Project Title: Decentralization and Local Development Support Programme (DLDSP)

Project Number:

Empowered lives.
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Implementing Partner:

Start Date: **End Date:**   **PAC Meeting date:**   12 April 2017

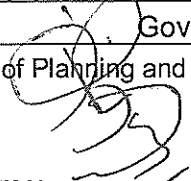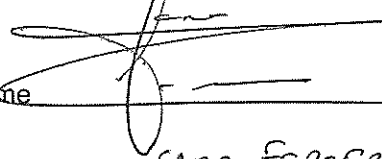| Brief Description |
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| The Decentralization and Local Development Support Programme (DLDSP) is a 24-month initiative funded by the European Union (EU) through Financing Agreement ENPI/2010/021-931 signed with the Government of Jordan in 2011 and designed to support democratic governance in the Kingdom. The Agreement has three components and specifically Component 2 focuses on the provision of support to the Government of Jordan to develop a new vision and policy for the reform of its local administration and municipal system and the formulation of a National Strategy and Programme for their application.

In response to the introduction of the Decentralization and Municipal laws, the DLDSP will concentrate its actions on supporting the Inter Ministerial Committee (IMC) to lead the process and undertake the necessary modifications to the institutional and organisational arrangements at both Governorate and Municipality level that correspond to newly assigned or modified mandates introduced by the modified legal framework. It will support the introduction of managerial systems, procedures and capacities to activate the new functions created by the law. The focus of the programme seeks to empower the entities responsible for the decentralization process, thereby ensuring that key ministries - Ministry of Interior and Ministry of Municipal Affairs - develop the organizational and human capacities needed to direct and coordinate the reform and the donor support.

The DLDSP will also support the governorate council elections through support to the capacity of the Independent Elections Commission in its legal role to organising and administering the first elections of governorate councils, and the elections for municipal and local councils in line with the modified legislation. The DLDSP will focus on supporting the fine-tuning of horizontal coordination and the assignment of functions within each tier as well as between them with the goal of improving coherence and effectiveness of holistic local development efforts. |

Contributing Outcome (UNDAF/CPD, RPD or GPD):		
Indicative Output(s):		

Total resources required:		
Total resources allocated:	UNDP TRAC:	
	European Union	€3,608,594
	Other donors	
	Government:	
	In-Kind:	
Unfunded:		0

Agreed by (signatures)[1]:

Government	Implementing Partner (UNDP Jordan)
Ministry of Planning and International Cooperation	Country Director, UNDP Jordan
Print Name: Imad N. Fakhoury	Print Name: SARA FERRER OLIVELLA
Date: 11.06.2017	13/6/2017
UNCDF	Ministry of Interior
Print Name:	Print Name: Ghaleb Al-Zou'bi
Date:	Date: 31 May, 2017

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[1] Note: Adjust signatures as needed

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List of Acronyms and Abbreviations

AECID	Spanish Agency for International Development Cooperation
CBO	Community-Based Organisations
CSO	Civil society organisation
DLDSP	Decentralisation and Local Development sSupport Programme
EC	European Commission
EU	European Union
EUD	Delegation of the European Union
FA	Financial Agreement
GDP	Gross Domestic Product
GoJ	Government of Jordan
GONGOs	Government organised non-governmental organization
IAF	Islamic Action Front
IEC	Independent Election Commission
IMC	Inter-Ministerial Committee
IMDA	Indirect Management Delegated Agreement
IRI	International Republican Institute
LDD	Local Development Directorate
LDU	Local Development Unit
MoF	Ministry of Finance
MoI	Ministry of Interior
MoMA	Ministry of Municipal Affairs
MoPIC	Ministry of Planning and International Cooperation
MoPPA	Ministry of Political and Parliamentarian Affairs
MoPSD	Ministry of Public Sector Development
NGO	Non-Governmental Organization
OECD	Organisation for Economic Co-operation and Development
PEM	Public Expenditure Management Systems
PFM	Public Finance Management System
PLEDJ	Promoting Local Economic Development in Jordan
PSU	Project Support Unit
RRF	Result and Resource Frame
SC	Specific Conditions
STTA	Short Term Technical Assistance

TAP	Technical and Administrative Provision
UNCDF	United Nation Capital Development Fund
UNDP	United Nations Development Programme
USD	US Dollar

Executive Summary

The Decentralization and Local Development Support Programme (DLDSP) is a 24-month initiative funded by the European Union (EU) through Financing Agreement ENPI/2010/021-931 signed with the Government of Jordan in 2011 and designed to support democratic governance in the Kingdom. The Agreement has three components and specifically Component 2 focuses on the provision of support to the Government of Jordan to develop a new vision and policy for the reform of its local administration and municipal system and the formulation of a National Strategy and Programme for their application.

His Majesty, King Abdullah II on numerous occasions, has called for the reform of the system of local administration and through a series of policy statements over the past few years, the most recent of which was his Speech from the Throne of the 29th of May 2016. His Majesty's calls for undertaking decentralization reform have focused on increasing the participation of citizens in decision-making and in the oversight of public institutions at the local level with a particular focus on increasing accountability and transparency in the allocation and utilization of public resources for local development. The demand for these reforms also stems from increased pressure on government to address democratic reforms at subnational level and the growing inequities between regions and variations in the quality and coverage of basic social services in non-urban and remote localities. Furthermore, the slowdown in economic development and the growing rates of unemployment and underemployment among the population, particularly among youth, have reached an unsustainable level, which is seen as increasing the Kingdom's vulnerability to instability.'[2]

In response to his Majesty's calls for increased citizen participation in decision making relating to local development and increased responsiveness of the local administration to peoples' needs, the Government of Jordan has issued and adopted the Decentralization Law number 49 of 2015. The Law defines the mandate and functions of a newly introduced Council at the governorate level and articulates its relationship to the various components of the existing system of local administration and municipalities. The Council will be composed of 85% elected members while the remaining 15% are to be appointed from among elected representatives of public and quasi-public bodies, ex-members of parliament and other prominent public and civil society figures. Ten per cent of the council will be reserved for women candidates. In parallel, the government has also introduced amendments to the Municipalities Law and significant effort was applied to ensure the coordinated development of the two laws while attempting to maximize clarity in the assignment of functions of each tier and optimizing coordination between them.

In response to the introduction of the two Laws, the DLDSP will concentrate its actions on supporting the Inter Ministerial Committee (IMC) to lead the process and undertake the necessary modifications to the institutional and organisational arrangements at both Governorate and Municipality level that correspond to newly assigned or modified mandates introduced by the modified legal framework. It will support the introduction of managerial systems, procedures and capacities to activate the new functions created by the law. The focus of the programme seeks to empower the entities responsible for the decentralization process, thereby ensuring that key ministries - Ministry of Interior and Ministry of Municipal Affairs - develop the organizational and human capacities needed to direct and coordinate the reform and the donor support.

The DLDSP will also support the governorate council elections through support to the capacity of the Independent Elections Commission in its legal role to organising and administering the first elections of governorate councils, and also the elections for municipal and local councils in line with the

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[2]Prodoc, UNDP

modified municipality's law. The DLDSP will focus on supporting the fine-tuning of horizontal coordination and the assignment of functions within each tier as well as between them with the goal of improving coherence and effectiveness of holistic local development efforts.

The programme also seeks the greatest impact in its interventions, considering that there are many other actors and the resources and the period of execution are quite limited. This is why the programme seeks to achieve a more efficient and flexible use of resources, assigning technical assistance where needed. The programme will provide the necessary support in articulating a pragmatic and feasible Decentralization Strategy and Capacity Building Plan in order to align and better organise the resources deployed by donors and governmental entities.

The programme will promote engagement in local governance through the strengthening of Community Based Organizations (CBOs), through the support of Non-Governmental Organisations (NGOs) specialized in this field. Similarly, NGOs will facilitate interaction between communities and local authorities so that social capital and conditions are created to ensure the effective participation of citizens in decision-making.

Finally, the programme will seek synergies with other programmes funded by the European Union (EU) and European countries that support local governments and promote the relationship with CBOs that have been trained by the programme.

Situation Analysis

The Jordanian government has embarked on the decentralization process since 2005. *"His Majesty's calls for undertaking decentralization reform have focused on increasing the participation of citizens in decision making and in the oversight of public institutions at the central and local level and with a particular focus on increasing accountability and transparency in the allocation and utilization of public resources."*[3]

Decentralisation is part of the political reforms and priorities of the Government of Jordan; this in view of the overall objectives of the country as reflected in the long-term development plan *"Jordan 2025 A National Vision and Strategy"*[4], and in light of the changes in the legal framework of the decentralisation accomplished by the approval of the Law on Decentralisation 2015 (Law No. 49 of 2015), the Law on Municipalities 2015 (Law No. 41 of 2015), and several bylaws.

