

United Nations Development Programme  
Country: Global Programme  
PROJECT DOCUMENT



# Inclusive and Participative Political Institutions in Select Arab States

2012-2013

**Project Title: Inclusive and Participative Political Institutions in the Arab States**

**Expected Strategic Plan Outcome(s):**

1. UNDP Strategic Plan, Key Result Area 2.2:

**Strengthening Responsive Institutions**

Outcome 55: Legislatures, regional elected bodies and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively.

**Expected Output(s):** See Results and Resources Framework

**Executing Entity:** UNDP (DIM)

**Responsible party:** UNOPS

Programme Period:	2012-2013
Key Result Area (Strategic Plan):	Parliamentary Development,
Atlas Award ID:	_____
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• Belgium Ministry of Development Cooperation	USD 3,770,000

**Brief Description**

Political parties and parliaments are important actors in a transition to democracy, to prevent conflict and to address fragility; they play a particularly critical role in rebuilding trust and reconnecting citizen's - state society relationship in such environments, therefore supporting political settlements and reducing the potential for renewed conflict. The fall of the different regimes in the Arab region has proven that population's inclusive participation in decision making processes through inclusive and effective democratic institutions to be essential, even when economic development seems to be strong but unfortunately not shared with the (entire) population. There is clearly a need for more inclusiveness in the work of parliaments and political parties as democratic institutions, a need to strengthen the representativeness of the assemblies as well as a necessity to rebuild citizens' trust in state institutions and their ability to improve citizens' lives. Engaging with parliaments and political parties on a neutral manner will help foster inclusive political and economic participation and rebuild resilient state-society relations and prevent conflict. This project is seen as a new approach to UNDP's work on political process reform through an integrated approach to support to parliaments and political parties in select Arab States through joint support from BDP / DGG parliamentary development team and the BCPR crisis & governance team. . The outputs will meet important milestones for parliaments and political parties that have the structure, legal framework and capacity to engage all citizens in the political process and are able to be positive actors in preventing conflict.

**Agreed by (UNDP):**

**Signature / Date:**

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## I. SITUATION ANALYSIS

### 1. Introduction

Political parties and parliaments are important actors in a transition to democracy, to prevent conflict and to address fragility; they play a particularly critical role in rebuilding trust and reconnecting citizen's - state society relationship in such environments, therefore supporting political settlements and reducing the potential for renewed conflict.

Following a period of conflict or fragility, elections should not be viewed as an end unto themselves, nor a panacea to end ethnic, religious, economic or political strife. Rather, elections are part of a process for furthering democratic governance and state building and may be rendered meaningless if support to democratic and responsive institutions such as political parties and national parliaments is inadequate or ill-conceived.

In the Arab States region the recent popular uprisings point to the important nexus between equitable economic development, clean government and freedoms, be they economic, social, political or cultural. Without inclusion and integrity, a capable and effective State is not a guarantor for political stability. Hence, the events in the Arab States region have triggered renewed attention on governance models and democracy trajectories as well as to inclusive and equitable economic development that result in social contracts which reflect more inclusive state-society relationships and more responsive and accountable citizen-centred government.

These popular uprisings are a sobering wake-up call and a reminder that people do care about how they are governed and by whom they are governed. We are also reminded that people aspire for economic and political opportunities alike. They aspire to decent jobs and to have a voice in an orderly and transparent transition of power which respects, protects and enforces their rights and their equitable access to resources, assets and quality services.

The fall of the different regimes in the Arab region has proven that population's inclusive participation in decision making processes through inclusive and effective democratic institutions to be essential, even when economic development seems to be strong but unfortunately not shared with the (entire) population.

There is clearly a need for more inclusiveness in the work of parliaments and political parties as democratic institutions, a need to strengthen the representativeness of the assemblies as well as a necessity to rebuild citizens' trust in state institutions and their ability to improve citizens' lives. Engaging with parliaments and political parties on a neutral manner will help foster inclusive political and economic participation and rebuild resilient state-society relations and prevent conflict. UNDP needs to focus its support on the means of building confidence in the political process at a time when citizens need to see key changes in the way their government interacts with them and fulfil their mandates. Upcoming electoral processes will open the door for enhanced fair representativeness for the people, and parliaments and political parties will have to quickly create solid and accountable platforms to express and take into account citizen's concerns and demands in a context of heightened political and economic crisis in the region.

Recent research has linked the presence of a strong parliamentary institution to the existence of a strong democracy and an open society. Capacitated parliamentary institutions are critical to the establishment and consolidation of democracy since they empower ordinary people to participate in the policies that shape their lives. **This vision moves UNDPs work with parliaments beyond institutional capacity-building to the reinforcement of parliaments for development effectiveness, assisting the representative institutions in playing a more central role in both policy decision-making and in oversight of the delivery of the policies, including climate change. UNDPs work aims at helping parliaments and political parties, thanks to its neutral stance, to have the capacity, resources and independence required to carry out their core functions effectively.**

In line with the Mid-Term Review of the UNDP Global Programme, this project will further strengthen UNDP's role in capturing, codifying and sharing development information on parliamentary development and crisis prevention, which is at the centre of how UNDP operates as a knowledge-based organization. AGORA ([www.agora-parl.org](http://www.agora-parl.org)) and iKNOW Politics ([www.iknowpolitics.org](http://www.iknowpolitics.org)), two key web-based platforms will further integrate social media into work in the region. iKNOW Politics is already operational in Arabic and in the coming months Agora will have a functioning Arabic site. Both these sites and other experiences

will be drawn upon to build an online dialogue between citizens and their parliament and to enable political parties to be more consultative.

This project is seen as a new approach to UNDP's work on political process reform through an integrated approach to support to parliaments and political parties in the Arab States, with dedicated focus on youth and women. This project is aligned with the **Annual Business Plan (ABP) 2012** in terms of focusing on strengthening democratisation processes in the Arab States region: the outputs noted in this project will meet important milestones for parliaments and political parties that have the structure, legal framework and capacity to engage all citizens (with a focus on youth and women) in the political process and are able to be positive actors in preventing conflict. This project will also accelerate progress towards the Millennium Development Goals (MDGs) at national and sub-national level as dedicated focus will be paid to women's political participation, and women's political empowerment in political parties and parliaments.

Finally, this project integrates recommendations from the **Global Programme for Parliamentary Strengthening (GPPS) evaluation**, that noted that parliamentary development activities should "continue to sponsor thematic and diverse participant conflict prevention and recovery working groups to ensure follow-on action toward sustainable human development in West Africa and Arab States regions, with an emphasis on UNDP's neutral and inclusive role as a regional and global partner".

## **2. Stakeholder analysis**

### **Parliaments**

Parliaments in the region require important strengthening in order to carry out their democratic roles effectively and to move away from clientelism to greater issues of national interests. . The majority lack many of the formal tools necessary to effectively carry out their work, and tend in practice not to use all the mechanisms that are at their disposal. The balance between executive and legislative power is weighted, often heavily, in favour of the executive. A key entry point for addressing these limitations is through the party structures within parliament. These party groups, whether in government or opposition, require support in ensuring the importance of their roles is understood and institutionalized.

As of 2010 UNDP has been working at the national level with ten parliaments in the region. Many of these projects were catalytic and significant in terms of supporting the administration of the parliament and elected members, including MPs from the opposition. Because of UNDP's impartiality, it is a trusted partner in the region and has been able to build excellent relationships with parliaments where other international actors have failed. A recent example of this is Tunisia. Since the departure of former President Ben Ali in January 2011, Tunisia has been witnessing a dramatic transition to involving a complete overhaul of its political system. As noted above, UNDP has immediately refocused its work in Tunisia to support key institutions, processes and stakeholders that can have a significant impact in assuring the steady transition to democracy – including support to the constitutional process, political parties, and women's political participation. This effort also gave UNDP Tunisia the opportunity to identify future interventions in the short-term (2011/2012) to support the capacity of new institutions.

Despite these successes, the main challenge over the past decade has been the limited space in national parliaments for the application of innovative solutions that UNDP was trying to promote in the region. The 'Arab Spring' has brought about a new space in this regard and UNDP has the opportunity to integrate and apply its global parliamentary development knowledge to ensure sustainable and innovative democratic practices through the strengthening of newly responsive institutions and to respond to the needs and demands of these institutions.

### **Political Parties**

An increasing margin of political freedom is currently being witnessed in countries in the region. The rising tide of youth-led transformative changes in the Arab region is putting parties at the heart of the transition as Tunisia, Libya, Egypt and others will embark now on new elections. The increasingly vocal civil society in the region has clearly indicated the need for incorporation in Arab constitutions of guarantees of political, intellectual, and party political pluralism, with political parties based on the principle of citizenship. Women have also been at the forefront of the Arab Spring and their voices should also be translated and represented in the political processes.

Political parties are the clear expression of political views that can in turn be translated into policy proposals. Political parties are a conduit between the citizen and the state. Like civil society organization's

(CSOs) and the media, they are a key means of dialogue between the state and society as citizens use the party infrastructure to voice concerns and to impose political demands for solutions to their challenges. Of course, when a political party forms a government, the role of the party is even greater, as it often becomes a significant catalyst for the use of state resources.

A political party is only as strong as the structure it has within a country. In fragile states this is even more important. If citizens are to have an alternative means of raising concerns or creating demand for action, parties other than the governing party must have the capacity to reach the vast majority of the citizens and to engage those citizens in a dialogue to ensure the voices of the citizens that are not heard through the governing party are given voice by the opposition parties. Political parties can have a great impact on peace building and in the transition to democracy. Support to individual opposition MPs which do not belong to a major party could also be crucial in fragile contexts. Support to parties in accomplishing this role is vital. It is also important that political parties develop the structure and skills to initiate and maintain dialogues with all citizens. The best strategy to ensure that the rights of the opposition are respected is through the parliamentary institutions. This necessitates enhanced investment in political parties' democratization, their capacity to define policy platforms, in establishing the external regulatory environment for them to play a constructive role in national governance and in building their capacity within parliaments. This further includes the establishment of sub-national and local party units and the means by which local voices of citizens are heard at all levels, as parties develop policies and platforms during all stages of the electoral cycle. Moving forward, political parties will require both the legal framework and technical support to be able to function effectively and to win citizen's trust given the constraints on their activities after several decades of repression and to allow these institutions to be able to fully participate in the new space available for political discourse. This support should include the ability of the party legal frameworks to meet international standards and the structures of the parties to be developed to encourage multi-party dialogues and to be inclusive and consultative. As has been proven in Tunisia, UNDP has the capacity to respond quickly and work flexibly while providing high quality technical advice and hopes to continue to do so in other parts of the Arab Region.

The voices of women and youth will also have to be translated into political processes, particularly in terms of political party platforms competing for national elections. In societies where consultation was not the norm, ensuring parties are open and accessible to citizens will be crucial in terms of state building. Multi-party dialogue will ensure all major political actors are talking to each other and, therefore, will less likely feel excluded and resort to extra-parliamentary action (i.e. – violence).

### **Conflict Prevention and Political Institutions**

If the Arab States that have moved towards a democratic transition are to succeed in their transition, the democratic institutions that are established must be the legitimate forum for debate, consultation and decisions. This will not happen unless the citizens who created the recent political change believe that these institutions are, in fact, open, transparent, consultative and inclusive. However, there is little to no tradition in these countries of the parliaments and political parties demonstrating such traits.

To be more specific, political parties are crucial catalysts with regard to conflict and fragility. Parties can be positive or negative actors through elections and parliament, depending on their desire and understanding of the need to compromise and respect democratic procedures. In order to promote parties as positive actors, multi-party dialogues are vital. Parties that are talking to each other and have the opportunity to be heard are more likely to stay engaged in democratic institutions. But parties must also reform to be more open and inclusive, so citizens see parties as a legitimate venue in which to channel their political participation.

Parliaments must also be inclusive. Parliamentary groups, which are really just the political party's parliamentary wings, must maintain dialogues between themselves and with citizens. Parliamentary committees must open up their procedures to allow the voices of CSOs and citizens to be heard as they deliberate.

It is through the review and revision of the rules and procedures of parties and parliaments that the democratic transitions in the region can be formalized into political institutions that reflect the desire of citizens to participate and be a part of the decision-making process.

