United Nations Development Programme
Government of the Hashemite Kingdom of Jordan
Project Document

Project Title: Support the Ministry of Political Development to increase capacities of the Political Parties Directorate, to enhance capacities of political parties, and increase public engagement with political parties.

UNDAF Outcome(s): Good governance mechanisms and practices established towards political participation and democracy

Expected CP Outcome(s): promote institutional systems and processes to develop, coordinate and implement democratic practices, understanding and practices among public.

Expected Output(s):

Role of the Ministry of Political Development is strengthened, political parties more effective, and civil society, youth, media and public more informed and engaged in political parties.

Executing Entity: Ministry of Political Development

Responsible parties: Ministry of Political Development

Brief Description
The objective of this program is to assist the Ministry of Political Development (MOPD) in developing and implementing an effective strategy and work plan in accordance with the part of its mission relating to strengthening the role of political parties. The program will increase the capacities of the Political Parties Directorate in the ministry, increase the internal coordination on political parties issues within the ministry, strengthen the capacities and performance of political parties, and increase civil society and public engagement with political parties. To achieve this objective, UNDP will support MOPD in Implementing the relevant section of it Strategy and Mandate on political parties, and through the Ministry will also work with political parties, civil society organizations, universities, youth organizations, and the media

Programme Period 2011-2014	Estimated annualized budget: $421,100
Key Result Area (Strategic Plan) _____	Total resources required : $ 993,600
Atlas Award ID:_____	Total allocated resources:
Start date: January 1 2011	
End Date December 31 2013	• Regular TRAC: $400,000
PAC Meeting Date: 18 October 2010	• Unfunded budget: $593,600
Management Arrangements (NEX)	

Ministry of Planning and International Cooperation	Ministry of Political Development	United Nations Development Programme (UNDP)
Dr. Jafar Hassan	Eng. Musa Maaytah	Mr. Luc Stevens

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LIST OF ABBREVIATIONS AND ACRONYMS

AWP	Annual Work Plan
CDR	Combined Delivery Report
CPAP	Country Program Action Plan
HACT	Harmonized Approach to Cash Transfers
IP	Implementing Partner
ISS	Implementation Support Services
MDGs	Millennium Development Goals
MOPD	Ministry of Political Development
MOPIC	Ministry of Planning and International Cooperation
NEX	National Execution
PB	Project Board
PPD	Political Parties Directorate
PR	Progress Report
SBAA	Standard Basic Assistance Agreement
TRAC	Target for Resources Assignment from the Core (UNDP Country Offices UNDP-core budget for the development programme)
UNDAF	United Nations Assistance Development Framework
UNDP	United Nations Development Programme

1. INTRODUCTION:

While we consider economic reform a priority . . . we believe that economic reform will not achieve its objectives if it is not accompanied by political reform that ensures the highest level of participation in decision making through effective institutions that are capable of working transparently and objectively to multiply our achievements and confront dereliction of duty and shortcomings according to the Constitution and the law. . . . the next elections [should be] a qualitative leap in our development and modernisation process . . . But we would like them to be part of a comprehensive political development programme that addresses all obstacles to this development; that contributes to the advancement of the work of political parties and their platforms; and that opens the door for all Jordanians to participate.

King Abdullah II[1]

This is the context and the vision that defines this project document and UNDP's willingness to engage in supporting such a topic while also maintaining its neutral position as a facilitator of change and a promoter of national ownership in UNDP's programmes of support.

Political reform has been recognized by his Majesty King Abdullah II, as well as by successive governments and commissions, as a necessary component of Jordan's development and modernization. *"The process of reform and modernisation started several years ago, and we are determined to continue the process in order to build on the plans, programmes and objectives of the National Agenda and that can achieve the prosperity and progress for our country.[2]* Numerous pacts, agendas, and declarations have been put forward, outlining the main elements of necessary political reform; but the implementation and actualization of that reform has been fitful and has remained well short of stated goals.

The Ministry of Political Development (MOPD) was established in 2003 to help promote the concepts and values related to political participation and to review legislation related to political development. The National Agenda Committee was formed by Royal Decree in 2005 and produced a comprehensive set of recommendations for political, social and economic reform. The recommendations of the National Agenda have remained - partially realized, although the document is still held up as part of the national goals.

The Ministry of Political Development is not only hemmed in by limited human and financial resources, its role also overlaps the role of the Ministry of Interior. -. The ministry is to build momentum based on the Royal Vision and political and social change recognising the current conservative elements of the establishment and society and thefear of evolution and change. While it is tasked with spreading the practices and values

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[1] King Abdullah II, Designation Letter to Prime Minister Samir Rifai', December 9 2009.

[2] Id.

of democratic participation, the internal political and social forces - hesitate to make real political and social reform to take shape.

The Ministry needs support in regaining much needed momentum, dramatically increase its capacities, and re-engage with parties, civil society, and the public, to become a true champion and leading institution toward political development.

This project document seeks to outline the key challenges facing the Ministry of Political Development in promoting political life and political parties as essential tools and institutions that help reinforcing the democratization process and eventually a multi-party system. The document attempts to propose ways in which the UNDP can assist the MOPD in achieving a key element of its mission: enabling and strengthening political parties and increasing the public's engagement with them.

1.1 Background

Jordan is a constitutional hereditary monarchy with an elected Parliament, an appointed upper house, and a prime minister - appointed by the king who approves the ministers upon recommendation of the prime minister. The prime minister and cabinet are held accountable by Parliament. Parliament is elected by direct suffrage. The 1952 Constitution provided for citizens of Jordan to form and join political parties.

Multi-party politics date back to the 1920s in Jordan where political parties were formed around programs of consensus but away from any ideological dimensions or political party frameworks. At this stage these political parties pursued basic local politics, followed pan-Arab issues and called for Arab unity. During the late forties and specifically in the years after independence and the unification with the West Bank, political party ideologies started to take shape into three main currents; leftist, pan-Arab and Islamist. The first political parties law was promulgated in 1954. Active party politics was pursued during these years which also witnessed the Free Officers' Revolution in Egypt and the emergence in Jordan of popular mobilization by these parties against the Government and its policies. With the first free elections held in 1956 and the formation of the Nabulsi Government, tensions between the government and political parties led to the crisis of 1957 when political parties were banned, parliament was suspended and a state of emergency and martial law was declared. The ban on political parties would last until 1989. While most political parties and movements were banned including the Islamic Hizb ut-Tahrir [established 1953 in Jerusalem], the Muslim Brotherhood was exempted and allowed to operate by the Jordanian monarchy under the cover of a civil society association.

The late King Hussein led a wave of political opening and reform after 1988 which involved open parliamentary elections in November 1989. This resulted in wins for prominent leftists and Arab nationalists of 10-15 seats, and around 30 seats by the Muslim Brotherhood. A national dialogue was convened involving over 100 notables from various sectors of Jordanian society to agree on a new National Charter for the country. The 1989-1993 Parliament approved several fundamental laws for the process of democratization including the Law No 22 on Political Parties, the lifting of martial law, the endorsement of the National Charter and the Press and Publications Law.

Being the largest and most disciplined 'opposition' party, the Muslim Brotherhood (MB) movement did well in the 1989 elections on a 'multi-vote-ballot' electoral system. In 1993 the election law was amended to allow only a 'single vote' within multi-member districts, which disadvantaged larger political parties and favoured independent candidates. Consequently, the Muslim Brotherhood won considerably fewer seats than in 1989.

The occupation of Kuwait in 1990 and the return home of some 300,000 Jordanians, strains with the US over the first Gulf War and the subsequent loss of important foreign assistance from the US and Saudi Arabia, as well as popular opposition to the peace treaty with Israel in 1994 and growing economic problems all created difficult political and socio-economic conditions in the 1990s and slowed the momentum for reform.

King Abdullah II succeeded his father in 1999 and set about promoting economic, social and political reform including the establishment of MOPD in 2003 and the National Agenda effort of 2005. These efforts coincided with dramatically unstable events in the region following the events of September 11, 2001 and the invasion of Iraq. Instability hit home when terrorists struck hotels in downtown Amman in 2005 killing scores of people. Splits in the neighbouring Palestinian territories between Fatah and Hamas, and complete paralysis in the Arab-Israeli peace process further complicated the political scenarios in the country. Although the goals of political reform continued to be held up, security and stability took precedence over real political opening throughout the first decade of the new millennium. Parliamentary elections were held in 2003 and 2007 while maintaining the single-vote multi-member district system. Independent pro-government candidates, with business or tribal backgrounds, won the majority of seats. The IAF won 17 seats in 2003 and six seats in the 2007 elections. The MB withdrew from the Municipal 2007 elections at midday. Other political parties scored only a tiny number of seats. The elections were held amidst much controversy and allegations of government interference.

The 2007 parliament was dissolved by the King in 2009, and new elections were scheduled for 9 November 2010. In his letter to the new Prime Minister, King Abdullah stated that "these elections should be a model of transparency, fairness and integrity, and a promising step in our process of reform and modernisation". A slightly amended version of the single-vote system will be employed. The majority of the currently registered parties will contest the elections as well as a large number of 'independents'.

