



Volunteers

Inspiration in action



United Nations Development Programme
United Nations Volunteers
Country: Jordan
Project Document

Project Title:

Supporting the Empowerment of Local Communities in Zarqa through Community Radio Station

UNDAF Outcome(s):

UNDAF Outcome #1: Quality of and equitable access to social services and income generating opportunities are enhanced with focus on poor and vulnerable groups
Improved Government capacity in the design and implementation of consultative, evidence-based gender-sensitive poverty alleviation policies and plans

Expected CP Outcome(s):

(Those linked to the project and extracted from the CPAP)

Expected Output(s):

(Those that will result from the project and extracted from the CPAP)

CSOs and local authorities able to formulate gender sensitive MDG/poverty alleviation plans in the Governorates of Aqaba, Zarqa and the Badia Region.

Implementing Partner:

Queen Zein Al Sharaf Institute for Development (ZENID) /
Jordanian Hashemite Fund for Human Development (JOHUD)¹

Brief Description

This project aims to bring an 'enabling environment' to local communities in Zarqa to encourage active civic participation in local development.

The project will target one of the poorest areas in Zarqa (called, Ghoreiyah) and set up four thematic Community Development Committees (CDCs) by utilizing existing community committees or, in case it doesn't have one, by creating new committees. The four thematic CDCs - 1. Children; 2. Women; 3. Youth; and 4. Persons with Disabilities - will be consisted of all groups by age and gender, including the Persons with Disabilities. After having introductory trainings on the MDGs, each thematic CDCs will hold periodic round tables, based on volunteerism, to identify and advocate development challenges. These round tables are facilitated by volunteer reporters who will develop radio messages to be broadcasted.

In line with the above, there will be public dialogues between the CDCs and local authorities as well as Civil Society Organizations (CSOs) in order them to have a better understanding of these challenges and be able to reflect them in their efforts of formulating plans or development projects for the achievement of MDGs, especially for poverty alleviation. Following to the public dialogues, CSOs will be provided with the capacity development workshop to prepare plans to address the challenges and selected CSOs will be provided with in-kind seed contributions to implement the plans.

At all levels of its activities, the project will be guided by the principles of Human Rights Based approach, participatory approach, social inclusion of Persons with Disabilities, gender equality and sustainable development. Also, by promoting volunteerism for development within the communities, the citizens will become active participants, and this will eventually yield to the empowerment of the NGOs, CSOs, CSOs and local authorities in formulating community-responsive development projects.

¹ ZENID is established by JOHUD as an institute dedicated to promoting learning for social development. For more information, please visit, <http://www.zenid.org.jo>

Programme Period: 2009-2011
 CPAP Programme Output 1.1.1
 Component
 Project Title: Supporting the Empowerment of Local Communities in Zarqa through Community Radio Stations
 Atlas Award ID:
 Start date: June 2009
 End Date: May 2011
 UNV PAC Meeting Date: 13 May 2009
 UNDP PAC Meeting Date: 31 May 2009
 Local PAC Meeting Date: 3 June 2009

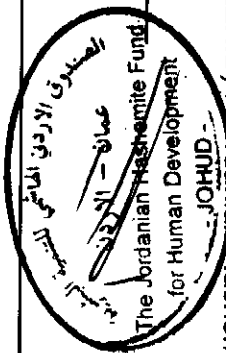
YYYY AWP budget: 218,000 USD
 Total resources required 218,000 USD
 Total allocated resources:
 • UNDP 18,000
 • Other:
 ◦ UNV (Japanese Trust Fund) 200,000 USD
 Unfunded budget: _____
 In-kind Contributions: _____
 ZENID's radio station _____
 ZENID staff members to assist with the implementation of the project _____

Agreed by Ministry of Planning and International Cooperation (MOPIC):
 Suhair Al-Ali, Minister

Suhair Al-Ali

Agreed by Queen Zein Al Sharaf Institute for Development (ZENID) / Jordanian Hashemite Fund for Human Development (JOHUD):
 Hanan Ibrahim, Director of ZENID

Hanan Ibrahim



Agreed by UNDP:
 Luc Stevens, Resident Representative

Luc Stevens

Agreed by United Nations Volunteers:
 Flavia Pansieri, Executive Coordinator

Flavia Pansieri

List of Abbreviations:

APR	Annual Progress Report
AWP	Annual Work Plan
CDCs	Community Development Committees
CP	Country Programme
CPAP	Country Programme Action Plan
CSOs	Civil Society Organizations
CBOs	Community Based Organizations
GMS	General Management Services
HDI	Human Development Index
JBIC	Japan Bank for International Cooperation
JICA	Japan International Cooperation Agency (JICA)
JOHUD	Jordanian Hashemite Fund for Human Development
JTF	Japanese Trust Fund
MDGs	Millennium Development Goals
MoPIC	Ministry of Planning and International Cooperation
NGOs	Non-governmental Organizations
NPM	National Project Manager
NUNV	National UNV Volunteer
ODA	Official Development Assistance
PAC	Project Appraisal Committee
PPR	Project Progress Reports
PTC	Project Technical Committee
PB	Project Board
PWDs	Persons with Disabilities
QPR	Quarterly Progress Report
SBAA	Standard Basic Assistance Agreement
ToRs	Terms of References
TPR	Terminal Tripartite Review Meeting
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP CO	United Nations Development Programme – Country Office
UNV	UN Volunteers Programme
ZENID	Queen Zein Al Sharaf Institute for Development

I. SITUATION ANALYSIS

Background

Since its independence in 1946, Jordan has achieved remarkable macro-economic growth and it has been identified as one of the Arab countries with high levels of human development results. According to the Jordan Human Development Report 2004, between 1997 and 2002, Jordan's Human Development Index (HDI)² rose from 0.715 to 0.747 (on a scale of 0-1) and its Human Poverty Index (HPI) decreased from 9.8% to 7.4% (on a scale of 100% - 0%). However, such an economic growth did not manage to accompany equitable distribution of benefits or development between the urban and rural areas. For example, Amman, the capital city, has benefited from the highest levels of human development (HDI 0.767), whereas the other areas remained at the HDI values ranging from 0.565 to 0.718. The Jordan Human Development Report 2004 suggests that interventions are required to ensure that all people (especially the poor, women and the disabled) are active participants in Jordan's development processes to ensure that the benefits are shared inclusively and equitably.

In addition, women in resource-poor communities face significant obstacles in claiming their rights and entitlements. This deprives them of the opportunities to raise their voice and to exercise choice - both essential components contributing to human dignity. Discrimination at household and community level is a significant barrier to equitable development and should be tackled as a priority. Without the full and active participation of women, sustainable development cannot be achieved in Jordan. Situations are similar to other vulnerable groups such as youth and the persons with disabilities (PWDs). For example, the unemployment rate in Zarqa, the target Governorate of this project, is one of the three highest in Jordan and it has the largest population of PWDs³. Also, taking an example of Zarqa, the World Bank's Poverty Assessment 2004 shows that it has been slipping backwards into poverty; from 1997 to 2002/3 poverty has increased in the Governorate from 16% to 22% as opposed to all other governorates of Jordan. Of the 20 poverty pockets identified within Jordan, four were in Zarqa with poverty rates ranging from 29% to 52.2%.

Thus, in order to address the issue of regional disparities, decentralization will provide an opportunity for the poor to participate in the planning and implementation of local development and in doing so, the Civil Society Organizations (CSOs) and the local authorities will become aware of the voices of local communities in formulating MDGs/poverty alleviation plans.

Target Area

The Zarqa governorate is the most densely populated which consists of 15% of the total population of Jordan, and is assumed to have a large population of persons with disabilities. Between 1997 and 2002, average per capita income fell from JD 694.9 (US\$ 979.81) to JD 684.6 (US\$ 965.3), and unemployment rates have risen to 13.4% in 2004 and again to 15.6% in 2008. Zarqa's HDI ranking has slipped from the third to sixth among the 12 governorates. Zarqa has also shown below-average improvement in the Gender related HDI (GDI), resulting in a slip from fifth to eighth position in GDI governorates-ranking, and a worse than-average gap in income distribution by gender.

² Human Development Index (HDI) is a composite measure of well-being that brings together three key indicators:

- A decent standard of living as measured by gross domestic product per capita in purchasing power parity
- A long and healthy life as measured by life expectancy at birth
- The opportunity to gain knowledge as measured by adult literacy and the combined gross primary, secondary and tertiary enrollment ratio.

³ In Jordan, there is no official statistics on Persons with Disabilities (PWDs) yet. However, according to the consultation with the Higher Council for Persons with Disabilities, Zarqa was assumed to have the largest population of PWDs due to its high rate of poverty and the fact that it has the second largest population after Amman.

Through the consultative meetings with key stakeholders who are working in Zarqa including the Zarqa Governorate, Municipalities, CSOs and local associations, this project will target Ghoreiyah which is one of the poorest areas with high population of people with disabilities. At the same time, there are a number of local associations working in Ghoreiyah and this will be a positive contribution to this project as the local associations will approach to the communities with their existing networks and in doing so, both communities and the local actors will become active participants in addressing their local development challenges. Although there is no official data about community structures or committees in Zarqa (including Zarqa city where Ghoreiyah belongs), a draft research conducted by ZENID shows that Zarqa has a number of informal community groups (for example, there are more than 50 community committees in Zarqa city) that are formed based on volunteerism. Building upon what already exists in Zarqa, this project aims to promote 'volunteerism for development' among the communities so that it ('volunteerism for development') can settle down with structured and sustainable community activities to address local development challenges.

II. Strategy

ZENID / JOHUD has launched a community radio station for Zarqa in July 2008, called Farah al Nas. The radio station is registered with the Ministry of Commerce and Industry, and has attained a broadcasting license in the fields of political issues from the Government. Currently, 50 volunteers are producing radio programs by developing messages on the fields.

Meanwhile, the Government's National Agenda highlights the role of media as a tool in the promotion of an enabling environment for facilitating good governance practices and among the types of media, radio stations are very popular in Jordan. According to the media survey carried out by IREX and Harris Interactive® Global Network in February 2008, 2,912 Jordanians aged 15 and above responded that they listened to radios much more than any other medium (46% among all mediums such as dailies, weeklies, magazines, and television). And 54% of radio listeners in Jordan are below 29 years of age, with a high proportion of 21 percent of them between the ages of 15-19. Also, female radio listeners show high listenership as much as 44.7%.

A community radio station will help poor people to share information in a language they understand and furthermore, it will foster dialogues on issues and encourage community members to organize themselves to identify and benefit from more opportunities. As a result, CSOs and local authorities will also have better access to the voices of local communities and this will facilitate their efforts in the formulation of locally sensitive MDGs/poverty alleviation plans or projects.