UNDP has been recognized as a global leader in the field of parliamentary development. UNDP has increased the number of national parliaments with which it works from five in 1995 to more than 65 parliaments in 2011, including 21 in fragile and crisis countries, as defined by the UNDP Bureau for Crisis

Prevention and Recovery. Looking at political party support, UNDP is working today with parties in more than 20 countries, including Jordan, Tunisia, Niger, Burundi, Tanzania, Benin, Nigeria, Nepal, Georgia, Kyrgyzstan, Sudan, Colombia, Timor Leste, and OPT.

UNDP work on parliamentary development and crisis prevention has already led to the creation of a dedicated self-assessment tool to evaluate the crisis sensitivity of a parliament to respond to and manage crisis. The tool has been shared and piloted with parliamentarians and staff in the Arab States region (Iraq, Tunisia), West Africa (Guinea-Bissau, Liberia and Togo) and Central America (Guatemala and El Salvador). In 2010, UNDP established parliamentary working groups of members of parliaments and staff actively engaged on crisis prevention and recovery activities in their respective parliaments and at the regional and global levels in West Africa, Arab States region and Central America, therefore, providing UNDP with a great network of champions available to share their respective experiences and further develop this agenda in their respective parliaments. Finally, dedicated comparative studies have been produced to continuously provide UNDP with lessons learned from parliaments from different regions in order to inspire parliamentarians and staff to further take action. Furthermore, UNDP, in partnership with the Belgian Ministry of Development Cooperation, has been working with parliaments in the Arab Region for more than ten years. This work has been implemented by UNDP's Democratic Governance Group (DGG) in cooperation with the Regional Bureau for Arab States' (RBAS) Programme of Governance in the Arab Region (POGAR). The Arab component of GPPS has enabled UNDP to build on the regional infrastructure (staff, experts, knowledge and champions) it has in place in the Arab States while drawing on the technical capacity of the organization with regard to parliamentary development.

### **Political Empowerment of Women and Youth**

The lead role taken by youth in Tunisia, Egypt, Jordan, Libya and Yemen to uncover the eroding legitimacy of incumbent political elites can be understood, given the challenges that are faced by the current generation of youth, restricted as much by the dearth of opportunities for upward social mobility and decent work as by the assaults on human dignity and the dearth of freedoms. As the main users of new technologies (mobiles and social media outlets such as Facebook and Twitter), they have managed to galvanize the broadest swathe of the population, from all walks of life, in a loose coalition of diverse groups who are united by a common concern with reclaiming human and national dignity and social justice in the face of adverse economic conditions and rampant political corruption, and they are demonstrating resilience in the face of many provocations and brutal suppression, breaking through the wall of fear.

The wide presence of women in the contestation movement is testimony to the movement's inclusive nature and role in breaking down gender barriers, as well as class, income and other social barriers. But the challenge going forward is to bring this new political engagement into the institutions that are fundamental to a democratic transition. To date, parliaments and political parties in the Arab Region have not been open and inclusive. There are many reasons for this, but the facts speak for themselves – the Arab Region has the lowest percentage of women parliamentarians in the world. The legal frameworks under which parties operate in the region are designed to limit participation.

UNDP will engage the political institutions to review the current legal and procedural barriers that are preventing youth and women from assuming greater leadership roles within the political parties, and, for women parliamentarians, within parliament. The opportunity to redefine the means by which parliaments and parties operate must be grasped in order to develop a sustainable and institutional structure for the participation of youth and women. Otherwise, these key groups will revert to the political methods that have caused conflict and fragility.

### **New Media**

UNDP, with its global partners, developed Agora ([www.agora-parl.org](http://www.agora-parl.org)) – the social media site and web portal for parliamentarians, parliamentary staff and development practitioners to access information seek advice and share and develop knowledge. Agora has redefined the means by which knowledge is developed in the field of parliamentary development and the basis upon which members collaborate. In Tunisia, AGORA has provided support to the development of the website of “La Haute Instance pour la réalisation des objectifs de la révolution. AGORA further prepared an e-discussion on the constitutional

process, in light of the upcoming elections concerning a National Constitutional Assembly as part of a continuous process of support to Tunisia.

UNDP is committed to women's political empowerment and has worked consistently towards this objective in the Arab States. In 2007 UNDP established, with its global partners, iKNOW Politics ([www.iknowpolitics.org](http://www.iknowpolitics.org)), a global 'online network' of women in politics, geared towards collaboratively building knowledge on gender equality in political participation around the world contributing to greater numbers of women in politics. The 'Arab Spring' of 2011 has seen women at the forefront of peaceful and democratic movements for political liberalization in Tunisia, Egypt, Libya, Yemen, Bahrain, Syria, and other countries of the region. Women across the region have taken roles as leaders of protests and members of political reform commissions. iKNOW Politics has been uniquely placed to capture the knowledge from young women who have been instrumental in deploying social media to mobilize demonstrators, share knowledge from past experiences of women in other parts of the world, and create a broad-based social constituency for engaging in the transition process.

With these experiences, UNDP is well-equipped to integrate social media into its work in the region. iKNOW Politics is already operational in Arabic and in the coming months Agora will have a functioning Arabic site. Both these sites and other experiences will be drawn upon to build an online dialogue between citizens and their parliament and to enable political parties to be more consultative. For examples, such dialogues will be structured around the responsiveness and effectiveness of the Constituent Assemblies, newly elected parliaments and will develop and review their performance against regional benchmarks for democratic legislatures.

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## II. STRATEGY

This project is seen as a new approach to UNDP's work on political process reform through an integrated approach to support to parliaments and political parties in select Arab States with the support of the BDP / DGG parliamentary development team and the BCPR crisis & governance team. The outputs noted in this proposal will meet important milestones for parliaments and political parties that have the structure, legal framework and capacity to engage all citizens in the political process and are able to be positive actors in preventing conflict.

In this framework, UNDP will start by conducting in-depth political economy analyses in seven countries in the Arab Region in order to have the proper knowledge to develop action plans for work with four national parliaments within the next 18 months. Such political economy analyses will help identify bottlenecks in order to enhance political settlement and strong parties and parliaments (effective, responsive and inclusive). In some countries, PEA have already been launched (for example Jordan) or data is already available through the UNDP country briefs, and the programme will built on these analysis to extract and identify the medium-term strategy supporting participative and inclusive engagement with parties and parliaments.

Similarly to the PEA, UNDP will pilot the self-assessment tool on parliaments and crisis prevention in order to identify the main opportunities for the parliament to play a greater role in crisis management, and will identify a set of key activities for the institution and its representative to be more conflict sensitive and build consensus through committee work and legislation processes.

As a result of the Arab Spring the political situation has changed dynamically in a number of Arab States. UNDP will identify seven countries for detailed political economic analyses based on (i) recent political transitions; (ii) national projects with political institutions; and (iii) UNDP Country Office demand. Following a first review of the political situation in the region, and in line with new and future demands rising from Constituent assemblies and transitional institutions, UNDP suggests to initially consider seven countries (a brief country analysis of the recent political developments, parliament, political parties, UNDP's presence and ways forward can be found in Annex 1). The seven countries are, in alphabetic order:

- **Algeria:** In September 2011, the President has announced a number of significant reforms, including on governance and human rights. Algeria stands now in critical juncture where significant support from UNDP on democratic governance issues will be vital.
- **Egypt:** Much has been anticipated by the uprising in Egypt but, to date, the space created for open



political discourse has been more limited than in some other Arab Spring countries. However, the political importance of Egypt in the region dictates that support to its parties and parliaments are vital to the broader changes occurring in the region. UNDP has worked with the Egyptian Parliament in the past and will determine if there is space for key results after the 2011 elections.

- **Lebanon:** Prior to the Arab Spring, Lebanon was the country in the region with the most space for political reform. UNDP (with the support of the Belgian Government) has provided support to the Lebanese Parliament since 2005 and has a team in-country that would make it a potential candidate for further engagement in reforms. In its second phase, the project witnesses a much stronger engagement with some parliamentary committees such as the Human Rights Committee where the project supported the process of preparation of Lebanon's first National Action Plan for Human Rights which is due to be launched early next year and involved the contribution of civil society organizations. The project also helped the committee to hold dialogue on some extremely sensitive issues such as various rights for Palestinian refugees. The project also supported a number of discussion forums held at Parliament where MPs and representatives from various government departments in certain districts met to discuss local development issues within the frame of the oversight role of parliament. These forums are expected to be expanded to include representation from the local communities and active CSOs in those locals.
- **Libya:** A country with little or no experience in maintaining either democratic institutions or political parties, UNDP sees the opportunity to start with foundational support to nascent political movements as they begin to develop legal frameworks and internal regulations. As the constituent assembly is developed and transformed into a parliament, support to the parliamentarians and staff will be crucial as there will be no institutional memory to draw upon.
- **Jordan:** Like Morocco, Jordan was proactive in opening the review of the legal framework under which parliament and parties operate. To date, it is difficult to determine how much more space has been created in the political process; however, UNDP has a current project supporting both the parliament and political party reform and this will allow for a strong foot print in the country, depending on the results of the assessment.
- **Occupied Palestinian Territories (OPT):** Given that the Palestinian Legislative Council (PLC) has not met for a number of years, parliamentary reforms will be challenging; however, the PLC Secretariat is highly capable and UNDP is currently providing capacity support to it through an EC-funded project. With regard to political parties, some reconciliation between Fatah and Hamas in 2011 may create space for engagement.
- **Somalia (Somaliland):** UNDP recently completed a scoping mission with regard to governance in Somalia. Though the south of the country remains volatile, the northern region of Somaliland has built significant space for political reform. With little support to date for the parliament and the regulation of political parties, this may be a good candidate for support in order to build on the success created domestically.

Based on the analyses conducted in the above-noted countries, with specific emphasis on the space for reform<sup>1</sup> and capacity development for the parliaments and political parties, UNDP (i.e. – BDP (DGG); BCPR; RBAS) will identify four countries for capacity support and allocation of funds, with dedicated advisory services<sup>2</sup> and backstopping support to implement activities identified. Criteria to select the four countries will be further elaborated in the management arrangement section and reflected in the ToRs for the assessment missions. The analyses for those countries will help identify the proper and strategic entry points for the work. This means some flexibility will be required to ensure the delivery of outputs reflects the political reality in each country.

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<sup>1</sup> As each of the seven countries is at a different level of openness to such work, the analyses will include recommendations on how to work with political institutions where the space is limited and how UNDP can work to open space for such engagement and how to engage with political institutions (Speaker, members of parliament, leadership of political parties).

<sup>2</sup> Such advisory services will be tailored to the country context but will include senior technical advice from BDP and BCPR from the global and regional teams, the use of a dedicated roster of Arab experts for short-term support and, where required, in-country medium to long-term technical support.

The analyses related to identifying the four countries for support will benefit from a launch event in the Arab Region at the start of the project (but after the assessments have been completed) to draw on the feedback of COs and regional partners and actors with regard to these political institutions.

In order to maintain the quality of the work at the country level and to allow for maximum flexibility, UNDP will rely on a team of parliamentary and political party technical advisers and experts from BDP and BCPR that will provide on-going support to the national political institutions in these four countries. Technical advice will be provided through three sources:

1. Long-term Technical Adviser: This project will supply a full time technical adviser based in the UNDP regional Cairo Centre who will provide technical support to the political institutions in the four countries selected. In addition, where the assessment recognizes the need for greater capacity within the UNDP Country Office in a country selected for support, the project will support the Country Office in the provision of full time technical advice at the appropriate level. Where intermittent senior level advice and support is required, such support will be coordinated between BDP, RBAS and BCPR.
  2. UNDPs Global Team of Technical Advisers: UNDP has a dedicated team of technical advisers located in New York and Brussels to provide on-going and quick interventions as required meeting the demands of the action plans developed. This team will also be responsible for maintaining social media sites and ensuring sharing of knowledge and lessons learned within the region and outside.
  3. Expert Roster: UNDP has established an expert roster of parliamentary and political party experts that will be drawn upon to provide short and medium term support to the political institutions in the four countries selected. Emphasis, through this project, will be placed on developing a significant roster of experts from the region and experts with experience in the Arab States and who speak Arabic (where necessary). UNDP will also ensure that all experts work under the same quality standards in order to ensure consistency of the interventions.
- These three mechanisms will all interact through a dedicated space on AGORA managed by our parliamentary development team.

