



**Government of the Hashemite Kingdom of Jordan**

**United Nations Development Programme**

**Localization of the Millennium Development Goals in the Governorate of Zarqa (JOR/06/001)**

**Brief Description**

The project's goal is to support local governance through formulating participatory Millennium Development Goals (MDGs) - based development plans. The project will contribute to developing a sub-national multi-stakeholder platform for planning which links national priorities with local needs. The project's objectives include awareness-raising of all societal sectors of the MDGs; capacity development of relevant government agencies and civil society organizations on MDG-based policy/programme formulation, implementation and monitoring as well as production of a local MDG report for the Zarqa Governorate. The report will be used as a basis for priority setting at the local level with participation of all stakeholders, including representatives of the people suffering from poverty

## **List of Abbreviations**

AA	Administrative Assistant
AFD	Agence Francaise de Development (French Agency for Development)
CBOs	Community-Based Organizations
C2015	Capacity 2015 Programme for Arab States
CCA	Common Country Assessment
DOS	Department of Statistics
EU	European Union
GTZ	German Agency for Technical Cooperation
HDI	Human Development Index
MDGs	Millennium Development Goals
MoPIC	The Ministry of Planning and International Cooperation
NEX	National Execution
NHDR	National Human Development Report
NPC	National Project Coordinator
PO	Project Officer
UNDAF	United Nations Development Assistance Framework
UNDP	The United Nations Development Programme
UNICEF	United Nations Children's Fund

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## **Section I. Elaboration of the Narrative**

### **Part I. Situation Analysis**

Jordan was one of 189 countries who adopted the Millennium Declaration and committed itself to achieving the Millennium Development Goals (MDGs) by 2015. The MDGs provide a framework for poverty alleviation addressing inadequate incomes, hunger, gender inequality, environmental degradation and lack of education, health care and clean water. In 2004, the Government of Jordan produced its first national MDG report which monitors the progress of MDG's achievement at the National level and enables decision-makers to take appropriate actions to ensure resources are directed towards achieving the goals. Reporting however remains at the national level and would result in formulating actions which focus on achieving the 'aggregate' MDG targets in general, not taking into account the local dimensions. There is an inherent danger that even if the targets are achieved, the inequalities within the country across regions and governorates would still persist. In Jordan, the issue of regional disparities has been identified as a major challenge both by the UN Common Country Assessment and the second National Human Development Report (NHDR) for Jordan 2004. Hence, the need for local monitoring at the level of the governorate becomes essential. The UN Common Country Assessment revealed the need for governorate/regional level development, specifically due to the lack of statistics at the governorate level, lack of regional/local planning and low capacity of sub-national entities for this purpose, lack of participation of local line ministries in prioritization and budgeting, and insufficient involvement of local NGOs and civil society in service delivery.

The Governorate of Zarqa lies northeast of Amman, extending over an area of 402 km<sup>2</sup> with about 862,000 inhabitants. Zarqa is the most densely populated, polluted area of Jordan which has been slipping backwards into poverty. The Jordan Human Development Report 2004 [http://www.undp-jordan.org/jordan\\_hdr/jhdr2000.html](http://www.undp-jordan.org/jordan_hdr/jhdr2000.html), the National Millennium Development Goals Report 2004 <http://www.undp-jordan.org/MDG/The%20Millenium.pdf> and the World Bank's Poverty Assessment 2004 have identified Zarqa as an area that needs focused development attention. From 1997 to 2002/3 poverty has increased in the Governorate from 16% to 22% as opposed to all other governorates of Jordan. Of the 20 poverty pockets identified within Jordan, four were in Zarqa with poverty rates ranging from 29% to 52.2%. Additionally, the percentage of those who live on less-than-one dollar a day income as well as the severity of poverty is twice in Zarqa than that of the national average.

Between 1997 and 2002, Zarqa's Human Development Index (HDI) registered a progress of only 2.5%; a very poor achievement if compared to the national average of 4.5%. During the same period, its economic performance recorded a negative change in GDP (-0.3%), contrary to Jordan's average of 5.1% increase. In addition, the average per capita income has fallen and the unemployment rate has increased to 13.4% in 2004. Zarqa also shows below-average improvement in the Gender related HDI (GDI), resulting in a slip from fifth to eight positions in GDI governorates-ranking and an above-average gap in income distribution by gender.

Despite the fact that the Zarqa governorate is a host of a Free Zone Area (FZA; established in 1983) and a Qualified Industrial Zone (QIZ; established in 2002) and that approximately 50% of the industrial establishments of Jordan are based in the Governorate, the activities of these establishments are not diversified. Additionally, Zarqa's economic performance was affected by the relocation of large military bases out of Zarqa which had previously mobilized its economy, and is subject, as part of the national economy, to conflicts in neighboring countries and regional instability.

A recent socio-economic study commissioned by UNDP in Zarqa identified numerous problems in the Governorate including a weakening of its social fabric, high population density, underemployment, weak

economic participation of women, increasing urbanization, inadequate water supply and increased desertification, pollution and weak institutional governing frameworks. Causes of poverty were attributed to the low level of education; high fertility and dependency rates; low wages; inadequate social protection schemes; transformation in some areas from agrarian to industrial economy; severe environmental deterioration and inadequate response from the central government to the chronic challenges in the governorate. A study commissioned by the Ministry of Environment and the World Conservation Union (IUCN) revealed severe pollution in the Zarqa river which has socio-economic implications for the inhabitants of the area. The study included a SWOT analysis that shed light on the root causes of the problems of the river. Regarding government response, the UNDP study revealed several issues regarding the institutional frameworks available to tackle poverty in Zarqa:

- A highly centralized nature of poverty alleviation programs and development initiatives resulting in inadequate responses to worsening economic conditions and rise in poverty levels in the Governorate. This is compounded by insufficient national funding to the governorate falling well below the levels required to address poverty challenges based on the poverty ratio and the population size of the governorate.
- Insufficient coordination between governmental and non-governmental organizations working in poverty alleviation and a weak presence of national non-governmental organizations working at the governorate level.
- Weak capacities of governmental and non-governmental organizations working in poverty alleviation in Zarqa.
- Insufficient holistic approaches to poverty alleviation measures with over-reliance on cash or in-kind assistance programmes.
- Inadequate female participation in public life

Furthermore, according to the study, Community-Based Organizations (CBOs) in Zarqa encounter several problems that weaken their performance which include the following:

- Administrative problems: insufficiency of equipment and staff, lack of training, difficulty in accessing donors and the inconsistent level of commitment by the board members.
- Financial dependence on the government with around 44.7% of their total financing sources, followed by international organizations with around 27.3%, while own resources amount to 17.8% only. The need to ensure stable revenue and implement income generating projects was highlighted.
- Social problems which include lack of societal knowledge about public work and its relevance to solving local issues, in addition to the negative societal attitude toward female work which affect the success of their projects.
- Technical problems which include lack of expertise in developing and managing small projects, conducting feasibility studies and fundraising.

