

# EUROPEAN UNION CONTRIBUTION AGREEMENT WITH AN INTERNATIONAL ORGANISATION

2011/ 261-072

The European Union, represented by the Commission of the European Union, ("the Contracting Authority")

of the one part,

and

The United Nations Development Programme (UNDP) with its Head office at One UN Plaza, New York, NY 10017 ("the Organisation")

of the other part,

have agreed as follows:

## Special Conditions

### Article 1 - Purpose

- 1(1) The purpose of this Agreement is a contribution by the Contracting Authority for the implementation of the action entitled: *Support to the Palestinian Legislative Council Secretariat* ("the Action") as described in Annex 1.
- 1(2) The Organisation will be awarded the contribution on the terms and conditions set out in this Agreement, which complies with the provisions of *the Financial and Administrative Framework Agreement between the European Community and the United Nations signed on 29 April 2003* and consists of these special conditions ("Special Conditions") and their annexes.
- 1(3) The Organisation accepts the contribution and undertakes to do everything in its power to implement the Action under its own responsibility.
- 1(4) The Action *is* a Joint Management Action for all purposes of this Agreement.
- 1(5) The Action *is not* a Multi-donor Action for all purposes of this Agreement.

### Article 2 – Entry into force and Implementation Period

- 2(1) This Agreement shall enter into force on the date when the last of the two Parties signs.
- 2(2) The implementation of this Agreement will begin on:
  - the day following that on which the last of the two parties signs
- 2(3) The implementation period of this Agreement, as laid down in Annex I, is twenty-four (24) months.

### **Article 3 - Financing the Action**

- 3(1) The total cost of the Action eligible for financing by the Contracting Authority is estimated at EUR 1,400,000.00 as set out in Annex III.
- 3(2) The Contracting Authority undertakes to finance a maximum of EUR 1,400,000.00, equivalent to 100 % of the estimated total eligible cost specified in paragraph 1; the final amount will be established in accordance with Articles 14 and 17 of Annex II.
- 3(3) Pursuant to Article 14(4) of Annex II, 7% of the final amount of direct eligible costs of the Action to be reimbursed by the Contracting Authority to the Organisation in accordance with Articles 14 and 17 of Annex II, may be claimed by the Organisation as indirect costs.

### **Article 4 - Narrative and financial reporting and payment arrangements**

- 4(1) Narrative and financial reports shall be produced in support of payment requests, in compliance with Articles 2 and 15(1) of Annex II.
- 4(2) Payment will be made in accordance with Article 15 of Annex II; of the options referred to in Article 15(1), the following will apply:

First pre-financing	EUR 716,032
Forecast further instalments of pre-financing (subject to the provisions of Annex II)	EUR 554,774
Forecast final payment (subject to the provisions of Annex II)	EUR 129,194

### **Article 5 - Contact addresses**

Any communication relating to this Agreement shall be in writing, shall state the number and title of the Action, and shall use the following addresses

#### For the Contracting Authority:

Payment requests and attached reports, including requests for changes to bank account arrangements shall be sent to:

The EU Representative  
Office of the European Representative  
West Bank & Gaza Strip  
George Adam Smith Street 5  
P.O. Box 22207, Mount of Olives  
Jerusalem (via Israel)

#### For the Organisation:

Special Representative  
United Nations Development Programme/  
Programme of Assistance to the Palestinian People  
4 A Yakubi St.  
P.O. Box 51359  
91191 Jerusalem (via Israel)

## Article 6 - Annexes

6(1) The following documents are annexed to these Special Conditions and form an integral part of the Agreement:

Annex I: Description of the Action

Annex II: General Conditions applicable to European Community contribution agreements with United Nations

Annex III: Budget for the Action


Annex IV: Financial identification form

Annex V: Standard request for payment

6(2) In the event of a conflict between the provisions of the Annexes and those of the Special Conditions, the provisions of the Special Conditions shall take precedence. In the event of a conflict between the provisions of Annex II and those of the other annexes, the provisions of Annex II shall take precedence.

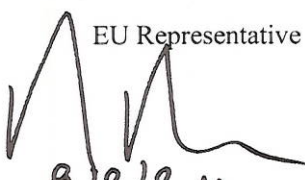
Done in Jerusalem in three originals in the English language, two for the Contracting Authority and one for the Organisation.

### For the Organisation

Name Frode Mauring  
Position Special Representative  
Signature   
Date 21/3/11



### For the Contracting Authority

Name Christian Berger  
Position EU Representative  
Signature   
Date 9/3/211

## ANNEX I: ACTION DESCRIPTION: 2011 / 261-072

### 1.1. Title: Support to the Palestinian Legislative Council Secretariat

### 1.2. Location: occupied Palestinian territory (oPt)

### 1.3. Cost of the action and amount requested from the Contracting Authority

Total cost of the action (A)	Amount requested from the Contracting Authority (B)	% of total eligible cost of action (B/Ax100)
1,400,000.00 EUR	1,400,000.00 EUR	100%

### 1.4. Summary

Total duration of the action	24 months
Objectives of the action	<p>The overall objective is to strengthen the Palestinian Legislative Council (PLC) Secretariat to support the PLC as the democratically elected legislative body within the Palestinian National Authority (PNA). The PLC is responsible for establishing the legislative framework as well as overseeing the PNA in order to ensure transparent, effective and accountable governance.</p> <p>The action will assist the PLC Secretariat in preparing for the resumption parliamentary work, in developing its internal administrative functions and processes as well as in conducting specifically designed activities to be implemented even in absence of a functioning PLC, such as outreach and visibility activities. Specifically, the activity will address the following issues:</p> <ul style="list-style-type: none"><li>• Support the institutional development of the PLC Secretariat to fulfil its role as a neutral and modern parliamentary Secretariat;</li><li>• Review of parliamentary structures and procedures against international best practices;</li><li>• Review the effectiveness of the legislative process and the legislative drafting capacities; including the development of proposals to process legislation passed by Presidential decree in absence of a functioning PLC and to address the issue of the divergent legal framework in the West Bank and the Gaza Strip;</li><li>• Embed policy analysis and executive oversight functions in the</li></ul>

	<p>parliamentary process and strengthen the respective support capacities of the PLC Secretariat;</p> <ul style="list-style-type: none"> <li>• Strengthen the outreach and public relations capacities of the PLC Secretariat both in quality and in substance by reviewing the PLC Secretariat's existing communication and outreach strategies, by reviewing the transparency and openness of parliamentary processes including the functioning of the complaints bureau and by introducing regular outreach activities targeted among others specifically at students</li> </ul> <p>To attain these objectives, the project will provide organizational and individual capacity development as well as a limited amount of equipment and other services.</p>
Partner(s)	Inter-Parliamentary Union (IPU)
Target group(s) <sup>1</sup>	The Secretariat of the Palestinian Legislative Council
Final beneficiaries <sup>2</sup>	The Palestinian Legislative Council, the structure of democratic governance in the oPt and ultimately the Palestinian people
Estimated results	<p>The activity will help the PLC Secretariat to be thoroughly prepared for the critical first six months of resumption of parliamentary work, ranging from operational-administrative tasks and procedural requirements to specific capacity-development and communication needs that will have to be addressed. The support will ensure that the PLC Secretariat can provide non-partisan and effective services to the parliament and serve as a stabilizing factor in a potentially volatile environment upon resumption of parliamentary work. Therefore, the activity will also propose different scenarios for consideration that allow for a realistic and constitutionally consistent parliamentary review of legislation passed by Presidential decree during the absence of a functioning PLC as well as proposals on how to address the issue of the divergent legal frameworks in the West Bank and the Gaza Strip;</p> <p>In a more general perspective, the activity will attain the following results:</p> <ul style="list-style-type: none"> <li>• The PLC Secretariat's institutional capacity is measurably improved both in its administrative functioning and its parliamentary service delivery through process review, capacity-development and the upgrade of IT equipment;</li> <li>• The parliamentary rules of procedure as well as other legal provisions affecting the parliament as institution and the rights and duties of PLC Members are reviewed and, insofar necessary, proposals for approximation with international best practices are developed for consideration upon resumption of parliamentary</li> </ul>

<sup>1</sup> "Target groups" are the groups/entities which will be directly positively affected by the project at the Project Purpose level – See paragraph 2.3 in Section II for the list.

<sup>2</sup> "Final beneficiaries" are those which will benefit from the project in the long term at the level of the society or sector at large.

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	<p>work;</p> <ul style="list-style-type: none"><li>• The PLC's previous performance in the legislative process is analysed with a view on improving its transparency, effectiveness and efficiency, taking into account a professional interaction between government and parliament as well as possible consultations with civil society and general public in the process. The PLC Secretariat's capacities to provide effective procedural, substantive and legal advice in the legislative process will be improved;</li><li>• The capacity of the PLC Secretariat to provide policy advice, regulatory and financial impact analyses, general research and comparative analyses is improved;</li><li>• The executive oversight functions of the PLC are reviewed and, insofar necessary, proposals to increase their effectiveness through procedural amendments and a more effective support by the PLC Secretariat developed;</li><li>• The PLC Secretariat has developed and implemented a sustainable communication and outreach strategy, including a modern, transparent and responsive web-site and other communication tools, launched visiting and parliamentary simulation programs mainly targeted at students and considered proposals to bring the parliament, its Members and the legislative process closer to the citizens;</li><li>• The PLC's function to respond to citizens' petitions is reviewed and its efficiency and effectiveness improved insofar necessary;</li></ul>
<p>Main activities</p>	<p>UNDP, in cooperation with IPU, and under the overall guidance of a project board will deploy a project team in the PLC Secretariat to work on a day-to-day basis with the PLC Secretariat and its staff on the topics outlined above. To achieve progress on the different components, the project team will establish dedicated working groups with the PLC Secretariat to review the status quo and discuss different options for development, based on analyses produced by the long- and short-term experts under this project.</p> <p>The project will also produce handbooks (New Members' guide, legislative procedures, executive oversight, petitions and complaints), communication material (posters and leaflets for PLC outreach) as well as training material and a curriculum for new PLC Members and PLC Secretariat staff. It will launch visiting programs and parliamentary simulation modules to be used in schools, an update of the PLC Secretariat's web-site and procure IT equipment as needed to upgrade the PLC Secretariat's IT system. It will organize up to four conferences with international guests and local stakeholders on parliamentary development issues and it will help the PLC Secretariat leadership to prepare a six-months operational plan for resumption of parliamentary work and a multi-annual development plan for the PLC Secretariat.</p>

## 1.5. Objectives

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The Palestinian Legislative Council (PLC) is the legislative arm of the Palestinian National Authority (PNA) as stated in the Palestinian Basic Law. In this capacity, it is the body that passes laws and oversees the PNA. It has powers to establish policies and the legal framework that guides the functioning of the government and society in general. In exercising its oversight functions, it contributes to transparent, efficient, democratic and accountable governance.

This project is intended to strengthen the capacity of the PLC Secretariat to support the PLC in functioning as a normal legislature upon the resumption of parliamentary business, which is currently suspended. The PLC Secretariat is tasked with providing non-partisan and professional support to the PLC in a timely, efficient and effective manner.

