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United Nations Development Programme
Country: Hashemite Kingdom of Jordan
Project Document

Project Title Strengthening Electoral Processes in Jordan

UNDAF Outcome(s): Jordan has undertaken political and institutional reform at national and sub-national levels in a participatory, transparent and accountable manner

Expected CP Outcome(s): This project will contribute to the good governance mechanisms to “Promote institutional, systems and processes to reform, coordinate and implement pro poor national development objectives based on governance principles”

Implementing Agency UNDP CO Jordan

Brief Description

This project represents the contribution of the Global Programme for Electoral Cycle Support (GPECS) to UNDP’s overall electoral assistance in Jordan. The GPECS funds will focus on two specific areas – building the initial capacity of the soon-to-be-created Independent Electoral Commission, and also systemising the interaction between the IEC and stakeholders of the electoral process and candidates. The support will serve primarily as a start-up of a larger, multi-year project currently in the preliminary design phase. The objective of the intervention is to allow the IEC and stakeholders reach a preparedness level for them to play their role in the elections and also assist the implementation of electoral support projects being currently designed by many international partners. The expected outputs are twofold: 1) for the IEC, it will have the necessary regulations in place to operate in a professional manner; 2) for stakeholders, they will have established clear lines of communication with the IEC, they will have been made aware and act to promote the participation of women as officials and candidates for elections. In addition, women’s active engagement will be facilitated within the IEC’s structures.

Programme Period:	2008-2012	2012 AWP budget:	\$500,000
Key Result Area (Strategic Plan):		Total resources required	\$500,000
Atlas Award ID:		Total allocated resources:	\$500,000
Start date:	01 Apr. 2012	• Regular	_____
End Date	31 Dec. 2012	• Other:	
PAC Meeting Date		◦ Donor	Spain (via
Management Arrangements	DIM	GPECS), \$500,000	

Agreed by (Coordinating Agency):

3 - May 2012

Agreed by UNDP:

Jacinta

Bassam R.R. 3/5/2012

1. SITUATION ANALYSIS AND STRATEGY

The 2006 reform initiative, known as the National Agenda (NA), covered a wide array of themes including social, economic, basic rights and freedoms and services and infrastructure. However, the National Agenda did not agree on political reforms. Despite that, the NA did lay down brief recommendations, primarily establishing an independent commission and reforming the elections laws.

Most recently, and as a reaction to the “Arab Spring” and growing public demands calling for reform, a National Dialogue Committee (NDC) was set up in March 2011. The NDC recommended the establishment Independent Electoral Commission, which by definition required a constitutional amendment. Soon after, H.M. King Abdullah II convened a committee to revise the constitution. One of the main constitutional amendments stated that parliamentary elections should be managed by an Independent Electoral Commission instead of the Ministry of Interior.

The Government drafted an IEC law and sent it to the Lower House of Parliament in December 2011. The Parliamentary joint committees (Legal and Administrative) are reviewing the draft law and it is expected to refer to the plenary in March 2012. The government also reviewed and updated the Political Parties law which was sent to the Lower House of Parliament in February 2012. The government is currently reviewing and updating the elections law and is expected to send it to the Lower House of Parliament by the end of March 2012. The Government has announced that the elections will most likely take place at the end of 2012.

The Strengthening Electoral Processes in Jordan (SEPJ) project is conceived as an instrument which will support Jordan in its on-going efforts towards political reform with funds from the AECID (Oficina Técnica de Cooperación en Jordania) through the Global Programme for Electoral Cycle Support fund (GPECS).

It is within this context that the SEPJ project was developed to support the government to implement the above mentioned reform initiatives during 2012. The specific components for support outlined in the SEPJ were defined in **consultation with a wide array of key national stakeholders, including donors, during the Needs Assessment Mission (NAM) held by the Electoral Assistance Division of the Department of Political Affairs in December 2011.** It was agreed that this first phase of support (April – December 2012) should focus on providing technical assistance in relation to the setting up of the newly created Independent Electoral Commission. The IEC is expected to plan and manage elections according to international best practices within the guidance that will be set out in the revised elections law. Therefore, a key component of the SEPJ is on supporting the preparation of the necessary regulations and strategic and operational plans in order for the IEC to function in a professional manner. High level technical assistance will be provided for this purpose and to strengthen the capacities of the departments of the IEC. Many innovative methods will be adopted to strengthen the capacities including on the job training, learning by doing, south to south learning sharing best practices and well-targeted study visits.

SEPJ will provide support to engage civil society to promote active citizen participation in the electoral process under the overall guidance and coordination of the IEC.

SEPJ will also provide support to IEC to establish effective channels of communication in particular a Liaison Council with stakeholders to ensure their participation according to the revised law. **The SEPJ will also support the strengthening of women's candidacies** well in advance of the elections.

Gender mainstreaming will be highlighted through a two-prong approach: (1) support will be provided to mainstream gender in all the operations plans and procedures of the Independent Electoral Commission and (2) support to political parties to encourage women engagement in all the stages of the electoral cycle.