It is noteworthy, however, that the vast majority of the current slew of political parties—with the exception of the Islamic Action Front (IAF) that represents the Muslim Brotherhood—have a very small political following and do not represent strong national political movements. The majority of citizens still shy away from political parties, influenced by past taboos about engaging in political parties, and current fears of - consequences if they join political parties. Political parties have participated in most recent elections but without a significant impact on the results and with only a minority of citizens voting for them. The aim of this project is to address this reality and try to significantly also to promote the profile of political parties among citizens and in the political process.

1.2 Political Reform Goals of the National Agenda

As the National Agenda (NA) of 2005 is still considered by the King and the government as a valid document in outlining the country's "plans, programmes, and objectives", it is relevant to note its vision for political reform. The NA calls for:

- The enactment of a law which regulates political activity and guarantees its freedom and the protection of individuals and groups engaging in it.
- The amendment of the political parties law to encourage the formation and development of political parties, ensure their commitment to cultural and political pluralism, and provide them with government financing.
- Revise media legislation to guarantee freedom of speech and the media and to ensure laws are in line with international human rights principles.
- Promote civil society to ensure freedom of assembly and civic action and to promote a culture of human rights, dialogue, democracy and tolerance.
- Promote women's empowerment in society, politics and economics through abolishing all forms of discrimination against women and ensuring a reasonable share for women in official decision-making positions.
- Draft a new parliamentary election law that would achieve politically representative representation, and would ensure free and fair electoral institutions and procedures with effective participation by political parties and engagement with civil society.

Although the NA remains a document that enjoys official acknowledgment, many of its main political recommendations have not yet been implemented.

1.3 Mandate of the Ministry of Political Development

The pursuit of the political reform objectives outlined in the and referred to in King Abdullah's letters of appointment, are the responsibility of the Prime Minister and his government as well as the responsibility of the legislative branch—Parliament and its respective committees. The mandate of the Ministry of Political Development is to assist this process mainly by (a) promoting the ideas and values of political development in society, (b) liaising with political parties and civil society to enhance their awareness and capacities, and (c) reviewing relevant legislation and suggesting amendment.

The Ministry comprises a number of departments and units among which is the Political Parties Directorate (PPD). The PPD builds and oversees partnerships between the Ministry and political parties. It organizes dialogues and workshops; provides training; and maintains two-way liaisons. This Directorate is the government's organized outreach facility to political parties to seek them out and empower them as partners in political reform.

1.4 Role of UNDP in supporting MOPD

UNDP Jordan focuses its support to assisting national institutions to implement their mandate. UNDP Jordan has announced in 2009 that it will design all initiatives as an integrated programme of support, within an international framework that includes: the Jordan National Agenda and National Executive Programme, the Millennium Development Goals, (MDGs), the UNDP Strategic Plan, the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action (AAA), and Delivering as One UN.

Since November 2009, and within this context, UNDP Jordan and MOPD have agreed to use Capacity Development as a core tool to advance the realization of the Paris Declaration of Aid Effectiveness. To that end, MOPD and UNDP identified the activities and outputs (derived from MOPD strategy), focusing on strengthening political parties, where UNDP could support MOPD to implement. These activities/outputs have been detailed in this project document.

UNDP Jordan, will support the relevant Directorate, in this case the PPD, to be responsible for implementing the outputs accordingly to the recently revised organigram for the MOPD.[3]

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2. SITUATION ANALYSIS

The Jordanian political system faces a number of serious challenges. Although the King has endorsed and articulated a vision for political reform and directed successive governments to achieve it, there has not been the concurrent sustained political vision by Governments to ensure its actual and full implementation. Although there has been some pressure from the international community for reform, the concern of western powers for security and stability has repeatedly trumped their calls for democratization.

Parliament, populated mainly by business and tribal elites loyal to the government, has not been a particularly strong force for political reform, nor has there been an overwhelming constituency for political reform in the wider political society. The strong Islamist movement is supportive of reform but is more vocal on issues of religion and foreign policy. Leftist and Arab nationalist parties favour social and foreign policy issues over issues of political reform. The liberal secular parties are small and have only a small constituency. While youth is also supportive of reform, they are more consumed with social and economic issues pertaining to jobs, family, religion and lifestyle, or with emotional Arab international affairs issues, than with calls for political reform. Without a strong push from the King, government, parliament or society, plans for political reform have remained -hesitant.

The state is well aware that political reform and development are necessary for it to be able to govern more effectively. As King Hussein before him, King Abdullah recognizes

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[3] *See* Annex (to be provided by MOPD once finalized)

that modern government requires a large measure of public participation and consent, and that this requires political participation in representation and decision-making. But with non-conducive electoral processes, and given the continued weakness of political parties, real political participation has not been sufficiently achieved.

The state is in need of a credible parliament and real political bodies with which to engage and gain traction in society; however, concerns over security, hesitancy to share actual power, and inherited patterns of repression and fear of political parties, continue to determine the patterns of political life.

It is clear –that the push for real political reform -must come from up-down; -and without it, the political system in Jordan will remain well below its potential—unable to engage public consent and buy-in and unable to make the difficult decisions in politics and social and economic policy that need to be made to move the country sustainably forward.

2.1 Current Issues

The host of issues surrounding the challenges of political reform can be grouped into systemic and non-systemic issues. Among the systemic issues are legislative and institutional change issues including the following:

- Reviewing the all-important parliamentary electoral law in order to:
  - Advantage nation-wide political parties
  - Ensure -compliance with transparency and fairness standards
  - Ensure public transparency
  - Encourage high levels of participation
  - Achieve public credibility in the electoral process
- Reviewing the political parties law in order to:
  - Encourage the establishment and development of parties
  - Encourage nation-wide parties
  - Ensure commitment to cultural and political pluralism
  - Ensure internal transparency and democracy of parties
  - Encourage the entry of young people into political parties
  - Arrive at an effective political party system that makes a difference in parliamentary and governmental decision-making

Among the non-systemic issues related to political reform are upstream and downstream issues:

- Promoting knowledge, habits and values of dialogue, tolerance and democracy among the young. Popular culture as well as the culture in elementary and secondary schools is still largely traditional and indirectly -patriarcal. There is much to be done in transforming schools into playgrounds for dialogue and

tolerance and training grounds for the early internalization of democratic practices and values.

- Political culture among young adults in high school and university becomes often politicized and radicalized, among Islamist, leftist and nationalist trends. Internalization of civic and democratic principles and practices is weak-. There is a need for effective engagement with university-level groups and youth in order to introduce stronger awareness of the values and habits of dialogue, tolerance, compromise, and respect for others.

- Civil society organizations have flourished in the past two decades and account for an important constituency for political reform. Many organizations, however, are of a more closed or communal nature, while others are insufficiently staffed, trained or empowered. Civil society is fertile ground for achieving more growth of civic values and practices.

- At the institutional level, the Ministry of Political Development is one among a number of state institutions that is at the interface with political parties and civil society. It has been playing a significant role in past years in building bridges and enabling political society, however, its capacities need to be further supported and enhanced.

- Political parties remain weak and unempowered. This is partly the legacy of decades of vilification of political parties -, and partly the result of particular failings of current groups. But political parties are the necessary vehicles of democratic political life, without them there will be no effective public participation. Extraordinary efforts need to be made to revise the political parties law, encourage the growth and democratic development of promising parties, and allowing others to fail if they do not succeed.

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3. STRATEGY

Improving understanding and awareness of political development issues, and increasing public political participation through political parties and other means, are part of the Government of Jordan's core objectives. This commitment has been expressed in repeated Royal Statements, in the Agenda of National Reform and the "We Are All Jordan" documents. It is also part of the government's 2010 Implementation Plan which lists "furthering the democratic process... promotion of youth participation in civic and community issues... and supporting the establishment and activities of political parties at both the national and local level..." (Government Implementation Plan 2010, p.22).

The UNDP has extensive experience around the world in working with governments and societies to increase understanding of political development, create public awareness, and build capacities of political parties to increase and channel public participation in political

life. UNDP has recognized that effective political parties are key elements of a developing democratic society and has gained experience about what works and what doesn't in strengthening their capacities (see UNDP Handbook on Working with Political Parties). The proposed project compliments other work that UNDP is doing in the governance area in Jordan including:

- Support to the Lower House of Parliament
- Support to the National Center for Human Rights
- Support to the Jordanian Anti-Corruption Commission
- Support on Public Finance Reform, especially the National System of Property Tax
- Support for enhancing the public procurement system
- Support for enhancing the asset management system
- Support for ministry of Public Sector Development
- Support for decentralization and the inter-ministerial committee dealing with decentralization

The UNDP is proposing to build a partnership with the MOPD in order to help the MOPD achieve one of its key objectives; to strengthen and empower political parties, enhance the role of political parties in public life, and increase the engagement of civil society and the general public in and with political parties. The UNDP aims to strengthen the capacity of the MOPD, especially the Political Parties Directorate (PPD) to work with and help political parties, build their capacity to become more effective national players. The UNDP also aims to help the MOPD integrate its political party work with other parts of its agenda within the Ministry, and to enhance its cooperation with other government agencies and civil society organizations regarding political party issues.