Specifically, the project will assist the PLC Secretariat in designing operational plans for the crucial period following resumption of parliamentary work, addressing procedural, legislative and administrative challenges. In the potentially volatile political environment following the resumption of parliamentary work and faced with a host of specific challenges due to the long inactivity of the PLC, the PLC Secretariat has a pivotal role in helping to mitigate political conflict by channelling discussions into parliamentary procedures and promote a parliamentary culture based on respect. This project will assist the PLC Secretariat in being as well prepared as possible for various scenarios.

Furthermore, the action will assist in developing the PLC Secretariat's internal administrative functions and processes to ensure that the administrative functions of the PLC Secretariat are up to international standards. The project will also provide support in conducting specifically designed activities to be implemented in the absence of a functioning PLC, such as outreach and visibility activities to promote the idea of democratic governance even in the current difficult circumstances. A review of parliamentary functions and capacities will ensure that the PLC is operating in line with international best practices, ranging from legislative process to the processing of petitions. The PLC Secretariat will directly implement activities related to its own capacities and within its administrative power, while proposals to improve the parliamentary functioning, which need the approval of parliamentary bodies, will be prepared in a manner to allow for effective and well-informed decision-making.

## 1.6 Relevance of the action

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The PLC was established in 1996 as the democratically elected body to vote upon the government, hold the Palestinian National Authority (PNA) accountable and to issue and review its legislation. It is now into its second term. Most recent elections took place in January 2006. Since then only three plenary sessions were held before the PLC suspended its official activities as of July 2007. Since then, legislative power has been exercised by the President of the PNA under emergency rule and the executive has not been held accountable by democratically elected representatives. According to the basic law, presidential decrees have the force of law under the emergency rule and are to be reviewed in the first session upon resumption of parliamentary business.

The PLC and its Secretariat, for all intents and purposes is a relatively young parliamentary institution without the history of experience and parliamentary traditions that characterizes a modern democratic parliament. It is therefore in an excellent position to benefit from cutting-edge knowledge on parliamentary efficiency and could prove a leader among the Arab States. The project is based on the need for the PLC Secretariat to provide non-partisan service to the PLC on the basis of a strong capacity and public service ethics.

The project is based on the assumption that the Secretariat can put to use the current suspension to develop its capacity to serve the PLC in a timely, efficient and effective manner. A strong

administrative capacity will place the Secretariat in good stead to provide backstopping for the legislative and oversight functions of the PLC. This in turn will enable the PLC to devise policies and legal frameworks that are commensurate with the interests of the Palestinian people. It will also strengthen its capacity to hold the executive to account, a precondition for the highest standards of transparency, accountability and efficiency in government. In addition, the project will work with the PLC Secretariat to develop and improve activities that can reasonably be implemented even in absence of a functioning PLC, such as outreach and research.

While the timing and modalities of resumption of parliamentary activity are one of the great unknowns in the current political situation, it is almost certain that the PLC will immediately play a central role in any scenario involving reconciliation and new elections. It is also very likely that the initial period of resumption of parliamentary business will take place in a potentially volatile political environment with little procedural consensus between majority and minority groups as well as with a host of specific challenges, such as the review of legislation passed by Presidential decree and the integration of the divergent legislative frameworks in the West Bank and Gaza Strip. Because of the central political and legal importance of this initial phase, this project aims at providing the PLC Secretariat with the necessary knowledge and capacities to provide professional and non-partisan support to the PLC. While the PLC Secretariat itself cannot guarantee a smooth return to democratic normality, it can provide an institutional framework conducive to political stability and generally accepted procedures for democratic decision-making.

Administrative and procedural support to the PLC is provided by a Secretariat comprising some 460 staff members based in Ramallah and Gaza. The Secretariat is headed by a Secretary General. Many of the senior staff are generally well trained. However, due to the freezing of new recruitment in the PLC since 2006, many of the staff have been redeployed from their original units to new posts in the current PLC Structure. They have not been particularly prepared to take on these new assignments nor has the parliamentary inactivity been conducive to motivation and establishment of procedural routines. While the Secretariat is well-structured on paper, it lacks suitable staff to run the various departments. Mid-level staff are in short supply and many services have only the manager and no support staff.

The procedures and systems in place both for the legislative and administrative functions of the Secretariat should be reviewed to bring them up to the standards of a modern parliamentary Secretariat. Administrative and financial procedures have to be streamlined, job descriptions written for all staff positions, administrative manuals prepared or updated, communication strategies put in place and training and mentoring provided. The process for dealing with legislation should be reviewed to make it more efficient and staff members trained to implement it, including through research and records keeping. Also, the equipment available to the Secretariat is very old and not very functional. The suspension of donor support since 2006 has led to the rapid deterioration of equipment.

The activities foreseen will benefit mainly the current staff of the PLC Secretariat in Ramallah. Currently, for practical reasons, many of the activities cannot be directly administered to those staff based in Gaza but the project will be implemented in such a way as to allow for flexibility to be inclusive as and when feasible. The project will also reflect on the practical implications of the geographical divide for parliamentary business and propose effective procedural and technology-based solutions to facilitate the work-flow between West Bank and the Gaza Strip in the future.

The project has been devised on the basis of proposals submitted by the Secretariat of the PLC itself, in the context of the Palestine Reform and Development Plan (PRDP) 2008 – 2010 and its successor, the Palestinian National Plan 2011-2013 (PNP). It has been largely informed by the work done and the proposals made by the PLC's own parliamentary reform committee established in 2004. The project is therefore in line with the vision that Palestinians themselves have for the development of the different sectors of their society in a coordinated and harmonious manner.



## 1.7 Description of the action and its effectiveness

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This project is being implemented in a highly complex institutional and political environment, which is reflected in the design and implementation of its activities. The technical assistance is provided to the professional services of an institution on stand-by already for several years. While the project will not support PLC Members directly, it will work with the PLC Secretariat that has, in turn, only limited decision-making powers on the functioning of the PLC as a whole. Practically this means that the project can provide advice for future decisions of the PLC only through the PLC Secretariat. Therefore the priority of the project is to provide assistance to the PLC Secretariat in being prepared for the resumption of parliamentary business through sound planning and improvement of its administrative capacities and professional services. The institutional framework as well as the parliamentary procedures will also be analysed with view on preparing proposals for later parliamentary consideration, yet those proposals will, at least initially, have to be drafted in the absence of a competent institutional counterpart. Finally, this project will address the PLC Secretariat's outreach and public relations capacities and implement activities in this field already during the absence of a functioning PLC.

Therefore, the activities under this project have to anticipate three consecutive stages of political developments:

*Ongoing parliamentary paralysis → Critical resumption phase → Return to parliamentary Routine*

These stages need to be considered when addressing the following, partly inter-connected areas of intervention:

1. Planning capacities and preparedness for resumption of parliamentary work
2. Institutional and administrative development of the PLC Secretariat
3. Parliamentary procedures, legislative process and dedicated parliamentary services
4. Transparency, outreach and communication capacities

### ***1.7.1 Planning capacities and preparedness for resumption of parliamentary work***

The current situation makes long-term planning for the PLC and its Secretariat a difficult task given that the timing for resumption of parliamentary business is unclear, changes in the electoral framework are to be expected and even the physical location of the PLC premises is provisional subject to final status negotiations. Nevertheless, strategic planning and management capacities are even more crucial to prepare for different scenarios, establish long-term developmental priorities and respond to the obligatory planning exercises of the PNA. In the short-term, the PLC Secretariat needs to prepare a detailed contingency plan for the resumption of parliamentary business, addressing for administrative, logistical, technical, legal and constitutional challenges.

#### Activity 1: A multi-annual development plan for the PLC Secretariat

Description: The PNA is currently moving towards a multi-annual program-based planning and budgeting system. The PLC Secretariat could also benefit from adopting a planning and management instrument coherent with the Palestinian National Plan 2011-2013 methodology. Such a plan needs to be based on a sound assessment of

the functioning of the PLC to date, the challenges it has faced and is likely to face, as well as the expectations of the Palestinian voters. The strategic plan will provide a multi-annual vision for the development of the PLC and inform a planning document for medium- to long-term support to the entire PLC. It will also provide a management tool to the PLC Secretary General and, subsequently the PLC Members, to monitor and evaluate progress towards the objectives of the development plan.

- Deliverable: Based on in-depth consultations with the PLC Secretariat, the project will produce a draft multi-annual development plan and management system for the PLC Secretariat, which will be provisionally adopted by the PLC Secretary General. This plan will be used by the PLC Secretariat to guide donor support and own developmental priorities. It will also allow for progress monitoring and evaluation and be regularly updated.
- Required input: Three months international STE (UNDP)  
40 local consultancy days (UNDP)  
Design, translation and printing of the Plan.
- Timing: Q3 – Q6

#### Activity 2: Development of an operational plan for the resumption of parliamentary business

Description: While the timing and modalities of resumption of parliamentary activity are one of the great unknowns in the current political situation, it is almost certain that the PLC will immediately play a central role in any scenario involving reconciliation and new elections. It is also very likely that the initial period of resumption of parliamentary business will take place in a potentially volatile political environment with little procedural consensus between majority and minority groups as well as with a host of specific challenges, such as the review of legislation passed by Presidential decree and the integration of the divergent legislative frameworks in the West Bank and Gaza Strip. Because of the central political and legal importance of this initial phase, this project aims at providing the PLC Secretariat with the necessary knowledge and capacities to provide professional and non-partisan support to the PLC on all administrative and procedural aspects. While the PLC Secretariat itself cannot guarantee a smooth return to democratic normality, it can provide an institutional framework conducive to political stability and generally accepted procedures for democratic decision-making.

Deliverable: The project will produce a draft operational plan for all services the PLC Secretariat to deal with two political scenarios: resumption of parliamentary business without elections or after new elections. The operational plan will provide a detailed script for the initial six months of parliamentary business, covering administrative issues like registration of PLC Members and the update of the web-site to the provision of training to new PLC Members and the chronology of parliamentary proceedings. This plan will need to be provisionally adopted by the PLC Secretary General.

Required input: Project team

Design, translation and printing.

Timing: Q1 – Q6

**1.7.2 Institutional and administrative development of the PLC Secretariat**

The project will provide assistance in reviewing and updating the existing administrative, financial systems and procedures. A functional review will provide a starting point to review the PLC Secretariat's structures and resource allocations. The project will put specific emphasis on the central services of the PLC Secretariat, reviewing its procurement, accounting and human resource systems. It will support the PLC Secretariat in developing its administrative and financial systems in order to administer external funds directly according to international standards of accountability, transparency and reliability as certified by an external audit.

Furthermore, the project will produce an infrastructure needs assessment of the PLC premises, taking into account the provisional nature of the location and the specific security needs of the PLC. The project will also review the use of IT systems in the PLC Secretariat with special focus on the technological challenges posed by a parliamentary IT system and by the geographical divide between the West Bank and the Gaza Strip. The project allocates a limited amount of funds to procure basic equipment and software as identified by the needs assessments.

Activity 3: Conduct a functional review of the PLC Secretariat's main services

Description: The project will carry out a functional review of the structures of the PLC Secretariat. Some departments seem to be overstaffed while others are depleted. In addition, the project should help the Secretariat receive information about the existing job descriptions of all staff positions. This should help among other things to alleviate problems related to overlapping jurisdictions, duplication and lack of staff mobility.

