



Joint Party Support and Strengthening Project (J-PASS)



UNDAF Outcome 10:

Key national institutions of democracy are effective, accountable, gender responsive and promote peace, inclusive governance, human security with focus on vulnerable groups, by 2016.

Expected CP Outcome(s):

Capacities of governance institutions strengthened to promote enhanced service delivery and increased participation of citizens; especially women, youth and other marginalized groups in governance

Expected Output(s):

UNDAF OUTPUT 10.1: Governance Institutions Operate Within a Decentralized, Enabling Environment and Promote Inclusive, Accountable and Transparent Governance

UNDAF OUTPUT 10.2: Mechanisms are in place to ensure that women and vulnerable groups participate actively in decision making processes

Implementing Partner:

UNDP Ghana

Narrative

The Joint Party Support and Strengthening (J-PASS) project is an offspring of the 2013-2014 Representation and Participation Workplan (WP) and is thus aligned with the 2012-2016 UNDAF that reflects the priorities of the Ghana Shared Growth and Development Agenda (GSGDA). J-PASS builds on previous UNDP initiatives to promote increased public confidence and participation in the 2016 elections, promote increased trust in political parties and in election results, and promote increased participation of women and youth in decision making processes in political party democracy. J-PASS recognizes that internal democracy, gender equality and election results monitoring are key to improving public and political party confidence in the 2016 election results. In accordance with UNDP election cycle approach, the J-PASS project document includes such elements as the Joint Party Elections Results Monitoring Project which was piloted in the 2012 elections, increased representation and participation of members in political party functioning and strengthened Political Party Regulatory Framework. Platforms for inter-party electoral dialogue will be nurtured at all levels of the electoral process in close collaboration with the Electoral Commission. Conscious that Ghana lags behind the sub-region in the percentage of elected women representatives, this WP will seek to address some of the critical bottlenecks of women leadership within political parties. The project will be implemented with the five parties (CPP, NDC, NPP, PNC, PPP) participating as equals. The parties will not be mere recipients of capacity building support but partners in the design and implementation of that support. As co-owners of J-PASS, political parties will commit time, personnel, financial and other needed resources to complement UNDP's technical and financial resources, in support of the needed actions.

Project Period:	2015-2017_
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	_____
Start date:	January 2015
End Date	June 2017
PAC Meeting Date	_____
Management Arrangements	DEX

Total resources required	\$2,361,750.00
Total allocated resources:	_____
• Regular	_____
• Other:	_____
o Donor	_____

Agreed by Ministry of Finance:


Major (RTD) M.S. Tara, Chief Director

Agreed by UNDP:


Dominic Sam, Country Director

I. SITUATION ANALYSIS

Across the globe the practice of multi-party democracy has been acclaimed the most appropriate vehicle for promoting effective democratic governance and sustainable socioeconomic development. Consequently, the number of democracies worldwide has doubled since the mid-1970s. Africa, in the last two decades, has made strenuous effort at attaining democratic stability, leading to remarkable economic development. African countries such as Mauritius, Botswana, South Africa and lately, Ghana are clear examples of thriving economies due to democratic stability.

A key organization that serves as a critical conduit for engendering democratic governance is the political party. While many democratic functions, such as the recruitment and accountability of leaders, require a stable configuration of political parties, they remain the main vehicles for organising political representation, political competition, and democratic accountability. Political parties link the state and civil society, can influence the executive, formulate public policy, engage in political recruitment, structure electoral choices and facilitate coalitions. But political parties in developing countries are often weak, which decreases democratic competition and representation.

In Ghana, political parties have a long and proud history and are well-established, structurally coherent and relatively mature. Over the past six presidential elections, for example, there have been two peaceful transfers of power from one political party to another. At the same time, the political parties have presided over enviable economic growth and social progress, as measured by the UNDP Human Development Index. The stewardship of the parties and their leaders has contributed to Ghana's reputation as a regional, continental and even global model for peace and development. However, political parties have become one of the most mistrusted institutions of democracy in Ghana. Barely 50% of Ghanaians trusted political parties "somewhat" or "a lot" (Afro-Barometer 2012). Despite public mistrust, and Ghana is by no means unique in this regard, political parties rarely benefit from deliberate efforts to improve their performance. Ironically, much more assistance goes towards building civil society and state capacities – none of whom are elected to govern nations.

Improved political governance was therefore identified in the United Nations Development Assistance Framework (UNDAF, 2012-16) for Ghana as one of 11 vital outcomes needed to increase and sustain the country's development. Specifically, the UNDAF called for the strengthening of key institutions of democracy. The United Nations Development Programme (UNDP), the lead UN agency in this area, has long pursued improvements in such areas as elections, transparency and accountability, and voice and participation - particularly the increased participation of women and youth in democratic processes. Much of this earlier work was premised on there being a synergy between good governance and peace, where the resulting stability and strengthened democratic institutions would enable development at large. These earlier efforts have been rooted in Ghana's national development planning frameworks, most recently the Ghana Shared Growth and Development Agenda (GSGDA), on which the current UNDAF is based.

Ahead of the 2012 Presidential and Parliamentary elections, UNDP engaged political parties in an initiative to increase political party confidence in election results. The J-PERM (Joint Party Election Results Monitoring) project consisted of an ICT-enabled platform for sharing polling station data among five participating political parties, inclusive of the ruling and largest opposition parties. A global first, J-PERM responded to concerns that the failure of political parties to accept credible election results would destabilise the country and erode hard-won development gains. While J-PERM was not able to assure the acceptance of the election results by all the political parties, their recourse to the courts instead of the streets to settle the dispute was a credit to the parties, particularly the main opposition party.

Beyond elections, concerns persist that political parties struggle in the areas of internal democracy, gender equality, youth empowerment, and transparency and accountability. Perceptions persist that political parties currently drive corruption, policy failure and even macro-economic imbalances within the political system at large. As a key institution of democracy, weak political parties are a threat to Ghana's continued upward trajectory and could, in a worse-case scenario, reverse the developmental gains of the past two decades.

