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**PROJECT DOCUMENT**

**Country: Hashemite Kingdom of Jordan**  
**Project Document**

**Project Title:** Inclusive Political Processes in Jordan (2017-2018)

**Project Number:**

**Implementing Partner:**

**Start Date:** 16 March 2017

**End Date:** 15 June 2018

**PAC Meeting date:** 6 February 2017

Brief Description
<p>UNDP proposes an integrated programme to promote and enhance inclusive and participatory political processes in Jordan in line with Sustainable Development Goal 16. With an overall objective of <i>strengthening the effectiveness and transparency of Jordan's democratic governance institutions to be more responsive to the needs of citizens and to promote participation and inclusion in political processes</i>, the programme will support the House of Representatives and the Independent Election Commission to build inclusive and transparent political processes that facilitate dialogue, consultation and the effective participation of stakeholders, especially women and youth, and with a focus on elections for local and decentralised institutions. The Inclusive Political Processes in Jordan project is envisaged to run from March 2017 for 15 months.</p>

<p>Contributing Outcome (UNDAF/CPD, RPD or GPD):</p> <ul style="list-style-type: none"> <li>• (2013-2017) Jordan has undertaken political and institutional reform at national and subnational levels in a participatory, transparent, and accountable manner.</li> <li>• (2018-2022) Jordan has undertaken democratic governance institutional reform in line with SDG 16.</li> </ul> <p>Indicative Output(s): Two of Jordan's key democratic governance institutions – the House of Representatives and the Independent Election Commission – are more effective and responsive to the needs of citizens and promote participation and inclusion in effective and transparent political processes in line with Jordan's commitments to Sustainable Development Goal 16.</p>
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<b>Total resources required:</b>	\$1,500,000	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	\$200,000
	<b>UNDP GIPS:</b>	\$300,000
	<b>Donor:</b>	--
	<b>Government:</b>	--
	<b>In-Kind:</b>	--
<b>Unfunded:</b>	\$1,000,000	

Agreed by (signatures):

Agreed by  
House of Representatives

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Agreed by  
IEC

c.w/c17

Agreed by  
UNDP



## Table of contents

Acronyms .....	3
I. Development Challenge.....	4
Jordan’s Political Reform and the SDG Agenda.....	4
Elections and inclusive political processes.....	5
House of Representatives and inclusive political processes.....	6
Targeted Groups for inclusion and participation.....	7
II. Strategy.....	8
III. Results and Partnerships .....	10
Expected Results .....	10
Strategic Engagement with Parliament .....	12
Strategic Engagement on Electoral Processes.....	11
Strategic Engagement on the SDG Agenda.....	13
Resources Required to Achieve the Expected Results.....	14
Partnerships .....	14
Risks and Assumptions .....	15
Stakeholder Engagement.....	15
South-South and Triangular Cooperation (SSC/TrC) .....	16
Knowledge .....	16
Sustainability and Scaling Up .....	16
IV. Project Management .....	17
Cost Efficiency and Effectiveness.....	17
Project Management.....	17
V. Results Framework.....	18
VI. Monitoring And Evaluation .....	20
Monitoring Plan.....	20
Evaluation Plan .....	21
VII. Multi-Year Work Plan .....	22
VIII. Governance and Management Arrangements .....	24
Implementing partner .....	24
Project Steering Committee.....	24
Chief Technical Advisor: .....	24
Reporting, Monitoring & Evaluation .....	24
Project Assurance .....	25
Donor Liaison.....	25
IX. Legal Context and Risk Management.....	26
Legal Context Standard Clauses.....	26
Risk Management Standard Clauses .....	26
X. ANNEXES .....	27



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## Acronyms

EU	European Union
GOPAC	Global Organization of Parliamentarians Against Corruption
HOR	House of Representatives of the Parliament of Jordan
IAF	Islamic Action Front
IEC	Independent Election Commission of Jordan
IFES	International Foundation for Electoral Systems
IIDEA	International Institute for Democracy & Electoral Assistance
IPP	Inclusive Political Processes
IRI	International Republican Institute
MDG	Millennium Development Goal
MOPPA	Ministry of Political and Parliamentary Affairs
MP	Member of Parliament
NDC	National Dialogue Committee
NDI	National Democratic Institute
OGP	Open Government Partnership
PAC	Programme Advisory Committee
PACE	Parliamentary Assembly of the Council of Europe
PR	Proportional Representation
PSC	Project Steering Committee
QPR	Quarterly Progress Report
SDG	Sustainable Development Goals
SNTV	Single Non-Transferrable Vote
UN	United Nations
UNDAF	UN Development Assistance Framework
UNDP	UN Development Programme
UNSDPF	UN Sustainable Development Partnership Framework
USAID	United States Agency for International Development
WFD	Westminster Foundation for Democracy

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## I. DEVELOPMENT CHALLENGE

### Jordan's Political Reform and the SDG Agenda

The government and political leadership of Jordan have provided a longstanding commitment to reform of political processes that seek to facilitate inclusion and participation by all sectors of society, to strengthen the democratic nature of institutions, and to ensure rule of law within a stable and peaceful Kingdom. Since the resumption of elections in 1989 and the legalization of political parties in 1991, a series of initiatives have taken place to promote political reform at all levels; these include the National Agenda of 2005, the National Dialogue Committee of 2012, and a raft of constitutional and legislative reforms adopted since 2011. A roadmap for the deepening of that reform process is outlined in six Discussion Papers by HM King Abdullah II that have included a vision on measures to strengthen the accountability and effectiveness of a core group of democratic institutions, including Parliament, electoral processes, and citizens' participation in political affairs, especially enhanced youth participation.<sup>1</sup> In a context of increasing levels of regional instability, the Jordan policy is seen as building these democratic institutions as a bulwark for preventing violent extremism. This approach has received full support from the United Nations and its Member States.

#### *The SDG Agenda and political inclusion*

In September 2015, the United Nations Member States adopted the new Sustainable Development Goals (SDGs) under the theme 'Transforming Our World: the 2030 Agenda for Sustainable Development'. The new Agenda builds on the Millennium Development Goals with a wide range of commitments for the implementation of economic, social, and environmental objectives to achieve more peaceful and inclusive societies by 2030.

Goal 16 is especially relevant to the Jordan context of a commitment to political reform within a civil state based on rule of law. SDG 16 calls on Member States to "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels". In particular, Target 6 of SDG 16 commits to "develop effective, accountable and transparent institutions at all levels", and SDG 16 Target 7 to "ensure responsive, inclusive, participatory and representative decision-making at all levels". These goals recognise and demonstrate the importance of strengthening participatory, inclusive, and accountable decision-making and institutions for the achievement of peaceful and sustainable development outcomes. SDG 16 therefore establishes the developmental basis for programmes to strengthen inclusive political processes through engagement with parliaments, elections, political parties and civic participation.

Complementary to SDG 16 and inclusive, participatory and representative institutions, Goal 5 of the SDGs has specific aims to achieve gender equality and empower all women and girls, including, as Target 5.5, to "ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life" and, as Target 5.9, to "adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels."

#### *SDG 16 and Jordan*

Jordan has been a key supporter of the SDG agenda. It has committed to pursuing a path of sustainable development through the internalization of SDGs into its national plans, while maximizing resource mobilization for meeting its own development agenda. This strong partnership between the public and private sectors, civil society and international partners has been a key factor in the success of its on-going development efforts.

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<sup>1</sup> The discussion papers are: 1<sup>st</sup> Discussion Paper, "Our Journey to Forge Our Path Towards Democracy" (December 2012); 2<sup>nd</sup> Discussion Paper, "Making Our Democratic System Work for All Jordanians" (January 2013); 3<sup>rd</sup> Discussion Paper, "Each Playing Our Part in a New Democracy" (March 2013); 4<sup>th</sup> Discussion Paper, "Towards Democratic Empowerment and Active Citizenship" (June 2013); 5<sup>th</sup> Discussion Paper, "Goals, Achievements and Conventions: Pillars for Deepening Our Democratic Transition" (September 2014); 6<sup>th</sup> Discussion Paper, "Rule of Law and Civil State" (October 2016). The six discussion papers are available at [http://kingabdullah.jo/index.php/en\\_US/pages/view/id/244.html](http://kingabdullah.jo/index.php/en_US/pages/view/id/244.html).

