

**"Enhancing the legal framework of
Associations in the Arab World through
national dialogue and empowerment of civil
society"**

Contract 2006/117607

1. DESCRIPTION

1.1 Location: Egypt, Jordan, Lebanon, Palestine, Syria with outreach to Algeria, Morocco, Tunisia.

1.2 Summary

Duration of the action	3 years
Objectives of the action	<p>Overall objective(s)</p> <p>1st objective is to strengthen rule of law and democratic process through creation of model laws governing civil society (NGOs, political parties, labour unions) that adhere to international standards and are promoted through Arab official bodies and networks as reform models from inside (ownership).</p> <p>2nd objective is to build partnership between CSOs and Arab governments on a national and regional level through promotion of an active ongoing dialogue focussing on the 3 model laws mentioned above.</p> <p>3rd objective is to improve CSOs performance, image and relations with the government and with their constituencies through the adoption of internal good governance's principles and a Code of Conduct and an Arab Charter on Democratic Practices.</p> <p>Specific objective is to strengthen the foundations of democratic development through new coalition between government and CSOs (including all ideological and political forces that adhere to democratic practices) as partners in development.</p>
Partner(s)	Arab Centre for the Development of the Rule of Law and Integrity (ACRLI), Beirut, Amman
Target group(s)	<p><i>On the national level</i> the project will target political parties, labour unions, research centres, NGOs and government institutions, including moderate Islamic groups that play a leading role in society.</p> <p><i>On the regional level</i> the project will involve Arab CSOs, Arab League institutions, Arab Parliament, NGO networks and research institutions; the local and regional media - especially the well-known satellite stations -; international organisations such as the International Federation of Human Rights IFHR, the Euro-Mediterranean Human Rights Network, the International Labour Organisation ILO and the UNDP/ POGAR.</p>
Final beneficiaries	CSOs of all levels, Arab Parliaments, Arab governments and the public at large in all the target countries.
Estimated results	<ol style="list-style-type: none"> Model laws for political parties, NGOs, Labour Unions are drafted and widely discussed through intensive media campaigns motivating Arab governments to put the recommendations on their agendas. Improved capability of the governments to accept CSOs as adequate partners in the decision making process. Code of Conduct and Arab Charter on Democratic Practices to govern the work of the CSOs Improved capacity of CSOs in dialogue, advocacy and public information and communication with decision makers, authorities and public at large. women participation in civil society and politics will become more effective.
Main activities	<ul style="list-style-type: none"> ▪ Development and production of model laws (these include the political parties' law, the NGO law, labour unions law). ▪ Promotion of those model laws through advocacy and local and regional pressure groups, as well as local and regional media. ▪ Training of governmental bodies as well as CS actors in joint and separate workshops targeting communication with each other. ▪ Media support in promoting this newly created dialogue between governments and civil society. ▪ Development and production of Code of Conduct and an Arab Charter on Democratic Practices to govern the work of CSOs. ▪ Promotion and adoption of the Code and Arab Charter on Democratic Practices within the Arab NGO sector and political parties. ▪ Training of CS activists on Good Governance

1.3 Objectives

1st objective is to strengthen rule of law and democratic process through creation of model laws for the NGOs, political parties, labour unions that adhere to international standards and are promoted by Arab official bodies and networks as reform models from inside (ownership) and as basic instruments for enhancing freedom of association for civil society.

2nd objective is to build partnership between CSOs and Arab governments on a national and regional level through enhancing communication and negotiation skills of CSO and promoting an active ongoing dialogue focussing on the three model laws mentioned above

3rd objective is to improve CSOs performance, image and relations with the government and with their constituencies through the adoption of internal good governance's principles and a Code of Conduct and an Arab Charter on Democratic Practices.

Specific objective:

The aim is to strengthen the foundations of democratic development through new coalition between government and CSOs (including all ideological and political forces that adhere to democratic practices) as partners in development.

The project aims at advocating the legalisation of the right of freedom of association for those groups targeted in the laws: labour unions, NGOs and political parties guaranteeing their right for peaceful assembly within a legal framework that is in line with democratic practices and international standards.

It also aims at strengthening the on-going democracy initiatives in the five Mediterranean countries (Egypt, Jordan, Lebanon, Palestine and Syria) directly targeted in the project and in the outreach countries (Algeria, Morocco and Tunisia). The project will adopt an inclusive approach involving civil society organisations of all kinds, peaceful Islamic streams, nationalist, socialist and liberal streams.

The project will involve regional Arab civil society organisations, Arab League institutions, Arab Parliament, Arab NGO networks and regional research institutions. It will closely cooperate with the local and regional media - especially involving the popular regional satellite stations, - and seek alliance with international partners such as the International Federation of Human Rights IFHR, Euro-Mediterranean Human Rights Network, the International Labour Organisation ILO and the UNDP/POGAR. In order to address the growing attentive public of the region, the project will especially make use of the Arab satellite TV as well as the internet to create in an innovative manner a network of media support.

It will develop model laws of labour unions, political parties and NGO laws according to the principles set by the Arab League and the International community. It will seek to have these models adopted and promoted by the different specialized Arab League bodies. This process has already been started with the Arab League being involved in this endeavour in two regional conferences on reform in the Arab World held by FNF in December 2005 and February 2006. In this way, these models will gain their legitimacy by most Arab governments as well as CSOs as pure Arab models not imposed from the outside given the sensitivity of some Arab countries and parties to any reform coming from the outside. The project will initiate a Code of Conduct and an Arab Charter on Democratic Practices acceptable to all ideological groups to put an end to the fears expressed by many secular forces as well as governments of political Islam in the region. FNF has already developed with regional Arab networks a framework of a Code of Conduct for the NGO sector in 2003, this code could be further developed for other CSOs.

This project will design and implement activities according to the expressed needs and constraints taking into consideration the priorities and the cultural and social conditions of each country. The activities will take the form of: training for political parties, unions, and NGOs on how to become more active and democratic in order to gain the confidence of their constituencies as well as the confidence of the governments (training on how to organize internal elections, funding transparency, membership, etc.); review existing laws and the contradiction between these laws; provide support for the legislative bodies in light of the principles agreed upon; create a community dialogue among all involved parties; organise meetings and seminars on freedom of association; conduct training sessions for CSO members in partnership with local, regional and international experts and launch media campaigns where possible on the national and regional levels.

1.4 Justification

1.4.1 Relevance of the action to the objectives and priorities of the programme

The project will enhance the capacities of national and regional Arab governments as well as civil society with regards to democratic practices and good governance. It will provide them with technical advice and assistance on international legal standards and best practices in the drafting process of their own Arab laws. The dialogue and exchange of experience with international and regional experts will be a guarantee for international standards. Through the inclusive approach that will be applied from the very beginning, ensuring a dialogue between governments and civil society and working in partnership with important Arab regional bodies, the adoption and incorporation by national governments in the targeted countries will be facilitated. Having a clear legal framework will also enhance the performance of existing CSOs; allow new civil society organisations of all levels to register and mobilize people hence enhance public participation and democratic practices.

On the other hand, the project will strengthen the weak inter-Arab dialogue and cooperation and contribute to enhancing the efficiency of the different Arab League institutions, the Arab regional networks and Arab associations and Unions by involving them in the project.

It will create awareness and a public debate on the topic of “Freedom of Association and Assembly” and their role in the democratization of the Arab world, among the general public by national and regional Arab media including satellite channels such as Al-Jazeera, Al-Arabiyya, Al-Hurra.

The project will try to reduce the growing fears of governments in the region from the influence of political radical Islam by including the moderate Islamic ones, enhancing internal good governance principles and democratic practices among the different CSOs, and promoting national dialogue between the public sector and CSOs. The project is, therefore, directly addressing the priorities under Lot 2 of Campaign 3.

1.4.2 Identification of perceived needs and constraints in the target country/ies, in particular in the region(s) concerned.

Arab countries share a number of practices, which restrict freedom of association, despite variations in the legal provisions governing associational life. The restrictions include imposition of the state of emergency, which limit other liberties necessary for the exercise of freedom of association. The government ministry in charge of associations becomes practically the Ministry of Interior, responsible for internal security rather than the Ministry of Social Affairs. Leaders and militants of certain associations, particularly those of journalists, lawyers, trade unions and even engineers are often harassed when they voice views or undertake activities not to the liking of the government. Human rights groups are ill tolerated in most Arab countries.

Banning or imposing restrictions on the formation and functioning of political parties is another common feature. The Islamists are the most notable groups that are targeted by this. There is no clearly defined legal framework that governs the rights and duties of political parties and their representatives. Permissions and prohibitions are subject to the regimes’ arbitrariness.

Especially in **Morocco** but also in **Egypt** and **Jordan** there have been cautious reform attempts, recognizing freedom of association to a certain extent. **Algeria**, **Syria** and **Tunisia** are lagging behind. In **Lebanon** which benefits from liberal law with regards to associations, some argue that NGOs need active state intervention in providing clear legislation and institutional mechanisms which provide the framework of rights and obligations for these spheres.

Egypt in the last few years, has witnessed some positive changes with regard to freedom of association but the effective laws are still restricting the political life in country. From 1976 until 2004, 61 requests to form parties were submitted and only 7 were accepted. The labour law is not different as it imposes obstacles to prevent Islamists from dominating the boards of unions. The NGOs law issued in 2002 restricts NGOs and bans them from practicing political activities.

