



Country: Jordan

UNDAF Outcome(s)/Indicator(s): Good Governance mechanisms and practices established towards poverty reduction, protection of human rights and gender equality in accordance with the MD, CP: Strengthened national capacities to protect, promote, monitor and report on human rights

Expected Outcome(s)/Indicator (s): Increased women's effective presence in decision-making positions at the local level

Expected Output(s)/Annual Targets: Implementing partner: The Jordanian National Commission for Women

Responsible parties: UNDP

Narrative

The project aims at increasing women's effective participation in the decision-making positions at the local municipal level by reviewing and assessing changes and improvements achieved in this area and building the capacity of female municipal councils' members. The project will also contribute towards raising social awareness in general, and women in particular, on issues related to women's participation in public life. The project will be piloted in six municipalities in Jordan for potential replication of the activities and products in other municipalities.

Programme Period: 2008-2012
Programme Component: Good Governance
Project Title: "Support to Effective Women Participation in Public Life at the Local Municipal Level"
Project ID:
Project Duration: Date of Signature until December 2008
Management Arrangement: NEX

Total Budget U \$ 120,000
Allocated resources:
• Government
• Regular
• Other: AHDR Trust Fund US \$100,000
UNIFEM : US \$20,000
In kind contributions : Office space from JNCW
Unfunded budget: 0.00

Agreed by Ministry of Planning and International Cooperation:

Signature: Sulaiman Al-Deiri Date: June 9, 2008

Agreed by (UNIFEM): Kouna Ghaw Date: June 29 2008

Agreed by (UNDP): Signature Date: 2/7/08

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List of Acronyms

- CSOs: Civil Society Organizations
- JNCW: Jordanian National Commission for Women
- JNFW: Jordanian National Forum for Women
- MDGs: Millennium Development Goals
- MOPIC: Ministry of Planning and International Cooperation
- UNDP: United Nations Development Programme
- UNIFEM: United Nations Development Fund for Women

I. Situation Analysis

The democratic reform that Jordan witnessed since the end of the 1980's had an impact on inducing change in the institutional framework of public life both in the government and civil spheres. Citizens enjoy a higher level of participation through the democratic process and CSOs in Jordan are increasing. The Jordan National Agenda launched in January 2005, had a significant influence in this direction in reason of its commitment to improve the well being of Jordanians by acting on social, economic, and political development levers. The political reform had further moved on and national priorities have been explicated in the latest Kulluna al Urdun or "We are all Jordan" initiative (the third step in the process for political reform since 2003, namely, Jordan First, National Agenda, We are all Jordan), which puts more emphasis on national consensus and political participation.

Despite these improvements, women participation in public life remains below the desired levels. Only about half the women voted in previous parliamentary elections and Jordan is far from achieving gender equality as women still represent a low percentage of elected or assigned legislators in the different institutions. Notwithstanding that women represent a very large percentage of the population - 48%¹.

In particular women are scarcely involved in the political process, although registered voters, many of them do not actually participate to the polls and if they do vote it is often influenced by the male head of household or male tribal leader. In 2003 the participation rate was 58.80%. In comparison with the elections of 1989 and 1993, this was a decrease of relatively 3.2% and 10.2%². As for women's political representation, in 2003 six seats in Parliament were reserved for women under a quota system adopted by a new election law which also increased the number of seats to one hundred and ten in total. In the 2003 elections, fifty-four women ran for elections and 52% of all the voters were women. No women made it under the election except under the quota system. In the 2007 elections, around 200 women ran for elections, one of them won competitively, raising the number of women in the current parliament to a total of 7.

At the municipal level, Jordan has recently approved an amendment to the municipal law, which stipulates a 20% quota for women in municipal councils. The last municipal elections were held in July 2007, 99 municipal councils were elected. UNIFEM has been training potential candidates on the new law and conducting election campaigns to prepare for the elections. The results were that 20 out of the 335 women candidates clinched victory through the ballot box. 195 additional candidates were granted seats as part of the provided quota. Six women ran for the mayor position but only one was able to make it to the helm.