Involving Other Parties in the Implementation of this Project

University College Dublin- School of Politics and International Relations

UNDP Jordan and the Ministry of Political Development will collaborate with the University College of Dublin's School of Politics and International Relations (UCD-SPIRE), http://www.ucd.ie/spire/. The School of Politics and International Relations is the oldest school of its kind in the Republic of Ireland with renounced faculty who are engaged in cutting-edge research on a wide variety of political issues, including political parties and the Middle East.

The collaboration will be defined under the guidance of Professor David Farrell, a specialist in the study of parties, elections, electoral systems and members of parliament. He is founding co-editor of Party Politics and a co-editor of the Oxford University Press series on 'Comparative Politics'. Prior to his move to Dublin, Professor Farrell was professor and head of Social Sciences at the University of Manchester.

The UCD-SPIRE will provide MOPD with appropriate selected technical assistance using a number of modes of delivery to be agreed upon during the implementation of the project, including providing master's and PhD students with internship opportunities, a researcher in residence, exchange visits between the Ministry and UCD-SPIRE, in addition to a yearly seminar that will be held in Jordan. UNDP will assist in establishing close working relations between the UCD-SPIRE and MOPD. The University School is also home to three research centres: the Centre for Development Studies, the Dublin European Institute, and the Institute for British-Irish Studies.

3.1 Outputs of the Project

The proposed project has five suggested outputs:

- Output 1: MOPD Political Parties Directorate (PPD) has capacity to research, develop and communicate ideas and concepts related to political parties
- Output 2: MOPD has knowledge and capacity to design and implement effective outreach strategy towards political parties
- Output 3: through MOPD, political parties are enabled and empowered and their capacities and political roles enhanced
- Output 4: Civil society organizations, universities, youth, women and human rights groups are more engaged and interactive with political parties.
- Output 5: through MOPD, public and private media play a strong role in spreading understanding of political parties and changing attitudes toward participating in them.

The MOPD currently has limited capacity to work with and empower political parties. In an institutional building excursive, MOPD realized that in order to implement the outlines His Majesties visions, the political parties directorate needs to be upgraded into a directorate, which currently includes, in addition to the Director, only four staff members. The first output is geared toward strengthening the capacities of the PPD in order to enable it to more effectively carry out its mission. This outputs begins with a capacity assessment of the PPD, and based on the capacity assessment, the project will provide management and communication training and capacity building for the staff, providing for more research capacity, supporting the legislative review capacities, improving the IT capacities and internet presence, and enhancing the intra-ministry and intra-governmental understanding and cooperation over political party development issues.

The Second output aims to work with this enhanced PPD to develop a well-informed and well-thought-out strategy to reach out to and empower political parties. The Output has three activities which include support needs assessment, strategic planning, and project implementation.

The third output aims to directly help the MOPD empower political parties. It includes 3 activities: helping the PPD to provide managerial and procedural capacity building training to political parties; helping provide assistance to political parties to improve and deepen their understanding of public policy issues; and providing support to help political parties develop national platforms, develop leadership skills, and expand and engage their public.

The fourth output aims to help the PPD work with civil society, youth, women, and universities to increase their engagement with political parties.

The fifth output aims to help the PPD understand and change the public's attitudes toward political parties through working with the public and private media and through undertaking public information campaigns on its own. The 3-year proposed project includes baseline assessments at the outset for the various outputs, and end-of-project assessments to measure the amount of change and progress effected.

The project aims to increase the MOPD's PPD and enhance the Ministry's ability to undertake the part of its mandate that relates to empowering Jordanian political parties and enabling them to play a central role in Jordanian political life.

All activities will consider gender implications for all outputs and all knowledge materials developed will encompass a gender component.

4. RESULTS AND RESOURCES FRAMEWORK

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

Outcome 2.2Promote institutional systems and processes to reform, coordinate and implement pro poor national development objectives based on good governance principles.

Project title and ID (ATLAS Award ID): Support the Ministry of Political Development to increase capacities of the Political Parties Directorate, to enhance capacities of political parties, and increase public engagement with political parties

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: MOPD Political Parties Directorate (PPD) has capacity to research, develop and communicate ideas and concepts related to political parties **Baselines:** (1)Lack of comprehensive and thorough assessments of the Political Parties Directorate. (2) Some assessments on some Political Parties done by International Republic Institute. (3) HACT assessment conducted by UNDP. (4)Library and database on political parties at MOPD does not formally exist. (5) Basic training to PPD on basic concepts of political development, project management , English language, and soft skills was provided by the EU funded ICB project. (7) Media strategy for MOPD was adopted in 2010(7) legislative review capacities especially on legislation relation to political parties remains weak. (8)No clear Mechanisms to coordinate among government mechanisms exit. (9) A website is being developed for the Ministry under the ICB project. **Targets:** (1)A comprehensive UNDP Capacity Assessment is conducted. (2) HACT assessment findings are addressed under project activities .	1.1. Assess the capacities of the PPD staff (and other relevant staff of MOPD) to: a) Understand, engage, and strategize on political parties, political reform and political parties issues b) Effectively dialogue and negotiate with political parties c) Carry out research on political parties issues d) Carry out a legislative review related to political reviews e) Undertake the functions of planning, yearly action plans, and budgets, in addition to project and grants management f) Work effectively with the media and implement the media/ communication strategy, g) a manage IT systems and social media to be effective tools of communications h) Mainstream gender and human rights based approach	MOPD	• TOR for consultant to conduct capacity assessment • Cost of recruiting consultant • Translation • Travel
	1.2 Based on the detailed assessment outlined in 1.1 above develop a tailored response capacity development plan and budget on specific topics, with a menu of options of how this should be conducted over a period of three year. The response plan can be implemented in coordination with centers of expertise in other parts of the government and in Jordan in general.	MOPD and UNDP	• Covered under input 1.1 • MoU or agreement with centers of expertise
	1.3 Implement the three year Capacity Development Plan for PPD	MOPD and UNDP	• Local consultants • Workshops • Travel

(3)Library and database on political parties is developed and regularly updates. (4)Database on women participation in political parties and campaign financing are compiled. (5) legislative review capacities especially on legislation relation to political parties are upgraded. (6) capacity to introduce temporary special measures according to CEDAW are introduced in bills. (7) Gender sensitive mechanisms to coordinate among government mechanisms are developed. (8) The political parties section on the website is regularly upgraded			• Regional workshops
	1.4. Build library and database at MOPD on political party issues and expand, with a special focus on women participation in political parties, coordination with other centers of political party expertise in Jordan and internationally.	PPD	• TOR for consultant to assess current situation and support MOPD design library and database development strategy • Cost of recruiting consultant • Cost of database and library upgrade • Cost of study visits abroad
Indicators: (1) UNDP Capacity Assessment is approved and project activities revised according to CA findings. (2) At least one area of the four areas covered in the HACT (HR, finance, accounting and procurement) are addressed, developed, and gender mainstreamed (3) Inventory of resources demonstrate increase by 20 per cent each year. (4)Resources on women participation in political parties are compiled on quarterly basis. (5) No. of draft legislation , comments on bills, (6) No. of provisions addressing women political participation in proposed legislation. (7) Coordination mechanisms approved (8) No. of updates on political parties section (9) No. of gender related information on website.	1.5. Include Harmonized Approach to Cash Transfers (HACT) recommendations of activities into yearly action plans	PPD, MOPD, and UNDP	• local consultants • Spot checks • Internal workshops • HACT compliance assessment (3 times)
	1.6. Establish possible coordination with international universities (such as the University College Dublin, (UCD) Ireland, Political Science Department to promote research on political parties and exchange initiatives. This could include a " Post Doctoral Research fellow" arrangement in residence in PPD.	MOPD and PPD	• MOU with international universities • Researcher in residence • Travel • Interns • Exchange programme • Yearly Seminars • Translation
	1.7. Set up, at MOPD, mechanisms of coordination among government ministries and agencies involved in political development, and with civil society ,human rights groups, women groups, that work on political party issues.	MOPD	• TOR for a consultant to assess current situation and support MOPD design strategies/plans as required • Cost of recruiting consultant