The issue of laws governing public participation **in Jordan** is still raising a considerable political debate influenced by the geography and demography of the Kingdom. There have been several draft laws which deal with CSOs sceptically. The most important of these drafts is the law of professional unions which prevents them from any political activity and puts them under strict government scrutiny. Since months a joint government and political parties' committee has not been able to agree on a draft law. The law of social organisations of 1966 and its amendments give the executive authority the right to interfere, influence and dissolve associations.

In Palestine laws governing public participation are those of the British mandate, Egyptian and Jordanian laws in addition to laws endorsed by the Palestinian Authority after 1994 with all the contradiction they contain. Everything is in a transformation phase and there are currently new draft laws for political parties, labour and professional unions under discussion. With the new Hamas government now ruling, progress in amending these laws is at stake. Given the special circumstances of Palestine under Israeli occupation, the issue of Jerusalem, the composition of the PLO and the Palestinians living in diaspora, the governing party and opposition parties found it more suitable to freeze the legal and legislative organisations of parties. However, activists insist on finding innovative solutions to put an end to the undemocratic practices of some political movements and to better organize peoples' participation.

The first legislation for Association **in Lebanon** dates back to 1909. This law is known as "Medhat Basha Law" inspired by the French law and is still in force. It represents the general rule that applies to all associations, forums and parties, foreign organisations, labour unions and is liberal in its approach. However, the Lebanese authority attempted to manipulate the articles of the law to undermine freedoms by subjecting the establishment of associations to the supervision of concerned ministries. Lebanon's hands-off approach is preferable to that of the vast majority of Arab states, which interfere with and deny full rights to the NGOs that operate within their borders

Syria has partially lifted an emergency law in place since the Baath seized power in 1963. In Syria the law allows the formations of associations. However, most organisations that apply for registration do not receive an official answer, leaving them with the interpretation that "no answer is not a prohibition", but without the official registration number, they remain in a sphere of illegality and uncertainty. Those that do receive an official recognition of registration are brought under the control of the dominant Baath party. The government, under the pressure of recent events in the region, is undertaking several steps to enhance public participation and democratic life, whether it is linked to the parties' law or to election and local government laws. A draft law for political parties is now on the discussion table.

From the above description of the situation in the different countries directly concerned, it is clear that there is a crucial need to create new model laws and to influence the process of drafting new laws in countries where there are discussion about these laws are ongoing, such as in Palestine, Syria, and Jordan and to a lesser extend in Egypt. In Lebanon, according to activists, it is important to lobby for the revitalization of the 1909 law. All amendments that have been imposed by the executive authority should be abolished as they were beneath the achievements and freedoms provided by the original law. As described above, the constraints differ from one country to the other with regard to the level of freedoms enjoyed, the nature of the society and the internal and external regional politics. While in Lebanon and in Palestine there is a very dynamic CS but internal conflicts and uncertainties can limit results, Jordan, with a relatively conservative society, weak CS institutions, except for the Islamist groups, and given the complexity of the Jordanian-Palestinian identity issue impose challenges to the project. In Syria however, the emerging civil society is becoming more active, more connected to regional and international networks and their mobility is enhanced but the government is still detaining activists, preventing them from travelling outside the country and closely monitoring their activities.

1.4.3 Description of the target group(s) and final beneficiaries and estimated number

On the national level the project will target 500 CSOs in 5 countries (average of 5 staff members each = 2500 CSO personnel) and it is attempted to reach 15 CSOs (45 persons) in three outreach countries. On the official level representatives from concerned government bodies and parliaments (75 persons) will be involved in the project. In addition, it will target and open up for peaceful Islamist groups who have been excluded from the on-going dialogue in many countries of the region despite the fact that they are the most well organized and deeply rooted organisations in these societies as revealed by the elections in both Palestine and in Egypt. On the regional level, the project will involve app. 10 regional Arab CSOs and networks as well as Arab League institutions such as Arab Parliament. It will cooperate closely with the widely spread local and regional Arab media such as Al-Jazeera, Al-Arabiya, Al-Hurra. The final beneficiaries of the project are the CSOs of all level, regional and national government bodies (2620 multipliers) and the general public, which is too large a group to be meaningfully quantified. It should be mentioned that women are explicitly targeted and an overall participation of 25 % will be sought.

1.4.4 Reasons for the selection of the target group(s) and identification of their needs and constraints. How does the Action contribute to the needs of the target group(s) and final beneficiaries?

In the Arab states civil society is still seen as the precondition for democratic transition of their societies. However, fervent monitoring by governments and weak structures of civic activism failed to bring about any Arab spring of democracy. No consensual definition exists of what Arab civil society organisations precisely comprise. However, tangible evaluations of the "strength" or "weakness" of Arab civil society simply depend on which groups political analysts strategically choose to include within its contentious definitional boundaries. Nearly two decades of support to civil society have not yielded much tangible results in pushing Arab states towards democratic transitions. This is mainly due to the fact that CSOs have not mobilised a critical mass of supporters throughout society. For example, although NGOs can limit the influence the authoritarian rule by publicising abuses, they cannot directly challenge the state without popular support, which is limited since most are single-issue oriented. Meanwhile, larger CSOs suffer from widespread apathy among their members and because of the fact that they mostly rely on foreign funding they lack public trust. On top of this many are undemocratic in their internal governance -e.g., suppressing dissent, privileging elite interests, nurturing corruption, very often they are ruled by the same president for ages. Second, no cross-sector coalition unites these groups, and different segments regard each other with suspicion. They are small, have an activist nature and compete amongst each other. The lack of any common agenda results in cycles of "dissonant politics" rather than consensus over pathways to reform, resulting in the absence of any united constituency for democracy. With few regional or national networks encouraging cross-organisational cooperation, combined with growing ideological radicalisation, Arab CSOs appear to suffer weak broad-based support and endemic fragmentation.

Until now support has been directed only to secular groups that do not reflect the popular opinion in societies. Although there is no organised, unitary Islamic sector, there is a sprawling growth of voluntary religious associations founded on Islamic ideas. In many Arab countries the institutional infrastructure provides charitable venues and social services to fill voids where the state has either withdrawn or was never active. Those voluntary religious associations have Islamised Arab societies through the back door of educational institutions and by providing services to the public. They have introduced the language of politics by giving ordinary citizens their real sense of political participation. Disregarding the Islamic streams altogether would mean the exclusion of an important part of society. It is a matter of fact that in many Arab societies Islamic associations represent the strongest and most organised groups. They are larger and more efficient than most secular CSOs. Labour unions are organised across the Arab world through the Damascus-based International Confederation of Arab Trade Unions ICATU. The strength of the unions varies widely from country to country. All governments in the Arab world maintain a role in labour relations and the conduct of labour unions. This applies across countries with strict control like Syria, where unions are part of the political system, to the most liberal such as Morocco and Tunisia. Nonetheless, some Arab states do include the right to strike in their laws, although it usually involves compulsory bureaucratic intervention.

Many Arab political institutions are weak. The legal and socio-economic environment is not encouraging for creating political parties in the Arab world. Moreover, many organisations and intellectual elites of Arab civil society show ambivalence about democracy.

There is a broad based demand for effective common Arab action and cooperation. A new trend in the Arab League, though still shy, in opening up to civil society and increasingly bringing civil society groups into discussions is emerging. The project will seek to enhance this trend and encourage the involvement of Arab League specialized institutions, such as the newly established Arab parliament, in the production and adoption of the model laws. The model laws will gain legitimacy by most Arab governments as well as CSOs as pure Arab models given the sensitivity of some Arab countries and parties to any reform coming from the outside. The Arab League needs tools for championing and offering reform initiatives such as drafting democratic laws and constitutions. Such involvement will strengthen the Arab League institutions and help them live up to the expectations of the Arab peoples. The project will target, involve and strengthen the different actors in the political scene, political parties, labour unions and NGOs, in addition to the new emerging interest groups and movements especially those targeting the young generation. A national and regional dialogue among different actors and with concerned public institutions, regional Arab bodies and parliamentarians on the freedom of associations will be opened. Through media support this dialogue will be supported and pushed to the forefront in order to encourage governments to adopt and apply international standards of freedom of associations.

1.5 Detailed description of activities (Maximum of 9 pages)

Survey of activities

Year I

A. Preparatory Activities for the Launch of the Project

Activity 1: Formation and meeting of advisory committee

After the signing of the contract FNF will have a brainstorming meeting with its partner organisation ACRLI.

The objective of the meeting is to brainstorm on:

- the action plan
- implementation method
- coordination means and communication procedures
- guidelines for financial procedures, evaluation, monitoring, documentation, and reporting

Both partners will agree on an Advisory Committee (AC) that will consist of both partner organisations and national implementing partners from the targeted countries. This committee is responsible for the implementation and monitoring of the project activities. It will hold an internal meeting in Amman.

B. Development of model laws for political parties, NGOs, labour unions

The project will mobilise partnerships on different levels (national, regional, international) for the development and distribution of these model laws. On the national level, the project will mobilise CSOs such as those listed under each country. It will adopt an inclusive approach, which will allow the widest participation of all CSOs with the goal to unite all active forces by creating a dialogue and networking environment towards the successful development and adoption of these models.

Friedrich Naumann Foundation, through its involvement in the EU funded regional Bunian process (1996-2003) for NGOs and its long experience in the region, established good contacts and working relations with the CSOs in the different targeted countries.