In October, 2008, Japan International Cooperation Agency (JICA) in Jordan was newly established through the merger of the JICA and the Japan Bank for International Cooperation (JBIC). In line with Japan's Official Development Assistance (ODA), and as a result of policy dialogues between Japan and Jordan, JICA's cooperation in Jordan covers three main areas: 1. Improvement of Social and Economic Infrastructure and related Human Capacity for Self-reliant and Sustainable Economic Development; 2. Alleviation of Social Gaps; and 3. Regional Cooperation. This project will be a direct contribution to the work of JICA in terms of 2. Alleviation of Social Gaps as the project aims to enhance community engagement of local development through the set-up of 4 Community Development Committees (CDCs) which include a women committee and a people with disabilities (PWDs) committee.

Based on the above, the project has two key components. The first component is to develop radio messages through regular round tables of four thematic CDCs (namely, Children Committee, Women Committee, Youth Committee, and PWDs Committee). Two volunteer reporters will work with each CDC to facilitate the round tables and write radio messages based on these discussions. The radio messages will mainly highlight the local needs that will enhance the living of the beneficiaries, such as writing good resumes, educational opportunities and so on. Each CDC will have induction workshops to be acquainted with the MDGs with the languages that they understand. The volunteer reporters will participate in intensive trainings at ZENID's radio station to be better equipped with technical skills in reporting.

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The second component is to develop capacities of local authorities, CSOs and NGOs, so that they would have a better understanding of the local challenges and be able to reflect the voices of the community in the processes of formulating development plans or development projects. As a start, there will be a workshop to learn about how to conduct a participatory meeting when developing MDGs/poverty alleviation plans and designing development projects. Regular public dialogues to this effect will be held among the CDCs, the Governorate of Zarqa, CSOs and NGOs to exchange views and discuss local development needs together. During the consultative meeting with the Governorate of Zarqa that included other key stakeholders in Zarqa, it was agreed that the Governorate would assist with the coordination of the public dialogues meetings once the project is implemented.

Through the regular dialogues, the local authorities, CSOs and NGOs will be motivated to incorporate the communities' voices to their work and further encouraged to apply for the in-kind seed grant which will be provided through this project with competitive selection processes. The participating NGOs/CBOs/CSOs can come up with a project/action plan with a particular focus, and one selected organization will receive the seed in kind funds. Since its in-kind seed grant, NGOs/CBOs/CSOs can agree on who would implement what within the project hence there would be no cash handling. The applicant organizations are encouraged to link the radio messages that are developed through the public dialogues. The selection criteria will include, in general, whether and how the local communities are involved in the planning stage and how the local communities will participate in the implementation of the project ideas. Also, if the project application is supported with the applicant organization's own funds or any other parties' resources, it will be reviewed as an asset.

Throughout the project, it remains in close consultations with the Ministry of Planning and International Cooperation, Ministry of Social Development, Governorate of Zarqa, municipalities in Zarqa as well as other key stakeholders and seek technical advices and cooperation on the implementation of the above activities. At the same time, the project will work with the local associations in Ghoreyiah based on the shared responsibility of the communities and the promotion of community volunteerism. In doing so, the interest of the beneficiaries will be preserved and sustained, leading to a successful implementation of the project.

UNV Value Added

The United Nations Volunteers (UNV) programme is the UN organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UNV volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity, as well as the values that sustain it: free will, commitment, engagement and solidarity.

In this regard, the role of civic engagement through volunteerism is indispensable. Through this project, UNV will establish community development committees based on volunteerism and the committees will be empowered to play a central role in their respective local development. At the same time, UNV will mobilize 8 volunteer radio reporters (2 reporters per 4 committees) to assist the committees in developing radio messages as well as a number of youth volunteers to help the trainings for Community Development Committees on the MDGs and on the development of radio messages. Also, by promoting volunteerism for development within the communities, the citizens will become active participants, and this will eventually yield to the empowerment of the NGOs, CBOs, CSOs and local authorities in formulating community-responsive development projects.

III. Annual Work Plan Budget Sheet

Year 1: June 2009 – December 2009

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIME FRAME		RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET		
		Jun. 03	Q4			Budget Description	Account Code	Amount (USD)
Output 1 Community Development Committees (CDCs) are established and trained to produce radio messages on local development issues. Indicator 1.1.1: Number of Community Development Committees established Baseline: Hardly any CDCs exist (see the TABLE 1 at the end of Year 2009 Work Plan) Target: 4 community development committees are established in 2009 (maximum 20 members per committee) Indicator 1.2.1: Number of training sessions for CDCs on the MDGs and on the development of radio messages Baseline: No training sessions have been carried out so far Target: 10 training sessions are implemented in 2009 Indicator 1.2.2: Number of training sessions for volunteer reporters on technical aspects of the development of radio messages Baseline: FAN radio station has been providing induction trainings to its own volunteers	1.1 Community Development Committees (CDCs) are established and thematic radio programs are designed (for selection processes and criteria of the CDCs, please see III. 3) Quality Management for Project Activity Results)							
	- Facilitate the establishment of 4 community development committees (CDCs): Children committee, Youth committee, Women committee, Persons with Disabilities (PWD) committee			ZENID/JOHUD	UNV(JTF)	Travel Rent - Meeting Rooms GMS	71600 73107	678 508 119
	- Designing and activating radio programs			ZENID/JOHUD	UNV(JTF)	Communication & Audio Visual Equip GMS	72400	4,237 424
	1.2 Training on the MDGs and on the development of radio messages [Phase 1]							
	- CDCs are trained on MDGs and on the development of radio messages			ZENID/JOHUD	UNV(JTF)	Travel Rent - Meeting Rooms Hospitality/Catering Printing and Publications DSA-Local Miscellaneous GMS	71600 73107 72700 74210 71620 74500	2,260 1,695 4,520 2,260 3,390 370 1449
	- Two volunteer radio reporters are selected from each CDCs and trained on technical and substantial aspects of the development of participatory radio messages and volunteer managements			ZENID/JOHUD	UNV(JTF)	Local Consultants DSA-Mtg Partic Rent - Meeting Rooms Hospitality/Catering Printing and Publications DSA-Local GMS	71300 71625 73107 72700 74210 71620	1,977 297 742 831 384 960 519
	1.3 Radio programs on thematic areas are designed and development of radio messages [Phase 1]							
	- Radio messages are developed by			ZENID/JOHUD	UNV(JTF)	DSA-Mtg Partic	71625	1,695

<p>however these trainings didn't focus on the aspect of 'participatory radio message development'</p> <p>Target: 1 month training including both 10 training sessions and 2 weeks apprenticeship at Farah Al Nas radio station is provided to volunteer radio reporters with focus on the participatory radio message development</p> <p>Indicator 1.3.1: Frequency of roundtable talks (to identify and advocate development challenges) implemented by each CDC</p> <p>Baseline: no roundtable talks exist</p> <p>Target: roundtable talks are organized once a month per each CDC</p> <p>Indicator 1.3.2: Number of community messages on local development broadcasted through 2009</p> <p>Baseline: no thematic and participatory community messages exist</p> <p>Target: 18 community messages are developed and broadcasted through 2009</p> <p>Related CP outcome: Improved Government Capacity in the design and implementation of consultative, evidence-based gender-sensitive poverty alleviation policies and plans</p>	<p>volunteer radio reporters and community development committees (CDCs) through roundtable talks</p>				<p>Professional Services 74100</p> <p>Travel 71600</p> <p>Hospitality/Catering 72700</p> <p>DSA-Local 71620</p> <p>Miscellaneous 74500</p> <p>GMS 725</p>	<p>777</p> <p>753</p> <p>659</p> <p>1,130</p> <p>2,234</p> <p>725</p>
	<p>- Radio program 1: Children</p> <ul style="list-style-type: none"> • Professionals are invited and share experiences • Messages from the CDCs are Broadcasted 		ZENID/JOHUD	UNV(JTF)	<p>Other Media Costs 74225</p> <p>GMS 15</p>	<p>148</p> <p>15</p>
	<p>- Radio program 2: youth</p> <ul style="list-style-type: none"> • Industry professionals are invited and share experiences • Messages from the Youth committee is broadcasted 		ZENID/JOHUD	UNV(JTF)	<p>Other Media Costs 74225</p> <p>GMS 15</p>	<p>148</p> <p>15</p>
	<p>- Radio program 3: women empowerment</p> <ul style="list-style-type: none"> • Professionals in the field of women's empowerment are invited and share experiences • Messages from the Women committee is broadcasted 		ZENID/JOHUD	UNV(JTF)	<p>Other Media Costs 74225</p> <p>GMS 15</p>	<p>148</p> <p>15</p>
	<p>- Radio program 4: persons with disabilities</p> <ul style="list-style-type: none"> • Professionals are invited and provide consultations • Messages from the PWDs committee is broadcasted 		ZENID/JOHUD	UNV(JTF)	<p>Other Media Costs 74225</p> <p>GMS 15</p>	<p>148</p> <p>15</p>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME		RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET			
		Jun Q3	Q4			Budget Description	Budget Code	Amount (USD)	
Output 2 CSOs, NGOs, CBOs, Governorate of Zarqa and municipalities (<i>hereafter, indicated as local authorities</i>) become better aware of local challenges which reflect the voices of the communities through the workshop and public dialogues Indicator 2.1.1: Number of dialogues among the Community Development Committees, CSOs, NGOs, CBOs and local authorities Baseline: No evidence of structured dialogue is in place between communities and stakeholders in Zarqa Target: Dialogues are held on a quarterly basis to discuss local development issues Indicator 2.1.2: Level of satisfaction of CSOs, NGOs, CBOs and local authorities in Zarqa with the workshop on the participatory approach of developing MDGs/Poverty alleviation plans or projects Baseline: such workshops have not been carried out so far in Zarqa Target: 3 days workshop is held and 1 evaluation exercise is conducted at the end of the workshop Related CP outcome: Improved Government Capacity in the design and implementation of consultative, evidence-based gender-sensitive poverty alleviation policies and plans	2.1 Dialogues between communities and CSOs and local authorities [Phase 1]								
	- Dialogues are held on a quarterly basis among communities, CSOs, NGOs, CBOs and local authorities to discuss local development issues			ZENID/JOHUD	UNV(JTF)	Travel DSA-Local Hospitality/Catering Printing and Publications GMS	71600 71620 72700 74210	301 678 565 452 200	
- 3 days workshop for NGOs, CBOs, CSOs and local authorities on how to conduct participatory approaches in developing MDGs/poverty alleviation plans or projects			ZENID/JOHUD	UNV(JTF)	Local Consultants DSA-Mtg Partic Hospitality/Catering Printing and Publications Travel DSA-Local Miscellaneous GMS	71300 71625 72700 74210 71600 71620 74500	847 127 265 212 169 530 500 265		