	1.8. Develop an interactive section on political parties on MOPD website and establish the mechanisms to have a strong presence in the social media (facebook, etc.).	MOPD	• TOR for a company to design the website • Cost of website upgrade • Media and communication
Total Output 1			**$421,1000**
Output 2: MOPD has knowledge and capacity to design and implement effective outreach strategy towards political parties **Baselines:** (1) No public opinion surveys are currently conducted by MOPD. (2) surveys are currently conducted by non-state actors and think tanks. (3) PPD's knowledge of global best practices on political parties empowerment and women participation is limited. (3) MOPD has no regular or institutionalized means communicating with political parties. (4) basic structure developed by PPD in terms of assigning focal points at every Political Parties currently exists(5) MOPD does not have a comprehensive strategy and action plan on empowering political parties. **Targets:** (1) public opinion surveys are conducted regularly by MOPD (2) Survey results are used as bases for annual planning of PPD. (3) PPD's knowledge of global best practices on political parties empowerment and women participation is enhanced. (3) Regular meetings between MOPD and political parties are established. (4) MOPD has implemented parts of its strategy and action plan on empowering political parties.	2.1 Conduct opinion survey (that targets political parties, CSOs and the public) to identify views on the role of PPD and MOPD in general in terms of working with political parties	MOPD and PPD	• Cost of survey • Media and communication
	2.2. Develop knowledge at MOPD about the challenges facing Jordanian political parties and the global best practices political parties empowerment, with a special focus on promoting women participation in political parties.	PPD	• Cost of Meetings • Cost of Workshops • Media and Communication
	2.3 Conducting a quick assessment of existing political parties capacities		• ToR for consultant • Cost of recruiting a consultant • Travel and DSA
	2.. Develop a well thought out strategy and action plan for MOPD , (drawing on findings of the survey above and the assessment) to reach out to and empower political parties. Suggested topics that could be included, amongst others in such a plan are listed in 3.1 below.	PPD	• TOR for a consultant to design a strategy towards implementation of activities 1.7, 2.2, 2.3, 2.4, 3.1 and 4.1 • Cost of recruiting consultant
	2.5. Provide necessary management and communication training to PPD staff to implement and manage the outreach strategy and implementation plan.	MOPD and PPD	• TOR for a consultant to deliver training • Cost of recruiting consultant • Cost of evaluation

Indicators: (1) No. of public surveys conducted (2) No. of survey results quoted in annual work plans of PPD. (3) workshops conducted and workshop reports well documented (3) Workshops conducted are gender sensitive (4) TOR of regular meetings are gender sensitive. (5) feedback from political parties.			
Total Output 2			**$151,500**
Output 3: through MOPD, political parties are enabled and empowered and their capacities and political roles enhanced **Baselines:** (1) MOPD has basic capacity to design basic questionnaires. (2) MOPD's PPD currently provides no capacity to support political parties to enhance in their knowledge. **Target:** Comprehensive support by MOPD to political parties on enhancing the knowledge on public affairs, political participation, leadership and increasing recruitment especially among women is delivered **Indicators:** (1) Consultants recruited**;** (2) support programmes to political parties are finalized. (3) feedback from political parties on support given my MOPD.	3.1. Provide support through the MOPD to political parties (as outlined in the outreach plan referred to in output 2 above) to enhance their skills and knowledge in such topics as; a) public affairs, political participation, women participation and political development issues b) developing national and local platforms to encourage discussion on national and local issues of interest c) communication and political skills of their leadership in order to improve their political campaigning capacities, d) improving their outreach and recruitment drives with the general public and women in particular.) administration and, management e) gender mainstreaming and human rights based approach to programming, f)procedural capacities: e.g. to undertake public surveys and focus groups; to interact with voters and the public; to undertake recruitment drives; to organize internal elections; to manage internal finances, personnel, and other administrative issues; to build national political platforms; to organize public events; to organize election campaigns; etc.	MOPD and PPD	• Logistical costs • Supplies • Translation • Cost of training and workshops • Local consultants • Regional Consultants • Travel
Total Output 3			**$184,000**
Output 4: Civil society organizations, universities, youth, ,women and human rights groups are more engaged and interactive with	4.1. Develop a strategy at MOPD to engage with **civil society organizations, universities, youth, women and human rights groups** Develop necessary tools for those groups to become more engaged	PPD	• TOR for a consultant • Workshops

political parties.	with political parties.		• Media and Communication
Baselines: (1) A strategy for engaging with CSOs, universities, youth, women and human rights groups does not yet exist; (2) EU's ICB project for 2012-2013 will focus on providing a strategy for MOPD as a whole to engage with stakeholders. **Targets:** a strategy to engage political parties and key stakeholders is developed**.** **Indicators:** strategy approved by all stakeholders	4.2. Support MOPD to Implement selected activities in the strategy and implementation plan	MOPD and PPD	• logistical costs • Evaluation
Total Output 4			**$90,000**
Output 5: through MOPD, public and private media play a stronger role in spreading understanding of political parties and changing attitudes towards participating in political parties. **Baselines:** A communication strategy has been developed for MOPD in 2010 **Targets:** Elements of the communication strategy that relate to the work of PPD are implemented. **Indicators:** Feedback from media	5.1. Assist PPD to develop a training programme for selected public and private Audio Visual (A/V) and print media outlets to train their leadership and staff on spreading a greater understanding of political parties and changing attitudes toward encouraging participating in them.	PPD	• TOR for consultant • Cost of recruiting consultant • Cost of local consultant • Workshops and Meetings
	5.2Provide support to PPD to provide support to media to help them develop strategies and programs to improve their role in increasing public awareness and engagement in political party work.	PPD	• Logistical costs • Workshops and Meetings
	5.3. Provide support to p MOPD to develop its own public awareness and attitude-change campaigns, e.g. TV spots, radio spots, billboards, social media, etc 5.4 Evaluation of the project	PPD and UNDP	• Workshops and Meetings • International Consultant
Total Output 5			**147,000**
Total OUTPUTS: $993,600			

5. ANNUAL WORK PLANS

5.1 YEAR 2011:

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Responsible party	Planned Budget			
		Q1	Q2	Q3	Q4		Funding source	Budget description		Amount $
Output 1: MOPD Political Parties Directorate (PPD) has capacity to research, develop and communicate ideas and concepts related to political parties. **Baselines:** (1)Lack of comprehensive and thorough assessments of the Political Parties Directorate. (2) Some assessments on some Political Parties done by International Republic Institute. (3) HACT assessment conducted by UNDP. (4)Library and database on political parties at MOPD does not formally exist. (5) Basic training to PPD on basic concepts of political development, project management , English language, and soft skills was provided by the EU funded ICB project. (6) legislative review capacities especially on legislation relation to political parties remains weak. (7)No clear Mechanisms to coordinate among government mechanisms exits. (8) A website is	1.1 Assess the capacities of the PPD staff (and other relevant staff of MOPD) to: a. Understand and engage and strategize on political parties, political reform and political parties issues b. Effectively dialogue and negotiate with political parties c. Carry out research on political parties issues d. Carry out a legislative review related to political reviews e. Undertake the functions of planning, yearly action plans, and budgets, in addition to project and grants management f. Work effectively with the media and implement the media/ communication strategy. g. a manage IT systems and social media to be effective tools of communications h. Mainstream gender and human rights based approach 1.2 Based on the detailed assessment outlined in 1.1 above develop a tailored response capacity development plan and	X	X			MOPD	UNDP	71200	International consultant	10,000
								71600	Travel	5,000

being developed for the Ministry under the ICB project. **Targets:** (1)A comprehensive UNDP Capacity Assessment is conducted. (2) HACT assessment findings are addressed project activities . (3)Library and database on political parties is developed and regularly updates. (4)Data base on women participation in political parties are compiled. (5) Gender sensitive mechanisms to coordinate among government mechanisms are developed. (6) The political parties section on the website are regularly upgraded **Indicators**: (1) UNDP Capacity Assessment is approved and project activities revised according to CA findings. (2) At least one area of the four areas covered in the HACT (HR, finance, accounting and procurement) are addressed, developed, and gender mainstreamed (3) Inventory of resources demonstrate increase by 20 per cent each year. (4)Resources on women participation in political parties are compiled on quarterly bases (5) Coordination mechanisms approved (6) No. of updates on political parties section (7) No. of	budget on specific topics, with a menu of options of how this should be conducted over a period of three year. The response plan can be implemented in coordination with centers of expertise in other parts of the government and in Jordan in general.									
	1.3 Implement the three year Capacity Development Plan for PPD 1.4 poljdhjkhjkPolitical Party Issues options of how this should be conducted over a period of three year. The response plan can be implemented in coordination with centers of expertise in other parts of the government and in Jordan in general.	x	x							Covered under input 1	
	1.3 Implement the three year Capacity Development Plan for PPD							71300 75700 71600	Local consultants Training workshops (local and regional) travel	20,000 13,000 6, 000
	1. 4. Build library and database at MOPD on political party issues and expand coordination with other centers of political party expertise in Jordan and internationally.			X	X	PPD	UNDP	71200	International consultant	10,000
								71600	Travel	5,000
								72200	Equipment and furniture	5,000
	1.5. provide capacity building training to PPD staff to enhance their ability undertake the functions outlined in 1.1 and provide training base done the results of the HACT assessment.			X	X	PPD	UNDP	71300	Local consultants	7,000
								75700	Workshops	6,000