Furthermore, women's participation in non-governmental organisations and associations involved in public and political life is weak and generally their level of knowledge and awareness about civic rights and about national and local politics is low. According to CEDAW report of Jordan, women's participation is focused on women organizations with limited participation in other organizations (Only 22% of participants in charities, 10% in political parties, 23% in labour associations, 18.9% in professional associations are women³). Social trends and upbringing methods focus on a singular female role in the family and do not acknowledge women's multiple roles in the family and society at large. This generally leads to distancing women from participation in many fields and prevents progress in participation in the public life and least of all reaching decision making positions.

The Government of Jordan (GoJ) is however committed to promote women's rights and participation. Already in 1992 GoJ put in place a semi-governmental mechanism, the Jordanian National

¹ "Jordan Human Development Report 2004" UNDP - as cited in CCA 2006

² "Jordan Update" by Ellen Grootegeod; February 2006; www.europeanforum.net - as cited in CCA 2006

³ UNIFEM, JNCW, DOS: A Report on the Status of Jordanian Women: 'Demographic, Economic and Social Participation and Violence Against Women', Amman, 2003

Commission for Women (JNCW), to act as a reference point on developments related to women's issues in the country, and to devise national strategies and action plans for the advancement of women. JNCW is now the umbrella women organisation in Jordan. Furthermore King's official declaration of spring 2004, where H.M. supported the promotion of women's political participation and the importance of integrating women in decision making processes at the national and local level, raised general attention on the subject. Additionally, civil society efforts to promote the participation of women as citizens are relevant. Various initiatives, mainly stemming from royal backing to the grassroots, have been striving to promote women's local political participation through awareness raising campaigns, as well as trainings of female members of the municipal council on their roles and responsibilities.

II. Strategy

The project will contribute towards increasing women's effective presence in decision-making positions at the local level by advocating change at the institutional level, building the capacity of female municipal councils' members and gender sensitisation of the municipal councils and local communities. The project aims at raising social awareness in general, and women in particular, on issues related to women's participation in public life. The project will include activities for advocacy and training at both the national and local levels. At the local level, activities will be piloted in six municipalities out of the 99 municipalities in Jordan that will be selected in the beginning of the project according to criteria set by the Project Board. The project is developed as a joint initiative with UNIFEM, and the main implementing partner will be the Jordanian National Commission for Women (JNCW). The Jordanian National Forum for Women (JNFW) will implement training activities of female councillors at the local level.

This project will complement ongoing UNDP initiatives that support the parliamentarians as well as the ongoing Regional Project of the Information and Communication Technology for the Arab Region (ICTDAR) entitled WRCATI that aims to raise awareness of women's rights, utilising ICT. Furthermore, the project will aim to coordinate with the Danish supported programme on Decentralization and Women Empowerment and with big players in the field of local and municipal development such as the EU and USAID to ensure the outputs are utilized in their own larger national level programmes. The selection of pilot municipalities will also seek to consider prior selection by other donors.

Expected Outputs

Output 1. Changes and improvements in the Jordanian context with regards to women's participation in public life are reviewed and evaluated.

A study will be conducted to review and assess the changes that have occurred in the Jordanian context within the past four years with regards to women's participation in public life. The study will focus on the institutional and legal changes and pursuing social changes that have occurred and review the strategies that were adopted to achieve that. Based on the study a national workshop will be organized with national stakeholders including representatives of local organizations to assess and evaluate the changes and strategies and to identify ways forward and provide recommendations for action by the different actors.

Output 2. Capacity of the elected women municipal council members is strengthened and municipal council members are sensitised on gender issues in six municipalities.

The project will achieve this by, enhancing training material and access to that material through the JNCW website, and delivering the training for 215 women councillors in all Jordanian municipalities.