A new 10-year socio-economic blueprint, titled “Jordan 2025: A National Vision and Strategy”, has incorporated the new SDGs, encouraging national ownership of development goals and putting Jordan citizens at the centre of the development process. Jordan’s vision is to achieve a prosperous, resilient, and inclusive economy through deepening “transparent and comprehensive” reforms. This includes consultations with all stakeholders, including civil society organizations, women’s interest groups, youth organizations, and disability interest groups, to ensure inclusiveness in development planning and receipt of benefits. In parallel to the SDG Agenda, Jordan has also actively promoted the inclusion of youth in decision-making at all levels, such as through its sponsorship of Security Council Resolution 2250/2015. In his most recent discussion paper, HM King Abdullah II has highlighted the importance for all state institutions to strengthen and uphold the principles of justice, equality, transparency and accountability.<sup>2</sup>

These developmental and stabilisation efforts complement recent legislative steps and policy directions towards political reform that have taken place over the period 2012-2016 and which aim at strengthening democratic participation, accountability, and inclusion in Jordan. These include constitutional, legislative and institutional reforms that seek to build public confidence in political processes and accountable democratic institutions: these reforms include the establishment of an Independent Election Commission, changes to electoral systems, and a policy for decentralisation at the governorate and municipal levels. Nevertheless, and despite these framework improvements, there remain significant and continuing challenges to the reform process. These include low levels of public confidence in elected and representative institutions, low participation in elections, limited institutional capacities and resources, low inclusion of women and youth in political processes, limited education and awareness of reform issues, and limited engagement and consultation on policy and legislative development.

Addressing these challenges will be the key obstacle for Jordan to achieve both political reform and the targets set by SDG 16 so as to ensure progress towards effective, accountable and transparent institutions, and to demonstrate responsive, inclusive, participatory and representative decision-making at all levels. This will need to be realised through enabling inclusive programmes that allow effective synergies and an integrated approach across the different agencies and actors relevant to political reform.

### **Elections and inclusive political processes**

A key priority, and a continuing challenge, on political reform in Jordan has been the attempts by the authorities and stakeholders to build an effective framework for the holding of inclusive, credible and transparent elections. Since the resumption of direct elections in 1989, Jordan has experienced a regular series of multi-party elections, with parliamentary elections taking place eight times since 1989, and with municipal elections held five times since 1995. Initial measures to reform electoral processes were introduced by the 2012 Election Law, and were consolidated by the 2016 Election Law that established an entirely new electoral system and a stronger basis for applying electoral safeguards and regulation of campaigning. The most recent parliamentary elections were held in September 2016. Elections for municipal and local councils, as well as for new governorate councils, are expected in August 2017.

The establishment of the IEC in 2012 marked a significant watershed for elections in Jordan. The independent body has constitutional and legal authority to manage elections with “trust, integrity and impartiality” (2012 IEC Law). Stakeholders and election observers widely commended the IEC for its role in the implementation of the 2013 parliamentary elections, and have positively remarked upon consequential improvements to the IEC’s administration of the 2016 parliamentary elections, especially in relation to measures to widen the franchise and utilise modern technological capacities. Since its establishment, the IEC has demonstrated a commitment towards its institutional and capacity development and towards ensuring openness, transparency and engagement with stakeholders. These efforts appear to have rewarded the IEC with a high level of public confidence in the integrity of its work.<sup>3</sup>

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<sup>2</sup> Discussion Paper N° 6 of HM King Abdullah II, “Rule of Law and the Civil State”, October 2016.

<sup>3</sup> In an April 2016 national poll conducted by the IEC with UNDP/EU support, the IEC received a positive rating of 61% to the question ‘Will the IEC conduct fair and transparent elections in 2016?’ Similar polling for the 2016 elections has not yet been conducted.

Nevertheless, there continues to be an identified need for supporting the IEC to work as a modern and professional election management body, with effective, specialised capabilities that enable it to prepare for and implement the 2017 municipal and governorate council elections within a more complex political, operational and technical environment.<sup>4</sup> This is especially relevant given that the 2017 elections will be conducted under new legislative and regulatory frameworks, and that the elections are likely to be held on the same day, creating significant operational and public informational challenges. In addition, these will be the first sub-national elections that have been conducted by the IEC, and will be the first where it is likely to take a direct role in donor coordination and management of donor funds.

In line with the Jordan's on-going reform process, and mirroring Jordan's broader commitments to SDG 16, the IEC has established a strategic goal to develop itself as an agency that is able to demonstrate public accountability, institutional independence, collaborative partnerships, professional excellence, and sustainable operational capacity. A priority area will be to further enhance its capacity to provide transparency and on ensuring the inclusion of and consultation with electoral stakeholders in its decision-making process.

Furthermore, despite the significant efforts of the IEC and other agencies to encourage voter turnout through public awareness and voter education, the level of popular participation in elections remains low. and is a benchmark indicator of the need to strengthen the inclusive and participatory nature of electoral processes. Primary reasons that were identified in recent elections that may explain the low level of participation included citizens' dissatisfaction with the performance of elected bodies and the quality of candidates contesting the election.

### **House of Representatives and inclusive political processes**

The bicameral Parliament (*Majlis al-Umma*) of Jordan is composed of an elected House of Representatives (*Majlis al-Nuwaab*) and an appointed Senate (*Majlis al-Aayan*). The current Parliament is the eighteenth since the establishment of parliamentary institutions under the 1947 Constitution. Under the current Constitution of 1952, as amended, Parliament has authority to review and vote on draft legislation prepared by the Executive branch, including draft laws initially proposed by parliamentarians. The Parliament also has financial oversight powers, exercised through budgetary and taxation controls, and can hold Ministers to account through interpellation. Each House is responsible for determining its own Rules of Procedure, with parliamentary sessions conducted in public, but with no obligation for committees to conduct public sessions, or for formal consultation with stakeholders.

The House of Representatives is directly elected with a four-year mandate. The current Members of Parliament (MPs) were elected in September 2016 under a new electoral system that reduced the size of the House, from 150 seats in the 17th Parliament to the current 130 seats. Of the 2016 intake, 70 per cent of MPs are new to their role as parliamentarians. Members are supported by a Secretariat with significant experience of parliamentary work. For the 18th Parliament, both legislators and staff have demonstrated a commitment to strengthening their technical capacity and understanding to carry out the legislative, oversight and representative functions of Parliament. A key element of this role will be the way in which Parliament builds on comparative experiences to strengthen its role in relation to the review of budgets and draft legislation. The House has an established Committee structure that enables the detailed review of draft legislation, and a new Research Centre to provide support to the work of MPs, especially in their role on Committees. Nevertheless, the Parliament's capacities for supporting MPs and Committees through the conduct of consultation with stakeholders or providing independent policy analysis and expert research on legislative topics remain limited.

A key aim of the political reform process in Jordan is "that the people elect representatives to make important public decisions on behalf of the country as a whole"<sup>5</sup> and that "Parliament exercises its legislative and oversight role [...] in a manner that assures citizens that they and their families are protected

<sup>4</sup> Areas identified by the IEC and UNDP requiring improvement are: enhancement of the regulatory and procedural framework; operational management methodologies; IT and data management infrastructure; ballot production; human resources and project management; and digital archiving.

<sup>5</sup> Discussion Paper N° 2 of HM King Abdullah II, "Making our Democratic System work for all Jordanians", January 2013.

by laws that are applied with no discrimination.”<sup>6</sup> This vision of a dynamic and engaged Parliament faces the significant challenge of low levels of public confidence in Parliament as an effective institution that primarily serves the interests of the country and its citizens.<sup>7</sup> This will require substantial efforts by the new Parliament to strengthen its institutional capacities for outreach to and engagement with citizens and stakeholder groups. This will need to include enhanced levels of transparency and openness in providing information and open data on Parliament and on parliamentary activities in order to demonstrate institutional effectiveness and achievements. It will also need to ensure further opportunities for interactions with citizens in the work of Parliament through educational and awareness raising initiatives, and through measures to facilitate improved levels of public access to Parliament, parliamentarians and the parliamentary process. A crucial step will be to strengthen the framework by which Parliament engages with citizens and interested groups through effective and responsive consultation on its work, including how it can constructively identify and address public concerns.

One important area for the new Parliament is on how it will seek to engage on the promotion and achievement of Sustainable Development Goals. Parliament has a key role on SDGs, through parliamentary oversight of Executive action on the SDG Agenda, in reviewing and adopting legislation on areas where reform is required to realise the implementation of SDGs in Jordan, and in promoting debate and consultation on the SDG agenda. In particular, and in line with SDG 16, the Parliament will also be responsible for demonstrating and measuring the extent by which it takes steps to develop as an effective, accountable and transparent institution that enables decision-making to be responsive, inclusive, participatory and representative.

