



PROG/2010/110

16 May 2010

Excellency,

Subject: "Umbrella Project to Support the UNDP Programme Development and Implementation in Jordan" - Signed Project Document

I have the honor to write to Your Excellency in reference to Your letter number 5/3/1/3313 dated 4 May 2010 regarding the above mentioned project and return herewith, for your records, one duly signed and sealed original copy of the Project Document.

Please accept, Your Excellency, the assurance of my highest consideration.


Luc Stevens
UN Resident Coordinator
UNDP Resident Representative

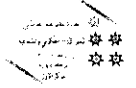
H.E. Dr. Jafar Hassan
Minister of Planning and International Cooperation
Ministry of Planning and International Cooperation
Amman



MINISTRY OF PLANNING AND INTERNATIONAL COOPERATION

Ref. No. 5/3/1/3313

Date 04/05/2010



H.E. Mr. Luc Stevens
UNDP Resident Representative
United Nations Development Program
Amman

Dear Excellency,

In reference to the "Umbrella Project to Support the UNDP Programme Development and Implementation in Jordan" Project's document, kindly find attached herewith the two duly signed copies of the above- mentioned project.

Please accept my high esteem and consideration.

Sincerely,

Jafar Hassan
Minister of Planning and
International Cooperation

Saleh Al-Kharabsheh
Secretary General

5 May 2010
10:45 AM

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Country: Jordan

Project Document

Project Title: Umbrella Project to Support the UNDP Programme Development and Implementation in Jordan

Short Title: Umbrella Project in Support of the Jordan Development Programme

Implementing partner: United Nations Development Program (UNDP) Jordan

Responsible Parties/Executing Agency:: United Nations Development Program (UNDP) Jordan (Direct Execution)

Source of Fund: Interest Earned on UNDP Resources Account no: 11888

Country: Jordan

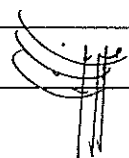
Government Cooperating Agency: Ministry of Planning and International Cooperation (MoPIC)

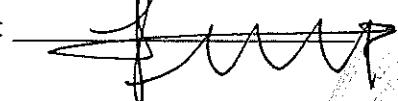
Government Contribution: No contribution

Duration of the Project: January 2010- December 2012

The project aims to strengthen the capacity of the UNDP country office and its partners in Jordan in implementing the 2008-2012 Country Programme that was agreed between the government of Jordan and UNDP in responding to those partner requests that require specialized expertise. The project also aims to facilitate the implementation of initiatives that require cross-cutting expertise (such as mainstreaming gender, youth, and CT) as well as coordination with other development partners (such as aid effectiveness, and donor coordination)

<p>Programme Period: 2010- 2012</p> <p>CPAP Programme Supports achieving all outputs</p> <p>Component</p> <p>Project Title: Umbrella Project in Support of the Jordan Development Programme</p> <p>Atlas Award ID: <u>0000</u></p> <p>Start date: <u>January 2010</u></p> <p>End Date: <u>December 2012</u></p> <p>PAC Meeting Date <u>.....</u></p>	<p>Estimated annualized budget: 223,000 USD</p> <p>Total resources required : 7200,000 USD</p> <p>Total allocated resources : 720,000 USD</p> <p>11888 : 600,000 USD</p> <p>RBAS : 20,000 USD</p> <p>TRAC (Aid Eff) : 50,000 USD</p> <p>TRAC (for reserve) : 40,000</p> <p>Unused from Prev. Phase :(10,000):</p>
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Agreed by Ministry of Planning and international Cooperation: _____ 

Agreed by UNDP: _____ 



LIST OF ABBREVIATIONS:

APR	Annual Project Review Report
AWP	Annual Work Plan
CP	Country Programme
GMS	General Management Services
MoPIC	Ministry of Planning and International Cooperation
NGOs	Non-governmental Organizations
NPM	National Project Manager
PAC	Project Appraisal Committee
PB	Project Board
QPR	Quarterly Progress Report
SBAA	Standard Basic Assistance Agreement
ToRs	Terms of References
TPR	Tripartite Review Meeting
UN	United Nations
UNDP	United Nations Development Programme
UNDP CO	United Nations Development Programme – Country Office

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V. Annexes: **Error! Bookmark not defined.**

I. BACKGROUND

The UNDP Jordan and Ministry of Planning and International Cooperation (MoPIC) in 2006 signed a 3 year Umbrella Project to allow the use of the accumulated interests earned on UNDP country office (CO) programme resources. The funds were allocated to strengthen programme identification/formulation, provide the government counterparts with highly qualified expertise for development planning, and carry out critical project activities for which no project resources are available. The umbrella project also envisaged raising awareness on human development, supporting new initiatives, developing capacities of UNDP programme and its counterparts, and providing technical advice/inputs to UNDP Jordan on specific issues in line with the national priorities. The Umbrella Project was designed and signed in response to the country programme mid-term review exercise conducted in 2005 to strengthen capacities in UNDP programming using NEX financial procedures and reporting. The project foresaw the extension of the project if proven successful and necessary.