#### IV. Outcomes and Outputs

##### **1. Four national parliaments in the Arab Region have the legal framework and structured parliamentary groups to engage all citizens and to avoid conflict**

Output 1.1: Political economy analyses and crisis prevention technical assessments of seven parliaments in the region and the identification of four partner parliaments for capacity support

Output 1.2: Promote and support the review and revision of internal parliamentary regulations to reflect the need for citizen engagement, inclusiveness and conflict prevention

Output 1.3: Support parliamentary groups in parliament to ensure their operations and work are structured to be consultative with all citizens, including marginalized groups, and promote the peaceful resolution of conflicts and consensus building

Output 1.4: Provision of technical advice to parliaments and parliamentary groups in the Arab Region on a timely basis

Output 1.5: Support the exchange of information and knowledge amongst parliamentarians and parliamentary staff in the four selected countries

Following on the political economy analyses to be conducted in the determination of which countries in which the project will operate, UNDP will assist parliaments in self-assessment exercises in order to identify the main opportunities for the parliament to play a greater role in crisis prevention, state-citizen relations, and will identify a set of key activities for the institution and its representatives to seek citizen input through committee work and legislation processes. This approach will be mainstreamed and integrated in existing parliamentary development projects, where they exist, and, therefore, capitalizing on UNDP's presence in the parliament.

Once these assessments have been completed, UNDP will provide the technical advice required on an on-going basis to the selected parliaments. This advice will be in the form of medium-term technical advisers based in the parliaments to provide mentoring and coaching expertise to key deputies (e.g. - committee

chairpersons, President of the parliament, parliamentary group leaders) and parliamentary staff (e.g. – Secretary General, secretaries to parliamentary committees, and director of research). Regional and global advisory services will also be provided on an on-going basis to ensure results are met. As this is a 18 months project the ultimate goal is to ensure UNDP Country Offices in selected countries have the ability to access technical services and advice to continue support to the parliaments. Specifically, UNDP foresees immediate support in revising parliamentary internal regulations and in supporting the organization of parliamentary groups within the parliament. Internal regulations are at the core of the legal framework under which a parliament operates. These rules regulate everything from the ability for the opposition to ask questions to the rules of parliamentary committees to whether or not parliamentary proceedings are open to the media and the public. UNDP will support the review of these rules given the new space that will be created and the new actors that will have the political authority to demand to powers to conduct the core functions of a parliament. The review will reflect the role that new rules can play in sustaining more democratic space and to promote and institutionalize an on-going dialogue between the parliament (and individual deputies) with all citizens. This can include the requirement for public hearings by parliamentary committees, the role of citizens' initiatives such as petitions and whether or not committee proceedings are open to the media and the public.

Parliamentary groups represent a core framework of parliamentary assemblies. A lively parliament is commonly composed of organized groups that influence the course of political life. The capacity and maturity of parliamentary groups may reflect on how capable a parliament is at managing conflict internal to the parliament and with the executive branch, as well as in mediating societal differences and reflecting citizens' requests. With regard to support for parliamentary groups, UNDP has significant experience in supporting these components of political parties. These party groups, whether in government or opposition, require support in ensuring the importance of their roles is understood and institutionalized. UNDP will support self-assessments of the parliamentary groups to encourage the groups to identify the challenges they face. Based on these assessments, the groups will receive technical advice on how to organize themselves to be as effective as possible, given the time frame of the work. This support will include the development of internal regulations, the designation of a shadow cabinet and the engagement of citizens and party members in the development of policy and positions on relevant issues.

In order to develop parliamentary practices based on best solutions, UNDP will support a dialogue amongst parliamentarians and parliamentary staff in the four designated countries. This will be accomplished through space created on Agora, the use of e-discussions amongst the four parliaments and, where appropriate, direct meetings.

## **2. Political Parties are inclusive, promote a peaceful transition to democracy and are consultative**

Output 2.1: Political and technical assessments of seven countries' political parties and the identification of four countries for capacity support to political parties

Output 2.2: Promote and support the review and revision of national legal frameworks and party internal regulations to reflect the need for citizen engagement and inclusiveness

Output 2.3: Support multi-party dialogues through the electoral cycle as a means of conflict prevention and to build state-citizen relations

Output 2.4: Provision of technical advice to political parties in the Arab Region on a timely basis

Output 2.5: Support the exchange of information and knowledge amongst political party leaders and staff in the four selected countries

As noted above, political parties are crucial actors in political process reform. They are at times civil society organizations that aggregate the views of citizens to allow for participation and consensus building. At other times they are democratic institutions that have rights and privileges within parliament or as the government. Parties are the only institutions that transcend the entire political process – from pre-election work to election campaigns to the work of parliament post-election. As such, parties have significant influence in whether or not the political process is open, consultative and inclusive. Parties will also have a significant impact on whether or not a state becomes or remains fragile or is able to transition to a stable democracy and is inclusive of its entire citizen, including women.

UNDP will build on its previous work with political parties to provide technical support to parties in four countries in the region with a specific focus on:

- a) Legal Framework Reforms: UNDP will draw upon its recent experiences in Tunisia, among other countries, to support the development and/or revision of legal frameworks that regulate the operation of political parties, including the need for transparency in financing and other aspects of their work. Support will also be provided to the review and revision of each party's internal regulations to promote openness and consultation – with citizens and other parties.
- b) Multi-Party Dialogue: From UNDPs experience, a crucial factor in a democratic transition from a state of conflict or fragility is the ability of political parties to accept electoral campaign rules free of violence, to respect election results and to understand their roles within parliament. A key factor in parties understanding and agreeing to these assumptions is the need for an on-going dialogue amongst the parties. These dialogues can be a venue for discussing controversial issues before they become more complicated and to find consensus on matters both mundane and strategic. Similarly, UNDP will use its comparative advantage as a convener of national actors to organize and maintain a dialogue amongst political parties in the four countries selected for support. However, the ultimate goal is to have parties that strive towards consensus on key political issues and, where consensus is not possible, acceptance of the political legitimacy of the decision and the system.
- c) Technical Support: Whether the political parties are nascent or fully-established, UNDP will support self-assessment of the parties to identify their needs and what role UNDP can play in not only establishing the parties on international best practices but to ensure the parties' reputation amongst citizens is enhanced and, in turn, confidence in the political system is enhanced.
- d) Multi-country Dialogue: In order to develop and promote best practices based on similar situations, UNDP will support a dialogue amongst political party leaders and staff in the four designated countries. This will be accomplished through space created on Agora, the use of e-discussions amongst the four parliaments and, where appropriate, direct meetings.

### **3. Virtual Networks of parliaments are established to enable peer-to-peer exchange of information**

Output 3.1: Development of a permanent virtual network of peer-to-peer knowledge sharing amongst parliamentarians and senior parliamentary staff

Output 3.2: Maintain a fully functioning and supported Arabic version of Agora web portal for parliamentary development

UNDP will develop new and sustainable regional knowledge products and services. This will be accomplished through two sources – the Agora web portal and technical advisory services. Agora will be utilized to establish a virtual regional dialogue amongst political leaders (i.e. - parliamentary staff, deputies and party officials) to discuss and debate political process reforms in the context of the region (e.g. – electoral assistance, parliamentary development, role of media, engaging civil society).

Technical advisory services within the region and globally will be commissioned to provide expertise, as required, to develop new knowledge products and to facilitate peer-to-peer solutions to regional challenges for democratic parliaments.

Specifically, two knowledge products or services will be developed:

- a) Regional Parliamentary Support Network: Through the Agora web portal, UNDP will establish for the Arab Region a virtual network of senior parliamentary staff from democratic parliaments in the region that will allow the staff to discuss challenges and compare experiences and standards in their parliaments and in the region. This will be the first of its kind in the region and will create a sustainable network<sup>3</sup> that will allow senior staff to seek advice from other senior parliamentary staff in the region and, possibly, other experts from within the region as well; and
- b) Arabic Language Agora: The Agora web portal is fully functioning in English and French with limited capacity in Spanish and Russian. In the next months the web portal will become fully functioning in Arabic. This will allow for availability of key materials and tools on parliamentary development in Arabic. It will also ensure an Arabic language facilitator to promote and implement e-discussions and to manage other means of knowledge development.

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<sup>3</sup> In order to promote sustainability, the project will seek to partner with the Arab Inter-parliamentary Union (AIPU) on the establishment and maintenance of the knowledge network.

#### **4. Women and youth in four countries in the Arab Region have the skills and support to work effectively within and with political parties and parliament**

Output 4.1: Establish procedures and institutions within parliament that enhance the capacity of women deputies to participate

Output 4.2: Support the review and revision of internal party regulations and provide support to members to promote a greater leadership role for women

Output 4.3: Establish iKNOW Politics as a resource in the region to engage women in the political process

Output 4.4: Support the review and revision of internal party regulations and provide support to members to promote a greater leadership role for youth

The ultimate goal of this project is to ensure political institutions in four Arab States are able to encourage and receive the important inputs of citizens. Currently, in the Arab region, the lack of confidence in the political institutions that act as intermediaries between citizen concerns and government policy – parliaments and political parties – suggest a strong disconnect between representative institutions and their constituents. The reconnection between the citizens (particularly youth and women) and the political institutions should be a priority in order to ensure the sustainability of the democratic transitions. Mechanisms fostering inclusiveness, participation and transparency will therefore be key elements for the establishment of the new democratic institutions.

Specifically, UNDPs support to the empowerment of women will focus on the promotion of leadership roles for women within parliament and within political parties:

- Within parliament, UNDP will draw on its extensive experience in working with multi-party women's caucuses, parliamentary committees and parliamentary groups to encourage the mainstreaming of gender issues within the parliament and the promotion of women in leadership posts within the parliament, groups and committees (e.g. – committee chairperson, shadow cabinet posts).
- The review and revision of internal party regulations will be supported to develop rules that promote the engagement of women within the parties and to encourage women to seek key posts (e.g. – candidates, party officials, and campaign staff).

For the promotion of youth in the political process, UNDP will work with parliaments and parliamentary groups to identify specific structural and procedural processes that will encourage a dialogue between parliament and youth. This may mean revising internal regulations of the parliament to allow for a greater use of new media as a means of consultation or the use of specific outreach plans for parliamentary committees to gather the opinions of youth as they conduct their consultations.

Within political parties, UNDP will support the review and revision of internal party regulations to promote a greater role for youth within the parties as candidates, party officials and campaign staff. UNDP will also support the interaction of youth through multi-party youth dialogues and multi-country exchanges of youth party members to promote a sustainable and institutionalized use of multi-party dialogue to avoid conflict.

On women's political empowerment questions, UNDP will draw on its partnership in iKNOW Politics to reach out to women deputies throughout the region, but particularly the countries with selected parliaments, to initiate discussions and debate on issues that are before the parliament. These debates can result in demand for further and direct engagement with the parliamentary committees that may be considering such issues.

In line with its commitment to gender equality, UNDP will further ensure that gender concerns are integrated in all aspects of the activities by ensuring women's representation in all meetings, addressing gender-based and sexual violence issues and empowering women parliamentarians and women's candidates and including women's issue on the national agenda of political parties and parliaments

(including women's caucuses). Dedicated indicators will be designed and closely monitored in order to ensure the impact of the project in terms of promoting gender equality. All meetings will include a minimum of 30 % of women, and dedicated e-learning modules and comparative studies will look more closely at the impact of legislation and political party laws for gender equality.