SEPJ envisages that by the end of 2012, (1) an IEC will be established as part of advancing the democratic reform process in Jordan; (2) the IEC will operate in a professional and transparent manner; (3) the IEC will provide a structured environment for citizens and stakeholders to engage in the elections, increasing the credibility of the elections and citizens participation, for both women and men; and as such civil society organizations will also be fully engaged in the elections process. It is expected that a second phase of support to the IEC and relevant stakeholders will be developed during 2012 in coordination with the donor community, on the basis of the conclusions and recommendations of the above mentioned NAM.

By the end of 2012, SEPJ would have provided technical assistance to the IEC in:

1. Developing IEC's necessary regulations and strategic and operational plan in place to function in a professional manner.
2. Developing its internal and external communication strategies
3. Setting up a joint committee with civil society on voter education.
4. Setting up a Liaison Council with political stakeholders (PPLC)
5. Drafting gender strategies for the IEC and the PPLC.

2. ANNUAL WORK PLAN

Year: 2012

Output	Expected activities	Sub-activities	Timeline				Responsible Parties	Funding source	Proposed budget description	Amount	
			Q2 2012	Q3 2012	Q4 2012	Q1 2013					
Strengthened Electoral Processes in Jordan Indicators: # of bylaws and electoral regulations drafted 1 media strategy for IEC A National Voter Education Committee (NVEC) in place A Political Parties Liaison Council (PPLC) Gender strategy for PPLC Baselines: No bylaws and electoral legislation No media strategy in place No National Voter Education Committee	1. Provide Support to the Independent Electoral Commission in drafting the necessary regulations and a strategic and operational plan	1.1 Draft the blueprint on establishing IEC.					UNDP CO	GPECS	Short term experts Trainings. Workshops, conferences Professional services (Project Assistant)	\$16,250	
		- Draft the blueprint, with IPES, on first steps to establishing an IEC, including an organigramme, staffing profiles and recommended timelines.	XX				SEA IPES				\$3,000
		1.2 Provide support to the development of at least 15 Executive Instructions. - Recruit Senior Electoral Advisor (SEA) -Provide technical support on regulations/ guideline drafting	XX	XX			UNDP CO	GPECS	Senior Elections Advisor - SEA for 6 months Trainings, workshops, conferences		\$93,000
		1.3 Provide support to drafting IEC internal rules and procedures with IEC - develop a set of internal rules of procedure for the IEC - Edit and amend internal rules based on feedback from IEC		XX	XX		SEA	GPECS	Trainings, workshops, conferences Study visit Professional services	\$3,000 \$15,000 \$5,000	

Output	Expected activities	Sub-activities	Timeline					Responsible Parties	Funding source	Proposed budget description	Amount
			Q2 2012	Q3 2012	Q4 2012	Q1 2013					
(NVEC) No Political Parties Liaison Council (PPLC) in place No gender strategy for PPLC Targets: At least 15 executive Instructions developed		1.4 Provide support to the drafting of IEC Operational Plan for the 2013 elections - Recruit Operations advisor - Draft Operational Plan for the 2013 parliamentary elections			XX			GPECS	Short term operations advisor	\$9,750	
Total Activity 1											
2. Provide technical support to IEC to implement internal and external communication strategies											
Media strategy in place NVEC established Political Parties Liaison Council (PPLC) in place Gender strategy for PPLC in place		2.1 Provide technical advice to the IEC on managing its own media relations (e.g. its website, press conferences, release of "corporate brochure," etc.; - Recruit external relations advisor - Provide sound technical advice on a press and public relations strategy. - Develop and produce of PR materials - Host of 3 initial press conferences - Provide technical assistance on the IEC's role in monitoring , the media campaign.	XX	XX			SEA, Ext Relations Advisor, CO Operations	GPECS	short-term External Relations Advisor	\$12,000	
									Audio-visual and printing production cost	\$13,000	
									Equipment	\$10,000	
									Professional services	\$5,000	
		2.2 Support IEC to administer a modern internal communications system. - Recruit IT advisor - Conduct an internal communications and IT needs assessment	XX				SEA, IT Advisor	GPECS	short-term IT advisor (Information technology equipment	\$16,250	
\$169,000											

Output	Expected activities	Sub-activities	Timeline					Responsible Parties	Funding source	Proposed budget Budget description	Amount
			Q2 2012	Q3 2012	Q4 2012	Q1 2013					
		-Procure appropriate IT infrastructure for the IEC HQ.							(computers, LAN, internet connection and domain, website development and hosting)		
									Equipment	\$7,000	
									Professional services	\$5,000	
Total Activity 2											
	3. Support IEC to establish a National Voter Education Committee (NVEC) of IEC and CSO membership	3.1 Support IEC to set up an elections civil society liaison mechanism under the auspices of IEC. - provide advice to IEC on mobilising civil society, including drafting ToRs for a National Voter Education Committee (NVEC) to be chaired by the IEC - Hold two roundtables convened for the first two meetings of the NVEC.	XX	XX	XX		SEA, Ext Relations Advisor	GPECS	Trainings, workshops, conferences Short-Term Expert for technical advice	\$12,750 \$16,250	
		3.2 Support to IEC to produce civic and voter education messages for the Jordanian public - provide TA for IEC on the production of the initial voter education materials		XXX	XX		SEA, CO Operations, Ext	GPECS	Audio-visual and printing production cost SEA	\$35,000 \$5,000	
Total Activity 3											
										\$ 79,000	