In Lebanon, the project will mobilise CSOs including, but not limited to the Lebanese Association for the Democracy of Elections, Association pour la Defense des Droits et des Libertés, Lebanese Association for Human Rights, Rene Moawad Foundation, the Lebanese Transparency Association, the Lebanese Center for Policy Studies, (LCPS), Future Movement, Socialist Progressive Party, Phalangist Party, Hizbullah, Amal Party, National Liberal Party, Democratic Renewal Movement, Democratic Left, Free Patriotic Movement, Lebanese Democratic Movement, Lebanese People's Front and workers' unions and liberal movements.

In Egypt the project will mobilise CSOs such as Al-Ahram Center, Egyptian Organisation for Human Rights National Democratic Party, Muslim Brotherhood, El Ghad, National Democratic Party, Al Takful Party, Misr Al Arabi Al Ishtarki Party, Egyptian Green Party, Wafd Party, Kifayah Movement, and United National Front for Change (UNFC). The Democratic Unionist Party Umma Party, National Conciliation Party, Constitutional Party, Egyptian Arab Socialist Party, Democratic Peace Party.

In Syria, it will mobilise CSOs such as the Human Rights Association in Syria, Syrian Young Entrepreneurs Association, the Committees for Civil Society, Arab Organisation for Human Rights in Syria; Damascus Centre for Theoretical and Civil Rights Studies, National Progressive Front (the Socialist Ba'th Party, Arab Socialist Movement, Arab Socialist Union, Communist Party of Syria, Social Democratic Unionists, Socialist Unionists, Syrian Social Nationalist Party) and liberal movements.

In Palestine, it will mobilise CSOs such as The Palestinian NGO Network PNGO, The Palestinian Environmental NGOs Network (PENGON), Mas Centre for Economic Studies, Aman, Badil, Al-Mezan Center for Human Rights, Palestinian Human Rights Monitoring Group (PHRMG), Palestinian Agricultural Relief Committee PLO, FATAH, Hamas (in accordance with European Union policy on Palestine), Palestinian People's Party, the Palestinian Democratic Union, the Civic Forum Institute, Ramallah Centre for Human Rights studies, Palestinian Council on Foreign Relations.

In Jordan, it will mobilise CSOs such as the General Union of Voluntary Societies, the Jordanian Women's Union, the Arab Archives Institute, Centre for Strategic Studies, Adala Center, Al-Majal Center, Islamic Action Front, Jordan Society for Human Rights, Arab Democratic Front, Future Party, Jordanian Arab Democratic Party, Jordanian People's Democratic Party, Jordanian Progressive Democratic Party, Muslim Centre Party, National Constitutional Party.

In addition to the Freedoms Parliamentarian Committees and labour unions (in the five countries).

In Outreach Countries: Friedrich Naumann Foundation has offices in the three countries and a well established partner network on government and civil society level, such as the Espace Associatif network in Morocco; Tunisian League for Human Rights (LTDH), Association Tunisienne des Femmes Démocrates, and others.

Regional Actors will be:

The Arab Network for NGOs (Shabaka), the Arab Parliament, the Arab Institute for Human Rights, Arab Fund for Human Right, Arab Organisation for International Cooperation, Civil Society Commission, Arab Reform Watch, Arab Organisation for Human Rights, General Secretariat of the Arab League, Arab NGO Network for Development, Arab Coordination Centre of NGOs, Arab Journalists Union, Arab Lawyers Union, Arab Commission of Human Rights, International Confederation of Arab Trade Unions (ICATU).

International Actors

International Federation of Human Rights IFHR, Euro-Mediterranean HR Network, the International Labour Organisation ILO and the UNDP/ POGAR.

1. Model law for political parties

Target group: political parties, including moderate Islamic streams, nationalist, leftist and liberal groups, national governments, national parliaments, Arab League institutions, Arab Parliament, Arab intellectuals and academics

2. Model Law for NGOs

Target group: CSOs, including moderate Islamic welfare societies, think tanks, Arab League institutions, regional Arab NGO network, Arab Parliament national governments, national parliaments, Arab intellectuals and academics

3. Model Law for Labour Unions

Target group: labour unions, national governments, national parliaments. Arab League Institutions regional Arab labour networks, Arab Parliament national governments, national parliaments, Arab intellectuals and academics

Activities 2+3: Regional Coordination Meeting

The first regional meeting will consist of two parts: one internal meeting for the advisory committee with the national implementing partners, representing all countries targeted in the project. Those national partners were involved in the design of this project proposal and other activities in this field such as “Arab Decade of Reform”, December 2005. This meeting will discuss the action plan, working methodology and procedures.

The second part of the meeting will gather legal experts, representing regional and international organisations, as well as representatives from those CSOs that are primarily targeted in the proposal: representatives from labour unions, political parties and leading NGOs and NGO networks. Also representatives from the different Arab League bodies such as the Arab Parliament, the Arab Civil Society Commission will be invited.

The meeting will be held in Amman in cooperation with the Civil Society Commission of the Arab League in order to obtain its full support from the beginning.

The purpose of the first regional coordination meeting is:

- to set the baseline for the project: what is the situation with regards to the different laws in the targeted countries, .
- to Consult on best means to achieve an inclusive approach in the five countries
- to Discuss developments in the region with regard to laws
- to Suggest national and international legal experts for the production of first draft laws

The results of the first regional coordination meetings are:

- agreement on working methodology
- commitment from national implementing partners
- patronage and support from Arab League bodies with regards to involving national governments
- agreement on monitoring and evaluation methods
- database of national and international experts
- Formation of an International Advisory Committee consisting of AC and international experts.

Activity 4: Research Paper

A comprehensive **research paper** will be prepared to be presented in the international conference. This research paper will be the focus of discussion and deliberations during the international conference. FNF and ACRLI will clearly define the terms of reference of the research paper. The research should:

- Collect existing laws (in the participating countries)
- Highlight articles and provisions not in line with international standards
- Specify similarities and differences in interpretation in theory and in practice.

Activities 5+6: First international conference

The first international conference will gather representatives from the target groups in the five countries as well as representatives from the outreach countries; international lawyers and international bodies such as the International Federation of Human Rights IFHR, the Euro-Mediterranean Human Rights Network, the International Labour Organisation ILO and the UNDP/POGAR will participate.

The research paper's findings will present the baseline of the targeted laws in the countries involved.

The results of the research paper will be presented and will be the focus of discussions.

A consultative discussion between regional and international experts should clarify the deficits in the existing laws, the international standards with respect for human and civic rights and duties and conflicting interpretations with regards to the existing laws for the further development of the model laws. It is very important that at this stage, representatives of governments, parliaments, labour unions as well as civil society organisations are included in order to initialize a dialogue from the beginning and to ensure a comprehensive inclusive approach. However, it has to be made clear that especially with regards to Islamic movements and governments it might be difficult to engage them in an international conference. Foreign funding might be perceived as foreign interference. It will most probably take some time to convince them of the impartiality and mainly facilitating role of the foreign bodies, be it the Friedrich Naumann Foundation or the EU as such. And maybe this confidence and trust will only be obtained during the 4 months national consultation process which will take place under the guidance of a national partner.

The first international conference will provide both governments and CSOs with the opportunity to voice their constraints, fears and needs. It will provide maximum input and clear structure for the discussion of national meetings around the laws to be drafted: laws for labour unions, laws for NGOs, laws for political parties. The presence of international experts and international bodies will facilitate the dialogue between governmental bodies and CSO. The aim is to strengthen partnership between government and civil society in order to achieve a comprehensive, sustainable and effective democratisation and reform process.

Activities 7-16: Consultation process and development of model laws of political parties, NGOs, labour unions

On a national level, the project will be introduced to all stakeholders in a national conference, elaborating on the outcome and recommendations of the international conference. This national meeting will be followed by a national consultation process through focus group meetings with different stakeholders, discussion forums etc. per country and per law. Working committees will be established including governments and the CSOs targeted in the law. The dialogue that has been initiated in the regional and international conference will now be deepened on a national level. There will be a working group for the NGO law, a working group for the political parties' law, one for the labour unions law. All working groups will aim at achieving inclusiveness and enhancing the national dialogue. It is important that peaceful Islamic movements are included and that a substantive dialogue between the different actors with sometimes very opposing views is facilitated.

Lawyers representing both government and those of CSOs that are targeted in the law will work together in order to come up with a specific text that will be shared and commented by regional and international experts.

Visibility of FNF and EU should be avoided at this stage in order not to endanger notion of ownership. With regards to Syria all activities on a national consultation level will be implemented and monitored by ACRLI alone, which would allow for the involvement of both the government and CSOs.

The International Advisory Committee will provide legal expertise and function in the same time as a watchdog for the adherence of international standards and best practice.

Email exchange will be maintained with the International Advisory Committee during the entire consultation and development process.

Also the international experts might prove to be impartial mediators when conflicts between governments, CSOs and within CSOs emerge. There are many conflicting interests within CSOs in the Arab World, and CSOs have little experience in joining forces on common interests.

This project especially due to the involvement of the International Advisory Committee will provide CSOs with capacities in advocacy and with an experience to join forces with common interests.

One regional Arab expert meeting will be held in month 10 and will consist of three specialised workshops on the three laws in Amman, Jordan and will gather the (7-9) experts for each law from the five core countries and from the outreach countries informing about the results of the focus group meetings and the consultation process in the countries.