Deliverable: The project will produce a functional review of the structures of the PLC Secretariat, based on which the job descriptions of the staff will be reviewed. The functional review shall provide concrete recommendations to the PLC Secretariat management as to how to develop the organisational structure. It will lay the basis for activity 4.

Required input: Subcontract managed by UNDP

Timing: Q2 – Q4

Activity 4: Review and modernize the human resource management in the PLC Secretariat

Description: The project will review the HR framework and ensure that it reflects the specific working conditions and constraints of parliamentary staff in line with international practices as well as the applicable civil service legislation. This review and the functional review of activity 3 should result in the establishment of a human resource plan that provides clear guidelines for the recruitment, deployment and professional development of PLC Secretariat staff on the basis of

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merit. The project will also review the situation of the PLC Secretariat as equal opportunities employer and provide recommendations on how to mainstream gender-perspectives into the PLC Secretariat's management. A sound regulatory framework for staff recruited by the PLC members and the parliamentary groups will also be developed.

Given that not all staff (especially those based in Gaza) will be able to benefit from the capacity-development interventions, the project will supply all training material and procedural guidelines to the PLC Secretariat and the relevant staff so that the technical assistance interventions can be replicated at a later stage by the staff in charge. The project will also support the PLC Secretariat in designing its own internal capacity-development programme in line with General Personnel Council guidelines for public service.

Deliverable:	The project will review the HR framework of the PLC Secretariat and present a set of recommendations to the PLC Secretariat. The project will, in cooperation with the HR department, produce a human resource plan which will be based on the findings of the functional review and which will also feed into the multi-annual development plan. Furthermore, the project will help the HR department of the PLC Secretariat to develop a framework for political staff employed by PLC members and parliamentary groups ('parliamentary blocks').
Required input:	Two missions by IPU consultants for review of HR framework Two missions by IPU consultants for development of human resource plan Two missions by IPU consultants for development of framework of political staff Design and printing.
Timing:	Q4 – Q6

#### Activity 5: Audit of the PLC Secretariat's budgeting, accounting and procurement systems

Description:	The PLC Secretariat's budgeting, accounting and procurement systems seem to be of high standard. However, in order to reassure potential future donors to implement assistance directly through the PLC Secretariat's systems, the project will finance an external audit of the PLC Secretariat's respective systems. The project will assist the PLC Secretariat in any necessary follow-up from the audit.
Deliverable:	The PLC Secretariat's budgeting, accounting and procurement systems are externally audited and shortcomings addressed
Required input:	Subcontract managed by UNDP
Timing:	Q3 – Q5

#### Activity 6: Information management system

Description:	The flow of information between the various departments of the Secretariat is unpredictable and sometimes non-existent. Hence, departments do not always
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know what other departments whose work is directly relevant to theirs are doing. The resulting lack of follow-up and coordination is detrimental to overall efficiency, not only in the legislative process. The project will assist the PLC in reviewing its information flow and in putting in place a system that is more efficient. This problem will be addressed in the longer-term through the establishment of an electronic documents and information management system, while the priority under this project is to ensure effective information-flow even in absence of a specific IT system. The PLC Secretariat can use experience gained in other independent institutions like the Palestinian Monetary Authority or the Central Elections Commission.

Assistance will involve the acquisition of software and hardware that will facilitate the linking of interrelated functions within the Secretariat. For instance, software should be acquired or developed that could be designed for common use by the Hansard, minutes and records keeping departments. The project will help develop more modern methods for electronic archiving and records keeping. Special attention will be paid to the need to establish a secure backup for the PLC's files and documents. Currently, such backup does not exist and the institutional memory of the PLC, which should serve as a solid basis for the future decisions of the PLC, may be lost in the event of a fire or other accident. Software and hardware will be procured for purposes of communicating with members to inform them of parliamentary sittings and events, electronic archiving, processing of complaints and administrative and financial operations.

The project will also provide a proposal on how to address the specific challenges posed by the geographical division between West Bank and the Gaza Strip for the parliamentary functioning and how this can be mitigated by technological and procedural means. This activity is closely linked to activity 8 (upgrade of IT system).

Deliverable: The PLC Secretariat's information management system has been reviewed and recommendations for improvement have been implemented or integrated into the PLC's multi-annual development plan for later implementation.

The project has submitted a set of procedural and technological recommendations on how to address the challenges due to the geographical division between the West Bank and the Gaza Strip.

Required input: Two missions by IPU consultants  
Information management software  
IT equipment

Timing: Q3 – Q6

Activity 7: Infrastructure needs assessment and review of the PLC security arrangements

Description: The PLC and its secretariat reside in provisional facilities that have not been specifically designed for parliamentary purposes. The permanent location of the PLC will be subject to a final status settlement. Yet, while being provisional, the PLC needs to be a fully functional parliamentary building, hosting plenary meetings, offering Committee venues, offices for PLC Members, the PLC

services and the PLC Secretariat administration. It furthermore needs to be accessible for the general public and media as well as for persons with special needs.

As a politically highly exposed institution, the PLC facilities also need to provide a high level of security without unduly restricting citizens' access to parliamentary proceedings.

- Deliverable: The project will review the current PLC facilities and provide a needs assessment for infrastructure measures reflecting on the needs of a parliament.
- The project will furthermore provide a security assessment of the current PLC facilities and propose security procedures and infrastructure measures as required.
- Both assessments will feed into the PLC Secretariat's multi-annual planning exercise.
- Required input: Subcontract managed by UNDP (infrastructure and security)
- Two missions by IPU consultants (security needs and procedures)
- Limited security equipment (scanners, cameras)
- Timing: Q3 – Q6

#### Activity 8: Upgrade the PLC Secretariat's IT system and equipment

- Description: The only IT system analysis and IT development plan was developed in 2005 but has not been given an opportunity to be tested or implemented. Currently, there does not seem to be any system in place for the coherent development of the use of IT in the work of parliament. The IT equipment does not seem to be interconnected to allow for the sharing of information. Many of the functions of the Secretariat are not automated, leading to the loss of valuable time.
- The project will support the PLC Secretariat in exploring other similar experience in developing and implementing an e-Parliament and other aspects of e-governance. This support will be based on the IT assessment planned in the project, which will allow for the establishment of a coherent master plan. Pending the implementation of the master plan in view of the establishment of an e-Parliament, the project will procure/update/repair equipment considered crucial for the functioning of the Secretariat and the PLC in general. This activity is obviously closely linked with activity 6.
- Deliverable: The project produces an IT needs assessment and prepares an IT master plan.
- The currently used IT equipment of the PLC is partly upgraded.
- Required input: Two missions by IPU consultants
- 20 local consultancy day
- Timing: Q4 – Q6

### *1.7.3 Parliamentary procedures, legislative process and dedicated parliamentary services*

The project's support in the area of parliamentary procedures, legislative process and dedicated parliamentary services is probably most difficult to implement in the absence of a functioning PLC. Nevertheless, the project can develop proposals with recommendations for the reconvened PLC. It will also support the PLC Secretariat in preparing activities to be launched upon resumption of parliamentary work, such as information seminars for newly elected PLC Members, handbooks for PLC Members and recommendations on how to review legislation passed under emergency rule. Furthermore the project can assist in improving the PLC Secretariat's support functions to parliamentary procedures, ranging from legislative processes, research capacities and budget analyses to executive oversight and protocol services.

#### Activity 9: Review the legal and procedural framework of the PLC

Description:	The project will undertake a critical review of the PLC's standing orders and the wider legal framework as applicable to the PLC as institution and the rights and duties of PLC Members clarifying the privileges of parliamentarians and ensuring their independence. This review will be informed by international best practices and provide several options for the reconvened PLC to consider. Additionally, the project will support the development of a Code of Ethics for PLC members as well as a mechanism for implementing it. In this context, the project will also offer the PLC Secretariat support in revising the overall legislative framework on rights and duties of PLC members. This activity might also involve a review of the interaction between the PLC and the Palestinian National Council (PNC) of the PLO.
Deliverable:	The project will prepare a critical review of the standing orders and the legal framework with ready formulated options for deliberation by a reconvened PLC.  The project will prepare a draft code of ethics for PLC Members for consideration by a reconvened PLC.
Required input:	Subcontract managed by UNDP to draft code of ethics  Subcontract managed by UNDP to review legal framework  Two missions by IPU consultants to advice on both sub-activities.  4 consultation events.
Timing:	Q2 – Q3

#### Activity 10: Prepare induction program and information material for new PLC Members

Description:	Due to the suspension of parliamentary activity, the PLC has not developed a sufficient and suitable parliamentary tradition that can be handed down from experienced PLC Members to new PLC Members as in long-standing parliamentary systems. Almost all PLC Members in a reconvened PLC will have no or only limited parliamentary experience and probably divergent views on the role of parliamentarians, the legislative process and the parliamentarians' powers to hold the executive accountable. In order to ensure a professional re-launch of parliamentary activity, the PLC Secretariat will be supported in preparing an induction program and information material for new PLC Members.
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Such an induction programme will be designed as to be prepared with in-house expertise as well as with external support. The material for the induction course will cover the main areas of parliamentary activity, such as legislative drafting and review, executive oversight, budget planning and scrutiny, public hearings, public outreach and constituency work, rights and duties of parliamentarians as well as services provided by the PLC Secretariat. The course will also provide an opportunity to assess and identify the training needs of the newly elected members and to include them in the future development plans of the PLC, such as language and IT training.

Since the Parliament is the political arena where the political forces negotiate and try to reach consensus it will be relevant to include trainings on theory and practice of negotiations and coalition building. Also some training will be conducted on topics related to socio-economic problems of Palestine.

**Deliverable:** The project will prepare an induction program and training material for new PLC Members to be administered by the PLC Secretariat itself upon resumption of parliamentary work.

Based on the training material, the project will prepare a handbook for new PLC Members, covering all aspects of the work of PLC Members.

**Required input:** Three months international STE (UNDP)

One mission by IPU consultant

Design, translation and printing of training material and new members' handbook

**Timing:** Q2 – Q4

#### Activity 11: Reinforce the PLC Secretariat's inter-parliamentary relations and protocol services

**Description:** Even in absence of a functioning PLC, the PLC Secretariat is tasked with maintaining contacts with inter-parliamentary bodies on administrative level, such as the Inter-Parliamentary Union (IPU), the Arab League and the Union for the Mediterranean. The PLC Secretariat also still hosts international delegations and will need to establish standard operating procedures for protocol upon resumption of parliamentary business.

**Deliverable:** Standard operating procedure for protocol and international relations

**Required input:** Two missions by IPU consultants (protocol and international relations)

Study visit to protocol section of functioning parliament

**Timing:** Q5 – Q6

#### Activity 12: Review legislative process and legislative support services of the PLC Secretariat

**Description:** The previous PLC has been criticized for its legislative inefficiency and ineffectiveness. The project will critically review the practice of the legislative



process and the respective capacities of the PLC Secretariat to support the legislative process. This activity is closely interrelated with the information management activity when it comes to tracking legislation (activity 6) and with the review of the PLC's standing orders (activity 9), but it also relates to the effective organization of public consultations and the respective processes in the government, and here specifically the methodology and process established in the context of the PNA's legislative plan.