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME		RESPONSIBLE PARTY	PLANNED BUDGET			
		Jun Q3	Q4		Funding Source	Budget Description	Budget Code	Amount (USD)
Output 3 Capacities of CSOs, NGOs, CBOs and local authorities are developed to be able to incorporate the local communities' voices in their efforts of formulating plans or development projects for the achievement of MDGs/poverty alleviations Indicator 3.1: Existence and Extent of participatory and gender sensitive MDGs/ poverty alleviation plans of local authorities, CSOs, NGOs and CBOs Baseline: No information currently available whether local organizations and government have poverty alleviation/ MDG strategies and on how they have been implemented, if existent Target: Participatory and gender sensitive approach is incorporated in the efforts of local organizations' formulating plans or development projects for the achievement of MDGs/poverty alleviations Related CP outcome: Improved Government Capacity in the design and implementation of consultative, evidence-based gender-sensitive poverty alleviation policies and plans	3.1 Development and implementation of development projects on MDGs/poverty alleviations by CSOs, NGOs or CBOs based on the local communities' voices [Phase 1]							
	- [Phase 1] CSOs, NGOs or CBOs design a project concept note based on the outputs of the above workshop and dialogues and apply for the in-kind seed grants			ZENID/JOHUD				
	4. Project Management							
	- Project Management - Project Monitoring and Evaluation (Year 2 will reflect recommendations and lessons learnt based on the monitoring and evaluation of the Year 1)			ZENID/JOHUD UNDP/UNV	UNV(JTF)	National Consultant UNV Volunteers Travel Rent - Meeting Rooms Custodial & Cleaning Services Land Telephone Charges Connectivity Charges Supplies Utilities Miscellaneous GMS	71300 71500 71600 73107 73110 72420 72440 72500 73120 74500	10,619 5,102 1,130 847 686 686 145 127 1,856 508 2,171
TOTAL			10					65,234

[TABLE 1] According to the informal research undertaken by a ZENID volunteer in January 2009, the following was found by each area in Zarqa:

	Birein	Russayfeh	Al-Hashmiyeh	Zarqa	Al-Dhleil	Al-Azraq
# of working CSOs, NGOs and CBOs	3 (as of 2005)	4 (as of 2005)	12 (as of 2005)	59 (as of 2005)	6 (as of 2005)	7 (as of 2005)
Leading Organization and Area(s) of their work	None	Working Ladies Society: Social, cultural, income-generating projects	Shoala Club: Sport, leisure, cultural and social activities	Family Guidance & Awareness Center: Social services, counseling, awareness on family and women issues	Ladies Society for Special Education: Social services, care, educational services for persons with disabilities	Ladies Society of Azraq North & South: Social services, enhancement of employability, income-generating projects
Size of Population (based on the data from Department of Statistics, Jordan)	12,250 (as of 2004)	279,650 (as of 2004)	47,940 (as of 2004)	471,410 (as of 2004)	33,470 (as of 2004)	9,420 (as of 2004)
# of Community Committees	N/A	N/A	Yes (there is one in Al-Sukhneh)	50 (1 in each neighborhood)	N/A	None

Year 2: January 2010 – December 2010


EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Account Code	Amount (USD)
<p>Output 1 Community Development Committees (CDCs) are established and trained to produce radio messages on local development issues.</p> <p>Indicator 1.2.1: Continuation of CDCs and number of training sessions for CDCs on the MDGs and on the development of radio messages Baseline: Hardly any CDCs exist and no training sessions have been carried out so far Target: community development committees continue to be operational through 2010 and 5 training sessions are implemented in 2010</p> <p>Indicator 1.2.2: Number of training sessions for volunteer reporters on technical aspects of the development of radio messages Baseline: FAN radio station has been providing induction trainings to its own volunteers however these trainings didn't focus on the aspect of 'participatory radio message development' Target: two-week refresher training at Farah Al Nas radio station is provided to volunteer radio reporters with focus on the participatory radio</p>	1.2 Refreshment courses on the MDGs and on the development of radio messages [Phase 2]									
	- Community development committees are re-trained on MDGs and on the development of radio messages (Training includes a roundtable with volunteer radio reporters)					ZENID/JOHUD	UNV(JTF)	DSA-Local Rent - Meeting Rooms Travel Hospitality/Catering Printing and Publications Miscellaneous GMS	71620 73107 71600 72700 74210 74500	1,695 989 1,130 2,260 1,130 751 795
	- Refresher courses for volunteer radio reporters					ZENID/JOHUD	UNV(JTF)	Local Consultants DSA-Mtg Partic Rent - Meeting Rooms Hospitality/Catering Printing and Publications DSA-Local GMS	71300 71625 73107 72700 74210 71620	847 127 318 206 226 564 229
	1.3 Radio programs on thematic areas are designed and development of radio messages [Phase 1 & 2]									
	- [Phase 1 & Phase 2] Radio messages are developed by volunteer radio reporters and community development committees (CDCs) through roundtable talks					ZENID/JOHUD	UNV(JTF)	DSA-Mtg Partic Professional Services Travel Hospitality/Catering DSA-Local Miscellaneous GMS	71625 74100 71600 72700 71620 74500	7,288 2,004 1,356 1,186 2,034 1,383 1,525
	- [Phase 1 & Phase 2] Radio program 1: Children • Professionals are invited and share experiences • Messages from the CDCs are Broadcasted					ZENID/JOHUD	UNV(JTF)	Other Media Costs GMS	74225	544 54
	- [Phase 1 & Phase 2] Radio program 2: youth • Industry professionals are					ZENID/JOHUD	UNV(JTF)	Other Media Costs GMS	74225	544

<p>message development Indicator 1.3.1: Frequency of roundtable talks (to identify and advocate development challenges) implemented by each CDC Baseline: no roundtable talks exist Target: roundtable talks are organized once a month per each CDC Indicator 1.3.2: Number of community messages on local development broadcasted through 2010 Baseline: no thematic and participatory community messages exist Target: 40 community messages are developed and broadcasted through 2010 Related CP outcome: Improved Government Capacity in the design and implementation of consultative, evidence-based gender-sensitive poverty alleviation policies and plans</p>	<p>invited and share experiences</p> <ul style="list-style-type: none"> • Messages from the Youth committee is broadcasted 								54
	<p>- [Phase 1 & Phase 2] Radio program 3: women empowerment</p> <ul style="list-style-type: none"> • Professionals in the field of women's empowerment are invited and share experiences • Messages from the Women committee is broadcasted 				ZENID/JOHUD	UNV(JTF)	Other Media Costs GMS	74225	544 54
	<p>- [Phase 1 & Phase 2] Radio program 4: persons with disabilities</p> <ul style="list-style-type: none"> • Professionals are invited and provide consultations • Messages from the PWDs committee is broadcasted 				ZENID/JOHUD	UNV(JTF)	Other Media Costs GMS	74225	544 54
	<p>- [Phase 2] Reviewing and operating radio programs</p>				ZENID/JOHUD	UNV(JTF)	Rnt&Maint GMS	73300	1,059 106

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Budget Code	Amount (USD)
<p>Output 2 CSOs, NGOs, CBOs, Governorate of Zarqa and municipalities (<i>hereafter, indicated as local authorities</i>) become better aware of local challenges which reflect the voices of the communities through the workshop and public dialogues</p> <p>Indicator 2.1.1: Number of dialogues among the Community Development Committees, CSOs, NGOs, CBOs and local authorities</p> <p>Baseline: No evidence of structured dialogue is in place between communities and stakeholders in Zarqa</p> <p>Target: Dialogues are held on a quarterly basis to discuss local development issues</p> <p>Indicator 2.1.2: Satisfaction level of CSOs, NGOs, CBOs and local authorities in Zarqa on the workshop on the participatory approach of developing MDGs/Poverty alleviation plans or projects</p> <p>Baseline: such workshops have not been carried out so far in Zarqa</p> <p>Target: 1 day workshop is held and 1 evaluation exercise is conducted at the end of the workshop</p> <p>Related CP outcome: Improved Government Capacity in the design and implementation of consultative, evidence-based gender-sensitive poverty alleviation policies and plans</p>	<p>2.1 Dialogues between communities and CSOs and local authorities [Phase 1 & 2]</p>									
	<p>- [Phase 1 & 2] Dialogues are held on a quarterly basis among communities, CSOs, NGOs, CBOs and local authorities to discuss local development issues</p>					ZENID/JOHUD	UNV(JTF)	Travel	71600	
							DSA-Local	71620		1,017
							Hospitality/Catering	72700		847
							Printing and Publications	74210		678
							GMS			299
	<p>- [Phase 2] 1 day workshop for NGOs, CBOs, CSOs and local authorities on how to conduct participatory approaches in developing MDGs/poverty alleviation plans or projects</p>					ZENID/JOHUD	UNV(JTF)	Local Consultants	71300	1,130
							DSA-Mtg Partic	71625		42
							Travel	71600		56
							DSA-Local	71620		565
							Hospitality/Catering	72700		282
							Printing and Publications	74210		226
							GMS			230

Year 2: January 2011 – June 2011

EXPECTED OUTPUTS <i>And outputs, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIME FRAME		RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2		Funding Source	Budget Description	Budget Code	Amount (USD)
Output 1 Community Development Committees (CDCs) are established and trained to produce radio messages on local development issues. Indicator 1.3.1: Frequency of roundtable talks (to identify and advocate development challenges) implemented by each CDC Baseline: no roundtable talks exist Target: roundtable talks are organized once a month per each CDC Indicator 1.3.2: Number of community messages on local development broadcasted through 2011 Baseline: no thematic and participatory community messages exist Target: 20 community messages are developed and broadcasted through 2009 Related CP outcome: Improved Government Capacity in the design and implementation of consultative, evidence-based gender-sensitive poverty alleviation policies and plans	1.3 Development of radio messages - Radio messages are developed by volunteer radio reporters and community development committees (CDCs) through roundtable talks			ZENID/JOHUD	UNV(JTF)	DSA-Mtg Partic Professional Services Travel Hospitality/Catering DSA-Local GMS	71625 74100 71600 72700 71620	3,898 1,072 1,356 1,186 2,034 955
	- Radio program 1: Children • Messages from the CDCs are broadcasted			ZENID/JOHUD	UNV(JTF)	Other Media Costs GMS	74225	247 25
	- Radio program 2: youth • Professionals by industry fields are invited and share experiences • Messages from the Youth committee is broadcasted			ZENID/JOHUD	UNV(JTF)	Other Media Costs GMS	74225	247 25
	- Radio program 3: women's empowerment • Professionals in the filed of			ZENID/JOHUD	UNV(JTF)	Other Media Costs GMS	74225	247 25