CBOs areas of work, as reported by them, are mostly focused on poverty alleviation and protection of the environment with medium focus on women empowerment. However, these efforts need to be coordinated in order to provide the necessary impact within such a challenging environment, specifically in relation to gender equality.

The above identified issues reveal governance challenges at the local level manifested in central, top-down non-participatory planning processes, absence of coordination mechanisms and weak civil participation. The progress in achieving the MDGs cannot be successful without having strong local governance systems, which would be able to contribute to integrated local development and poverty reduction. There is a great deal that needs to be done to build decentralized and effective local government structures which are accountable and responsive to their constituents and able to ensure high

levels of social standards. Therefore, Zarqa is a primary target for MDG-based planning processes that are inclusive and participatory. Localizing the MDGs in Zarqa governorate will provide a platform for multi-sector, multi-partner approaches to sustainable development.

## **Part II. Strategy**

The promotion of local development and good governance is directly and inextricably intertwined with institutional reforms within the public apparatus. As part of the public sector reform which is underway in Jordan and the anticipated launch of the National Agenda it is expected that a number of systemic changes will be initiated. The government of Jordan has in recent years recognized decentralization and local development as an ideal approach for achieving better quality of lives of Jordanian citizens. The government envisions a bigger role for sub-national stakeholders whereby these are responsible for local development, thus shifting the focus of the central public sector from implementation to facilitation and coordination. The Royal Regionalization Committee recommended in 2005 the division of the country into regions in order to support the local development process which is inclusive and stressed the role of municipalities in this process and in service delivery. National consensus on local development defines it as an effort for participatory planning, inclusive of all stakeholders involved in development including government agencies, civil society organizations and the private sector. The purpose is to improve better standards of living for the citizens, by capitalizing on resources within the local area. Committed to this issue, the Government of Jordan has initiated several programs aimed at decentralization and empowerment of sub-national authorities, such as the “Governors and Development Units Institutional Capacity Building Project” that aims to create a cadre capable of steering, coordinating and planning all local development programs in the governorates of Jordan and the Regional and Local Development Program which aims at municipal capacity building to strengthen regional planning and project management capabilities, supported by AFD. Several international donors such as the World Bank, the EU, GTZ, the Danish Government and UNICEF are also currently supporting similar initiatives, namely at the municipal level.

Within this context there is increasing scope for UNDP to meaningfully engage in emerging processes at the Governorate level in Jordan. Enormous challenges can be expected because of Jordan’s current plans to decentralize, specifically, the limited capacity of local authorities to cope with these increasing demands. This project responds to such challenges and compliments the above mentioned efforts, aiming to coordinate with the structures currently in place at the governorate, the municipalities as well as NGOs and the private sector in Zarqa, namely with initiatives working directly with the Governorate Local Development Units. The project will develop capacity of both government and civil society at the governorate level to use the MDGs framework as a practical tool for prioritizing needs, planning, monitoring and reporting on progress towards achieving the targets. To the extent that an enabling environment and good governance prevail, such efforts would ensure achieving the goals by 2015 and improving socioeconomic conditions in Zarqa.

Globally and in Jordan, UNDP has created a niche in the area of support to decentralized local governance and capacity development at all levels, focusing on a) creating an enabling environment and institutional framework at national and sub-national levels using participatory approaches, b) developing capacities of institutions with a focus on strengthening accountability and transparency, c) strengthening citizens’ participation and community ownership, and d) facilitating partnerships and knowledge sharing amongst various actors. The project will build on on-going UNDP/Jordan initiatives related to the MDGs such as production of the National MDG report, MDG related capacity development of central government agencies and the Aqaba Special Economic Zone Authority and support to the Department of Statistics to house the MDG indicators and update their Devinfo database. The ultimate objective of UNDP support is to ensure the incorporation of the MDGs in the country’s strategic planning framework,

corresponding to the commitment of world leaders to achievement of these goals in the Johannesburg UN Millennium Summit, later endorsed in the 2005 World Summit.

The project also falls in line with the main United Nations Development Assistance Framework (UNDAF) goals of building national capacity for promotion of sustainable human development approaches and their implementation. The UNDAF identified local development and human rights as two main entry points for UN coordinated interventions. Relevant UNDAF outcomes responding to this initiative include a) empowered communities on track to meet the MDG targets by 2015, b) Governorates empowered and their capacities strengthened to lead and support the regional development scheme effectively and efficiently, c) local participation at all levels strengthened to ensure an appropriate response to local needs, and d) strengthened national institutions mandated to design, implement and monitor appropriate policies in selected areas.

The long term aim of this project is to contribute to the development and adoption of an MDG-linked Local Development Strategy as a useful mechanism to improve Zarqa's capacity to detect challenges and develop sound and self-induced policies. It will focus on achieving the following objectives:

**1. Advocacy of the MDGs at the governorate level:** The project will act as a catalyst to raise public awareness at the governorate level on the importance of utilizing the MDGs framework for prioritizing local development needs as well as awareness-raising of citizens, specifically women, of their rights to development and on their role of claiming rights and monitoring government actions to ensure accountability.

**2. Capacity development on MDG-based strategic planning:** The project will focus on capacity development of the Governorate, key ministries, municipalities and local councils in monitoring, planning, formulating policies toward achieving the MDGs led by the Governorate Local Development Unit. Particular attention will be devoted to ensure that gender issues are constantly mainstreamed while formulating, implementing, and monitoring policies and programmes. A local MDG report for Zarqa governorate will be produced in participation with stakeholders, and used as a benchmark to measure progress at the local level and as an entry point for the preparation of a comprehensive MDG-based gender-sensitive socio-economic strategy and implementation plan in the next phases of this project.

**3. Empowerment of Civil Society to monitor the MDGs:** Promotion of civic, male and female, engagement in policy processes ensures more inclusive, thus effective and responsive local policies, strategies and programmes are in place which respond to local needs. This requires increasing the ability of CSOs to self-organize, network and establish horizontal and vertical communication channels among themselves, with government agencies and with the community. CSOs are entry points to the communities and would be best to assist communities, focusing on women, in recognizing and claiming their right to a better quality of life, through necessary capacity development and consultation activities.