However, to date there is little clarity regarding what decentralization precisely entails for the Jordanian citizens, and how this reform can contribute to improving their lives and influence their future. Being accountable to the citizens as well as to the central government, the role of local governments is in development—and the ways in which they should promote citizen and community participation in the decision-making process[5]—remains blurred.

Decentralization in Jordan comprises two levels of subnational entities: governorates (local administration), and municipalities (local governments).

Concerning the first tier, the governorates and sectorial directorates embody the local administration which is technically *"administrative decentralization or deconcentration"*, through which the ministries in charge of public services and infrastructure delivery operate through their own regional agencies (directorates). The directorates remain under the control of central government's ministries, and are funded by the ministries to whom they are accountable.

With the aim of giving governorates a new developmental role, the Ministry of Interior created Local Development Units at the governorates level in 2005, tasked with the responsible of planning, coordination, and conducting follow-up on the implementation of projects and services delivered by sectoral ministries. These units are placed under the authority and guidance of the Governor, who in turn is the regional representative of the Ministry of Interior and leads the advisory council and the executive council (the new law changed this situation). The advisory council sought to give more legitimacy to the actions of the Governor and the sectoral ministries in the regions, while the executive council sought to coordinate, in a territorial logic, the sectoral plans.

The new decentralization law has changed the character (appointed members) of the regional council who will now be elected by popular vote. However, the law has not turned administrative deconcentration into a true territorial decentralization, and maintains the old model of sectoral silos. The budget of the governorate is the result of the addition of sectoral budgets, and the directorates are territorial agents for the executions of national sectoral policies with an instance of territorial coordination (governorate council), yet, without effective power to decide regional policies or to allocate budgets autonomously. It is expected that the central government will modify the budgetary allocation moving towards earmarked sectoral transfers, to then be executed at governorate level

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[3]UNCDF, 2014. Project Document. "Decentralization and Local Development Support Programme"

4 The document has different allusions to the decentralization reform, for instance: 'Decentralization section. Targeted scenario: Issuing the decentralisation law for 2014 and formulating a national strategy and plan to implement the decentralisation law and the reforms necessary (page 86). Active citizenship. Targeted scenario: Encouraging civic engagement and participation (page 107); and, Communities-Local Development. Targeted scenario: Promoting local development (page 108)

5"It became necessary that grass-roots participation in decision-making and development planning and programming be expanded. This was the impetus for the idea to divide the Kingdom into a number of regions, each having elected councils that would be responsible for devising plans and programs related to each respective region's development. It is our belief that each region's citizens best know their own requirements and priorities" Speech from the Throne by His Majesty King Abdullah II. Opening the Third Ordinary Session of the 14th Parliament. Amman, Jordan. 1 December 2005

(only for capital expenditure)—possibly allowing for an allocation for the governorates (a kind of block grant).[6]

Therefore, the Decentralisation Law has initiated a process of electoral democracy at governorate level. However, it is not a decentralisation process which implies the territorial devolution of political power to regional and local levels of government involving administrative, financial, legislative responsibilities (self-rule within the devolved legal competences).

The implementation of the legal framework on decentralization should try to overcome these limitations in the best possible way, through the establishment of enhanced planning systems (territorial planning comprising all sectors), and through the design of improved mechanisms for horizontal (among governorates) and vertical (municipalities, districts and sub-districts) coordination. The most important challenge, which was formulated by His Majesty[7], is to build an effective system of accountability and channels for citizen participation in decision-making, because governorates are bureaucratic entities which lack downwards accountability mechanisms and which are still too distant from the citizens and the first line service providers

In the case of the second tier, municipalities fulfil the basic conditions of territorial devolution with elected mayors which are overseen by municipal councils indirectly elected through local councils. The municipal government (mayor and council) has a set of defined legal competences and is empowered to collect local taxes, fees, and other charges to cover the costs of service provision to citizens (e.g. building permits or public lightening). Municipal governments are the public bodies (although the law considers these entities to be civil society organisations) perceived to be closer to the citizens and on which communities and citizens can exert greater influence. However, the municipal system has lost the status it had at the beginning of the twentieth century; this is attributed to turning most municipalities into overstaffed and inefficient organizations, insensitive to the demands and needs of citizens.

In a unitary state system, such as Jordan, the deficiencies of municipal governments can and should be corrected through actions of the central government. The central government is equipped with the legal and administrative tools to create a more legitimate, efficient, responsive municipal system able to address the needs and expectations of citizens. Above all, it can hold local authorities accountable for their actions and/or omissions. Municipalities are currently trapped in a convoluted system which relies on an estimated 400 legal instruments to regulate their operations and several other ex-ante controls which erode autonomy and dilute accountability. Therefore, if the government is seeking to enhance the municipal system, it will need to remove ex-ante barriers and unnecessary controls and replace these with well-thought incentive systems that reward good performance (considering that some municipalities perform much better than others).

Summarising, it can be said that Jordan has made some significant progresses in terms of decentralisation (sectoral deconcentration and municipal devolution), that it is presently moving towards electoral democracy at governorate level, and that a kind of "fiscal decentralisation process" may also be expected to take place at this level. However, it still needs to empower citizens to influence the quality of services, and in making front line providers accountable for their actions at municipal and governorate levels, as has been stressed by the King.

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[6]Both possibilities where mentioned during the meeting of the inter-ministerial subcommittee for fiscal decentralization, and also by the expert of the Urban Institute which is supporting the Fiscal Reform Project funded by USAID.

7 "We consider both the municipalities and decentralisation laws as a cornerstone for broadening the role and responsibilities of local administrations in our governorates. These laws are also crucial for deepening citizens' participation and empowering them to contribute towards identifying their priorities, in addition to formulating a future vision for their areas' development plans and distributing developmental gains more equally and effectively"Speech from the Throne By His Majesty King Abdullah II
Opening the Third Ordinary Session of the 17th ParliamentAmman, Jordan
15 November 2015

Development Challenge

The Project Document written by United Nation Capital Development Fund (UNCDF)[8] clearly portrays the development challenge: *"Jordan's state of local development is characterized by significant variations among regions, their governorates and municipalities"*. Furthermore, the document elaborates on the inequalities in the coverage and scope of basic services, in the distribution of the wealth and employment across the country, and on the disparities between urban and rural areas, and within urban areas especially when compared to Amman.

In this regard, a well-structured and implemented decentralisation reform may help compensate regional inequalities and promote development. However, the developmental potential of the decentralisation depends very much on specific local characteristics and the governance of each specific locality, meaning that under the same legal framework and conditions (natural resources endowment, cultural background, equalisation transfers system, elected authorities, legal framework, etc.), two regions might have divergent patterns of development (or stagnation).

Firstly, one should bear in mind that decentralisation reforms are first and foremost political reforms aiming to achieve better local democracy. By empowering the regional and local levels of government, they intend to bring democracy closer to the citizen, empower local communities, and bring more democratic accountability to local politics.

Secondly, decentralisation reforms seek to promote good governance and efficiency. Those public policies which are closer to the regional and local levels are more likely to address local aspirations and the concerns of the people. Policies will be customized to match regional and local stakeholder interests and circumstances. This, in turn, is expected to improve public policy formulation and implementation, as well as bring efficiency gains on service delivery (because local and regional stakeholders have to bear the financial consequences of their political decisions, at least partially).

Thirdly, the decentralisation reform concerns the management of diversity in complex societies. Decentralisation provides territory-based communities with a degree of autonomy to manage their own affairs and reflect the minority views. Furthermore, this is a way to avoid the risk of applying national uniform solutions, and allow regional and local variation in policies to emerge. Decentralisation should encourage regional and local governments to become laboratories for policy making and implementation; the trial and error of this regional and local variation is expected to reveal best practices. Decentralisation must move away from theoretical analysis at the national level, as done by donor offices, and give the opportunity to local authorities and communities to experiment new forms of local multi-stakeholder governance, build social capital, and progress by learning by doing.

Therefore, the Programme should be structured to ensure the entities in charge of the implementation of the decentralisation reform, IMC, have the necessary technical and financial support to guide the process, organise the actions of development partners, and create the adequate institutional and organisational settings. The latter is crucial to allow the governorate councils, executive councils, and municipal governments to fulfil their duties in the best possible manner. Likewise, it is important to invest time and effort in the quest to improve public service delivery—reaching the frontline service providers and engaging them with communities and CBOs.