gender related information on website.										
	1.6. Establish possible coordination with international universities (such as the University College Dublin, (UCD) Ireland, Political Science Department to promote research on political parties and exchange initiatives. This could include a " Post Doctoral Research fellow" arrangement in residence in PPD.			x	x	MOPD		71200	Research fellow	20,000
								71600	Travel	8,000
								74200	translation	4,000
								75700	training workshops and conferences	$ 4,000
	1. 7. Set up, at MOPD, mechanism of coordination among government ministries and agencies involved in political development, and with civil society and human rights groups that work on political party issues.			X	X	MOPD	UNDP	71200	International consultant	10,000
								75700	Training, workshops, conferences	18,000
								71600	Travel	5,000
	1. 8. Develop an interactive section on political parties on MOPD website and establish the mechanisms to have a strong presence in the social media (facebook, etc.).	X	X	X	X	MOPD	UNDP	71200	International consultant (to work on activities 1.7, 2.2, 2.3, 2.4 and 4.1)	30,000
								71600	Travel	10,000
								72100	Contractual services – companies	15,000
Output 2: MOPD has knowledge and capacity to design and implement effective outreach strategy toward	2.1 Conduct opinion survey (that targets political parties, CSOs and the public) to identify views on the role of PPD and MOPD in general in terms of			X	X	MOPD	UNDP	72100	Contractual services – companies	50,000

political parties.	working with political parties									
Baselines: (1) No public opinion surveys are currently conducted by MOPD. (2) surveys are currently conducted by non-state actors and think tanks. (3) PPD's knowledge of global best practices on political parties empowerment and women participation is limited. (3) MOPD has no regular or institutionalized means communicating with political parties. (4) basic structure developed by PPD in terms of assigning focal points at every Political Parties currently exists.	2.2. Develop knowledge at MOPD about the challenges facing Jordanian political parties and the global best practices political parties empowerment				X	MOPD	UNDP	71200	International consultant	10,000
	2.3 Conduct a quick assessment of existing political parties capacities			X	X	MOPD	UNDP	71200	Int'l consultant	18,000
								71600	Travel	6,000
								75700	Internal workshop	1,500
Targets: (1) public opinion surveys are conducted regularly by MOPD (2) Survey results are used as bases for annual planning of PPD. (3) PPD's knowledge of global best practices on political parties empowerment and women participation is enhanced. (3) Regular meetings between MOPD and political parties are established.	2.4. Develop a well thought out strategy and action plan for MOPD , (drawing on findings of the survey above and the assessment) to reach out to and empower political parties. Suggested topics that could be included, amongst others in such a plan are listed in 3.1 below.			X	X	MOPD	UNDP	71200	International consultant	under 2.3
Indicators: (1) No. of public surveys conducted (2) No. of survey results quoted in annual work plans of PPD. (3) workshops conducted and workshop reports well documented (3) Workshops conducted are gender sensitive (4) TOR of regular meetings are gender sensitive. (5) feedback from political parties.										(,
Total year 1 $338,500										

5.2 AWP 2012:

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Responsible Party	Planned Budget			
		Q 1	Q 2	Q 3	Q 4		Funding source	Budget Description		Amount
Output 1: MOPD Political Parties Directorate (PPD) has capacity to research, develop and communicate ideas and concepts related to political parties **Baselines:** (1)Lack of comprehensive and thorough assessments of the Political Parties Directorate. (2) Some assessments on some Political Parties done by International Republic Institute. (3) HACT assessment conducted by UNDP. (4)Library and database on political parties at MOPD does not formally exist. (5) Basic training to PPD on basic concepts of political development, project management , English language, and soft skills was provided by the EU funded ICB project. (6) legislative review capacities especially on legislation	1.3 Implement the three year Capacity Development Plan for PPD	x	x	x	x	MOPD		71300	Local Consultants	20,000
								75700	Workshops	10,000
	1.5. provide capacity building training to PPD staff to enhance their ability undertake the functions outlined in 1.1 and provide training base done the results of the HACT assessment.	X	X	X	X	UNDP and MOPD		71300	Local Consultants	,200
								75700	Workshops	,100
	1.6. Establish possible coordination with international universities (such as the University College Dublin, (UCD) Ireland, Political Science Department to promote research on political parties and exchange initiatives. This could include a " Post Doctoral Research fellow" arrangement in residence in PPD.	x	X	x	X			71200	Researcher in Residence	32,400
								71600	Travel	8,000
								74200	Translation	4,000
								75700	Workshops (yearly seminar)	4,000

relation to political parties remains weak. (7)No clear Mechanisms to coordinate among government mechanisms exit. (8) A website is being developed for the Ministry under the ICB project. **Targets:** (1)A comprehensive UNDP Capacity Assessment is conducted. (2) HACT assessment findings are addressed under project activities . (3)Library and database on political parties is developed and regularly updates. (4)Database on women participation in political parties are compiled. (5) legislative review capacities especially on legislation relation to political parties are upgraded. (6) capacity to introduce temporary special measures according to CEDAW are introduced in bills. (7) Gender sensitive mechanisms to coordinate among government mechanisms are developed. (8) The political parties section on the website is											

regularly upgraded											
Indicators: (1) UNDP Capacity Assessment is approved and project activities revised according to CA findings. (2) At least one area of the four areas covered in the HACT (HR, finance, accounting and procurement) are addressed, developed, and gender mainstreamed (3) Inventory of resources demonstrate increase by 20 per cent each year. (4)Resources on women participation in political parties are compiled on quarterly basis. (5) No. of draft legislation , comments on bills, (6) No. of provisions addressing women political participation in proposed legislation. (7) Coordination mechanisms approved (8) No. of updates on political parties section (9) No. of gender related information on website.											

Output 2 MOPD has knowledge and capacity to design and implement effective outreach strategy toward political parties. **Baselines:** (1) No public opinion surveys are currently conducted by MOPD. (2) surveys are currently conducted by non-state actors and think tanks. (3) PPD's knowledge of global best practices on political parties empowerment and women participation is limited. (3) MOPD has no regular or institutionalized means communicating with political parties. (4) basic structure developed by PPD in terms of assigning focal points at every Political Parties currently exists. **Targets:** (1) public opinion surveys are conducted regularly by MOPD (2) Survey results are used as bases for annual planning of PPD. (3) PPD's knowledge of global best practices on political parties empowerment and women participation is enhanced. (3) Regular	2.4. provide necessary management and communication training to PPD staff to implement and manage the outreach strategy and implementation plan.	X	X	X	X	MOPD AND PPD		75700 71600	Conferences and workshops and media Travel	$35,000 $6,000

meetings between MOPD and political parties are established. **Indicators:** (1) No. of public surveys conducted (2) No. of survey results quoted in annual work plans of PPD. (3) workshops conducted and workshop reports well documented (3) Workshops conducted are gender sensitive (4) TOR of regular meetings are gender sensitive. (5) feedback from political parties.											
Output 3: through MOPD, political parties are enabled and empowered and their capacities and political roles enhanced. **Baselines:** (1) MOPD has basic capacity to design basic questionnaires. (2) MOPD currently provides selected support to political parties to enhance in their knowledge. **Target:** Comprehensive	3.1. Provide support through the MOPD to political parties (as outlined in the outreach plan referred to in output 2 above) to enhance their skills and knowledge in such topics as; a) public affairs, political participation, women participation and political development issues b) developing national and local platforms to encourage discussion on national and local issues of interest c) communication and political skills of their leadership in order to improve their political campaigning capacities,	X	X	X	X	MOPD and PPD		71200 71600 75700 74200	International consultants Travel Workshops and seminars Audio visual and printing production costs	$12,000 $22,500 $6,000 $3,000
	d) improving their outreach and recruitment drives with the general public and women in										

support by MOPD to political parties on enhancing the knowledge on public affairs, political participation, leadership and increasing recruitment especially among women is delivered **Indicators:** (1) Consultants recruited; (2) support programms to political parties are finalized. (3) feedback from political parties on support given my MOPD.	particular. e) administration and, management f) gender mainstreaming and human rights based approach to programming, g)procedural capacities: e.g. to undertake public surveys and focus groups; to interact with voters and the public; to undertake recruitment drives; to organize internal elections; to manage internal finances, personnel, and other administrative issues; to build national political platforms; to organize public events; to organize election campaigns; etc.									