## **Targeted Groups for inclusion and participation**

### *Inclusion of Youth in Political Processes*

The transformative nature of the SDG Agenda will depend on the participation of young people. This is especially relevant in Jordan, where those aged 15-24 years are an estimated quarter of the population but where traditionally there has been a very limited level of inclusion and engagement of young persons in political processes. With a constitutional age restriction of 30 years for candidacy to Parliament, young people are insufficiently visible in political life and require more effective structures in place to enable young voices to be heard during policy development. There have been some important measures taken towards extending inclusion of young people in the political process, such as the lowering of voting age to those aged 17 years and voter education efforts; however, efforts to facilitate dialogue or provide civic education have tended to be targeted at specific groups, such as university students, and have generally not involved representatives of the many young Jordanians who are not in education or who are unemployed. This context has contributed to high levels of apathy towards political issues amongst young people, demonstrated by the low level of participation by young voters in the 2016 elections: the turnout amongst voters aged 17-24 years was 20 per cent in comparison to the national average of 36 per cent.

Jordan has made clear commitments, both through its support to the SDGs and by its sponsorship of UNSC Resolution 2250/2015, to increase inclusion of youth in decision-making at local and national levels. Both the House of Representatives and the IEC can play an especially relevant role in facilitating open dialogue. To this extent, efforts will also be needed to raise awareness of political processes – the role of Parliament, the work of MPs, the electoral process, etc. – through enhanced measures for openness and accessibility by key actors, especially Parliament and the IEC, in the use of improved civic education materials and use of digital media.

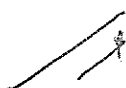
### *Inclusion of Women in Political Processes*

The participation of Jordanian women in the political and electoral sphere is notably low and peripheral,

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<sup>6</sup> Discussion Paper N° 6 of HM King Abdullah II, “Rule of Law and the Civil State”, October 2016.

<sup>7</sup> In a national poll conducted by IRI in June 2016, 51% of respondents had no confidence in Parliament, and only 29% of respondents answered positively. 72% of respondents felt that the 17<sup>th</sup> Parliament had “moved Jordan in a worse or much worse direction”, with only 29% of respondents considering that Parliament was “a moderately effective or very effective body”. 87% felt that the 17<sup>th</sup> Parliament had not achieved anything that it should be commended for.



with social norms and cultural traditions being primary causal factors that restrict the opportunity for women's full and effective participation in democratic institutions and political processes. A number of special legislative and policy measures have been taken that facilitate opportunities to promote political participation by and representation of women. Since 2002, a quota system of reserved seats has guaranteed a minimum representation of women in elected office – currently, the parliamentary quota is at 15 seats (11.5 per cent), and similar systems of reserved seats require a minimum of 25% of municipal council members and 10% of governorate councils to be women – but in practice, few women are elected outside of the quota.<sup>8</sup> Both Parliament and the IEC have adopted strategic policies to promote the mainstreaming of women, with the IEC seeking to improve the number of women recruited as electoral officials and to ensure the role of women in voter education activities. But, at the basic level, equal participation by women in political life remains problematic: while there are more women registered voters than men, fewer women actually participate as voters than do men,<sup>9</sup> and significantly fewer women seek political office than men.<sup>10</sup>

In line with achieving both Goals 5 and 16 of the SDGs, it will be important for Jordan's democratic institutions to further ensure that women and groups representing women are provided with the space and opportunity to participate in and have access to inclusive political processes. This will require specific support for measures to promote equal opportunities for women to seek and enjoy elected office, to facilitate information sharing and consultation to ensure legislators and administrators adopt strengthened policies and legislation to promote gender equality, and to facilitate the empowerment of women in decision-making through effective information sharing and consultation on policy development and implementation.

#### *Inclusion of Persons With Disabilities in Political Processes*

Jordan's ratification in 2008 of the UN Convention on Rights of Persons with Disabilities establishes a commitment for inclusion of persons with disabilities in political processes, including specific provisions relating to elections, and these fall within the mandate of the Higher Council for the Affairs of Persons with Disabilities. Significant efforts have been made to promote inclusion in policy making and decision-making, including preparations of draft legislation that has specific provisions relating to the role of Parliament, the IEC and political parties. While the IEC has taken measures to facilitate physical access to the electoral process, there continues to be considerable scope to improve broader issues of access for persons with disabilities, and for groups who represent them, to engage with Parliament and to participate in political affairs.

#### *Common approaches to SDG 16 in Jordan*

Initiatives in support of political reform in Jordan have tended to be vertical, focused on the separate institutions of Parliament, elections and political parties, but there have been limited opportunities for the three institutions to work together to address common and crosscutting issues, such as on improving consultative processes, facilitating access to information, and ensuring citizens' engagement, especially women and youth, on discussions of policy development. There has been no structured platform to enable interested groups to review, discuss and report on achieving progress and benchmarks on political reform. Following Jordan's commitment towards implementing SDG 16, it will be necessary to enable an effective mechanism for reporting on an inclusive and participatory approach to all democratic institutions at all levels of decision-making.

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## II. STRATEGY

The strengthening of accountability and representation through inclusive, participatory and effective democratic institutions can have an important leverage effect on social cohesion. The Sustainable

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<sup>8</sup> The 2016 parliamentary elections saw five women elected from the 115 open contest seats, bringing the total of women in the 18<sup>th</sup> Parliament to 20 seats (15.4%), an increase on the 18 women in the 150 seats (12%) of the previous Parliament.

<sup>9</sup> In 2016, the proportion of women to men as registered voters is 53% to 47%; however, the proportion of women to men as voters who voted in the 2016 parliamentary elections is 48% to 52%.

<sup>10</sup> While 219 of the 226 lists taking part in the 2016 parliamentary elections included women candidates, and the total percentage of women to men standing as candidates also saw an increase from 13% in 2013 to 20% in 2016, most lists included only one woman.



Development Goals (SDGs) 2030 Agenda offers a defined, relevant and integrated framework for building such inclusive and participatory processes, and enabling open institutions to function more effectively. In particular, SDG 16 resolves to: *“Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.”*

Strengthening inclusive and effective democratic governance institutions is one of three priority areas for the UNDP Strategic Plan for 2014-2017, at the global level. This has resulted in an integrated global, regional, and country-level approach to policy development and programme implementation for inclusive political processes that reflects UNDP’s substantial experience and capacity in providing support to parliaments, the electoral cycle, civic engagement, constitutional reform, local governance, and social inclusion in political decision-making. This means that UNDP has established proven methodologies and capacities for delivering the objectives envisaged by this project, including engagement with its cooperation partners and the development of significant resources. This approach provides a new, enhanced and more effective strategy for providing UN support to the political reform process in Jordan.

The Inclusive Political Processes in Jordan (IPPJ) project is in line with the UN Development Assistance Framework (UNDAF) 2013-2017 that has been agreed with the Government of Jordan to include the outcome: “Jordan has undertaken political and institutional reform at national and sub-national levels in a participatory, transparent and accountable manner.” A new UN Sustainable Development Partnership Framework (UNSDPF) is being developed for the period 2018-2022, and will include reference to a deepening of the political reform process in Jordan and to provide commitments to UN support for democratic governance institutions in line with SDG 16.

The IPPJ project focuses on the two key pillars of democratic governance that play an important role in the development of Jordan’s participative democracy – Parliament and the Independent Election Commission – through an integrated approach that is in line with a third component, of achieving progress towards SDG 16 in Jordan. The project has been designed to consolidate and develop upon important steps towards political reform over the period 2012-2016 that have demonstrated significant progress – an improved legislative framework on political processes, and the conduct of two successful electoral events – but has also highlighted a series of continuing obstacles towards building a more inclusive, participatory and effective political process. In this regard, the project will utilize positive opportunities provided by the election of a new Parliament, and the momentum created by the municipal and governorate council elections in 2017, as important and relevant milestones for measuring inclusion, participation and public confidence in achieving reform of political processes in Jordan.

The key strategy for the IPPJ project is to ensure that activities in support of political reform are integrated and complementary. While institutions can benefit individually from direct and specific support, the outcomes of those activities are hindered by the connected challenges facing the different institutions: the success of elections is affected by low participation, caused in large part by public dissatisfaction in the performance of Parliament, caused in large part by the failure of political parties to win elections. There are also common and cross-cutting issues that impact on each institution, especially in relation to consultation on policy development, the inclusion of women and youth, and in enabling full and effective transparency.

In addition to its added value of global and regional experiences and expertise on inclusive political processes, UNDP brings to this project a long and successful history of engagement on and support to political reform measures in Jordan. A primary success has been UNDP’s provision of high-level technical advice and assistance to the Independent Election Commission since its establishment in April 2012. Through the EU-funded Support to the Electoral Cycle in Jordan, UNDP contributed significantly to the generally successful conduct of the 2013 and 2016 parliamentary elections. At the request of the IEC and the Government of Jordan, a joint Needs Assessment Mission by the Electoral Assistance Division of the UN Department of Political Affairs and by UNDP was conducted in February 2016 and provided a recommended framework for the continuation of electoral assistance, which have provided the framework to the second component of the IPPJ project. The UN Under-Secretary General for Political Affairs, in the capacity of UN Focal Point for Electoral Assistance, approved a mandate for the continued provision of UN electoral assistance for the period 2017-2020.