The program, at the time of its original design, had the potential to be the catalyst to launch the implementation process of the decentralization reform; this, through the formulation of the Decentralisation Policy and Strategy with multi-stakeholder's consultation, eventually approved by the Jordanian government. The government has moved forward and is currently implementing the "Action Plan for Decentralisation", drafted by the Prime Minister's Office, following a brief and clear, yet incomplete road map.

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[8] UNCDF, 2014. Project Document. "Decentralization and Local Development Support Programme"

Unfortunately, the window of opportunity for the programme to influence the drafting of a policy and strategy for the decentralisation reform implementation has passed, and the aim of coordinating the actions of the development partner's since the beginning is no longer possible at this stage. At present, there are an array of donor led initiatives in the decentralisation arena, which have been negotiated without having a solid strategy and policy in place and which are in process of implementation following their own logic and dynamics.

The programme has to primarily address the most important constraint that the governorates and municipalities are facing which is the lack of an institutional framework. This translates in the case of the governorates in the absence of a complementary legal framework that allows councils to be operational and effective and to implement the governmental management and control systems (planning, budgeting, organisation, accountancy, procurement, assets management, internal control systems and accountability system). In the case of the municipalities, the opposite occurs because they are hyper-regulated, but not in a way that promotes autonomy and good local management, but in the opposite direction with excessive regulation and an absolute centralization of managerial and administrative functions. These institutional gaps do not help the Government of Jordan (GoJ) to coordinate the donors' actions and to properly organise the implementation of the decentralisation reform.

The most effective response in order to organise the actions of all stakeholders is to empower the Ministry of Interior and the Ministry of Municipal Affairs as governing bodies in charge of the decentralisation process, by providing them with technical support and the means to effectively evaluate, both technically and objectively, the actions of donors and align their actions to the interests of the government as expressed in the Action Plan for Decentralisation (a roadmap or strategy for implementation).

Throughout the last years, due to the absence of this technical capacity, the government has become a passive recipient of donor initiatives in the decentralisation sector. This situation can be reversed in practice, not only by coordinating the actions carried out by development partners but also by issuing guidelines and legal instruments (e.g. bylaws, regulations, procedures and tools for planning, budgeting, procurement and accounting); and based on these legal instruments, all cooperation agencies can independently provide technical support to municipalities and governorates by applying uniform guidelines and adapt them to their specific regional features. In other words, it is indispensable to consolidate the "normative centralization" which is an exclusive competence of the national government (essentially Ministry of Interior (MoI) and Ministry of Municipal Affairs (MoMA) and to encourage the "decentralised implementation" carried out by national agencies and development partners.

Strategy

Background and Context

In 2015, the Government of Jordan released a strategy document[9] outlining the vision for Jordan's state of economic development by 2025. 'Vision 2025' rests on four pillars: (1) citizens that are highly motivated to participate in the development process; (2) a secure and stable society; (3) a dynamic private sector that can compete internationally; and (4) a competent and effective government sector. Furthering the process of decentralization in Jordan will be a key element in improving the

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[9] *Idem*

Part 1: http://inform.gov.jo/Portals/0/Report%20PDFs/0.%20General/jo2025part1.pdf

Part 2: http://inform.gov.jo/Portals/0/Report%20PDFs/0.%20General/jo2025part2.pdf

effectiveness of the public service as well as the ability of citizens to participate fully in the process of local and national development.

The Project is fully aligned with the fourth pillar of the Jordan Vision 2025 and is being launched at a critical time, which coincides with the more recent and growing demand for decentralization reform. This commitment has been articulated more recently by His Majesty King Abdullah II to further elaborate his Vision for increased decentralization of decision-making and deepening participation and engagement of communities to more effectively address local development challenges and improve the efficiency and accountability with which local administrations function.

Based on this, the programme strategy outlined to support the government in realising this Vision but developing a programme that is responsive to needs. The main features of the design are:

- to continue the EU's support and commitment to decentralization as a priority for the Jordanian Government
- to maintain the contractual agreements with UNCDF but adjust the project management structure to incorporate UNDP locally, increasing the programme's relevance and efficiency
- to increase the flexibility of the programme to respond to stakeholder needs by using a pool of expertise that can be tapped into based on demand
- to increase the degree of ownership of the programme within the MoI by increasing the understanding of government partners of decentralisation and how it can be implemented.

This shift in approach has been necessitated based on the lessons learned from the evaluation of the programme.

Lessons Learned (Evaluation Report)

Related to the effective launch of a Decentralization reform process: (Evaluation)

The degree of ownership of the DLDSP programme has been limited due to several design shortcomings. Firstly, the technical support to the Ministry of Interior was not embedded in the Ministry to facilitate the achievement the original objectives of the programme, in particular enacting the Decentralisation Law. Secondly, the delivery of technical input was envisaged to be provided by a Chief Technical Adviser (CTA) support, which in itself makes it difficult to establish ownership and is not the best model for efficiency and sustainability purposes. Thirdly, personal interests interfered in the recruitment of secondees and the CTA.

Interviews undertaken during the evaluation and re-formulation phase of the DLDSP indicates that the understanding of decentralisation and how it can be operationalised is limited within ministries, governorates and municipalities.

Programme Approach

The programme to implement the decentralisation recognises the pivotal role of the MoI in rolling out the decentralisation process in Jordan. The success of the process of decentralisation is strictly dependent on ensuring that the technical, financial and human capacity is available at all levels of government. The DLDSP reflects this need to provide full-scale implementation support to achieve this. The programme is therefore designed to increase flexibility to:i) provide technical assistance to the operationalisation of the decentralisation system at all three levels (MoI, governorate and municipal level) and ii) to ensure that capacity is built at national and sub-national levels. The DLDSP

will be anchored in the MoI, as the leading institution in the implementation of the programme, reporting to the Inter-Ministerial Committee.

Ownership is vital to the process of decentralisation. It is therefore essential that the technical assistance has a flexible structure to provide support to the MoI and MoMA in implementing government priorities and furthers the sense of ownership of the programme. The DLDSP will provide technical assistance to the development of the framework and implementation structure through which decentralised services and local development initiatives will take place.

Under Result 3, the capacity of Civic Society Organisations (CSOs) and Community Based Organisations (CBOs) will be built as vital agents of change. The programme incorporates an option to develop and implement pilot projects to encourage and test innovative ideas for communities' participation in local development and innovative approaches to local governance. The learnings from these pilot phases can then be fed into the design of sub-national models for engaging local participation.

The coordination of donor support to the Decentralisation Road Map/Strategy will be enhanced under the DLDSP avoiding overlaps reducing the duplication of efforts and streamlining engagement. The DLDSP aims to strengthen and create synergies with other programmes funded by the EU, such as MADAD and Member States (MS) and the Dutch Association of Municipalities. In this regard, the joint design of actions and coordination pooling resources and reducing the duplication of efforts.

In addition to direct support to decentralisation, the programme will continue to provide funding to the Independent Election Commission (IEC).

Results and Partnerships

The programme has three results and the rationale behind them is to support the implementation of the decentralisation and amended municipal laws and improve the legal framework over time, based on the practical application and experimentation of decentralization schemes as a mean to unleash the potential for local development and the improvement public services.

After the approval of the Decentralization Law and the Amended Municipal Law by the end of 2015, the Government of Jordan is launching the call for the election of the governorates' councils and municipal councils (indirectly elected through local councils). In addition, several initiatives are being undertaken to enhance the legal framework and start the process of implementation of the law based on the "Action Plan for Decentralisation"[10]. Because of this political decision, the decentralisation process in Jordan is moving towards the implementation of the current legal framework "as it is". Over time, and because of the lessons learned in this phase, the central government will proceed with the gradual enhancement of the set of rules (laws, regulations, decrees, bylaws, procedures, etc.) and capacity building at the governorate and municipality levels in a pragmatic and incremental manner, learning by doing (capacity building is worthwhile only when there is an effective transfer of responsibilities and resources to local authorities and local governments).

The programme will not duplicate the structures and the roles of the entities in charge of the decentralisation reform, on the contrary, it will pursue the empowerment and enhancement of their organisations providing short term and long term external expertise in order to help them to fulfil their mandates and better deal with the challenges arising from the implementation of the legal framework.

10This is an implicit policy for decentralisation because there is in place a system of laws, regulatory measures, action plans, and funding priorities concerning decentralisation promulgated by the government

Therefore, the institutional setting proposed shall be coherent with the objective to empower national and local actors expanding the existing capacity (e.g. contracting temporary staff for specific purposes, complementing the actual organisational structure and under the authority of their respective directions) of the Ministry of Interior and Ministry of Municipal Affairs and to devote more effort in order to guide and lead the process rather than implementing actions.