The first phase that run between 2006 and 2009 significantly contributed to the relevant capacities in UNDP Jordan and its counterparts in NEX programming and promoting human development, especially during the formulation of the 2008-2012 country programme. The contribution was visible in ensuring proper implementation of NEX processes and procedures in the country office (e.g. through programme assistant support and HR assistant support in providing services to government counterparts in hiring, procuring, and transferring advances). The project also increased the visibility of the country programme related to MDGs and human development. It also helped initiate a more comprehensive support to the project staff and focal points that are placed within the relevant national counterpart organizations, most often in government agencies.

As the first phase ended with success, there is now ever increasing need to allocate additional resources to continue to develop the capacities in designing and implementing critical new initiatives and increasing their visibility to raise awareness among key decision makers and general public.

In line with the first phase, building on its successes, and carrying what it has started to the next level, the second phase of the 11888 Umbrella Project on "Providing Support to the UNDP Programme Development and Implementation" aims to further strengthen the capacity of the UNDP Jordan and its partners in implementing the 2008-2012 Country Programme that was agreed between the government of Jordan and UNDP. The development and implementation of the programme often require specialized expertise in responding to the needs of the national counterparts which may not be readily available under current programmes and projects. The project aims to support mobilization of such expertise and also facilitate implementation of initiatives that require cross-cutting expertise (such as mainstreaming gender and youth). Moreover, the project intends to strengthen the programme wide monitoring and reporting in order to ensure results oriented programme delivery. The project also aims to enhance advocacy capacity of the programme in promoting human development awareness in the country and increase the visibility of the key initiatives. In doing these, the project pays a particular attention to the need for coordination with other development partners (such as aid effectiveness, and donor coordination).

II. JUSTIFICATION FOR A NEW PHASE: STRATEGIC VISIONING AND RESTRUCTURING OF THE COUNTRY OFFICE PROGRAMME UNIT

The previous country programme (2004-2008) was based on a smaller number of staff in the programme unit, with a view to manage a smaller size of programme in terms of delivery, and less complex projects in terms of the number and level of stakeholders involved. However, the new country programme (2008-2012) envisages a larger programme to support national counterparts. In view of this, the CO has in the beginning of the year initiated a strategic visioning exercise. Coincidentally, many of the projects in the current programme are coming to an end at the end of 2009 and the programme unit is moving from a project based approach to a programme based approach with new projects/programs in formulation including several joint programmes with other UN agencies. The strategic visioning exercise promotes a rethinking on the "modes of delivery" and "ways of working" with the national counterparts and stakeholders. In light of these evolving changes, there is an increasing need for allocating resources to the "advisory functions" of the CO, programme wide monitoring, systematic advocacy plans, and coordination with development partners. This requires continuing to tap into the 11888 funds to be clearly dedicated to these objectives.

Accordingly, along with the strategic visioning, the programme focus is undergoing major changes through restructuring of portfolios. This entails broadening of the key thematic areas and identification of new priorities including but not limited to new poverty and Millennium Development Goals (MDGs) agenda (e.g. poverty analysis and MDGs, food security, youth employment); new governance agenda (e.g. e-government and systems, decentralization, women and youth participation, political parties); new environment agenda (e.g. climate change, biodiversity, water governance); integrated disaster risk management agenda (e.g. linkages with climate change and territorial approach in disaster response), and new aid management agenda (e.g. aid transparency and aid management systems). These new agenda are promoted through new initiatives for joint programming to best respond to national priorities as identified in strategic documents such as the Jordan National Agenda and National Executive Programme, and the global initiatives such as the Millennium Development Goals, (MDGs).