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### III. RESULTS AND PARTNERSHIPS

#### *Expected Results*

Based on this background, the proposed UNDP IPPJ project intervention has following objective:

*Strengthen the effectiveness and transparency of Jordan's democratic governance institutions to be more responsive to the needs of citizens through promoting participation and inclusion in political processes*

In order to reach that overarching objective, UNDP proposes an integrated approach that would have the specific objectives to:

**1. Strengthen the IEC as an effective and transparent electoral management body that promotes inclusion and participation in electoral processes**

UNDP will continue to foster the constructive relationship it has forged with the IEC through immediate support to the IEC for its conduct of the 2017 municipal and governorate elections as well as building up the longer-term strategic and sustainable institutional capacity for the IEC to function as an effective election management body, including in donor coordination. In line with SDG 16, UNDP will support the IEC in developing inclusive and participatory structures for engaging stakeholders in its decision-making processes and for ensuring transparency of electoral data.

**2. Strengthen the House of Representatives as an effective and representative body that promotes transparency, inclusion and participation in parliamentary processes**

To build confidence in and raise awareness of its role as an effective representative body, UNDP will work with the House of Representatives to promote inclusion, participation and transparency in its decision-making. In particular, UNDP will promote the work of Parliament in fostering Jordan's implementation of the SDG Agenda through legislation and oversight of government action.

**3. Foster the implementation of SDG 16 in strengthening the capacities for dialogue, research and analysis on inclusive political processes in Jordan.**

Through its lead role in promoting the SDG Agenda globally and nationally, UNDP will support integrated activities that promote dialogue, research, and analysis relevant to SDG 16 and to achieving its targets of improving citizen participation in political and public life, build inclusion, strengthen accountability, and maintain constructive dialogues with democratic institutions that are necessary to successfully promote peaceful and inclusive sustainable development for society in Jordan. Through high-level forums, comprehensive reporting, data gathering and knowledge development, UNDP will enable stakeholders to identify and measure key benchmarks on the political reform process. It will facilitate the incorporation of cross-sectorial activities on areas of common interest and particularly with issues concerning gendered participation, youth empowerment, and anti-radicalisation that are relevant to all democratic institutions.

The project will be implemented with an emphasis on the following guiding principles:

- Ensuring that Jordan's democratic governance institutions, their members and administration, have access to international best practices to permit them to select the most appropriate tools and processes to enable them to effectively play their role;
- Facilitating long-term sustainability by anchoring international support through long-term partnerships with institutions and peer-to-peer engagement, enabling an effective sharing of experiences and expertise; and
- Enabling a structured approach towards a facilitated exit strategy in all sectors.



## Strategic Engagement on Electoral Processes

***Output 1: The Independent Election Commission (IEC) is equipped with capacities and structures that enable its work as an effective and transparent election management body that promotes inclusion and participation in electoral processes for national, decentralised and local institutions***

The IPPJ project will work with the IEC on strengthening inclusion and participation in transparent and effective electoral processes, especially in relation to the municipal and governorate council elections scheduled for 2017. While there is generally a positive public perception of the work of the IEC, there remain low levels of inclusion and participation in elections that undermine public confidence in the relevance of elections as a core element of democratic institutions and political reform in Jordan. The IEC is recognised as a credible administrator of elections, but faces on-going institutional development challenges, especially in relation to the increasing complexity and sensitivity of electoral processes and higher expectations of its role.

The IPPJ project envisages three Activities under Output 1:<sup>11</sup>

***Activity Result 1.1 The institutional capacity of the IEC to manage credible and inclusive elections for national, decentralised and local institutions is enhanced***

The IPPJ project will engage with the IEC to strengthen its professional and technical capacities for the effective management of credible and inclusive elections, with specific and immediate support to the elections for municipal and governorate councils that are scheduled for 2017 or other electoral events that may take place during the period of the project. In addition, the project will support a comprehensive lessons learned, and initiatives related to the broader electoral management framework and the IEC's institutional capacity building. In this regard, the IPPJ project envisages the following indicative activities:

- Support to the development of an improved electoral framework, including consultative reviews, data analysis and specialized advice on relevant legislation, regulations, procedures and complex electoral issues, especially in relation to elections for municipal and governorate council elections.
- Support to strengthening IEC operational capacity, including infrastructure, logistics, data management and Information Technology structures for areas including voter registration, candidate registration, observer accreditation, results management, especially in relation to elections for municipal and governorate council elections.
- Support to the development of the professional skills & capacities of electoral officials and stakeholders, including training initiatives, exposure to comparative research and best practices, and conduct of lessons learned, especially in relation to elections for municipal and governorate council elections.

***Activity Result 1.2 The role of the IEC and other actors in promoting inclusion and participation in the electoral process is enhanced***

The IPPJ project will engage with the IEC and other key stakeholders to enable increased levels of participation and inclusion across all electoral areas. A primary focus will be to assist on the facilitation of consultative processes on electoral matters, including efforts on civic and voter education efforts to inform citizens on electoral processes and the role of electoral actors with SDG approaches. These measures will aim to build broad public confidence in the electoral process, and encourage citizens' participation both as voters and candidates. In this regard, the IPPJ project envisages the following indicative activities:

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<sup>11</sup> Additional areas of activities under Output 1 may be added upon the approval of the Project Steering Committee insofar as it is within the mandate provided by the UN Focal Point for Electoral Assistance.



- Support to conduct of training events on role of electoral related issues within SDG16
- Support to inclusion and participation in the work of the IEC through enabling input from stakeholders and consultation on IEC policy and broader dialogue on electoral issues, especially in relation to elections for municipal and governorate council elections.
- Support to the implementation of the IEC transparency plan in line with Jordan's participation in the Open Government Partnership
- Support to the development and implementation of strategies and opportunities for transversal engagement and mainstreaming of target groups (youth, women, persons with disabilities) in IEC's review of electoral policies
- Support to the publication of regular reports on IEC measures to enhance inclusiveness and participation, including provision of benchmark electoral data relevant to reporting on SDGs
- Providing specialised technical advice to IEC and other relevant stakeholders on electoral issues and developments, including sharing of relevant information and materials, conduct of surveys and focus groups, and translation of electoral materials

**Activity Result 1.3 *The institutional capacity of the IEC to manage and coordinate donor support is enhanced***

The IPPJ project will engage with the IEC to strengthen its technical capacities for the effective management and coordination of donor support, with specific support to the development of funding proposals, on monitoring and evaluation, and on narrative and financial reporting. In this regard, the IPPJ project envisages the following indicative activities:

- Support to the establishment of an IEC technical framework and management unit for donor engagement and coordination and the development and implementation of relevant standard operating procedures for donor proposals.

## **Strategic Engagement with Parliament**

***Output 2: The House of Representatives is equipped with capacities and structures as an effective and representative parliamentary body that promotes transparency, inclusion and participation in political processes***

The IPPJ project will work with the House of Representatives on strengthening inclusion, participation and transparency in its constitutional functions of representation, legislation, and oversight in order to strengthen public confidence in the effectiveness of Parliament and to achieve progress towards political reform, the House of Representatives, its members and its secretariat being seen to be inclusive and responsive. Where it has an increased capacity to incorporate the voices and interests of all citizens, regardless of age, gender or other means of identification, the House of Representatives can become a central institution for social cohesion and will strengthen public trust in the institution and the broader political and legislative process.

In its proposed work with the House of Representatives, UNDP will continue its close and collaborative working relationship with the Office of the Speaker, and the Parliamentary Secretariat, as well as engagement with Members of the 18<sup>th</sup> Parliament. Through its experience in parliamentary strengthening activities in over 70 countries, UNDP also envisages working closely with its wide range of parliamentary cooperation partners, especially the Parliamentary Assembly of the Council of Europe, and also national parliaments of UN Member States (including the Belgian Federal Parliament), and parliamentary knowledge organisation, such as the AGORA Portal for Parliamentary Development.

The IPPJ project envisages one area of Activity under Output 2:<sup>12</sup>

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<sup>12</sup> Additional areas of activities under Output 2 may be added upon the approval of the Project Steering Committee.