Output	Expected activities	Sub-activities	Timeline					Responsible Parties	Funding source	Proposed budget description	Amount
			Q2 2012	Q3 2012	Q4 2012	Q1 2013					
	4. Women's active engagement will be facilitated within the IEC's structures.	4.1 Support IEC to adopt a gender strategy and adopt gender-sensitive HR practices. - Sound technical assistance will be given on adoption of gender-sensitive recruitment and staffing practices. - Draft gender HR policies for IEC.	XX	XX			SEA, STE Gender Expert	GPECS	Gender STE Audio-visual and printing production cost (translation) SEA	\$16,250 \$11,000 \$10,000	
Total Activity 4											
	5. Support IEC to establish a Political Parties Liaison Council (PPLC)	5.1 A Political Parties Liaison Council (PPLC) is established by the IEC and meets bimonthly - Draft TOR for PPLC. - provide TA on draft campaign code of conduct - Two roundtable will be convened for the first two meetings of the PPLC.		XX	XX		SEA, STE External Relations	GPECS	Trainings, workshops, conferences Short-Term Expert (STE) for technical advice SEA Professional services	\$12,000 \$16,250 \$1,000 \$5,000	
Total Activity 5											
	6. Support IEC to develop gender strategies targeting PPLC to the participation of women within their party structures and as potential candidates for elections.	6.1 Support PPLC - political parties to develop gender strategies targeting both their party structures and their candidate nomination process. - Provide TA to political parties on the development of gender strategies and gender-balanced candidate nomination strategies. - Hold a roundtable to present	XXX	XX	XX		SEA, STE Gender	GPECS	Trainings, workshops. Conferences Short-Term Gender Expert SEA Professional services	\$10,000 \$16,250 \$2,250 \$5,000	
\$34,250											

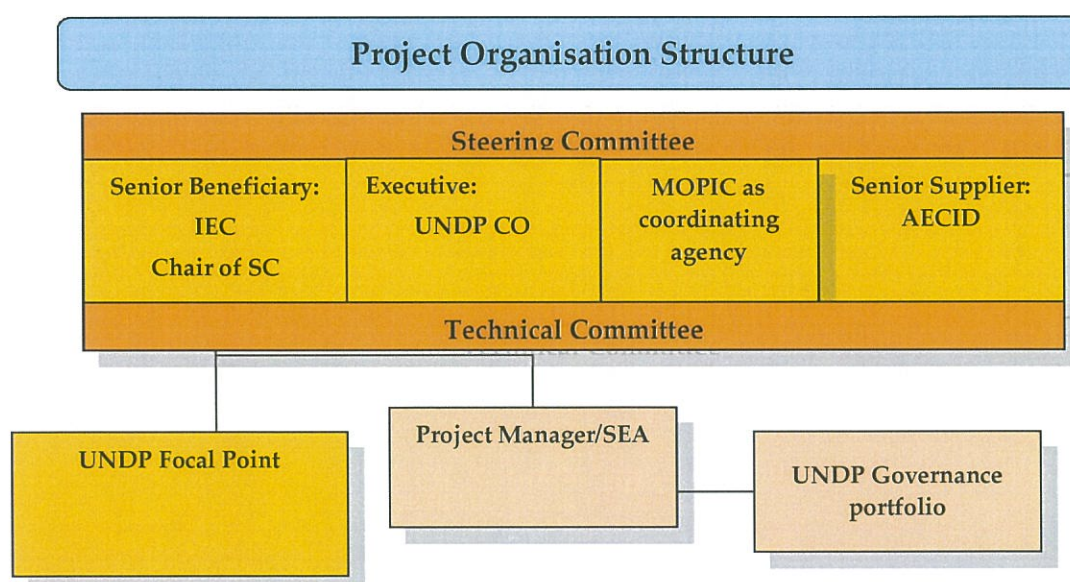
Output	Expected activities	Sub-activities	Timeline	Responsible Parties	Funding source	Proposed budget description	Amount	
		international best practice on gender strategies and gender-sensitive candidate nomination in the Jordanian context.	Q2 2012					
			Q3 2012					
			Q4 2012					
			Q1 2013					
	Total Activity 6						\$33,750	
	7. Conduct Project evaluation and lessons learned	7.1 Carryout the evaluation and lessons learned of the project		XX	SEA	GPECS	Workshop	\$5,000
		- Hold lessons learned workshop					STE	\$5,500
		- Recruit international consultant for the evaluation					STE	\$4,000
		- Monitoring and Evaluation					Local Travel	\$2,000
	Total Activity 7							\$16,500
	Total AWP							\$500,000

4. MANAGEMENT ARRANGEMENTS

3.1 Direct Implementation Modality

The project will be implemented by UNDP through a Direct Implementation Modality (DIM). This is justified by three main reasons:

1. As detailed in the Note of Guidance between UNDP and UN DPA, election-specific projects **use direct execution (DEX) as the default modality**, where UNDP is the executing agent of the project, and the senior staff of the PMU report to UNDP (RR/CD) and to the donors through the Steering Committee.
- 1- Ideally, the IEC would be the Implementing Partner. However, the IEC is still to be established and will have limited capacity to be implementing this project in the time being. UNDP will be executing this project and addressing some of the key institutional capacities of the IEC.
2. The CO has well-established procurement, logistics, and financial management capacity and several of the programme management staff have over ten years' experience in programme delivery.