**4. Improvement of the Information systems at the local governorate level:** Provision of local quantitative and qualitative gender disaggregated indicators is necessary for pro-poor planning in order for local realities and actual progress to be accurately assessed at the Zarqa governorate level. This objective builds on current efforts of support and capacity development for defining proxy indicators in addition to the identified global and national ones that UNDP has initiated together with the Department of Statistics (DOS) during the preparation of the National MDGR ([www.jordandevnet.org](http://www.jordandevnet.org)) and localization of the MDGs in the Aqaba governorate. The DOS gender disaggregated database, which is being developed, will be a useful resource in this regard.

Project direct beneficiaries include the Governorate Local Development Unit, select staff from relevant line ministries, municipalities, local councils and other CSOs, while indirect beneficiaries include the local community in the governorate of Zarqa.

### **Part III. Management Arrangements**

The project will be nationally executed (NEX) in accordance with the established UNDP rules and procedures. The project will be executed by the Ministry of Planning and International Cooperation (annex 2) and implemented by the Local Development Unit of the Zarqa Governorate. The implementing agency will be responsible for overall implementation of the project and for ensuring that the day-to-day activities of the project are implemented in accordance with the work plan. It will also be responsible for supervising project staff and consultants in coordination with UNDP, ensuring the proper equipment is in place and coordination of events (see paragraph below on implementation support services and annex 9 for more details). The implementing agency will be responsible for providing in kind contribution of office space, facilitation of contacts, access to information and resources in the governorate and allocation of national and local counterparts. Staff of the implementing agency will support the project as part of capacity development requirements.

A project Steering Committee will be established to monitor the project's progress towards results. The Steering Committee will consist of representatives from the Ministry of Planning and International Cooperation, the Directorate of the Governorates Development of the Ministry of Interior, Zarqa Governorate, line ministries, the Department of Statistics, UNDP as well as representatives of civil society's organizations and municipal councils. The Steering Committee should meet once every three months or as per the needs of the project. (Terms of Reference are attached in annex 3 of this document).

A project Technical committee will also be established from representatives of the same above-mentioned organizations, preferably the Planning/Studies Department. The Technical Committee will meet according to the project's needs and will be an operational committee directly in charge of gathering information as well as the initial formulation for the draft MDG report. (Terms of Reference are attached in annex 4 of this document).

The project management team will include a National Project Coordinator (NPC), a Project Officer (PO) and an administrative assistant. The staff of the team will be recruited by UNDP according to its rules and regulations, in coordination with Zarqa Governorate. The National Project Coordinator will be designated by the implementing agency and will be accountable for implementation of all the activities of the project, coordination among the different stakeholders, ensuring adherence to and application of acceptable financial management systems and monitoring and evaluating the project's overall progress. He/She will be accountable to the Steering Committee, and any changes in the milestones and outputs of the Project will be discussed with and agreed upon by the Committee. (Terms of Reference are attached in annex 5 of this document). The Project Officer will be recruited by UNDP and will be in charge of preparation of a detailed work plan based on the plan provided in this document, implementation of the project activities, reporting the day-to-day activities and progress of the project and submitting quarterly progress reports to UNDP and the Steering Committee. He/She will also be responsible for managing the project's finances according to acceptable, standard financial management rules and regulations and for maintaining all documentation related to the project. The Project Officer is accountable to familiarizing himself/herself with UNDP rules and procedures necessary for implementation of the project. (Terms of Reference are attached in annex 6 of this document).

The Department of Statistics' role will be the provision of available indicators necessary for the preparation of the report from its own resources on one hand, and on the other for verification of the methodologies of indicators acquired through other sources in order to include them in the report.



UNDP has been requested by the government to provide technical and substantive assistance in setting-up the project. UNDP is in a prime position to assist the Government through its ability to build partnerships, coordinate between the various parties involved, obtain knowledge from global sources and experiences, build capacities, and assist with fund raising efforts. Further to providing technical and substantive assistance to the project, UNDP will be responsible for the bookkeeping under the National Execution modality.

The UNDP regional programme Capacity 2015 Programme for Arab States (C2015) will be contracted to support the government counterpart and UNDP/Jordan as an implementing partner in the project's activities which are related to the preparation of the MDG report and MDG capacity development activities in Zarqa. A letter of agreement (LOA) will be signed between the governorate of Zarqa and C2015 at the outset of the project to determine the details of the contract.

UNDP will provide a financial contribution of US\$100,000, US \$ 75,000 of which will be provided by the Democratic Governance Thematic Trust Fund (DGTTF), and US \$ 25,000 will be provided from UNDP own TRAC resources. Payments will be done directly through UNDP based on a request by the project management; however financial advances to cover petty cash will be transferred to the project on a quarterly basis upon request, in accordance with UNDP NEX procedures. The project must open a separate bank account in order to receive and disburse the funds transferred from UNDP. DGTTF funds must be disbursed by 31 December 2006.

The purchase of non-expendable equipment and services will be done by UNDP according to its rules and regulations. An Implementation Support Service (ISS) fee will be charged to the project according to the nature of services offered as requested by the Project Management (Details are attached in annex 10 of this document). The request should be based on a procurement plan submitted along with the work plan. These fees will be charged based on the latest update of the UNDP Universal Price List attached as annex 11.

#### **Part IV. Monitoring and Evaluation**

The project management and the government counterpart will be responsible for delivering the outputs of the project, the implementation, input management, and sound administrative management. The project management will develop and submit a detailed project work plan, a procurement plan at the outset of the project, quarterly financial reports, and quarterly progress reports to the UNDP country office. Additionally, two project progress reports, one due in September and an annual progress report (APR) due in January will be submitted to UNDP. These documents will provide critical information and lessons learned regarding the effectiveness of the implementation strategy and the delivery of outputs.

The Steering Committee will meet on a regular basis in order to take stock of the progress of the project. All stakeholders will also participate in a Terminal Tripartite Review Meeting (TPR) at the end of the project duration, where a Terminal Report highlighting the main achievements, results, and lessons learned will be reviewed and discussed. An independent evaluation could also be commissioned at the cost of the project if warranted. At least one field visit should take place by UNDP CO during the life of the project, to ensure proper implementation of the project. The project is subject to auditing at least once in its lifetime, in accordance with NEX regulations.

Risks Associated with implementation can be identified as follows:

- Operational: The processes of recruitment and procurement are time consuming and may cause delays in implementation.
- Organizational:

- Use of English Language in UNDP reporting may cause delays due to the need for translation from English to Arabic during interaction with local authorities.
  - The stability of the project management and coordination is not guaranteed due to rotation of the governorate staff. A secondment contract approved by the Minister of Interior would be sought in order to eliminate the risk.
- Strategic: The data available for the governorate of Zarqa may not cover all MDG indicators, especially historic data.