Deliverable:	The project will offer specific legislative drafting courses to the respective PLC Secretariat staff.
	The project will produce a legislative drafting handbook for use of PLC Members, staff and advocacy groups.
Required input:	Two missions by IPU consultants
	Subcontract managed by UNDP to provide legislative drafting training and prepare legislative drafting handbook
	Design, translation and printing of legislative drafting handbook
Timing:	Q2 – Q4

#### Activity 13: Addressing specific legislative challenges due to the political situation

Description:	Since July 2007, legislative power in the PNA has been exercised by the President of the PNA. According to the basic law, presidential decrees have the force of law under the emergency rule and are to be reviewed in the first session upon resumption of parliamentary business. The drafters of the basic law have probably not foreseen such a prolonged suspension of parliamentary activity as the thorough review of all legislation passed under emergency powers within the first session of the resumed parliament has become almost impossible because of the sheer number of legislation passed. The project will be asked to prepare various legally sound proposals how to address this problem while also considering the issue of the increasingly diverging legal framework in West Bank and the Gaza Strip.
Deliverable:	Preparation of different proposals on how to address the issue of emergency legislation upon resumption of parliamentary business.
Required input:	Two missions by IPU consultants
	20 local consultancy days (UNDP)
	Translation.
Timing:	Q2

#### Activity 14: Enhance the PLC Secretariat's research and analysis capacities

Description:	One of the main obstacles faced by the PLC is the difficulty in accessing key information needed for drafting the laws or for overseeing the functioning of the
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executive branch. With a view to enhancing the PLC and its members' capacities carry out this function, the project will review the PLC Secretariat's capacities to provide information and analyses of key topics in an efficient and timely manner. This would allow PLC members to draw upon independent expertise during the deliberation of complex matters, such as budget review or policy field analysis beyond the mere legislative drafting support addressed by activity 12.

The project will also review the procedural and legal means for executive oversight available to the PLC in conjunction with activity 9. This could entail the clarification of the role of investigation committees, the government's obligations for active and reactive parliamentary information, the requirement for senior government officials to appear as witness when summoned, the vetting procedures before the election of a new government and the appointment of heads of independent agencies as well as thorough procedures for parliamentary involvement in budget planning and scrutiny.

The library of the PLC will be further developed to provide the necessary resources to serve the information needs of the PLC staff and PLC members. In this regard, the project will carry out a needs assessment of the library. Research and library staff will also receive capacity development support on impact and policy analyses as well as using on comparative studies.

Partnerships with Palestinian universities or think tanks will be explored with the purpose of providing information and advice to the PLC on technical issues that will be relevant for future legislation. The project will also contact the Palestinian Central Bureau of Statistics (PCBS) to review the use of evidence-based information in the legislative process.

Deliverable:	<p>The PLC Secretariat staff will receive training on budgetary review, executive oversight, policy and impact analysis (in total approximately 20 training days).</p> <p>The project will review the parliamentary rights for executive oversight and the previous practice and propose recommendations if necessary.</p> <p>The project will customize an existing handbook on executive oversight for the use of PLC Members, staff, government officials and advocacy groups.</p> <p>The project will conduct a needs assessment of the library and research functions of the PLC Secretariat.</p> <p>The project will facilitate a study visit for research staff of the PLC Secretariat to the research and library services of another parliament.</p>
Required input:	<p>Three months international STE (UNDP): training, executive oversight</p> <p>Four missions by IPU consultants: executive oversight, library and research</p> <p>30 local consultancy days: library and research functions</p> <p>Two one week study visit for parliamentary staff</p> <p>Design and printing of executive oversight handbook</p> <p>5 training sessions.</p>

Timing: Q2 – Q6

#### *1.7.4 Transparency, outreach and communication capacities*

The project will provide assistance to the PLC Secretariat to review and update its outreach and communication strategy, systems, procedures and tools both for internal and external purposes. First, it will conduct a transparency analysis of the PLC's proceedings in order to gauge to which degree the standing orders and PLC procedures allow for public accountability and involvement, be it through public hearings or through the routine online publication of legislation under consideration. The project will also support an over-haul of the PLC's web-site and the respective administrative procedures to ensure timely upload of information relevant for the public. As an important aspect of the PLC's functions, the project will help the PLC Secretariat to streamline the work of its complaints office and the assistance provided to PLC Members in reaching out in their constituencies. It will also assist the PLC Secretariat in designing and implementing outreach and awareness campaigns such as PLC visits from schools and the preparation of parliamentary simulations with students. In the absence of a functioning PLC, the project will also organize up to four conferences with international participants and local civil society on issues related to the parliamentary functioning and as covered by other activities under this project. Finally, the project will assist the PLC Secretariat in preparing, designing and printing PLC information material for the general public.

##### Activity 15: Enhance the transparency of PLC proceedings

**Description:** The project will develop, in cooperation with the PLC Secretariat and external stakeholders, a set of recommendations on how to enhance the transparency of parliamentary and legislative processes, for example through public hearings, early publication of legislative initiatives, access to PLC premises for journalists, civil society, advocacy groups and the general public.

The project will more specifically provide assistance in reviewing and improving the procedure for the processing and managing petitions received from citizens. The PLC has responsibility for receiving and dealing with complaints from citizens who feel aggrieved by the actions of the government or any other actors in society and who believe in the strong authority of the PLC to provide redress. The assistance envisaged in this component is intended to strengthen the representational functions of the PLC and its ability to respond effectively to the concerns of constituents. The project will help prepare guidelines that clarify the mandate and procedures of the complaints department, including its relationship with the government, the Independent Commission for Human Rights (ICHR) and the role of PLC Members and staffers in the process. The staff in this department will receive training and guidance on how to publicize this important function of the PLC.

**Deliverable:** The project will prepare a transparency and participation review including recommendations and an action plan for the PLC Secretariat.

The project will help prepare internal guidelines and a brochure/handbook on the complaints mechanism for external stakeholders. It will also offer training and information sessions to both PLC Secretariat staff and civil society.

**Required input:** Four missions by IPU consultants (transparency/participation and complaints office/petitions)

Design and printing of complaints office brochure and leaflets

Study visit for PLC Secretariat staff to other parliament

5 consultation events with civil society organizations.

Timing: Q2 – Q6

Activity 16: Increase effectiveness of constituency outreach

Description: Review constituency work and needs of PLC Members as supported administratively or financially by the PLC Secretariat, taking into account potential changes to the elections law. Members receive an allowance to run constituency offices and hire aides. However, no guidelines are provided on how these offices should be set up, what their functions are and how they should be run. Consequently, the offices in many instances do not serve effectively as a relay between the MP and the PLC Secretariat for purposes of communication, nor do they serve as a venue for constructive interaction between the MPs and their constituents. The project will seek to remedy this situation by helping the Secretariat design a manual for constituency outreach and review its administrative procedures and requirements for PLC Members to request funding.

Deliverable: The project will adapt an existing constituency outreach manual to the Palestinian context for use in the induction program and for information of the PLC Members.

The project will help the PLC Secretariat to review the entitlements of PLC Members in regards to their constituency outreach activities with a view on streamlining procedures and increase accountability and effectiveness of the entitlements

Required input: Two mission by IPU consultant and 30 local consultancy days (UNDP) for the adaption of a constituency outreach manual

One mission by IPU consultant for the review of the PLC Members' constituency entitlements

Design and print of constituency outreach manual

Timing: Q4-Q5

Activity 17: Open Parliament: visiting program to the PLC premises

Description: Launch a visiting program to the PLC Secretariat for schools and host discussions with youth groups, review possibility of cooperation with a TV or radio station to broadcast youth-meets-parliament debates. The project could also help the parliament strengthen its current civic education program so as to create popular awareness of the role and responsibilities of the PLC. In an effort to reach out mainly to youth, the project will prepare proposals for the PLC Secretariat on organizing moot parliamentary sessions for students in cooperation with the Ministry of Education, on organizing open days in parliament and on opening up

the parliament to student interns. The project will also endeavour to reach out to civil society and solicit input on how to improve future interaction between a functioning PLC Secretariat and civil society in the legislative process.

**Deliverable:** The project will prepare a concept for 1) open parliament days; 2) moot parliamentary sessions; 3) youth-meets-parliament debates and 4) institutionalized interaction between PLC Secretariat and civil society (registration, access and regular information).

The project will, in cooperation with the PLC Secretariat, organize at least two of the above events (open parliament, parliamentary simulation and debate) and produce a report about lessons learned in order to institutionalize the practice.

The project will support the PLC Secretariat in creating and maintaining a civil society and lobby organisations database, providing similar privileges as to journalists in the legislative process.

**Required input:** Six missions by IPU consultants for the preparation of the four concepts

Organisation of two events for approximately 200 participants

Design and print of information and promotion material

Study visit for PLC Secretariat staff to other parliament

Translation services.

**Timing:** Q3 – Q6

#### Activity 18: Re-launch of PLC web-site

**Description:** Review existing online-presence and services of the PLC Secretariat and launch updates as necessary; The PLC web-site (portal) will also be reviewed and revamped, if necessary, in order to make it an efficient tool for public engagement with the PLC in both Arabic and English.

**Deliverable:** Concept for upgraded web-site informed by international best practices and taking into account potential synergies (activities 6, 8, 15, 17).

Potential re-launch of PLC web-site and introduction of sustainable work-flows in the PLC Secretariat to ensure timely, accurate and useful information posted on the web-site, including responsiveness to citizens' requests.

**Required input:** Two missions by IPU consultants

40 local consultancy days (UNDP)

Subcontract managed by UNDP with web-design company

**Timing:** Q5 – Q6

### Activity 19: Organisation of international conferences

Description:	The project will organize four conferences with international participants, civil society and other stakeholders to reach out to a wider audience on general parliamentary issues. The conferences aim at putting the PLC through the PLC Secretariat in the light of public discourse on parliamentary affairs. Topics could be designed in cooperation with academia and civil society to target issues like executive oversight in absence of the PLC, the specific challenges to the legislative process in the continued state of emergency, the role of parliament and media in conflict and conflict transformation, the role of the PLC in the specific governance structure in the oPt.
Deliverable:	Four conferences organized by the project and hosted by the PLC Secretariat.
Required input:	60 local expert days (UNDP - 15 days per conference) for preparation Invitation to up to 12 international experts (UNDP fee-paid) and 20 local speakers (UNDP contracts) Conference organisation (including advertisement, visibility, lunch, readers, etc)
Timing:	One conference per Quarter starting Q3

### **Partnership Strategy**

Partnership with internal and external actors will be instrumental to the project's success. The project will rely on close cooperation with the Inter-Parliamentary Union (IPU). UNDP Regional and global governance and parliamentary support Centres will be called upon to provide technical inputs to key phases of project implementation. Additionally, strong partnerships will be established with civil society organizations (CSOs).

Partnerships with service providers, non-governmental organizations, universities, research institutes and international NGOs are crucial to maximize in-country resources for the delivery of specific outputs. UNDP is responsible for all contracting which should be done as by UNDP's programme and operations policies and procedures as referred to in Art. 5 & 6 of the FAFA. Partnership agreements for the implementation of this activity, especially with IPU, will be concluded in agreement with the EU and as per provisions of the FAFA (Article 5) and General Conditions (Art. 10)..

This project will be executed in collaboration and coordination with CSOs and university faculties with additional support being drawn from specialist research centres, think tanks and professional consultancies.