### III. RESULTS AND RESOURCES FRAMEWORK

Project title: Inclusive and Participative Political Institutions in Select Arab States
UNDP SP - Outcome 55: Legislatures, regional elected bodies and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively
<b>OUTCOME: Democratic Institutions in Selected Arab Countries are more Inclusive and Participatory</b>
<b>Outcome indicators:</b>
# of dialogue mechanisms established between political institutions and citizens in the region
# of processes established to facilitate women and youth participation in political institutions

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBILITY/ PARTNERS	Timing (Yr) & Indicators		INPUTS (US\$)
				1	2 <sup>4</sup>	
<b>OUTPUT 1: Four national parliaments in the Arab Region have the legal framework and structured parliamentary groups to engage all citizens and to avoid conflict</b>						
<b>Baseline:</b> <ul style="list-style-type: none"> <li>Parliamentary internal regulations in the region do not meet international standards</li> <li>Parliamentary groups are not structured and are not engaging citizens</li> <li>Parliamentarians and committees conduct few public consultations</li> <li>Limited exchanges between parliaments in the region</li> </ul> <b>Performance Indicators:</b> <ul style="list-style-type: none"> <li>Internal regulations aligned with best practices</li> <li># of consultation by Parliamentary committees of citizens and CSOs</li> <li>Parliamentary groups work within parliament to resolve disputes</li> </ul>	<b>Targets:</b> <p><b>2012:</b></p> <ul style="list-style-type: none"> <li>On the basis of scoping missions, internal parliament regulations reviewed in selected 4 countries</li> <li>Advisory services provided to parliamentary groups in 4 selected countries</li> <li>At least one parliamentary committee in each parliament has conducted public consultations</li> </ul> <p><b>2013:</b></p> <ul style="list-style-type: none"> <li>Identification of best practices in the region</li> </ul>	<b>Activity Result 1.1: Political and technical assessments of seven parliaments in the region and the identification of four partner parliaments for capacity support</b> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Desk review of relevant documents for seven countries</li> <li>Conduct missions</li> <li>Launch event in region to discuss mission reports</li> <li>Produce report rationalizing four countries for support</li> </ul>	BDP/BCPR/CO National parliaments	X		USD 234,000
		<b>Activity Result 1.2: Promote and support the review and revision of internal parliamentary regulations to reflect the need for citizen engagement. Inclusiveness and conflict prevention</b> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>Internal regulations of parliaments are reviewed</li> </ul>	BCPR/BDP/CO National parliaments	X		USD 234,000

<sup>4</sup> 6 months in year 2

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBILITY/ PARTNERS	Timing (Yr) & Indicators		INPUTS (US\$)
				1	2 <sup>4</sup>	
<ul style="list-style-type: none"> <li>- Best practices recognized and shared by parliaments in the region</li> </ul> <p><b>Outcome Indicators:</b></p> <ul style="list-style-type: none"> <li>- Parliamentary internal regulations institutionalize public consultations</li> <li>- Parliamentary groups discuss ongoing issues routinely</li> <li>- Knowledge shared amongst select parliaments regularly</li> </ul> <p><b>Sources:</b></p> Parliamentary internal regulations; media reports; parliamentary debate records	<ul style="list-style-type: none"> <li>- Internal regulations and structures established for parliamentary groups in 4 countries</li> <li>- At least half of all parliamentary committees have conducted public consultations</li> <li>- At least 25% of parliamentary committees have conducted public hearings</li> <li>- Exchange of best practices between four parliaments</li> </ul>	and assessed to reflect international best practices <ul style="list-style-type: none"> <li>- Promote recommendations for revision to rules</li> <li>- Support revision of rules</li> <li>- Evaluate changes</li> </ul>		X		
		<p><b>Activity Result 1.3: Support parliamentary groups in parliament to ensure the operations and work is structured to be consultative with all citizens, including marginalized groups, and promotes the peaceful resolution of conflicts and consensus building</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>- Conduct needs assessment of parliamentary groups (PGs)</li> <li>- <b>Develop action plans for PGs to build capacity</b></li> <li>- <b>Support PG – citizen consultations</b></li> <li>- <b>Promote dialogue between PGs in each country</b></li> <li>- <b>Support structuring of PG work</b></li> </ul>	BCPR/BDP/CO Parliamentary groups	X		
				X		
				X		
				X	X	
					X	
					X	



INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBILITY/ PARTNERS	Timing (Yr) & Indicators		INPUTS (US\$)
				1	2 <sup>4</sup>	
		<p><b>Activity Result 1.4: Provision of technical advice to parliaments and parliamentary groups in the Arab Region on a timely basis</b></p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> <li>- Identification of regional technical adviser</li> <li>- Support the establishment of medium to long-term CO technical capacity, where required.</li> <li>- Develop and maintain of Arab expert roster for parliamentary and party development</li> <li>- Provide technical advice on a demand basis to parliaments and COs</li> </ul>	BDP/BCPR/CO	X  X  X	  X  X	USD 247,000
		<p><b>Activity Result 1.5: Support the exchange of information and knowledge between parliamentarians and parliamentary staff in four designated countries</b></p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> <li>- Establish and maintain virtual network of MPs amongst four selected countries</li> <li>- Establish and maintain virtual network of parliamentary staff from four selected countries</li> <li>- Conduct workshops on best practices</li> </ul>	BCPR/BDP/CO	X  X	X  X  X	USD 145,600

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBILITY/ PARTNERS	Timing (Yr) & Indicators		INPUTS (US\$)
				1	2 <sup>4</sup>	
		between MPs and staff in four selected countries				
<b>Output 1 Sub-Total Costing</b>				<b>USD 1,094,600</b>		
<b>OUTPUT 2: Political Parties in four Arab States are inclusive, promote a peaceful transition to democracy and are consultative</b>						
<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Party legislation in region does not meet international standards</li> <li>- Parties have limited role in conflict prevention</li> <li>- Role of youth and women in political parties is limited</li> <li>- Limited exchanges between political party leaders in the region</li> </ul> <p><b>Performance Indicator</b></p> <ul style="list-style-type: none"> <li>- Number of amendments to political party legislation, or new law drafted</li> <li>- Number of multi-party dialogue on CPR issues and on-going disputes</li> <li>- Parties seek input from citizens (with focus on women and youth)</li> <li>- Number of exchanges between party leaders</li> </ul> <p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>- Party internal regulations assessed and revised</li> <li>- Multi-party dialogues institutionalized</li> <li>- Number of women and youth in parties</li> </ul>	<p><b>2012:</b></p> <ul style="list-style-type: none"> <li>- Through political assessments in seven countries, party legislation reviewed in 4 countries to meet international standards</li> <li>- Party internal regulations assessed with a CPR lens and Multi-party dialogues commenced</li> <li>- Dialogue fora established with citizens in 4 countries</li> <li>- Creation of channel for dialogue</li> </ul> <p><b>2013:</b></p> <ul style="list-style-type: none"> <li>- Party legislation reviewed to meet international and regional standards</li> <li>- Party internal regulations revised with focus on CPR and Multi-party dialogues</li> </ul>	<p><b>Activity Result 2.1: Political and technical assessments of seven countries' political parties and the identification of four countries for capacity support to political parties</b></p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> <li>- Desk review of relevant documents for seven countries</li> <li>- Conduct missions</li> <li>- Launch event in region to discuss mission reports</li> <li>- Produce report rationalizing four countries for support</li> </ul>	BCPR/BDP/CO National Political Parties			USD 65,000
		<p><b>Activity Result 2.2: Promote and support the review and revision of national legal frameworks and party internal regulations to reflect the need for citizen engagement and inclusiveness</b></p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> <li>- Assessments conducted on party internal regulations in four countries to measure against best practices</li> <li>- Internal regulations of parties are revised to reflect international best practices</li> </ul>	BCPR/BDP/CO National Political Parties			USD 390,000

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBILITY/ PARTNERS	Timing (Yr) & Indicators		INPUTS (US\$)
				1	2 <sup>4</sup>	
<ul style="list-style-type: none"> <li>- Exchange of best practices institutionalized</li> </ul> <p><b>Sources</b> Party constitutions and internal rules; media reports; amended party legislation</p>	<ul style="list-style-type: none"> <li>- institutionalized</li> <li>- Dialogue fora institutionalised in 4 countries</li> <li>- Multi-country exchange of best practices commenced</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluate changes</li> </ul>			X	
		<p><b>Activity Result 2.3: Support multi-party dialogues through the electoral cycle as a means of conflict prevention and to build state-citizen relations</b></p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> <li>- Establish and maintain multi-party dialogue fora in four selected countries</li> <li>- Provide on-demand knowledge and information to support dialogues</li> <li>- Support electoral reform issues through dialogue fora</li> </ul>	BCPR/BDP/CO National Political Parties			USD 299,000
		<b>Activity Result 2.4: Provision of technical advice to</b>	BDP/BCPR/CO			USD

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBILITY/ PARTNERS	Timing (Yr) & Indicators		INPUTS (US\$)
				1	2 <sup>4</sup>	
		<p><b>political parties in the Arab Region on a timely basis</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>- Identification of regional technical adviser (Same post as in 1.4)</li> <li>- Support the establishment of medium to long-term CO technical capacity, where required</li> <li>- Develop and maintain of Arab expert roster for parliamentary and party development</li> <li>- Provide technical advice on a demand basis to parliaments and Cos</li> </ul>		X		197,000
		<p><b>Activity Result 2.5: Support the exchange of knowledge and information between political party leaders and staff from four selected countries</b></p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>- Establish and maintain virtual network of political party leaders amongst four selected countries</li> <li>- Conduct workshops on best practices between MPs and staff in four selected countries</li> </ul>	BDP/BCPR/CO/ National political parties	X	X	USD 182,000
<b>Output 2 Sub-Total Costing</b>						USD 1,133,600
<b>Output 3: Virtual Networks of parliaments are established to enable peer-to-peer exchange of information</b>						

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBILITY/ PARTNERS	Timing (Yr) & Indicators		INPUTS (US\$)
				1	2 <sup>4</sup>	
<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Limited content in Arabic with regard to parliamentary development</li> <li>- Limited exchange of knowledge between parliaments in the region</li> </ul> <p><b>Performance Indicators</b></p> <ul style="list-style-type: none"> <li>- Parliaments have access to peer-to-peer advice and information in Arabic through AGORA</li> <li>- Number of queries and responses to Parliamentarians through the network of peers</li> </ul> <p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>- Arabic version of Agora</li> <li>- Virtual knowledge network for parliaments is established</li> </ul> <p><b>Sources</b></p> <p>Online statistics; Records of discussions amongst parliamentarians and parliamentary staff</p>	<p><b>2012:</b></p> <ul style="list-style-type: none"> <li>- Agora Arabic network developed and maintained</li> <li>- Virtual parliamentary knowledge network developed</li> </ul> <p><b>2013:</b></p> <ul style="list-style-type: none"> <li>- Agora knowledge is recorded and distributed as knowledge products</li> <li>- Virtual knowledge network increased activity</li> </ul>	<p><b>Activity Result 3.1: Development of a permanent virtual network of peer-to-peer knowledge sharing amongst parliamentarians and senior parliamentary staff</b></p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> <li>- <u>Seek partnership with Arab Inter-parliamentary Union on development of virtual knowledge network</u></li> <li>- Develop and promote concept of Arab Parliamentary Knowledge Network</li> <li>- Establish structure for APKN <ul style="list-style-type: none"> <li>o Experts</li> <li>o Steering committee</li> <li>o SoPs</li> </ul> </li> <li>- Maintain APKN</li> <li>- Evaluate APKN</li> </ul>	BCPR/BDP/ Agora/National Parliaments			USD 299,000
		<p><b>Activity Result 3.2: Maintain a fully functioning and supported Arabic version of Agora web portal for parliamentary development</b></p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> <li>- Identify Arabic facilitator for Agora</li> <li>- Develop new knowledge modules and e-discussions in Arabic</li> <li>- Facilitate virtual networks (1.5 &amp; 2.5)</li> </ul>	Agora			USD 312,000
<b>Output 3 Sub-Total Costing</b>						USD 611,000