Recognising the relative lack of support for political party strengthening efforts in Ghana, and desirous of establishing a strategic programming framework well ahead of the 2016 national elections, UNDP commissioned a political party capacity assessment (PPCA) process immediately after the conclusion of the Presidential Elections Petition case in late 2013. The PPCA was finalised in February 2014, after a validation exercise in which the five political party partners [Convention Peoples Party (CPP), National Democratic Congress (NDC), New Patriotic Party (NPP), Peoples National Convention (PNC) and Progressive Peoples party (PPP)] participated.

The PPCA recognised the significant strengths of the five participating parties and the immense contributions they have made towards consolidating and expanding the democratic space of the Fourth Republic. The parties are well-structured, demonstrate vigour and dynamism, and possess valuable human and material resources. At the same time, the PPCA found that the parties function mainly as election machines. This focus on electoral events that occur every four years has had a negative effect on the parties as organisations. Systems, structures and personnel needed to sustain parties in the longer-term are under severe strain. Perhaps as a consequence or a cause, parties do much less between elections to engage members and citizens at large, particularly women and youth. This is to the detriment of policy-making, fund-raising and the wider political system. Here, the democratic credentials of the parties are challenged.

In summary, the PPCA identified several key areas for improved political party performance. This proposal will focus on three key areas considered as interlocking and mutually reinforcing and where results can be achieved within two and a half years: *internal democracy, women and youth empowerment, and election results monitoring.* These three areas represent significant opportunities for further strengthening the structures, norms and practices currently in place.

STRATEGY

The Joint Party Support and Strengthening (J-PASS) project is designed as a two and half-year and modest intervention ahead of the 2016 Presidential and Parliamentary elections. If resources permit, a larger post-2016 project will build on the lessons and results generated by J-PASS. The overall goal of these interventions will be to increase public trust in political parties.

The project will be implemented with the five parties, namely the Convention People's Party (CPP), the National Democratic Congress (NDC), the New Patriotic Party (NPP), the People's National Convention (PNC), and the Progressive People's Party (PPP) participating as equals. The parties will not be mere recipients of capacity building support but partners in the design and implementation of that support. As co-owners of J-PASS, political parties will commit time, personnel, financial and other needed resources to complement UNDP's technical and financial resources, in support of the needed actions. As a result, this project is more correctly referred to as a Joint Project than a UNDP project. The participating political parties qualified for this engagement based on a number of selection criteria including their active involvement in the Joint Parties Elections Result Monitoring (J-PERM) project of 2012, evidence of holding internal elections over the past 4years, record of and participation in national elections and by-elections as well as their level of grassroots mobilisation of membership.

Further and better particulars on how the partnership will work can be found in the following section on "Management Arrangements." Additional partners who bring key resources to the table (whether financial or technical) will be added as appropriate. Importantly, the project will only provide support that is needed by each participating party. If there is no consensus that all five parties need a particular kind of support, it will not be offered at all.

This is not to say that there will be uniformity of support, however. Where appropriate and indicated, each party will be able to customise the eventual outputs to suit their own needs and views, in a way that preserves competitive politics, but there will always be one process for doing so. So, for example, each party may develop and customise their own membership database and have no obligation to share that database with the other parties. However, the parameters (minimum standards, means of support,

amounts, deadlines etc.) for the provision of support will be the same. In other words, J-PASS will utilise a strategy of equity without uniformity wherever necessary.

Partnership strategies that go beyond the minimum, such as with J-PASS, are consistent with UNDP's experience in Ghana, which is hinged on the principle that improved development results are produced when key partners associate intimately with the needed actions. Since 2012, UNDP Ghana has utilised a Hypothesis of Change for its work in the areas of peace and governance that, in summary, proposes that *"more and better partnerships will lead to better governance."* For J-PASS, UNDP will adopt the following Hypothesis of Change to clarify the key assumptions being made that will yield maximum development impact:

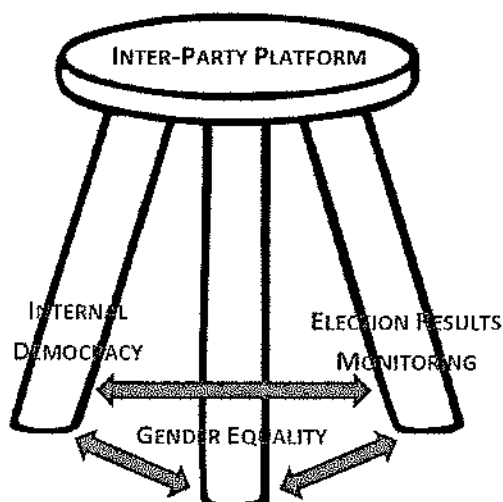
"By strengthening key capacities of political parties, particularly as relates to internal democracy, women & youth empowerment, and election results monitoring, the parties will catalyse the political system directly and improve its performance, to the benefit of policy making, peace, governance and development itself."

Consistent with the PPCA, J-PASS is designed to address three discrete identified capacity challenges. These are women & youth empowerment, election results monitoring and internal democracy. Specific targets articulate the results possible in each area, as reflected in the Results Framework that follows.

As an enabling tactic to assure maximum impact, J-PASS will develop and utilise a partner or inter-party platform that permits issues arising in the design and implementation of the project to be jointly addressed. These issues include but are not necessarily limited to relevant policy discussions (e.g. as relates to the Affirmative Action Bill or electoral administration strengthening), activities and operational issues. The platform establishes the means by which the parties as co-equals will participate in J-PASS and implement its component activities. Specifically, the platform will be the main mechanism for the parties, through their focal points, to participate in the actual implementation of J-PASS.

Strategically, J-PASS has restricted its focus to three key areas of need where results can be reasonably expected within two and half years: internal democracy, women & youth empowerment, and election results monitoring. While the platform is pivotal to achieving the desired results in these three thematic areas, there is an expected synergy across the thematic areas that will further deepen and consolidate the results achieved. Thus, for example, the promotion of women & youth empowerment will contribute to internal democracy and vice versa. The same is true for internal democracy and election results monitoring.

The following diagram illustrates the vital role that the platform will play in catalysing the three capacity-building opportunities. The terms of references to guide the vital role and functioning of the platform will be developed and operationalized by in the early days of the project's implementation stage.