Output 4: Civil society organizations, universities, youth, ,women and human rights groups are more engaged and interactive with political parties. **Baselines:** (1) A strategy for engaging with CSOs, universities, youth, women and human rights groups does not yet exist; (2) EU's ICB project for 2012-2013 will focus on providing a strategy for MOPD as a whole to engage with stakeholders. **Targets:** a strategy to engage political parties and key stakeholders is developed**.** **Indicators:** strategy approved by all stakeholders	4.1. Develop a strategy at MOPD to engage with **civil society organizations, universities, youth, women and human rights groups** and develop necessary tools for those groups to become more engaged with political parties	X	X	X	X				71400 72500	Local consultant Supplies	$7500 $1000
	4.2. Support MOPD to Implement selected activities in the strategy and implementation plan	X	X	X	X				75700 74200	Training, workshops, conferences Media and Communication	$ 30,000 $ 2,000

Output 5: through MOPD, public and private media play a strong role in spreading understanding of political parties and changing attitudes toward participating in them. **Baselines:** A communication strategy has been developed for MOPD in 2010 **Targets:** Elements of the communication strategy that relate to the work of PPD are implemented. **Indicators:** Feedback from media	5.1. Assist PPD to develop a training programme for selected public and private Audio Visual (A/V) and print media outlets to train their leadership and staff on spreading a greater understanding of political parties and changing attitudes toward encouraging participating in them.	X	X	X	X	PPD		75700	Training, workshops, conferences	$ 45,000
								71400	Local Consultant	$10,000
	5.2 to help them develop strategies and programs to improve their role in increasing public awareness and engagement in political party work.	X	X	X	X					
	5.3. Provide support to p MOPD to develop its own public awareness and attitude-change campaigns, e.g. TV spots, radio spots, billboards, social media, etc	X	X	X	X					

<div align="center">

Total Year 2 : $435,700

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5.3 AWP for 2013:

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Responsible Party	Planned Budget			
		Q1	Q2	Q3	Q4		Funding source	Budget Description		Amount
Output 1: MOPD Political Parties Directorate (PPD) has capacity to research, develop and communicate ideas and concepts related to political parties	1.3. provide capacity building training to PPD staff to enhance their ability undertake the functions outlined in 1.1 and provide training base done the results of the HACT assessment.	X	X			MOPD and UNDP		71300	Local Consultants	,000
								75700	Workshops and meetings	6,000
	1.6. Establish possible coordination with international universities (such as the University College Dublin, (UCD) Ireland, Political Science Department to promote research on political parties and exchange initiatives. This could include a "Post Doctoral Research fellow" arrangement in residence in PPD.	X	X			MOPD and UNDP		71200	Researcher in Residence	32,400
								71600	Travel	8,000
								74200	Translation	4,000
								75700	Workshops (yearly seminar)	4,000
Output 2: MOPD has knowledge and capacity to design and implement effective outreach strategy towards political parties	2.5. Provide necessary management and communication training to PPD staff to implement and manage the outreach strategy and implementation plan.	X	X			MOPD		71200	Int'l Consultant (for evaluation)	7,500
								75700	Travel	5,500
Output 3: through MOPD, political parties are enabled and empowered and their capacities and political roles enhanced. **Baselines:** (1) MOPD has basic capacity to design basic questionnaires. (2) MOPD currently provides	3.1. Provide support through the MOPD to political parties (as outlined in the outreach plan referred to in output 2 above) to enhance their skills and knowledge in such topics as; a) public affairs, political participation, women participation and political development issues b) developing national and local platforms to encourage discussion on national and local issues of interest	X	X	X	X	MOPD and PPD		71200	International consultants	$12,000
								71600	Travel	$22,500
								75700	Workshops and seminars	$6,000
								74200	Audio visual and printing	$3,000

selected support to political parties to enhance in their knowledge. **Target:** Comprehensive support by MOPD to political parties on enhancing the knowledge on public affairs, political participation, leadership and increasing recruitment especially among women is delivered **Indicators:** (1) Consultants recruited**;** (2) support programms to political parties are finalized. (3) feedback from political parties on support given my MOPD.	c) communication and political skills of their leadership in order to improve their political campaigning capacities, d) improving their outreach and recruitment drives with the general public and women in particular. e) administration and, management f) gender mainstreaming and human rights based approach to programming, g)procedural capacities: e.g. to undertake public surveys and focus groups; to interact with voters and the public; to undertake recruitment drives; to organize internal elections; to manage internal finances, personnel, and other administrative issues; to build national political platforms; to organize public events; to organize election campaigns; etc. .									production costs	

Output 4: Civil society organizations, universities, youth, ,women and human rights groups are more engaged and interactive with political parties. **Baselines:** (1) A strategy for engaging with CSOs, universities, youth, women and human rights groups does not yet exist; (2) EU's ICB project for 2012-2013 will focus on providing a strategy for MOPD as a whole to engage with stakeholders. **Targets:** a strategy to engage political parties and key stakeholders is developed. **Indicators:** strategy approved by all stakeholders	4.2. Support MOPD implement selected activities in the strategy and implementation plan	X	X	X	X			75700	Training, workshops, conferences	36,000
								74200	Media and Communication	4,000
								71300	Local Consultant	9,500

Output 5: through MOPD, public and private media play a strong role in spreading understanding of political parties and changing attitudes toward participating in them. **Baselines:** A communication strategy has been developed for MOPD in 2010 **Targets:** Elements of the communication strategy that relate to the work of PPD are implemented. **Indicators:** Feedback from media	5.2Provide support to PPD to provide support to media to help them develop strategies and programs to improve their role in increasing public awareness and engagement in political party work. 5.3. Provide support to p MOPD to develop its own public awareness and attitude-change campaigns, e.g. TV spots, radio spots, billboards, social media, etc 5.4 Evaluation of the project	X	X	X	X	PPD		75700 742000 71200 71600	Training, workshops, conferences Media and communication International Consultant Travel	$,,000 $5,000 $8,000 $4,000

<p style="text-align:center">**Total Year 3: $219,400**</p>

6. MANAGEMENT ARRANGEMENTS

All signatories to this project document are committed to Paris Declaration on aid effectiveness which promotes the five principles of: (a) Ownership; (b) Alignment; (c) Harmonization; (d) Results; and (e) Mutual Accountability. Therefore MOPD is committed to owning the outputs of this project.

Accordingly, the project will be nationally executed (NEX) in accordance with the established UNDP procedures, including UNDP's corporate gender strategy and human rights based approach, for the duration of three years. The Ministry of Planning and International Cooperation in its role as Government Coordinating Authority will be responsible for the supervision of the Executing Agency's performance, assessment of progress, technical quality and achievement of objectives. While the day to day responsibility for the project lies with the executing agency, the Government Coordinating Authority retains ultimate responsibility on behalf of the Government.

6.1 Responsible Parties

The Ministry of Political Development (Implementing Partner) will be responsible for the production of outputs of the project, realizing the goals of the project, and ensure the best utilization of resources. MOPD will be accountable to the government coordinating authority (MOPIC) and to UNDP for the production of outputs, the achievement of project objectives and the use of programmes' resources. MOPD, together with United Nations Development Programme (UNDP), will be responsible for the recruitment and contracting of all staff to be hired for this programme including the technical advisors/consultants through competitive recruitment processes.

United Nations Development Programme (UNDP): UNDP will assist MOPD to build partnerships, coordinate between the various parties involved, obtain knowledge from global sources and experiences, and raise funds. UNDP will also be the budget holder under the National Execution modality and will provide training to concerned individuals, if needed, on the execution modality. UNDP will also provide overall policy and technical advice to the programme. Furthermore, UNDP will provide training on all the management functions that are expected to be carried by the personnel of the MOPD who are designated by the Minister to carry out the outputs of the project.

Ministry of Planning and International Cooperation (MOPIC): will oversee the overall performance of the implementing partner.

6.2 *Daily Management of Finance, Procurement, and Recruitment, and Project Assurance of this Project*

Finance: The Harmonized Approach to Cash Transfers Assessment (HACT) assessment of 2010 found MOPD to be a 'significant risk' institution. This entails that no cash transfers will be provided for the Ministry at first, however this project will work with the finance and accounting departments to develop their expertise in handling funds. UNDP will be the overall budget holder under the National Execution (NEX) modality and this includes controlling the expenditures and ensuring adequate financial management of the resources provided for the project, undertaking all necessary financial arrangements, processes, request for authorizations, and payments in a view to ensure financial accountability.

Based on the above, UNDP and MOPD will design a special activity for developing the capacity of some of the four areas evaluated through the HACT assessment (finance, HR, procurement, and accounting). In the meantime, the project will adopt the method of direct payment. Payments shall be made directly to vendors and consultants based on duly signed FACE forms submitted to UNDP.

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 as requested by the MOPD.[4] These fees will be charged based on the latest update of the UNDP Universal Price List Attached.

Recruitment: The recruitment of various consultants, advisors, and other senior short or long-term consultants shall be done by United Nations Development Programme (UNDP) together with the Political Parties Directorate at MOPD according to UNDP standard recruitment rules and procedures. The PPD, together with UNDP, will follow UNDP recruitment procedures for the recruitment of advisors, until the procedures of MOPD have been revised and approved consultants, experts and othersand those recruited shall be awarded a UNDP contract. The recruitment process shall ensure, at all times, that the process is in fact competitive and transparent.

Project Assurance: 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. The assigned UNDP Programme Officer holds the Project Assurance role for the UNDP Board member. UNDP may also assign a consultant to carry out this function.

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[4] 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

6.3. *Daily Management of Project Outputs*

The day-to-day management, decision-making, planning, identifying advisory inputs for the various outputs of the project shall be done by the Director of PPD. The reporting and preparing and submitting progress reports to UNDP and MOPD shall be coordinated by the Project Assistant/Officer in close consultation with The Directorate.

The Director of Political Parties together with the Directorate staff, will produce the results specified in the project document to the required standard of quality and within the specified constraints of time and cost. The Director of PPD will define with the PPD staff an action plan for the outputs listed in this project document and incorporate these outputs into their overall Unit annual/quarterly action plan. The PPD will, together with a consultant, carry out a capacity assessment of any knowledge and skills gaps in the Unit (as identified in output 1 in the resource framework above) to effectively implement the outputs. Based on the findings of the capacity assessment, he/she will assist the consultant to develop a programme to respond to the knowledge and skills gaps. Accordingly, the Director is expected to develop a yearly/ quarterly plan of advisory support required. The Director is also expected to – manage closely the contracts of the consultants recruited to assist the MOPD in delivering the outputs. The Director is expected to have regular meetings with UNDP governance team to timely identify any support required from UNDP to meet targets within the specified deadlines. The Director is accountable to the SG of MOPD for all the outputs of this project.