Time-line of activities:<sup>3</sup>

ACTIVITIES	DELIVERABLES	TIME FRAME (Quarters)					
		Q1	Q2	Q3	Q4	Q5	Q6
Project inception phase: Recruitment of staff, establish office and prepare inception report	0.1 Staff recruitment	X					
	0.2 Establish office in the PLC Secretariat	X					
	0.3 Prepare inception report and present to project board for approval	X					
	0.4 Organize first visibility event (project launch reception)	X					
<b>Area 1: Planning capacities and preparations for resumption of parliamentary work</b>							
Activity 1: A multi-annual development plan for the PLC Secretariat	1.1 Preparation of planning methodology and procedure, formation of PLC Secretariat working group			X			
	1.2 Drafting of strategy document				X	X	
	1.3 Finalize strategy and obtain approval from PLC Secretariat						X
Activity 2: Development of an operational plan for the resumption of parliamentary business	2.1 Prepare a draft operational outline for the first six months of resumed parliamentary business	X					
	2.2 Discuss operational outline with PLC Secretariat and agree on priorities to be addressed in the next planning phase		X				
	2.3 Review and update operational plan in view of other activities (new member training, IT support, PLC Member handbook etc)		X	X	X	X	
<b>Area 2: Institutional and administrative development of the PLC Secretariat</b>							
Activity 3: Conduct a functional review of the PLC Secretariat's main services	3.1 Undertake a functional review of the Secretariat's structure in cooperation with department heads and staff, potentially in the initial phase only for selected services		X	X			
	3.2 Review existing job descriptions and propose recommendations as necessary			X	X		
	3.3 Present functional review and job descriptions to the PLC Secretariat management and discuss recommendations				X		

<sup>3</sup> To note that the implementation period of 24 months includes maximum time required for recruitment of project team and finalization of project activity, while the actual operational activities with the project team on the ground in the PLC Secretariat is expected not to exceed 18 months.

<u>Activity 4:</u> Review and modernize the human resource management in the PLC Secretariat	4.1 Review current HR framework of the PLC Secretariat and develop recommendations			X	X		
	4.2 Develop a framework for the employment of political staff (aides to PLC Members in the PLC and in the constituency offices, and staff in the parliamentary 'blocks')					X	
	4.3 Develop a human resource plan				X	X	
<u>Activity 5:</u> Audit of the PLC Secretariat's budgeting, accounting and procurement systems	5.1 Audit of PLC Secretariat's systems		X	X			
	5.2 Presentation of audit findings and implementation of recommendations, if applicable			X	X		
<u>Activity 6:</u> Information management system	6.1 Review information management system in place and prepare procedural and technological recommendations also specifically address the geographical divide between West Bank and Gaza Strip		X	X			
	6.2 Procure relevant soft- and hardware and implement recommendations			X	X	X	
<u>Activity 7:</u> Infrastructure needs assessment and review of the PLC security arrangements	7.1 Produce an infrastructure needs assessment of the PLC facilities			X	X		
	7.2. Produce a security assessment of the PLC facilities and existing arrangements			X	X		
	7.3 Procurement of limited security equipment: scanners, cameras					X	X
<u>Activity 8:</u> Upgrade the PLC Secretariat's IT system and equipment	8.1 Produce an IT master plan			X	X		
	8.2 Procure limited IT equipment to upgrade most needed IT systems				X	X	
<b>Area 3: Parliamentary procedures, legislative process and dedicated parliamentary services</b>							
<u>Activity 9:</u> Review the legal and procedural framework of the PLC	9.1 Service contract to local university, think tank or NGO to produce draft code of ethics under guidance of international parliamentary expert		X	X			
	9.2 Service contract to local university, think tank or NGO to produce review of legal framework and standing orders under guidance of international parliamentary expert		X	X			
<u>Activity 10:</u> Prepare induction program and information material for new PLC Members	10.1 Prepare detailed induction program and training material for new PLC Members		X	X			
	10.2 Design and print training material and handbook for new PLC Members				X		



<u>Activity 11:</u> Reinforce the PLC's international relations and protocol services	11.1 Review and establish standard operating procedures for inter-parliamentary relations and protocol					X	X
	11.2 Study visit on inter-parliamentary relations and protocol					X	
<u>Activity 12:</u> Review legislative process and legislative support services of the PLC Secretariat	12.1 Review of legislative drafting process and training to PLC Secretariat staff		X	X			
	12.2 Production of legislative drafting handbook			X	X		
<u>Activity 13:</u> Addressing specific legislative challenges due to the political situation	13 Produce different scenarios for consideration of emergency legislation upon resumption of parliamentary work		X				
<u>Activity 14:</u> Enhance the PLC Secretariat's research and analysis capacities	14.1 The PLC Secretariat staff will receive training on budgetary review, executive oversight, policy and impact analysis (in total approximately 20 training days).		X	X	X	X	
	14.2 The project will review the parliamentary rights for executive oversight and the previous practice and propose recommendations if necessary.		X	X			
	14.3 The project will customize an existing handbook on executive oversight for the use of PLC Members, staff, government officials and advocacy groups.			X	X		
	14.4 The project will conduct a needs assessment of the library and research functions of the PLC Secretariat.	X					
	14.5 The project will facilitate a study visit for research staff of the PLC Secretariat to the research and library services of another parliament.				X		
<b>Area 4: Transparency, outreach and communication capacities</b>							
<u>Activity 15:</u> Enhance the transparency of PLC proceedings	15.1 The project will establish a task force and produce a review with recommendations and an action plan to increase the PLC's and the PLC Secretariat's transparency and opportunities for citizens' participation		X	X			
	15.2 The project reviews the complaints office's functioning and legal status and prepares guidelines in cooperation with the PLC Secretariat and interested external stakeholders				X	X	
	15.3 The project trains PLC Secretariat staff and external stakeholders on the complaints procedures and produces a handbook and leaflets to further promote this institution					X	X

<u>Activity 16:</u> Increase effectiveness of constituency outreach	16.1 Adaptation and publication of an existing constituency outreach handbook for PLC Members				X	X	
	16.2 Review of PLC Members' constituency entitlements and procedures				X		
<u>Activity 17:</u> Open Parliament: visiting program to the PLC premises	17.1 Preparation of four proposals: i) open parliament; ii) parliamentary simulations; iii) youth-parliament debates; and iv) civil society database			X	X		
	17.2 Organisation of two open parliament events				X		X
<u>Activity 18:</u> Re-launch of PLC web-site	18.1 Preparation of PLC web-site concept				X		
	18.2 Potential re-launch of new PLC web-site						X
<u>Activity 19:</u> Organisation of international conferences	19 Organisation of four international conferences			X	X	X	X
<b>Reporting and project management</b>							
<u>Project management:</u> Regular reporting, official project board meetings and project wrap-up	P.1 Prepare inception report and present to project board for approval	X					
	P.2 Prepare visibility strategy and action plan	X					
	P.3 Monthly activity reports and detailed quarterly progress reports to project board	X	X	X	X	X	X
	P.4 Quarterly project board meetings	X	X	X	X	X	X
	P.5 Annual narrative and financial report, eventual request for second payment			X	X		
	P.6 Preparation of a proposal for follow-up assistance to the PLC / PLC Secretariat					X	X
	P.7 Preparation of final narrative and financial report						X

## 1.8. Methodology

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The project is based on an assessment carried out by the IPU, UNDP and the Office of the European Representative (EUREP) in close cooperation with the PLC Secretariat. It is based on the expressed needs of the PLC Secretariat, which are consonant with the requirements of a modern parliamentary Secretariat. The contractual party to this contract are the EUREP and UNDP, while UNDP is tasked with the implementation of the activities under this agreement.

The project is intended to support the PLC Secretariat in meeting those needs. In so doing, it will seek to build sustainability in a variety of ways. Given that there are very few institutions specialized in capacity development for parliamentary services, and in order to capitalize on the IPU experience globally and in supporting the PLC, UNDP will be partnering with IPU to deliver specific services as per the work plan. IPU will be specifically tasked to facilitate provision of specific parliamentary expertise for short-term missions from parliamentary practitioners in the region and globally. Partnerships will be established with local universities, civil society and professional service providers to deliver specialized services under this contract. Partnership agreements for the implementation of this activity, especially with IPU, will be concluded in agreement with the EU and as per provisions of the FAFA (Article 5) and General Conditions (Art. 10).

While not specifying the capacity-development aspects in most of above listed activities, the development of the PLC Secretariat staff capacities is obviously the main objective of this project. Every single activity should be designed, implemented and evaluated in close cooperation with the responsible counterparts in the PLC Secretariat to ensure knowledge transfer and training on the job. At any suitable instance, the project should make capacities available for specific training to the PLC staff and provide the necessary documentation. The capacity-development interventions at the individual level will include training, long-term coaching and mentoring, and study tours. Experts will also be assigned on a one-on-one basis to the various specialized services for more in-depth support. In a few cases, study visits may be organized abroad for some key staff on the basis of well-identified needs and criteria with a proven guarantee that such tours are the most cost-beneficial modality for capacity development. Stringent reporting requirements will be built into the terms of reference for each study visit. In this context, the project will also provide assistance to the PLC Secretariat in utilizing the separate Technical Assistance Information and Exchange Instrument (TAIEX) programme of the EC, which can facilitate additional, short-notice technical assistance through expert missions, study visits and workshops.

The project will, as much as possible, call on local expertise. This local expertise will be combined with international expertise, which should provide comparative experience especially in the field of parliamentary practice which is lacking in the oPt. Emphasis will be placed on the need to develop human resources through experience-sharing, mentoring and guidance. International experts will provide this guidance while fully involving the beneficiaries in the actual performance of relevant tasks.

Furthermore, the project will develop the capacity of a core group of staff and local expertise who will be responsible for delivering capacity development support on a permanent basis. The PLC Secretariat will second at least one of its staff to the project team to ensure that institutional memory of the project remains in the PLC Secretariat after the end of the project.

The sources of international expertise will be primarily national parliaments with proven track records of parliamentary performance. Ideally, preference will be given to the parliaments in the Euro-

Mediterranean region. UNDP and the IPU will use their extensive network of connections in these parliaments to identify the relevant expertise. As much as possible, short-term expertise will be recruited on a non-fee-paying basis through IPU's network of expertise. Furthermore, UNDP has a global and regional project for parliamentary development which will also be a very useful source of expertise. All activities, especially those relating to the HR system of the PLC Secretariat, will have a strong gender-mainstreaming component. The project team will mainstream gender in all activities from the outset and report to the project board specifically on progress in this regard.

All capacity-development activities will be subject to evaluation in order to assess impact make adjustments for future improved delivery. Terms of reference for these activities will therefore provide clear guidelines for questionnaires to be used for evaluation purposes. All activities will be properly documented through reports, manuals and other publications, in order to build institutional memory that will be useful for future generations of staff. All material produced by the project will be shared with all project board members, especially EUREP.

Procurement of equipment will be done following detailed assessments and the preparation of clear specifications. UNDP has significant experience and expertise in procurements. The project therefore will use UNDP procurement procedures in line with the General Conditions of this contract. The PLC Secretariat will be called upon to approve all procurements prior to implementation and will be involved in the procurement process to the degree appropriate in order to adapt its own procurement procedures to international standards needed for its own administration of external funds. UNDP will through its UNDP/PAPP offices provide any additional backstopping and administrative support needed for the efficient and effective implementation of this activity.