In terms of the three key areas of need, J-PASS has prioritised the following project logic, inclusive of indicators and outputs:

INTERNAL DEMOCRACY of the political parties is assessed to be one key cause of the AfroBarometer finding that only about 50.5% of Ghanaians trusted political parties "somewhat" or "a lot" in 2012. Given this analysis, it is hypothesised that simultaneously addressing key internal and external challenges to internal democracy will increase public trust in political parties. Specifically, J-PASS will support three outputs: improved communications (to both internal and external stakeholders), membership databases and a strengthened political party regulatory framework. On this latter item, J-PASS will work closely with the Electoral Commission (EC) – the mandated regulator of political parties.

On GENDER EQUALITY, although all the parties have established formal women and youth wings, it seems that party establishments do not fully recognize the potential of these wings to mobilize and build public support within their own target groups, increase membership, contribute to policy development or organize their own party activities. Women empowerment is at a relative low when it comes to leadership within or outside the parties. With only 10% of MPs in Parliament being women, and with the large majority of internal leadership positions being held by men (with the sole consistent exception of Women Organisers), it is hypothesised that greater encouragement is needed to entice more women to want to be leaders. This result will be measured by sampling the views of women who are in the party's membership database. While it is true that women are at a greater disadvantage than men when it comes to financial, socio-cultural and other political realities, J-PASS recommends that encouraging women to become leaders be done firstly and primarily through party policies. Earlier efforts to build the capacity of individual women candidates have not resulted in sustained improvements. For women empowerment, J-PASS will thus focus on four interlocking outputs: the development of party-specific gender equality policies, the development of mentorships for aspiring women leaders, internal education campaigns on gender equality, and support for female candidates at elections (as identified through the gender equality policies). Additionally, the youth empowerment subcomponent will focus on the identification of training needs of the party youth, capacity development, and the creation of platforms for youth in politics.

Finally, and vitally, there is a need to strengthen ELECTION RESULTS MONITORING in order to improve public and political party confidence in election results in 2016. In 2012, there were only two IPAC¹ meetings held. J-PERM only received about 19,000 polling station results from the five political parties combined within 48 hours of the close of poll. J-PASS hypothesises that doubling these numbers will drastically increase the odds of credible election results being accepted by the losing parties. To achieve these outputs, J-PASS will review with the parties' best practice in the field of election results monitoring, with a view to pursuing a new and improved J-PERM II. Inter-Party electoral dialogue, including via the IPAC, with an eye towards addressing electoral administration issues arising is a critical lubricant for accepting the eventual election results.

There is a danger that J-PASS may come to be seen as an activity-centric project, where partners move from one activity to the next in an implementation rush, which is further incentivised by delivery imperatives. The project will be encouraged to focus on outputs and results in ways that also maximise delivery. To this end, UNDP will explore and design activities in a deliverable-based way wherever possible. Here, investments made by parties (such as in creating a membership database) will be reimbursed by the project, within pre-determined limits, upon production of key deliverables.

A key element of the partnership strategy will be transparency. Partners will be privy to the details associated with the implementation of the project, including activity reports, M&E reports, and financial

¹ Inter-Party Advisory Committee, an ad hoc Committee managed by the EC to support the electoral process

reports. The media will be regularly updated on the progress of the project, beginning with an engagement at the launch of J-PASS.

Finally, and particularly in recognition of the inspiration and guidance that Ghana's political parties can and do provide to fellow travellers in the global south, exchanges will be encouraged whenever possible and appropriate – including through mechanisms outside J-PASS. At the same time, suitable contributions from overseas that add to the capacities of Ghana's political parties will also be pursued.

RESULTS AND RESOURCES FRAMEWORK

INTENDED OUTPUTS	INDICATIVE ACTIVITY RESULTS & ASSOCIATED ACTIONS	2015	2016	2017	TOTAL	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: STRENGTHENED INTERNAL DEMOCRACY</p> <p>Increased representation, participation, accountability, efficiency and effectiveness in political parties promoted through strengthened regulatory and organisational systems</p> <p>Indicator: Levels of public trust in political parties (source: Afrobarometer/Gap Poll)</p> <p>Baseline: 50.5% of Ghanaians trusted political parties "somewhat" or "a lot" in 2012.</p> <p>Target: Baseline increased to 55%</p> <p>Targets (year 1)</p> <ul style="list-style-type: none"> - Communication policies finalised - Membership database operational <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Party regulatory framework strengthened <p>Targets (year 3)</p> <ul style="list-style-type: none"> - Party regulatory framework fully implemented and evaluated 	<p>1 Improved Communications (internal and external)</p> <ul style="list-style-type: none"> ▪ Hold an inter-party roundtable to identify key goals, indicators of success, constraints, opportunities etc. of effective party communications ▪ Collect and disseminate sample communication policies from other countries ▪ Establish a timetable of actions and deadlines for drafting strategies that include implementation mechanisms and monitoring modalities ▪ Review of parties constitutions for adherence to improved communications ▪ Draft and finalise strategies ▪ Pay parties per deliverable and hold a press conference ▪ Pay for production of party IEC materials ▪ M&E/audit on policy implementation <p>2 Membership Database</p> <ul style="list-style-type: none"> ▪ Review party experiences in compiling membership databases ▪ Produce generic database plan, establishing minimum standards ▪ Establish and populate databases ▪ Pay parties per deliverable & hold a press conference <p>3 Strengthened Political Party Regulatory Framework</p> <ul style="list-style-type: none"> ▪ Dialogue with and support for the efforts of 	60,000	60,000		120,000	Parties	International resource persons + travel + meeting costs + cost of deliverables
		180,000			180,000	Parties	Meeting costs + cost of deliverables
		50,000	50,000		100,000	PMU & EC	International resource persons + travel + meeting costs + publicity costs
							Office equipment & Furniture