The CO is also in the process of redefining working modalities with partners that would make the programme delivery much more effective to respond to national priorities. The refocusing requires attracting and retaining the staff that has the knowledge and experience that can transform the "mode of delivery" and "way of working" with counterparts in a way to further encourage national ownership while strengthening UNDP's advisory role. In line with the National Execution Model that puts national ownership at its core, this requires strengthening and using the national systems in programme delivery. With this understanding, the CO is trying to strengthen the programme capacity to introduce and implement new ideas in terms of modes of delivery that would promote ownership by the partners, including new ways of working with non-governmental organizations and civil society institutions.

Accordingly, coupled with refocusing of the portfolios and redefining the working relationship with national partners, CO management has embarked upon a restructuring of the programme unit and expansion of the number of the programme staff. The programme unit is undergoing a transition stage that includes creation of new posts, reviews of job descriptions, and reclassification of certain posts in order to increase the capacity of the programme unit both in terms of size and skills to respond to the increased complexities of the programme. There is a need to maintain the new staffing requirements in terms of support to posts related to overall programme monitoring and oversight (i.e. monitoring and reporting associate to support oversight and HR assistant to support overall HR processes to be able to respond to government requests for hiring) as well as advocacy (i.e. media associate to support all advocacy activities around human development, MDGs, and national development priorities included in the CO programme)

In addition to increasing internal staffing capacities to support programme monitoring, oversight, and advocacy, the programme staff will need to be supported with external advisory services to respond to legitimate government requests for new initiatives that are usually transmitted to UNDP through MoPIC. Accordingly, the CO would need to be able to mobilize high-calibre experts that could address the needs of the partners. Ability to mobilize high quality experts and advisers has proven extremely important as it was the case during the MOPIC request in 2009 to support the National Executive Program (NEP) planning processes. Such requests on key initiatives are expected to increase in the coming years as the country programme is taking a new, more integrated approach in programme formulation. The UNDP CO usually does not have enough resources in its projects or core budget to be able to respond to such requests from the government. 11888 resources would resolve this problem of responding to urgent and legitimate government requests.

All these changes and the new understanding in the programme development and implementation are bringing about added pressures to the country programme management to keep up with the capacity needs arising out of programme evolution and to mobilize needed financial and human resources in close collaboration with national counterparts. As such, there is an urgent need to dedicate resources for a programme of capacity support to the CO and its partners.

III. OBJECTIVES AND OUTPUTS

The resources that would be allocated to implement the programme of capacity support to CO and its partners would be utilized to;

- a) Strengthen the advisory role of the UNDP for the national counterparts
- b) Enhance monitoring and oversight capacity on the programme to ensure targets set with government partners are met to a high standard
- c) Raise awareness and advocacy capacity on key issues related to Jordan's human development, MDGs, governance, environment, and disaster risk management
- d) Mainstream cross-cutting key issues such as gender and youth into country programming and improve aid coordination and management amongst donors and government.
- e) Increase flexibility to respond to urgent needs and develop new initiatives in line with the CPAP

These objectives and outputs are developed to improve the capacity of the UNDP Programme to support the Government of Jordan and its partners in delivering on the national priorities they have set. In this relationship of support, it is recognized and strongly encouraged that the UNDP programs and projects of support promote national ownership and the national partners are in the driving seat in designing and implementing those programs and projects.

The following sections provide more details on each of these objectives and outputs.

a) Strengthen the advisory role of the UNDP for the national counterparts

The new UNDP CO vision states refer to two elements of change in moving forward with the programme development and implementation:

- Provision of high level technical support to the Government of Jordan, (GoJ) to develop national policies/strategies/ implementation plans, while adopting a process that will focus on enhancing government ownership of the whole process
- Joint identification, from these strategies and implementation plans, components for UNDP's technical and financial support, both at national and sub-national levels, in the form of an integrated programme. As part of this support programme, UNDP will together with the government of Jordan and targeted national institutions, develop:
 - o A framework for capacity development, with clear measurable indicators, the main elements of which will be adopted by all five pillars
 - o An advisory plan of support to address the capacity development needs, with corresponding

Accordingly, activities under this objective of the Umbrella Project will be developed according to an advisory plan that identifies the need for expert mobilization for assisting the national counterparts in developing their strategies and plans, and for helping develop a programmatic approach in each portfolio related to the country programme.