The allocation of inputs to activities under this action description is indicative. In the course of project implementation, the Team Leader might consider reallocating especially the various expert missions and consultancy days among the activities. Changes to the action description in this regard can be approved by EUREP via email unless there are budgetary implications or a change to the overall objectives of this action description.

While implementing all these activities provisions specified in the Art. 6 of the General Conditions will be observed. In doing so, the parties will be guided by the Joint Guidelines on Visibility for EC-UN Actions in the Field (endorsed in 2008).<sup>4</sup> A communication and visibility strategy and plan for the project will be developed and agreed with EUREP ahead of the first quarterly project board meeting. The project team and all the project activities will be clearly recognizable as EU-funded, including references on business cards and email footers

The project team and especially the Team Leader will provide a plan on involvement of the PLC Secretariat staff in Gaza. To this end, the Team Leader will travel to Gaza as required and make use of the UNDP's offices and security arrangements in order to meet PLC Secretariat staff in coordination with the PLC Secretariat in Ramallah.

### **1.9 Management Arrangements**

The project will be executed by UNDP/Programme of assistance to the Palestine People (PAPP) in cooperation with the IPU and in coordination with the EU and the PLC Secretariat. UNDP/PAPP will take full responsibility for the achievement of immediate objectives as well as for the administration of financial and human resources.

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<sup>4</sup> Refer to: [http://ec.europa.eu/europeaid/work/procedures/implementation/international\\_organisations/other\\_documents\\_related\\_united\\_nations/index\\_en.htm](http://ec.europa.eu/europeaid/work/procedures/implementation/international_organisations/other_documents_related_united_nations/index_en.htm)

67

The management of allocated funds will be carried out according to UNDP financial rules and regulations. UNDP/PAPP will be responsible for management and reporting to the EU. IPU will mainly be called upon for the provision of short-term expertise and use of its excellent network.

The management structure of the Project will be as follows:

#### ***Project Board***

In order to provide overall strategic guidance and oversight for the “Support to the Secretariat of the Palestinian Legislative Council (PLC) Project”, a Project Board will be established. Its members will meet quarterly to review project implementation, approve work plans for the next project period, review the overall project work plan and provide guidance and assistance in resolution of any difficulties experienced during implementation. Moreover, the Project Board will act as a coordination mechanism to ensure that various project initiatives are harmonized and able to achieve the maximum level of complementarities and synergy.

The Project Board will be co-chaired by the PLC Secretariat and the European Union and will include representatives from the UNDP/PAPP and the Inter-Parliamentary Union (IPU). Secretariat functions will be provided by the project's team. Additional stakeholders from civil society, academia, the Palestinian Authority and other governmental bodies may be invited to Project Board meetings upon decision by the co-chairs.

#### ***Project Management***

The project management unit will comprise a team including a Senior Technical Advisor/Team Leader (TL), a National Coordinator / Deputy Team Leader (NC), a Project Associate (PA) and a Project Assistant as well as several long-term and short-term experts. The TL, in cooperation with the NC and supported by the PA, will be responsible for preparing work plans, seeing to their approval and monitoring their implementation. They will be responsible for liaising on a day-to-day basis with the relevant authorities of the PLC Secretariat, the EUREP and the project implementation partners (UNDP and IPU). They will be responsible for drafting all preparatory documentation for all activities. This documentation will be reviewed by UNDP, the EU and the IPU. In most cases, they will also participate in delivering specific project outputs, especially in preparing and following-up on expert interventions. The experts will be called upon more intensely in the initial stages of the project to provide guidance and advice on the inception report and overall work plan.

Within four weeks of deployment, the TL will submit a detailed inception report to the project board, reflecting on the feasibility, priorities and timing of the activities foreseen under this activity. The inception report will include an annual work plan and a detailed quarterly work plan, which needs to be approved by the project board.

The project will also set up a project task force within the PLC Secretariat to coordinate the day-to-day activities of the project. This task force, which will be co-chaired by a representative of the PLC General Secretary and the TL, will also have the authority to form specialized working groups of the PLC Secretariat and the project team to ensure implementation of the activities. It is important that the project team and its experts interact on a daily basis with the authorities of the PLC Secretariat in order to create the required synergies, foster local ownership and pass on professional expertise to staff of the PLC Secretariat. The PLC Secretariat will be invited to second own staff to work within the project team to ensure close cooperation, continuous consultation, as well as PLC Secretariat ownership and sustainability.

UNDP and IPU will provide technical backstopping to the project. This will include drafting/review of terms of reference, identification of experts, identification of international hosts for training activities, conducting assessments, review and comment on project deliverables and other activities as required. The recruitment of project staff as well as of short- and long term experts will be undertaken as by UNDP's programme and operations policies and procedures. The EU and the PLC Secretariat

would be consulted during the recruitment process of the project team and consultants as far as possible and allowed under the respective UNDP rules & regulations.

The PLC Secretariat has set aside offices to accommodate project management staff and is committed to ensuring that all logistical arrangements are made for the smooth functioning of the project management unit. The project will procure some computer equipment and furniture as well as supplies to supplement the facilities made available by the Secretariat. Ownership of such equipment, supplies and other properties financed from the contribution will be vested in UNDP during the life time of the project before being transferred to the beneficiary in line with the General Conditions of this contract.

The project team will provide monthly activity updates and progress reports to the Project Board on all activities, based on which the project will produce more in-depth quarterly reports ahead of the Project Board meetings. The monthly reports shall provide an overview over the activities by the project team, and progress on the implementation of this activity in relation to the work-plan, this action description and the logical framework. The monthly reports shall also report on resources used and on potential changes to the work-plan, highlighting bottle-necks and challenges faced in the implementation. The quarterly reports shall furthermore include an assessment of the PLC Secretariat's environment, the impact of the activity, the challenges faced in implementation as well as on the financial spending.

***Personnel requirements for project team members:***

**A) Senior Technical Advisor / Team Leader (TL)**

Duration: Twelve months, subject to extension

The requested profile is as follows:

- An advanced degree in political or social science, law, public administration or other relevant subject;
- At least ten years work experience in a parliamentary institution.
- At least five years of practical experience in advisory capacity and management of projects and programs on good governance and/or parliamentary business.
- Project management experience at a senior level with the EU, UNDP or UN agencies is considered an advantage.
- Understanding of national government processes is essential; substantial work experience in a government context is highly desirable.
- Familiarity with the occupied Palestinian territories and the Middle East region and its political background is considered an asset.
- Ability to interact and establish and maintain good and effective working relations with all relevant parties.
- Well organized, methodical, ability to set priorities and pay attention to detail.
- Excellent interpersonal skills and the ability to work in a multicultural/multinational/multi-stakeholder setting and demonstrable ability to motivate people and work in a team setting is essential
- Excellent abilities in leadership, staff management, empowerment and working with teams.
- Excellent command of written and spoken English is essential. Knowledge of Arabic is considered an asset.

The terms of reference are:

The key role of the Senior Technical Advisor / Team Leader is to bring substantial parliamentary experience to the project and to manage the project towards results in cooperation with the PLC Secretariat. The Senior Technical Advisor / Team Leader has the overall responsibility for staff and resource planning and management, maintaining good working relations with the beneficiary and the

project partners and representing the project to outside parties. S/he will work closely with the Secretary General and key senior secretariat staff in the implementation of the project, providing oversight on project advisors and staff. Under the overall guidance of the project board, the Senior Technical Adviser/Team Leader) will perform the following duties and responsibilities:

- Be directly responsible for achieving the results of the 'Support to the Palestinian Legislative Council Secretariat' Project, in accordance with the approved action description and in particular those activities identified in the logical framework;
- Strategically plan and coordinate project activities as agreed in the action description;
- Oversee preparation of quarterly work plans to ensure prioritized delivery of project outputs in line with the needs of the PLC Secretariat;
- Oversee effective implementation of the project activities in collaboration with the Secretary General and other senior Secretariat staff;
- Ensure timely preparation of monthly and quarterly reports on the project activities to the project board;
- Consult the project board on significant events, or policy measures undertaken by the Palestinian authorities, which may have impact on the project, and propose adjustment of the project as necessary;
- Oversee the development of content for training, workshops and seminar activities, in line with the four main areas of intervention of the project;
- Provide substantive guidance to the project team on parliamentary development;
- Manage and oversee the project team and resources, ensure coordination and follow-up to consultant missions;
- Provide guidance to the team's activities as regards the sensitive political environment based on the overall instructions by the project board
- In consultation with relevant members of the project board coordinate the recruitment of all project advisors and consultants and provide them with guidance and supervision to ensure outputs are achieved;
- Plan, manage and monitor the project budget ensuring procurement and recruitment is undertaken in accordance with UNDP financial rules and regulations, policies and guidelines;
- In cooperation with the Secretary General provide guidance to PLC secretariat staff seconded to the project;
- Represent the project vis-à-vis third parties and liaise with the Palestinian Authority and other donor-funded projects to ensure coordination and complementarity;
- Ensure visibility of the European Union, the United Nations Development Programme and the Inter-Parliamentary Union; and
- Provide advisory services to the Secretary General of the PLC upon request.

#### B) National Coordinator / Deputy Team Leader (NC)

Duration: Twelve months, subject to extension

The requested profile is as follows:

- Advanced university degree in public administration, political science, management, processes re-engineering or in a related discipline;
- Extensive knowledge and experience in good governance and/or parliamentary business in developed and developing countries;
- At least seven years' practical experience in an advisory capacity and management of projects and in good governance and/or parliamentary support;
- Knowledge of the regional experience in parliamentary business is also desirable;
- Ability to interact and establish/maintain good and effective working relations with all parties;
- Experience in the usage of computers and office software packages;

- Well organized, methodical, ability to set priorities and pay attention to detail;
- Demonstrated excellent interpersonal skills and collaborative managerial style;
- Knowledge of and experience in working with UNDP in a similar position is an advantage;
- Excellent command of written and spoken English and Arabic is essential.

The terms of reference are:

The key role of the National Coordinator/Deputy Team Leader is to ensure day to day operational management of the project under the supervision of the Senior Technical Adviser/Team Leader. The National Coordinator/Deputy Team Leader is also responsible for ensuring effective transfer of skills from national and international experts to the parliamentary staff. Under the overall direction of the Project Board and the Senior Technical Adviser/Team Leader, the National Coordinator/Deputy Team Leader will perform the following duties and responsibilities:

- Provide operational management and the production of project outputs according to the action description;
- Organize training, workshops and seminar activities in line with the four main areas of intervention of the project and in accordance with project work plans;
- Co-ordinate and support project technical personnel;
- Co-ordinate and organize project board review meetings and act as Secretary of the Project Board;
- Prepare and submit regular project management reports, and ensure the completion of all other required reports - including those that may be required of project personnel;
- Maintain, in collaboration with the Senior Technical Adviser/Team Leader, a technical overview of the planned activities and implementation of the project;
- Represent the project in absence of the Senior Technical Adviser/Team Leader;
- Display sound understanding of parliamentary processes and impartial public institutions;
- Manage specific activities within the overall project and coordinate short-term advisers;
- Maintain contacts with external stakeholders in the occupied Palestinian territory (oPt), including the Palestinian Authority, civil society and academic institutions;
- Undertake tasks as assigned by the Senior Technical Adviser/Team Leader;
- Provide substantial input to the production of the handbooks and information material as foreseen under this project;
- Prepare the study visits under this activity in cooperation with the Technical advisor;
- Ensure visibility of the European Union and the United Nations Development Programme vis-à-vis stakeholders and local media;

### C) Technical Advisor (TA)

Duration: Twelve months, subject to extension

The requested profile is as follows:

- An advanced degree in political or social science/law, public administration or other relevant subject;
- Two to five years work experience in a parliamentary institution, including in-depth understanding of, and experiences with processes and procedures of parliament.
- Practical experience in advisory capacity and management of projects and programs on good governance and/or parliamentary business.
- Project management experience.
- Experience in preparing conferences, seminars and workshops.
- Familiarity with the occupied Palestinian territories and the Middle East region and its political background is considered an asset.