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<p>the EC as regulator, particularly as relates to the Political Parties Act (2000)</p> <ul style="list-style-type: none"> ▪ Set up office for EC's Political Parties Regulatory Unit ▪ Establish and implement parameters for cleaning political parties register ▪ Policy discussions on public funding of Political Parties with key stakeholders ▪ Regional practice meeting held on public funding of political parties ▪ Advocacy campaigns for both increased accountability and public funding of parties ▪ Conduct evaluation of implementation of parties regulatory framework 	60,000	90,000	150,000	Parties	International resource persons + meeting costs + deliverable costs + travel
<p>Output 2: GENDER EQUALITY</p> <p>Political parties develop platforms, policies and practices that promote the increased participation of women and youth leaders</p> <p>Indicator: % of female party members willing to contest for leadership positions</p> <p>Baseline: TBD (via membership database and VOTO) by end of year 1.</p> <p>Target: TBD at end of year 1.</p> <p>Targets (year 1)</p> <ul style="list-style-type: none"> - Gender Equality policies developed - Internal education campaign on GE - Capacity building for Youth in 	60,000	90,000	50,000	Parties	Audio-visual company Material production
<p>4 Gender Equality Policies developed</p> <ul style="list-style-type: none"> - Collect & disseminate sample policies from other countries, inclusive of elections and financing - Hold an inter-party roundtable on the benefits of gender equality - Establish a timetable of actions and deadlines for drafting policies that include implementation mechanisms and monitoring modalities - Draft and finalise policies - Pay parties for deliverable and hold a press conference - M&E/audit on policy implementation - Host south-south exchanges on promoting gender equality in parties <p>5 Mentorships for aspiring women leaders</p> <ul style="list-style-type: none"> ▪ Establish mentorships ▪ Create micro-stories (<3mins) and other materials on success stories 	60,000	90,000	50,000	Parties	Audio-visual company Material production

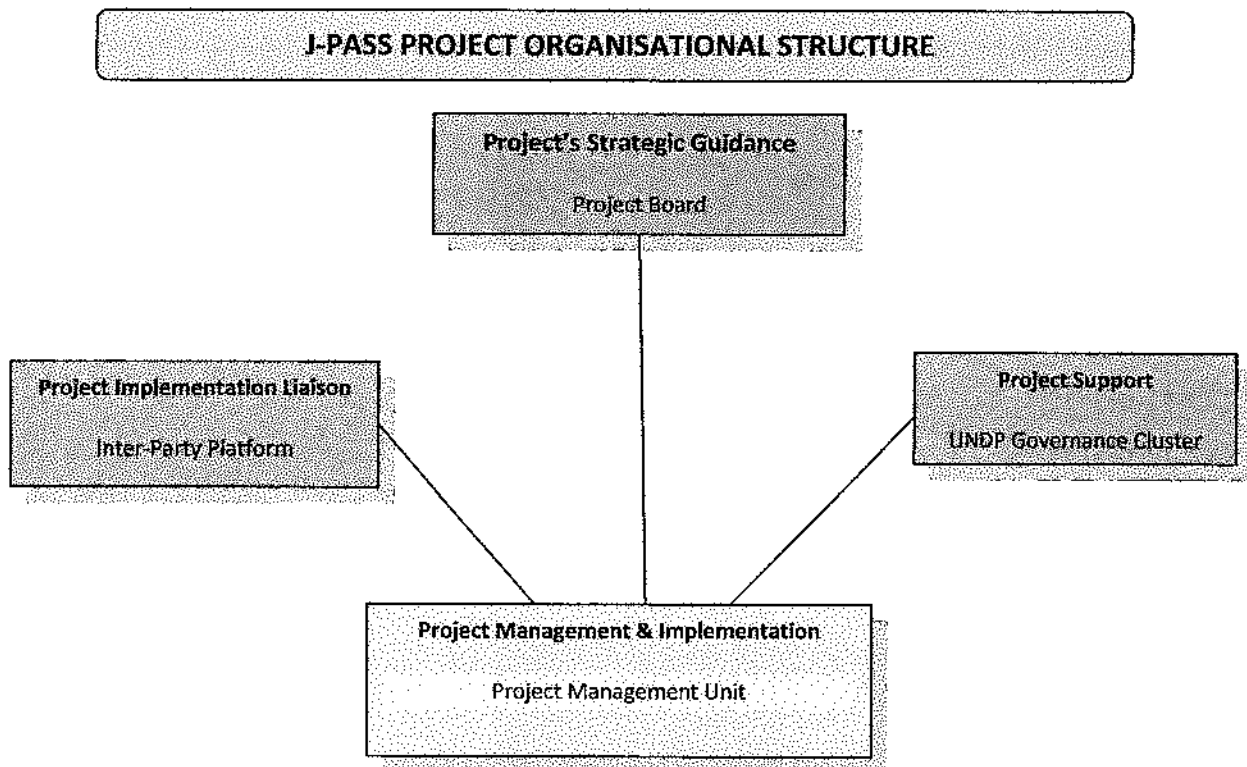
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<p>Politics conducted</p> <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Mentorships for aspiring women leaders - Support female candidates at elections - Youth in politics platforms created <p>Targets (year 3)</p> <ul style="list-style-type: none"> - Women empowerment subcomponent evaluated - Youth empowerment subcomponent evaluated 	<p>6 Internal Education Campaign on GE (GEP)</p> <ul style="list-style-type: none"> - Public launch of gender equality policies - Develop, produce and disseminate educational materials - Host all electronic content online <p>7 Support female candidates at elections</p> <ul style="list-style-type: none"> ▪ Identify components from GE strategy for support ▪ Develop project modalities and implement <p>8 Youth Empowerment</p> <ul style="list-style-type: none"> ▪ Identify training needs of the parties youth ▪ Conduct capacity building for parties youth ▪ Create platforms for youth in politics 	<p>30,000</p> <p>30,000</p> <p>110,000</p> <p>30,000</p>	<p>30,000</p> <p>10,000</p>	<p>30,000</p> <p>150,000</p> <p>50,000</p>	<p>Parties</p> <p>Parties</p> <p>Parties</p>	<p>TBD</p> <p>International resource persons + meeting costs + travel</p>
<p>Output 3: ELECTION RESULTS MONITORING (ERM)</p> <p>Political party and public confidence in election results is increased</p> <p>Indicator: Levels of public trust in the Electoral Commission (source: GaP Poll)</p> <p>Baseline: 57% of Ghanaians trust the Electoral Commission "somewhat" or "a lot" In 2014 to deliver on its mandate</p> <p>Target: Baseline increased to 65% by 2017</p> <p>Indicator: # of IPAC meetings held in election year</p> <p>Baseline: 2 meetings held in 2012</p>	<p>9 Analysis and Best Practices in ERM</p> <ul style="list-style-type: none"> ▪ Jointly develop a best practices document covering recruitment, training and support systems for polling agents ▪ Identify key priority challenges for attention ▪ Develop costed options for improving ERM ahead of J-PERM II ▪ Host public forum on best practices findings and launch J-PERM II ▪ South-south exchanges <p>10 J-PERM II</p> <ul style="list-style-type: none"> - Develop, produce and distribute simple training materials for polling agents - Conduct joint practical training for party polling agents on election results monitoring - Develop new deliverable-based MoU for J-PERM - Establish ICT and peacebuilding platform for J-PERM II 	<p>15,000</p> <p>30,000</p> <p>400,000</p>	<p>5,000</p>	<p>50,000</p> <p>400,000</p>	<p>PMU</p> <p>WANEP, CU</p>	<p>Meeting costs + travel</p> <p>Contractor costs + materials development + ICT costs</p>