As many of the projects in the current programme are coming to an end at the end of 2009, the new phase of the 11888 Umbrella Project is an opportunity to channel resources to support the programme unit in moving from a project based approach to a programme based approach in formulation of new projects/programs, including joint programmes with other UN agencies. The new projects/programmes as such will promote the new thinking on the "modes of delivery" and "ways of working" with the national counterparts and stakeholders. In order to do so, the CO would need to be supported by external expertise that would best serve the government interests. As the resources of the CO is very limited regarding development of new projects/programmes and provision of advisory services to urgent

requests, there is an increasing need for allocating resources to the “advisory functions” of the CO from 11888 resources.

b) Enhance monitoring and oversight capacity on the programme

With the help of the first phase of the umbrella project, the CO introduced results based programme overview reporting system for the country programme implementation based on an improved oversight system. In consultation with partners, the office develops relevant baselines, indicators, and targets and monitors progress towards the set targets. The new system has two focuses:

- *Strengthening oversight for processes (standard oversight mechanisms):* The country office developed a guiding framework that lays out the oversight for NEX processes, including finance, procurement, HR, audits, and evaluation. This guiding framework was used to prepare the individual and portfolio work plans in the programme team that reflect their consultations with the project staff and focal points in national counterparts.
- *Strengthening the oversight for results:* The CO now uses a four level oversight structure that contains reporting at each level against the development work plan that references outcomes as identified in the United Nations Development Assistance Framework (UNDAF). The first level focuses on the outputs, baselines, targets, and indicators set for the key programme activities. The second level comprises of reports for monitoring and evaluation issues such as evaluation plan, risk logs, and issues logs. The third level includes financial overviews (budgets and expenditures) at project by project as well as programme-wide. The fourth level tracks the status in project management cycle towards achievement of the development work plan of the office.

The oversight for results requires overseeing the compatibility of outcomes, objectives, outputs, and activities of individual projects with those defined in the UNDAF, CPAP, and country programme document that are in line with government plans and strategies. It also requires close monitoring of project finances as well as recruitment and procurement processes through spot checks and sound reporting. Accordingly, most important component of this output will be financing a report associate and HR assistant who will be crucial in improving the monitoring and oversight in the implementation of the country programme.

The output also envisages developing a capacity support programme for the project managers to ensure results oriented monitoring and oversight over ongoing projects. The capacity support programme aims to enhance the project staff capacity to:

- Promote government ownership
- Raise awareness and advocacy capacity
- Provide critical advice to national stakeholders
- Mobilize national and international expertise
- Observe necessary NEX procedures in project implementation
- Prepare provide quality reporting
- Proactively search for solutions in project management

As the country programme moves from project to programme based approach in implementation, and as recommended by the Assessment of Development Results mission in June 2006, activities under this objective will include carrying out at least one outcome evaluation every year throughout the implementation of the country programme. This will also help CO to meet the requirements of the UNDP Evaluation Office and to implement the evaluation plan that corresponds to the time span of the country programme (2008-2012)

c) Raise awareness and advocacy capacity on key issues

Advocacy capacity refers to programme wide efforts to develop and implement a communication and visibility strategy that would promote values and concepts related to human development and millennium development goals in support of the country programme.

The country office has been supporting the Government of Jordan on many areas that have cross cutting importance and significant value to those who are involved or not involved in the implementation of activities. The objectives and results of the activities need to be advocated through comprehensive media and outreach programmes to increase awareness on issues such as MDGs, poverty reduction and human development.

A media associate will be responsible for conducting relevant activities as part of a communication strategy that will include awareness raising, media campaigns, and visibility plans. At a minimum, this will require integration of the UNDP Communication Strategy into the country programme activities.

d) Mainstream cross-cutting key issues and promote aid coordination

UNDP is willing to commit additional funds of its core resources (in addition to the resources to be allocated from the interests earned from programme resources) to support implementation of its gender strategy and build on the recent progress.

A recent gender strategy (December 2009) adopted by the CO recommends that gender mainstreaming and related capacity development activities are needed at programme, project, and counterpart level. This is necessary to improve skills to consistently and effectively mainstream gender within relevant focus areas in programme and/or throughout the entire programme cycle.

Capacity development needs for programme staff include:

- Gender mainstreaming at the policy level.
- Gender as a cross-cutting issue with focus area – e.g. use of the tool kits.
- Gender-based analysis.
- Use of gender specific indicators and statistics in project design, implementation and M&E.

Capacity development for project managers and counterparts include:

- Orientation on gender awareness and mainstreaming at the policy level.
- Gender as a cross-cutting issue in relevant focus areas (governance, environment, poverty, disaster risk management)
- Gender-based analysis.
- Use of gender specific indicators and statistics in implementation and reporting
- Communications and advocacy skills.

