinator
		Younis Ramadan Al Tahrawi	Trainer
2.	Palestinian Commission for Human Development (PCHD)	Ahmad Fathi Ahmad Barakat	Project Facilitator
		Said Jihad Said Rajab	Project Coordinator
3.	Civitas	Reem Abed Raheem Hamdona	Project Assistant
		Mohammed Abu Shanab	Projects Coordinator
4.	Human Developmental Association(HAD)	Ahmed Hussein Khashan	Executive Director
5.	Palestinian Friendship Center for Development (PFCD)	Jehan Abu Lasheen	Coordinator
		Saeed Abu Sadeh	Project coordinator
		Isalm Suheel Al Burbar	PR coordinator
6	Civic Forum Institute	Sami Barhoom	Project Coordinator
7	Palestinian Commission for Protecting Refugees Rights	Mohammed Thabet	Coordinator