<p>Target: 4 meetings held in 2016</p> <p>Indicator: Number of polling station results submitted to J-PERM within 48 hrs of the close of poll</p> <p>Baseline: 19,000 polling station results submitted in 2012</p> <p>Target: 52,000 polling station results submitted in 2016</p> <p>Targets (year 1)</p> <ul style="list-style-type: none"> - Analysis and best practices in ERM <p>Targets (year 2)</p> <ul style="list-style-type: none"> - J-PERM II implemented - Inter-Party Electoral Dialogue <p>Targets (year 3)</p> <ul style="list-style-type: none"> - J-PERM II evaluated 	<ul style="list-style-type: none"> - Public launch of J-PERM II <p>11 Inter-Party Electoral Dialogue</p> <ul style="list-style-type: none"> - Design and implement an inter-party dialogue series on electoral issues of common concern (e.g. BVR, verification, polling agents voting) - Advocacy and support for strengthened IPAC mechanism - Feed inter-party dialogue outputs to IPAC - South-south exchanges 	10,000	35,000	5,000	50,000	PMU	Meeting costs + travel
<p>Output 4: PROJECT MANAGEMENT ACTIVITIES</p> <p>Capacity of UNDP to implement J-PASS is built</p> <p>Targets (year 1)</p> <ul style="list-style-type: none"> - 6 staff hired - Delivery at 25% - Website functional - 6 periodic journals produced <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Delivery at 60% 	<p>12 Staff Hired</p> <ul style="list-style-type: none"> - Hire Project Manager (x 2 years) - Hire Project Officer (x 2.5 years) - Hire Finance & Administrative Assistant (x 2.5 years) - Hire Gender & Youth Officer (80% x 2.5 years) - Set up office for 3 officers - Purchase a project vehicle - Hire Project Driver (x 2.5 years) - Hire M&E Analyst (10% x 2.5 years) - Hire Communications Analyst (20% x 2.5 years) <p>13 Effective communications</p> <ul style="list-style-type: none"> - Website developed and maintained - Joint party press releases/conferences 	150,000 43,000 24,000 12,000 25,000 40,000 10,500 3,200 6,000	200,000 43,000 24,000 12,000 10,500 3,200 6,000	50,000 21,500 12,000 6,000 5,250 1,600 3,000	400,000 107,500 100,000 30,000 25,000 40,000 26,250 8,000 15,000	UNDP PMU PMU PMU	<p>Staff costs</p> <p>Logistics, Office equipment & Furniture</p> <p>Vehicle for Project</p> <p>Website and other communication costs</p>

MANAGEMENT ARRANGEMENTS

To ensure the political neutrality of this project, and given sensitivities that might arise – particularly at election times (but not limited to this) – UNDP will use the Direct Implementation Modality (DIM) for the implementation of this project. The Project will not be implemented via the typical governmental processes but rather directly by UNDP. UNDP will retain technical and operational oversight, including implementation of the activities under the project. Consequently, an effective institutional framework to manage and implement the project is proposed as below.



Roles and Responsibilities

(1) The Project Board

The ten-member Project Board (PB), chaired by UNDP, is responsible for providing strategic guidance and quality assurance to the Project. The PB will meet bi-annually (twice yearly) to serve as a forum where information regarding project activities and results are shared. The UNDP Resident Representative (RR), or her representative will call and chair the meetings of the PB and facilitate agreement on decisions required for smooth implementation of project activities. PB will consist of UNDP, and the key stakeholders from the Ministry of Finance, Electoral Commission (EC) and participating political parties. The focus of the discussion and advice will be on how to achieve transformational policy and institutional change to enable the effective implementation of political parties' capacity strengthening in Ghana. The list of PB members are as follows:

- UNDP Resident Representative/UNDP Country Director - Chair

Joint Party Strengthening Support – J-PASS
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- Ministry of Finance – Co-Chair
- Representative, Electoral Commission
- National Chairman/ General Secretary of Convention Peoples Party – Member
- National Chairman/ General Secretary of National Democratic Congress – Member
- National Chairman/ General Secretary of New Patriotic Party – Member
- National Chairman/ General Secretary of Peoples National Convention – Member
- National Chairman/ General Secretary of Progressive Peoples Party – Member
- UNDP Head of Governance – Member
- Project Manager – Secretary

With a view towards sustainability and the achievement of key project targets – particularly as relate to elections – consideration will be given to inviting the EC to nominate a senior representative to the Project Board. Ministry of Finance shall serve as Co-chair of the PB while the Project Manager shall play the role of Secretary to the PB.

Political Parties:

The National Chair or General Secretary of each party has the role to attend bi-annual (twice yearly) meetings of the PB and are responsible for supporting the work of the focal points. The parties will appoint 1 focal point and 1 alternate (preferably females) each to serve as the primary link between the project and the parties. These focal points and alternates will report, consult with and engage as needed with the Chair, General Secretary and other leaders identified by the party itself. Duly empowered, the focal points will effectively liaise with the PMU to permit informed, consensual and efficient implementation of project activities.

UNDP:

UNDP will perform necessary actions required to implement J-PASS in accordance with its governing rules, procedures and regulations with respect to financial, programmatic, procurement and other related functions. The Project will be audited in accordance with UNDP Programme and Operation Policies and Procedures (POPP) and would cover the following areas: review of work plans, progress reports, project resources, project budget, project expenditure, project delivery, recruitment, operational and financial closing of projects and disposal or transfer of assets.