During these meetings the final drafting committee per law will be appointed. This drafting committee should work closely with the international advisory Committee and take the recommendations from the consultation meetings into account. Both implementing partner organisations FNF and ACRLI will closely follow up and monitor the process.

In the course of this component of the project reference material which is needed by the local and regional experts will be translated into Arabic.

By month 11 all model laws should be produced in Arabic and are then translated into English and French.

They will be shared through official channels with Arab League bodies (Arab League Social and Economic Council, the Civil Society Commission, Arab Parliament, etc.), and other international bodies such as the UN bodies, WB and the ILO and international NGOs such as the International Federation of Human Rights, Amnesty International, The Euro-Mediterranean Human Rights Network.

Activities 17+18: Second International Conference and press conference

A second international conference will be held in Amman in month 12 to launch the Arab model laws presenting the results publicly to governments, civil society and Arab and international bodies.

Activity 19: Launch media campaign

In anticipation of the launch of the model laws, local and regional media, as well as highly frequented regional satellite stations, will be contacted and informed about the project in order to trigger their interest and mobilise their participation in the international conference which should result in good feedback in the media. Through this medium a bigger audience will be reached which will enhance the dialogue between CSOs and governments on a national level and will encourage support for the project.

Activity 20: Evaluation Meeting

During the implementation of the project a constant monitoring and evaluation process will take place. The first year will conclude with an **evaluation meeting** assessing the achievements, difficulties and draw backs. It will evaluate the feedback received from the different stakeholders and the needs expressed. It should result in clear recommendations for the further implementation of the project with the aim to enhance the dialogue on a national and regional level between governmental institutions and CSOs.

It will gather all the information for the interim report.

Activity 21: Production of the interim report

Year II

A. Dialogue between CSOs and government

B. Initiating a Code of Conduct process and a Arab Charter on Democratic Practices

C. Media Campaign

Activities of year II will focus on deepening discussions on the model laws and enhancing the capacities of CSO to lobby for the adoption of these laws. In addition, in year II the Code of Conduct and the Arab Charter on Democratic Practices will be developed to assure CSO compliance with the rule of law and accountability.

Activities with regard to Model laws (Activities 22-27)

- Following the international conference 1500 copies of the model laws will be printed in the five countries and 1000 copies in each of the 3 outreach countries. Printing will be done in the countries themselves to avoid problems related to sponsorship and shipping.
- Distribution of the model laws will be done by the national partners and the target group of the law. The publications will be made available in universities' libraries, public libraries, major research centres and to academics.
- The Model Laws will also be distributed to ministries and national parliaments in the targeted countries.
- A book “Freedom of associations” will be published in Arabic compiling the research paper, the model laws and the legal commentary during the drafting process of the model laws
- Promotion of those model laws through advocacy and local and regional pressure groups, as well as local and regional media support in promoting this newly created dialogue between governments and civil society.
- Training of governmental bodies as well as CS actors in joint and separate workshops targeting communication with each

Activity 25

The first semester of the 2nd year will further concentrate on launching and promoting the model laws on a national level. National meetings will be held in the five countries and in the outreach countries and will be attended by political parties, NGOs, NGO national networks, labour unions and the media.

Activity 26

The training activities will concentrate on skills and tools to enhance the dialogue between governmental institutions and CSOs. A first requirement will be that CSOs are well trained on the contents of the law, stressing the importance of adherence to rule of law. At least two workshops per country on communication, advocacy and negotiation skills will be organised in order to prepare CSOs for an active, constructive and hopefully effective lobbying campaign.

UNDP POGAR has verbally agreed to contribute to these workshops financially and by sharing its experience in similar projects. The objective here is not only achieving knowledge about the model law, but also to introduce rule of law as an intrinsic part of a democratic society.

Activities 27-36

The **Media campaign** launched during the regional conference will be continued with the following activities on a national level:

- Press conferences in the five countries to announce the development of the model laws with the participation of lawyers involved in the drafting of the model laws, representatives of political parties, unions, and NGOs.
- National TV interviews with activists
- Participation in the popular satellite stations talk programmes such as: Opinion/ Jazeera, Without Limits/ Jazeera, Open Discussion/ Jazeera, , Highlights/ Al-Arabiya, Panorama/ Al-Arabiya, The Fourth Authority/ Al-Arabiya, Talk Shows/ Hura,
- Use the potential of the Internet as a campaigning tool
- Use the Internet to build international support
- Placing announcements and ads on most visited web-sites in the related field serving as a link to the detailed information regarding the initiative
- Using major e-newsletters as carriers of info database.
- Paid and donated campaign advertising on television, radio, print and the Internet delivers

This campaign will be implemented by national and regional partners. In addition, international partners will support by promoting the models on their websites and in talk shows and programmes in their countries.

Meetings will be held with editors in chief of the widely distributed daily and weekly newspapers and magazines such as: An-Nahar Daily/ Lebanon, As-Safir Daily/ Lebanon, Al-Rai daily/ Jordan, Al-Ghad Daily Jordan, Al-Ahram Daily/ Egypt, Ahram Al Arab / Egypt, Al Ayyam Daily, Palestine Al Hayat Al Jadeedah Daily/ Palestine. The political situation in Syria will determine the successful involvement of the media.

Meetings with those in charge of the important Arab satellite stations such as Al Jazeera (claiming 40-million viewers in the Arab world), the competing Al-Arabiya station, Al Hura, Future TV, Nile TV and LBC, and others where possible and with national TV stations.

FNF's role will be to coordinate with the media and to assist with the logistics (i.e. preparation for the press conferences) contacting major national and satellite stations and arranging for the talk shows.

Also here, at least two evaluation and monitoring missions per country will be conducted in order to follow up closely on the developments in the targeted countries. Best practices will be highlighted and promoted. The media campaign is expected to last for the whole duration of the project.

Activity 28-34: Code of Conduct and Arab Charter on Democratic Practices

Target group: CSO and governmental institutions as well as Arab regional bodies

National and regional partners will cooperate on the development and distribution of a Code of Conduct and an Arab Charter on Democratic Practices to govern the work of CSOs .

During the EU funded regional project Bunian: Good governance and participation in public policies (2001-2003) elements of a Code of Conduct for Arab CSOs have been elaborated. The Code stresses the importance of adopting a culture not based on violence but on respect for life; on tolerance; on social, ideological and political pluralism; on participation from both men and women; on a people's right for self-determination; on contemporary international human rights conventions; on democratic legitimacy. The code sets criteria for internal governance of NGO, management of funds, management of human resources and of volunteers, relations with governments, donor organisations, and constituencies and with the media.

These elements will be discussed during a regional meeting attended by international experts from the International Advisory Committee, national and regional NGO networks and NGO activists such as the Arab NGO Network, Arab NGO Network for Development, Arab Organisation for Human Rights, and others.

The aim of this meeting will be to assess the elements of the Code of Conduct produced during Bunian II project on a regional level and to form a final drafting committee to produce a final Code of Conduct document and to develop signing and certification mechanism.

During the regional meeting, tasks will be distributed among the drafting committee which will have 3 months to share information and documents and hold a final meeting to agree on the final document.

A next step will be to launch the Code of Conduct in the different counties (month 18), inviting all key national players, parliamentarians and governments.

This launch will be the official sign of commitment of CSOs to adhere to the Arab Code of Conduct. A concrete result should be that the different networks on a regional and national level have the Code of Conduct document endorsed and signed by any NGO which is applying for membership in a network.

The following month will develop specialised trainings of NGO on the certification mechanism and then conduction of trainings for NGOs.

Arab Charter on Democratic Practices

In support of the model law for political parties, an Arab Charter on Democratic Practices with the participation of Arab Parliamentarians, political parties and Islamic groups will be drafted. The aim of this charter is to have all factions within the political spectrum comply with democratic principles, and this not only in theory but also in practice. It will serve as an important document which will enhance the acceptance of democracy as an intrinsic Arab value and not as an imported product from the West. It will also motivate civic participation in politics and in the development of their society.

A draft charter will be prepared by 2 secular opinion leaders and 2 Islamic scholars. The draft paper will be circulated to the political parties and Arab regional bodies prior to the meeting, requesting a thorough evaluation of the document and written recommendations. A working group set up by leading partners FNF and ACRLI will review the recommendations and draft a complete text. International standards on good governance and democracy will be taken as a reference.

A **regional meeting** attended by representatives of Arab parliamentarians and political parties, Arab NGO networks will discuss the document produced.

The final document will be endorsed by the attendees as an Arab Regional Charter for Democratic Practices.

In preparation of the meeting and during the reviewing process, the experiences of the informal network “Arab Parliamentarians against corruption” will be taken into account.

The network will assist the project in promoting and implementing the Arab Charter on Democratic Practices on a national and regional level.

These two meetings on the Code of Conduct and the Arab Charter on Democratic Practices will either be held in Amman or in Beirut according to the political situation and will be organized by the Friedrich Naumann Foundation together with the partner organisation who will provide intellectual as well as logistic support.

Activities 33-34: Printing and distribution of the Code of Conduct and the Arab Charter on Democratic Practices

- 10.000 copies of the Code of Conduct will be printed. Printing will be done locally in order to avoid problems related to sponsorship and shipping.
- 50.000 booklets of the Arab Charter on Democratic Practices will be also printed.

Activity 35: Production of interim report

An interim report will be compiled on the basis of internal monitoring and evaluation.