However, these risks have been assessed during the project's formulation and discussions held with counterparts at the Governorate and MOPIC. The Governorate is very committed to ensuring the timely delivery of the project's activities including the speedy recruitment of necessary projects staff. In addition, the project includes hiring of additional staff that have as a requirement fluency in English to ensure that the day-to-day translation of regular periodic documents/correspondence will be carried in-house. Additionally, budgetary allocations for out sourced translation have been included in the budget. Finally, tentative discussions with the Dept. of Statistics and support currently provided by UNDP to the Department will ensure that data will be provided at the governorate level where available.

## **Part V. Legal Context**

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Authorities of the Government of Jordan and the United Nations Development Project (UNDP), signed by the parties on 12 January 1976. The Government Implementing Agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government Cooperating Agency described in the aforementioned agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided that s/he is assured that the other signatories to the project document have no objections to the proposed changes:

- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the re-arrangement of inputs already agreed to or by cost increases due to inflation; and
- Mandatory annual revisions which rephrase the delivery of agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility.

## Section II: Project Results & Resources Framework

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> 1. Regional Development 2. Local community development and empowerment.				
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.</b> Capacities of local government and Civil Society Organizations enhanced.				
<b>Applicable MYFF Service Line: Goal 1:</b> Achieving the MDGs and reducing human poverty / SL 1. 1 MDG country reporting and poverty monitoring SL 1. 2 Pro-poor policy reform to achieve MDG targets/ S.L 1.7 Civil Society Empowerment				
<b>Partnership Strategy:</b> The project operates under the umbrella of the Ministry of Planning and International Cooperation (MOPIC) as national counterpart and in partnership with the Governorate of Zarqa as the implementing partner, line ministries, non-governmental actors (including CSOs, media, academia and the private sector), and UN Agencies.				
<b>Project title and ID (ATLAS Award ID):</b> Localization of the Millennium Development Goals in the Governorate of Zarqa				
<b>Intended Outputs</b>	<b>2006</b>	<b>Indicative Activities</b>	<b>Responsible parties</b>	<b>Inputs</b>
<p><b>1. Awareness of government agencies, CSOs and the public on the MDGs in Zarqa is raised.</b></p> <p><b>Success Indicators</b> 1. Local Government agencies consider the MDGs an essential framework for local planning. 2. CSOs and the public are sensitized and aware of the MDGs and human rights, especially women's rights.</p>	2006	<p>1.1 Develop and implement a public awareness raising campaign on MDGs with focus on their links to human and women's rights including seminars, brochures, advertisements, etc.</p> <p>1.2 Prepare and disseminate information materials showing the need for local authorities to adopt the MDG framework for local level development planning</p> <p>1.3 Hold awareness sessions with government agencies and CSOs to present the MDGs as a local development framework and a planning and monitoring tool for measuring performance of local authorities. Ensure female representation in those sessions.</p>	<p>-The project team and team members of the governorate development unit.</p> <p>C2015 for provision of information materials and holding consultation session</p>	<p>-C2015 -Media consultant -Media material/content</p>
<p><b>2. Capacity of the Governorate local development unit, as well as key staff of line ministries, municipalities and local councils who are involved in the planning process to develop, implement, and monitor policies and programmes needed to achieve the MDGs is strengthened.</b></p> <p><b>Success Indicators</b></p>	2006	<p>2.1 Set-up necessary management arrangements for the project: appointing a project manager and team and forming the steering committee.</p> <p>2.2 Identify members of the technical committees who are involved in planning at their agencies, ensuring gender balance in the committee.</p> <p>2.3 Identify the team with the local governorate unit that will be supporting the implementation and define their roles.</p> <p>2.4 Assess the capacity of the local development unit to</p>	<p>UNDP CO MoPIC focal point and the governorate for setting up management arrangements</p> <p>-The project</p>	<p>-Project IT equipment and supplies -In-kind Governorate: office space and furniture -Project team Salaries (NPO, PO, AA) -SURF-AS advisors and C2015. -C2015 provided manuals and other training materials</p>

<p>1. Dialogue and networking between the Local Government Unit and government line ministries around the MDGs has taken place.</p> <p>2. Key staff of government have received training and are capable of its application.</p>		<p>enable the unit to carry out its role as local planning coordinator and MDG focal point.</p> <p>2.5 Assess the capacity of the technical committee in planning, programming and monitoring.</p> <p>2.6 Develop a training plan and material based on the capacity assessments to include the governorate unit and technical committee members.</p> <p>2.7 Conduct capacity development training sessions of the Technical Committee members and the project/unit staff on MDG-based strategic plans</p> <p>2.8 Discuss with counterparts institutionalization of training plans.</p> <p>2.9 Develop a proposal for the next phase of the project related to developing the local strategy</p>	<p>team and team members of the governorate development unit.</p> <p>-C2015 for capacity assessment and implementation of the capacity development interventions.</p>	
<p><b>3. A Millennium Development Goals Report for the Zarqa governorate is produced in a participatory manner for benchmarking, monitoring and working towards achieving the MDGs and formulating MDG-based local development plans.</b></p> <p><b>Success Indicator:</b> same as output</p>	2006	<p>3.1 Develop a local gender disaggregated database for MDG indicators and other local socio-economic indicators in the governorate within Department of Statistics.</p> <p>3.2 Collect and analyze all MDG indicators available pertaining to Zarqa governorate.</p> <p>3.3 Identify any data gaps and find alternative means of reporting (statistical analysis, trend analysis, etc)</p> <p>3.4 Prepare a first draft of the report including background information about Zarqa, and information about each goal, identifying the current situation and available local programs.</p> <p>3.5 Organize and conduct a workshop (or a series of workshops) with civil society organizations, government institutions, members of departments, national and international organizations, in order to discuss and analyze the data in depth. Form 7 working groups (one for each MDG goal) according to thematic area to tackle specific areas of concern and expertise and to identify strengths, challenges and recommendations. Ensure women organizations and female representation in those workshops.</p> <p>3.6 Develop a draft MDG report based on the outcome of the workshop.</p> <p>3.7 Produce the final report and translate it into English.</p> <p>3.8 Print and publish the report.</p> <p>3.9 Conduct a launch ceremony for the report with all</p>	<p>-The project team and team members of the governorate development unit.</p> <p>-C2015 for conducting the MDGR formulation discussion sessions, the consultative sessions on the MDGR, and other workshops and reviewing and finalizing the draft report</p>	<p>-Local statistical consultant</p> <p>-C2015</p> <p>-SURF-AS Adviser</p> <p>-Translator</p> <p>-Printing firm</p>