A staff member e) may be recruited to provide assistance to the PPD to ensure effective management of project planning and implementation, assist the PPD in oversight and monitoring of project implementation, and provide administrative support to project implementation. If such decision is reached by the tripartite, an amendment to the RRF will be needed.
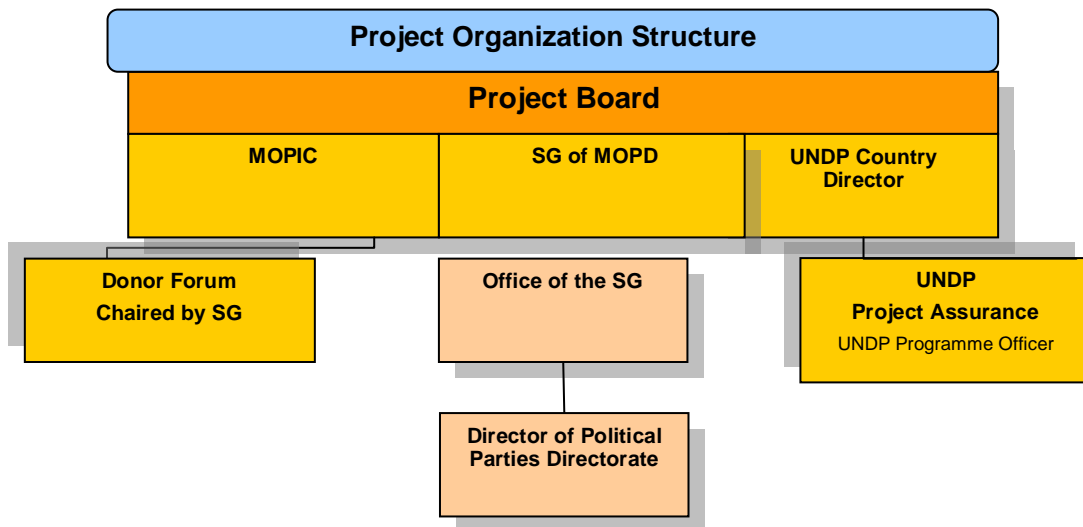
6.4. *The Project Board*

A Project Board (PB) shall be established to oversee the implementation of the project. The PB will be chaired by the SG of MOPD, and will include a representative from the Ministry of Planning and International Cooperation (MOPIC), and the country director of UNDP, or whomever he/she designates. The Director of the Political Parties Directorate shall serve as the secretariat of the board. It may be decided at a later stage to include other donors with financial contributions to this project in the PB.

The PB is responsible for making management decisions concerning the project including approval of annual work plans, budgets and any revisions to the plans and budgets. The PB shall convene bi-annually 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 Board during the first PB meeting. Decisions are made on majority basis of members provided that such decisions do not violate the rules and regulations of UNDP.

A donor forum shall meet bi- annually to encourage coordination and harmonization. This forum shall be chaired by the Secretary General of MOPD or his/her nominated substitute.

Project Organization Structure

Project Board

MOPIC	SG of MOPD	UNDP Country Director

Donor Forum Chaired by SG	Office of the SG	UNDP Project Assurance UNDP Programme Officer

Director of Political Parties Directorate

7. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

➢ On a 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 Director of PPD and approved by the board meeting after signing the project document.

➢ An issue log shall be activated in Atlas and regularly updated by the Director of PPD to facilitate tracking and resolution of potential problems or requests for change.

➢ Based on the initial risk analysis submitted by the Director of PPD within four of signing the project document (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 by the project board (PB).

➢ Based on the above information recorded in Atlas, project progress reports (PR) shall be submitted by the Director of PPD to the members of the PB 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 Director of PPD and approved by the PB .

➢ A monitoring schedule plan shall be activated in Atlas and updated to track key management actions/events.

➢ UNDP has the right to conduct spot checks and audits to ensure the project documentation is in order. The frequency of the spot checks and audits vary according to progress of the project.

➢ The project may be audited at least once in its lifetime, in accordance with NEX/NIM regulations.

➢ A communication and monitoring plan will be developed at the outset of the project.

➢ Any other reporting requested by the donors of this project.

➢ A midterm assessment may take place during the second year of the project in order to assess progress. The project board may decide to carry out an external independent evaluation at the end of the project.

A. Annually

- *Annual Review Report.* An annual review report shall be prepared by the Director of PPD and shared with the PB. As a minimum requirement, the annual review report shall consist of the Atlas standard format for the PPR covering the whole year with updated information for each above element of the PPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- *Annual Project Review.* Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the annual work plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the PB and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

8. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT 1. MOPD political parties Directorate (PPD) has capacity to research, develop and communicate ideas and concepts related to political parties

| Activity Result (Atlas Activity ID) | 1.1   Assess the capacities of the PPD staff (and other relevant staff of MOPD) to:
i.   Understand and engage and strategize on political parties, political reform and political parties issues
j.   Effectively dialogue and negotiate with political parties
k.   Carry out research on political parties issues
l.   Carry out a legislative review related to political reviews
m.   Undertake the functions of planning, yearly action plans, and budgets, in addition to project and grants management
n.   Work effectively with the media and implement the media/ communication strategy,
o.   a manage IT systems and social media to be effective tools of communications
p.   Mainstream gender and human rights based approach

1.2 Based on the detailed assessment outlined in 1.1 above develop a tailored response capacity development plan and budget on specific topics, with a menu of options of how this should be conducted over a period of three year. The response plan can be implemented in coordination with centers of expertise in other parts of the government and in Jordan in general.

1.4. Build library and database at MOPD on political party issues and expand, with a special focus on women participation in political parties, coordination with other centers of political party expertise in Jordan and internationally.

1.5. provide capacity building training to PPD staff to enhance their ability undertake the functions outlined in 1.1 and provide training base done the results of the HACT assessment.

1.4. provide training to staff at MOPD to deepen understanding and expertise on political parties issues

1.5. Strengthen legislative review capacities and activities related to political parties at MOPD, through enhancing in-house capacities and supporting coordination with centers of expertise in other parts of the government and in Jordan in general.

1.6. Establish possible coordination with international universities (such as the University College Dublin, (UCD) Ireland, Political Science Department to promote research on political parties and exchange initiatives. This could include a " Post Doctoral Research fellow" arrangement in residence in PPD.

1.7. Set up, at MOPD, mechanism of coordination among government ministries and agencies involved in political development, and with civil society ,human rights groups, women groups, that work on political party issues.

1.8. Develop an interactive section on political parties on MOPD website and have a strong presence in the social media (facebook, etc.). | Start Date: January 2011
End Date: December 2011 |

Purpose	*The purpose is to use UNDP's Capacity Development as a tool to ensure proper response to the needs of the implementing partners.* The MOPD currently has limited capacity to work with and empower political parties. In an institutional building excursive, MOPD realized that in order to implement the outlines His Majesties visions, the Political Parties Directorate needs to be upgraded into a directorate, which currently includes, in addition to the Director, only four staff members. The first output is geared toward strengthening the capacities of the PPD in order to enable it to more effectively carry out its mission. This outputs begins with a capacity assessment of the PPD, and based on the capacity assessment, the project will provide management and communication training and capacity building for the staff, providing for more research capacity, supporting the legislative review capacities, improving the IT capacities and internet presence, and enhancing the intra-ministry and intra-governmental understanding and cooperation over political party development issues.
Description	A consultant will be recruited to conduct the CA as soon as the project starts.