***Activity Result 2.1 The House of Representatives' capacities in fostering the SDG Agenda and in promoting inclusion and participation in the parliamentary process are enhanced***

The House of Representatives will play a significant role in Jordan's commitment to the SDGs. Laws that impact on SDG issues need to be adopted or amended to ensure a development-enabling environment for SDG implementation. Budgeting and utilization of available resources is also critical and related oversight mechanisms are best performed by Parliament. Parliamentarians are able to ensure implementation is appropriate to national and local contexts and inform their constituents. UNDP is prepared to help the House of Representatives to strengthen its capacities and to establish innovative structural tools and mechanisms to play this critical role. A key factor will be to support the House of Representatives achieves relevance and connection to citizenry on the SDG Agenda through facilitating effective input on policy discussions by citizens and civic groups into legislation and oversight actions. Engagement with citizens and accountability of MPs are also demonstrably enhanced when parliamentary activities are open and transparent, and where updated useful information on parliamentary activities is made freely available. In this regard, the IPPJ project envisages the following indicative activities:

- Support to initiatives related to the role of Parliaments and SDGs through research and exposure to comparative good practices in effective law making and oversight of government action for SDGs implementation by standing committees and engagement with other actors.
- Support to the development of a parliamentary SDG Plan in line with sustainable national development goals, and preparation of regular events and public reports on its implementation
- Support to the inclusion and participation of stakeholders in the work of parliamentary committees reviewing SDG issues through enabling structures to gather input from civil society
- Support to the development of a parliamentary transparency plan in line with Jordan's participation in the Open Government Partnership to improve access to parliamentary information and engagement in outreach and educational initiatives and partnerships
- Support to enabling strategies and opportunities for transversal engagement and mainstreaming of target groups (youth, women, persons with disabilities) in dialogue on parliamentary review of policy and legislation related to SDGs
- Engage on specific activities to support enhanced engagement and awareness of women MPs in parliamentary activities related to the SDG Agenda

## **Strategic Engagement on the SDG Agenda**

### *Output 3*

**The implementation of SDG 16 in Jordan is enhanced through strengthened capacities for dialogue, research and analysis**

***Activity Result 3.1 Jordan's capacities to achieve implementation of SDG 16 are enhanced through dialogue, research and development of knowledge analysis***

Achieving progress in participation and inclusion requires a focused and coordinated approach to developing knowledge tools and resources, especially in regards to research and analysis on cross-cutting areas, and for that information to be widely shared. There also needs to be an environment that enables peer-to-peer dialogue on relevant topics. At the global level, progress towards achievement of the SDGs is monitored through several indicators. These are developed and overseen by the global Inter-agency Expert Group on SDG Indicators, made up of national statistical offices and the UN Statistics Division as its Secretariat. Currently, there are two global indicators which will likely be used to monitor the target 16.7: Indicator 16.7.1: proportions of positions (by sex, age, ability, and population group) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions, and Indicator 16.7.2: proportion of population who believe decision-making is inclusive and responsive by sex, age, ability, and population group. The project will engage with leading think tanks and academic bodies with experience in research and analysis on democratic governance issues in Jordan and/or internationally to support the monitoring of these indicators in Jordan and best inform policymakers.



In the proposed work on dialogue, research, and analysis, UNDP benefits from its leading role on providing research and data on development issues, such as its work on the Arab Human Development Reports, and the recently launched Arab Development Portal, which engages with the government, academia and civil society in analysis. The current UNDP electoral project has recently undertaken the largest survey on electoral issues conducted in Jordan, which provides important baselines for activities related to elections.

UNDP activities on Inclusive Political Processes would also benefit from related activities on decentralisation and municipal governance. There is much potential for municipal and governorate councils to engage as relevant bodies to the role of Parliament, the IEC, political parties, and civil society. It may also be possible to engage with the Jordan Senate on its role in the parliamentary process. Consideration may also be given to incorporating aspects of the role of constitutional reform in an Inclusive Political Processes framework approach. UNDP Jordan conducts activities in peace building and access to justice that are also relevant to SDG 16.

In this regard, the IPPJ project envisages working on the following areas:

- Facilitate research and analysis on SDG 16 and related issues, including: inclusion of key groups (women, youth, persons with disabilities and other groups); relevant issues of political and legislative reform; role of inclusive political processes as a counter-extremism measure.
- Conduct of surveys and related focus groups to provide core baselines/benchmarks on public perception of political processes and on SDG 16 related issues
- Conduct of stakeholder workshops, including a high-profile event reviewing progress in September 2017 on progress towards achieving SDG 16
- Production of regular reports and research/analysis, including a report on developments of SDG 16 implementation in Jordan

### ***Resources Required to Achieve the Expected Results***

As the single-entity with project responsibility across all sectors, UNDP would ensure an integrated and coordinated management process at all levels through the establishment of a Project Management Unit (PMU) headed by a project manager/CTA with UNDP management responsibilities over all team members. The PMU will ensure common operations and administration, including shared logistics, office space, and translation service, and a defined set of management, reporting and financial arrangements. The work of UNDP in Jordan also benefits from the presence in Amman of its UNDP Regional Hub for the Regional Bureau of Arab States, which includes advisory offices for inclusive political processes and elections.

### ***Partnerships***

The IPPJ project will benefit of the partnerships yet developed by UNDP at national and international level and will establish new formal partnerships in order to achieve its strategic results. UNDP has engaged in close cooperation and collaboration with other international agencies engaged on support to Parliament, elections and political parties. These include: the International Foundation for Electoral Systems (IFES); the National Democratic Institute (NDI); and the International Republican Institute (IRI); the Westminster Foundation for Democracy (WFD); Global Partners for Governance (GPC); and other private agencies funded by the European Union and US Agency for International Development for related support. UNDP has also worked closely with established institutional partners including the National Election Institute (INE) of Mexico; the Arab Organization of Election Management Bodies; and the Global Organization of Parliamentarians Against Corruption (GOPAC). In addition to continuing with collaboration with established agencies in Jordan, the IPPJ project envisages UNDP working closely with three strategic international partners in the implementation of the project, selected on the basis of their expertise and experience on subject areas. They are: the Parliamentary Assembly of the Council of Europe (PACE)<sup>13</sup>, the

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<sup>13</sup> As a PACE Partner for Democracy since January 2016, the Jordanian Parliament has established institutional cooperation that includes joint activities *inter alia* on strengthening the role of Parliament. A PACE Delegation observed the 2016 parliamentary elections.

European Commission for Democracy through Law (Venice Commission)<sup>14</sup> and the Belgian House of Representatives.

### *Risks and Assumptions*

Major risks are related to financial factors, political stability, and buy-in by key actors, stakeholders, and institutions. In order for the IPPJ project to succeed, it makes key assumptions:

- The project funds will be in full and mobilized. If funds are not entirely mobilized, the intended projects will be scaled down, and the UNDP CO and Project Team will search for alternative donors.
- The country will remain stable in political, economic, and social terms. If the country is affected by instability, the project will adapt to the changing environment and be responsive to the emerging needs of the country, stakeholders, and parliamentary institution.
- The identified key actors, stakeholders, and institutions will support the project. If these actors do not support the project in full or part, the UNDP CO and Project Team will consider alternative measures for coordination with partner institutions.

For further details on these risks, Annex 1 can be referenced.

### *Stakeholder Engagement*

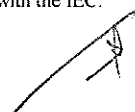
Key stakeholders include:

- Parliament and elections bodies: These bodies have focused on reforms institutionally, but it is important to also support collaborative efforts on cross-cutting issues. These bodies can better serve the other stakeholders by coordinating and collaborating on facilitating the quality of and access to information on political processes, on improving consultative processes, and ensuring the political participation of marginalized groups.
- Women and women's interest groups: Since women's participation and representation in political processes is low and often peripheral, it is important to engage with women and women's interest organizations. Women and women's interest organizations must be given the space to participate in political processes, and there will be support to policies and legislation promoting gender equality. It is also important to disseminate information and consult on policy development and implementation to improve women's access to decision-making positions.
- Civil society organizations: These groups should have more access to political processes. As with women's interest groups, it is important to disseminate information on political processes and opportunities for participation in political processes and decision-making roles.
- Youth and youth organizations: With an estimated 28% of the population is aged 15-24 years, youth engagement and inclusion is essential. Jordan has made commitments to engage youth in decision-making locally and nationally through its support to the SDGs and its sponsorship of the UNSC Resolution 2250/2015. Efforts are also intended to provide youth with space to participate in and have access to political processes, and to have improved access to related information.
- Persons with disabilities and disability interest groups: These persons and groups should be included in political processes. Efforts are intended to support their access to information and services related to political processes.

These stakeholders should be considered by bodies such as the Inclusive Political Processes in Jordan (IPPJ) project, UNDP's Social and Environmental Compliance Review and UNDP's Stakeholder Response Mechanism. These projects and bodies can ensure that the stakeholders have knowledge of ongoing efforts and of mechanisms to submit concerns.

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<sup>14</sup> Jordan is not currently a member of the Venice Commission but there has been close cooperation with the Jordanian Constitutional Court and engagement with the IEC.