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBILITY/ PARTNERS	Timing (Yr) & Indicators		INPUTS (US\$)
				1	2 <sup>4</sup>	
<b>Output 4: Women and youth in four countries in the Arab Region have the skills and support to work effectively within and with political parties and parliament</b>						
<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Women underrepresented in parliament and political leadership in the Arab Region</li> <li>- Youth and women underrepresented in political parties in the region</li> </ul> <p><b>Performance Indicator:</b></p> <ul style="list-style-type: none"> <li>- Women assume leadership roles within select parliaments</li> <li>- Women and youth assume leadership roles in parties within select countries and Youth are encouraged to engage within parties</li> </ul> <p><b>Outcome Indicator:</b></p> <ul style="list-style-type: none"> <li>- Women's multi-party groups established within select parliaments</li> <li>- Internal regulations of parties revised to promote greater role for women and youth</li> </ul>	<p><b>Targets:</b></p> <p><b>2012:</b></p> <ul style="list-style-type: none"> <li>- <i>Launch of advisory services to promote women's multi-party groups in 4 parliaments</i></li> <li>- <i>Internal regulations reviewed with regard to impact on role of women and youth (in coordination with 1.</i></li> </ul> <p><b>2013:</b></p> <ul style="list-style-type: none"> <li>- <i>Women's Multi-party group institutionalised</i></li> <li>- <i>Internal regulations revised in 4 countries</i></li> </ul>	<p><b>Activity Result 4.1: Establish procedures and institutions within parliament that enhance the capacity of women deputies to participate</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>- Establish, where feasible, women's multi-party groups in four parliaments</li> <li>- Provide capacity support and development to women's multi-party groups</li> <li>- Support women's groups in developing amendments to parliamentary legal framework</li> <li>- Promote introduction of amendments to legal framework in four countries</li> <li>- Promote with PGs identification of key roles for women within PGs</li> </ul>	BDP/BCPR/COs/ Parliamentary Groups National Parliaments	X  X  X X	   X	USD 169,000
<p><b>Sources:</b> Party internal regulations; Parliamentary records; media reports</p>		<p><b>Activity Result 4.2: Support the review and revision of internal party regulations and provide support to members to promote a greater leadership role for women</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>- Assessments conducted on parties in four countries</li> </ul>	BDP/BCPR/COs/ National Political Parties	X		USD 208,000

<i>INTENDED OUTPUTS, BASELINE &amp; INDICATORS</i>	<i>OUTPUT TARGETS FOR (YEARS)</i>	<i>INDICATIVE ACTIVITIES</i>	<i>RESPONSIBILITY/ PARTNERS</i>	<i>Timing (Yr) &amp; Indicators</i>		<i>INPUTS (US\$)</i>
				<i>1</i>	<i>2<sup>4</sup></i>	
		<ul style="list-style-type: none"> <li>- Internal regulations of parties are reviewed and assessed to reflect international best practices</li> <li>- Promote voluntary party adoption of more women in leadership posts, including candidates</li> <li>- Promote revision of party internal regulations based on best practices and working group solutions</li> </ul>		X	X	
					X	
					X	

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBILITY/ PARTNERS	Timing (Yr) & Indicators		INPUTS (US\$)
				1	2 <sup>4</sup>	
		<p><b>Activity 4.3: Establish iKNOW Politics as a resource in the region to engage women in the political process</b></p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>- Maintain Arabic version of iKNOW Politics</li> <li>- Develop new knowledge materials and e-discussions in Arabic</li> <li>- Evaluate Arabic version of iKNOW Politics</li> </ul>	BDP/BCPR/ iKNOW Politics National Political Parties	X X	X X X	USD 107,900
		<p><b>Activity Result 4.4: Support the review and revision of internal party regulations and provide support to members to promote a greater leadership role for youth</b></p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>- Assessments conducted on party internal regulations in four countries to determine context and capacity for youth in political parties</li> <li>- Promote voluntary party adoption of more youth in leadership posts, including candidates</li> <li>- Promote revision of party internal regulations based on best practices</li> </ul>	BDP/BCPR/ National Political Parties	X X	X X	182,000
<b>Output 4 Sub-Total Costing</b>						USD 679,900
<b>TOTAL (Excluding GMS)</b>						USD 3,506,100



<i>INTENDED OUTPUTS, BASELINE &amp; INDICATORS</i>	<i>OUTPUT TARGETS FOR (YEARS)</i>	<i>INDICATIVE ACTIVITIES</i>	<i>RESPONSIBILITY/ PARTNERS</i>	<i>Timing (Yr) &amp; Indicators</i>		<i>INPUTS (US\$)</i>
				<i>1</i>	<i>2<sup>4</sup></i>	
					<b>GMS</b>	USD 263,900
					<b>TOTAL (including GMS)</b>	USD 3,770,000

## IV. ANNUAL WORK PLAN

YEAR: 2012

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)	
<p><b>Output 1: Four national parliaments in the Arab Region have the legal framework and structured parliamentary groups to engage all citizens and to avoid conflict</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Parliamentary internal regulations in the region do not meet international standards</li> <li>- Parliamentary groups are not structured and are not engaging citizens</li> <li>- Parliamentarians and committees conduct few public consultations</li> <li>- Limited exchanges between parliaments in the region</li> </ul> <p><b>Performance Indicators:</b></p> <ul style="list-style-type: none"> <li>- Internal regulations aligned with best practices</li> <li>- # of consultation by Parliamentary committees of citizens and CSOs</li> <li>- Parliamentary groups work within parliament to resolve disputes</li> <li>- Best practices recognized and shared by parliaments in the region</li> </ul> <p><b>Outcome Indicators:</b></p> <ul style="list-style-type: none"> <li>- Parliamentary internal</li> </ul>	<p><b>Activity Result 1.1: Political and technical assessments of seven parliaments in the region and the identification of four partner parliaments for capacity support</b></p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>- Desk review of relevant documents for seven countries</li> <li>- Methodology finalized for PEA and self-assessment tool</li> <li>- Conduct missions in 7 countries</li> <li>- Produce report rationalizing four countries for support</li> </ul>					BDP/BCPR/CO National parliaments	00061	71600	104000	
	X	X					BDP/BCPR/CO National parliaments	00061	71200	91000
	<p><b>Activity Result 1.2: Promote and support the review and revision of internal parliamentary regulations to reflect the need for citizen engagement. Inclusiveness and conflict prevention</b></p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>- Through advisory services, Internal regulations of parliaments are reviewed and assessed to reflect international best practices</li> <li>- Promote recommendations for revision to rules through advisory services</li> <li>- Support revision of rules by team</li> <li>- Evaluate changes</li> </ul>						BCPR/BDP/CO National parliaments	00061	71600	52000
				X	X		BCPR/BDP/CO Parliamentary groups	00061	61300	91000

<p>regulations institutionalize public consultations</p> <p><b>Targets (2012):</b></p> <p>-On the basis of scoping missions, internal parliament regulations reviewed in selected 4 countries</p> <p>- Advisory services provided to parliamentary groups in 4 selected countries</p> <p>- At least one parliamentary committee in each parliament has conducted public consultations</p> <p>- Identification of best practices in the region</p>	<p><b>Activity Result 1.3: Support parliamentary groups in parliament to ensure the operations and work is structured to be consultative with all citizens, including marginalized groups, and promotes the peaceful resolution of conflicts and consensus building</b></p>					BCPR/BDP/CO	00061	71600	26000	
	<p><b>Activity Actions:</b></p> <p>- Conduct needs assessment of parliamentary groups (PGs)</p> <p>- Develop action plans for PGs to build capacity</p> <p>- Support PG – citizen consultations</p> <p>- Promote dialogue between PGs in each country</p> <p>- Support structuring of PG work</p>			X	X		BCPR/BDP/CO	00061	71200	65000
							BCPR/BDP/CO	00061	61300	52000
	<p><b>Activity Result 1.4: Provision of technical advice to parliaments and parliamentary groups in the Arab Region on a timely basis</b></p>						BCPR/BDP/CO	00061	71600	26000
	<p><b>Activity Actions:</b></p> <p>- Identification of regional technical adviser</p> <p>- Support the establishment of medium to long-term CO technical capacity, where required</p> <p>- Develop and maintain of Arab expert roster for parliamentary and party development</p> <p>- Provide technical advice on a demand basis to parliaments and COs</p>			X	X		BCPR/BDP/CO	00061	71200	91000
							BCPR/BDP/CO	00061	61300	26000
	<p><b>Activity Result 1.5: Support the exchange of information and knowledge between parliamentarians and</b></p>			X	X		BCPR/BDP/CO	00061	71600	26000

	<p><b>parliamentary staff in four designated countries</b></p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>- Establish and maintain virtual network of MPs amongst four selected countries</li> <li>- Establish and maintain virtual network of parliamentary staff from four selected countries</li> <li>- Conduct workshops on best practices between MPs and staff in four selected countries</li> </ul>						00061	74210	19500	
							00061	71200	39000	
<p><b>OUTPUT 2: Political Parties in four Arab States are inclusive, promote a peaceful transition to democracy and are consultative</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Party legislation in region does not meet international standards</li> <li>- Parties have limited role in conflict prevention</li> <li>- Role of youth and women in political parties is limited</li> <li>- Limited exchanges between political party leaders in the region</li> </ul> <p><b>Performance Indicator</b></p> <ul style="list-style-type: none"> <li>- Number of amendments to political party legislation, or new law drafted</li> <li>- Number of multi-party dialogue on CPR issues and on-going disputes</li> <li>- Parties seek input from citizens (with focus on women and youth)</li> <li>- Number of exchanges between party leaders</li> </ul> <p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>- Party internal regulations assessed and revised</li> </ul>	<p><b>Activity Result 2.1: Political and technical assessments of seven countries' political parties and the identification of four countries for capacity support to political parties</b></p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>- Desk review of relevant documents for seven countries</li> <li>- Conduct missions <ul style="list-style-type: none"> <li>- Produce report rationalizing four countries for support</li> </ul> </li> </ul>		X	X	X	BCPR/BDP/CO National Political Parties	00061	71600	26000	
							00061	71200	26000	
							00061	72445	13000	
		<p><b>Activity Result 2.2: Promote and support the review and revision of national legal frameworks and party internal regulations to reflect the need for citizen engagement and inclusiveness</b></p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>- Assessments conducted on party internal regulations in four countries to measure against best practices</li> <li>- Internal regulations of parties are revised to reflect international best practices</li> <li>- Evaluate changes</li> </ul>				X	BCPR/BDP/CO National Political Parties	00061	71200	65000
							00061	71600	52000	
							00061	61300	143000	
		<p><b>Activity Result 2.3: Support multi-party dialogues through the electoral cycle as a means of conflict prevention and to</b></p>				X	BCPR/BDP/CO National Political Parties	00061	71600	45500

<ul style="list-style-type: none"> <li>- Multi-party dialogues institutionalized</li> <li>- Number of women and youth in parties</li> <li>- Exchange of best practices institutionalized</li> </ul> <p><b>Targets 2012:</b></p> <ul style="list-style-type: none"> <li>- Through political assessments in seven countries, party legislation reviewed in 4 countries to meet international standards</li> <li>- Party internal regulations assessed with a CPR lens and Multi-party dialogues commenced</li> <li>- Dialogue fora established with citizens in 4 countries</li> <li>- Creation of channel for dialogue</li> </ul>	<p><b>build state-citizen relations</b></p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>- Establish and maintain multi-party dialogue fora in four selected countries</li> <li>- Provide on-demand knowledge and information to support dialogues</li> <li>- Support electoral reform issues through dialogue fora</li> </ul>					Parties	00061	74210	32500	
								00061	61300	58500
								00061	71200	58500
		<p><b>Activity Result 2.4: Provision of technical advice to political parties in the Arab Region on a timely basis</b></p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>- Identification of regional technical adviser (Same post as in 1.4)</li> <li>- Support the establishment of medium to long-term CO technical capacity, where required</li> <li>- Develop and maintain of Arab expert roster for parliamentary and party development</li> <li>- Provide technical advice on a demand basis to parliaments and Cos</li> </ul>						00061	61300	58500
								00061	71600	26000
			x	x	x		BCPR/BDP/CO National Political Parties	00061	71200	26000
								00061	73105	6500
		<p><b>Activity Result 2.5: Support the exchange of knowledge and information between political party leaders and staff from four selected countries</b></p> <p><b>Activity Action:</b></p> <ul style="list-style-type: none"> <li>- Establish and maintain virtual network of political party leaders amongst four selected countries</li> <li>- Conduct workshops on best practices between MPs and staff in four selected countries</li> </ul>						00061	71600	32500
								00061	71200	32500
								00061	61305	45500