	<p>women's empowerment is invited and share experiences</p> <ul style="list-style-type: none"> • Messages from the Women's committee is broadcasted 						
	<ul style="list-style-type: none"> - Radio program 4: PWDs • Professionals are invited and provide consultations • Messages from the PWDs committee is broadcasted 		ZENID/JOHUD	UNV(JTF)	Other Media Costs GMS	74225	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME		RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2		Funding Source	Budget Description	Budget Code	Amount (USD)
<p>Output 2 CSOs, NGOs, CBOs, Governorate of Zarqa and municipalities (<i>hereafter, indicated as local authorities</i>) become better aware of local challenges which reflect the voices of the communities through the workshop and public dialogues</p> <p>Indicator 2.1.1: Number of dialogues among the Community Development Committees, CSOs, NGOs, CBOs and local authorities Baseline: No evidence of structured dialogue is in place between communities and stakeholders in Zarqa Target: Dialogues are held on a quarterly basis to discuss local development issues.</p> <p>Related CP outcome: Improved Government Capacity in the design and implementation of consultative, evidence-based gender-sensitive poverty alleviation policies and plans</p>	2.1 Dialogues between communities and CSOs and local authorities [Phase 2]							
	- [Phase 2] Dialogues are held on quarterly basis among communities, CBOs, NGOs, CSOs and local authorities to discuss local MDGs issues			ZENID/JOHUD	UNV(JTF)	Travel	71600	452
						DSA-Local	71620	1,017
						Hospitality/Catering	72700	847
					Printing and Publications	74210	678	
					GMS		299	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME		RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2		Funding Source	Budget Description	Budget Code	Amount (USD)
Output 3 Capacities of CSOs, NGOs, CBOs and local authorities are developed to be able to reflect the local communities' voices in their efforts of formulating plans or development projects for the achievement of MDGs/poverty alleviations Indicator 3.1.1: Existence and Extent of participatory and gender sensitive MDGs/ poverty alleviation plans of local authorities, CSOs, NGOs and CBOs Baseline: No information currently available whether local organizations and government have poverty alleviation/ MDG strategies and on how they have been implemented, if existent Target: Participatory and gender sensitive approach is incorporated in the efforts of local organizations' formulating plans or development projects for the achievement of MDGs/poverty alleviations Related CP outcome: Improved Government Capacity in the design and implementation of consultative, evidence-based gender-sensitive poverty alleviation policies and plans	3.1 Development and implementation of development projects on MDGs/poverty alleviations by CSOs, NGOs or CBOs based on the local communities' voices - CSOs, NGOs or CBOs design a project concept note based on the outputs of the above workshop and dialogues, and one organization will be selected to receive in-kind items (i.e. cement to fix roads, flyers to advocate thematic issues) to implement its concept note			ZENID/JOHUD	UNV(JTF)	Grants Miscellaneous GMS	72600 74500	15,000 3,000 1,800
	4. Project Management - Project Management - Project Monitoring and Evaluation			ZENID/JOHUD UNDP/UNV	UNV(JTF)	National Consultant UN Volunteers Travel Rent - Meeting Rooms Custodial & Cleaning Services Land Telephone charges Connectivity Charges Supplies Utilities Miscellaneous GMS	71300 71500 71600 73107 73110 72420 72440 72500 73120 74500	7,941 5,102 1,356 1,017 721 721 153 133 1,948 534 1,963
TOTAL								56,270

IV. Management Arrangements

a. Management Arrangements

The project will follow the “NGO Implementation” modality in accordance with the established UNDP rules and procedures. The Queen Zein Al Sharaf Institute for Development (ZENID) / The Jordanian Hashemite Fund for Human Development (JOHUD) will be in charge of its implementation. ZENID / JOHUD is equipped with an abundance of relevant experience, skilled manpower and sound financial status. A Project Cooperation Agreement (PCA) will be signed between UNDP and ZENID / JOHUD. As Government Coordinating Authority, the Ministry of Planning and International Cooperation will be responsible for the supervision of the Implementing Agency's performance, assessment of progress, technical quality and achievement of objectives. While the day to day responsibility for the project lies with the Implementing Agency, ultimate responsibility lies on the government coordinating authority on behalf of the Government.

ZENID / JOHUD will be accountable to UNDP for the delivery of outputs, the achievement of project objectives, and the use of project resources. ZENID / JOHUD will recruit a project team through a competitive process in line with the rules and regulations of UNDP and UNV Programme. UNDP and UNV can involve during the recruitment stages. The staffing will go on for the first two months of project implementation and the project team will consist of the following:

- National Project Manager
- Project Assistant (National UNV, see Annex 3 for the ToR of Project Assistant)
- 2 volunteer radio reporters from each CDC, total 8 volunteer radio reporters

A Project Board (PB) will be formed to provide an oversight to the implementation of the project. When the Project Manager requires guidance, it offers management decisions based on consensus on the project. The Project Board will consist of representatives from the Ministry of Planning and International Cooperation (MOPIC), ZENID / JOHUD, the Governorate of Zarqa (including representatives of senior beneficiaries), and UNDP and UNV Programme. The Project Board should meet quarterly, or as necessary, when demanded by the Project Manager (refer to *Annex 1* for ToR of the Project Board and *Annex 2* for ToR of Project Manager).

In addition, a Project Technical Committee (PTC) will be established to assist with the implementation of the project. It will be consisted of the Project Manager, UNV Programme, MOPIC, ZENID / JOHUD, and other relevant stakeholders. The Project Technical Committee members are to meet on a quarterly basis, or as needed for the project. One of the key roles of the PTC includes keeping track of the overall progress of the project in terms of technical parts. In line with this, at the forth quarter of the first year, the Project Manager will share the lessons learned from the implementation of Year 1 work plan with the PTC and recommendations for Year 2 will be discussed and the same for the following year. These recommendations will be brought up to the Project Board for its guidance on the adjustment of Year 2 work plan and the same for the following year. *Annex 4* presents the full terms of reference and membership of the Project Technical Committee.

The Project Assurance plays a supporting role for the Project Board by carrying out unbiased and independent project oversight and monitoring functions. In doing so, it ensures timely management of the project management milestones. The UNDP Poverty Portfolio (Programme Analyst) will take the role of Project Assurance with the support of UNV Programme Officer.

The Project Manager runs the day-to-day business of the project with the guidance of the Project Board. He/she must ensure that the project produces the results according to the project document, and meet the expected level of quality, time and cost (see *Annex 2*).

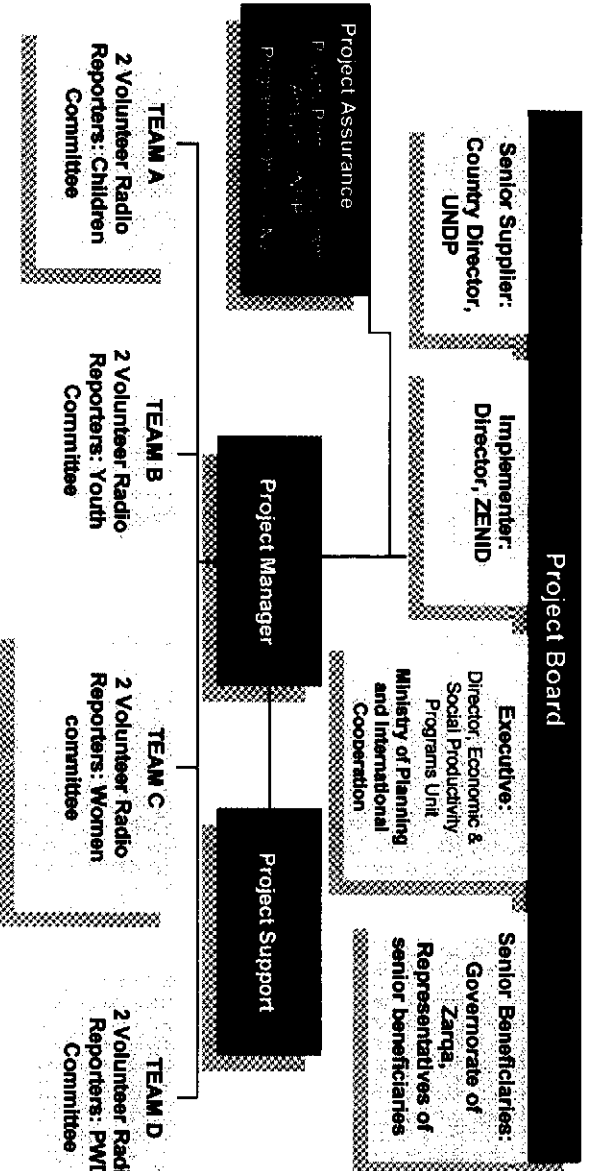
ZENID / JOHUD will handle the planning and overall management of project activities, reporting, accounting, monitoring and evaluation of the project, and efficient mobilization of resources (with special regards to the exit strategy and the provision of in-kind contributions to selected CSOs during the project time). It will facilitate dialogue and networking between the partners and utilize relevant expertise to support the project.

ZENID / JOHUD is responsible for the initial set up of the project such as the preparation of equipment and the coordination of events. ZENID / JOHUD will provide in kind contribution of office space and trainings according to the needs of project activities, while facilitating communications among the stakeholders, and granting access to the radio station that broadcasts messages to Zarqa. ZENID / JOHUD staff will support the project as part of capacity development requirements. Throughout the lifespan of the project, ZENID / JOHUD will ensure the visibility of funding sources: UNDP, UNV and the Japanese Government.

Representatives of the Embassy of Japan in Jordan will be invited to the launch of the project as well as project related events, and will be kept abreast on the progress of the project. The support from the Government of Japan will be visible through all relevant publications, press releases and public relations materials.

The above project management structure can be illustrated as follows:

< Project Organisation Structure >



b. Summary of the Inputs to be Provided by All Partners

The project will be implemented over 24 months with a total budget of US\$ 218,000. UNDP will provide US\$ 18,000, and UNV will provide US\$ 200,000 under its Japanese Trust Fund. UNDP/UNV will receive 10% out of the Japanese Government budget according to the Trust Fund Agreement.

Periodic reports on the achievements and results of the project will be provided to the Government of Japan in line with its reporting requirements through UNV headquarters.

UNDP/UNV Programme will be the budget holder under the NGO Implementation modality and will provide training to the Project Staff on the execution modality, if needed. Financial advances will

be transferred from UNDP to the project on a quarterly basis upon request from the Project Manager, as laid down in Article VIII of the Project Cooperation Agreement (See Annex 5). The project must open a separate bank account in order to receive and disburse the funds transferred from UNDP/UNV Programme.

V. Monitoring Framework and Evaluation

a. Monitoring Framework and Evaluation

At the outset of the project, the Project Manager will prepare a detailed project work plan and quarterly financial and progress reports to the UNDP country office/UNV programme. Additionally, one project progress report (Annual Progress Report) at the end of each year. Also, a Terminal Report, three months before completion of all project activities, will be submitted to UNDP/ UNV programme. These documents will provide critical information and lessons learned regarding the effectiveness of the implementation strategy and the delivery of outputs.

The Project Board will meet every four months in order to keep track of the progress of the project. All stakeholders will also participate in a Terminal Tripartite Review Meeting (TPR) at the end of the project duration, where a Terminal Report highlighting the main achievements, results, and lessons learned will be reviewed and discussed. An independent evaluation could also be employed at the cost of the project if warranted funds are available. At least two field visits should take place by UNDP and UNV Programme during the period of the project.

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

Within the annual cycle

- 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 Assurance to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see *Table 1* for initial risk analysis), 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. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Reports (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.

b. RISK ANALYSIS

Risks

Risks associated with project implementation are envisaged to be low in view of ZENID / JOHUD's capacity of providing various community based projects. The initial risks identified are listed in the risk matrix below (see *Table 2*).

The main risks are identifying the Community Development Committees (CDCs), recruiting volunteer radio reporters, and attracting communities' interests to the radio programs.

Medium risks include the possible turnover of engaged members in the CDCs, and difficulties with motivating persons with disabilities (PWDs). However, such risks can be reduced by providing widespread training through 'peer education' schemes and by conducting awareness raising activities about the PWDs.