UNIFEM has already trained 103 members of the newly elected members in the pre-election phase and is currently carrying out a survey to identify areas of interest and needs for future trainings. The project will build on the results of this survey to identify the suitable training topics that ensure best value added to the trainees.

The project will review existing training packages developed by the different organizations working on this issue, and provide accordingly a selective, concise training information package, in consultation with these organizations, that would best support women councillors' in their representative role. Potential topics include communication skills, public speaking training, concepts of good governance and representation, municipal councils' roles, women's issues in Jordan, Human Rights, CEDAW and MDGs. As JNCW is currently operating a website that is intended as a main resource for information for women, the collated training package will be channelled into the JNCW website, in the section related to women in municipal elections and public life. The project will therefore seek to do the following:

- Identify two main expert trainers; test and adapt training material
- Conduct 3 sessions for all municipal council members, men and women, in six pilot municipalities on gender issues to ensure their sensitisation on gender and to improve the collaborative environment between men and women in the municipal council
- Organise six training sessions for 215 female municipal council members in 99 municipalities in the three regions of Jordan (North, South and Middle), on issues such as gender sensitive planning and budgeting, based on the results of UNIFEM's training needs assessment

Training sessions are currently the suggested method for conducting the training. More flexible methods of delivering the training would be implemented as necessary to ensure best levels of training effectiveness.

Output 3. Awareness is increased among the local communities, men and women, on the importance of women's participation in public life in the six pilot municipalities.

Six sessions for the local communities will be organized and delivered with the involvement of the local municipal councillors on gender and women's public participation and its impact on the overall quality of life of society. This output will aim to ensure community inclusiveness and encourage concepts of volunteerism and participation of both men and women with focus on the need to increase participation of women in particular. Success stories of achievements of female municipal council members will be highlighted using different media components.

Partners and Beneficiaries

The project's main national partners will be the Jordanian National Commission for Women and the Jordanian National Forum for Women. It will be a joint collaboration with UNIFEM. Partnerships will be built with the local municipal councils in the six pilot municipalities. Main beneficiaries of the project will be women members of the municipal councils, with focus on women elected in July 2007. The women councillors will be targeted throughout the 99 municipalities of the Kingdom. Other beneficiaries include all municipal council members and local communities in six municipalities in Jordan. The municipalities will be selected in consultation with main partner and national stakeholders, 2 from each of the three regions of Jordan. The project will also support the JNCW in its function as a resource for municipal councils and with advocacy through the website.

Project Innovation and Sustainability

The project is innovative in that it aims to consolidate training materials developed by different actors, into concise information that is accessible through ICT by feeding into the JNCW website. Though the main aim of the project is women empowerment, the project includes all council members in the six municipalities in gender sensitization and ensures the training information that can be used by both men and women is gender sensitive. The project will be able to develop and test these manuals in 6 municipalities for potential replication of training and production in the 99 other municipalities. The project also consists of an advocacy component which involves translating the results of the study which reviews and assesses the changes with regards to women's participation in public life that have occurred in the Jordanian context within the past four years, into a concrete commitment to action, and by identifying potential success stories as low cost activities that can be replicated and sustained upon completion of the project. The project's strategy of partnership with national local organizations will ensure a level of sustainability.

Project Risks

Type	Description	Impact/probability	Comment or Mgt Response (including date)
Operational	Ability to identify available qualified local trainers	I=3/ P=2 Delay in implementation of training activities	Utilize organizational resources of all partners to identify trainers
	Limited time duration	I=3, P= 2	Careful planning at initial stages
	CO capacity to monitor first hand all activities especially outside Amman (by attendance)	I=3/P=5 May limit level of monitoring	Frequent field visits to the extent possible
Strategic	Partners delivery	I=5, P=1 The relevant activities may be compromised	MOUs or LOAs to be signed with all partners
Security	Workshop locations outside Amman where secure venues may not be known/available	I= 3/ P=5	Get security classification of potential secure venues