YEAR III

Activities 36-38: Promotion of the Code of Conduct and the Arab Charter on Democratic Practices

The following months will be devoted to **promotion of the Code of Conduct and the Arab Charter on Democratic Practices**. Media campaigns and at least two workshops on a national level for political parties will be designed and conducted.

Two to three special capacity building workshops on topics related to rule of law, good governance, and democratic practices for different target groups will be developed on request and perceived needs. Here a close cooperation with UNDP POGAR will be sought in order to be able to complement the efforts of other international organisation and avoid duplication of efforts. In order to achieve sustainability and ownership own modules should be developed by and for CSOs.

The capacity building workshops and trainings on Code of Conduct and the Arab Charter on Democratic Practices will especially focus on youth as a target group (student's council, youth parliament, schools, youth groups in political parties, etc.) In discussion groups the practices in their clubs, institutions and gatherings should be analysed and discussed in order to introduce gradually the democratic principles and respect for rule of law as principle of their societies.

Women empowerment will be achieved through capacity building on Good Governance principles aiming at creating models of best practice.

Activity 39: Internal evaluation

A **final evaluation meeting** will be held in the course of the 3rd year between the two leading partners, the advisory committee and the international advisory committee, including the implementing partner countries from the participating countries.

This meeting will concentrate on the following items:

- Monitoring of the project: Discuss national and regional reports
- Assessing the second year activities
- Discussing new approaches and suggestions
- Discussing means of establishing networks of journalists, legal experts and activist to carry the future promotion of the project beyond its time frame.
- Developing the agenda of the final international conference of the project

This meeting will be organized by the Friedrich Naumann Foundation and its partner organisation and will be held in Amman – Jordan.

Activity 40: Final International Conference

The final international conference with high visibility will be attended by 100 participants from the eight countries including:

- Political parties
- Islamic groups
- International and European organisations
- Regional Arab networks
- Arab CSOs
- Arab League institutions
- Arab intellectuals
- Arab Research Centres
- Parliamentarians

This event will be coordinated by FNF, its partner organisation and the different national partner organisations.

The aim of the meeting is:

- To attain the maximum support for the project outputs
- To come up with concrete recommendation for the adoption of model laws, Code of Conduct and the regional charter

Activity 41: External Evaluation

External evaluators will be contracted according to the international guidelines for evaluation. The evaluators will attend the final conference; meet with the different stakeholders and representatives from the target groups.

Activities 42+43: Reporting and Auditing

Final project report writing will be initiated.

1.6 Methodology

1.6.1. Methods of implementation and reasons for the proposed methodology

The project will be implemented by the Friedrich Naumann Foundation office in Amman in full fledged partnership with the regional partner, the Arab Centre for the Development of the Rule of Law and Integrity (ACRLI), based in Beirut and with branch office in Amman.

The FNF offices in the participating and outreach countries will provide logistical support and financial auditing support. As FNF will be the leading partner in the project, the project manager responsible for the overall implementation of the project will be based in Amman, Jordan. He/she will coordinate through visits, emails and other communication means with the implementing national partners, FNF offices and with the main regional partner organisation in Lebanon. FNF office in Amman is responsible for supervising budget spending and financial reporting.

FNF office in Amman will be responsible for the regional meetings, as well as for the coordination with the national partners.

The partner organisation, ACRLI, aims at strengthening the Rule of Law, fighting societal & governmental corruption and building the foundations of Law, efficient and independent justice systems within the Arab will provide a precious input to the programme and will guarantee its sustainability and continuity through its wide range of specialized Arab Law Databanks.

ACRLI will organise and implement activities in Lebanon and Syria according to the guidelines of this project proposal, the partnership agreement and following the procedures as discussed in the first internal meeting. National partners will abide by the same guidelines and procedures. Memo of Understandings will be developed specifying role, tasks and responsibilities. On the one hand this methodology will guarantee the ownership of the project by national and regional partners; on the other hand, the achievement of the project objectives will be met. For the regional activities, ACRLI will assist FNF in nominating participants of the different national and regional activities, in the designing the related program, in the implementation of the conferences, in providing the names of national and international experts and resource persons, in the selection of a group of experts (Junior and senior experts), in order to assist in designing model laws and in the methodology of writing such model laws and in the launch of a wide media campaign through its network of media activists.

Two committees will be created: an advisory committee composed of a project manager, the FNF representative, resource persons from ACRLI, and national implementing partners.

The international advisory committee is composed of the advisory committee three experts from international organisations. The advisory committee will be assigned to supervise the overall implementation of the project, monitor the activities, provide guidance, suggest resource persons. The international advisory committee will supervise and provide guidance for the development and production of model laws, Code of Conduct and charter of democratic practices. This will ensure that all outputs are in line with international standards of freedom of association and provide international support for the output produced.

Well selected regional and national partners, Arab opinion leaders, NGO activists, parliamentarians, human rights activists, Arab NGO networks, renowned research centres, the Civil Society Commission of the Arab League and the media, will be involved in the launch of the project in order to widen the support for the project from the very beginning. Representatives from most of these organisations were actively involved in the design of the project, given guidance during and after consultation meeting in Amman on 15 February 2006.

The Civil Society Commission of the Arab League, a partner of FNF in the launch of the Arab Decade of Reform and in the consultation meeting will serve as a regional umbrella for the regional meetings and as link with the different Arab League institutions for the adoption and promotion of the model laws. The Civil Society Commission of the Arab League is based in Amman, Jordan.

By this method FNF will guarantee an overall supervision of the project activities and financial control over them. It will guarantee coordination with national partners as well as with regional partners and will obtain the widest support and feedback from the different actors.

Regional meetings and international conferences will be organised by Friedrich Naumann Foundation in cooperation with its partner ACRLI. The national partners will participate and contribute by nominating experts and participants. ACRLI will conduct all activities in Syria as the political situation might prevent foreign organisation to work there efficiently. It will also be responsible for the activities in Lebanon as it is based there. The national partners in Egypt, Jordan and Palestine will implement all events on a national level in close cooperation and communication with FNF and ACRLI. Focus group meetings will again be organised by national partners and facilitated by legal consultants. FNF and ACRLI already have established contacts with Arab satellite stations. According to the development of the project and the political situation on regional and national level innovative methods such as spots, advertisements, talk shows will support the media campaign.

1.6.2. How the action builds on the results of previous action

Within the framework of the Bunian I regional programme (capacity building and networking of NGO 1996 – 1998), implemented by the Friedrich Naumann Foundation and supported by the EU, a first Arab Initiative for the Freedom of Association, has been launched by the formation of an Arab network of legal experts from Mashreq and Maghreb. The legal experts, after many consultation meetings coordinated and facilitated by Bunian and with extra funding of the World Bank, published a book on the different laws governing NGOs in the Arab world depicting the articles that violate the international principles of freedom of associations, issued the first Arab declaration for the freedom of association for NGOs and established a website for the promotion of the Arab initiative principles.

The declaration has been adopted by major Arab NGO networks such as Arab Network for Development consisting of 43 NGOs and the Arab Network for NGOs and by major European- Arab networks such as the Euro-Mediterranean Human Rights Network, as a solid base for freedom of association in the Arab world. The principles laid down by the declaration were subjects to be taught and sources to be quoted in conferences and training events not only in Mashreq and in Maghreb but also for the emerging civil society in Iraq.

Many countries have been reviewing their laws since then and amended them but again, restrictively and discretionary. For example, Egypt's law 84 / 2002 gives enormous discretionary powers to the Ministry of Insurance and Social Affairs (MOSA) to reject applications arbitrarily while technically complying with the law; to refuse the application of an NGO that is threatening to "national unity" or might violate "public order or morals; to engage in any "political activity," including "advocating the program of one of the parties," contributing money to support an electoral campaign, spending money in support of party activity . Much like Egypt, the period 2000 -2005 in Jordan witnessed the discussions of several draft NGO laws which all came to be confused and restrictive due to the tense political situation in the region and especially in Palestine and its impact on the national policies in Jordan.

In Bunian II regional programme (Good Governance of NGOs and Participation of Public Policies 2002 – 203) an assessment tool for governance within the NGO sector has been produced and tested on some NGOs and elements for a Code of Conduct were developed for further elaboration and adoption by the Arab NGO sector benefiting from most prominent international experiences.

In addition, a proposal has been made to update the book on the Freedom of Association in the Arab World was made to include a critical review of developments in the different countries but due to the lack of funds and the short implementation period of the project it was not feasible to achieve this goal.

This project will capitalise on the different material collected, the network of activists created and the literature produced, specially the Arab Declaration for the Freedom of Association and the Code of Ethics to further develop model laws and to initiate discussions around the Code of Ethics and to develop procedures for signing and monitoring the compliance. It will utilise new partnerships especially with the Arab League and the media to launch national and regional campaigns to spread awareness on the topic.

1.6.3. Where the action is part of a larger programme, explain how it fits or is coordinated with this programme. Please specify the potential synergies with other initiatives, in particular from the EC

FNF has been committed to promote democratisation, the rule of law and Human Rights in the Middle East since the 1980ies. Support to CSOs, strengthening citizenship and political participation have been the main focal point of FNF's activities in the region.

The project is part of the quest to promote democratic reform in the Middle East and is in-line with the European Neighbourhood Policy (ENP) offering a new framework for relations with Europe's new eastern and southern neighbours intended to bolster the Barcelona Process offering a huge incentive to encourage countries to undertake serious reforms. Together with the European Security Strategy the ENP seeks to establish important precepts for moving forward. In particular, the policy identifies to tackle root causes of instability—a deficit of both democracy and economic opportunity—and promote prosperity.