[TABLE 2: Risk Matrix]

#	Description	Type	Impact & Probability	Countermeasures/ Management Response
1	The Inflation being addressed since the middle of 2007, in Jordan particularly and worldwide in general, has affected the prices and wages of the different items and level of efforts for the national consultants.	Operational	P =3 I = 3	- The Project Budget might be revised as necessary to accommodate inflation whenever it is needed.
2	Long term commitment of committee members, especially young people, as they usually have other commitments (university, work, family) that they have very little control over.	Programmatic	P=3 I=2	- Provide incentive systems that will ensure a high motivation for committees' members. - Creating a replacement system that will ensure systematic and smooth replacement for any member who leaves any committee in a timely manner. - Providing widespread training through 'peers education' schemes to fill the gap between existing members and new members.
3	Motivating persons with disabilities (PWDs) to participate into each CDCs.	Programmatic	P=3 I=2	- Conduct awareness raising for communities, and PWDs themselves, on the importance of social inclusion.
4	Sensitivity and competition between CSOs around funding grants available to them	Programmatic /political	P=2 I=1	- Reaching out to all CSOs in the project implementation area to provide equal chances in benefiting of project activities. - Setting well structured criteria in selecting an organization who will receive the in-kind grant.
5	Local authorities commitment to project vision after the phase out of the project	Strategic	P=2 I=2	- Build the capacity of CBOs, CSOs, NGOs, local authorities and committee members to keep the sustainability of the project after the phase out.

Prior Obligations

The prior obligations necessary for successful project implementation are the continued efforts of the field staff members to encourage the communities' involvement, promotion of volunteerism by UNDP/UNV Programme to applicants for the positions of volunteer radio reporter, active marketing of the radio programs, building leadership skills among the CDC members, and ZENID / JOHUD's integrated approach for the PWDs.

Project Exit Strategy and Sustainability

From the onset of the project, ZENID / JOHUD will focus efforts on designing and implementing the project's exit and sustainability plan according to the aspects of the project focuses, namely:

- maintaining radio programmes;
- continuation of the Community Development Committees; and
- CSOs and local authorities' participatory approach in their efforts of developing and formulation of gender sensitive MDGs/poverty alleviation plans or projects.

c. Quality Management for Project Activity Results

OUTPUT 1: Community Development Committees (CDCs) are established and trained to produce radio messages on local development issues.		
Activity Result 1 (Atlas Activity ID)	<i>Facilitate the establishment of community development committees (CDCs)</i>	Start Date: Q3-2009 End Date: Q3-2009
Purpose	<i>To set-up a project management team and CDCs</i>	
Description	<p>1 Project Manager and 1 Project Assistant (NUNV) will be recruited in accordance with the UNDP regulations. 4 Community Development Committees (CDCs) will be identified by thematic groups: Children, Women, Youth, and Persons with Disabilities (PWDs). Advertisement on the CDCs will reach the citizens through CSOs, radio station(s), and public presentations at the local venues. Interested people are encouraged to apply to the CDCs. Interviews as well as security checks will follow for the short-listed candidates. The criteria and the formation of the CDCs will be (all 4 CDCs will include both male and female by equal percentage):</p> <p>Children committee: age 6 to 12 old children, among which, 20 to 30% will be PWDs</p> <ul style="list-style-type: none"> - Sense of commitment - Ability to communicate within a group - Two references (name of person, occupation, and contact details only) - Agreement from the applicant's parent(s) <p>Women committee: age above 24, among which, 20 to 30% will be PWDs</p> <ul style="list-style-type: none"> - Experience in the community or volunteerism related activities - Sense of commitment - Knowledge about the community issues and women's rights - Two references (name of person, occupation, and contact details only) <p>Youth committee: age 13 to 30, among which, 20 to 30% will be PWDs</p> <ul style="list-style-type: none"> - Experience in the community or volunteerism related activities - Sense of commitment and leadership experience - Knowledge about the community issues - Two references (name of person, occupation, and contact details only) <p>PWDs committee: age above 15, among which it aims to include PWDs up to 60% or more.</p> <ul style="list-style-type: none"> - Experience in the community or volunteerism related activities is valued as an asset - Sense of commitment - Knowledge about the community issues and women's rights - Two references (name of person, occupation, and contact details only) <p><i>*Note: PWDs, here, refers to the persons with physical disabilities not with mental disorders.</i></p>	
Quality Criteria	Quality Method	Date of Assessment
Recruitment is completed within the time frame	Project team members are on board	Q3-2009
Community Development Committees are identified by utilizing the existing structures in the target area	<ul style="list-style-type: none"> - Maximum of 20 members are identified per group - PWDs are integrated into each committee (according to the above criteria) 	Q3-2009

OUTPUT 1: Community Development Committees (CDCs) are established and trained to produce radio messages on local development issues.

Activity Result 2 (Atlas Activity ID)	<p>[Phase 1.1] Training for CDCs on the MDGs and on the development of radio messages [Phase 1.2] Training for two volunteer radio reporters per committee on MDGs, development of radio messages and volunteer management [Phase 2.1] Refresher courses for CDCs and volunteer radio reporters on the above</p>	<p>[Phase 1.1] Start Date: Q3-2009 End Date: Q4-2009 [Phase 1.2] Start Date: Q3-2009 End Date: Q4-2009 [Phase 2] Start Date: Q3-2010 End Date: Q3-2010</p>
Purpose	<p>- To train the CDCs on the MDGs and the development of the radio messages in general (with the language that they understand) - To train 2 volunteer radio reporters on the MDGs, the development of the radio messages in the technical scope as well as on the volunteer management</p>	
Description	<p>2 volunteer radio reporters, who are selected from each committee, will receive one month's intensive training on the MDGs, development of radio messages and volunteer management. The one month training includes both 10 training sessions and a 2 week apprenticeship at Farah Al Nas radio station in ZENID / JOHUD. From Month #2 2009 to Month #4 2009, CDCs are trained on MDGs and on the development of radio messages. Training for CDCs are conducted one session per week during the three months (total 10 sessions). Each committee will receive one session per week. Within the same framework, there will be refresher courses in the second year: 5 sessions for the CDCs and 2 weeks training for volunteer radio reporters.</p>	
Quality Criteria <ul style="list-style-type: none"> - Training is conducted successfully within the planned timeframe - Training meets with the expected goals which are specified in the above - Participants are satisfied with the learnings from the trainings 	Quality Method Response from the participants	Date of Assessment (Training for CDCs) Q4-2009 Q3-2010 (Training for reporters) Q4-2009 Q3-2010

OUTPUT 1: Community Development Committees (CDCs) are established and trained to produce radio messages on local development issues.

Activity Result 3 (Atlas Activity ID)	Radio programs on-air	<p>[Phase 1] Start Date: Q4-2009 End Date: Q2-2010 [Phase 2] Start Date: Q3-2010 End Date: Q2-2011</p>
Purpose	<p>To empower communities to be active participants in their local development by disseminating radio messages reflecting their voices</p>	
Description	<p>Radio messages are developed by volunteer radio reporters and community development committees (CDCs). 18 community messages will be broadcasted in 2009, 40 messages in 2010 and 20 in 2011. There are 4 thematic radio programs as in the following: - Radio program 1: Children • Messages from the CDCs are broadcasted - Radio program 2: Youth • Professionals from industry fields are invited and share experiences • Messages from the Youth CDC are broadcasted - Radio program 3: women's empowerment</p>	

	<ul style="list-style-type: none"> • Professionals are invited and provide consultations (developing employability, child care, women's rights, etc.) • Messages from the Women CDC is broadcasted - Radio program 4: Persons with Disabilities • Professionals are invited and provide consultations • Messages from PWDS CDC is disseminated [main purpose: awareness raising for general public] 										
Quality Criteria	<table border="1"> <tr> <td>Quality Method</td> <td>Date of Assessment</td> </tr> <tr> <td>- Active listenership to each radio programs</td> <td>Q2-2010</td> </tr> <tr> <td>- Radio messages reflect the outcome of the CDCs round tables</td> <td>Q2-2011</td> </tr> <tr> <td>- Conducting listenership rate</td> <td></td> </tr> <tr> <td>- Response from the audience</td> <td></td> </tr> </table>	Quality Method	Date of Assessment	- Active listenership to each radio programs	Q2-2010	- Radio messages reflect the outcome of the CDCs round tables	Q2-2011	- Conducting listenership rate		- Response from the audience	
Quality Method	Date of Assessment										
- Active listenership to each radio programs	Q2-2010										
- Radio messages reflect the outcome of the CDCs round tables	Q2-2011										
- Conducting listenership rate											
- Response from the audience											

OUTPUT 2: CSOs, NGOs, CBOs, Governorate of Zarqa and municipalities (hereafter, indicated as local authorities) become better aware of local challenges which reflect the voices of the communities through the workshop and public dialogues

Activity Result 1 (Atlas Activity ID)	Dialogues	[Phase 1] Start Date: Q4-2009 End Date: Q2-2010 [Phase 2] Start Date: Q3-2010 End Date: Q2-2011
Purpose	<i>To develop capacities for CSOs and local authorities to formulate MDGs/Poverty alleviation plans and encourage communities' involvement in their local development</i>	
Description	<ul style="list-style-type: none"> - Dialogues are held on quarterly basis among communities, CSOs and local authorities to discuss local MDGs issues - Workshops are organized for NGOs, CBOs, CSOs and local authorities on how to conduct participatory meetings in developing MDGs/poverty alleviation plans or projects 	
Quality Criteria	Quality Method	Date of Assessment
Active discussions and exchanges of views from the participants during the Dialogues	Response from the participants	Q2-2010 Q2-2011
The participants of the workshop are motivated to exercise the learnings on their work	Response from the participants	Q4-2009 Q4-2010

OUTPUT 3: Capacities of CSOs, NGOs, CBOs and local authorities are developed to be able to reflect the local communities' voices in their efforts of formulating plans or development projects for the achievement of MDGs/poverty alleviations

Activity Result 1 (Atlas Activity ID)	Development and implementation of development projects on MDGs/poverty alleviations by CSOs, NGOs or CBOs based on the local communities' voices	[Phase 1] Start Date: Q4-2009 End Date: Q2-2010 [Phase 2] Start Date: Q4-2010 End Date: Q2-2011
Purpose	<i>To enable CSOs, NGOs, and CBOs design and implement MDGs/poverty alleviation plans or projects that reflect the needs of the communities.</i>	

Description	Quality Criteria	Quality Method	Date of Assessment
<p>Project concept notes reflect the participatory approach</p> <p>Implementation of the selected project concept note ensures the participation of the CDCs and become exemplary case for the other CSO, NGOs, CBOs, etc.</p>	<p>Follow-up initiatives of CSOs and local authorities are introduced through radio programs wherever applicable. CSOs or local authorities submit project concept notes to the radio program and a selected CSO or local authority is provided with in-kind items (i.e. cement to fix roads). Selection criteria will be articulated based on the Project Technical Committee's technical advices and the Selection Committee will be established.</p>	<p>Setting up of selection criteria ensures that 'the participatory approach', the ways of 'involving CDCs during the implementations' is included, and that other resources are further mobilized in cooperation with the CDCs.</p>	<p>Q2-2010</p> <p>Q2-2011</p> <p>Q4-2009</p> <p>Q4-2010</p>

VI. Legal Context

This document together with the CPAP signed by the Government and UNDP, which is incorporated by reference, constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreements], and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried out;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

VII. Annexes:

2. ANNEX 1: Terms of Reference – Project Board (PB)

Composition

- Country Director, UNDP Jordan
- Director, ZENID
- Director, Economic & Social Productivity Programs Unit, Ministry of Planning and International Cooperation; and
- Governorate of Zarqa & representatives of senior beneficiaries

Input

- At least 3 formal meetings per year through the duration of the project

Overall responsibilities⁴: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards⁵ that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Specific overall responsibilities:

Defining a project

- Review and approve the Initiation Plan.