Key: 1-5: Low-High Impact/Probability

III. Results and Resources Framework

Intended Outcomes as stated in the Country/ Regional/ Global Programme Results and Resource Framework: UNDAF: Good Governance mechanisms and practices established towards poverty reduction, protection of human rights and gender equality in accordance with the MD, CP: Strengthened national capacities to protect, promote, monitor and report on human rights				
Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets. Outcome baseline Inadequate institutional and human capacity to coordinate, advocate and promote human rights, Output indicator: percentage of women representatives in municipalities sensitized on good governance principles.				
Applicable MYFF Service Line: 2.6 Decentralization, local governance and urban rural development, 1.6 Gender Mainstreaming				
Partnership Strategy: Partnership with UNIFEM, JNCW, JNFW, municipal council and local organizations				
Project title and ID (ATLAS Award ID): Support to Effective Women Participation in Public Life at the Local Municipal Level				
Intended Outputs		Indicative Activities	Responsible parties	Inputs
Output 1: Project management arrangements are set up	<i>Q2</i>	1.1 Recruit project Team 1.2 Establish Steering and Technical Committees 1.3 Purchase needed equipment 1.4 Select six pilot municipalities in the 3 regions 1.5 Identify consultants	JNCW	<ul style="list-style-type: none"> Project Manager and Administrative Assistant Salaries IT equipment Miscellaneous
Indicator: -A qualified Project Team is functioning in time and Committees are set-up -Six municipalities are selected in consultation with partners				
Output 2: Changes and improvements in the women's participation in public life in the Jordanian Context are reviewed and evaluated.	<i>Q2 - Q4</i>	2.1 Review national secondary material available on these issues. 2.2 Conduct interviews with main national informers. 2.3 Conduct a national workshop with key stakeholders including local organizations to evaluate existing achievements and strategies 2.4 Develop recommendations and agree on a plan of action in the consultation workshop.	JNCW	<ul style="list-style-type: none"> Consultants fees Consultation Workshop costs Travel expenses for invited municipal councillors
Indicator: - Review is completed - Consensus achieved over a plan of action by key stakeholders.				
Output 3: Capacity of newly elected female municipal council members is strengthened, and local councils sensitized on gender issues in six municipalities	<i>Q2 to Q3</i>	3.1 Review available training packages or material developed for similar purposes (gender sensitization and HR, planning and budgeting) 3.2 Add new components as necessary (related to human development and municipal council roles) 3.3 Pilot Test the training materials in the field	JNCW JNFW	<ul style="list-style-type: none"> 2 Training experts fees Travel and accommodation costs Sensitization sessions for 6 municipal councils costs Cost of all women councillors
Indicator:				

<p>- Information and data are uploaded and utilized on the JNCW website</p> <p>- Council members are trained in 6 municipalities</p> <p>- 160 of 215 women councillors in 99 municipalities are trained.</p>		<p>3.4 Consolidate packages and upload the information online (JNCW website)</p> <p>3.5 Conduct 3 gender sensitization sessions for local council members (men and women), one in each two pilot municipalities in each region.</p> <p>3.6 Conduct 3-day-training sessions for the 215 women municipal council members on local planning and budgeting (2 in each region/ 36 participants for each training)</p>		<p>training sessions (UNIFEM)</p> <ul style="list-style-type: none"> • Cost of printing material • Miscellaneous
<p>Output 4: Awareness of the local communities on the importance of women's participation in public life is increased in the six municipalities</p> <p>Indicator:</p> <p>- Local organizations representatives in 6 municipalities attended a 3 day awareness session on the subject.</p>	<p>Q3 to Q4</p>	<p>4.1 Develop awareness material/ adapt from other country experiences</p> <p>4.2 Conduct six awareness sessions for local community organizations (men and women), one in each pilot municipality</p> <p>4.3 Keep track of female municipal members' achievements and ensure news coverage.</p> <p>4.4 Identify success stories and develop promotional material around that.</p>	<p>JNCW JNFW</p>	<ul style="list-style-type: none"> • Trainers fees • Travel and accommodation costs • Awareness sessions costs • Awareness material costs • Miscellaneous