In May 2003, the European Commission issued an important communication entitled “Reinvigorating EU Actions on Human Rights and Democratization with Mediterranean Partners”. The document established strategic guidelines for strengthening the implementation of the human rights clause of the association agreements. Three key documents—“European Security Strategy,” “Strengthening the EU's Relations with the Arab World,” and “Interim Report on the EU Strategic Partnership with the Mediterranean and the Middle East”—form a strategic umbrella for Europe's new democracy-promotion strategy. While the ENP lays out concrete policy options for energizing movement on reform, the European Security Strategy and accompanying papers situate these options in a broader, strategic context. “Strengthening the EU's Partnership with the Arab World” lays out the principles that should govern the European Union's relations with the Arab world. It asserts that an overriding objective should be to **promote political, economic, and social reform**. The paper underscores the need to deepen candid political dialogue and to focus on concrete reform issues. Significantly, it calls for the **involvement of a wide spectrum of political forces** and organisations in the region that favour a non-violent approach and that agree to play by democratic rules.

Issued in March 2004, “Interim Report on an EU Strategic Partnership with the Mediterranean and the Middle East” provides an update on the development of the European Union's Middle East strategy. The paper concludes by asserting eleven key objectives, including development, through partnership, of a common zone of peace, prosperity, and progress; resolution of the Arab-Israeli conflict; long-term, sustained engagement with the region; and the need to strengthen political dialogue and promote respect for human rights and the rule of law.

POGAR (the United Nations Development Programme (UNDP), Programme on Governance in the Arab Region is dedicated to the promotion and development of good governance practices and related reforms in the Arab states. The project will coordinate, complement with the POGAR programme. Excellent working relations have been established since many years.

The project will build on and enhance the increasingly public and fertile discussion of reform across the region producing non-governmental calls for reform that are unprecedented in their number, comprehensiveness, and explicit focus on democracy and freedom such as the conference convened at the Alexandria Library in Egypt, which produced a document demanding the cancellation of emergency laws, the lifting of restrictions on speech and association, and the transfer of authority from Arab states' traditionally dominant executive branch to elected legislatures and an independent judiciary.

It will encourage dialogue around the first joint program aimed at promoting political reform in Arab countries adopted by the 22-member Arab League in 2004 through involving the different Arab League specialised institutions and opening dialogue between these institutions and the civil society. However, it has to be mentioned, that there is currently not one initiative targeting CSOs in all five plus three countries of the region that offers such a comprehensive approach leading towards democratisation of this important sector.

1.6.4. Procedures for follow up and internal/external evaluation

Regular meetings will be held between FNF and its partner organisation the Arab Centre for the Development of the Rule of Law and Integrity to assess the national and regional progress of the project implementation and of the results achieved. For that purpose an advisory committee will be created at the launch of the project, which will closely monitor the progress of the implementation on a regional and national level. The advisory committee will be constantly in contact, however also one meeting will be organised annually aiming at evaluating the progress. The recommendations and finding of these meeting will be documented. . The international advisory committee will supervise and provide guidance for the development and production of model laws, Code of Conduct and charter of democratic practices. This will ensure that all outputs are in line with international standards of freedom of association. New approaches and methods to achieve the goals of the project according to the developments in the regional will also be discussed. Other meetings will be held if required throughout the development of the project.

National reports will contain detailed activities, list of participants and assess the quality of input, themes, challenges and recommendations.

The meetings will discuss future action plans and will adapt them to respond to the feedback received from participants in earlier events and according to recommendations of the national partners.

In addition, the Friedrich Naumann Foundation, together with its regional and national partners will observe statistics, studies and researches on CSOs in the targeted countries and will monitor the numbers of registered NGOs, political parties, unions, Islamic welfare societies during the period of implementation. The level of participation in existing civil society organisations will be evaluated at the beginning of the project activities and throughout the implementation process.

New legislations regarding the organisation of CSO issued during the implementation period of the programme will be documented and improvements/ deterioration in comparison with existing ones with regard to international standards will be documented. In addition, media response to the project activities will be monitored and documented

The project will ensure constant involvement and consultation with the Arab League to have the model laws accepted, adopted and promoted within the specialised Arab League bodies.

The project will assign an external evaluation team from among the well known firms to assess the project achievements with regard to the logical framework, the objectives and results during the last quarter of the 3rd semester of implementation. The evaluators shall examine the quality of models produced and conduct visits to the countries targeted and meet with partners. Interviews with project director, main partners, and other partners and with key staff will be carried out.

1.6.5. Description of the role and participation in the action of the various actors (local partner, target groups, local authorities, etc.), and the reasons for which these roles have been assigned to them.

The project will be implemented by the Friedrich Naumann Foundation office in Amman in full fledged partnership with the regional partner, the Arab Centre for the Development of the Rule of Law and Integrity (ACRLI), based in Beirut and with branch office in Amman.. The FNF offices in the participating and outreach countries will provide logistical support and financial auditing support.

FNF office in Amman will be responsible for the regional activities, as well as for the coordination with the national partners. ACRLI will organise and implement activities in Lebanon and Syria according to the guidelines of this project proposal, the partnership agreement and following the procedures as discussed in the first internal meeting. National partners will abide by the same guidelines and procedures.

The national partners in the five countries will be the main and actual implementers of the project activities in order to guarantee the ownership of the project by national actors. Local partners will be assigned and contracted to implement the activities. They are selected due to their inclusive nature, their ability to reach to the different actors and their credibility in their societies.

During the national launch, the target groups in the different countries will be well informed about the project activities and will be consulted on the best means to achieve the desired objectives.

1.6.6. Team proposed for implementation of the action (by function: there is no need to include the names of individuals here)

There will be a full time project manager to be based in Amman, Jordan who is supervised by the Resident Representative of FNF in Amman and a representative of ACRLI in Lebanon. The project manager will be assisted by an assistant and a fulltime accountant also to be based in Amman.

There will be a project coordinator in Lebanon and one in Syria responsible for the implementation of activities in the respective countries.

The national partners will assign human resources for the implementation of the project

FNF offices in Palestine, Egypt and in the outreach countries will provide guidance, logistical and financial administration support.

Two committees will be formed.

- One for the implementation of the project: An advisory committee which comprises the project manager and the two advisors as well as the national implementing partners.
- The international advisory committee includes the advisory committee with international experts. Legal expertise will be contracted on a consultancy basis.

1.6.7. Main means proposed for implementation of the action (equipment, tools...)

Fully equipped offices of FNF in Amman, Palestine, Egypt, and in the outreach countries exist. The regional partner ACRLI has fully equipped premises in Beirut and one office in Amman.

All partners are required to dispose of fully equipped offices including computers with internet access. If not available with some of the national partners, the project should provide the equipment which is essential for the implementation of the project. A laptop with wireless internet has to be purchased for the project manager.

1.7. Duration and action plan

The duration of the action will be 36 months.

Year 1													
Activity	Semester 1						Semester 2						Implementing body
	Month 1	2	3	4	5	6	7	8	9	10	11	12	
1. Formation and meeting of the advisory committee	x												FNF/ACRLI
2. Preparation regional coordination meeting	x	x	x										FNF/ACRLI
3. Regional coordination meeting			x										FNF/ACRLI
formation international advisory board			x										FNF/ACRLI
4. research papers		x	x	X	x	x							FNF/ACRLI advisory board
5. Preparation International Conference				X	x	x							FNF/ACRLI international advisory board
6. International conference						x							FNF/ACRLI advisory board
7. Consultation process							x	x	x	x	x		national partners
8. National meetings in five countries							x	x					national partners
9. Consultation (focus group meetings) in five countries									x	x			national partners
10. Preparation regional meeting										x			FNF Jordan ACRLI
11. Regional meeting Amman										x			FNF/ACRLI international advisory board
12. Formation drafting committee										x			FNF/ACRLI international advisory board
13. Production model laws											x		FNF/ACRLI international advisory board
14. Preparation launch model laws										x	x		FNF Jordan ACRLI

29. Regional meeting on Code of Conduct and Arab Charter on Democratic Practices	x								FNF/ACRLI international advisory board
30. Production of Code of Conduct and Arab Charter on Democratic Practices	x	x							FNF/ACRLI international advisory board
31. Regional launch of conduct and charter of democratic practices		x							FNF/ACRLI international advisory board
32. Launch of Code of Conduct and charter of democratic practices in five countries and in outreach		x							FNF/ACRLI international advisory board national partners
33. Printing of Code of Conduct and Arab Charter on Democratic Practices		x							national partners FNF/ACRLI
34. Distribution of Code of Conduct and Arab Charter on Democratic Practices		x							national partners FNF/ACRLI
35. Interim report									FNF/ACRLI
36. Advocacy and awareness through media campaign		x	X	x					national partners FNF/ACRLI
37. CB training for CSO on Code of Conduct and Arab Charter on Democratic Practices in the five countries			X	x					national partners FNF/ACRLI
38. Preparation Final conference				x					FNF/ACRLI international advisory board

39. Internal evaluation				x					FNF/ACRLI international advisory board
40. Final conference				x					FNF/ACRLI international advisory board
41. Evaluation				x					FNF/ACRLI international advisory board
42. Reporting				x					FNF/ACRLI
43. Auditing				x					FNF/ACRLI