3.2 The Steering Committee

The project will be managed by the CO Governance Advisor, delegating the day-to-day coordination of activities to an IC Senior Electoral Advisor (SEA), who will report to a Steering Committee which will be composed of representatives from UNDP, AECID, MOPIC (Ministry of Planning and International Cooperation) and the key beneficiary (IEC, specifically its Chief Commissioner). The Steering Committee, which will be chaired by the Chairman of the Board of Commissioners or one of the Commissioners of the IEC, will be responsible for making management decisions by consensus when guidance is required by the SEA, including approving recommendations for project revisions as and when new needs are identified or in response to changes in the operating environment. UNDP shall make available information pertaining to the applicable regulations, rules, policies and procedures.

Project reviews by the Steering Committee are made on a quarterly or Monthly basis or at designated decision points during the running of the project, or as necessary when raised by the SEA for decision when tolerances have been exceeded.

The Steering Committee will be chaired by the Chairman of the Board of Commissioners or one of the Commissioners of the IEC, is comprised of four roles:

- The Project Executive to represent overall responsibility for the project. This function will be played by the UNDP Country Director or her designated representative (Governance Advisor).
- Project Supplier to provide guidance regarding the technical feasibility of the project. This will be played by the UNDP SEA and S/he will also be responsible for overall project management.
- Project Beneficiary: to ensure the realization of project objectives from the perspective of project beneficiaries, this role will be played by IEC, the Chairman of the Commissioners.
- The Government Coordination Body. This role will be played by the Ministry of Planning and International Cooperation (MOPIC).

3.3 The Technical Committee

A Technical Committee (TC) shall be established at the beginning of the project to monitor the progress of the implementation of the project of support. The TC will be chaired by the UNDP, and include members from ESC, AECID, and MOPIC. The TC may consider to include other stakeholders to be present at the meeting, such as representatives of donor projects that are existing or might arise. This inclusion of new members shall be done through a Memorandum of Understanding that will be annexed to the project document. The TC is responsible for making, on consensus basis, management decisions concerning the project including approval of quarterly work plans, budgets and any revisions to the plans and budgets. The TC shall convene monthly during the running of a project, or as necessary when issues are raised by the parties. Project tolerances (i.e. constraints in terms of time and budget) will be agreed upon by the TC during the first TC meeting.

3.4 The focal point and reporting

The Country Office will need to assign a focal point responsible for monitoring and oversight coordination as well as reporting to GPECS. (GPECS guidelines page 10) The focal point will also be responsible for the day-to-day collaboration and information sharing on substantive progress between country offices and their regional Electoral Advisors.

The main monitoring mechanism of the Global Programme for Electoral Cycle Support (GPECS) country window project implementation is the day-to-day collaboration and information sharing on substantive progress between country offices and their regional Electoral Advisors. The assigned focal point is requested to provide the following:

1. A monthly update mentioning activities underway that month, activities planned for next month and risks arising, if any. This can be done through a phone call or through a brief summary e-mail. This will be agreed upon by the specific GPECS Regional Advisor and the CO focal point. (GPECS guidelines p 10)

2. Quarterly highlight reports, describing results achieved and objectives for the next quarter. The highlight reports will be submitted through the DGTTF/GPECS web application. (GPECS guidelines p 10)
3. Annual Project Report (APR), which rate output to outcome progress and reflect decisions on policy issues. Special focus should be paid to activities, results and impact of GPECS contribution as well as lessons learned. (GPECS guidelines p 10)
4. A story will be featured within the life of the project and it will be published on GPECS website and within UNDP media mechanisms. (GPECS guidelines p 10)
5. A status report should be submitted on a monthly basis to EAD with the a copy to Bureau for Development Policy.

In addition to the above reporting and based on DPA/UNDP Note of Guidance,

3.5 Independent Evaluation

An independent evaluation shall be conducted 3 months after the end of the project, based on UNDP's evaluation guidelines (GPECS guidelines p 10). And lessons learned shall be conducted no later than two months after the completion of the project (GPECS guidelines p 10).

3.6 UNDP Support Services

Procurement: The purchase of non-expendable equipment and services will be done by UNDP and it is agreed that an Implementation Support Service (ISS) fee will be charged to the project according to the nature of services offered under the RRF.¹ These fees will be charged based on the latest update of the UNDP Universal Price List.

Recruitment: The recruitment of various consultants, advisors, and other senior short or long-term consultants shall be done by United Nations Development Programme (UNDP) according to UNDP standard recruitment rules and procedures. The recruitment process shall ensure, at all times that the process is in fact competitive and transparent, while capitalising on existing rosters.