⁴ Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

⁵ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

Initiating a project

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage;
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report and make recommendations for the next AWP
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions;
- Notify operational completion of the project to the Outcome Board.

Specific responsibilities by each group:

Executive

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager

- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities.

Senior Supplier and Implementer

The Senior Supplier and Implementer represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The primary function of the Senior Supplier and Implementer within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier and Implementer must have the authority to commit or acquire supplier resources required.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective

- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated.

b. ANNEX 2: Terms of Reference – Project Manager (National)

Preamble:

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development, and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, as a Project Manager for the UNV-led project, the candidate takes part in various forms of volunteerism and plays a role in development and peace together with co-workers, host agencies and local communities.

During the position, the candidate promotes volunteerism through his/her action and conduct. Engaging in volunteer activity can effectively and positively enrich his/her understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. The candidate will make the time they spend as a Project Manager for the UNV project even more rewarding and productive.

- 1. Assignment Title:** **Project Manager**
- 2. Type of assignment:** **National**
- 3. Project Title:** **Supporting the Empowerment of Local Communities in Zarqa through Community Radio Stations**
- 4. Duration:** **12 months (renewable for another one year)**
- 5. Location, Country:** **Amman, Jordan (frequent visits to the target areas in Zarqa)**
- 6. Expected starting date:** **As soon as possible**
- 7. Brief Project Description:** This project aims to bring enabling environment to local communities in Zarqa to encourage active civic participation to local development. Through radio stations, local communities will play a core role in identifying and advocating development challenges. In doing so, civil society organizations (CSOs) and local authorities will have better understanding to formulate plans for the achievement of MDGs, especially for poverty alleviation.

8. Host Agency/Host Institute: ZENID (Queen Zein Al Sharaf Institute for Development) / Jordanian Hashemite Fund for Human Development (JOHUD)

9. Organizational Context:

Under the immediate supervision of ZENID / JOHUD and extensive guidance of the Project Board (which involves - UNDP/UNV Jordan, Ministry of Planning and International Cooperation, ZENID / JOHUD, Governorate of Zarqa), the Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

10. Description of Duties:

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration; and
- Liaise with any suppliers;

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria;
- Promote volunteerism and community involvement in all project activities;
- Participate in conferences, workshops, meetings to provide input in the strategic planning & implementation of the project;
- Identify and appoint national experts/consultants, in conjunction with UNDP, to be hired for the implementation of specific project components or training of the project, develop TOR and agreements, and follow-up on performance;
- Monitor events as determined in the Monitoring Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Identify and explore potential sponsors/donors regarding the provision of in-kind contributions to selected CSOs and also, for the exit strategy (e.g. private sector, foundation/charity, government ministry with responsibility for the relevant area)
- Initiate, in coordination with the UNDP, the Project Board, and ensure to act as the Secretariat for the Board (calling for meetings, preparing and consulting on agenda, steering discussions, follow-up on decisions, keep members informed on the progress, etc.);
- Establish and manage office facilities as needed to support project activities;
- To prepare & perform awareness campaigns & presentations to target audiences (decision makers, universities, general public ...);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;

- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required;
- Attend, as appropriate, national, regional and international events to enhance information sharing, dissemination and lessons learned;
- Establish continuous liaison with the media providing updates on the project;
- Prepare a final statement of achievements towards volunteerism for development during your assignment such as specific quantification of mobilized volunteers, activities, capacities;
- Promote the UNV Online Volunteering service (www.onlinevolunteering.org) to CSOs and government authorities as a way to mobilize additional volunteer support and access skills and expertise that may not be available locally. Encourage individuals (students, women, disabled persons) to access additional opportunities to volunteer by engaging in the work of development organizations over the Internet and thus expand their networks and gain knowledge and skills;
- Document and disseminate lessons learned and best practices; and
- Contribute to, and draw from, relevant knowledge management networks

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Volunteerism is diverse and is embedded in all cultures and traditions. In this context, as a Project Manager, the incumbent is encouraged and expected to relate to local volunteerism and to be identified with the concept. He/She is expected to uphold trust with volunteers among themselves, and within the communities and the organizations they are assigned to.

As such you are encouraged to strengthen your knowledge and understanding of the concept of volunteerism by reading relevant UNV and other publications and taking active part in UNV activities and also to get acquainted with traditional and/or local forms of volunteerism in the host community.

Specific ways to promote volunteerism include:

- Networking and building relationships with local organizations, groups or individuals and support and/or participate in local volunteering initiatives;
- Encouraging and mobilizing co-workers, members of the local community to play an active part in the development of their community;
- Contributing articles/write-ups on field experiences and submit for UNV publications/websites, newsletters, press releases, etc.;

- Initiating and/or participating in local volunteer groups. Assist them in submitting stories, and experiences to the World Volunteer Web site;

11. Qualifications/Requirements:

Education

- An advanced university degree (Master's) in the fields of Political Science, International Studies, Development Studies, or Communications and Media;
- Educational background related to the fields of Persons with Disabilities is an asset.

Experience, Skills and Competencies

- A minimum of five years national experience in project development and management; related to poverty, community radio stations, local community development, community empowerment or any other related field;
- Experience with volunteering/participatory development;
- Proven ability to manage in a results-oriented manner;
- Proven ability to establish monitoring and evaluation plans and to coordinate related activities;
- Development project experience with Persons with Disabilities is an asset;
- Previous success in resource mobilization;
- Proven ability to work with a variety of people including government officials, international and national NGOs, local stakeholders, communities, youth, persons with disabilities, experts and consultants;
- Strong leadership, managerial and team-building skills; committed to enhancing and bringing additional value to the work of the team as a whole;
- Proven experience in facilitating and chairing meetings and/or workshops;
- Excellent communication and presentation skills;
- A proven ability to manage budgets;
- Good organizational and planning skills and a proven ability to adhere to deadlines;
- A proven ability to provide financial and progress reports in accordance with reporting schedules;
- Good computer skills; and
- Fluency in verbal and written English and Arabic.

c. ANNEX 3: Terms of Reference – Project Assistant (NUNV)

Preamble:

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development, and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UNV volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities.

In all assignments, UNV volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UNV volunteers even more rewarding and productive.

1. **UNV Assignment Title:** Project Assistant
2. **Type of assignment:** National UNV Volunteer
3. **Project Title:** Supporting the Empowerment of Local Communities in Zarqa through Community Radio Stations
4. **Duration:** 12 months (renewable for another one year)
5. **Location, Country:** Amman, Jordan (frequent visits to the target areas in Zarqa)
6. **Expected starting date:** May 2009
7. **Brief Project Description:** This project aims to bring enabling environment to local communities in Zarqa to encourage active civic participation to local development. Through radio stations, local communities will play a core role in identifying and advocating development challenges. In doing so, civil society organizations (CSOs) and local authorities will have better understanding to formulate plans for the achievement of MDGs, especially for poverty alleviation.

8. **Host Agency/Host Institute:** QUEEN ZEIN AL SHARAF INSTITUTE FOR DEVELOPMENT (ZENID) / JORDANIAN HASHEMITE FUND FOR HUMAN DEVELOPMENT (JOHUD)

9. **Description of Duties:**

Under the direct supervision of the Project Manager and extensive guidance of the Project Board, the Project Assistance provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The Project Assistance will be responsible for:

- Provide administrative support to ensure timely management of project activities;
- Maintain finance/administrative files and prepare Purchase Orders (PO)s and any other finance related requests;
- Ensure that the necessary Power Point presentations and training materials for all activities are in place and logistic support provided;
- Manage all Workshop related organization ensuring a smooth operational procedure in response to the advisor's and consultant's requirements including (when appropriate);
- Negotiating rates with vendors, venue booking, audio visual arrangements, travel arrangements and participant logistics (security clearance and flight booking);
- Providing support for creating workshop agendas, drafting meeting minutes, and any necessary pre and post conference communication;
- Liaise with other units on matters related to equipment clearance, finance and other administrative matters;
- Following up on the payments and deliverables of all activities
- Provide the required inputs, where appropriate, to the Project Manager in managing and monitoring projects;
- Draft and type correspondences upon requests;
- Maintain general office files and keep information and reference material in a manner that allows easy reference and retrieval;
- Provide constant follow-ups on media releases on relevant issues as well as on the project activities;
- Promote the UNV Online Volunteering service (www.onlinevolunteering.org) to CSOs and government authorities as a way to mobilize additional volunteer support and access skills and expertise that may not be available locally. Encourage individuals (students, women, disabled persons)to access additional opportunities to volunteer by engaging in the work of development organizations over the Internet and thus expand their networks and gain knowledge and skills;
- Get acquainted with traditional and/or local forms of volunteerism in the host community and in doing so, promote volunteerism for development while carrying out the below duties;
- Fill in as appropriate the UNV periodical report, initial, annual and final; and
- Assist in any other Project Manager activities when required

Furthermore, UNV volunteers are encouraged to:

- Strengthening their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and taking active part in UNV activities (for instance in events that mark IVD);
- Getting acquainted with and building on traditional and/or local forms of volunteerism;
- Reflecting on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities;
- Contributing articles/write-ups on field experiences and submitting them for UNV publications/websites, newsletters, press releases, etc.;

10. Results/Expected Output:

- Contribution to the reporting requirements of the project
- A final statement of achievements towards volunteerism for development during your assignment such as specific quantification of mobilized volunteers, activities, capacities.

11. Qualifications/Requirements:

Education

University degree in development related studies, Economics, Administration, Sociology, Local Development, Social Sciences, Business or Public Administration.

Experience

3-5 years administrative experience in a related area: with other international organizations; public sector; NGOs; and/or management of projects. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and experience in handling of web based management systems.