### ***South-South and Triangular Cooperation***

The IPPJ project envisages establishing a partnership with the aforementioned four international partners, one of whom is the Permanent Electoral Authority of the Republic of Romania (PEA). The partnership will inform of interventions and programming related to capacity development of the IEC. The project also further envisions building communications and relationship between other South-South partners. There are also ongoing efforts to strengthen the capacity of networks between EMBs.

### ***Knowledge***

In the framework of the Strategic Engagement on the SDG Agenda and particularly the implementation of the SDG 16 in Jordan, the IPPJ project envisages developing knowledge, namely to:

- Facilitate research and analysis on SDG 16 and related issues, including:
  - Inclusion of key groups (women, youth, persons with disabilities and other groups);
  - Relevant issues of political and legislative reform; and
  - Role of inclusive political processes as a counter-extremism measure.
- Conduct of surveys and related focus groups to provide core baselines/benchmarks on public perception of political processes.
- Conduct of stakeholder workshops, including high-profile annual event reviewing progress on progress towards achieving SDG 16.
- Production of regular reports and research/analysis, including a report on developments of SDG 16 implementation in Jordan.

There are also goals to improve the role of the House of Representatives and the IEC in promoting inclusion in political processes. This will be achieved in part through improved access to information, especially on digital platforms. The IPPJ project aims to support the development of transparency plans to improved access to relevant information, and to conduct a series of consultative reviews and specialized studies on issues related to the work of the House of Representatives and the IEC.

### ***Sustainability and Scaling Up***

The project has been designed to be complementary to existing national systems and strategies in order to contribute to the sustainability of activities, the strengthening of national capacities, enabling of effective national and international monitoring of achievements, and of ensuring national ownership. UNDP has a demonstrably successful track record in supporting sustainability of its project activities in Jordan, including measures to strengthen the development of financial and budgetary planning for electoral events that e.g. reduced IEC dependency on international donor support for the procurement of core electoral equipment. The new project will work with the Jordan authorities to ensure activities within Parliament and the IEC are undertaken in line with international best practices for ensuring excellence in public sector processes.

The project is also in line with the *Jordan 2025: A National Vision and Strategy*, a ten-year roadmap of economic and social goals, targets and initiatives. The core principles of the plan include increasing participatory policy-making and strengthening institutions. Its key goals include: enabling active citizens with a sense of belonging, ensuring a Safe and Stable Society, and implementing efficient and effective Government. Priority initiatives to achieve these goals include strengthening the transparency of government institutions to make them accountable to the Parliament and citizens, and strengthening platforms that facilitate citizen engagement with government. As they are constitutionally independent bodies, neither Parliament nor the IEC are specifically referenced in the government's *Jordan 2025* plan, but as key democratic institutions, their role in the success of the plan will be highly relevant. The project will therefore support the beneficiaries to implement activities that complement and are applicable to the success indicators of the *Jordan 2025* vision and strategy.

Jordan is a participating country in the Open Government Partnership (OGP) and has established action plans with the aims of enabling citizen participation in policy debate to make government more responsive,



innovative and effective, and of achieving transparency in government activities and decisions, including ensuring that information is open, comprehensive, timely, and freely available. Jordan's 3<sup>rd</sup> Action Plan will cover the period 2017-2019. Again, as Parliament and the IEC are constitutionally independent bodies, their role in achieving key participation and transparency benchmarks has not yet been specified in the Jordan OGP Action Plans. The project will therefore support the beneficiaries to implement activities that complement and are applicable to the Action Plans of the Jordan OGP Action Plans.

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## IV. PROJECT MANAGEMENT

### *Cost Efficiency and Effectiveness*

UNDP considers itself uniquely qualified to ensure an integrated and coordinated approach to the implementation of this kind of complex, multi-sector, and multi-activity project. Both globally and in Jordan, UNDP has demonstrated successful management of similar projects on a range of areas. Specifically, UNDP would approach the coordination of this project in four ways:

- To ensure a single cohesive and identifiable activity related to SDG 16 with a common overall objective to improve democratic governance in Jordan;
- To deliver tailored activities for each sector in order to achieve specific objectives for that sector;
- To deliver areas for joint activities between the Parliament and IEC on interlinked issues of mutual relevance (e.g. discussions on legislative reform of the electoral framework) and
- To deliver on areas for integrated activities on crosscutting issues relevant to all sectors (e.g. participation of women and youth in political processes).

Coherence in this field will be assured through the crosscutting role of the CTA/Project Manager and PMU, and in ensuring effective reporting and communications across the sectors. UNDP will also engage closely with other international assistance organisations and donors active on democratic governance issues. UNDP in Jordan has established coordination mechanisms with IFES, NDI and IRI at the national level as well as in a Memoranda of Understanding at the global level.

### *Project Management*

The IPPJ project will operate in Jordan, with activities focused in Amman, with travel to other regions in Jordan or to other countries as appropriate and required. Its main project office, accommodating the PMU, will be rented at an appropriate UN location or equivalent. The project will also request office space to be made available at the Parliament and at the IEC headquarters. The project support team will include dedicated support through an Operations Officer and Finance/Administrative Assistant to ensure effective operational and financial management. The project will also benefit from shared operations support from the UNDP Country Office in Jordan that includes access to support on human resources, recruitment, procurement, IT assistance, financial management, communications, and security, overseen by the Country Director, Programme Manager, Head of Operations and relevant teams. The project will collaborate with other UNDP activities on related matters, including those implemented under the Democratic Governance Portfolio and those engaged on decentralisation, municipal engagement, youth participation and prevention of violent extremism. Through the UNDP Regional Hub of the Bureau for Arab States, the project will integrate into regional activities on elections, Parliaments and inclusive political processes. Specific support will come from the UNDP Regional Advisor on Elections and the Global Programme on Electoral Cycle Support (GPECS), the UNDP Regional Parliamentary and IPP Advisor, and other regional advisers on Human Rights and Gender where relevant and appropriate. This will be arranged through direct project costing.



## V. RESULTS FRAMEWORK<sup>15</sup>

### Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

(2013-2017) Jordan has undertaken political and institutional reform at national and subnational levels in a participatory, transparent, and accountable manner.  
(2018-2022) Jordan has undertaken democratic governance institutional reform in line with SDG 16.

### Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

- Jordan's democratic governance institutions are more responsive to the needs of citizens through greater participation and inclusion in political processes
- Parliament is a more inclusive and effective representative body.
- The IEC is a more inclusive and effective electoral management body.
- Capacities for dialogue, research, and analysis on inclusive political processes that are in line with SDG 16 are strengthened.

### Applicable Output(s) from the UNDP Strategic Plan:

Project title and Atlas Project Number: Inclusive Political Processes in Jordan (2017-2020)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year 2016	Year 1	Year 2	
<p><i>Output 1</i> The Independent Election Commission (IEC) is equipped with capacities and structures that enable its work as an effective and transparent election management body that promotes inclusion and participation in electoral processes for national, decentralised and local institutions</p>	<p>Activity Result 1.1 <i>The institutional capacity of the IEC to manage credible and inclusive national, decentralised and local elections is enhanced</i></p> <ul style="list-style-type: none"> <li>IEC capacity to implement an effective electoral framework for national and decentralised elections is enhanced through specialised advice and assistance on legislation, regulations and procedures</li> <li>IEC operational capacity to conduct elections is enhanced through specialised advice and assistance on IT data management, logistics and operational planning</li> <li>IEC administrative capacity to design and build resources for sustainable and professional election management is enhanced through specialised advice and assistance</li> <li>IEC skills capacity to design and implement effective voter education and outreach initiatives is enhanced through specialised advice and assistance</li> </ul> <p>Activity Result 1.2 <i>The role of the IEC and other actors in promoting inclusion and participation in the electoral process is enhanced</i></p> <ul style="list-style-type: none"> <li>Inclusion and participation by civil society and political parties in the work of the IEC is enhanced</li> <li>Awareness of SDG16 issues amongst key IEC officials and electoral stakeholders is enhanced through training and events</li> <li>IEC transparency is enhanced through adoption of a transparency plan</li> <li>IEC engagement in policy dialogue with target groups (youth, women, persons with disabilities) is enhanced</li> <li>Electoral stakeholders are provided with specialist research, reports and knowledge materials on the electoral framework, including data relevant to SDG reporting</li> </ul>	<ul style="list-style-type: none"> <li>UNDP reports</li> <li>IEC reports</li> <li>CSO reports</li> <li>Surveys</li> </ul>	<p>Baseline (2017)</p> <ul style="list-style-type: none"> <li>Electoral framework for local elections identified as requiring improvement</li> <li>Medium level of positive public perception (51%) rating of confidence in election management</li> <li>No public rating of inclusiveness of electoral process</li> <li>IEC has no donor coordination unit</li> </ul>	2017	<p>Targets (year 1, 2017, assumed local election year)</p> <ul style="list-style-type: none"> <li>10 IEC position papers on electoral framework</li> <li>12 IEC consultative meetings taking place</li> <li>100 IEC officials receive online training</li> <li>IEC Donor Coordination Unit established and issues annual report</li> <li>55% of positive public perception of confidence of IEC in managing local elections</li> <li>40% of positive public perception on inclusiveness of local elections</li> </ul>	<p>Targets (year 2, 2018)</p> <ul style="list-style-type: none"> <li>5 IEC position papers on electoral framework</li> <li>6 IEC consultative meetings taking place</li> <li>IEC Donor Coordination Unit established and issues reports</li> </ul>	<p>Conduct of annual independent surveys and/or structured focus groups</p>

<sup>15</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards.