Detailed Action Plan for Year 1

	Month	Activity	Implementers	Objectives	Place	Output/ Results
	January 2007	Coordination Meeting with Partner + formation of Advisory Committee ¹	FNF (lead partner) + ACRLI	Put the action plan implementation method, coordination means and communication procedures guidelines for financial procedures, evaluation, monitoring, documentation, and reporting Discuss names of AC	Amman or Beirut	Agreement on procedural and methodological means of managing the project – Contractual and financial issues Establish contact with AC
1	January 2007	Contracting staff to implement the project activities ²	FNF + ACRLI	Drafting clear job description according to responsibilities needed	Amman +Beirut + Syria	Finalization of work contracts
2	February – March 2007	Collection of information and data of existing laws in countries concerned Collection of information of CSO active on this issue Establish contacts with concerned organizations Preparation for AC Meeting ³	FNF + ACRI + FNF offices	Building a data base on organization concerned with the project Establishing contacts with them Building information base of foreign NGOs and similar initiatives	Amman + Beirut + Syria + Egypt + Palestine	Documentation of all contacts and preparation of lists of potential organizations
3	March 2007	Meeting of AC ⁴	FNF + ACRLI + lead implementing partners in Egypt and Palestine, Jordan and Syria + FNF offices in the region	Explain project aims and activities Agree on procedures and local partners in each country Establish means of coordination with FNF offices Suggest national and legal experts to participate in	Amman or Beirut	Agreement on procedural and methodological means of managing the project – Contractual and financial issues Detailed Draft Action plan for the first year

¹ FNF has met partner organization on two occasions (Democracy and Reform: Third Discourse regional event in Beirut 16-17 November and in 26 November in Amman) and discussed the project activities, staff and responsibilities and budget.

² FNF and partner organization agreed on the job description and titles of new staff in Syria, Jordan and in Lebanon.

³ Plenty of material has been collected during the process of drafting the project proposal, in the consultation meeting held in February with knowledgeable activists on the topic of freedom of association and during the last event held in Beirut in 16-17 November 2006.

				drafting model laws		
4	March – April 2007	Identification of national and international experts (providing them with information on the project, first hand information collected, roles expected) Contracting Experts	FNF + ACRLI + AC	Monitoring the model laws to be in agreement with national specificities and international standards Promoting aims and objectives of the project among CSOs	Amman, Beirut, Palestine, Syria, Jordan, Egypt	Formation of International Advisory Board Clear responsibilities of IAD CSOs informed about the project and its activities.
5	April, May 2007	Preparations for the international conference Finalization of position papers/ country/ Position papers on international standards with regard to 3 laws	FNF + ACRLI + AC + Local Partners + Arab League	Inclusive lists of national CSOs Inclusive lists of Arab Regional Organizations Inclusive lists of international NGOs and UN concerned bodies	Amman, Beirut, Palestine, Syria, Egypt, Morocco, Tunisia, Algeria	Programme developed List of major Arab and international players Contacts established Project promoted
6	June 2007	International Conference	FNF + ACRLI + AC + Local Partners + Arab League	Official Launch of the Project Official Adoption of the project by AL and Arab League institutions Discussion of position papers (gaps in existing laws + international standards) Promotion of project aims and objectives nationally, regionally and internationally Recommendations from experts Recommendations on best means to achieve objectives	Egypt or Amman	Position papers developed, discussed and widely distributed Recommendations developed New ideas to promote project objectives developed Action plans suggested

⁴ A number of the proposed AC members were present in the event held in Beirut entitled: “Democracy and Reform: A Third Discourse” and they were briefed on the project and its activities.

7	July – August 2007	National Meetings in 5 countries	FNF + ACRLI + AC	Presentation of Project on the national level Presentation of national, regional and international recommendations Promotion of project objectives Involving largest number of players in the process	Jordan Palestine Syria Lebanon Egypt	
8	July – October 2007	Consultation process with different actors	FNF + ACRLI + AC	Open national dialogue (involving CSOs + government bodies + lawyers + media + opinion leaders) in each of the countries involved on the three laws Introduce international standards Come-up with recommendations specific to each country	Jordan Palestine Syria Lebanon Egypt	National recommendations for the 3 model laws
9	October – 2007	Preparation for meeting of consultants	FNF + ACRLI + IAB + AL and its institutions			
1	November 2007	Meeting of consultants Discussion of final drafting of model laws	FNF + ACRLI + IAB + AL and its institutions	Discuss all national, regional and international comments and suggestions	Jordan or Lebanon	Draft model laws
1	October – November 2007	Formation of a drafting committee	FNF + ACRLI + AC + IAB	Finalization of model laws in Arabic and in English		Final document
1	November 2007	Production of model laws		Equip the Arab CSOs with legal tools to improve their lobbying and advocacy capacity. Spreading awareness among CSOs on the importance of developed law in agreement with international standards Spreading awareness among related government officials and authorities on the	Printing in Amman Coordination for the production by email with partners	3 model laws on: Voluntary organizations Political parties Labor unions

				modern standards of association laws		
1	October – 2007	Preparations for the launch of the media campaign Establishing contacts with major media outlets Building data base on important media outlets Holding press conferences Preparation for the International conference to launch model laws		Guarantee good media coverage of first year activities and outputs	Amman Beirut	
1	November 2007	International conference to launch the model law	FNF + ACRLI + AC + IAB	Guarantee the promotion of the project aims and objectives among a wide public Gather national, regional and international support for the project and its outputs Asses and monitor project progress with partner organizations and with beneficiaries	Amman, Cairo or Lebanon	Recommendations
1	December 2007 – January 2008	Narrative + financial report for the first year of the project activities.	FNF + ACRLI + AC + Recommendations of IAB		Amman and Beirut	

2. EXPECTED RESULTS

2.1 Expected impact on target groups/beneficiaries

2.1.1 The situation of target groups/beneficiaries

The action aims at advocating the right of freedom of association for all groups in the Arab society to **enhance democracy and participation through a national dialogue that will incorporate moderate Islamic streams**, who lead large and efficient organisations, and who were until very recently excluded from the political sphere by secular movements and by governments into the project activities. This inclusion will add a strong ingredient to civil society and enhance the lobbying and advocacy capacity of CSOs in the Arab region.

a) Model laws for political parties, NGOs, Labour Unions are drafted and widely discussed through intensive media campaigns motivating Arab governments to put the recommendations on their agendas.

With the production, promotion and the advocating of the adoption of model laws of labour unions, NGOs and political parties in-line with international standards, CSOs of all levels will benefit from the project. **CSOs will be equipped with tools which will enable them to demand and lobby for better laws and regulations.** This will enhance civil participation based on knowledge and information in the decision making process. However, the project aims to achieve some more tangible result, such as influencing the process of drafting new laws, especially in countries like Lebanon, Palestine, Egypt and Morocco, where there are very active CSOs. Jordan and Syria are relatively influenced by the political environment on a national and regional level, which has been hindering the impact of CSOs initiatives and allowing more government interference in the public domain.

b) Improved capability of the governments to accept CSOs as adequate partners in the decision making process.

The project will enhance the dialogue between CSOs on different levels, Arab parliamentarians and Arab governments. This dialogue will be based on solid legal and international standards and also acceptable to the different Arab League institutions. The media campaign will support this dialogue and the project objectives.

The project will also help influence the relationship between CSOs and governments in a positive manner. CSOs will be better prepared to address the government while the government will take CSOs seriously and accept them as real partners in the decision making process.

c) Code of Conduct and an Arab Charter on democratic practices to govern the work of CSOs.

The project will create a signing and compliance mechanism for the Code of Conduct that will be adopted by major Arab networks. This will oblige CSOs to abide by the Code in order to preserve their membership in the networks and to further receive funding for their projects.

It will gather all active forces of the society to work collectively on a common cause and agenda for reform. This will create dialogue and interaction between the different groups and lead to better understanding and future cooperation and create a united constituency for democracy around a very essential topic for CSOs and governments.

Through the media campaign, the project will **enhance the image of CSO and will earn them credibility and visibility as active players in their society.** It will also reach out to a large public in the Arab world and influence opinions of the public as well as governments specially by targeting media outlets that have big share of viewers and readers and big influence on public opinion.

d) Improved capacity of CSOs in dialogue, advocacy and public information and communication with decision makers, authorities and public at large.

It is expected that the number of registered CSOs in the Arab countries targeted by the project will increase and **their capacity to influence the democratisation process will be enhanced under clear laws and regulations. These CSOs will also be equipped with tools to enhance internal governance, efficiency and impact through at least one training per year.** The adoption of the Code of Conduct and the Arab Charter on Democratic Practices will improve the image of CSOs among their constituencies and enhance their efficiency. CSOs in the region have been suffering from lack of public trust and also from undemocratic practices within their organisations. The project will also offer training for these CSOs, **improve their internal governance** and enable their members to question their credibility and to pressure them to adopt democratic practices and to abide to the principles of good governance. This should result in increased number of members and increased involvement and commitment of the members.

e) The capacity building workshops for CSOs will have the effect that **women participation in civil society and politics will become more effective.** The acquired skills and tools will enable women organisation and women politicians to pursue their goals more efficiently.

Democracy will be perceived as an intrinsic Arab value and not as product from the West.