Expected Results:

The following are the three results that the DLDSP aims to achieve:

➢ Result 1: The regulatory framework pertaining to decentralisation has been adopted;

➢ Result 2: Capacities of the Governorate-based structures in strategic planning, budget analysis and monitoring are strengthened;

➢ Result 3: Participatory development plans have been properly elaborated in Governorates through strengthened dialogue with Non-State Actors and increased citizen's participation (including identification of local productive projects to be established).

Result 1.1.

__The IMC has received the necessary technical support to complement the Action Plan/Strategy for the implementation of the decentralisation reform, to improve the legal framework, organizational structures of governorates and municipalities and, to improve the competences of elected officers and civil servants at subnational level__

The DLDSP will be based at MoI, which chairs the Inter-Ministerial Committee under delegation of the Prime Minister.

The programme aims to provide technical expertise to allow the IMC to: i) enhance and complement the Action Plan for decentralisation drafted by the IMC, so that it becomes the instrument of strategic guidance and management of the process, by steering the actions of the different stakeholders, both thematically and geographically, and providing clear guidance regarding the sequence and pace of the implementation of the reform; ii) adapt and improve the legal framework, concentrating on the gaps and shortfalls of the current decentralisation and municipal laws and on the development of complementary regulations and administrative measures to allow governorate councils, executive councils and deconcentrated units of sectoral ministries better coordinate (horizontal and vertical coordination) the delivery of local services; as well as to draft and implement development plans and harmonise and rationalise the municipal legislation.

Concerning the Action Plan and further Decentralisation Strategy, it is critical to empower the MoI and MoMA so the Government of Jordan can take full leadership of the implementation process of the decentralisation reform, defining the actions for the short and mid-term, organising the process by better defining the roles and the actions of ministries, departments and agencies of the government.

Concerning the enhancement of the legal framework, the actions will follow two different paths: one for the governorates, aiming to set up regulations, bylaws, resolutions, etc., to define and apply the managerial and administrative systems in the governorates. Special attention will be paid to the development of systems for the following: territorial planning, operational planning, budgeting, accountability systems (horizontal, upwards and downward) clarifying the roles of the elected council, the executive council, and the Local Development Unit (LDU).

The second path will target the municipal level where there is an urgent need to rationalise the legal framework which currently comprises around 400 laws, bylaws and additional regulations that has become a burden for local authorities. On the same vein, the MoMA needs to assess the relevance of some ex-ante controls which are eroding the municipal autonomy, overloading MoMA, and with very limited added value or promote efficiency gains.

In addition to the rationalisation of the legal framework, MoMA needs to work with other cross-cutting ministries/agencies to update, enhance, and modify the regulations and procedures for: territorial planning (municipal scale); budgeting; organisational setup, human resources management (downsizing as established in the Municipal Law), and procurement (revision of ex-ante control exerted by the National Audit Bureau); accountancy; and, treasury and local revenue collection, and assets management.

Activity 1
Setup of the Programme Support Unit (PSU), Provide Technical Assistance (CTA) in order to assist and supplement the organisation of the Local Development Unit of the MoI:

PSU will be the DLDSP management and technical support team, which will be in charge of programme implementation and will provide specialized support to the LDU of the MoI and through it the Inter-Ministerial Committee for Decentralisation. The CTA will provide specialized technical support to the DLDSP.

The CTA and Short Term Technical Assistance (STTA), will also allow the MoI, the MoMA and the other members of the Inter-Ministerial Committee to have highly qualified, flexible and demand-driven technical expertise at their reach to better deal with the implementation of the Action Plan for Decentralisation. Additionally, it will facilitate access to improved capacity to shape donor support, while at the same time building endogenous technical capabilities to lead the process and ensure the sustainability beyond donor support.

Activity 1.1.
Procurement of furniture and computers for the PSU

UNDP shall proceed to purchase equipment and supplies according to its own procedures and the criteria established in the contract with the Delegation of the European Union. The purchases will complement the equipment already bought during the implementation Period under the responsibility of UNCDF. Currently UNDP is the custodian of the assets of DLDSP.

Activity 1.1.1
Provide technical support to the IMC in order to facilitate the completion of the Strategy of Decentralisation, the application of the legal framework, the drafting of complementary bylaws, regulations and other legal and managerial instruments to regulate the functions of governorates and municipalities:

These activities should be carried out under the leadership of the IMC with the coordination of MoI. The Local Development Directorate (LDD) of MoI and the MoMA through its task group for decentralisation shall work full time to ensure success in the execution of the programme and the implementation of the reform.

Since the Governorate Councils are new, the MoI and members of the Inter-Ministerial Committee must support the development of legal instruments (bylaws, regulations, resolutions) to improve and complement the current legal framework which is unclear and insufficient. Likewise, the programme will support the development and implementation of administrative instruments such as procedures, manuals, protocols and internal control systems to allow the councillors to comply with their functions and oversee the actions undertaken by the Executive Council. This involves supervising and ensuring that the projects and plans are adequately implemented. The IMC should also ensure that Governorate Councils have the tools at their disposal that allow them to be accountable to citizens.

At the municipal level, attention will be focused on the revision and rationalization of the legal framework that is composed of laws, decrees and administrative resolutions of various kinds that are partially obsolete (many of them date back to 1954) or are not applied. This profusion of legal rules creates confusion and prevents proper management at the municipal level, by overloading local authorities and the ministry of municipal affairs with functions. A simplified and effective legal

framework will enable better coordination between local councils, municipal councils and governorate councils. Likewise, by reviewing the legal framework it is important to analyse the relevance and usefulness of ex-ante controls and explore the options for the development of performance based incentives that can be applied in order to improve the service delivery, the efficiency of the municipal administration and greater accountability.

DLDSP will actively support the development of the accountability systems in governorate and municipal councils, creating space for the participation of communities and citizens in decision-making processes, and prioritization of local development actions through participatory planning processes and regular public hearings. It is equally important to intensify and improve the horizontal coordination between the directorates of sectoral ministries and public agencies represented at the Executive Council of the governorates and the horizontal coordination through the municipal and district representatives at the executive council.

IMC, through MoI and MoMA, will coordinate with other donor initiatives like the MADAD fund, USAID (Cities and Jordan Fiscal Reform projects), OECD, etc. to "compile and integrate the experiences" from all programmes oriented towards supporting decentralisation processes, and hereby undertake the necessary actions to amend, complement, and change the legal framework and complementary regulations.

The programme will also support the drafting of a decentralisation strategy based on the Action Plan for Decentralisation of the Inter-Ministerial Committee. It is evident that the idea of following a structured and planned process of decentralisation policy making and strategy implementation in Jordan is not possible at this moment because the process in already rolling on. However, a pragmatic strategy considering the political economy is key in advancing in decentralising the country. Therefore, the strategy will emphasise the flexibility inherent at political reforms and it also helps the government to better deal with the delicate balance of power among groups of interest over time.

Result 1.2:

The Independent Elections Commission has the technical assistance required to oversee the electoral process for governorate councils and local councils

The DLDSP will work with the IEC to strengthen its capacity for the management and administration of the first elections for governorate councils and the related elections for municipal and local councils, which will be held on the same day. The IEC is recognised as a credible administrator of elections, but has requested expert assistance to support its efforts in addressing key operational challenges for these elections, especially in relation to the complexity and sensitivity of these electoral processes and higher expectations of its role.

The IEC is committed to respond positively to these challenges and has specifically requested electoral advice assistance from the United Nations. This request has been approved by the UN Under-Secretary-General for Political Affairs and will be delivered through United Nation Development Programme (UNDP).

Result 1.3.

The institutional capacity of the IEC to manage credible and inclusive elections for national, decentralised and local institutions is enhanced

The DLDSP project will engage with the IEC to strengthen its professional and technical capacities for the effective management of credible and inclusive elections for municipal and governorate councils that are scheduled for August 2017. In this regard, the DLDSP project envisages the following indicative activities:

- Support to the development of an improved electoral framework, including consultative reviews, data analysis and specialized advice on relevant legislation, regulations, procedures

and complex electoral issues, in relation to elections for municipal and governorate council elections.

- Support to strengthening IEC operational capacity including voter registration, candidate registration, observer accreditation, ballot production (if relevant) and results management in relation to elections for municipal and governorate council elections.
- Support to the conduct of lessons learned in relation to elections for municipal and governorate council elections.

Result 2.1

The capacities of the governorates and municipalities for territorial planning, budgeting, project follow-up, horizontal coordination (sectoral ministries) and vertical coordination (municipalities) have been improved.

At present, actions aimed towards planning at the subnational level are not properly regulated, leaving each governorate and municipality without the frame of reference to carry out territorial planning processes. At the level of the governorates, the development plans are the addition of sectoral plans derived from the national planning and its regionalization.