- Ability to interact and establish and maintain good and effective working relations with all relevant parties.
- Excellent interpersonal skills and the ability to work in a multicultural/multinational/multi-stakeholder setting and demonstrable ability to motivate people and work in a team environment is essential.
- Ability to work effectively under pressure and in a highly political environment is required.
- Excellent command of written and spoken English is essential. Knowledge of Arabic is considered an asset.

The terms of reference are:

The key role of the Technical Advisor is to bring an understanding and experience of parliamentary procedures to the project and in so doing provide guidance and advice in the developing and planning of activities. S/he will work closely with the Senior Technical Adviser/Team Leader, the project team and key senior secretariat staff in the implementation of activities of the project. Under the overall guidance of the Senior Technical Adviser/Team Leader will perform the following duties and responsibilities:

- Provide regular consultation and technical assistance to PLC secretariat staff.
- Plan and conduct activities in line with the action description.
- Organize and conduct training and capacity building for PLC staff in cooperation with other project staff and international short-term parliamentary experts.
- Prepare, coordinate and follow-up on project activities and missions of short-term experts;
- In close cooperation with the National Coordinator and Project Associate, produce written reports on project activities as outlined in the action-description.
- Draft and/or edit agendas, terms of reference, training and briefing materials, for trainings and conferences;
- Manage and oversee project activities as assigned by the Senior Technical Adviser/Team Leader;
- Support the National Coordinator/Deputy Team Leader in production of handbooks, preparation of study visits and conferences;
- Ensure visibility of the European Union and the United Nations Development Programme;
- Any other tasks as assigned by the Senior Technical Adviser/Team Leader.

#### D) Programme Associate (PA)

Duration: Twelve months, subject to extension

The requested profile is as follows:

- Secondary Education, preferably with specialized certification in Accounting and Finance. University Degree in Business or Public Administration, Economics, Political or Social Sciences would be desirable, but it is not a requirement.
- 3 to 5 years of progressively responsible administrative or programme experience, finance and HR experience is required at the national or international level in providing management support services and/or managing operational systems.
- Successful record of previous relevant experience in a wide range of operational matters (budget management, reporting on expenditures, financial and administrative procedures, human resources and staff management). Experience in subcontracting and procurement.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems.
- Prior experience with UNDP (or another UN agency or international organization) in operations management position is an asset.
- Excellent command of written and spoken English and Arabic is essential.

The terms of reference are:

Under the guidance and direct supervision of the Senior Technical Advisor / Team Leader (TL) and Programme Analyst, the Programme Associate manages the administrative aspects of the project. S/he is responsible to manage and coordinate the overall administrative support to the project in regards to the preparation of short-term expert missions, the preparation of procurement orders, the liaison with UNDP on all administrative matters, the administrative requirements for the project team and any other administrative tasks as instructed by the project team and UNDP/PAPP in the implementation of the project activities.

The Programme Associate works in close collaboration with the operations, programme and project teams in UNDP/PAPP and UNDP HQs staff for resolving complex programme-related issues and information delivery. S/he ensures a close cooperation between the project team and the Programme Associate on all administrative issues.

The Programme Associate will also be required to support the project team in operational tasks as assigned by the Senior Technical Adviser/Team Leader, which may include supportive tasks such as translation and interpretation, as required.

### **1.10 Monitoring and Evaluation**

The project board will normally hold quarterly meetings to review the project implementation and assess its progress based on monthly reports and quarterly work plans as submitted by the project team. The LogFrame attached to this action description will be the initial benchmark for performance monitoring and reporting. Further monitoring will be performed on the basis of the work plans prepared by the project team. The monthly reports shall provide a detailed overview on progress and obstacles in the implementation as well as on the impact of the project's activities.

Day-to-day monitoring and evaluation of the Project will be ensured by UNDP. Implementing partners will be responsible for the direct monitoring of the respective project components. The project's team leader will be available to meet members of the project board on short notice and shall conduct at least monthly information meetings at the EU office upon submission of the monthly and quarterly reports. Especially in the initial phase and in critical phases, the Team Leader shall ensure preferably weekly communication with EUREP on the project's progress via email or phone.

All other reports will be provided as set out in accordance with Article 2 of the General Conditions. UNDP will submit to EU for approval two hard copies and one electronic version of the narrative reports in accordance with Article 2 of the General Conditions.

The EU may request an evaluation of the project, however such a request will be in line with Article 8 of the General Conditions. The eventual cost of such an evaluation is not foreseen under this agreement.

Any evaluation will be a collaborative effort between the parties in order to take into account any recommendation that may result. The EU and UNDP shall analyse the conclusions and recommendations of any evaluation and jointly decide on the follow-up action to be taken.

### **1.11 Sustainability**

The project was designed following a detailed assessment. The needs of the PLC Secretariat as addressed by the project are therefore valid and will continue to be during the project period. The fact that much work has already gone into reflecting on in-depth parliamentary reform and development is

a positive condition for project success. It is also assumed that the PLC Secretariat will continue to be in place during this period and beyond and that no major changes are made to its set-up and personnel.

The project has received confirmation from the PLC Secretariat leadership that staff will be available and will be made available for the various training and other activities foreseen in the project. The project assumes that no increases in staff strength will be possible in the near future, as a result of the freeze in recruitments across the Palestinian administration. It will therefore work with the current staff and only propose possibilities for reallocation of staff where necessary. This will be carried out in the context of the functional review of the Secretariat.

### **1.12 Risks**

The main risk relates to the unstable political environment under which the PLC Secretariat operates. Given the many unknowns involved in case of resumption of parliamentary work, this action description has been drafted under the assumption that no parliamentary business would resume during the project runtime and that no member of parliament would benefit directly from this activity. In case of a change in the political framework and environment, an urgent meeting of the Project Board has to be convened to ensure that the project adheres to the EU's position in this regard. The EUREP also retains its right to take a unilateral decision on the project implementation on short notice.

Another risk relates to the security situation resulting from the ongoing conflict. Israeli occupation comes with restrictions in freedom of movement that may impede smooth project implementation.

Hamas' continued control and restrictions over Gaza severely affects the ability of parliamentary staff there to participate in project activities. The project should specifically reflect on how to involve the parliamentary staff remaining in the Gaza Strip.

A number of opportunities exist that could help mitigate the above-mentioned risks and constraints impact:

- Strong staff base with highly educated and motivated individuals;
- Strong support from the Secretariat leadership, including commitment to provide strong logistical support. The project will closely involve the Secretariat in the management of the project;
- Much of the preparatory work for reform and improvement of the PLC has been done. The reports are available. The recommendations for further action are a solid basis for building this project;
- In the absence of a functioning PLC, the staff is available to follow the implementation of the project.

The project will use these opportunities, in addition to exploring solutions that would include:

- Consistent use of video conferencing and IT technology in general
- Using UNDP and EU offices on the ground as much as necessary and undertaking activities under the auspices of the United Nations and the EU;
- Allowing for certain flexibility into project management in order to respond rapidly to changing circumstances.

### **1.13 Commencement date & period of execution**

The date for commencing implementation shall be that foreseen in the Special Conditions of this agreement.

The implementation of the project will last 24 months from the commencement date. This time-frame takes into account the time required for project team recruitment and deployment. The project's operational phase foreseen to last eighteen months shall commence on the day the project team leader is deployed.

**ANNEX Ia: LOGICAL FRAMEWORK FOR THE PROJECT**

Overall Objectives	Objectively Verifiable Indicator	Sources of Verification	Assumptions
<p>Strengthen the Palestinian Legislative Council (PLC) Secretariat to support the PLC as the democratically elected legislative body within the Palestinian National Authority (PNA). The PLC is responsible for establishing the legislative framework as well as overseeing the PNA in order to ensure transparent, effective and accountable governance.</p>	<p>Ultimately, the impact of this activity will only be fully measurable upon resumption of parliamentary business, when the participation of all elected members in the PLC, the number of PLC and Committee sessions, the number of legislation and amendments considered and passed and eventual complaints by PLC Members about the PLC Secretariat will be registered. Short of this, the project will be measured along the preparatory work of the PLC Secretariat for the resumption.</p>	<p>Monitoring of parliamentary business, review of parliamentary agenda and decisions, interviews with PLC Members and staff</p>	<p>Resumption of parliamentary work required to truly measure impact. Short of resumption of parliamentary work, monitoring of PLC Secretariat preparedness.</p>
Expected results	Objectively Verifiable Indicator	Sources of Verification	Assumptions
<p><i>Project Inception</i></p> <p>Project management unit established.</p>	<ul style="list-style-type: none"> <li>- Clear ToRs prepared and endorsed by all parties</li> <li>- Project staff hired</li> <li>- Project management unit operational based on a clear workplan</li> <li>- Project board approval of inception report</li> <li>- Visibility event</li> </ul>	<p>Workplan developed and approved inception report; Media coverage of visibility event; PMU physical office established</p>	<p>EC/UNDP/IPU make provisions for project to start (latest October 2010) Office space available at PLC Secretariat</p>

Specific Objectives	Objectively Verifiable Indicator	Sources of Verification	Assumptions
<p>The activity will help the PLC Secretariat to be thoroughly prepared for the critical first six months of resumption of parliamentary work, ranging from operational-administrative tasks and procedural requirements to specific capacity-development and communication needs that will have to be addressed.</p> <p>The support will ensure that the PLC Secretariat can provide non-partisan and effective services to the parliament and serve as a stabilizing factor in a potentially volatile environment upon resumption of parliamentary work.</p> <p>Therefore, the activity will also propose different scenarios for consideration that allow for a realistic and constitutionally consistent parliamentary review of legislation passed by Presidential decree during the absence of a functioning PLC as well as proposals on how to address the issue of the divergent legal frameworks in the West Bank and the Gaza Strip</p>	<ul style="list-style-type: none"> <li>- Strategic plan for resumption of parliamentary work</li> <li>- Manuals, guidelines plan and procedural texts developed and/ or revised (and ready to be endorsed by the PLC as far as necessary)</li> <li>- Capacity development plan prepared and implementation begun, equipment procured</li> <li>- Approved code of conduct for staff, non-partisan operational plan for resumption of parliamentary work, equal service delivery to all PLC Members</li> <li>- PLC Secretariat endorses proposals developed by project for consideration by reconvened PLC</li> </ul>	<p>Regular<sup>1</sup> progress reports and evaluations by the project management unit</p> <p>Number and quality of publications (manuals plans etc) prepared and regularly deployed in working arrangements as measured by staff in areas of operation</p> <p>Code of conduct signed by PLC members (upon resumption of parliamentary work)</p>	<p>Continued strong secretarial leadership including commitment to strengthening of the PLC secretariat</p> <p>Commitments obtained to ensure staff remain with PLC after benefiting from the CD interventions</p> <p>The Secretary General of the PLC Secretariat has the necessary authority to take decisions required for the smooth running of the project</p> <p>Sustained commitment of staff to strengthen the PLC secretariat</p>