3.7 Visibility and Branding

Unless the Agencia Española de Cooperación Internacional para el Desarrollo - AECID (Spanish Agency for International Development Cooperation) requests or agrees otherwise, the UNDP shall take all appropriate measures to publicise the fact that an Action has received funding from the AECID. Information given to the press, the beneficiaries of an Action, all related publicity material, official notices, reports and publications, shall acknowledge that the Action was carried out "with funding by the AECID" and shall display in an appropriate way the AECID and UNDP logos. In cases where equipment and major supplies have been purchased using funds provided by the AECID the UNDP agrees to include appropriate acknowledgement on equipment and major supplies (including display of the AECID logo

¹ According to UNDP Rules and Regulations ISS are provided mostly by Country Offices (COs) in the implementation of Regular and Other Resource-funded programmers and projects (i.e. costs directly related to the delivery of programmers), and include: (1)Payments, disbursements and other financial transactions; (2)Recruitment of staff, project personnel, and consultants, (3)Procurement of services and equipment, and disposal/sale of equipment (3) Organization of training activities, conferences, and workshops, including fellowships (4)Travel authorizations, visa requests, ticketing, and travel arrangements (5)Shipment, custom clearance, vehicle registration, and accreditation

provided that such actions do not jeopardise the United Nations privileges and immunities provided under the 1946 Convention on the Privileges and Immunities of the UN.)

5. MONITORING FRAMEWORK AND EVALUATION

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

A. Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the quality management table below. The quality management table shall be reviewed and updated by the UNDP and approved at the second SC meeting after signing the project document.
- An issue log shall be activated in Atlas and regularly updated by the project assistant, and based on input from relevant designated directors, to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted by UNDP based on input from relevant designated directors within two months from the start of his/her work (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. This project log will be assessed and approved at the Steering Committee (SC) meeting at the latest.
- Based on the above information recorded in Atlas, project progress reports (PR) shall be prepared and submitted by the focal point based on input of relevant designated directors to the members of the SC through project assurance, using the standard report format available in the executive snapshot.
- A project lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the lessons-learned report at the end of the project. The lessons learned log shall be prepared by the project assistant in close consultation and coordination with the designated directors and approved by the SC in its SC meeting.
- A monitoring schedule plan shall be activated in Atlas and updated to track key management actions/events.
- Any other reporting requested by the donors of this project.

B. Within the Annual Cycle

Final Review Report: annual final review report shall be prepared by the SEA and the focal point and shared with the Steering Committee (SC). As a minimum requirement, the final review report shall consist of the Atlas standard format for the Project Progress Report (PPR) covering the project duration with updated information for each above element of the PPR as well as a summary of results achieved against pre-defined project targets at the output level. Another final report should also be submitted to EAD within three months of the completion of the project.

6. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT 1: Strengthened Electoral Processes in Jordan		
Activity Result 1 (Atlas Activity ID)	The IEC is supported in drafting its internal rules of procedures	Start Date: April 1 2012 End Date: June 30 2012
Purpose	Provide support to drafting IEC internal rules and procedures with IEC	
Description	<ul style="list-style-type: none"> - Develop a set of internal rules of procedure for the IEC - Edit and amend internal rules based on feedback from IEC 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
% of changes made according to SEA recommendations	IEC official records	Quarter 3 2012

OUTPUT 1: Strengthened Electoral Processes in Jordan		
Activity Result 2 (Atlas Activity ID)	The IEC will have developed a sound media strategy, including an active website	Start Date: June 1 2012 End Date: Aug 31 2012
Purpose	IEC is equipped to administer a modern internal communications system.	
Description	<ul style="list-style-type: none"> - Recruit IT advisor - Conduct an internal communications and IT needs assessment - Procure appropriate IT infrastructure for the IEC HQ. 	
Quality Criteria	Quality Method	Date of Assessment
Communications and IT assessment findings addressed	Quarterly report, monitoring visit	Quarter 3 2012

OUTPUT 1: Strengthened Electoral Processes in Jordan		
Activity Result 3 (Atlas Activity ID)	An elections civil society liaison mechanism is in place under the auspices of IEC.	Start Date: Apr 1 2012 End Date: Dec 31 2012
Purpose	Support IEC to set up an elections civil society liaison mechanism under the auspices of IEC.	
Description	<ul style="list-style-type: none"> - provide advice to IEC on mobilising civil society, including drafting ToRs for a National Voter Education Committee (NVEC) to be chaired by the IEC - Hold two roundtables convened for the first two meetings of the NVEC. 	
Quality Criteria	Quality Method	Date of Assessment
No. of NVEC meetings	Minutes of NVEC meetings	Quarter 4 2012