IV. Annual Work Plan Budget Sheet

Key Activities	Time Frame				Res.	Planned Budget (US \$)				
	Q 1	Q 2	Q 3	Q 4		Fund	Don or	Budget Description		
		X				AHDR				
Project management arrangements are set up and M&E conducted		X			JNCW	AHDR	71400	Contractual Services	2008	33,000
					JNCW	AHDR	71600	Travel		1,000
					JNCW	AHDR	72800	Information Technology Equipment		4,000
					JNCW	AHDR	74500	Miscellaneous (Security)		2,000
									Subtotal	40,000
Changes and improvements in the women's participation in public life in the Jordanian Context are reviewed and evaluated.		X		X	JNCW	AHDR	73100	Rental & Maintenance		3,000
					JNCW	AHDR	71600	Travel		1,000
					JNCW	AHDR	71300	Local Consultants		5,000
					JNCW	AHDR	74500	Miscellaneous		1,000
									Subtotal	10,000
Capacity of newly elected female municipal council members is strengthened, and local councils sensitized on gender issues in six municipalities		X	X		JNCW	AHDR	73100	Rental & Maintenance		6,500
						UNIFEM	73100	Rental & Maintenance		15,000
					JNCW	UNIFEM	71300	Local Consultants		5,000
					JNCW	AHDR	71300	Local Consultants		15,000
					JNCW	AHDR	71600	Travel		4,000
					JNCW	AHDR	74200	Audio-visual and Printing production Costs		3,000
									Subtotal	49,500
Awareness of the local communities on the importance of women's participation in public life is increased in the six municipalities		X	X		JNCW	AHDR	73100	Rental & Maintenance		7,000
					JNCW	AHDR	71300	Local Consultants		6,000
					JNCW	AHDR	71600	Travel		3,000
					JNCW	AHDR	74200	Audio-visual and Printing production Costs		3,500
					JNCW	AHDR	74500	Miscellaneous		1000
									Subtotal	20,500
									Grand Total	120,000

V. Management Arrangements

The project will follow the modality of National Execution and the Implementing Partner of the project will be the Jordanian National Commission for Women (JNCW). JNCW has the mandate at the policy making level and necessary experience and network to work with local NGOs, as well as access to women councillors networks. JNCW worked extensively on the pre-municipal election phase to empower women candidates in collaboration with UNIFEM. The JNCW will provide their in-kind support with office space and furniture, the expertise of their staff and committees and facilitate collaboration with women organizations. JNCW will be accountable to UNDP and UNIFEM in carrying out the project activities in line with the objectives of this document and the Annual Work Plan. JNCW will be responsible for planning and overall management of project activities, reporting, accounting, monitoring and evaluation of the project. It will be accountable for the production of outputs, the achievement of project objectives and the use of project resources.

The project management structure will consist of the Project Board, Project Assurance and a Project Management team. A project management team will be assigned consisting of a Project Manager and an Administrative Assistant (TORs are attached) who will be work from the premises of JNCW. The Project Manager (TOR annex II) has the authority to run the project on a day-to-day basis on behalf of the Project Board within the arrangements (time and budget) laid down by the Project Board. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. Any changes in the milestones and outputs of the project will be discussed with and agreed upon by the Project Board. The Project Manager will be responsible for preparing a detailed project work plan and budget, reporting the day-to-day activities and progress of the project, and submitting quarterly progress and financial reports to UNDP and the Project Board. S/he will also be responsible for managing the project's budget and monitoring expenditures according to standard UNDP financial management rules and regulations, for maintaining all documentation related to the project and for monitoring and evaluating the project's overall progress.