Regarding municipalities, many of them have master plans, yet, they are not applied because they are outdated and because they have fundamentally been developed with a very limited involvement of the local administration, and even less of the community.

At this moment, several initiatives are under consideration by the Ministry of Planning and International Cooperation (MoPIC), such as the system proposed by the Municipality of Amsterdam known as "Scenario Planning", which includes integrated planning at different territorial scales.

Activity 2.1.1

Collaborate to the development of and integrated planning system comprising governorates and municipalities

The programme will support IMC to develop and implement the planning system regulations. Support will be provided to the development of integrated territorial planning and monitoring system for the two tiers—governorates and municipalities. This planning system, through legal and managerial instruments, shall define the outreach and the responsibilities for service delivery and mandates for local development of each tier of government, including relevant available demographic data, as well as the necessary horizontal and vertical lines of coordination within an integrated multilevel national planning system.

The planning system shall define uniform processes, procedures, manuals, and methodologies for territorial planning; also clarifying the jurisdictions, realms of exclusive and concurrent competences of the different levels of planning (governorates and municipalities) and the horizontal and vertical coordination.

The development process of the territorial planning system should include the participation of the members of the IMC, primarily the MOPIC, the MoI and the MoMA. Additionally, it is essential to ensure from the onset the participation of the technicians of the local development units of the governorates, the technicians of the directorates (sectoral ministries), mayors, and municipal technicians who are ultimately responsible for its implementation.

This iterative consultation and development process in the design will ensure that the daily experience of the technicians is reflected in the legal framework and technical tools of the planning system, eventually facilitating its implementation because the executors will be familiar with the system.

Activity 2.1.2

Coordinate the development and implementation of Public Expenditure Management Systems PEM) at the Governorate and Public Finance Management System (PFM) at Municipal level:

To complement the process of territorial planning and subnational management, the DLDSP will support the IMC in the coordination of donors who are implementing Public Finance Management Systems at subnational level. The aim of this coordination is to seek the integration of the municipal and governorate systems as part of a national unified system.

Currently, USAID through its Fiscal Reform Programme[11] is working on the development and implementation of the PEM system in 12 governorates. Likewise, through its Cities Programme, it will implement the PFM in 32 municipalities. On the other hand, the Agencia Espanola para la Cooperación Internacional al Desarrollo (AECID) is going to develop and implement PFM systems in 3 municipalities. The role of the IMC is to oversight the work of the different donors and promote regular exchanges and technical discussions in order to guide the actions of the agencies involved in this endeavour and further expand the coverage of the implementation of PFM at municipal level through the involvement of other development agencies.

Result 2.2

The national capacity-building plan for governorates and municipalities has been developed and implemented

The DLDSP will support IMC in the development of an organised, coherent and sequenced capacity development plan, reaching elected officers and technical staff at governorates, municipalities as well as technical staff of the ministries. To this end, DLDSP will back the consultation, through the drafting and implementation of a plan involving short-term actions, for both the programme and other stakeholders.

Activity 2.2.1

Support the IMC to draft a national capacity-building plan for governorates and municipalities and support its implementation through training, mentoring and coaching and the development of training material

The plan will focus on providing technical support, training, and guidance to the councillors and technical staff of the governorates so they can have an enhanced understanding of, and the capacity to apply, the legal framework, the procedures and protocols concerning their specific tasks. Therefore, the improvement of individual competences should be aligned with the responsibilities and tasks allocated through the decentralisation law and its legislation. The plan shall apply diverse modalities according to the circumstances and specific needs such as mentoring, coaching, training, internships, etc.

The capacity development actions will also encompass those MoI and MoMA units and departments directly involved in the development/enhancement of the legal framework, and involved in the organisational adaptation of governorates and municipalities helping them to lead and guide the process of implementation of the decentralisation process.

The plan will provide orientation to the efforts deployed by all stakeholders, harmonising contents, methodologies, duration, and materials. Likewise, the plan will seek the rationalization of the use of resources, coordinating efforts among donors (as far as possible) and optimising the time of the staff of governorates and municipalities.

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[11]Comprehensive project with four components, 35 millions of USD and 4,5 years for the implementation.

It is essential to involve the Institute of Public Administration in this plan as the entity legally in charge of the development and implementation of training programmes for the entire public sector, at national and subnational levels. Therefore, the IMC backed by DLDSP will seek close coordination with this entity for the formulation and implementation of the plan bearing in mind that the actions implemented in the short-term (curricula and training materials development such as: texts, handbooks, leaflets, audio-visuals, etc.) will be eventually assimilated by the Institute.

Result 3.1

Community Based Organisations (CBOs) have been trained to undertake actions oriented to the improvement of local governance, service delivery and local development

In order to achieve this objective, the programme shall encourage the piloting of new forms of relationship between CBOs, municipalities, governorates and the providers of public services aiming to create an enabling environment for the improvement of the services, the solution of local problems and to boost local development. CBOs can be strengthened via training, coaching, and mentoring delivered by NGOs or other organisations dealing with grassroots organisations. NGOs may apply a range of tools to encourage positive engagement with local authorities such as: Community Score Card, Citizen Report Card, Gender Responsive Budgeting, Participatory Planning and Budgeting and Public Expenditure Tracking Surveys.

Activity 3.1.1

Draft specific regulations to enable NGOs to submit proposals aiming to build capacities of CBOs and compete for available resources. Defining the criteria, the geographic regions and the conditions for the grants.

The DLDSP shall establish the conditions for the call for proposals for the grants, define the criteria for the evaluation of the proposals, the administration of the contracts, and eventually the monitoring of the results of the activities deployed by the grantees.

To that end, a simple and clear manual explaining the conditions for the calls for proposals for the NGOs interested in applying for the grants to develop the capacities for advocacy, lobby, participatory planning, local governance of CBOs shall be developed.

The call for proposals will enable NGOs, active in the selected regions, to submit applications and compete for the available resources. DLDSP will define the criteria, conditions for the application, the geographic outreach (governorates and municipalities), the way the grants will be allocated, administered, and the accountability for the use of the grants.

Activity 3.1.2

Define the way of administration of the grants through the collaboration with NGOs or other entities that work with CBOs and are active in the selected regions.

To ensure the results and proper administration of resources, and the delivery of timely and credible reports, the program may select NGOs with a track record in training grassroots organisations, local governance, and facilitation of processes. However, the programme should seek to ensure, as far as possible, that communities are empowered and the decisions are made by local stakeholders (CBOs) with the support of NGOs.

Activity 3.1.3

Develop and implement training programme for NGOs enabling them to undertake training of CBO on actions oriented to the improvement of services' delivery through participatory plans and by engaging local governments with citizens

NGOs will play a dual role—first by engaging in the capacity building of CBOs for advocacy, lobbying and civic education through adequate methods, technics and materials to empower these organisations and create the conditions for a fruitful engagement with the local governments and local administration; second, by facilitating the enhancement of local governance by promoting citizen participation in all phases of planning, service delivery, and opening channels for the engagement of civil servants, local authorities with the final users. However, the creation of confidence and the building of a constructive relationship between citizens and the administration is not easy, and it demands the full involvement of the NGOs which are the catalysers and facilitators, helping both in the quest for practical solutions for service delivery and in building an accountable and responsive local administration and local governments.

The facilitators shall also promote the mobilisation of local resources as part of the agreements with local authorities by pooling assets, financial resources and human capacities. Therefore, the facilitator will support capacity building, consultation, negotiation, coordination and addition of efforts of CBOs and local governments.

To that end, it is crucial to link these activities with other programmes and projects funded by the EU and/or European countries aiming to support governorates and municipalities. By doing this, local authorities should be better positioned to deal with the demands and expectations of CBOs because they will also receive external funding/expertise in order to improve their capacities.

The coordination with other ongoing programmes like MADAD which comprise actions oriented to improve the infrastructure and delivery of services (e.g. education and energy savings) at municipal level or at governorate level with significant investments can add important tools and lessons learned to be scaled up through the IMC.

Result 3.2

Citizen's participation in planning, shaping, funding and deliver public services is enhanced

Decentralisation brings public services and decision making closer to the communities, therefore, the programme will support the creation of enabling conditions for the interaction between local actors such as CBOs and CSOs and will support the improvement of local services through actions decided and implemented by local authorities in consultation with local communities. To that end, the programme will promote the creation of capacities for lobby and negotiation at communities' level and the NGOs in charge of supporting the CBOs will facilitate and systematise the exchanges and relationship with local authorities which are actually receiving support from EU and/or European countries' programmes in order to improve the quality of local services.