Regarding youth as a cross cutting theme, since 2003, the UNDP has been supporting Higher Council of Youth and Youth and Sports Funds to strengthen their capacities to respond to the needs of the youth through the youth centres. However, UNDP's involvement has been limited to certain projects and could not be adequately mainstreamed to other initiatives. As important an issue as it is, UNDP's resources are not sufficient to carry out such mainstreaming at the level the issue deserves. Channelling some of the resources through 11888 funds would give a boost to the efforts in this regard.

The CO has also started several initiatives to provide the basis for a new portfolio on aid management. The initiatives included providing UNDP support to Ministry of Planning in developing an Aid Information Management System (AIMS) and in co-hosting the regional consultations for Arab States on the International Aid Transparency Initiative (IATI). The IATI agenda has been a major impetus in UNDP-UNCT-MOPIC collaboration on aid effectiveness in addition to the UNDP Jordan support for developing the

AIMS. UNDP is willing to commit additional funds from its core resources (separate from the interests earned from programme resources) to support this agenda and build on the recent progress.

The following part outlines the main components of the proposed project in a results and resources framework to link the outputs with the input and budget they require. The following sections go into the details of describing activities under each output.

e) Increase flexibility to respond to urgent needs and develop new initiatives in line with the CPAP

This component aims to increase the flexibility of the CO in responding to urgent needs in line with the CPAP where there is no time to go through the usual processes for project proposal development and approval. Activities will draw on a reserve fund to be established for this purpose (to be funded when necessary). The reserve fund may also be used for supporting new initiatives that new to be initiated quickly as a rapid response to emergent issues.

IV. RESULTS AND RESOURCES FRAMEWORK- 2010-2012:

TABLE 1: OVERALL RESULTS FRAMEWORK- ALL EXPECTED OUTPUTS							
PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME			RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
	2010	2011	2012			Budget Description	Amount
Output 1. Strengthened advisory role of the UNDP for the national counterparts							
- The activities under this will be developed according to an advisory plan that identifies the need for expert mobilization for assisting the national counterparts in developing their strategies and plans, and for helping develop a programmatic approach in each portfolio related to the country programme				UNDP	UNDP/1188 8	Short Term Experts	60,000
						Travel	30,000
						Facilities/Venue	30,000
TOTAL (OUTPUT 1)							120,000
Output 2. Enhanced oversight capacity of the CO over the implementation of the country programme							
- The oversight capacity refers to oversight for processes and for results: The processes include financial oversight, recruitment, and procurement. The oversight for results indicate overseeing the compatibility of outcomes, objectives, outputs, and activities of individual projects with those defined in the UNDAF, CPAP, and country programme document that are in line with government plans				UNDP	UNDP/1188 8	UNDP Programme Personnel (Reporting Associate)	150,000
						UNDP Programme Personnel (Human resources assistant)	120,000
						Travel	30,000

<p>and strategies. Most important component of this output will be financing a report associate and HR assistant who will be crucial in improving the monitoring and oversight in the implementation of the country programme.</p> <p>- Activities under this output will also include conducting at least one outcome evaluation every year throughout the implementation of the country programme as recommended by the Assessment of Development Results mission in June 2006 and to meet the requirements of the UNDP Evaluation Office.</p>						Facilities/Venue	10,000
TOTAL (OUTPUT 2)							310,000
Output 3: Improved advocacy capacity							
<p>- Advocacy capacity refers to a programme wide efforts to develop and implement a communication and visibility strategy that would promote values and concepts related to human development and millennium development goals in support of the country programme. A media associate will be responsible for conducting relevant activities as part of a communication strategy that will include awareness raising, media campaigns, and visibility plans.</p>				UNDP	UNDP/11888	Media Associate	150,000
				UNDP	UNDP/11888	Knowledge Products/ Printing	10,000
				UNDP	UNDP/11888	Facilities/ Venue	10,000
TOTAL (OUTPUT 3)							170,000
Output 4. Support to mainstreaming and aid effectiveness (by UNDP TRAC sources)							
<p>- Activities related mainstreaming of cross-cutting issues, namely gender and youth.</p> <p>- Activities related to Improving aid effectiveness in the country, including support to implementation of aid information management system(s), donor coordination, aid transparency, etc.</p>				UNDP	UNDP/RBAS/TRAC	Short Term Experts	20,000
				UNDP	UNDP/RBAS/TRAC	Travel	30,000
				UNDP	UNDP/RBAS/TRAC	Facilities/ Administration	20,000
TOTAL (OUTPUT 4)							70,000
Output 5. Increase flexibility to respond to urgent needs and develop new initiatives in line with the CPAP							
<p>- Activities that need to be urgently supported where there is no time to go through the usual processes for project proposal development and approval in line with the CPAP. Activities will draw on a reserve fund to be established for this purpose (to be funded when</p>				UNDP	UNDP/TRAC	Short Term Experts	35,000
				UNDP	UNDP/11888 (remaining funds from	Travel	10,000