<p><b>Output 3: Virtual Networks of parliaments are established to enable peer-to-peer exchange of information</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Limited content in Arabic with regard to parliamentary development</li> <li>- Limited exchange of knowledge between parliaments in the region</li> </ul> <p><b>Performance Indicators</b></p> <ul style="list-style-type: none"> <li>- Parliaments have access to peer-to-peer advice and information in Arabic through AGORA</li> <li>- Number of queries and responses to Parliamentarians through the network of peers</li> </ul> <p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>- Arabic version of Agora</li> <li>- Virtual knowledge network for parliaments is established</li> </ul> <p><b>Target 2012:</b></p> <ul style="list-style-type: none"> <li>- Agora Arabic network developed and maintained</li> <li>- Virtual parliamentary knowledge network developed</li> </ul>	<p><b>Activity Result 3.1: Development of a permanent virtual network of peer-to-peer knowledge sharing amongst parliamentarians and senior parliamentary staff</b></p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>- Develop and promote concept of Arab Parliamentary Knowledge Network</li> <li>- Establish structure for APKN <ul style="list-style-type: none"> <li>o Experts</li> <li>o Steering committee</li> <li>o SoPs</li> </ul> </li> <li>- Maintain APKN</li> <li>- Evaluate APKN</li> </ul>			X	X	BCPR/BDP/ Agora/National Parliaments	00061	71200	19500
							00061	72445	45500
							00061	72100	58500
							00061	74210	26000
							00061	61305	110500
<p><b>Activity Result 3.2: Maintain a fully functioning and supported Arabic version of Agora web portal for parliamentary development</b></p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>- Identify Arabic facilitator for Agora</li> <li>- Develop new knowledge modules and e-discussions in Arabic</li> <li>- Facilitate virtual networks (1.5 &amp; 2.5)</li> </ul>				X	X	Agora	00061	71200	45500
							00061	72445	45500
							00061	74210	45500
							00061	61305	97500
<p><b>Output 4: Women and youth in four countries in the Arab Region have the skills and support to work effectively within and with political parties and parliament</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Women underrepresented in parliament and political leadership in the Arab Region</li> </ul>	<p><b>Activity Result 4.1: Establish procedures and institutions within parliament that enhance the capacity of women deputies to participate</b></p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>- Establish, where feasible, women's multi-party groups in four parliaments</li> </ul>			X	X	BDP/BCPR/COs/ Parliamentary Groups National Parliaments	00061	71200	52000
							00061	71600	39000

<p>- Youth and women underrepresented in political parties in the region</p> <p><b>Performance Indicator:</b></p> <p>- Women assume leadership roles within select parliaments</p> <p>- Women and youth assume leadership roles in parties within select countries and Youth are encouraged to engage within parties</p>	<p>- Provide capacity support and development to women's multi-party groups</p> <p>- Support women's groups in developing amendments to parliamentary legal framework</p> <p>- Promote introduction of amendments to legal framework in four countries</p> <p>- Promote with PGs identification of key roles for women within PGs</p>						00061	74210	19500
<p><b>Outcome Indicator:</b></p> <p>- Women's multi-party groups established within select parliaments</p> <p>- Internal regulations of parties revised to promote greater role for women and youth</p> <p><b>Targets 2012:</b></p> <p>-Launch of advisory services to promote women's multi-party groups in 4 parliaments</p> <p>- Internal regulations reviewed with regard to impact on role of women and youth (in coordination with 1.</p>	<p><b>Activity Result 4.2: Support the review and revision of internal party regulations and provide support to members to promote a greater leadership role for women</b></p> <p><b>Activity Actions:</b></p> <p>- Assessments conducted on parties in four countries</p> <p>- Internal regulations of parties are reviewed and assessed to reflect international best practices</p> <p>- Promote voluntary party adoption of more women in leadership posts, including candidates</p> <p>- Promote revision of party internal regulations based on best practices and working group solutions</p>			x	x	BDP/BCPR	00061	71600	32500
							00061	71200	45500
							00061	72445	39000
	<p><b>Activity 4.3: Establish iKNOW Politics as a resource in the region to engage women in the political process</b></p> <p><b>Activity Action:</b></p> <p>- Maintain Arabic version of iKNOW Politics</p> <p>- Develop new knowledge materials and e-discussions in Arabic</p> <p>- Evaluate Arabic version of iKNOW Politics</p>			x	x	BDP/BCPR/ iKNOW Politics National Political Parties	00061	71600	26000
							00061	71200	32500
							00061	72445	19500

<p><b>Activity Result 4.4: Support the review and revision of internal party regulations and provide support to members to promote a greater leadership role for youth</b></p> <p><b>Activity Action:</b></p> <ul style="list-style-type: none"> <li>- Assessments conducted on party internal regulations in four countries to determine context and capacity for youth in political parties</li> <li>- Promote voluntary party adoption of more youth in leadership posts, including candidates</li> <li>- Promote revision of party internal regulations based on best practices</li> </ul>							00061	71200	52000	
							00061	71600	39000	
							00061	74210	19500	
							00061	72454	19500	
<b>TOTAL (AWP 2012)</b>										<b>2,385,500</b>



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## V. MANAGEMENT ARRANGEMENTS

### 1. Project Organization Structure

The DG Practice Director will act as the Project Executive's Chairperson. The project's executive role will be:

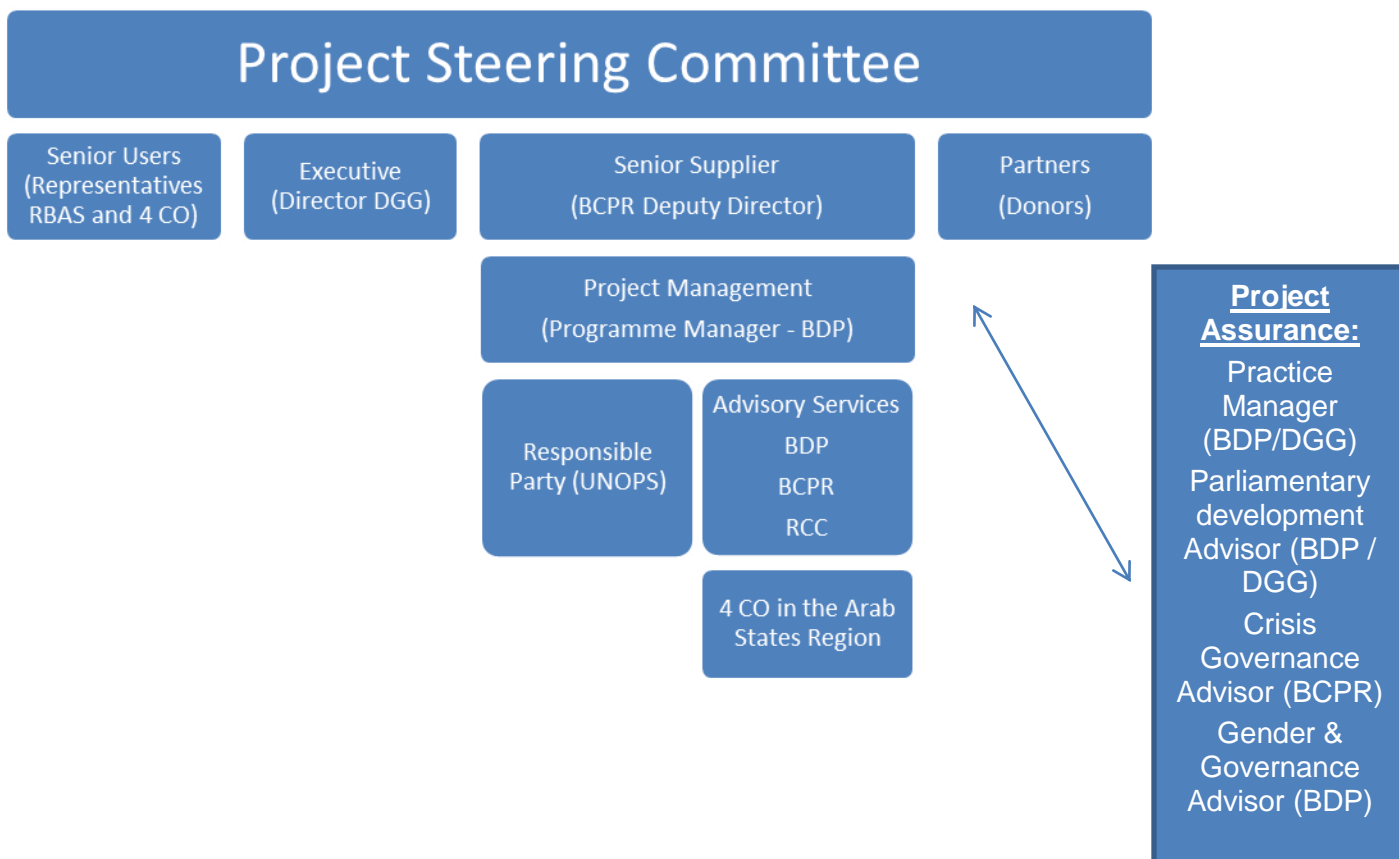
1) Ownership of the project's business case; 2) Overall direction and guidance for the project; 3) Responsible for chairing Project Steering Committee meetings and reviews; 4) Managing project risk; 5) Reviewing exception reports and plans; and 6) Delivery of project results and objectives.

The Project Steering Committee also includes both a senior user and a senior supplier. The **Senior Users** of the Project Steering Committee will be the representatives with the Regional Bureau for Arab States (RBAS) and representatives from BDP gender team as women's political empowerment issues cut across all activities. The Senior Users have the following responsibilities: 1) Ownership of the project from a user viewpoint (beneficiary, stakeholder); 2) Approval of User Specifications for deliverables; 3) Attendance at Project Steering Committee meetings and reviews; 4) Prioritization of project issues; 5) Reviewing exception reports and exception plans; and 6) Recommend any action on changes.

The **Senior Supplier** will be the BCPR director. The Senior Supplier has the following responsibilities: 1) Ownership of the project from a supplier viewpoint; 2) Approval of functional specifications for project deliverables; 3) Attendance at Project Steering Committee meetings and reviews; 4) Prioritization of project issues; 5) Reviewing exception reports and exception plans; and 6) Recommending any action on changes.

**Project Assurance** will be the responsibility of the Practice Manager of the Democratic Governance Group, the DGG Parliamentary Development Advisor and BCPR Crisis Governance Advisor. The project assurance role includes: 1) Assurance that the project adheres to the business case, on behalf of the executive; 2) Assurance that the project is consistent with, and helps support, the UNDP Service Delivery Platform for parliamentary development (with the support of the Parliamentary Strengthening Advisor); 3) Monitors compliance with user needs and expectations (on behalf of the Senior User); 4) Attends Project Steering Committee meetings and reviews; 5) Also provides supplier assurance (carried out by spot-check/audit of deliverables and outputs); 6) Ensures the technical quality of the outputs through a review of products and deliverables.

**Project Management** is the responsibility of the Programme Manager. The Programme Manager is responsible for: 1) The day-to-day management of the project; 2) Planning, monitoring and control; 3) Reporting on progress to the Project Steering Committee and the donors, and to the Parliamentary Development Policy Advisor in terms of assuring programme quality; 4) Overall management of the programme management of the regional programme managers and the global component (AGORA and IKP); 5) Coordinating with the management in the country offices regarding management implementation of national activities; 6) Ensuring delivery of project deliverables; and 7) Contributing to resource mobilization.



**Project Implementation** will be directed from UNDP HQ where BCPR and BDP (DGG) maintain the senior staff to guide the project and ensure delivery of results. As the work envisaged in this project is highly technical, innovative and politically sensitive – especially the work with political parties – the need to maintain quality assurance and adherence to UNDP policies is crucial. Such assurance can only be achieved if the project is managed from HQ. Therefore, the project will be implemented as a component of the **Global Programme for Parliamentary Strengthening (GPPS)** (Phase III) and is a continuation of the implementation modality that was used for the first phase of the joint BCPR and BDP work in this field and in this region.

However, a majority of the funds allocated for this project will be for country-level activities. Up to 50 % of the project budget (after GMS) will be allocated to the selected country offices . Once the seven countries designated in the project have received scoping missions to determine the viability of working with the parliament and political parties in those countries, the project will identify four of those countries for technical support. Detailed work plans will be developed with each of the four designated Country Offices and funds will be allocated from the project management team to the Country Offices to implement the activities and outputs that can and are best delivered from the Country Office<sup>5</sup>. The work plans will earmark funds for HQ / RCC advisory services and technical backstopping.

<sup>5</sup> From previous experiences of both BCPR and BDP (DGG), the allocation of funds to COs is best managed with the technical support required to deliver outputs.

Direction from HQ will also ensure both Central Bureaux have access to senior staff of the Regional Bureau for the Arab States (RBAS). In addition to the direct work with Country Offices noted above, BCPR and BDP (DGG) will engage RBAS on a monthly basis with the following objectives of such engagement:

- Pre-assessment mission briefings and consultations;
- Identification of the four priority countries for support;
- Updates on the current status on the political institutions in designated countries;
- Exchange of information on the general political situation in the four designated countries;
- Summary of activities recently conducted;
- Exchange of ideas and advice with regard to upcoming missions, activities and outputs; and
- Exchange of information and advice on project implementation generally.