<p><b>Output 2</b> The House of Representatives is equipped with capacities and structures as an effective and representative parliamentary body that promotes transparency, inclusion and participation in political processes</p>	<p>Activity Result 1.3 <i>The institutional capacity of the IEC to manage and coordinate donor support is enhanced</i></p> <ul style="list-style-type: none"> <li>• IEC capacity to manage and coordinate donor support is enhanced through specialised advice and assistance on establishing coordination structures and development of standard operating procedures, including financial and narrative reporting.</li> </ul> <p>Activity Result 2.1 <i>House of Representatives' capacities in fostering the SDG Agenda and in promoting inclusion and participation in the parliamentary process are enhanced</i></p> <ul style="list-style-type: none"> <li>• Parliamentary capacity on SDG Agenda is enhanced through adoption of an SDG plan and related initiatives</li> <li>• Parliamentary transparency is enhanced through adoption of a transparency plan</li> <li>• Parliamentary engagement in policy dialogue on SDG Agenda with target groups (youth, women, persons with disabilities) is enhanced</li> <li>• Awareness of women MPs on SDGs issues is enhanced</li> <li>• Parliamentary stakeholders are provided with specialist research, reports and knowledge materials on the role of Parliaments and SDGs</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP reports</li> <li>• Parliament reports</li> <li>• CSO reports</li> <li>• Surveys</li> </ul>	<ul style="list-style-type: none"> <li>• No formal parliamentary mechanisms to involve citizens in parliamentary process</li> <li>• No formal parliamentary structure to enable open provision of data on parliamentary process</li> <li>• Absence of SDGs dedicated parliamentary actions/plan</li> </ul>	<p>2017</p>	<p><i>Targets (year 1, 2017)</i></p> <ul style="list-style-type: none"> <li>• 10 hearings on SDG related issues receive civil society/expert inputs</li> <li>• 1 draft parliamentary SDG/transparency plan</li> <li>• 50 MPs/staff receive training/information on SDGs, including at least 50% of the women MPs</li> </ul>	<p><i>Targets (year 2, 2018)</i></p> <ul style="list-style-type: none"> <li>• 5 hearings receive civil society and expert inputs</li> <li>• 1 parliamentary SDG/transparency plan adopted</li> </ul>	<p><i>Conduct of independent surveys and/or structured focus groups</i></p>
<p><b>Output 3</b> The implementation of SDG 16 in Jordan is enhanced through strengthened capacities for dialogue, research and analysis</p>	<p>Activity Result 3.1 <i>Jordan's capacities to achieve implementation of SDG 16 are enhanced through dialogue, research and development of knowledge analysis</i></p> <ul style="list-style-type: none"> <li>• Facilitate research and analysis on SDG 16 and related issues, including inclusion of key groups (women, youth, persons with disabilities and other groups)</li> <li>• Conduct of surveys and related focus groups to provide core baselines/benchmarks on public perception of political processes</li> <li>• Conduct of stakeholder workshops, including high-profile annual event reviewing progress towards achieving SDG 16</li> <li>• Production of regular reports and research/analysis, including annual report on developments of SDG 16 implementation in Jordan</li> </ul> <p>Activity Result 3.2 <i>Specialised technical advice and project management is provided</i></p> <p>To achieve successful implementation and management, the IPPJ project envisages the following activities</p> <ul style="list-style-type: none"> <li>• Project Support Unit is recruited and operational</li> <li>• Specialised technical advice provided on related topics</li> <li>• Regular narrative and financial reports are prepared as per UNDP rules and procedures, and any donor agreements</li> <li>• Regular monitoring and evaluation reviews are undertaken</li> <li>• Conduct of regular Steering and Technical Committee meetings take place</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP reports</li> <li>• SDG reports</li> <li>• CSO reports</li> <li>• Surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Need for further joint forums for actors engaged on inclusive political processes</li> <li>• No dedicated research and data collection on SDG 16 in Jordan</li> <li>• Need for further engagement on reasons behind youth apathy towards political processes in Jordan</li> <li>• Project Support Unit requires formalisation</li> </ul>	<p>2017</p>	<p><i>Targets (year 1, 2017)</i></p> <ul style="list-style-type: none"> <li>• 4 specialist research/ analysis with focus on youth participation in local elections</li> <li>• 1 national forum on SDG 16 implementation</li> <li>• 1 annual report on implementation of SDG 16</li> <li>• 10 project staff engaged</li> <li>• Conduct of 1 Steering and 4 Technical Committee meetings</li> </ul>	<p><i>Targets (year 2, 2018)</i></p> <ul style="list-style-type: none"> <li>• 2 specialist research/ analysis on SDG 16 topics</li> <li>• 6 stakeholder workshops with 120 participants</li> <li>• 1 national forum on SDG 16 implementation</li> <li>• 1 annual report on implementation of SDG 16</li> <li>• Conduct of 1 Steering and 2 Technical Committee meetings</li> </ul>	<p><i>Conduct of independent surveys and/or structured focus groups</i></p>

## VI. MONITORING AND EVALUATION

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

### Within the annual cycle

- On a quarterly basis, a substantive Quarterly Progress Report (QPR) shall record progress towards the completion of key results.
- An Issue Log shall be activated and updated by the Chief Technical Advisor to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, an Annual Project Progress Report (APPR) shall be submitted by the Chief Technical Advisor, using the standard report format.
- 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.

### Annually

- **Annual Review Report.** The project will prepare an Annual Review Report, which, as minimum requirement, shall consist of the QPR standard format covering the whole year with updated information for each element 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. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- **Independent Mid-term review and independent final evaluation.** The project will be subject to an independent mid-term review and end-of project evaluation.

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### *Monitoring Plan*

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		

<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	

*Evaluation Plan*

Evaluation Title	Partners	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Review	IEC/HOR			31 Jan 2018	IEC/HOR	
Final Review	IEC/HOR			30 Jun 2018	IEC/HOR	

## VII. MULTI-YEAR WORK PLAN <sup>1617</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Y1	Y2			Budget Description	Amount
<i>Output 1</i> The Independent Election Commission (IEC) is equipped with capacities and structures that enable its work as an effective and transparent election management body that promotes inclusion and participation in electoral processes for national, decentralised and local institutions	Activity Result 1.1 <i>The institutional capacity of the IEC to manage credible and inclusive national, decentralised and local elections is enhanced</i>	\$450,000	\$50,000	UNDP IEC	Basket Fund	Deployment of Chief Technical Adviser (8 months) Deployment of Senior Election Operations Advisor (9 months) Deployment of Senior IT/Data Management Adviser (9 months)	\$500,000
	<i>Activity Result 1.2 The role of the IEC and other actors in promoting inclusion and participation in the electoral process is enhanced</i>	\$50,000	\$20,000			Deployment of Ballot Design Consultant (45 days) Contract for development of online course	\$70,000
	<i>Activity Result 1.3 The institutional capacity of the IEC to manage and coordinate donor support is enhanced</i>	\$75,000	\$35,000			Deployment of National Electoral Officer (15 months) Support to 12 Workshops	\$110,000
	Monitoring	\$1,475	\$1,475			Deployment of Donor Coordination Specialist (15 months)	\$2,950
	Sub-Total for Output 1	\$576,475	\$106,475			Equipping Donor Coordination Unit	\$682,950
<i>Output 2</i> The House of Representatives is equipped with capacities and structures as an effective and representative parliamentary body that promotes transparency, inclusion and participation in political processes	<i>Activity Result 2.1 House of Representatives' capacities in fostering the SDG Agenda and in promoting inclusion and participation in the parliamentary process are enhanced</i>	\$125,000	\$50,000	UNDP HOR	Basket Fund	Deployment of Chief Technical Adviser (3 months) Deployment of Parliamentary Consultant (45 days) Deployment of National Parliamentary Officer (15 months) Support to 4 Workshops	\$175,000
	Monitoring	\$1,475	\$1,475				\$2,950
	Sub-Total for Output 2	\$126,475	\$51,475				\$177,950
<i>Output 3</i> The implementation of SDG 16 in Jordan is enhanced through strengthened capacities for dialogue, research and analysis	<i>Activity Result 3.1 Jordan's capacities to achieve implementation of SDG 16 are enhanced through dialogue, research and development of knowledge analysis</i>	\$25,000	\$15,000	UNDP	Basket Fund	Support to 2 Workshops Deployment of Chief Technical Adviser (4 months) Deployment of Project Support Unit (Operations Officer, Translator, Finance Assistant, Reporting/M&E Officer, Driver) Project Support Unit Office Rent and Running Costs	\$40,000
	<i>Activity Result 3.2 Specialised technical advice and project management is provided</i>	\$255,000	\$200,000				\$455,000
	Monitoring	\$1,475	\$1,475				\$2,950
	Sub-Total for Output 3	\$281,475	\$216,475				\$497,950
<b>Evaluation</b>	End of Project Evaluation	\$5,000	\$25,039	UNDP	Basket Fund		\$30,039
<b>General Management Support</b>	At 8% of Direct Costs	\$79,154	\$31,957	UNDP	Basket Fund		\$111,111
<b>TOTAL</b>		\$1,068,579	\$431,421				\$1,500,000