OUTPUT 1: Strengthened Electoral Processes in Jordan		
Activity Result 4 (Atlas Activity ID)	The IEC is supported to develop a gender strategy and adopt gender-sensitive HR practices.	Start Date: June 1 2012 End Date: Dec 31 2012
Purpose	Support IEC to adopt a gender strategy and adopt gender-sensitive HR practices.	
Description	<ul style="list-style-type: none"> - Sound technical assistance advice will be given on adoption of gender-sensitive recruitment and staffing practices. - Draft gender HR policies for IEC. 	
Quality Criteria	Quality Method	Date of Assessment
Gender sensitive HR policies draft in place	Quarterly reports, steering committee meetings	Quarter 4 2012

OUTPUT 1: Strengthened Electoral Processes in Jordan		
Activity Result 5 (Atlas Activity ID)	A Political Parties Liaison Council is established by the IEC and meets bimonthly	Start Date: June 1 2012 End Date: Dec 31 2012
Purpose	A Political Parties Liaison Council (PPLC) is established by the IEC and meets bimonthly	
Description	<ul style="list-style-type: none"> - Draft TOR for PPLC. - Two roundtable will be convened for the first two meetings of the PPLC. 	
Quality Criteria	Quality Method	Date of Assessment
No. of PPLC meetings	Minutes of PLC meetings / quarterly reports	Quarter 4 2012

OUTPUT 1: Strengthened Electoral Processes in Jordan		
Activity Result 6 (Atlas Activity ID)	PPLC-supported political parties will have developed gender strategies targeting both their party structures and their candidate nomination process.	Start Date: June 1 2012 End Date: Dec 31 2012
Purpose	Support PPLC- political parties to develop gender strategies targeting both their party structures and their candidate nomination process.	
Description	<ul style="list-style-type: none"> - Provide TA to political parties on the development of gender strategies and gender-balanced candidate nomination strategies. - Hold a roundtable to present international best practice on gender strategies 	
Quality Criteria	Quality Method	Date of Assessment
PPLC gender strategy in place	Quarterly report	Quarter 4 2012

OUTPUT 1: Strengthened Electoral Processes in Jordan		
Activity Result 7 (Atlas Activity ID)	Evaluation report finalised and submitted to GPECS and SC	Start Date: January 1 2013 End Date: March 31 2013
Purpose	Carryout the evaluation and lessons learned of the project	
Description	<ul style="list-style-type: none"> Hold lessons learned workshop Recruit international consultant for the evaluation 	
Quality Criteria	Quality Method	Date of Assessment
Evaluation report in place	Final SC meeting	Quarter 1 2013

7. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP in June 2008 which is incorporated by reference constitutes together a Project Document as referred to in the Standard Basic Assistance Agreement SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the (SBAA), the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried.
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The UNDP Resident Representative in Jordan is authorized to effect in writing the following types of revision to this Project Document, provided he\she assured that other signatories to the Project Document have no objection to the proposed changes:

- Revision of, or addition to, any of the annexes to the Project Document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- Inclusion of additional annexes and attachments only as set out here in this Project Document.

8. ANNEXES

- A. Risk Analysis
- B. TOR for Senior Electoral Advisor
- C. TOR for Steering Committee
- D. Universal Price List (UPL)
- E. TOR for Project Assistant

A. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	IEC law is not passed or law is not up to international standards	2012	Political	P:3 I:4	UNDP would continue to advocate for expediting the passing of the IEC law according to international standards . If the law is not up to international best practices, measures will be taken to support the IEC to adopt as many best practices as possible in its regulations and procedures. UNDP will revise AWP.	UNDP	UNDP Governance Analyst	February-2012	
2	Delay in establishing the IEC	2012	Political	P : 3 I : 5	UNDP will focus on other outputs of the AWP such as CSO and Political Parties.	UNDP	UNDP Governance Analyst	February 2012	
3	Parliamentary Elections may take place earlier than anticipated and the IEC is still asked to support elections	2012	Political	P: 2 I: 3	<ol style="list-style-type: none"> 1. Advocate that the IEC should not support the IEC until it is professionally ready or at least minimize it functions for the elections. 2. If IEC goes ahead, make the public aware that UNDP will "hold" its support to strengthening IEC during the election process period. 	UNDP	UNDP Governance Analyst	February 2012	
4	IEC will not be perceived to be independent or public objecting to its board composition or other staff	2012	Political	P:4 I: 2	Support the IEC to develop a communication strategy as soon as its established. Ensure the IEC regulations established are decided in a consultative process and carried out in a transparent manner.	UNDP	UNDP Governance Analyst	February 2012	
6	Political parties boycotting the IEC	2012	Political	P: 1 I: 4	Support will be given for consultation to try to mediate the animosities.	UNDP	UNDP Governance Analyst		

A. Terms of Reference for Project Manager/ Senior Electoral Advisor

The Senior Electoral Advisor (SEA) will be responsible for project implementation and achievement of project results. The SEA will head the Project and provide leadership and guidance to the project's team of consultants and advisors.