UNDP's Resident Representative (RR) will convene and chair meetings of the Project Board. He/she will work collaboratively with the Country Director (CD) to ensure that all strategic considerations are being made in the implementation of J-PASS. The CD, working through the UNDP Governance, will engage directly with the Project Management Unit as needed, and delegate such functions as he/she deems appropriate, to assure the quality of the work.

Project Management Unit:

The day-to-day administration of all components of this project will be carried out by the Project Management Unit (PMU) within UNDP Ghana and comprises a Project Manager (PM), and additional staff. The project staff will be recruited following UNDP recruitment procedures and with the application of high due diligence to ensure the recruitment of politically neutral officers to constitute the PMU. The

Joint Party Strengthening Support – J-PASS

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PM will, with the support of the Project Officers, manage the implementation of all project activities, including: 1) Manage and coordinate project implementation in accordance with objectives, work plan and planned budget, to ensure that the activities in each output area are timely, efficiently and effectively implemented in accordance with the project document and work plan; 2) Manage the day-to-day operations of the Project, including the management of financial and other records to facilitate audits of the project; this includes monitoring of financial resources and accounting to ensure accuracy and reliability of financial reports; 3) Manage project resources to assure value-for-money and cost effectiveness principles; 4) Prepare detailed annual work plan and associated budget; 5) Plan, implement and coordinate project activities and project-related meetings. It will also include (i) record keeping, accounting and quarterly and annual progress reporting; (ii) drafting of terms of reference, technical specifications and other documents as necessary; (iii) identification, proposal of national and international project consultants/service providers to be approved by the PSC; (iv) coordination and supervision of consultants and suppliers; (v) organization of duty travel, seminars, public outreach activities and other project events; (vi) maintaining working contacts with project partners at the national and local levels (vii) organize the exchange and cooperation activities between the PMU, targeted beneficiaries and external partners.

The PMU will comprise at least four full-time staff: a Project Manager (level: P4), a Project Officer (level: NO-B), a Finance and Administrative Assistant (level: GS-6), and a Project Driver (level: GS-2). The PMU will be physically located within UNDP and be supported, both technically and operationally by the Governance Cluster. Specifically, the PMU will be under the direct supervision of the Head of Governance, to assure that all support needed by the PMU in executing this work in a timely and quality way is provided. The UNDP Governance Analyst, Monitoring and Evaluation Analyst, Communications Analyst and Gender Analyst will support the PMU as appropriate and needed. The terms of reference (ToRs) of the PMU members are attached to this project document.

Inter-Party Platform:

The PMU will be assisted in the implementation of J-PASS firstly and directly by the political party focal persons and alternates, working via the Inter-Party Platform earlier described in the "Strategy" section. While this platform will be engaged regularly in the implementation of the activities of J-PASS, it shall be overseen by the Project Board comprising leadership of the parties, UNDP and the EC.

MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle [adapted to suit bi-annual meeting of the Project Board]

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- **Mid-Term Review:** UNDP will contract an external reviewer(s) no later than one year before the 2016 elections. With a view to identifying opportunities for strengthening project implementation, this review will be fed to the Project Board for approval of recommendations. The Implementing entity will produce a management response to the review and be responsible for pursuing the approved recommendations.
- **Final Evaluation:** within three months of the 2016 elections, UNDP will contract an external evaluator(s). This evaluation will be done as a participatory process and will review results achieved, lessons learned and recommendations for the follow-on project to J-PASS.

Quality Management for Project Activity Results

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
Purpose	<i>What is the purpose of the activity?</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Ghana and UNDP. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the J-PASS project funds² are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

ANNEXES

Risk Analysis.

Agreements. MOU between political parties, Electoral Commission, Ministry of Finance and UNDP to be attached on implementation of J-PASS project.

² To be used where UNDP is the Implementing Partner

Annex A

Project Risks

The following risks to the proposed project and associated mitigation measures have been identified.

No.	Risks	Mitigation	Likelihood	Impact	Risk Rating
1.	Change of priority due to political change	Foster local level engagement of various stakeholders	Uncertain	Impact on project success and outcomes	Medium
2.	Major disaster event	Create contingency plans	Uncertain	Impact on project implementation, success and outcome	Medium
3.	Lack of baseline study	Prepare to conduct baseline study while avoiding duplication	Likely	Impact on project outcomes and success	Low
4.	Lack of interest/ownership by major stakeholders	Engagement of key stakeholders in project development, alignment with mandates, prioritize, institutionalize incentives	Preventable	Lack of project implementation, success, outcomes	Low
5.	Lack of transparency and corruption	Implementation of stakeholder risk assessment; effective quality assurance and project management support	Preventable	Lack of implementation, success, outcomes	Low

ANNEX B

TERMS OF REFERENCE (TOR)

(1) PROGRAM MANAGER

Under the overall guidance of the UNDP Country Director, and the operational coordination oversight of the UNDP Head of Governance, the Project Manager shall provide strategic advice in the formulation, management and evaluation of project activities relating to the Joint Party Support and Strengthening Project (J-PASS) within the governance portfolio. The Project Manager shall supervise and lead the J-PASS project staff. The Project Manager works in close collaboration with the Governance Cluster, CO Programme and Operations teams to assure project delivery.

I. Functions / Key Results Expected

Summary of Key Functions:

- Implementation of project strategies as related to J-PASS;
- Management of the CO project relating to J-PASS;
- Creation of strategic partnerships and implementation of a resource mobilization strategy
- Provision of top quality advisory services to relevant Political Parties, and facilitation of knowledge building and management.

Ensures implementation of project strategies focusing on achievement of the following results:

- Thorough analysis and research of the political, social and economic situation in the country and how it impacts political parties and preparation of substantive inputs to CCA, UNDAF, CPD, CPAP, Resource Mobilization Strategies, internal Country Office processes and other documents;
- Analysis and synthesis of proposals on the areas for support and interventions within the Governance Cluster, with particular emphasis on the implementation of the work plan on J-PASS or other practice area specialization assigned.

Participates in effective management of the CO programme within the Governance practice area focusing on quality control from formulation to implementation of the country programme achieving the following results:

- Coordination of the mandatory and budget re-phasing exercises, closure of projects through review. Project Manager participates in recruitment processes for projects;
- Provision of operational and technical support to political parties.
- Application of conceptual models in support of programme design.
- Financial and substantive monitoring and evaluation of the projects, identification of operational and financial problems, development of solutions. Participation in audit of project;
- Preparation of inputs for reporting, including donor reporting.