Less formal exchanges will occur on a day-to-day basis with RBAS country focal points, based on need, and with the sharing of BTORs; however, the monthly, formal exchanges will ensure the implementation of the project is aligned with the objectives and priorities of RBAS.

In addition to regular coordination, BCPR, BDP and RBAS will discuss on a demand basis the potential for the expansion of the project to other countries in the Arab region. This will include the development of proposals and/or the resource mobilizing to include other countries where a democratic transition is occurring.

## **2. Project implementation**

In line with the Global Programme for Parliamentary Strengthening III, this project will be DIM executed with UNOPS as responsible party on the basis of agreed annual work plans and will be implemented within the framework agreement between UNDP and UNOPS for project implementation. UNOPS will provide financial, administrative and operational support services for the duration of the project. Nevertheless, allocations for the selected four country offices will be processed through 4 GLJE by UNDP / BDP and the human resources component (recruitment of two FTA) will be implemented by UNDP.

## **3. Reporting**

In accordance with UNDP accounting and reporting procedures, the following monitoring reports will be prepared by UNDP for review and clearance by UNDP and cost-sharing partners:

- Semi-annual progress reports, to be submitted to the cost sharing partner(s) each year in January and July. The report shall describe the Program activities and results, and outline the rate of implementation of planned activities. The report shall also contain an interim financial report. The January report will include, aside from an activity and results matrix, a detailed narrative of all of the program's work, while the July report will limit the narrative to the highlights and the activities and results matrix with the financial report.
- An annual report of income and expenditures certified by the comptroller of UNDP. The report shall show the status of programme income and expenditures at the end of each year and shall be submitted to the Project Board and the donor(s) within the first six months of the year immediately following.
- UNOPS shall provide quarterly expenditure reports to UNDP, year-end financial expenditure reports as certified by the UNOPS Comptroller and relevant financial information as required to facilitate preparation of the above-mentioned donor reports.
- In addition, a "risk log" shall be activated (see annex) and shall be updated by reviewing the external or internal environment that may affect the project implementation.
- A project "lessons learned" log shall be activated and regularly updated to ensure ongoing learning and adaptation within the organization, and to facilitate the preparation of the lessons learned report at the end of

the project. UNDP welcomes representatives of the cost-sharing partner(s) to participate in project reviews and evaluations, and visit any of the program activities.

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## MONITORING FRAMEWORK AND EVALUATION

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

### Within the annual cycle:

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

### Annually:

- **Annual Review Report:** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review:** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

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## VI. ANNEXES

<b>Risk Analysis:</b>	See the attached Risk Log
<b>Job Descriptions:</b>	See attached Programme Manager and Technical Adviser Posts

## Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	<b>Lack of political will to undergo democratic reforms in selected countries</b>	Programme duration	Political	P=3 I=5	The programme will ensure that the identification of pilot country activities are discussed from an early stage and political economy analysis will help select the 4 to maximum 5 countries where activities will be feasible and sustainable	Programme manager			
2	<b>Structural weaknesses of the parliament in less stable countries</b>	Programme inception	Political	P = 3 I=4	The scoping missions will map risks associated with engaging with political institutions and related consequences during transition periods				
3	<b>Fluidity of political parties in select countries</b>	Programme inception	Political	P=3 I=4	On the basis of CO analysis, and scoping missions, the programme will identify the best strategy to engage with select parties outside parliaments and support multi-party dialogue. The scoping missions will further support CO to develop medium-term				

					strategies of engagement with parties				
4	<b>Security: limits to ability to implement</b>	Programme Duration	Security	P = 3 I = 4	<p>The programme will make use of data and political analysis through multiple sources to assess the risk and act on or change implementation plans accordingly as part of regular monitoring;</p> <p>Where security makes it impossible to undertake planned, the programme can shift its focus to another focus country, if demand and political will are confirmed in the other selected country.</p>	Programme manager			
5	<b>Emerging needs, new requests or programmatic opportunities (e.g. Constitution making process in new country, democratic opening, etc...)</b>	Programme implementation	Strategic	<p>As context determines UNDP's response in the urgent, new needs, requests or opportunities may arise, depending on the political context</p> <p>P = 2 I = 3</p>	Programmatic flexibility, identifying human resources and new funding opportunities	Programme manager			
6	<b>Institutional: lack of technical</b>	Programme implementation	Institutional	Affects programme implementation	Substantive backstopping will be provided to	Programme manager			

	<b>capacities in country offices</b>			P:3 I:3	the selected CO through both BDP and BCPR to support the implementation of activities. Detachment could also be suggested to beef up capacity at CO level.				
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## UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

### I. Position Information

Job Code Title: **Programme Manager**

Position Number:

Department: BDP/DGG

Reports to: Democratic Governance Practice Team Leader

Position Status: Non-rotational (*Rotational/non-Rotational*)

Grade: P4

Approved Grade:

Position Classified by:

Classification Approved by:

### II. ORGANIZATIONAL CONTEXT

UNDP's Democratic Governance Group (DGG) is focusing on enhancing the capacity of the state to make it more responsive, capable, and inclusive. The genuine participation of all citizens in political processes is a cornerstone of democratic governance. UNDP fosters inclusive participation and civic engagement, placing high priority on under-represented segments of society such as the poor, women, indigenous peoples and minorities. Vibrant and vigorous democracies are developed and sustained through inclusive participation, which also advances achievement of the Millennium Development Goals (MDGs). The presence of an effective parliamentary institution is strongly correlated with the existence of a viable democracy and an open society. Parliaments are fundamental to representing the people's will, establishing the rule of law, protecting human rights, overseeing transparent governance processes, and ensuring compliance with international obligations. UNDP provides technical assistance to more than 70 parliaments around the world in their efforts to: build the capacity of legislators and technical staff; promote institutional reform, political dialogue and conflict prevention ; strengthen parliaments' relationships with the executive and judiciary branches of government and with civil society; improve access to parliamentary information for the population and the media, and enhance the effectiveness of women's role and participation among parliaments through internal reforms and exchanges.

UNDP's parliamentary development portfolio comprises activities rooted at the global, regional and national levels. Strategic support to national parliaments, promoting inclusive and participative political institutions and engaging parliaments on key MDG's and crisis prevention issues are at the core of UNDP's activities, with a dedicated focus on women and youth. At the regional level, UNDP supports parliamentary working groups to develop new avenues for dialogue on sensitive topics and agree on regional benchmarks. Globally, web-based social networks invite the exchange of information and ideas. Two cutting-edge tools are iKNOW Politics ([www.iknowpolitics.org](http://www.iknowpolitics.org)) for the political empowerment of women and Agora ([www.agora-parl.org](http://www.agora-parl.org)), the portal for parliamentary development. UNDP also works with its partners to develop regional and global benchmarks for democratic parliaments and to create cutting-edge knowledge products on parliamentary development.

Among the vehicles that UNDP uses to support its parliamentary development activities is the Inclusive and Participative Political Institutions in Select Arab States, which includes a range of activities at the global and select countries within the Arab Region.



Political parties and parliaments are important actors in a transition to democracy, to prevent conflict and to address fragility; they play a particularly critical role in rebuilding trust and reconnecting citizen's - state society relationship in such environments, therefore supporting political settlements and reducing the potential for renewed conflict. The fall of the different regimes in the Arab region has proven that population's inclusive participation in decision making processes through inclusive and effective democratic institutions to be essential, even when economic development seems to be strong but unfortunately not shared with the (entire) population.

There is clearly a need for more inclusiveness in the work of parliaments and political parties as democratic institutions, a need to strengthen the representativeness of the assemblies as well as a necessity to rebuild citizens' trust in state institutions and their ability to improve citizens' lives. Engaging with parliaments and political parties on a neutral manner will help foster inclusive political and economic participation and rebuild resilient state-society relations and prevent conflict. The Inclusive and Participative Political Institutions in Select Arab States Project is seen as a new approach to UNDP's work on political process reform through an integrated approach to support to parliaments and political parties in select Arab States through joint support from BDP / DGG parliamentary development team and the BCPR crisis & governance team. . The outputs will meet important milestones for parliaments and political parties that have the structure, legal framework and capacity to engage all citizens in the political process and are able to be positive actors in preventing conflict.

In four select Arab States, the Inclusive and Participative Political Institutions in Select Arab States Project aims to (i) support the establishment of parliamentary internal regulations and parliamentary groups that promote inclusiveness and citizen participation; (ii) work with political parties to create legal frameworks that promote citizen participation; (iii) provide virtual knowledge support through online expert peer-to-peer networks and a dedicated Arab language social media site for parties and parliaments; and (iv) empower women and youth to become active leaders within political parties.

This project will be implemented jointly by the Democratic Governance Group of BDP and the Governance Unit of the BCPR within UNDP.

### III. FUNCTIONS / KEY RESULTS EXPECTED

1. Ensure coherence and effective implementation of all parliamentary development programmes implemented from NY (Global Programme for Parliamentary Strengthening, the "Parliamentary Action for Renewable Energy" project and the Inclusive and Participative Political Institutions in Select Arab States)
  - ✓ Coordinate timely delivery of high quality programme and reporting to donors, and supervise the implementation of activities by the project staff, partners and consultants;
  - ✓ Provide oversight, close guidance and direction to ensure strategic focus, result orientation and effectiveness and efficiency of the overall parliamentary development portfolio with dedicated focus on activities related to parliamentary development and crisis governance;
  - ✓ Oversee budget management including tracking budget performance and monitoring to regularly update and inform programme delivery;
  - ✓ Develop annual workplans, TORs, concept notes, requests for quotations to implement activities activities.
  - ✓ Manage the Inclusive and Participative Political Institutions in Select Arab States Project. In collaboration with the lead Parliamentary Development Adviser based in NY, serve in the Management Team of the project and ensure responsibility for the overall design, management, implementation, monitoring and reporting of the

programme components. In particular:

- ✓ Assume, in close coordination with the lead Parliamentary Development Advisor, responsibility for the overall programming, management, and implementation of all components of the Global Programme for Parliamentary Strengthening (GPPS):
  - Conceptualize and provide strategic guidance.
  - Formulate and design project components and their implementation strategy.
  - Prepare project work plans and budgets.
  - Prepare TOR for all project staff, consultants, sub-contractors.
  - Prepare aide memoires, conference agenda's and other strategic tools to guide project activities.
  - Liaise with appropriate partners in UNDP Country Offices, Regional Bureau's and cooperating organizations to manage the political risk of strategic interventions and ensure smooth project implementation

2. Ensure the smooth and quality implementation of all aspects of the Inclusive and Participative Political Institutions in Select Arab States:

- Supervise a team of staff implementing the project: a technical coordinators and consultants/advisers in for the select countries in the Arab Region; consultants working on global initiatives
- Prepare terms of reference, and oversee the recruitment and selection of subcontractors and project consultants.
- Monitor staff performance to ensure that the technical quality of outputs meet the requirements of the project.
- Provide strategic direction, substantive and technical guidance and coordination of all staff and implementing partner activities.
- Advise and undertake technical reviews and scoping missions to participating countries to formulate, review and monitor capacity development projects to be implemented under the project.
- Design and organize global conferences and seminars on parliamentary development and represent the project in such events organized by other partners
- Disseminate to the wider UNDP Democratic Governance Practice and beyond lessons learned, tools and other material developed by the project at national, regional and global levels.
- Actively promote gender mainstreaming and women's political empowerment in the project

3. **Facilitate policy development, knowledge management and coordination** in parliamentary development.