<p><b>4. Capacity of select civil society organizations at the governorate level to monitor and influence local policies, strategies and programmes in local plans within the framework of the MDGs is enhanced.</b></p> <p><b>Success Indicators:</b>  1. CSOs representatives, women included, have received the necessary training.  2. CSOs are more interested and involved in coordination with government agencies on MDG-based local development planning .</p>	2007	<p>relevant parties and stakeholders.</p> <p>4.1 Assess the capacity of CSOs, including women organizations in Zarqa in terms of linkages with the government agencies, size of constituencies, networking and development interventions.</p> <p>4.2 Conduct a workshop with CSOs to define a vision for the MDG-based local development strategy based on the findings of the local MDGR which would be the basis for the local plan.</p> <p>4.3 Identify 10 organizations to participate in training sessions on MDG-based Strategic Planning, programming and monitoring and evaluation.</p> <p>4.4 Coordinate with C2015 on capacity development interventions implementation</p> <p>4.5 Evaluate the training and identify three organizations to become partners in the next phase based on the outcome of the training.</p>	<p>-The project team and team members of the governorate development unit.</p> <p>-C2015 to lead the workshop</p>	<p>-C2015 and SURF-AS experts</p> <p>-</p>
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**Section III – Project Work-plan and Budget**  
**Project Work-plan and Budget -Year: 2006**

Expected Output	Key Activities	Timeframe				Respon. Party	Planned Budget				
		Q1	Q2	Q3	Q4		Fund	Donor	Budget Description	Amount	
Capacity of the Governorate local development unit, as well as line ministries and local councils to achieve the MDGs is strengthened	Set –up project management arrangements		X			Gov	DGTF	UNDP	71400	Contractual Services (Indiv)	32,000
							DGTF	UNDP	72800	Information Technology Equipment	6,500
							DGTF	UNDP	72500	Supplies	1,000
	Build capacity of government staff			X	X	Gov	DGTF	UNDP	71300	Local consultants	1,500
							DGTF	UNDP	71600	Travel (C2015 )	2,500
							DGTF	UNDP	74200	Audio-visual and Printing production Costs	4,000
							DGTF	UNDP	63400	Learning Costs	4,000
							DGTF	UNDP	74500	Miscellaneous expenses	1,500
	<b>Sub total</b>										<b>53,000</b>
Awareness on the MDGs government agencies, CSOs and the public in Zarqa is raised.	Conduct awareness campaigns and sessions		X				DGTF	UNDP	71600	Travel (C2015 consultants)	3,500
							DGTF	UNDP	74200	Audio-visual and Printing production Costs	2,000
							DGTF	UNDP	63400	Learning Costs	1,500
<b>Sub total</b>										<b>7,000</b>	
A Millennium Development Goals Report for the Zarqa governorate is produced.	Prepare the report		X	X	X		DGTF	UNDP	71600	Travel (C2015 consultants)	3,500
							DGTF	UNDP	63400	Learning Costs	3,500
							DGTF	UNDP	74200	Audio-visual and Printing production Costs	7,000
							DGTF	UNDP	74500	Miscellaneous expenses	1,000
<b>Sub total</b>										<b>15,000</b>	
<b>TOTAL</b>										<b>75,000</b>	

**Project Work-plan and Budget -Year: 2007**

Expected Output	Key Activities	Timeframe				Respon. Party	Planned Budget				
		Q1	Q2	Q3	Q4		Fund	Donor	Budget Description		Amount
Capacity of civil society organizations of the MDGs is enhanced	Project management & development of a proposal for the next phase.	X				Gov	TRAC	UNDP	71400	Contractual (individuals) Services	9,500
			TRAC	UNDP	72500		Supplies	500			
	Develop capacity of CSOs	X				Gov	TRAC	UNDP	72100	Contractual (companies) Services	8,000
			TRAC	UNDP	63400		Learning Costs	2,000			
			TRAC	UNDP	71600		Travel (C2015)	3,500			
			TRAC	UNDP	74500		Miscellaneous	1,500			
	<b>Sub total</b>										<b>25,000</b>
	<b>TOTAL (2007)</b>										<b>25,000</b>
<b>TOTAL PROJECT BUDGET</b>										<b>100,000</b>	

**The Hashemite Kingdom of Jordan**

**UNDAF Outcomes:** Empowered communities on track to meet the MDGs (target year 2015). Strengthened national institutions mandated to design, implement and monitor appropriate policies in selected area.

**Expected Outcome:** Regional and community development

**Implementing Partner:** The Zarqa Governorate

**Responsible Parties:** The Ministry of Planning and International Cooperation (Government Coordinating Authority)

**Supporting Agency:** UNDP C2015 Regional Programme for Arab States

**Programme Period:** 2003-2007  
**Programme Component:** Community Development  
**Project Title:** Localization of the Millennium Development Goals in the Governorate of Zarqa  
**Project ID:** 00049820  
**Project Duration:** 1 Year  
**Management Arrangement:** National Execution

Budget	<u>US\$100,000</u>
General Management Support Fee	0
Total budget:	<u>US\$100,000</u>
Allocated resources:	
• UNDP TRAC	US \$ 25,000
• MDG and Special Initiatives (DGTTF)	\$75,000
• Other – In kind contribution from GoJ	

Agreed by:

The Ministry of Planning and International Cooperation:

*Subhan Al-Alai*

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Date: -----

UNDP:

*Alta M. Al-Nab*

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Date: *19<sup>th</sup> February, 2006*

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# **Annexes**

## **Annex 1: Capacity Development Concept**

### **I. Capacity Development Objectives**

Strengthening the capacities of the relevant local government ministries and departments on MDG formulation, monitoring and reporting in order to enable them to better coordinate all social development efforts, ensure the integration of the multi-dimensional aspects of sustainable human development and the MDGs in development policies and planning, and the ability to translate global MDG targets into action, and monitor progress towards achieving the MDGs.

It is hoped that the capacity development interventions will create the enabling environment for localizing the MDGs at the governorate level.