Language Requirements

Fluency in English and Arabic

Competencies

- Demonstrates commitment to UNV mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Shares knowledge and experience;
- Promotes a learning environment in the office;
- Strong IT skills;
- Consistently approaches work with energy and a positive, constructive attitude; and
- Demonstrates strong oral and written communication skills

d. ANNEX 4: Terms of Reference – Project Technical Committee (PTC)

Composition

- UNDP/UNV
- ZENID
- Other relevant stakeholders in the areas of community development, women's empowerment, youth development, social inclusion of Persons with Disabilities, seed grants management, volunteers management or radio production

Duties

- Provide strategic guidance to project implementation at the technical level;
- Coordinate information sharing among the major project stakeholders;
- Monitor project implementation against the project strategy at the technical level and guide adjustments in implementation;
- Facilitate co-ordination with other government projects and programmes; and
- Facilitate consultation with, and participation of, a broad range of stakeholders;

Procedures

- The PTC shall conduct business through meetings convened four times per year.
- At the first meeting of the PTC, the PTC members will review this TOR and the PTC membership, and adopt changes as appropriate
- The Project Manager will organize the meetings and act as Secretary
- The Project Manager will prepare and distribute all concerned documents in advance of meetings, including the meeting agenda.
- In between meetings, PTC business can be conducted through other means of communications such as teleconference, e-mail, etc. coordinated by the Project Manager

Input

At least 3 formal meetings per year throughout the duration of the project

ANNEX 5: Project Cooperation Agreement

PROJECT COOPERATION AGREEMENT between THE UNITED NATIONS DEVELOPMENT PROGRAMME

**and
[Queen Zein Al Sharaf Institute for Development (ZENID) / Jordanian Hashemite Fund for Human Development
(JOHUD)]⁶**

Whereas the United Nations Development Programme ("UNDP") and Queen Zein Al Sharaf Institute for Development (ZENID) / Jordanian Hashemite Fund for Human Development (JOHUD) ("the NGO") have, on the basis of their respective mandates, a common aim in the furtherance of sustainable human development;

Whereas UNDP has been entrusted by its donors with certain resources that can be allocated for programmes and projects, and is accountable to its donors and to its Executive Board for the proper management of these funds and can, in accordance with the UNDP Financial Regulations and Rules, make available such resources for cooperation in the form of a Project;

Whereas the NGO, its status being in accordance with national regulations, is committed to the principles of participatory sustainable human development and development cooperation, has demonstrated the capacity needed for the activities involved, in accordance with the UNDP requirements for management, is apolitical and not profit-making;

Whereas the NGO and UNDP agree that activities shall be undertaken without discrimination, direct or indirect, because of race, ethnicity, religion or creed, status of nationality or political belief, gender, handicapped status, or any other circumstances;

Now, therefore, on the basis of mutual trust and in the spirit of friendly cooperation, the NGO and UNDP have entered into the present Agreement.

⁶ ZENID is established by JOHUD as an institute dedicated to promoting learning for social development. For more information, please visit, <http://www.zenid.org.jo>

Article I. Definitions

For the purpose of the present Agreement, the following definitions shall apply:

- (a) "Parties" shall mean the NGO and UNDP;
- (b) "UNDP" shall mean the United Nations Development Programme, a subsidiary organ of the United Nations, established by the General Assembly of the United Nations;
- (c) "The NGO" shall mean [Queen Zein Al Sharaf Institute for Development (ZENID) / Jordanian Hashemite Fund for Human Development (JOHUD)]; a non-governmental organization that was established in and incorporated under the laws of [Hashemite Kingdom of Jordan], with the purpose of [promoting learning for social development];
- (d) "The Agreement" or "the present Agreement" shall mean the present Project Cooperation Agreement, the concerned Project Document (titled, "Supporting the Empowerment of Local Communities in Zarqa through Community Radio Station"), which incorporates the Project Objectives and Activities, Project Work Plan, Project Inputs being provided by UNDP resources, and Project Budget, and all other documents agreed upon between the Parties to be integral parts of the present Agreement;
- (e) "Project" shall mean the activities as described in the Project Document;
- (f) "Government" shall mean the Government of [Hashemite Kingdom of Jordan];
- (g) "UNDP resident representative" shall mean the UNDP official in charge of the UNDP office in the country, or the person acting on his/her behalf;
- (h) "Project Manager" shall mean the person appointed by the NGO, in consultation with UNDP and with the approval of the Government coordinating authority, who acts as the overall co-ordinator of the Project and assumes the primary responsibility for all aspects of it;
- (i) "Expenditure" shall mean the sum of disbursements made and valid outstanding obligations incurred in respect of goods and services rendered;
- (j) "To advance" shall mean a transfer of assets, including a payment of cash or a transfer of supplies, the accounting of which must be rendered by the NGO at a later date, as herein agreed upon between the Parties;
- (k) "Income" shall mean the interest on the Project funds and all revenue derived from the use or sale of capital equipment, and from items purchased with funds provided by UNDP or from revenues generated from Project outputs;
- (l) "*Force majeure*" shall mean acts of nature, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force;
- (m) "Project Work Plan" shall mean a schedule of activities, with corresponding time frames and responsibilities, that is based upon the Project Document, deemed necessary to achieve Project results, prepared at the time of approval of the Project, and revised annually.

Article II. Objective and Scope of the Present Agreement

1. The present Agreement sets forth the general terms and conditions of the cooperation between the Parties in all aspects of achieving the Project Objectives, as set out in the concerned Project Document of the present Agreement).

2. The Parties agree to join efforts and to maintain close working relationships, in order to achieve the Objectives of the Project.

Article III. Duration of Project Agreement

1. The term of the present Agreement shall commence on [the signing date of the concerned ***Project Document***] and terminate on [the date of two years from the signing date of the concerned ***Project Document***]. The Project shall commence and be completed in accordance with the time frame or schedule set out in the Project Document.
2. Should it become evident to either Party during the implementation of the Project that an extension beyond the expiration date set out in paragraph 1, above, of the present Article, will be necessary to achieve the Objectives of the Project, that Party shall, without delay, inform the other Party, with a view to entering into consultations to agree on a new termination date. Upon agreement on a termination date, the Parties shall conclude an amendment to this effect, in accordance with Article XVII, below.

Article IV. General Responsibilities of the Parties

1. The Parties agree to carry out their respective responsibilities in accordance with the provisions of the present Agreement, and to undertake the Project in accordance with UNDP policies and procedures as set out in the UNDP Programming Manual, which forms an integral part of the present Agreement.
2. Each Party shall determine and communicate to the other Party the person (or unit) having the ultimate authority and responsibility for the Project on its behalf. The Project Manager shall be appointed by the NGO, in consultation with UNDP and with the approval of the government coordinating authority.
3. The Parties shall keep each other informed of all activities pertaining to the Project and shall consult once every three months or as circumstances arise that may have a bearing on the status of either Party in the country or that may affect the achievement of the Objectives of the Project, with a view to reviewing the Work Plan and Budget of the Project.
4. The Parties shall cooperate with each other in obtaining any licenses and permits required by national laws, where appropriate and necessary for the achievement of the Objectives of the Project. The parties shall also cooperate in the preparation of any reports, statements or disclosures, which are required by national law.

The NGO may use the name and emblem of the United Nations or UNDP [when using UNDP, always together with UNV logo] only in direct connection with the Project, and subject to prior written consent of the UNDP Resident Representative in [Hashemite Kingdom of Jordan].

6. The activities under the present Agreement are in support of the efforts of the Government, and therefore the NGO will communicate with the Government as necessary. The Project Manager will be responsible for day-to-day contacts with the relevant national authorities and UNDP on operational matters during the implementation of the Project. The UNDP Resident Representative will act as the principal channel for communicating with the Government coordinating authority regarding the activities under the Project Cooperation Agreement unless otherwise agreed with the Parties and the Government.

7. The UNDP Resident Representative will facilitate access to information, advisory services, technical and professional support available to UNDP and will assist the NGO to access the advisory services of other United Nations organizations, whenever necessary.

8. The Parties shall cooperate in any public relations or publicity exercises, when the UNDP Resident Representative deems these appropriate or useful.

Article V. Personnel Requirements

1. The NGO shall be fully responsible for all services performed by its personnel, agents, employees, or contractors (hereinafter referred to as "Personnel").
2. The NGO personnel shall not be considered in any respect as being the employees or agents of UNDP. The NGO shall ensure that all relevant national labour laws are observed.
3. UNDP does not accept any liability for claims arising out of the activities performed under the present Agreement, or any claims for death, bodily injury, disability, damage to property or other hazards that may be suffered by NGO personnel as a result of their work pertaining to the project. It is understood that adequate medical and life insurance for NGO personnel, as well as insurance coverage for service-incurred illness, injury, disability or death, is the responsibility of the NGO.
4. The NGO shall ensure that its personnel meet the highest standards of qualification and technical and professional competence necessary for the achievement of the Objectives of the Project, and that decisions on employment related to the Project shall be free of discrimination on the basis of race, religion or creed, ethnicity or national origin, gender, handicapped status, or other similar factors. The NGO shall ensure that all personnel are free from any conflicts of interest relative to the Project Activities.

Article VI. Terms and Obligations of Personnel

The NGO undertakes to be bound by the terms and obligations specified below, and shall accordingly ensure that the personnel performing project-related activities under the present Agreement comply with these obligations:

- (a) The personnel shall be under the direct charge of the NGO, which functions under the general guidance of UNDP and the Government;
- (b) Further to subparagraph (a) above, they shall not seek nor accept instructions regarding the activities under the present Agreement from any Government other than the Government of [Hashemite Kingdom of Jordan] or other authority external to UNDP;
- (c) They shall refrain from any conduct that would adversely reflect on the United Nations and shall not engage in any activity which is incompatible with the aims and objectives of the United Nations or the mandate of UNDP;
- (d) Subject to the requirements outlined in the document "UNDP public information disclosure policy", information that is considered confidential shall not be used without the authorisation of UNDP. In any event, such information shall not be used for individual profit. The Project Manager may communicate with the media regarding the methods and scientific procedures used by the NGO, however, UNDP and UNV clearance is required for the use of the name UNDP and UNV in conjunction with Project Activities in accordance with Article IV, paragraph 5, above. This obligation shall not lapse upon termination of the present Agreement unless otherwise agreed between the Parties.

Article VII. Supplies, Vehicles and Procurement

1. UNDP shall contribute to the Project the resources indicated in the Budget section of the Project Document.
2. Equipment, non-expendable materials, or other property furnished or financed by UNDP shall remain the property of UNDP and UNV, and shall be returned to UNDP and UNV upon completion of the Project, or upon termination of the present Agreement, unless otherwise agreed upon between the Parties, and in consultation with the government coordinating authority. During Project implementation, and prior to such return, the NGO shall be responsible for the proper custody, maintenance and care of all equipment. The NGO shall, for the protection of such equipment and materials during implementation of the Project, obtain appropriate insurance in such amounts as may be agreed upon between the Parties and incorporated in the Project Budget.
3. The NGO will place on the supplies, equipment and other materials it furnishes or finances such markings as will be necessary to identify them as being provided by UNDP and UNV.