Functions also include actively **supporting knowledge sharing through inputs to comparative experiences and lessons learnt** on regional and global levels and participation in relevant fora. In addition, the adviser will also **support the development of UNDP tool kits in areas related to his/her expertise**. In doing so, he/she will be gathering and communicating lessons learned from experience; partnering with other specialists/advisors, consultants and institutions in the Regional Service Centers, the region, at headquarters and elsewhere. Including:

- Provide technical support to the Lead Parliamentary Advisor in reporting to the Office of the Administrator, the Secretary General or other UN bodies on Parliamentary Strengthening trends and issues
- Develop strategic partnerships with global and regional networks of parliamentarians through the implementation of the project
- Comment on and contribute to knowledge products developed by BDP on parliamentary development
- Provide substantive support to non-project activities of UNDP as and when requested by the Lead Parliamentary Development Advisor or DGG Practice Director
- Support the effective implementation of communications strategies and provide inputs for newsletter, community of practice, TEAMWORKS;
- Ensure that best practices and lessons emerging from the parliamentary development projects are shared across regions, within the organization and with other relevant partners;
- Create and facilitate communities of practice for programmes in order to ensure cross-regional communication

and learning;

- Document lessons learned and case studies related to parliamentary development;
- Ensure adequate knowledge sharing through AGORA ([www.agora-parl.org](http://www.agora-parl.org)), iKNOW politics ([www.iknowpolitics.org](http://www.iknowpolitics.org)), TEAMWORKS and UNDP website in close collaboration with the UNDP Communications teams.

4. Play a **strong advocacy role in fostering democratic governance for development** with a view to deepening political commitment and reforms in this area, including partnership building and resource mobilization. Including:

- Represent the project vis-à-vis UNDP Resident Representatives, Speakers of Parliament, Secretary Generals of Parliament, academia, donor governments and other international development agencies.
- Present the project and its activities in parliamentary conferences and other such international events.
- Liaise and work with donor agencies to mobilize additional resources for the project work
- Support the parliamentary development Advisor in backstopping and liaising on partnership building, including inter-agency related work;
- Represent the parliamentary development team in internal and external policy development forum (donor consultation mechanisms, international and regional conferences,...).
- Facilitate building/strengthening networks of institutions, practitioners and experts in the area of parliamentary development;
- Coordinate global and regional workshops and other global events relevant to parliamentary development;

5. Other related duties, as required.

#### **IV. COMPETENCIES**

##### **CORE VALUES / GUIDING PRINCIPLES:**

- Integrity: Demonstrating consistency in upholding and promoting the values of UNDP in actions and decisions, in line with the UN Code of Conduct;
- Cultural Sensitivity/Valuing diversity: Demonstrating an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrating an international outlook, appreciating differences in values and learning from cultural diversity.

##### **CORPORATE COMPETENCIES**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP and the UN;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism

##### **FUNCTIONAL COMPETENCIES**

###### **Technical/Functional:**

- Substantive knowledge and understanding of parliamentary development as well as more broadly, inclusive participation, with an emphasis on the provision of coordinated support and management of strategic programmes to advance parliamentary development;
- Substantive knowledge and experience in management of rights based programmes;
- Ability to carry out research, to contribute to the formulation of policies, procedures and guidelines
- Management and Leadership:
  - Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
  - Consistently approaches work with energy and a positive, constructive attitude;
  - Demonstrates good oral and written communication skills;
  - Demonstrates openness to change and ability to manage complexities;
  - Leads teams effectively and shows mentoring as well as conflict resolution skills;
  - Demonstrates strong oral and written communication skills.

###### **Knowledge Management and Learning**

- Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example;
- Ability to conduct advocacy, and to support the development of programme communications strategies for sharing good practices and successful strategies;
- Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills.

###### **Development and Operational Effectiveness**

- Ability to lead strategic planning, results-based management and reporting;
- Ability to lead the formulation and monitoring of management projects;
- Solid knowledge of financial and human resources management, contract, asset and procurement, information and communication technology, general administration;
- Ability to lead business processes re-engineering, implementation of new systems (business side), and positively affect staff behavioral/attitudinal change.

#### **V. Recruitment Qualifications**

Education:

Advanced University Degree in relevant social / political sciences, law or related discipline.

- A minimum of seven years of relevant experience in development work and

Experience:	<p>particularly on issues of democratic governance and parliamentary development, with a particular focus on fragility, women’s political empowerment, and accountability mechanisms;</p> <ul style="list-style-type: none"> <li>▪ Experience in programme development, management/coordination, monitoring and evaluation, as well as knowledge management with parliamentary development programmes.</li> <li>▪ Knowledge of UNDP result-based management and UNDP / UNOPS procurement rules</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>▪ Excellent written and spoken English and French; Working ability in a third UN language is an asset</li> </ul>

**VI. Signatures- Post Description Certification**

<i>Incumbent (if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date



**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**JOB DESCRIPTION**

**I. Position Information**

Job Code Title: **Technical Adviser** – Inclusive and Participative Political Institutions in Select Arab States Project  
Position Number:  
Department: BDP/DGG  
Reports to: Programme Manager  
Position Status: Non-rotational (*Rotational/non-Rotational*)

Grade: P4  
Approved Grade:  
Position Classified by:  
Classification Approved by:

**II. ORGANIZATIONAL CONTEXT**

UNDP's Democratic Governance Group (DGG) is focusing on enhancing the capacity of the state to make it more responsive, capable, and inclusive. The genuine participation of all citizens in political processes is a cornerstone of democratic governance. UNDP fosters inclusive participation and civic engagement, placing high priority on under-represented segments of society such as the poor, women, indigenous peoples and minorities. Vibrant and vigorous democracies are developed and sustained through inclusive participation, which also advances achievement of the Millennium Development Goals (MDGs). The presence of an effective parliamentary institution is strongly correlated with the existence of a viable democracy and an open society. Parliaments are fundamental to representing the people's will, establishing the rule of law, protecting human rights, overseeing transparent governance processes, and ensuring compliance with international obligations. UNDP provides technical assistance to more than 70 parliaments around the world in their efforts to: build the capacity of legislators and technical staff; promote institutional reform, political dialogue and conflict prevention ; strengthen parliaments' relationships with the executive and judiciary branches of government and with civil society; improve access to parliamentary information for the population and the media, and enhance the effectiveness of women's role and participation among parliaments through internal reforms and exchanges.

UNDP's parliamentary development portfolio comprises activities rooted at the global, regional and national levels. Strategic support to national parliaments, promoting inclusive and participative political institutions and engaging parliaments on key MDG's and crisis prevention issues are at the core of UNDP's activities, with a dedicated focus on women and youth. At the regional level, UNDP supports parliamentary working groups to develop new avenues for dialogue on sensitive topics and agree on regional benchmarks. Globally, web-based social networks invite the exchange of information and ideas. Two cutting-edge tools are iKNOW Politics ([www.iknowpolitics.org](http://www.iknowpolitics.org)) for the political empowerment of women and Agora ([www.agora-parl.org](http://www.agora-parl.org)), the portal for parliamentary development. UNDP also works with its partners to develop regional and global benchmarks for democratic parliaments and to create cutting-edge knowledge products on parliamentary development.

Among the vehicles that UNDP uses to support its parliamentary development activities is the Inclusive and

Participative Political Institutions in Select Arab States, which includes a range of activities at the global and select countries within the Arab Region.

Political parties and parliaments are important actors in a transition to democracy, to prevent conflict and to address fragility; they play a particularly critical role in rebuilding trust and reconnecting citizen's - state society relationship in such environments, therefore supporting political settlements and reducing the potential for renewed conflict. The fall of the different regimes in the Arab region has proven that population's inclusive participation in decision making processes through inclusive and effective democratic institutions to be essential, even when economic development seems to be strong but unfortunately not shared with the (entire) population.

There is clearly a need for more inclusiveness in the work of parliaments and political parties as democratic institutions, a need to strengthen the representativeness of the assemblies as well as a necessity to rebuild citizens' trust in state institutions and their ability to improve citizens' lives. Engaging with parliaments and political parties on a neutral manner will help foster inclusive political and economic participation and rebuild resilient state-society relations and prevent conflict. The Inclusive and Participative Political Institutions in Select Arab States Project is seen as a new approach to UNDP's work on political process reform through an integrated approach to support to parliaments and political parties in select Arab States through joint support from BDP / DGG parliamentary development team and the BCPR crisis & governance team. . The outputs will meet important milestones for parliaments and political parties that have the structure, legal framework and capacity to engage all citizens in the political process and are able to be positive actors in preventing conflict.

In four select Arab States, the Inclusive and Participative Political Institutions in Select Arab States Project aims to (i) support the establishment of parliamentary internal regulations and parliamentary groups that promote inclusiveness and citizen participation; (ii) work with political parties to create legal frameworks that promote citizen participation; (iii) provide virtual knowledge support through online expert peer-to-peer networks and a dedicated Arab language social media site for parties and parliaments; and (iv) empower women and youth to become active leaders within political parties.

This project will be implemented jointly by the Democratic Governance Group of BDP and the Governance Unit of the BCPR within UNDP.

Under the daily management of the Inclusive and Participative Political Institutions in Select Arab States Programme Manager, and guidance from the Parliamentary Development Adviser (DGG), the DGG Practice Leader in Cairo and the BCPR Senior Advisor (Crisis and Governance), the Technical Adviser will be based in Cairo, Egypt. The post will provide long-term technical advice to national parliaments and political parties in four countries in the Arab Region selected for technical support.

### **III. FUNCTIONS / KEY RESULTS EXPECTED**

#### **1. Support to Country Offices (70 %):**

The technical adviser will provide policy advice and technical assistance to UNDP country offices in select countries in the Arab States and ensure that the highest caliber advisory and consulting services are provided to project-supported programmes in the Arab Region, in close collaboration with the respective parliamentary development and governance and conflict teams, where they exist. Specific duties include providing policy advisory (with inputs from the PD and CPR advisors) and technical services to support the implementation and backstopping of country

programmes on:

- Support to Constituent Assemblies, political parties and women's political participation in the region
- Review of parliamentary internal regulations
- Support multi-party dialogues to promote conflict and crisis resolution
- Promote a greater role for women and youth within political parties
- Conflict prevention and peace-building, including mechanisms for dialogue and reconciliation;
- Building institutional capacities for citizen participation within political parties;
- Strategic planning and reform of legal frameworks including reform of substantive, procedural and institutional legislation;

2. Knowledge development and management (30 %):

- Prepare brochures, publications, press releases for dissemination of UNDP assistance and experience;
- Prepare professional articles and papers;
- Disseminate the information on best practices and be active member of the UNDP global and regional networks;
- Liaise with the DGG and BCPR, Regional Centres Knowledge Management Teams for effective dissemination of knowledge products, lessons learned;
- Liaise with the Parliamentary Development team for sharing news from Political Institutions in the Arab region, lessons learned and key documents on AGORA and Teamworks.

3. Play a **strong advocacy role in fostering democratic governance for development** with a view to deepening political commitment and reforms in this area, including partnership building and resource mobilization. Including:

- Represent the project vis-à-vis UNDP Resident Representatives, Speakers of Parliament, Secretary Generals of Parliament, academia, donor governments and other international development agencies.
- Present the project and its activities in parliamentary conferences and other such international events.
- Liaise and work with donor agencies to mobilize additional resources for the project work

4. Other related duties, as required.

#### IV. COMPETENCIES

- Knowledge and expertise in governance, legislative strengthening and democratization and in particular in strengthening responsive and accountable legislative institutions. The candidate should have significant experience in providing practical advice to policy makers; be able to work well with counterparts in government, civil society, the private sector and the donor community; and know how to contribute to building national capacity for development.
- Strong communication and interpersonal skills, ability to foster networks and partnerships, and good working knowledge of information and computer technology. While representing UNDP views, the candidate should also be able to provide coordination among the UN family of agencies

#### V. Recruitment Qualifications

Advanced University Degree in relevant social / political sciences, law or related



Education:	discipline.
Experience:	<ul style="list-style-type: none"> <li>▪ Minimum seven years specialized experience in international context in governance, parliamentary strengthening and democratization, majority of which must be in parliamentary development and fragile contexts.</li> <li>▪ Strong technical knowledge of the field of parliamentary development, as well as a general knowledge of cross-cutting democratic governance issues that are often addressed through parliamentary development programs.</li> <li>▪ Extensive practical experience in designing, managing, and monitoring parliamentary development programmes in developing countries, preferably also in fragile contexts and with UNDP programmes.</li> <li>▪ Strong networks within the international parliamentary development community, and demonstrated leadership in the field of parliamentary development.</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>▪ Fluency in English and Arabic; knowledge of another UN language an asset.</li> </ul>

**VI. Signatures- Post Description Certification**

Incumbent *(if applicable)*

Name	Signature	Date
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Supervisor

Name / Title	Signature	Date
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Chief Division/Section

Name / Title	Signature	Date
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