<sup>16</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>17</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

### Implementing partner

The project will be managed under the UNDP Direct Implementation Modality (DIM), which provides UNDP direct project management and implementation responsibility, but in close coordination with national partners. UNDP will be responsible for the use of project funds through effective process management and well-established project review and oversight mechanisms. As such, UNDP will submit quarterly and annual financial progress reports, accounting for the use of project funds. UNDP and the Chief Technical Advisor will also sign a budgeted Annual Work Plan on an annual basis, as per UNDP rules and regulations.

### Project Steering Committee

The project structure will be headed by a Steering Committee with responsibility for oversight, approval and strategic leadership. The Steering Committee would be composed of the leadership from the House of Representatives and the IEC, and UNDP Country Director (or delegates). Representatives from donors will also be invited to join. Representatives from civil society may be invited to observe the work of the Steering Committee. It is envisaged that the Steering Committee would meet every six months.

Two Steering Sub-Committees will also be established for review of specific activities that relate to the House of Representatives and the IEC to consider specific activities related to those institutions. The Steering Committee will carry out the following functions:

- Ensure that project goals and objectives are achieved in the defined timeframe;
- Review project progress and suggest implementation strategies periodically;
- Review project expenditures against activities and outcomes; and
- Approve Annual Work Plans.

The Project Steering Committee will be responsible for making, by consensus, management decisions for the project and holding periodic reviews. In order to ensure UNDP's ultimate accountability, the final decision-making rests with UNDP in accordance with its applicable regulations, rules, policies and procedures. Project reviews by the PSC will be carried out on an annual basis during the running of the project or as necessary when raised by the Chief Technical Advisor.

Two Technical Committees for Parliament and Elections will also be established with responsibility for technical and operational decision-making, and would be composed of senior officials from the House of Representatives, the IEC and UNDP, as well as donors if relevant. A chart illustrating the envisaged project management structure is shown below.

### Chief Technical Advisor:

A full-time Chief Technical Advisor will be responsible for the day-to-day management and decision making of the project, and will be accountable to UNDP and the Steering Committee. He/She will ensure that the project produces the results specified in the project document, to the required standards of quality, and within the specified time and cost constraints.

### Reporting, Monitoring & Evaluation

Under the responsibility of the Chief Technical Advisor, the project will prepare and submit the following reports/documents: Annual Work Plans, Quarterly and Annual Substantive Progress Reports, Issue Log, Risk Log, Lessons Learnt Log, using standard reporting formats provided by UNDP.

In addition, the project will prepare monthly project narrative reports, detailed quarterly narrative reports, and annual financial and narrative reports, as well as other relevant reports at the end of the project and in relation to request for funding tranches. In addition, the project could provide regular narrative and financial updates, and ad hoc reports and correspondence on developments. The PMU Team would include a reporting officer for this purpose. The project would follow established UNDP M&E approaches, including a monitoring scheduling plan that includes annual reviews, an independent mid-term review and final evaluation, as well as UNDP quality assurance, risk management, and lessons learned processes. A key



aspect of the M&E approach would include reference to baseline and benchmark data obtained during the surveys undertaken through Output 4.

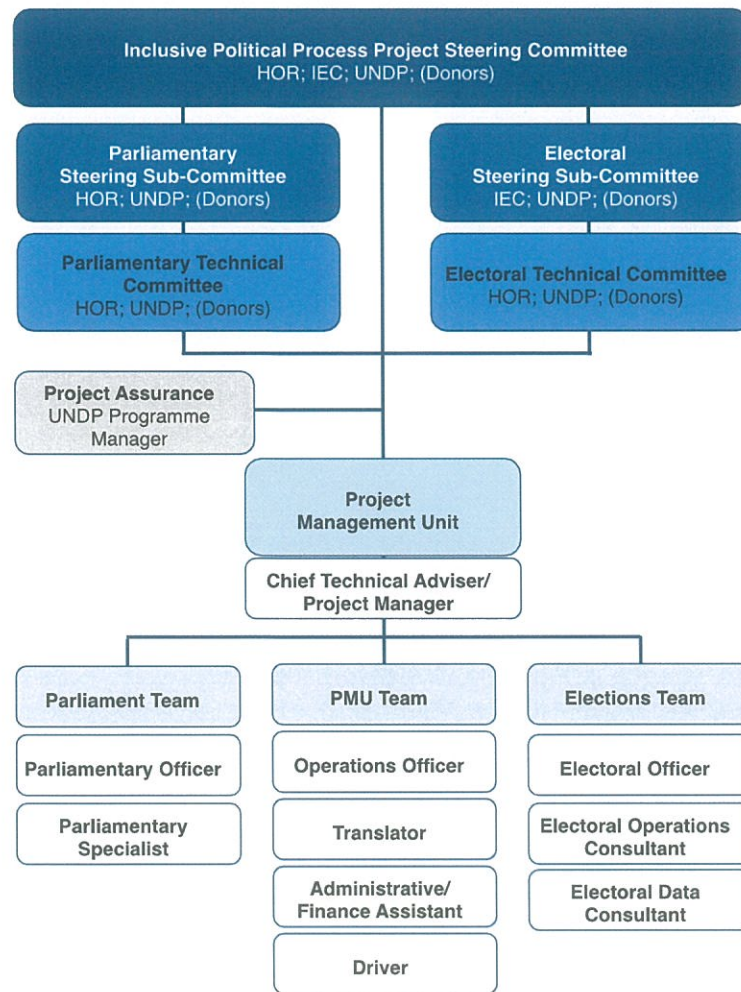
### Project Assurance

Project Assurance will be the responsibility of UNDP Jordan. The Project Assurance role will support the PSC by carrying out objective and independent project oversight and monitoring functions. This role ensures that the appropriate project management milestones are managed and completed.

### Donor Liaison

In the CTA/Project Manager, the beneficiaries/donor(s) will have a senior UN staff member as its focal point for liaison on all aspects of project management and technical substance. It is envisaged that there will be weekly meetings at the focal point level, as well as additional ad hoc meetings that are required. In this regard, and through comprehensive reporting, the beneficiaries/donor(s) will be kept fully informed and involved on all project issues.

### IPPJ Project Structure



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## IX. LEGAL CONTEXT AND RISK MANAGEMENT

*[NOTE: The following section is required for all project documents, and contains the general provisions and alternative texts for the different types of implementation modalities for individual projects. Select one option from each the legal context and risk management standard clauses and include these in your project document under the Legal Context and Risk Management Standard Clauses headings]*

### *Legal Context Standard Clauses*

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Jordan and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

### *Risk Management Standard Clauses*

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]<sup>18</sup> [UNDP funds received pursuant to the Project Document]<sup>19</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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<sup>18</sup> To be used where UNDP is the Implementing Partner

<sup>19</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner



## X. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template.**
3. **Risk Analysis.**

Project Title:						Award ID: TBC		Date:	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1.	Project funds not entirely mobilized.		Financial	P=2 I=3	If this risk occurs, it would decrease the number of activities envisioned in the project. The UNDP CO and the Project Team will pursue funding opportunities.	CTA	Project Developer	N/A	N/A
2.	Instability in the political, economic and social situation in the country		Strategic	P=1 I=4	The project will be flexible and responsible to the emerging needs of the country and the parliamentary institution given the country context.	CTA	Project developer	N/A	N/A
3.	Unavailability of the key actors / institutions		Strategic	P=2 I=3	Strengthened mechanism of coordination with the partner institutions	CTA	Project developer	N/A	N/A

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**