Activity 3.2.1

NGOs will promote the engagement between communities, local governments and programmes supported by the EU or other donors in order to undertake joint actions such as: participatory planning, gender sensitive budgeting, social accountability and the assessment of the performance of public services

NGOs will also play the role of facilitators by connecting CBOs with local authorities and helping them analyse and find solutions to local challenges and issues regarding the quality of public services, and to mobilise local resources (public resources and community resources). CBOs may pursue

different objectives, nonetheless, they have to find cooperative arrangements with local authorities and coordinate and cooperate for the preparation and implementation of actions oriented to enhance service delivery or local development (taking into account the legal competences and responsibilities of each level).

In other words, CBOs have to make agreements with local authorities—beyond the ritual participatory planning—and pool assets, financial resources and human capacities to solve specific problems (e.g. maintenance of public spaces) or undertake social (e.g. after school services staffed by voluntaries and equipped by the municipality), economic (e.g. training for micro entrepreneurs) and environmental (e.g. recycling) initiatives. Therefore, consultation, negotiation and coordination of efforts of CBOs and Local Authorities are the characteristics of these actions.

The programme should ensure coordination of actions with other programs funded by the EU or other donors, seeking to build spaces for local governance through the interaction of CBOs and local authorities. Grants will only be awarded in municipalities and governorates where there are conditions to promote a positive dialogue between local actors. Support programs for local governments, such as MADAD or the action on solid waste management, will be an important catalyst for fostering dialogue with citizens and their organizations in the joint resolution of local problems and the pursuit of development.

Through the matching of: i) actions oriented towards enhancing the capacities of CBOs to lobby, advocate, and participate in public affairs; and, ii) programmes supporting the development of capacities of local governments; the synergies generated can boost local governance and create trust among local actors. When local actors can see tangible results of consultation and participation processes, this will strengthen local governance, allowing actions to be broadened to other development issue

Results and Resource Framework

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme:

Priority Area 1: *Enhancing Systemic Reform* – Outcome 1: By 2017, Jordan has undertaken political and institutional reform at national and sub-national levels in a participatory, transparent and accountable manner:

- *Output 1.4*: Government is better able to undertake decentralization at national and sub-national levels.
- *Output 1.9*: Government is able to lead aid and development coordination in an effective manner.

Priority Area 2: *Ensuring Social Equity* – Outcome 3: By 2017, Jordan is providing equitable delivery of quality social services for all people. Related outputs:

- *Outputs 3.1*, on improved and more equitable delivery of early childhood education;
- *Output 3.4*, on improved and more equitable delivery of primary health services

Applicable Output(s) from the UNDP Strategic Plan:

Project title and Atlas Project Number: Decentralization and Local Development Support Programme (DLDSP)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	
Output 1: The regulatory framework pertaining to decentralisation has been adopted	*Indicators:* - No. of regulations developed and passed to support the operationalization of the Decentralization and Municipalities Laws. - Voter turnout for the local elections at governorate and municipal levels	*Official Gazette* *House of Parliament Legislations and Opinion Bureau* *Independent Elections Commission*	Level of comprehensiveness of bylaws and operating regulations	2017			*Parliament records* *LOB website*
1.1 The IMC has received the necessary technical support complement the Action Plan/Strategy for the implementation of the decentralisation reform, to improve the legal framework, organizational structures of governorates and municipalities and, to improve the competences of elected officers and civil servants at subnational level	*Indicators:* - National Strategy for the enhancement of the decentralization and municipalities legal and regulatory frameworks approved and adopted by the Inter Ministerial Committee (IMC) - Technical assistance is provided efficiently and in accordance with identified need	National Strategy plan/Roadmap for decentralization reform and enhancement	The current legal and regulatory framework based on the 2015 Decentralization and Municipalities Laws		Review progress to date in compilation of strategy components	Completed by end of year 2	Legal departments at MOI and MOMA

							Stakeholder reports
1.2 The Independent Elections Commission has the technical assistance required to oversee the electoral process for governorate councils and local councils	*Indicators:* - Preparatory activities for governorate and municipal elections completed in accordance with legal timeframe - Lessons learned process identifies 60% level of confidence in the conduct of the elections by the IEC	Independent observer reports IEC Election Report	The legal and regulatory framework for governorate and municipal elections	2017	- -		*Stakeholder reports*
1.3 The institutional capacity of the IEC to manage credible and inclusive elections for national, decentralised and local institutions is enhanced			The IEC institutional capacity for governorate and municipal elections	2017	- -		*Stakeholder reports* *Surveys*
Output 2: Capacities and procedures for governorate and municipality strategic planning, budgeting, implementation and reporting (PEM) are developed in a uniform manner with clarity in functional assignment at each tier;	*Indicators:* - % of local government staff having benefited from capacity building actions - MoI and MOMA monitoring and evaluation unit established - Number of PEM procedures and manuals developed and adopted and organizational capacities and governorate and municipality in place to use them - Outputs – Quality strategic plans generated	MOI/MOMA/MOPIC organisational capacity and output Assessment Report	Availability and quality of integrated, multi-sector municipal and governorate strategic/local development plans	2nd quarter 2017	Review of progress made towards the consolidation of PEM and other core procedures generated by the range of DP projects for the governorate and municipality	Consolidate full set of PEM and other core procedures for the municipality and governorate by end of year 2 in preparation for full dissemination	MOI, MOMA and MOPIC signs a memorandum of understanding for sharing responsibilities MOI ready to modify the organisational chart of its Local Development Department MoI Local Development Department properly staffed

Output/Outcome	Indicators	Means of Verification	Baseline	Date	Milestone	Target	Verification
2.1 The capacities of the governorates and municipalities for territorial planning, budgeting, project follow-up, horizontal coordination (sectoral ministries) and vertical coordination (differentiation between the scope of governorate municipalities plans) have been improved.	**Indicators:** - % of IMC staff having benefited from capacity building actions - 4 Training workshops of 3 days at IMC level - 5 Training workshops of 3 days at inter-ministerial level	Governorate and Municipal Council reports on the planning process at each tier Training Reports UNDP Quarterly Progress Reports External Monthly Monitoring Reports	Current quality and scope of governorate and municipal local development plans – are they multi-sectoral, integrated	2nd quarter 2017	*Review to be carried out end of year 1 of progress made towards horizontal, multi-sector integration and clear functional assignment for each ties*	*Functionality of the two tiers (horizontal integration) with clarity in the functional assignment of each is formalized*	*MOI & MOMA reports on PEM and integrated planning process outputs by the two tiers* *Governorate and Municipal Council Reports on PEM process outputs*
2.2 The national capacity-building plan for governorates and municipalities has been developed and launched	**Indicators:** - % of local government staff having benefited from capacity building actions - 10 Training workshops of 2 days at Governorate. - 15 Training workshops of 2 days at Municipality level - 3 months mentoring/coaching at Governorate - 3 months mentoring/coaching at Municipality level	Training Reports UNDP Quarterly Progress Reports External Monthly Monitoring Reports Mentoring input/output reports	Assessment of current capacities of governorate and municipality LDU teams	2nd quarter 2017	*Progress in compiling the plan is reviewed end of year 1*	*Plan completed end of year 2*	*Capacity assessment by MOI and MOMA of LDU staff*
Output 3: Participatory development plans have been properly elaborated in Governorates through strengthened dialogue with Non-State Actors and increased citizen's participation (including identification of local	**Indicators:** - % of local projects, by targeted local governments, designed with participatory approach - Local development plans and projects in municipalities and governorate reflect citizen's views by end of 2018 - National agenda/ National Socio-Economic Development Plan reflect Governorate local development plan by end of 2018	Joint review of Governorate local developments plan Local development plans and projects of targeted municipalities and governorate and reflect citizen's views. National agenda/National Socio-Economic Development Plan	Current level of engagement of civil society in local development planning at the governorate and municipal levels	2nd quarter 2017		*Participatory systems and procedures developed and adopted end of year 2*	*Joint tripartite review mechanism established (public, private and NSA's)*

	Indicators		Means of verification / Baseline		Timeline		Target		Assumptions
productive projects to be established).			reflect Governorate local development plans						Assumed that the election of local council will take place latest last quarter of 2017
3.1 CBOs have been trained and have capacity to undertake actions oriented to the improvement of local governance, services' delivery and local development	_Indicators:_ - % of CBOs trained to support citizens in participatory planning and other participatory processes - % of citizens trained in local governance and participatory planning		Training Report from STTA	Current capacities and level of effectiveness of CBO's at influencing public expenditure decisions	2nd quarter 2017		_CBO support approaches to civil society engagement is formalized and scaled up_		
3.2 Citizens' participation in planning, shaping the delivery of public services is enhanced and communities have mechanisms to engage their council members at the governorate and municipal levels and assess performance of the local administration and local governments	_Indicators:_ - % of local development plans, and projects by targeted local governments, designed with participatory approach		Annual Development Plans at municipality level Governorate and municipal council reports	Current level of engagement of citizen's in public expenditure management decisions at the governorate (de-concentrated) and municipal level	2nd quarter 2017		_Citizen participation approaches in decision making by LA/LG is formalized and ready for broader adoption_		Assumed CSO and CBO have been identified

Cross-cutting Themes

The Programme will ensure that the reform process remains demand-driven, aiming to create and launch local administrations/governments that are transparent and efficient at utilising public resources and increasingly effective at addressing local development challenges, responding to citizens' needs. Given the particular nature of the local development challenge facing Jordan and the specific factors that are considered to be serious sources of vulnerability for the Kingdom, the Programme will assign particular focus to ensure that these are systemically addressed by the reform and through the Local Authorities/Local Government (LA/LG) System it would generate. In particular, the following crosscutting issues will receive particular in-depth attention and will be factored-in during all stages of the process of the reform and the rollout of the implementation strategy.