2.1.2 The technical and management capacities of target groups and/or any partners

On a national level, the project activities will be implemented by national partners. The partners' capacities on a management level will be enhanced through the fact that all implementing partners will be involved in the decision making process. Principles of good governance such as transparency, accountability and responsibility will be applied equally to all partner involved. For that purpose, clear procedures and guidelines will be produced which will be the basis and condition of cooperation.

The management capacities of the national partners will be increased through their participation in the international advisory committee of the project which will be responsible for development and production of the model laws, Code of Conduct and the Arab Charter on Democratic Practices according to best international standards. This will be an interactive process of sharing information and experiences together with regional and international experts.

FNF offices in the region will monitor the accountancy and financial reporting, building in this way on the capacity of the national partners in this field. FNF has also internally produced a manual for organising events which will be shared amongst all partners.

The project will enhance the capacities of national NGOs to implement lobbying and advocacy projects and will provide them with the needed skills to implement themselves future EU supported projects.

Throughout the implementation of the project, the partner organisation will be involved in the overall monitoring and evaluation of the project activities, again strengthening its capacities in those areas of the project cycle management.

The project will enhance the capacities of CSOs to plan and implement successful media campaigns and through such campaigns to influence the public opinion and the decision makers.

On a technical level, those national partners that need it will receive either technical equipment essential for the implementation of the project such as computers, internet access or the training on using advance modern communication techniques.

The management capacities of the target groups will be improved by the adherence to the Code of Conduct and charter of democratic practices. It is expected that the new dialogue between government and CSO with the introduction of the above mentioned tools will also positively affect government performance.

2.2 Concrete outputs

Foreseen publications:

- Model NGO laws 7500 copies (1500 copies to be printed in each of the 5 core countries and 1000 to be printed in each of the outreach countries): Total of 10.500 copies
- Model political parties laws 7500 copies (1500 copies to be printed in each of the 5 core countries and 1000 to be printed in each of the outreach countries): Total of 10.500 copies
- Model labour laws 7500 copies (1500 copies to be printed in each of the 5 core countries and 1000 to be printed in each of the outreach countries)): Total of 10.500 copies
- Code of Conduct (leaflet), 10.000 copies to be printed locally.
- Arab Charter of Democratic Practices (leaflet), 50.000 copies.
- Freedom of Association Book (a legal reference on laws governing association in the Arab World and a compilation of all produced material) 3.000 copies.
- Reference material available on websites of partner and international organisations

Other concrete outputs:

- One regional coordination meeting with 20 participants introduced to the objectives of the project
- One international conference gathering regional, national and international expertise: 50 participants
- Launch of consultation process on a national level (1 meeting per 5 countries), 50 participants per meeting per country, a total of 250 participants
- Three focus group meetings per country (15 participants per meeting)
- One international conference with max 100 participants launching the model laws and gaining international recognition
- Launch of model laws on a national level (one meeting per 5 countries), 50 participants per meeting
- Training on model laws, at least 75 CSOs in each target country trained on model laws; a total of 375 CSOs representatives
- At least 15 representatives from the 3 Maghreb outreach countries involved in the regional and international meetings
- A total 5 Arab parliamentarians per country trained on the model laws: 25 MPs
- A total of at least 10 government officials per country trained on the model laws: 50 government officials
- A regional meeting with 20 participants acquainted with the elements of the code of conduct and the principles of an Arab Charter on Democratic Practices
- Launch of Code of Conduct and Arab Charter on Democratic Practices on a regional level: a total of at least 25 government officials, including Arab MPs participated in the presentation of the Code of Conduct and Arab Charter on Democratic Practices
- At least 75 CSOs in each target country trained on Code of Conduct and Arab Charter on Democratic Practices; a total of 375 CSO representatives
- Working relationships established with the audio-visual media (at least 3 major daily newspapers in each country, 3 satellite stations, 5 national TV stations)
- 100 people participated in a concluding international conference

2.3 Multiplier effects

The project will produce model laws, a Code of Conduct and a regional charter for democratic practices. These outputs will serve the current project purposes. However, they can also serve other Arab countries who suffer the same deficiencies in laws and codes. They can serve as reference materials to governments, parliaments, academics and legal experts all over the Arab world.

The outputs will be produced in the five countries and by national partners. Hence, national partners will be able to reprint them according to needs of each country. They can download them on their websites and can circulate them through their own electronic or printed newspapers.

As for the Code of Conduct, all existing national and regional NGOs and NGO networks can use it as a tool for governance and monitoring. The same could be used by other countries and by newly established NGOs.

The Model Laws will be distributed to all universities' libraries, to public libraries, major research centres and to academics. They will serve as a reference material for students and professors. In addition, they will be distributed to concerned ministries throughout the Arab countries and beyond. Copies will also be sent to parliamentarians in order to take these model laws into consideration when discussing new laws and regulations.

The project will support processes in neighbouring countries that are not directly targeted in the project. The project is expected to have multiplying effects in the whole Arab region, which overall shows big deficits in the field of freedom and democracy. Also, the published material when made available on Arabic websites and widely discussed by popular satellite stations shall trigger of discussions and processes in other countries.

Trained members of CSOs throughout the project activities will serve as future trainers and the successful implementation of the project activities will be an impulse for future joint initiatives of civil society.

Coalitions built during the implementation period of the project, especially between Islamists and secular forces will open the door for an on-going dialogue and cooperation.

The media campaign will create a network of media activist who will monitor future developments with regard to laws and will be able to criticise these laws having a reference document in hand.

The "Freedom of Association" book will serve a reference document on existing laws and their gaps and on reform needed.

2.4 Sustainability

2.4.1 The financial aspect (how will activities be financed when the grant ends?)

By the conclusion of the project all the planned activities will be finalized. New needs expressed by partners and by target groups, in-line with reform and democratization, will be supported by the Friedrich Naumann Foundation through its own funds. The Friedrich Naumann Foundation will also assist smaller NGOs and CSOs to obtain funds from the different donor organisations active in the region.

Some of the partners in this project do not lack the funds but lack the vision and the capacity to implement such projects (for example: the Future stream in Lebanon and Al-Wafd in Egypt). FNF will encourage such organisations to continue with the work started and to address the new needs.

Through the partnerships to be build with the media, the media campaign is expected to continue and to be supported by major media outlets.

On the other hand, the international and local political environment, outside of a project's scope of intervention, shall have its impact on the sustainability of the project. These two elements are strongly related and will influence the financial sustainability of the project to a large extent.

By the conclusion of the project all the planned activities will be finalized. New needs expressed by partners and financial resources necessary to pursue activities beyond project support will remain limited. However, the sustainability of the project fits within the global reform agenda, and new opportunities will present themselves for different programs and organisations.

2.4.2 Institutional level (Will structures allowing the activities to continue be in place at the end of the action? Will there be local "ownership" of action outcomes?)

On the institutional level, the project will ensure its sustainability through:

- mobilising the different target groups in order to solve together a common problem;
- establishing formal and institutional relations between the different stakeholders;
- developing conditions enabling local organisations, governments, parliamentarians and communities to express their potential, improve functionality, develop mutual relationships of support and accountability, in order for local stakeholders to pursue reform and development, beyond a project intervention.

It will also ensure sustainability through

- Creating a dialogue around goals, roles and strategies for improving the legal framework.
- Sharing of data based on common evaluation dimensions
- Changing behavioural patterns especially when referring to communication between governmental institutions and CSOs
- Providing opportunities for learning through evaluation and research.

The project will improve the ability of stakeholders to initiate action, and enhance self-reliance and gain social capital, trust and the willingness to collaborate at the community or inter-organisational levels

It will develop tools to inform learning and decision processes, build capacity to change laws or pressure the drafting of new ones and in general, support relationships and connectedness which organisations depend on to fulfil their mission.

The strength of the project on national and regional levels lies in its ability to bring all active CSOs to collaborate on a common cause, to achieve consensus on goals and priorities, and to agree on ways and means to implement the required activities by the amount of dialogue and shared learning that takes place. Once local stakeholders are brought together, they will define a long-term vision for sustainable cooperation on common goals. It also lies on its qualitative outputs of literature and legal material and on its long run impact on the target groups and the beneficiaries. The project will equip CSOs of all levels with the legal background and with the support of international organisations to lobby for new laws in their countries. It will equip them with codes to follow in order to gain their constituencies support. By its inclusive approach, the project will serve as a missing link between the different civil society actors and will open the door for dialogue on the different controversial and taboo issues in the Arab world.

As explained earlier, all national activities will be conducted by national partners. This will guarantee the ownership of the project and its outputs by national stakeholders.

The main partner to this project already possesses the needed structure to continue to shoulder the project and will gain the needed capacity to receive future funds to respond to new needs that will arise during the implementation of the project activities.

2.4.3 Policy level where applicable (What structural impact will the action have - e.g. will it lead to improved legislation, codes of conduct, methods, etc?)

The project is expected to achieve some more tangible results, such as influencing the process of drafting new laws, especially in countries like Lebanon, Palestine, Egypt and Morocco, where there are very active CSOs and to pressure to certain extent the drafting of new laws in Jordan and in Syria where there is very conservative governments and where internal and external factors has big influence on politics.

The project is also expected to increase the number of registered CSOs in the Arab countries targeted by the project and will enhance their capacity to influence the democratization process. It is hoped that the Code of Conduct to be produced and the charter of democratic practises will become major tools to be adopted by the different CSOs on all levels and the model laws will become a reference document for CSOs as well as for decision-makers.