### **II. Expected Results of the Capacity Development Intervention:**

- To gain capacity on strategic planning and localizing the MDGs
- To gain capacity on formulating MDG-based local development plans
- To gain knowledge on how to formulate an MDGR at the local level
- To unify concepts/definitions to assist in planning
- To gain knowledge on poverty definitions and measurements
- To understand the definition of partnership and its relevance
- To reduce the discrepancies among governorates
- To lay the foundations for establishing comprehensive MDG data base

### **III. Proceedings of the Advocacy Workshops**

- Why is Capacity Important to Achieve the MDGs?
- The Millennium Development Goals. International Commitment for Development
- Analysis of the MDGs
- Methodology of Calculating the Local MDGs Indicators
- Discussion of poverty indicators and the poverty line
- Gender Analysis and Gender Mainstreaming
- General awareness on HIV/AIDS and nutritional issues
- Capacity Deficits & Enhancing Statistical Capacity
- Review of the National MDGR
- Localizing the MDGs and Local Governance

### **IV. The National & Local Context**

- Analyzing the National and Local development context
- Identifying major challenges and strengths for achieving the MDGs at the local level
- Presentation and discussion of the National MDGR findings and recommendation

## **V. Operationalising the MDGs**

- Discussing & exploring the feasibility of the formulation of MDG-based local development plans
- Ensuring stakeholders participation and consensus

## **VI. Localizing Targets and the Consultative Participatory Processes**

- Reasons for localizing MDG targets
- Integration of MDGs in local development planning

## **VII. Capacity Development**

- Introduce a framework for capacity development
- Identify gaps in local capacities
- Develop MDG Statistical Capacities
  - Assess data availability for monitoring MDGs working with inequalities hidden by data
- Poverty measurements and targets

## **VIII. Mainstreaming**

- Gender mainstreaming into the MDGs
- Mainstreaming HIV/AIDS into MDG targets

### **MDG-based Capacity Development:**

- The local, national and international context of development and the MDGs.
- Methodologies for strategic planning and integration of the MDGs into planning processes.
- Instruments and methodologies for policy and programme implementation (e.g. project cycle management, logical framework approach, leadership for development, stakeholder analysis, project costing and budgeting, gender mainstreaming, gender budgeting, pro-poor analysis, environmental mainstreaming, etc.).
- Systems for policy and programme monitoring and evaluation (e.g. results-based management, monitoring and evaluation system development, methodologies to evaluate results and assess policy and programme impacts, setting of benchmarks and success indicators, etc.).
- Particular attention will be devoted to ensure that gender issues and local communities' needs are constantly mainstreamed while formulating, implementing, and monitoring policies and programmes.

## **Annex 2: Terms of Reference -Project Focal Point- Ministry of Planning & International Cooperation (MoPIC)**

### **Duties and Responsibilities:**

Assigned by the MOPIC to follow up on the project's progress and implementation, the Project's focal point at MOPIC should undertake the following responsibilities:

1. Supervise the project planning process and attend the regular meetings organized for the project.
2. Maintain close follow-up and regular reporting with the UNDP Project Focal point and the project
3. Facilitate the liaison between cooperating stakeholders especially the Technical and Steering Committees
4. Allocate necessary time to monitor the project outcomes
5. Participate in the reporting process of the project by reading and signing the project reports
6. Participate in the evaluation process through the regular TPR meetings
7. Contribute to resolving any conflict that might occur in the course of executing the project
8. Monitor the proper information dissemination strategy for the outcomes of the project
9. Participate in the design of the second phase of the project

### **Annex 3: Terms of Reference- Steering Committee**

The Project's Steering Committee will include a number of concerned groups below and will act as a coordinating body between agencies. The committee will be chaired by the Governorate of Zarqa and will be responsible for monitoring the project progress towards results:

1. The Zarqa Governorate
2. The Ministry of Planning and International Cooperation
3. the Directorate of the Governorates Development of the Ministry of Interior
4. The United Nations Development Programme
5. The Department of Statistics
6. Representatives of the following line ministries :Health, Education, Social Development and the Environment
7. Representatives of municipalities/local councils (2);
8. Representatives of civil society's organizations (2)

#### **The Steering Committee's Responsibilities:**

1. Provide overall guidance and direction to the project.
2. Review and approve the initial as well as the quarterly work plan prepared by the project management.
3. Review work progress at the quarterly meetings to be held and follow-up on the project.
4. Provide recommendations and orientation to the project execution to solve any emerging issues.
5. Approve any changes needed during project implementation.
6. Advise on policy issues and review the draft MDGR.
7. Decide on and monitor the work of the technical committee

## **Annex 4: Terms of Reference-Technical Committee**

The Technical Committee will also be established from representatives of the same above-mentioned organizations, preferably the Planning/Studies Department. The Technical Committee will meet according to the project's needs and will be an operational committee directly in charge of gathering information for the draft MDG report as well as the initial formulation of the MDGR. Responsibilities will include the following:

### **The Technical Committee's Responsibilities:**

1. Provision of the necessary information needed for the preparation of the draft MDGR including statistical data and information available in their respective ministries.
2. Participate in the formulation of the initial drafts of the MDGR
3. Participate in the working sessions to initially identify strengths and challenges in achieving the MDGs in Zarqa Governorate, as well as priorities.
4. Participate in the capacity development sessions organized within the framework of the project.
5. Amend as necessary the various drafts based on the consultative process feedback.
6. Coordinate and arrange for the provision of statistical data/verification of data.
7. Participate in the strategic planning sessions for the assessment of the feasibility of initiating MDG-based local development plans.

## **Annex 5: Terms of Reference -National Project Coordinator**

### **Overall Responsibilities:**

The Project National Coordinator is the executive director of the project and bears the responsibility for the delivery of the project's outcomes and activities in accordance with the project document and work plan. He/She will serve on a full-time basis and will be committed to the day-to-day management of the project and for its successful implementation.

### **Technical and Managerial Responsibilities:**

1. Overall management and planning of the implementation of the project's outcomes, outputs and activities.
2. Provide leadership and strategic thinking to ensure that project activities focus on critical areas;
3. Play a lead role in coordination with relevant national initiatives.
4. In collaboration with the MOPIC and UNDP, identify national experts to be hired for the implementation of the project.
5. Undertake all necessary financial arrangements, processes, request for authorizations, payments and ensure financial accountability.
6. Initiate and maintain regular contact and partnership with the Dept. of Statistics for the delivery of data needed for the MDGR processes.
7. Initiate and maintain contact with CSOs to ensure the implementation of the consultative participatory process.
8. Update UNDP on challenges identifying in the project's implementation.
9. Ensure the formulation of the Technical and Steering Committees
10. Arrange and coordinate the Technical Committee's meetings.
11. Coordinate with UNDP and MOPIC on all project activities.
12. Ensure that the formulation of the MDGR proceeds in accordance with the work plan and that its revisions/amendments are implemented.
13. Manage in cooperation with project's partners all
14. Prepare the work plan, quarterly, progress and annual reports submitted to UNDP for approval.
15. Keep the representatives of the Project Steering Committee (PSC) informed on the progress of the programme and act as PSC Secretariat;
16. Undertake any other related tasks at the request of the Project Steering Committee.
17. Supervise all staff assignment and consulting agreements.
18. Attend and evaluate with the Regional experts training and workshop events.