There are some commonalities to the requirements across all the crosscutting themes. These are the need to mainstream equitable rights and opportunities, including women's rights, and ensuring that clear coordination and communication mechanisms are in place to facilitate accountability towards achieving the goals identified.

Equitable local development:

Addressing deepening regional disparities and inequities in economic growth, access to employment and income generating opportunities, and the disparities in the quality and scope of coverage basic social services will be maintained as a primary goal of the decentralization reform and of the restructured system of local government. The development of local capacity to respond to citizens' demands and needs, the improvement of downward accountability and horizontal and vertical coordination are instrumental to overcome regional disparities and to achieve an equitable local development.

Gender responsiveness

An equitable and sustainable local development effort in Jordan can only truly succeed if gender equity is institutionalised. The programme will embed gender responsiveness within its components and in the formulation of the Strategy. Promoting gender equity as part of the decentralisation process requires that women must have the platform from which to engage in the political processes of advocating and negotiating for their needs, therefore the third component will ensure that the NGOs supporting CBOs ensure the active participation of women in local planning and local development actions. In all training activities, special attention will be devoted the ensure that all female councillors are benefited, and gender balance in the training of local staff will also be a priority.

Effective Crises Response and Management

The Programme will ensure that the decentralisation reform process will be fully mindful of Jordan's geopolitical reality, which has been directly shaped by numerous and persistent conflicts in the countries that are sharing its borders. Impact of such conflicts is felt acutely at the local level and not only in border regions and leaves governorates and municipalities vulnerable and over-extended. The effective of responding to crises in a decentralised system is influenced by local capacity, which will be addressed through formal capacity building as well as the engagement of academia and civil society organisations to develop response strategies. Clear reporting lines and accountability

mechanisms will be defined between central government and the governorates and municipalities to facilitate coordination and communication, essential to effective crisis management.

Natural Resource Management and Response to Climate Change

Jordan faces a critical natural resource management challenge and particularly due to water scarcity which is being further exacerbated as a result of climate change. It also faces a serious deficit in access to energy. The decentralization process will allow local authorities to respond to issues of local importance and relevance, as well as incorporate the national strategic objectives The incorporation of natural resource management and climate resilience strategies will require the capacity within sub-national administrations to be built, the advice of academia and research institutes on how best to address local challenges, and the establishment of user groups to engage with local and national stakeholders.

The crosscutting issues dealt with under the program strategy are identified in the DLDSP as central issues for successful decentralization.[12] To ensure that crosscutting issues are integrated in a consistent and meaningful manner, the *political will* needs to be strong to mainstream how to address these issues in the culture and policies of government institutions.

Security

Security will be addressed by increasing the resilience of local communities by encouraging their engagement in governing issues that affect them. Local communities will be engaged in articulating security concerns, as well as participating in the planning and implementation of responses. The focus of reforms will be redirected towards supporting effective and responsive decentralized service delivery mechanisms that build upon local capacities for change[13].

Monitoring and Evaluation

Monitoring, Evaluation and Reporting, Value for Money

The monitoring and evaluation framework for the Project will be set up with a view to track progress of the Project's Results, the support to the development of Jordan's Decentralization Strategy and Implementation Programme, the implementation of the new Decentralization Law #49 of 2015 and the amended Municipalities Law of 2015 in all governorates and their capital municipalities.

As set out in the Programme Monitoring Framework (below), the M&E framework will be designed to track the, process, assess the efficiency and effectiveness of the implementation on a quarterly basis. The M&E framework will also focus on the specific results of the pilot under result 3 and the application of the new and amended laws, as well as monitor the development of institutional capacity in local development planning.

The Project will conduct baseline studies where required to identify a set of measurable quantitative and qualitative indicators of change that will be tracked regularly during the implementation. Progress reports will be prepared on a quarterly base against the indicators in the Results and Resource Framework (RRF). The system of quarterly narrative progress reports will be complemented by annual narrative reports, which will reflect on broader progress towards objectives using a self-evaluation approach focusing not only on implementation to date but likely results and possible impediments to results over time.

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[12]"Gender equity, human rights, protection of youth and women interests, protecting the vulnerable and physically challenged, social inclusion, anti-corruption enforcement, capacity building, and the environment and climate are key issues that must be addressed with a decentralized governance system.

[13]http://www.saferworld.org.uk/what/community-security

Quarterly Narrative Progress Reports will monitor against the indicators in the RRF and will be concise, providing explanatory information only where indicators have not been met and to identify lessons learned. Special attention will be paid to the assessment of the application of the new legal and regulatory framework and the strengthening of local development systems and capacities. A case study approach may be applied if necessary to look at Programme performance in the case of the pilot for local development concepts under Result 3.

The efficient and effective monitoring and evaluation of the success or failures of the reform must be a commitment made by the government. The monitoring framework of the DLDSP is organized according to Outcomes, Outputs, and Activities with assigned responsibilities at the various levels of management and implementation. The PSU will support the establishment of the monitoring and evaluation mechanisms, at all the implementation levels to ensure that the total programme implementation benefits of the observations of the monitoring and evaluation at the different levels. The following chart illustrates the monitoring and evaluation processes throughout the programme.

Figure 1: Monitoring and Evaluation

No.	Levels	Description	Responsible Party	
1.	Impact 1	Vision or long-term developmental goal, in line with the "Vision 2025"	Inter Ministerial Committee (IMC)	
2.	Impact 2	Primary and secondary long-term effects produced by a development intervention	Executive Committee (EC)	Overall Coordinating Role by the Project Support Unit (PSU)
3.	Purpose	Short and medium term effects from the results. Changes of the target group and/or beneficiaries, often in behavioral change and/or institutional change.	Ministry of Interior (MoI) And Ministry of Municipal Affairs (MoMA)	
4.	Results	Immediate, visible and concrete change that is a tangible as a consequence of project activities.	Ministry of Interior (MoI) And Ministry of Municipal Affairs (MoMA)	
5.	Activity	Action taken, work performed through which inputs (funds, Technical Assistance, mobilized to produce specific outputs.	MoI and MoMA, Governorate and Municipality Level	

Table 1: Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Responsible
Narrative Progress Report	Progress data against the results indicators in the RRF will be collected to assess the progress of the project in achieving the agreed outputs.	Quarterly.	Slower or no progress than expected will be addressed by project management.	Counterpart government ministries – MoI and MoMA as well as the Executive Committee	Results will be tracked by PSU
Financial Progress Reports	Financial progress reports based on cash flow of the period and incurred costs for the reporting period and accrued costs against Budget for the Action (Annex III) will be provided to assess conformity with the budget and value for money	Quarterly	Any variance of more than 5 % of a budget line shall be explained.		PSU
Progress Reports for meeting in committees	Progress Reports shall be provided to Inter-Ministerial Committee and Executive Commission meetings to provide strategic guidance and upward accountability	In relation to meetings	Short Narrative Progress Report presenting achievement and way forward where slow or no achievement on outputs, and updated Work Plan. Critical areas for progress flagged	Executive Committee and Inter Ministerial Committee	CTA
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Executive Committee will be engaged in monitoring and taking action to address risk faced in implementation	N/A
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		Covered in the GMS

Annual Narrative Report	A progress report will be presented to the Executive Committee, Inter Ministerial Committee and the Contracting Authority and key stakeholders, consisting of progress data showing the results achieved against indicators at the output level, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	MoI and MoMA	CTA and Focal Person in MoMA
External Monitoring Report	Monitoring the progress, the efficiency and effectiveness	Monthly report		Under the Frame Work Contract

Table 2: Evaluation Plan[14]

Mid-Term Evaluation	EU	December 2018	MoI (LDD), Governorates and Municipalities	LDUs at the Governorates and Municipalities	40,000 Euro allocated in project budget

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[14] Optional, if needed.