<sup>1</sup> Regular progress reports include individual activity reports (submitted within 15 day of completion of the activity) monthly progress reports and quarterly reports to the Project Board

Expected Outcomes	Objectively Verifiable Indicator	Sources of Verification	Assumptions
<i>Area 1: Planning capacities and preparedness for resumption of parliamentary work</i>			
1. Improved multi-annual planning and development in place for the PLC Secretariat	A draft multi-annual plan which guides PLC secretariat development priorities in use and monitored through clear, time-bound benchmarks	Plan established and shared with donors to guide potential support to the PLC secretariat PLC Secretariat staff Regular progress reports and evaluations by the project management unit	Senior PLC staff remains committed to development of secretariat
2. Draft operational plan for the resumption of parliamentary business	Draft operational plan for all services of the PLC secretariat to deal with two political scenarios; resumption of parliamentary business with or without elections in place and provisionally adopted by the PLC Secretariat	Draft plan developed Regular progress reports and evaluations by the project management unit	
<b>Expected Results</b>			
<i>Area 2: Institutional and administrative development of the PLC Secretariat</i>			
3. Enhanced functioning of the structure of the PLC secretariat	Functional review of the secretariat structure completed, recommendations submitted and implementation begun	Organizational structure revised and optimized Regular progress reports and evaluations by the project management unit PLC Secretariat staff	
4. Improved human resource management & development planning, reflecting the specific nature of parliamentary service by the PLC Secretariat staff	Human resource management & development plan developed for the Secretariat and implementation started Regulatory framework for staff recruited by PLC members and parliamentary groups developed	Processes, rules, regulations and plans revised, optimized, and accepted by Secretariat staff;	Improvements are based on findings of functional review (3)

	<p>Job descriptions for the Secretariat reviewed &amp; implemented</p> <p>Staff rules, regulations, and code of conduct reviewed and put into practice</p> <p>Recommendations to improve mainstreaming of gender perspectives into the management of the PLC Secretariat being implemented</p>	<p>Regulatory framework endorsed by PLC Presidency upon resumption of PLC business (insofar required)</p> <p>Regular progress reports and evaluations by the project management unit</p> <p>Recruitment and dismissal processes adhere to staff regulations</p> <p>Standard tools (i.e. request for proposals, procurement compliance reports) being used</p>	<p>Continued commitment of Secretariat staff</p>
<p>5. Improved budgeting, accounting and procurement systems of the PLC Secretariat</p>	<p>Audit completed and shortcomings addressed.</p>		
<p>6. Improved information flow between the departments of the PLC Secretariat</p>	<p>Streamlined interaction between PLC Secretariat departments as introduced through formalized and regular meetings (i.e. – monthly) and communication channels (i.e. – intranet for sharing documentation and decisions-taken)</p> <p>Clearly defined lines of communication between the departments of the PLC secretariat</p> <p>Improved electronic archiving</p> <p>Recommendations for the establishment, in the long-term, of an electronic documents and information management system.</p> <p>Proposal developed</p>	<p>Purchase of software to facilitate linking of interrelated functions</p> <p>IT equipment purchased</p> <p>Staff surveys</p> <p>Regular progress reports by the project management unit</p>	<p>Staff committed to improved communication</p>
<p>7. Proposal for comprehensive infrastructural and security needs of the PLC</p>		<p>Proposal endorsed by Senior Secretariat staff</p>	



8. Enhanced use of ICT by the PLC secretariat	ICT master plan including recommendations for meeting the needs of PLC Secretariat in the area of ICT at the service of the parliamentary processes developed.  ICT equipment procured and put into use.	Recommendations endorsed by relevant secretariat staff  ICT master plan approved and implementation begun  Monitoring of ICT equipment usage	
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<b>Expected Results</b>	<b>Objectively Verifiable Indicator</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<i>Area 3: Parliamentary procedures legislative process and dedicated parliamentary services</i>			
9. Recommendations for enhanced rules of procedure and other legal provisions affecting parliament proposed	Critical review of the standing orders and wider legal framework applicable to PLC undertaken, draft outline of a code of ethics for MPs developed	Regular progress reports and evaluations by the project management unit  Recommendations endorsed by PLC Secretariat and, upon resumption of PLC business, by leadership and members	PLC Secretariat and PLC Members (upon resumption of PLC business) committed to reform of legal framework
10. PLC Secretariat is capable of providing newly elected members relevant information and materials including procedures, rules, key information to elaborate the laws or to oversee the functioning of the executive branch of the government, relevant services of Secretariat	Induction kit including relevant materials, references, and handbook for MPs is produced  PLC Secretariat has prepared the logistics and content of seminars, workshops, and partnership agreements with local academic institutions  Secretariat staff trained to organize Induction Programme	Number and quality of induction materials produced  Local institutions engaged to partner secretariat  Secretariat staff trained  Prepared evaluation sheets for PLC Members receiving training	Local knowledge sources (training and expertise) available and accessible

		Regular progress reports and evaluations by the project management unit	
11. Improved inter-parliamentary relations and protocol services of the PLC secretariat	<p>Parliament's rules of procedure on protocol and ceremonial issues defined (in coordination with the Presidency and the Government)</p> <p>Secretariat staff provide efficient protocol services to the four project related conferences</p> <p>Staff participate in regional and global inter-parliamentary meetings</p>	<p>Secretariat reports on interaction and participation in inter-parliamentary events;</p> <p>Secretariat report on hosting of four project related conferences</p> <p>Regular progress reports and evaluations by the project management unit</p>	
12. Improved Legislative process	<p>An analysis of the current legislative procedures vis-à-vis communication/information flow in legislative procedures from legal initiatives to the final adoption with recommendations to address:</p> <ul style="list-style-type: none"> <li>▪ Complementarity with methodology and process established in the context of the PNA legislative plan</li> <li>▪ Effective organization of public consultations and deepened engagement with civil society organizations</li> <li>▪ Increased capacity of PLC secretariat to support the process</li> </ul>	<p>Legislative staff of the PLC secretariat</p> <p>Recommendations accepted and implemented by PLC Secretariat</p> <p>Upon resumption of PLC business: Number of parliamentary amendments; Parliamentary transcripts</p> <p>Number of consultations with civil society on new legislation</p>	<p>Links with activities 6 and 9; improved information management and review of the rules of procedure and other legal framework affecting the PLC</p> <p>Local institutions engaged to partner secretariat</p>

	Production of a legislative drafting handbook	Introduction of a Legislative tracking system Regular progress reports and evaluations by the project management unit	
13. Recommendations for addressing emergency legislation upon resumption of parliamentary business prepared	Several proposals to address emergency legislation upon resumption of parliamentary business including how to address divergent legal frameworks in the West Bank and Gaza Strip developed	Regular progress reports and evaluations by the project management unit Proposals endorsed by PLC Secretariat for review by PLC upon resumed parliamentary business	Recommendations from national academic, research institutions and civil society taken into consideration in the process
14.a Research and analysis strengthened to carry out information gathering, management and dissemination	Needs assessment of library research functions of the secretariat completed and most urgent managerial needs addressed Capacity development and study visits for relevant staff Targeted information provided by research staff and used by the members Use of external expertise	Number of staff trained Agreements concluded with universities, think tanks, etc, to provide information and advice Number and quality of dossiers prepared; extend to which information is reflected in lawmaking and oversight PLC members draw on independent expertise (upon resumption of PLC work)	Local knowledge sources available and accessible
14.b Improved executive oversight and	Review of the role of investigation committees including provision of information by the executive;	Reports from meetings	Oversight related activities to be done on conjunction

<p>accountability mechanisms available to the PLC</p>	<p>the calling of government officials as witnesses; parliamentary involvement in the approval of appointments to cabinet posts and procedures for parliamentary involvement in the budget process.</p>	<p>with the executive Proposals drafted by project team Approval of operational procedures by PLC Secretariat.</p>	<p>with activity 9.</p>
<p><b>Expected Results</b></p>	<p><b>Objectively Verifiable Indicator</b></p>	<p><b>Sources of Verification</b></p>	<p><b>Assumptions</b></p>
<p><i>Output 4: Transparency outreach and communication capacities</i></p>			
<p>15. Enhanced transparency of the PLC; improved ability for PLC to respond effectively to citizens concerns</p>	<p>Set of recommendations to enhance transparency through public hearings, early publication of legislative initiatives, access to PLC premises etc, including an action plan for PLC secretariat developed Manual for improved management of citizen's petitions developed Guidelines to clarify mandate of complaints department, including relationship with government, commission for Human Rights and role of PLC members and staff in the complaints process</p>	<p>Increased access to PLC Guidelines for the complaints department produced Brochure/handbook on complaints mechanisms distributed to public and feedback received at presentation to civil society Perception surveys on the PLC Regular progress reports and evaluations by the project management unit</p>	<p>PLC Secretariat (and subsequently PLC Members) committed to improved transparency and accessibility .</p>
<p>16. Improved and effective constituency outreach</p>	<p>Review of constituency work and secretariat support (administrative and financial) needed by Members Develop a manual for effective constituency outreach including guidelines for the efficient functioning of constituency offices</p>	<p>Streamlined procedures for provision of constituency outreach funds to members Number of public consultations held Regular progress reports</p>	

		and evaluations by the project management unit	Continued staff commitment to improved interaction with general public
17. Enhanced public accessibility to and participation in the work and understanding of parliament	<p>Number and quality of visits, mock parliamentary sessions; youth-meets-parliament events to PLC secretariat</p> <p>Institutionalized and regular interaction between the PLC secretariat and civil society</p>	<p>Media coverage of events</p> <p>PLC secretariat report on events</p> <p>Regular progress reports and evaluations by the project management unit</p>	Synergies with activities 6; 8; 15 and 17
18. Improved PLC web-site	Quality and content of revamped PLC website	<p>Media coverage of launch of overhauled web-site</p> <p>PLC website</p> <p>Regular progress reports and evaluations by the project management unit</p>	Local institutions engaged to partner secretariat Staff committed
19. Increased visibility of the of the PLC through its secretariat	<p>Organisation of four international conferences on topics relevant to the current situation in the oPt, in cooperation with academia and civil society</p>	<p>Conference reports</p> <p>Participants' feedback</p>	
Project managed according to EU contractual obligations and per UNDP internal rules	<ul style="list-style-type: none"> <li>- Preparation of inception report and presentation to project board for approval</li> <li>- Prepare visibility strategy and action plan</li> <li>- Monthly activity reports and detailed quarterly progress reports to project board</li> <li>- Quarterly project board meetings</li> <li>- Annual narrative and financial report, eventual request for second payment</li> <li>- Preparation of a proposal for follow-up assistance to the PLC / PLC Secretariat</li> <li>- Preparation of final narrative and financial report</li> </ul>	<p>Reports to EU</p> <p>Regular meetings with EU</p> <p>Preparatory documentation and minutes from Project Board Meetings</p> <p>All documentation from project sent to EU</p>	