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. what method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
(1) UNDP Capacity Assessment is approved and project activities revised according to CA findings.	Written approval of CA and PB approval of changes to project outputs	First PB meeting held after the final findings of assessment is conducted
(2) At least one area of the four areas covered in the HACT (HR, finance, accounting and procurement) are addressed, developed, and gender mainstreamed	Evaluation of project *or* New HACT assessment	Quarter 3-4, 2013
(3) Inventory of resources demonstrate increase by 20 per cent each year.	Quarterly progress reports	Quarterly
4)Resources on women participation in political parties are compiled on quarterly bases.	Quarterly reports	Quarterly
(5) No. of draft legislation , comments on bills,	Quarterly Reports	Quarterly
(6) No. of provisions addressing women political participation in proposed legislation	Quarterly Reports Project Evaluation	Quarterly Quarter 3-4, 2013
(7) Coordination mechanisms approved	Inter-ministerial approval of mechanisms of cooperation with MOPD	Annually
8) No. of updates on political parties section	Quarterly reports	Quarterly
(9) No. of gender related information updates and compiled on website	Quarterly reports Feedback from visitors of website	Quarterly

OUTPUT 2: MOPD has knowledge and capacity to design and implement effective outreach strategy towards political parties		
Activity Result (Atlas Activity ID)	2.1 Conduct opinion survey (that targets political parties, CSOs and the public) to identify views on the role of PPD and MOPD in general in terms of working with political parties 2.2. Develop knowledge at MOPD about the chellenges facing Jordanian political parties and the global best practices political	Start Date: June 2011 End Date: December 2012

	parties empowerment, with a special focus on promoting women participation in political parties.	
	2.5. Provide necessary management and communication training to PPD staff to implement and manage the outreach strategy and implementation plan.	
	2.4. Develop a well thought out strategy and action plan for MOPD , (drawing on findings of the survey above and the assessment) to reach out to and empower political parties. Suggested topics that could be included, amongst others in such a plan are listed in 3.1 below	
	Conducting a quick assessment of existing political parties capacities	

| **Purpose** | The Second output aims to work with this enhanced PPD capacity to develop a well-informed and well-thought-out strategy to reach out to and empower political parties. The Output has three activities which include support needs assessment, strategic planning, and action plan implementation. |
| **Description** | *A company will be recruited to train MOPD staff on conducting such surveys* |

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
(1) No. of public surveys conducted	Annual report	Annually
(2) No. of survey results quoted in annual work plans of PPD.	Annual report	Annually
(3) workshops conducted and workshop reports well documented	Quarterly reports	Quarterly
(4) Workshops conducted are gender sensitive.	Quarterly reports	Quarterly
(4) TOR of regular meetings are gender sensitive.	Final approved TOR	Annual report
(5) feedback from political parties on the quick assessment	Results of survey	Annually
(6) feedback from political parties on the strategy and implementation plan	Minutes of meeting	After meeting

OUTPUT 3: through MOPD, political parties are enabled and empowered and their capacities and political roles enhanced		
Activity Result (Atlas Activity ID)	3.1. Provide support through the MOPD to political parties (as outlined in the outreach plan referred to in output 2 above) to enhance their skills and knowledge in such topics as; a) public affairs, political participation, women participation and political development issues b) developing national and local platforms to encourage	Start Date: January 2012 End Date: December 2013

	discussion on national and local issues of interest
	c) communication and political skills of their leadership in order to improve their political campaigning capacities,
	d) improving their outreach and recruitment drives with the general public and women in particular.
	e) administration and, management
	f) gender mainstreaming and human rights based approach to programming,
	g)procedural capacities: e.g. to undertake public surveys and focus groups; to interact with voters and the public; to undertake recruitment drives; to organize internal elections; to manage internal finances, personnel, and other administrative issues; to build national political platforms; to organize public events; to organize election campaigns; etc.

Purpose	The third output aims to directly help the MOPD empower political parties. It includes 3 activities: helping the PPD to provide managerial and procedural capacity building training to political parties; helping provide assistance to political parties to improve and deepen their understanding of public policy issues; and providing support to help political parties develop national platforms, develop leadership skills, and expand and engage their public.
Description	*Planned actions to produce the activity result.*

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
(1) Consultants recruited;	Minutes of selection	End of selection process
(2) support programms to political parties are finalized.	Quarterly reports	Quarterly
(3) feedback from political parties on support given my MOPD.	Phone survey	End of 2013

OUTPUT 4: Civil society organizations, universities, youth, ,women and human rights groups are more engaged and interactive with political parties.		
Activity Result **(Atlas Activity ID)**	4.1. Develop a strategy at MOPD to engage with **civil society organizations, universities, youth, women and human rights groups** Develop necessary tools for those groups to become more engaged with political parties 4.2. Support MOPD to Implement selected activities in the strategy and implementation plan	Start Date: January 2011 End Date: December 2012
Purpose	The fourth output aims to help the PPD work with civil society, youth, women, and universities to increase their engagement with political parties	

Description	A consultant will be recruited to design and develop a strategy for PPD to work with the stakeholders

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. what method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
Competitive selection of the consultant	Minutes of selection	End of desk review
Strategy approved by all stakeholders	Minutes of Meeting	End of Year 2012

OUTPUT 5: through MOPD, public and private media play a stronger role in spreading understanding of political parties and changing attitudes towards participating in political parties.		
Activity Result (Atlas Activity ID)	5.1. Assist PPD to develop a training programme for selected public and private Audio Visual (A/V) and print media outlets to train their leadership and staff on spreading a greater understanding of political parties and changing attitudes toward encouraging participating in them 5.2 Provide support to PPD to provide support to media to help them develop strategies and programs to improve their role in increasing public awareness and engagement in political party work. 5.3. Provide support to p MOPD to develop its own public awareness and attitude-change campaigns, e.g. TV spots, radio spots, billboards, social media, etc 5.4 Evaluation of the project	Start Date: January 2011 End Date: December 2012
Purpose	to help the PPD understand and change the public's attitudes toward political parties through working with the public and private media and through undertaking public information campaigns on its own.	
Description	Regular workshops will be held with the media as of the second year of this project	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Feedback from Media	Workshop evaluations	Quarterly

9. 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 implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

10.ANNEXES

A. Risk Analysis

Project Title: Assistance to the Ministry of Political Development to increase capacities of Political Parties Directorate, enhance capacities of political parties, and increase public engagement with political parties.	Award ID:	Date:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of Support by the Government	2010	**Political**	*Probability on a scale from 1 (low) to 5 (high)* P = 1 *Impact on a scale from 1 (low) to 5 (high)* I = 5	will shift focus on output 2 until elections are held.	PPD	UNDP Governance Analyst	September 2010	
2	Delay in start date	2010	**Operational**	P: 3 I: 5	Activity 1.1 maybe initiated whilst the formal starting date commences	UNDP and PPD	UNDP Governance Analyst	September 2010	
3	Change in government	2010	**Political**	P:4 I: 2	Ensure, through an official letter the commitment to the project outputs	MOPD	UNDP Governance Analyst	September 2010	
4	Poor response by political parties	2010	**Political**	P: 3 I: 3	Focus on other activities while risk is mediated	PPD and MOPD	UNDP Governance Analyst	September 2010	

5	Commitment to gender mainstreaming is not realized	2010	**Operational**	P: 2 I: 2	PB shall be held to address this issue.	MOPD, UNDP	UNDP Governance Analyst	September 2010	
6	Failure to secure all funds necessary	2010	**Financial**	P: 3 I:4	PB will meet to re prioritise activities	UNDP	UNDP Governance Analyst	September 2010	Ongoing
7	Misconceptions and propaganda about the project is affecting UNDP's neutrality image	2010	**Political Strategic**	P:1 I: 5	Media and Communication strategy shall be developed, contingency plans shall be put in place	UNDP	UNDP Governance Analyst	September 2010	
8	Donor Duplication	2010	**Strategic**	P: 3 I: 3	A Donor Coordination Committee may be established as part of the project structure to ensure coordination and lack of duplication.	MOPIC UNDP MOPD	UNDP Governance Analyst	September 2010	

B. TOR for the Project Board

Composition

Members:

1. Secretary General of MOPD (Chairperson of the Board)
2. Representative from MoPIC -
3. Representative from UNDP
4. A representative of funders (if contributing to the project)

Secretary:

Director of Political Parties Directorate at MOPD / acting as the PB secretariat

Frequency of Meetings

- The first PB Meeting shall be held within 4 months from signing of the project document to decide on the following: to finalize the annual work plan and risk logs of the project using UNDP template, and monitoring and evaluation of the project, and approve a budget revision, if necessary.
- In all cases, the PB shall hold at least two meetings annually.

Overall responsibilities:[5] The Project Board is the group responsible for making management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards6 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 Director of PPD. The PPD director consults the board for decisions when project tolerances (normally in terms of time and budget) have been exceeded. PB decisions are made based on majority of members, provided that such decisions do not violate UNDP rules and regulations.

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[5] Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

[6] 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.

Based on the approved annual work plan (AWP), the Project Board 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 Director of the PPD in managing the project and any delegation of its Project Assurance responsibilities.

Specific overall responsibilities:

- Review and approve the first year plan using UNDP's approved templates.
- Approve the changes made to the ToRs for project staff if any.
- Agree on changes, if any, to the responsibilities of the management of the project, 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, issue log, updated risk log and the monitoring and communication plan.
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the PPD director;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on project'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 (CDR), UNDP's financial statement issued quarterly and annually after closing of accounts, prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report and make recommendations for the next AWP
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exceptional situations when project manager'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;
- Make recommendations for follow-on actions;
- Approve results of the Capacity Assessment (CA).
- Approve changes to project outputs based on the approved CA.
- Notify operational completion of the project to the Outcome Board (if exists).

C. TOR for the Donor Project Forum

Meet bi- yearly

Composition

- Will be assigned by the Project board in its first PB meeting
- The Donor Project Forum shall be chaired by MOPD SG. In addition to UNDP and the SG, it will include members of other donors; EC, and other donors as they develop.
- The committee will have quarterly meetings

Overall responsibilities:

- The committees' main responsibility is to ensure full donor coordination and ensure that there shall be no contradiction or overlap among different development projects supporting the ministry.
- Maximize the efficiency of the joint effort