necessary)				UNDP	UNDP/ RBAS/ TRAC	Facilities/ Administration	5,000
TOTAL (OUTPUT 4)							50,000
							720,000

Main Inputs:

Short Term Experts (including their travel and facilities/venues): (120,000)- Annual: 40,000

Personnel Costs (1 media associate, 1 reporting associate, 1 HR Assistant...): (420,000)- Annual: 140,000

Training/Learning/Travel, including facilities: (40,000)- Annual 30,000

Knowledge Products-Media Campaigns: (20,000)- Annual 7,000

Mainstreaming: 20,000 (from other UNDP resources)

Aid Management: 50,000 (from other UNDP resources)

Urgent Requests/New Initiatives/Reserve Fund: 50,000 (from other UNDP resources and remaining amount of 11888 from the previous phase)

V. PROJECT OUTPUTS AND BREAKDOWN OF INDICATIVE ACTIVITIES

Output 1. Strengthen the advisory role of the UNDP for the national counterparts

The activities under this will be developed according to an advisory plan that identifies the need for expert mobilization for assisting the national counterparts in developing their strategies and plans, and for helping develop a programmatic approach in each portfolio related to the country programme. This output will improve UNDP external advisory services to enable UNDP to supply highly specialized technical expertise to its implementing partners, including MoPIC. Priority will be given to programmatic areas that are providing macro level multi-sectoral and multi-dimensional support to the Government such as poverty monitoring and analysis, public sector reform). Examples include collecting, analyzing, and compiling baseline data and updates for MDGs, and implementation/monitoring of National Agenda and National Executive Programmes both at the national and local level)

PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
	2010	2011	2012		Funding Source	Budget Description	Amount
Activity 1. Facilitation of CO response to justified requests from the MoPIC for policy level advice, beyond the scope of the current ongoing UNDP projects, by using short term, high calibre expertise to carry out needed specific technical studies/researches and capacity development activities							
<ul style="list-style-type: none"> - Develop a list of key experts for specialized technical support to government - Mobilization of expertise related to specific requests beyond the scope of the ongoing projects (e.g. capacity assessments, specialized technical assistance) 				UNDP	UNDP/11888	Short Term Experts	30,000
						Travel	15,000
						Facilities/Venue	15,000
Activity 2. To enable UNDP CO to draw upon short term international and national expertise to assist in programme identification and development that will contribute towards the formulation of the new programmatic areas in support of implementation of the country programme							
<ul style="list-style-type: none"> - Mobilization of expertise related to new programmatic areas for better implementation of the country programme - The formulation of the UNDP Resource Mobilization Strategy - Update of the NEX manual in line with the latest UNDP guidelines and the ATLAS work environment - Development of indicators framework for UNDP projects/programmes as well as data collection mechanisms for effective monitoring of programme impacts/results. - UNDAF and CPAP reviews/evaluation (including outcome planned outcome evaluations) - Formulation of new country programme (2012) 				UNDP	UNDP/11888	Short Term Experts	30,000
						Travel	15,000
						Facilities/Venue	15,000
TOTAL							120,000

Output 2.

Enhanced oversight capacity of the CO over the implementation of the country programme

The oversight capacity refers to oversight for processes and oversight for results: The processes include financial oversight, recruitment, and procurement. The oversight for results indicate overseeing the compatibility of outcomes, objectives, outputs, and activities of individual projects with those defined in the UNDAF, CPAP, and country programme document that are in line with government plans and strategies: To enhance the capacity of the UNDP Programme, project staff, and relevant national counterparts on issues related to planning, costing/budgeting, monitoring, evaluation, resource mobilization, and mainstreaming gender and human rights into development.

PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
	2010	2011	2012		Funding Source	Budget Description	Amount
Activity 1. Improve the capacity of programme support to enable the CO to carry out its oversight functions in an effective way							
- Provide associate support to the programme staff to increase efficiency in reporting, recruitment, and procurement (1 reporting associate that would improve overall oversight for the programme)				UNDP	UNDP/11888	UNDP programme staff (reporting associate)	150,000
						UNDP programme staff (HR Assistant)	120,000
Activity 2. Develop a comprehensive and long term programme of support to project staff and focal points in the implementing partners in project management as well as key programmatic areas							
- Increase the learning opportunities for the programme staff and its counterparts in support of delivery of the country programme. - Provide training/ learning opportunities to programme staff and partners to increase oversight capabilities over the country programme: This will include; o Results based management o Sound project management o Capacity development o Better understanding on working modalities with national partners - Cross-country exchanges - Other learning opportunities				UNDP	UNDP/11888	Short term experts for training/learning on programme/project management	15,000
						Travel	15,000
						Facilities/venue	10,000
							310,000

Output 3:

Improved advocacy capacity

Advocacy capacity refers to a programme wide efforts to develop and implement a communication and visibility strategy that would promote values and concepts related to human development and millennium development goals in support of the country programme: Awareness Raising and Media Campaigns: To enable UNDP CO to support local media capacities and enhance their role to promote Human Development policies, values, activities, and achievements in Jordan.

PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
	2010	2011	2012		Funding Source	Budget Description	Amount
Activity 1. Increased Staff Capacity for Communication							
- Increase staff to undertake communication strategy that would promote human development and millennium development goals in line with the country programme - Integration of the UNDP Communication Strategy into the Programme				UNDP	UNDP/11888	UNDP Programme Personnel (media associate)	150,000
Activity 2. Awareness Raising Activities							
- Organize events/activities that target general population and selected target audience to promote human development and millennium development goals in line with the country				UNDP	UNDP/11888	Short term experts	0
						Publication/ Printing	5,000
						Facilities/Venue	3,000
Activity 3. Media Campaigns							
- Special materials to be used in media campaigns to support				UNDP	UNDP/11888	Publication/ Printing	5,000

Activity 2						Travel	0
- Media specific events in support of Activity 2						Facilities/Venue	2,000
Activity 4. Knowledge products and their dissemination							
- Summaries or special versions of knowledge products to be used to support Activity 2 and 3 above				UNDP	UNDP/11888	Publication/Printing	5,000
							170,000

Output 4:							
Support to mainstreaming and aid effectiveness (by UNDP TRAC sources)							
<u>Mainstreaming Cross-Cutting Issues into Programming and Aid Coordination: To enable UNDP CO to mainstream cross cutting issues such as gender and youth into programming as well as support the government in aid effectiveness related activities</u>							
PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
	2010	2011	2012		Funding Source	Budget Description	Amount
Activity 1. Gender and youth mainstreaming							
- Implementation of the gender strategy (refer to the country gender strategy and its action plan)- related awareness and training activities				UNDP	UNDP/11888	Short Term Experts	10,000
						Travel	5,000
						Facilities/Venue	5,000
Activity 2. Aid effectiveness							
- Support to GoJ to the implementation and improvement of JAAMS - Support to GoJ in developing the agenda on IATI, etc - Other activities to be developed in cooperation with the MoPIC				UNDP	UNDP/11888	Short Term Experts	20,000
						Travel	15,000
						Facilities/venue	15,000
							70,000

Output 5. Increase flexibility to respond to urgent needs and develop new initiatives in line with the CPAP							
<u>Activities that need to be urgently supported where there is no time to go through the usual processes for project proposal development and approval in line with the CPAP. Activities will draw on a reserve fund to be established for this purpose (to be funded when necessary)</u>							
PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
	2010	2011	2012		Funding Source	Budget Description	Amount
Activities under this output will be determined based on the urgent needs/requests and new initiatives proposed in line with the CPAP.							
- Receive requests through MoPIC for urgent needs or new initiatives and verify that the request is line with the CPAP				UNDP	UNDP/TRAC UNDP/11888	Short Term Experts	35,000