Supports creation of strategic partnerships and implementation of the resource mobilization strategy focusing on achievement of the following results:

- Analysis and research of information on donors, preparation of substantive briefs on possible areas of cooperation, identification of opportunities for initiation of new projects, active contribution to the overall office effort in resource mobilization;
- Through projects, activities, dialogue and other mechanisms, deepen the COs relationships with the key national and international stakeholders concerned with the promotion of peace. These include but are not limited to the Political Parties, Women Groups, CSOs, UN agencies, the media and religious organizations.

Provides top quality advisory services to national development partners, including State institutions and CSOs and ensures facilitation of knowledge building and management focusing on achievement of the following results:

- Identification of sources of information related to policy-driven issues. Identification and synthesis of best practices and lessons learned directly linked to programme country policy goals;
- Sound contributions to knowledge networks and communities of practice;
- Professional growth through active learning.

Impact of Results

The key results have an impact on the success of UNDP's Governance Cluster through attention to governance themes, thereby supporting the implementation of UNDP's CPD as well as the UNDAF– which called for the strengthening of key institutions of Democracy and its associated outcomes. In particular, the key results have an impact on the design, operation and programming of activities, creation of strategic partnerships as well as reaching resource mobilization targets.

COMPETENCIES AND CRITICAL SUCCESS FACTORS

Functional Competencies:

Advocacy/advancing a policy-oriented agenda

Preparing information for advocacy

- Identifies and communicates relevant information for a variety of audiences for advocating UNDP's mandate.

Results-Based Programme Development and Management

- Contributes into results through primary research and analysis
- Assesses project performance to identify success factors and incorporates best practices into project work;
- Researches linkages across programme activities to identify critical points of integration;
- Monitors specific stages of project implementation.

Maintaining a network of contacts

- Maintains an established network of contacts for general information sharing and to remain up-to-date on partnership related issues;
- Analyzes and selects materials for strengthening strategic alliances with partners and stakeholders

Resource Mobilization

- Providing inputs to resource mobilization strategies
- Analyzes information/databases on potential and actual donors.

Basic research and analysis

- Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things.

Fundamental knowledge of own discipline

- Understands and applies fundamental concepts and principles of a professional discipline or technical specialty relating to the position;
- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks;

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- Strives to keep job knowledge up-to-date through self-directed study and other means of learning;
- Demonstrates good knowledge of information technology and applies it in work assignments.

Core Competencies:

Corporate Competencies:

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Demonstrating/safeguarding ethics and integrity ;
- Treats all people fairly without favouritism
- Demonstrates corporate knowledge and sound judgment;
- Demonstrates integrity by modelling the UN's values and ethical standards

Functional Competencies:

- Has specialist knowledge in the area of governance, political affairs and elections;
- Promotes knowledge management and a learning environment in the office through leadership and personal example
- In-depth practical knowledge of inter-disciplinary development issues
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills
- Seeks and applies knowledge, information, and best practices inside and outside the office
- Ability to lead strategic planning, change processes, results based management (RBM) and reporting
- Ability to lead formulation, oversight of implementation, monitoring and evaluation of development projects
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates openness to change and ability to manage complexities
- Ability to lead effectively, mentoring as well as conflict resolution skills
- Demonstrates strong oral and written communication skills
- Remains calm, in control and good humoured even under pressure
- Proven networking, team-building, organizational and communication skills
- Outstanding coordination skills, with ability to handle multiple activities concurrently, work under pressure, and to tight deadlines
- Proven networking, team-building, organizational and communication skills excellent

interpersonal skills, able to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment.

VI. Recruitment Qualities

Education:

Advanced University degree (or equivalent) preferably in Political Science, Law, International Studies, Development Studies or any other related field.

Experience

A minimum of seven years of relevant experience of development work in a governmental, multilateral or civil society, organization in a multi-cultural setting. Previous experience working in Africa with political parties, and election related issues and knowledge of UNDP's procedures will be an advantage.

Language Skills

Strong written and spoken English skills.

(2) PROJECT OFFICER

Under the guidance and direct supervision of the Project Manager, the Project Officer shall provide middle level management advice in the formulation, management and evaluation of project activities relating to Joint Party Support and Strengthening Project (J-PASS) within the governance portfolio.

Functions / Key Results Expected

Summary of key functions:

- Policy advice on governance with focus on political parties deepening internal democracy, empowering women and youth.
 - Strategic policy advice on project coordination for the implementation of the J-PASS project on Strengthening Political Parties.
 - Resource Mobilization and Strategic Partnerships to support the J-PASS Project.
1. Policy advice on governance with focus on political parties, elections reform and representation and participation in governance process:

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- Provision of policy advice to the UNDP and Political Parties on issues relating to the inclusion of women, deepening of internal democracy as well as youth and women empowerment.
 - Engagement with national actors to strengthen political parties through capacity building.
 - Establishment of project of engagement with key stakeholders such as the UN System, Media, Civil Society and Political Parties for the review and implementation of governance reforms.
2. Provides strategic policy advice on project coordination for the implementation of the J-PASS project on Strengthening Political Parties.
- Provision of policy advice to national partners in the area of strengthening political parties in Ghana.
 - Facilitation of project formulation and development/fine-tuning, including taking forward existing strategic and cross-cutting projects.
 - Provide policy advice to UNDP and the Political Parties on the overall direction of the role of Political Parties in elections, wider governance developments, trends and projections in Ghana including to the Government, its agencies and ministries on governance issues generally.
3. Establishes and maintains strategic partnerships development and resource mobilization focusing on achievement of the following results:
- Coordinate the establishing of pipelines and mobilizing of resources for J-PASS, including ensuring timely donor reporting where necessary.
4. Perform other task assigned from time by the Project Manager.

V. Competencies and Critical Success Factors

Corporate Competencies:

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism.
- Demonstrates integrity by modelling the UN's values and ethical standards

Functional Competencies:

- Has specialist knowledge in the area of governance, the operation of political parties and

elections.