4. In cases of damage, theft or other losses of vehicles and other property made available to the NGO, the NGO shall provide UNDP and UNV with a comprehensive report, including police report, where appropriate, and any other evidence giving full details of the events leading to the loss of the property.
5. In its procedures for procurement of goods, services or other requirements with funds made available by UNDP and UNV as provided for in the Project Budget, the NGO shall ensure that, when placing orders or awarding contracts, it will safeguard the principles of highest quality, economy and efficiency, and that the placing of such orders will be based on an assessment of competitive quotations, bids, or proposals unless otherwise agreed to by UNDP and UNV.
6. UNDP shall make every effort to assist the NGO in clearing all equipment and supplies through customs at places of entry into the country where Project activities are to take place.
7. The NGO shall maintain complete and accurate records of equipment, supplies and other property purchased with UNDP funds and shall take periodic physical inventories. The NGO shall provide UNDP and UNV annually with the inventory of such equipment, property and non-expendable materials and supplies, and at such time and in such form as UNDP and UNV may request.

Article VIII. Financial and Operational Arrangements

1. In accordance with the Project Budget, UNDP has allocated and will make available to the NGO funds up to the maximum amount of *USD 218,000; two hundred eighteen thousand dollars only*. The first instalment of [USD 26,270; twenty six thousand two hundred seventy dollars only] will be advanced to the NGO within [30] working days following signature of the present Agreement. The second and subsequent instalments will be advanced to the NGO quarterly, when a financial report and other agreed-upon documentation, as referenced in Article X, below, for the activities completed have been submitted to and accepted by UNDP as showing satisfactory management and use of UNDP resources.
2. The NGO agrees to utilise the funds and any supplies and equipment provided by UNDP in strict accordance with the Project Document. The NGO shall be authorised to make variations not exceeding 20 per cent on any one line item of the Project Budget provided that the total Budget allocated by UNDP is not exceeded. The NGO shall notify UNDP about any expected variations on the occasion of the quarterly consultations set forth in Article IV, paragraph 3, above. Any variations exceeding 20 per cent on any one-line item that may be necessary for the proper and successful implementation of the Project shall be subject to prior consultations with and approval by UNDP.
3. The NGO further agrees to return within two weeks any unused supplies made available by UNDP at the termination or end of the present Agreement or the completion of the Project. Any unspent funds shall be returned within two months of the termination of the present Agreement or the completion of the Project.

UNDP shall not be liable for the payment of any expenses, fees, tolls or any other financial cost not outlined in the Project Work Plan or Project Budget unless UNDP has explicitly agreed in writing to do so prior to the expenditure by the NGO.

5. The Contractor agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received under this Contract 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Contract.

Article IX. Maintenance of Records

1. The NGO shall keep accurate and up-to-date records and documents in respect of all expenditures incurred with the funds made available by UNDP to ensure that all expenditures are in conformity with the

provisions of the Project Work Plan and Project Budgets. For each disbursement, proper supporting documentation shall be maintained, including original invoices, bills, and receipts pertinent to the transaction. Any Income, as defined in Article I, paragraph 1 (k), above, arising from the management of the Project shall be promptly disclosed to UNDP. The Income shall be reflected in a revised Project Budget and Work Plan and recorded as accrued income to UNDP unless otherwise agreed between the Parties.

2. Upon completion of the Project or Termination of the Agreement, the NGO shall maintain the records for a period of at least four years unless otherwise agreed upon between the Parties.

Article X. Reporting Requirements

1. The NGO shall provide UNDP, UNV and the government coordinating authority with periodic reports on the progress, activities, achievements and results of the Project, as agreed between the Parties. As a minimum, the NGO shall prepare an annual progress report.

2. Financial reporting will be quarterly:

(a) The NGO prepares a financial report and submits it to the UNDP Resident Representative no later than 30 days after the end of each quarter, in *[English]*.

(b) The purpose of the financial report is to request a quarterly advance of funds, to list the disbursements incurred on the Project by budgetary component on a quarterly basis, and to reconcile outstanding advances and foreign exchange loss or gain during the quarter.

(c) The financial report has been designed to reflect the transactions of a project on a cash basis. For this reason, unliquidated obligations or commitments should not be reported to UNDP, i.e., the reports should be prepared on a "cash basis", not on an accrual basis, and thus will include only disbursements made by the NGO and not commitments. However, the NGO shall provide an indication when submitting reports as to the level of unliquidated obligations or commitments, for budgetary purposes.

(d) The financial report contains information that forms the basis of a periodic financial review and its timely submission is a prerequisite to the continuing funding of the Project. Unless the Financial Report is received, the UNDP Resident Representative will not act upon requests for advances of funds from UNDP,

(e) Any refund received by an NGO from a supplier should be reflected on the financial report as a reduction of disbursements on the component to which it relates.

3. Within two months of the completion of the Project, or of the termination of the present Agreement, the NGO shall submit a final report on the Project activities, and include a final financial report on the use of UNDP funds, as well as an inventory of supplies and equipment.

Article XI. Audit Requirements

1. The NGO shall submit to the UNDP Resident Representative in *[Hashemite Kingdom of Jordan]* a certified annual financial statement on the status of funds advanced by UNDP. The Project will be audited at least once during its lifetime but may be audited annually, as will be reflected in the annual audit plan prepared by UNDP Headquarters (Division of Audit and Performance Review) in consultation with the Parties to the Project. The audit shall be carried out by the auditors of the NGO or by a qualified audit firm, which will produce an audit report and certify the financial statement.

2. Notwithstanding the above, UNDP shall have the right, at its own expense, to audit or review such Project-related books and records as it may require and to have access to the books and record of the NGO, as necessary.

Article XII. Responsibility for Claims

1. The NGO shall indemnify, hold and save harmless, and defend at its own expense, UNDP, its officials and persons performing services for UNDP, from and against all suits, claims, demands and liability of any nature and kind, including their cost and expenses, arising out of the acts or omissions of the NGO or its employees or persons hired for the management of the present Agreement and the Project.

2. The NGO shall be responsible for, and deal with all claims brought against it by its Personnel, employees, agents or subcontractors.

Article XIII. Security

1. The responsibility for the safety and security of the NGO and its personnel and property, and of UNDP's property in the NGO's custody, rests with the NGO.

2. The NGO shall:

- (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the services are being provided;
- (b) assume all risks and liabilities related to the NGO's security, and the full implementation of the security plan.

3. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this contract. Notwithstanding the foregoing, the NGO shall remain solely responsible for the security of its personnel and for UNDP's property in its custody as set forth in paragraph 1.1 above.

Article XIV. Suspension and Early Termination

1. The Parties hereto recognise that the successful completion and accomplishment of the purposes of a technical cooperation activity are of paramount importance, and that UNDP may find it necessary to terminate the Project, or to modify the arrangements for the management of a Project, should circumstances arise that jeopardise successful completion or the accomplishment of the purposes of the Project. The provisions of the present Article shall apply to any such situation.

2. UNDP shall consult with the NGO if any circumstances arise that, in the judgement of UNDP, interfere or threaten to interfere with the successful completion of the Project, or the accomplishment of its purposes. The NGO shall promptly inform UNDP of any such circumstances that might come to its attention. The Parties shall cooperate towards the rectification or elimination of the circumstances in question and shall exert all reasonable efforts to that end, including prompt corrective steps by the NGO, where such circumstances are attributable to it or within its responsibility or control. The Parties shall also cooperate in assessing the consequences of possible termination of the Project on the beneficiaries of the Project.

3. UNDP may at any time after occurrence of the circumstances in question, and after appropriate consultations, suspend the Project by written notice to the NGO, without prejudice to the initiation or continuation of any of the measures envisaged in paragraph 2, above, of the present Article. UNDP may indicate to the NGO the conditions under which it is prepared to authorise management of the Project to resume.

4. If the cause of suspension is not rectified or eliminated within 14 days after UNDP has given notice of suspension to the NGO, UNDP may, by written notice at any time thereafter during the continuation of such cause: (a) terminate the Project; or (b) terminate the management of the Project by the NGO, and entrust its management to another institution. The effective date of termination under the provisions of the present paragraph shall be specified by written notice from UNDP.

5. Subject to paragraph 4 (b), above, of the present Article, the NGO may terminate the present Agreement in cases where a condition has arisen that impedes the NGO from successfully fulfilling its responsibilities under the present Agreement, by providing UNDP with written notice of its intention to terminate the present Agreement at least 30 days prior to the effective date of termination if the Project has a duration of

up to six months and at least 60 days prior to the effective date of termination if the Project has a duration of six months or more.

6. The NGO may terminate the present Agreement only under point 5, above, of the present Article, after consultations have been held between the NGO and UNDP, with a view to eliminating the impediment, and shall give due consideration to proposals made by UNDP in this respect.

7. Upon receipt of a notice of termination by either Party under the present Article, the Parties shall take immediate steps to terminate activities under the present Agreement, in a prompt and orderly manner, so as to minimise losses and further expenditures. The NGO shall undertake no forward commitments and shall return to UNDP, within 30 days, all unspent funds, supplies and other property provided by UNDP unless UNDP has agreed otherwise in writing.

8. In the event of any termination by either Party under the present Article, UNDP shall reimburse the NGO only for the costs incurred to manage the project in conformity with the express terms of the present Agreement. Reimbursements to the NGO under this provision, when added to amounts previously remitted to it by UNDP in respect of the Project, shall not exceed the total UNDP allocation for the Project.

9. In the event of transfer of the responsibilities of the NGO for the management of a Project to another institution, the NGO shall cooperate with UNDP and the other institution in the orderly transfer of such responsibilities.

Article XV. Force Majeure

1. In the event of and as soon as possible after the occurrence of any cause constituting *force majeure*, as defined in Article I, paragraph 1, above, the Party affected by the *force majeure* shall give the other Party notice and full particulars in writing of such occurrence if the affected Party is thereby rendered unable, in whole or in part, to perform its obligations or meet its responsibilities under the present Agreement. The Parties shall consult on the appropriate action to be taken, which may include suspension of the present Agreement by UNDP, in accordance with Article XIV, paragraph 3, above, or termination of the Agreement, with either Party giving to the other at least seven days written notice of such termination.

2. In the event that the present Agreement is terminated owing to causes constituting *force majeure*, the provisions of Article XIV, paragraphs 8 and 9, above, shall apply.

Article XVI. Arbitration

The Parties shall try to settle amicably through direct negotiations, any dispute, controversy or claim arising out of or relating to the present Agreement, including breach and termination of the Agreement. If these negotiations are unsuccessful, the matter shall be referred to arbitration in accordance with United Nations Commission on International Trade Law Arbitration Rules. The Parties shall be bound by the arbitration award rendered in accordance with such arbitration, as the final decision on any such dispute, controversy or claim.

Article XVII. Privileges and Immunities

Nothing in or relating to the present Agreement shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations and UNDP.

Article XVIII. Amendments

The present Agreement or its Annexe may be modified or amended only by written agreement between the Parties.

IN WITNESS WHEREOF, the undersigned, being duly authorised thereto, have on behalf of the Parties hereto signed the present Agreement at the place and on the day below written.

For the NGO:

Signature:

Name: Hanan Ibrahim

Title: Director, ZENID

Place: Amman - Jordan

Date: 31/7/2009

For UNDP:

Signature:

Name: Luc Stevens

Title: Resident Representative, UNDP

Place: Amman

Date: 09/07/2009