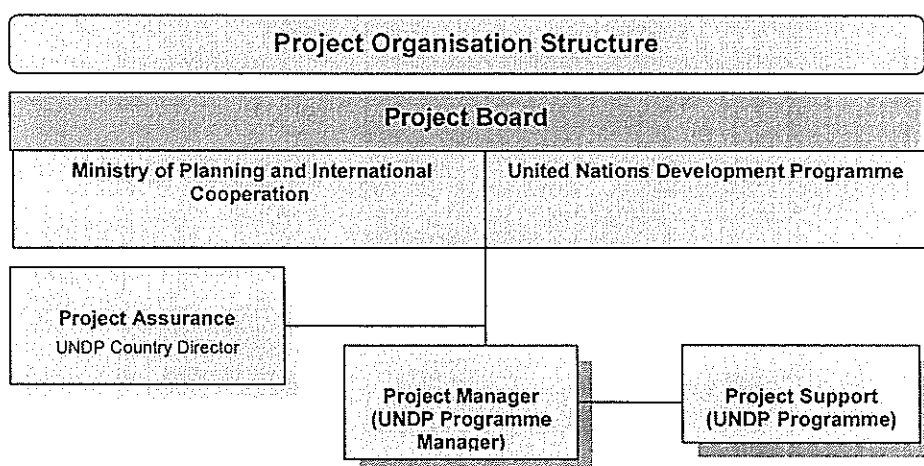
<ul style="list-style-type: none"> - Initiate requests (or new initiatives) that may arise out of urgent needs within UNDP and verify that the requests are in line with the CPAP - Mobilize expertise related to the urgent request, where necessary 					(remaining funds from the previous phase)	Travel	10,000
						Facilities/Venue	5,000

MANAGEMENT ARRANGEMENTS

The project will be directly executed (DEX) by UNDP and in consultation with the MoPIC. The recruitment and procurement services will be conducted in accordance with UNDP's rules and regulations in full coordination with the Ministry. UNDP will provide the MoPIC with an annual progress report and Combined Delivery Report (CDR). The project manager will be the Head of Programme Unit at UNDP. The Programme Assistant and/or relevant Programme Associate will support the financial and administrative functions required under the project.

A Project Board will be established to oversee the implementation of the project. It is the group responsible for making on a consensus basis management decisions for the project when guidance is required by the Project Manager. The Project Board will consist of representatives from the Ministry of Planning and International Cooperation and UNDP. The Project Board should meet once every six months or as necessary when raised by the Project Manager (UNDP Programme Manager). The Project Board is consulted by the Project manager for decision when Project Manager tolerances have been exceeded.

The Project Manager (UNDP Programme 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 Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. His/her 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.



The project will be implemented over 36 months with a total budget of US \$ (720,000). UNDP will provide this amount from its 11888 and TRAC resources

UNDP will be the budget holder under the Direct Execution modality and will provide training to the Project Staff if needed on the execution modality. UNDP will not charge any management fees (GMS).

VI. MONITORING AND EVALUATION FRAMEWORK

The Project Manager will develop and submit a detailed project work plan at the outset of the project, and annual progress report and CDR to the MoPIC. Additionally, one Terminal Report, three months before completion of all project activities will be submitted to MoPIC. 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 six months in order to take stock 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 commissioned at the cost of the project if warranted given funds are available.

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

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the MoPIC and the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the APR covering the whole year with updated information 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.

VII. LEGAL FRAMEWORK

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 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 UNDP (implementing partner under DEX) and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the UNDP.

Under DEX modality, UNDP shall:

1. 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;
2. Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

The UNDP 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".

VIII. ANNEXES

Annex 1: Terms of Reference – Project Board (BP)

Composition

- UNDP-Jordan
- Ministry of Planning and International Cooperation
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Duties

- Provide strategic guidance to project implementation
- Coordinate information sharing among the major project stakeholders
- Plan and guide external project reviews and evaluations
- Guide response to external project reviews and evaluations
- Monitor project implementation against the project strategy and guide adjustments in implementation
- Identify and secure support and supporters to the project from the private sector;
- Facilitate co-ordination with other government projects and programmes;
- Facilitate consultation with, and participation of, a broad range of stakeholders;

Procedures

- The PB shall conduct business through meetings convened 2 times per year.
- At the first meeting of the PB, the PB members will review this TOR and the PB membership, and adopt changes as appropriate
- The National Project Manager (UNDP Programme Manager) will organize the meetings and act as Secretary and will prepare and distribute all concerned documents in advance of meetings, including the meeting agenda.
- In between meetings, PB business will be conducted through e-mail, coordinated by the UNDP Programme Manager

Input

Two formal meeting per year will be held throughout the duration of the project