The incumbent will have the following **specific responsibilities**:

- The position of SEA is to specifically provide support to UNDP in the daily management of the project, as well as to provide sound technical assistance to the IEC as it begins its work
- Exercise overall responsibility for planning, implementation, management, monitoring and coordination aspects of the project operations and personnel
- Recruit and manage the activities of the project team of national and international consultants
- Finalise the first draft of a long-term project of support to the IEC and other relevant stakeholders in consultation with interested donors EAD and relevant national counterparts
- Oversee and manage the implementation of the activities related to civil society organizations and political parties
- Be responsible, in coordination with both UNDP Regional Headquarters in Cairo and UNDP Brussels Office, for the timely preparation and quality control of all substantive technical reports, briefs and required documents
- Ensure timely production and submission of all partial and/or progress reports by all members of the project team, contractors and project partners
- Support coordination of all electoral support activities through regular contacts and briefings with the donor, project support and assurance structures (UNDP country office)
- Advise Country Office on electoral reform, legislative and policy issues with a long term perspective
- Organize the project review and/or evaluation meetings on a quarterly basis;
- Prepare background document, briefs and issues' papers, progress reports for the project meetings and for donor reporting
- In collaboration with project support, initiate procurement of goods and services including preparation of technical specifications and ToRs
- Prepare project work plans and progress reports in collaboration with the UNDP Democratic Governance Program Analyst and Country Director
- Support the detailing of lessons learned exercises. The lessons learned in this project will feed into the implementation of electoral assistance projects in other countries or regions and also to the BDP-managed Global Programme for Electoral Cycle Support, the joint EC-UNDP trainings on Effective Electoral Assistance and to the ACE Electoral Practitioners' Network

Knowledge

- Extensive knowledge of electoral processes
- Extensive expertise in policy issues connected to electoral reform and democratic governance
- Knowledge of policy making institutions and how to influence those processes
- Knowledge of capacity development issues and delivering on the job-training
- Expertise in the preparation of an electoral budget

Skills

- Be able to create strategic plans for resource mobilization, media relations

- Communicating and networking skills among donors, partner organizations in public sector
- Ability to monitor technical aspects of election planning
- Be able to coordinate several different types of election programming interventions and work under stress
- Be able to use advocacy skills, coalition building and media relations
- Be able demonstrate creative problem solving in response to unforeseen events
- Strong writing skills for the preparation of background papers and concept notes on electoral processes

Attitude

- Be sensitive to political and cultural realities of the country
- Be committed to following participatory methods and approaches
- Understand and be sympathetic to different points of view

Competencies and qualifications:

- Background and at least 15 years experience in electoral processes,
- Demonstrated knowledge and understanding of approaches, tools and methodologies related to planning, executing and monitoring the implementation of technical assistance projects.
- Excellent analytical and organizational skills required; ability to plan own work, manage conflicting priorities, report on work progress and deliver outputs in a punctual manner. Coordination
- Ability to effectively interact and coordinate with donors and senior government officials
- Technological awareness: fully proficient computer skills and use of relevant software and other applications, e.g. word processing, PowerPoint or equivalent, internal databases, Internet, etc.
- Knowledge of information technology systems and applications in electoral management would be an asset
- Strong communication (spoken and written) skills and ability to articulate ideas in a clear, concise style
- Languages: proficiency in English. Knowledge of Arabic is an advantage.

B. TOR for Steering Committee (SC)

A Steering Committee is responsible for general oversight of project activities within the AWP, including financial oversight and approval of funding allocations within the overall budget as recommended by the SEA.

Composition:

The SC is chaired by the IEC and includes membership of:

- UNDP
- AECID
- The Government Coordinating Agency

Frequency of meetings and decisions:

The SC shall meet quarterly or monthly (and more frequently if elections are approaching). It should receive regular reports from the SEA and the IEC, approve major activities and expenditures, reach consensus and take decisions in any change in the project work plan, provide ongoing risk analysis, and consider funding for emerging issues. It is facilitated by the SEA, which provides secretariat services and liaises with the Steering Committee chair in the preparation of agendas, notification to members, reports on the various project components and provision of minutes. The reports of the Steering Committee can be shared with all donors, if the SC agrees to that.

Responsibilities:

- Making strategic decisions by consensus, including the approval of project revisions (i.e. changes in the project document);²
- Providing overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Addressing project issues as raised by the SEA;
- Providing guidance on new project risks and agree on possible countermeasures and management actions to address specific risks;
- Reviewing the project progress and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraising the project Quarterly Progress Reports and Quarterly Financial Report, and inform the SEA about the results of the review.

Specific activities under this Project may be conducted in coordination and collaboration with internal (e.g. other UN agencies) or external partners, or outsourced to independent experts, NGOs or other partner organizations following UNDP's contracting rules and regulations. The Project will benefit from fast track procedures.

² In the absence of a consensus and as a last resort, there will be a weighted vote – linked to contributions made - the result of which must have UNDP's backing as it is responsible for the management of the project.

Project assurance: The Project Assurance which will be the responsibility of the UNDP Governance portfolio. Responsibilities include:

- ✓ Ensuring that funds are made available to the project;
- ✓ Ensuring the project is making progress towards intended outputs;
- ✓ Performing regular monitoring activities;
- ✓ Ensuring that resources entrusted to UNDP are utilized appropriately;
- ✓ Ensuring that critical project information is monitored and updated in Atlas;
- ✓ Ensuring that financial reports are submitted to UNDP on time, and that combined delivery reports are prepared and submitted to the steering committee;
- ✓ Ensuring that risks are properly managed, and that the risk log in Atlas is regularly updated;

C. TOR for Project Assistant

1. Objectives of the Assignment

Under the guidance of the Senior Electoral Advisor (SEA), the Project Assistant will provide assistance to all project operations. He/She will report to the SEA.