- Promotes knowledge management and a learning environment in the office through leadership and personal example
- In-depth practical knowledge of inter-disciplinary development issues
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills
- Seeks and applies knowledge, information, and best practices inside and outside the office
- Ability to lead strategic planning, change processes, results based management (RBM) and reporting
- Ability to lead formulation, oversight of implementation, monitoring and evaluation of development projects
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback
- Demonstrates openness to change and ability to manage complexities
- Ability to lead effectively, mentoring as well as conflict resolution skills
- Outstanding coordination skills, with ability to handle multiple activities concurrently, work under pressure, and to tight deadlines
- Proven networking, team-building, organizational and communication skills excellent interpersonal skills, able to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment.

VI. Recruitment Qualities

Education:

- **Education and experience:**
 - Advanced University Degree in preferably in Political Science, Law, International or Social Studies, Development Studies or any other related field.
 - At least 5 years of cross-cutting experience at the national level in providing technical/advisory services on such areas as governance, gender, women's empowerment, youth development, participatory policies and the related fields.
 - Hands-on experience in design, monitoring and evaluation of development projects is an asset.
 - Previous experience working in Ghana or African sub region on elections, governance or related issues and knowledge of UN or international development procedures will be an advantage.

Language Skills

Strong written and spoken English skills.

(3) FINANCE and ADMINISTRATIVE ASSISTANT

I. Organizational Context

Under the guidance and supervision of the J-PASS Project Manager, the Finance and Administrative Assistant provides project management support services, including processing requests for payments, budget management and monitoring. The Finance and Administrative Assistant promotes a client, quality and results-oriented approach in the Joint Party Support and Strengthening Project (J-PASS).

The Finance and Administrative Assistant works in close collaboration with the operations, programme and project staff in the CO to exchange information and ensure excellent and consistent service delivery. S/he will work closely with the project staff of the J-PASS project.

II. Functions / Key Results Expected

Summary of key functions:

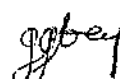
- Provision of project support services
- Provision of support to financial monitoring and reporting
- Support to knowledge building and knowledge sharing

Working closely with the UNDP-designated project officers, the incumbent will be responsible for, but not limited to, the following duties:

- Responsible for all ATLAS-related transactions, e.g. keep track and update Risk Management Module and issues log
- Maintain the project budget and expenditure, including formulation, revisions, and record keeping in ATLAS, monthly status reports, and reporting and liaising with the UNDP on budget matters
- Support preparation of background information for project implementation, work plans and budget
- Keep records and files of financial and technical documentation and reports
- Support the purchase of goods and services and following up on issuance of contracts and payments
- Liaise on the conduct of project audit and ensure access by auditors to project documentation, personnel, and institutions involved in the project
- Provide administrative support to the relevant project officers
- Undertake other duties per the requirements of the project

III. Impact of Results

The key results have an impact on the execution of the CO project support services management in terms of quality and accuracy of work completed. Accurate data entry, presentation of



information and client-oriented approach enhances UNDP capability in provision of project support services.

IV. Competencies

- Communicating information and ideas: Communicating clearly and effectively. Seeking to understand the ideas of others. Facilitating and encouraging open communication. Creating an environment for open communication. Inspiring and persuading others.
- Ethics and values: Taking actions that are congruent with what he/she says. Reliably delivering on promises and honouring commitments made. Demonstrating consistency in upholding and promoting the values of UN/UNDP in actions and decisions. Demonstrating an appreciation of differences in values and learning from cultural diversity. Moves from demonstrating sensitivity to encouraging full participation, to leveraging diversity.
- Knowledge sharing/continuous learning: Taking responsibility for self-learning and development. Actively seeking learning and career development opportunities.
 - Promoting organizational learning and knowledge management. Building a culture of
 - knowledge sharing and learning.
- Organizational awareness: Understanding, building and using formal/ informal systems and contacts in a complex organizational and global environment to obtain results. Moves from an ability to use organizational services to assist others, to applying corporate thinking and applying judgment, to building support and finally, demonstrating political acumen.
- Self-management and emotional intelligence: Managing moods, responding effectively to stress, situations of ambiguity or crisis. Managing relationships with others to achieve mutual benefits. Building an emotionally intelligent organization.
- Working in teams: Working effectively with colleagues in ways that allow the achievement of shared objectives. Building teams both within existing organizational structures and outside of them. Creating team spirit and unity of purpose across the business unit.

Functional competencies:

- Building strategic partnerships: Establishing, maintaining, and utilizing a broad network of
- contacts. Building partnerships and strategic alliances. Leveraging the resources of national governments and other development partners.
- Client orientation: Understanding and meeting or exceeding client needs. Anticipating
- and addressing client needs and concerns. Developing innovative approaches to meeting
- client needs. Ensuring overall provision of quality services to clients.
- Job knowledge and technical expertise: Demonstrating and applying professional and/or
- technical expertise/knowledge of the post or discipline. Focusing on the knowledge and skill areas necessary to effectively perform the functions of the post. Identifying and seeking to expand knowledge and improve work processes.

Joint Party Strengthening Support – J-PASS

PRODOC

- Conceptual innovation in the provision of technical expertise: advocacy by developing innovative and creative approaches to the provision of technical expertise. Moves from research to analysis to developing innovative and creative approach to conceptual leadership and championing conceptual innovation.
- Ensure that UNDP has the visibility and corporate image it requires as the key development actor.
- Design and implementation of management systems: Ensuring that UNDP has the internal management systems it requires as the key development actor
- Innovation and marketing new approaches: Enhance existing processes or products. Developing original and innovative ideas and approaches.
- Integration in a multi-disciplinary environment
- Promoting accountability and results-based management: Monitoring and promoting practices, procedures and systems that support accountability and results-based management, while also influencing change in the organizational culture.
- Results-based programme development and management. Effectively managing core and non-core resources to achieve UN development results

V. Recruitment Qualifications

Education:

Secondary Education with specialized training in financial management. University Degree in Business or Public Administration would be desirable.

Experience:

Five years of relevant administrative experience is required at the national or international level. Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and experience in handling of web based management systems. Experience in ATLAS project management system is an asset.

Language Requirements:

Fluency in written and spoken English and one or more of the Ghanaian working languages

Technology Proficiency: Proficiency in Microsoft Office (Word, PowerPoint, Excel, Outlook, etc.). Proficiency in Internet Research and Data Gathering. Proficiency in other Project Management Software is also a plus.