### **Qualifications:**

- Post-graduate degree in Social Sciences or related disciplines,
- Proven experience as a manager or in a leading role of development projects in government, non-profit organizations, with at least 10 years experience
- Excellent oral and written skills in English and Arabic.
- Very good communication skills and team work.
- Familiarity with the MDGs and reporting processes.

## **Annex6: Terms of Reference -Project Officer**

The project officer will work under the supervision of the National Project Coordinate and will be in charge of the following:

### **Duties and Responsibilities:**

1. Manage and administer the day-to-day operations to ensure the effective implementation of the project's activities under the guidance of the National Project Coordinator (NPC).
2. Prepare detailed work plans at the outset of the project, a procurement plan, quarterly work plans necessary for implementation of the project activities.
3. Prepare regular progress, financial and narrative reports and a terminal report to UNDP.
4. Coordinate the work and implementation of the projects' activities;
5. Identify difficulties and constraints encountered and report directly to the NPC
6. Ensure the smooth and timely implementation of the projects' activities in accordance with the set work plan.

### **Qualifications:**

A mid-level career candidate is sought with the following qualifications:

- Post-graduate degree in Social Sciences, economics, development studies or related disciplines.
- Proven management experience of development projects in government, non-profit organizations, international agencies, etc. with at least 6-7 years of experience.
- Previous experience in organizing events.
- Ability to work with budgets and handle project finances.
- Excellent oral and written skills in English and Arabic.
- Very good communication skills and team work.
- Excellent organizational skills
- Timeliness and responsiveness.
- Proficiency in using computer software and Internet.



## **Annex 7: Terms of Reference-Administrative Assistant**

### **Duties and Responsibilities**

1. Undertake necessary administrative assignments as requested by the Project Management.
2. Organize meetings or assist in the organization of events as requested, taking minutes when necessary.
3. Assist the Project Management with the compilation of reports, data, background information, correspondence, and any other material needed.
4. Set-up and maintain project files (both paper and electronic) and establish document control procedures.
5. Assist in collection of data and information.
6. Arrange the logistics and operational arrangements for the Steering and Technical Committee meetings
7. Perform other related duties as requested by the Project Manager.

### **Qualifications:**

- Bachelor's degree or administrative/secretarial/office management training certification.
- At least 2 years experience in an administrative function.
- Full proficiency in both written and spoken English and Arabic, and the ability to express ideas fluently.
- Computer literacy, with particular knowledge in, and routine use of, word processing, spreadsheets, presentations, etc.
- Strong organizational, interpersonal, and communication skills as well as the ability to work in a team.

## **Annex 8: Terms of Reference-Training Facilitators**

UNDP Country Office in Jordan has been actively supporting the government to develop capacity for the implementation of policies to achieve the MDGs in a way that is consistent with overall development objectives as expressed in national policy frameworks.

The project: “Localization of the Millennium Development Goals in the Governorate of Zarqa” has the following objective: to support the process of implementation and monitoring of the economic and social policies and programmes that contribute to the achievement of the Millennium Development Goals at the local level. This project will assess local capacities and develop the technical capabilities of key stakeholders within the governorate and civil society on MDG-based policy/programme formulation, implementation, and monitoring through training to help create a critical mass of public managers that guarantees sustainability of social and economic policies for human development and achievement of the MDGs.

The project will be implemented in coordination with similar training activities sponsored by multilateral organizations and donors and will contribute to create local capacity to offer similar training on a sustainable basis and to institutionalizing a National Capacity Development Strategy for MDG-based planning/policy formulation, implementation and monitoring.

Under the supervision of the CO and the project’s designated focal point within the Ministry of Planning and International Cooperation and in coordination with the Governorate Local Development Unit, the training facilitator will undertake the delivery of the training modules that will be used in the project’s implementation.

### **Functions and Responsibilities:**

The Training Facilitator will be responsible for the following tasks:

1. Deliver training material on MDG advocacy as well as facilitate the consultative process on the MDGR for Zarqa.
2. Facilitate/deliver training during three workshops to be organized under the project. Duration of the first workshop 3 days; Second and Third Workshop (3 days each)
3. Formulate a final report on observations on the training sessions/evaluations.
4. Participate in the evaluation of the pilot testing of training materials and introduce appropriate modifications to fine tune the content and format of each session.
5. Give advice on follow up activities to guarantee sustainability of the training program and the formulation of a local Capacity Development Strategy for MDG-based planning/policy formulation, implementation and monitoring

### **Duration:**

A total of 16 working days (13 days to deliver the training and 3 days for workshops’ evaluation report).

**Qualifications Required:**

The candidate will possess the following capacities, qualifications, and background:

- At least 5-years experience in public administration issues, specifically in the policy development and policy cycle management would be desirable;
- Advanced degree preferably in the area(s) of public administration, social sciences, development economics, sociology, or other related social science backgrounds;
- Qualification and proven skill and abilities in training curriculum design as well as strong experience in conducting instructional and participatory trainings, workshops, and presentations;
- Ability to work as member of a team;
- Strong communication skills as well as ability to interact with high level government officials, leaders of civil society and academia are required;
- Excellent Arabic language communication skills, written and verbal, are required. Very good command of English is an asset.

## Annex 9: Capacity for Project Management -The Governorate Local Development Unit

	<b>Relevant Action</b>
<p><b>Technical Capacity</b> The governorate has the needed capacity to initiate, support, facilitate and manage the formulation of the MDGR, holding the consultative sessions, coordinating with the Dept. of Statistics, reviewing MDGR drafts, preparing project status and financial reports, and undertaking necessary planning/implementation processes.</p>	<p>UNDP will support the Local Development Unit with additional project staff. to undertake the project's implementation plan.</p>
<p><b>Managerial Capacity</b> The Local Development Unit staff is capable of arranging necessary project meetings. The Governorate has the needed infrastructure and office staff to accommodate consultation meetings and two additional staff members. IT equipment and internet facilities will be provided within the project's budget.</p>	<p>The project's implementation unit will be provided with IT equipment and email access. Translation services will be either provided by the project's recruited staff or through out-service contracting.</p>
<p><b>Administrative Capacity</b> The Governorate administrative procedures and capability follow standard procedures of the government of Jordan. UNDP rules and procedures will apply in terms of contracting, procurement, etc.</p>	<p>UNDP will be supporting with recruitment and procurement services as well as processing direct payments. UNDP will provide support with a system for financial monitoring and maintaining logs, which follows UNDP's rules and guidelines related to projects' implementations.</p>
<p><b>Financial Capacity</b> The financial department within the governorate has the ability to support with tracking expenditures and financial reporting. In addition, the project manager within the implementing unit will be in charge of undertaking all financial related matters.</p>	<p>Relevant governorate staff will be included in any formal training on NEX procedures conducted by UNDP. UNDP will process advance payments for petty cash only, while all other payments will be done directly through UNDP. Any payment for project-related activities, including workshops, meetings, missions will be done through an authorization for payment sent by the Project staff to UNDP for processing. Additional project staff will support the Local Development Unit.</p>

## **Annex 10: Tentative Description of UNDP Country Office Support Services**

The designated executing institution (The Ministry of Planning and International Cooperation) can request UNDP country office to provide the following support services for the activities of the project:

- (a) Identification, recruitment, and contracting of project personnel
- (b) Procurement of goods and services.