2. Key Results Expected and Measurable Outputs

The outputs expected from the Project Assistant (PA) are:

% of Time	Key Results Expected/Major Functional Activities	Measurable Outputs of the Work Assignment
	<p>Provide assistance to SEA to ensure effective management of project planning and implementation; focusing on the following tasks:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Support the preparation and update of project action plan, Annual Work Plan (AWP) and procurement plan; <input type="checkbox"/> Provide support to mobilization of inputs required to achieve project outputs; including logistical support to organization of workshops and conferences; production of manuals and knowledge products; and recruitment of resources required; <input type="checkbox"/> Assist the SEA in the coordination and facilitation of the day-by-day project operations to ensure the effective implementation of the project; <input type="checkbox"/> Provide translation of documents as requested by SEA 	<ul style="list-style-type: none"> <input type="checkbox"/> Project planning and implementation processes are well supported

	<p>Assist the SEA in oversight and monitoring of project implementation, with focus on the following tasks:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Assisting the SEA in undertaking all necessary financial arrangements, processes, requests for authorization, and payments in a view to ensure financial accountability; <input type="checkbox"/> Preparing financial quarterly reports; <input type="checkbox"/> Supporting preparation of narrative quarterly and annual reports; and project final review report; <input type="checkbox"/> Assisting the SEA in controlling expenditures and ensuring adequate management of project resources 	<ul style="list-style-type: none"> <input type="checkbox"/> Support to project monitoring and oversight is in place
	<p>Provide administrative support to project implementation, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Providing logistical support to national and international consultants recruited by the project; <input type="checkbox"/> Maintaining records of project resources including project hard copy and electronic files and non-expendable assets; <input type="checkbox"/> Drafting correspondence to national and international partners and stakeholders; <input type="checkbox"/> Providing interpretation in meetings and written translation as needed; <input type="checkbox"/> Supporting logistical preparations for Project Board meetings; <input type="checkbox"/> Supporting project closure process. 	<ul style="list-style-type: none"> <input type="checkbox"/> Administrative support to ensure efficient project implementation is in place
	<p>Ensure holding the values of UNDP which includes:</p> <ul style="list-style-type: none"> • UNDP's Gender strategy • Values enlisted in the UN charter 	

4. Reporting Structure

The Project Assistant will report directly to the Project Manager and will work closely with the UNDP Governance Unit.

5. Performance Indicators for Evaluation of Results

- Achievement of outputs specified in section 3.

6. Minimum Qualifications and Experience

Education:	College Diploma in Finance, Accounting, Public Management, or other related disciplines.
Experience:	3 years working experience in the field of public administration and development, including a minimum of 2 years experience in international development projects. Knowledge of UNDP rules and procedures is an asset.
Language requirements:	Fluency in written and spoken English and Arabic
Computer skills	High command of Microsoft Office applications; particularly Word, Excel and Power Point
Nationality	Jordanian

7. Skills and Competencies

- Excellent verbal and communication skills
- Excellent organizational skills
- Demonstrates initiative and ability and interest in personal and professional growth

8. Duration of Service:

8 Months (1 April 2012 – 31 December 2012)

D. ToR for Technical Committee

Composition

1. UNDP
2. ESC (Commissioner)
3. MOPIC
4. AECID

Frequency of Meetings

- The first TC Meeting shall be held within 2 weeks from signing of the project document to decide on the following: to finalize the annual work plan, Risks Log, and monitoring and evaluation framework of the project, and approve a budget revision, if necessary.
- In all cases, the TC shall hold at least one meeting monthly, or whenever necessary.

Overall responsibilities: The TC is the group responsible for making consensus management decisions for a project when guidance is required by the SEA, including recommendation for UNDP approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, TC decisions should be made in accordance to standards³ that shall ensure best value to money, fairness, integrity transparency and effective international competition. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the SEA. The SEA consults the board for decisions when SEA tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the TC may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the TC and any delegation of its Project Assurance responsibilities.

Specific overall responsibilities:

- Review and approve the first year plan.
- Approve the changes made to the ToRs, for the SEA and other project staff.
- Agree on changes, if any, to the responsibilities of the SEA, as well as the responsibilities of the other members of the project team;
- Delegate any Project Assurance function as appropriate;
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, Issues Log, updated Risks Log and the monitoring and communication plan.

³ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the SEA;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on SEA's tolerances in the Annual Work Plan, and quarterly plans when required;
- Review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDRs) prior to certification by the Implementing Partner;
- Lead on the project evaluation and lesson's learned
- Review and approve final project review report, and make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exceptional situations when SEA's tolerances are exceeded;
- Assess and decide on project changes through revisions;
- Assure that all project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Notify operational completion of the project to the PAC and/ or Outcome Board (if exists).