The Project Board will consist of:

- JNCW: Executive role representing the project ownership to chair the group,
- UNDP and UNIFEM: Senior Supplier role to provide guidance regarding the technical feasibility of the project, and
- MOPIC: Senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries.
- JNFW on ex-officio basis

The Board is responsible for making on consensus basis management decisions for the project when guidance is required by the Project Manager, including recommendation for UNDP/ JNCW approval of project revisions. Project reviews by this group are made at quarterly during the running of a project, or as necessary when raised by the Project Manager. Project tolerances (i.e. constraints in terms of time and budget) will be agreed upon by the Board during the first meeting. The Board is consulted by the Project Manager for decisions when PM tolerances have been exceeded. Project Assurance supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Officer will hold the Project Assurance role for the UNDP Board member.

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Officer will hold the Project Assurance role for the UNDP Board member.

The project will be implemented as a joint programme with UNIFEM. UNIFEM's contribution will be in all components of the project and particularly the organisation of the 6 training events for the 215 female municipal councillors. UNIFEM has already conducted trainings for potential female candidates before the elections and has carried out a training needs survey to discern which topics the newly elected councillors are interested to be trained on in collaboration with the Jordanian National Forum for Women (JNFW).

JNFW will be responsible for implementing the activity related to training municipal council members in full coordination with JNCW and under the supervision of the project management.

The total project budget is US \$ 120,000. UNDP will provide a contribution of US \$ 100,000 to the project from the Arab Human Development Report Danish Trust Fund and UNIFEM a contribution of US \$ 20,000. UNDP will be the budget holder of the funds under the National Execution modality. These funds will be channelled through the UNDP bank account and disbursed upon receiving a request for payment and copies of invoices by the project management. UNDP will provide the necessary services to recruit the project personnel. Purchase of non-expendable equipment and services will be done by UNDP at the request of the implementing partner and/or the Project Manager once he/she is in place. The request should be based on a procurement plan submitted along with the work plan.

The project is required to coordinate through the Project Board with other related projects. All awareness and training materials developed under the project will be the property of UNDP. Use and/or dissemination of the material aside from the purposes and activities specified in this document should be done upon written approval of UNDP. The use of UNDP logo is restricted to the activities specified under this project.

VI. Monitoring and Evaluation

The Project Team 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 project work plan and will develop and submit quarterly progress reports to the Project Board during the project based on UNDP format that includes updates of the quality log, issue and risk logs and lessons learned. The progress report should list achievements, constraints, issues and report on project risks as appropriate. A Terminal Report is due mid December 2008 highlighting the main achievements, results, and lessons learned under the project. These documents will provide critical information and lessons learned regarding the effectiveness of the implementation strategy and the delivery of outputs. The Project Board will meet every three months in order to take stock of the progress of the project or as deemed necessary by the Project.

The Annual Work Plan (AWP) Monitoring Tool
 Implementing Partner: JNCW
 Year: 2008

EXPECTED OUTPUTS AND INDICATORS including annual targets	PLANNED ACTIVITIES	EXPENDITURES <i>List actual expenditures against activities completed</i>	RESULTS OF ACTIVITIES <i>For each activity, state the results of the activity.</i>	PROGRESS TOWARDS ACHIEVING OUTPUTS Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including: <ul style="list-style-type: none"> ▪ <i>Whether risks and assumptions as identified in the CP M&E Framework materialized or whether new risks emerged</i> ▪ <i>Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues</i>
As in Section 3: RRF	As in Section III: RRF			
Target 2008: 200 newly elected members of municipalities' councils awareness is enhanced in human rights based approach to development	Initial activity work plan by PM Quarterly progress reports by PM Quarterly update of issues log and risks logs by PM Final Project and lessons learnt Report by PM 2 field visits to attend 2 workshops by PA			

VII. 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.

VIII. Annexes

- Annex 1: Terms of Reference (Project Board, Team)
- Annex 2: Terms of Reference (Short Term Experts)
- Annex 3: MOU with JNCW