The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Any changes to the requirements for support services by the country office change during the life of the project will be agreed upon between the UNDP country office and the designated executing institution.

### Annex 11: UNDP Universal Price List (UPL) for Implementation Support Services

Service	High Cost	Mid-High Cost	Mid-Low Cost*	Low Cost	Liaison
<b>Payment Process</b>	<b>19.02</b>	<b>12.19</b>	<b>9.44</b>	<b>6.16</b>	<b>39.60</b>
Issue check only (Atlas Agencies)	5.45	3.49	2.70	1.76	11.38
Vendor profile only (Atlas Agencies only)	8.67	5.56	4.29	2.78	18.20
<b>Staff selection and recruitment process</b>	<b>292.73</b>	<b>188.80</b>	<b>143.06</b>	<b>90.01</b>	<b>639.78</b>
Advertising (20%)	58.55	37.76	28.61	18.00	127.96
Short-listing (40%)	117.09	75.52	57.22	36.01	255.91
Interviewing (40%)	117.09	75.52	57.22	36.01	255.91
<b>Staff HR &amp; Benefits Administration &amp; Management</b> (one time fee, per staff. Service incl. contract issuance, UNJPF/MIP enrollment, payroll setup - Starting 2006 this price applies to the separation process as well)	<b>108.02</b>	<b>69.14</b>	<b>53.73</b>	<b>35.23</b>	<b>223.14</b>
<b>Recurrent personnel management services: Staff Payroll &amp; Banking Administration &amp; Management</b> (per staff, per calendar year)	<b>264.40</b>	<b>170.77</b>	<b>128.79</b>	<b>80.41</b>	<b>583.61</b>
Payroll validation, disbursement (35%)	92.54	59.77	45.08	28.14	204.26
Performance evaluation (30%)	79.32	51.23	38.64	24.12	175.08
Extension, promotion, entitlements (30%)	79.32	51.23	38.64	24.12	175.08
Leave monitoring (5%)	13.22	8.54	6.44	4.02	29.18
<b>Consultant recruitment</b>	<b>119.90</b>	<b>76.76</b>	<b>59.61</b>	<b>39.03</b>	<b>248.15</b>
Advertising (20%)	23.98	15.35	11.92	7.81	49.63
Short-listing & selection (40%)	47.96	30.71	23.84	15.61	99.26
Contract issuance (40%)	47.96	30.71	23.84	15.61	99.26
<b>Issue/Renew IDs (UN LP, UN ID, etc.)</b>	<b>23.04</b>	<b>14.75</b>	<b>11.44</b>	<b>7.48</b>	<b>47.80</b>
<b>Local driver's licenses (full process)</b>	<b>29.73</b>	<b>19.03</b>	<b>14.78</b>	<b>9.69</b>	<b>61.47</b>
<b>Accreditation w. government</b>	<b>29.73</b>	<b>19.03</b>	<b>14.78</b>	<b>9.69</b>	<b>61.47</b>
<b>Vehicle registration (full process)</b>	<b>29.73</b>	<b>19.03</b>	<b>14.78</b>	<b>9.69</b>	<b>61.47</b>
<b>Visa request (excl. government fee)</b>	<b>20.55</b>	<b>13.18</b>	<b>10.17</b>	<b>6.58</b>	<b>43.21</b>
<b>Ticket request (booking, purchase)</b>	<b>25.01</b>	<b>16.04</b>	<b>12.39</b>	<b>8.05</b>	<b>52.33</b>
<b>Travel authorization</b>	<b>20.55</b>	<b>13.18</b>	<b>10.17</b>	<b>6.58</b>	<b>43.21</b>
<b>Hotel reservation</b>	<b>11.15</b>	<b>7.13</b>	<b>5.57</b>	<b>3.68</b>	<b>22.79</b>
<b>F10 settlement</b>	<b>13.67</b>	<b>8.77</b>	<b>6.77</b>	<b>4.39</b>	<b>28.66</b>
<b>Procurement process involving CAP (and/or ITB, RFP requirements)</b>	<b>232.55</b>	<b>149.64</b>	<b>114.28</b>	<b>72.84</b>	<b>499.65</b>
Identification & selection (50%)	116.28	74.82	57.14	36.42	249.83
Contracting/issue purchase order (25%)	58.14	37.41	28.57	18.21	124.91
Follow-up (25%)	58.14	37.41	28.57	18.21	124.91
<b>Procurement not involving CAP (low value procurement, local)</b>	<b>71.02</b>	<b>45.54</b>	<b>35.18</b>	<b>22.84</b>	<b>148.77</b>
Identification & selection <sup>4</sup> (50%)	35.51	22.77	17.59	11.42	74.39
Issue purchase order (25%)	17.75	11.39	8.79	5.71	37.19
Follow-up (25%)	17.75	11.39	8.79	5.71	37.19
<b>Disposal of equipment <sup>3</sup></b>	<b>98.51</b>	<b>63.28</b>	<b>48.59</b>	<b>31.25</b>	<b>209.11</b>
<b>Custom clearance</b>	<b>36.38</b>	<b>23.37</b>	<b>17.94</b>	<b>11.54</b>	<b>77.28</b>
<b>Shipment arrangement</b>	<b>61.43</b>	<b>39.34</b>	<b>30.52</b>	<b>19.95</b>	<b>127.47</b>
<b>Fellowship package (per participant)</b>	<b>66.84</b>	<b>42.90</b>	<b>33.04</b>	<b>21.35</b>	<b>140.98</b>
<b>AR Management Process</b> (create/apply receivable pending item- Atlas Agencies Only)	<b>7.68</b>	<b>4.92</b>	<b>3.81</b>	<b>2.49</b>	<b>15.93</b>

\*Jordan belongs to the mid-low cost category