Table 3: Frequency of the M&E reporting

	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Annual Narrative Report		X				X		X
Annual Project Quality Assurance		X				X		
Financial Progress Reports	X	X	X	X	X	X	X	
Mid-Term Evaluation						X		
Monitor and Manage Risk	X	X	X	X	X	X	X	X
Narrative Progress Report	X	X	X	X	X	X	X	
Progress Reports for meeting in committees		X		X		X		X
External Monitoring every month	X	X	X	X				

Governance and Management Arrangements

The DLDSP will be implemented through the Direct Implementation Modality (DIM) where UNDP has been delegated by UNCDF to function as the implementing partner, through a UN agency to UN Agency Contribution Agreement (template attached in Annex 9, as part of the Project Document). UNDP guidelines and policies for project implementation under the DIM modality will be observed in the process of project implementation. However, notwithstanding these specific implementation arrangements for this project, UNDP will ensure that project implementation will be carried out in full coordination with and under the (strategic/political) guidance of the Inter-Ministerial Committee for Decentralization (IMCD), which is chaired by the Minister of Interior.

UNDP will be the interlocutor in terms of project implementation. However, UNCDF will submit reports to EU, since it will remain as Executive Agent under the IMDA. All information (narrative and financial) will be provided by UNDP to UNCDF for reporting. UNDP will share knowledge and lessons primarily through project reports and will be open to explore further partnerships and cooperation with UNCDF as the project moves forward. UNCDF will identify a focal point for management of the funds and reporting to facilitate the process.

The CTA will be responsible for the management of the PSU team, and will maintain a direct and constant working relationship with the Operations Support Units at the UNDP Country Office in Amman in relation to procurement, recruitment, financial management, reporting and other matters as they arise. He will also maintain a working relationship with the UNDP Country Office's Programme manager and governance Team, Inclusive Political Processes Project (for elections support related activities), and with others, given the multidisciplinary nature of its scope of work.

The CTA will be working closely with the LDD Director at MOI, providing leadership in ensuring the engagement of the various governmental, non-governmental and civil society entities and actors in the process of strategy formulation to ensure buy-in; deploy the capacities of the DLDSP in support of the efforts of government to coordinate the actions of development partners involved in or contributing to the process of decentralization reform and local development promotion with the goal of harmonizing and consolidating efforts.

The Project Assurance is the responsibility of UNDP Country Office Programme Manager. 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 DLDSP will be based at the Ministry of Interior in Amman under a dedicated Project Support Unit (PSU), see Organogram, which will be its primary base of operations in Jordan. It will support the Local Development Directorate (LDD) at MoI and will maintain working relationships with relevant Directorates at MOI and particularly, the Directorate of Legal Affairs. The DLDSP will interface with a counterpart department at the MoMA, to be identified during the first month re-start of the DLDSP. At the local level, the DLDSP will function through the LDUs. A focal person will be identified in each governorate and through the LDUs at municipal level.

The DLDSP will interface with all other primary and sector ministries for practical and coordination purposes through the focal points at each of these ministries, governorate and municipalities. It will also interface with the Executive Committee for Decentralization, maintaining a close working relationship and providing technical support as and when needed.

While the CTA provides direction and guidance to project team(s)/ responsible party (ies); he liaises with the Project Board and the appointed Project Assurance to assure the overall direction and integrity of the project. In case of any disagreements on project implementation, the CTA calls for a Project Board meeting to get guidance, in coordination with the UNDP Country Office project assurance designated.

The DLDSP will establish and maintain relationships with the other EU Programmes supported under the same Financing Agreement. It will also maintain a relationship with the EU Delegation.

Working relations with other development partners will be developed during the initial quarter of operations. The DLDSP will be instrumental in establishing a national platform for the coordination of development partner interventions in decentralization to secure the support is coordinated with the development and implementation of the national strategy on decentralisation.

Project Board:

The Programme will be overseen by a Project Board, which has been designated through the Financing Agreement under which this Programme is launched, which was signed between the EU and the Government of Jordan in 2011. The Minister of Planning and International Cooperation chairs the Project Committee and the following Ministries are its core members:

Ministry of Interior

A Representative of the EU Delegation

UNDP representative

The Project Board will oversee Programme implementation and ensure alignment with the intended purpose of the Financing Agreement signed between the EU and the Government of Jordan. It will provide the necessary support and facilitation to ensure the effective positioning of the DLDSP and to maximize its potential impact and the effectiveness with which it supports the implementation of the new Decentralization Law and the Amended Municipal Law and backstops the process of development of the National Decentralization Strategy and Programme.

The Inter-Ministerial Committee for Decentralization:

The Inter-Ministerial Committee for decentralization is not a new structure, it was created in 2009, for the Minister of Planning with technical support from UNDP. The main goal "was to give the Mayors the possibilities to express their community needs and visions by increasing their

engagement within the existing centralized system, in essence incorporating them upward rather than decentralizing competencies downward.[15]"

Over time, the Committee has been empowered and nowadays is under the responsibility of the Prime Ministers' office. Before the approval of the new legal framework for decentralization, the committee has played a critical role for the negotiations and drafting several drafts of the law. Nowadays, the efforts of the Committee are focused on the implementation of the reform and for that end the government has made important decisions.

Currently the Committee is under the chairmanship of the Prime Minister highlighting the importance of the decentralization process for the government of Jordan. However, for practical reasons, the Prime Minister has delegated to the Minister of Interior the coordination and leadership of the committee. "In a session held on the 15th of June 2016, the prime ministers' council decided the following points:

First: Form a ministerial committee (steering committee) headed by the Minister of Interior and the members are:

- Minister of Political and Parliamentary Affairs.
- Minister of Planning and International Cooperation.
- Minister of Municipal Affairs.
- Minister of Communication and Information Technology.
- Minister of Finance.
- Minister of Public Sector Development.

Second: Form an executive committee headed by his Excellency Secretary General of the Ministry of Interior and the members are:

- Secretary General of the Ministry of Planning and International Cooperation.
- Secretary General of the Ministry of Public Sector Development.
- Secretary General of the Ministry of Finance.
- Secretary General of the Ministry of Municipal Affairs.
- Secretary General of the Ministry of Communication and information Technology.
- Secretary General of the Ministry of Political and Parliamentary Affairs.
- General Manager of General Budget Department.
- Director of Finance Affairs Directorate/ Ministry of Interior.
- Director of Human Resources, Administrative Affairs and Performance Development Directorate/ Ministry of Interior.
- Director of Local Development Directorate/ Ministry of Interior
- Director of Legal Affairs Directorate/ Ministry of Interior."[16]

Moreover, the same letter emphasizes the highest priority to the decentralization process and instructs the Minister of Interior to "...supervise meeting the requirements mentioned in the responsibilities and determined by the up mentioned law, with all its aspects: legislative, regulative, structural and financial, in addition to any other requirement needed to enforce the law of decentralization number 49 2015."[17]

In addition to the two tiers of the Inter-Ministerial committee above mentioned, there are 7 technical commissions, that are in turn accountable to the Executive Committee and have the duty of providing technical responses to the thematic issues of the decentralization reform: financial; legislation, capacity building, organisation, raising awareness, information and technology and local development services.

The Project Team:

To manage the DLDSP, a Project Support Unit (PSU) is established by UNDP and based at the Local Development Directorate of the MOI. The PSU will be headed by a Project Manager at the

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[15]PLATFORMA, 2015. "Decentralization in the Mashrek Region: Challenges and Opportunities"
[16] Translation of the letter from the Prime Minister to the Minister of Interior dated June
[17] Idem

Local Development Directorate (LDD) supported by a project assistant, an accountant, a driver and a messenger. The PSU will be responsible for identifying the Short-Term Technical Assistant (STTA) based on defined needs.

MOI and MOMA will assign dedicated staff/team (one team per each ministry) with specialisations outlined below under "project support team", and will also assign project secretariat (focal points from the related ministries). Furthermore, the Local Development Units (LDUs) in the governorates will provide technical and logistical support to the project through assigned focal points.

Project Organigram

Project Board

MOI — EU — UNDP — MOPIC

Project Assurance
UNDP Programme Manager

Project Manager CTA
- Admin Support
- STTAs
- Regional Hub TA

Inter-Ministerial Committee Decentralization

Executive Committee Decentralization

LDD — MOI
- Director
- DST - MOI

LDD — MOMA
- Director
- DST - MOMA
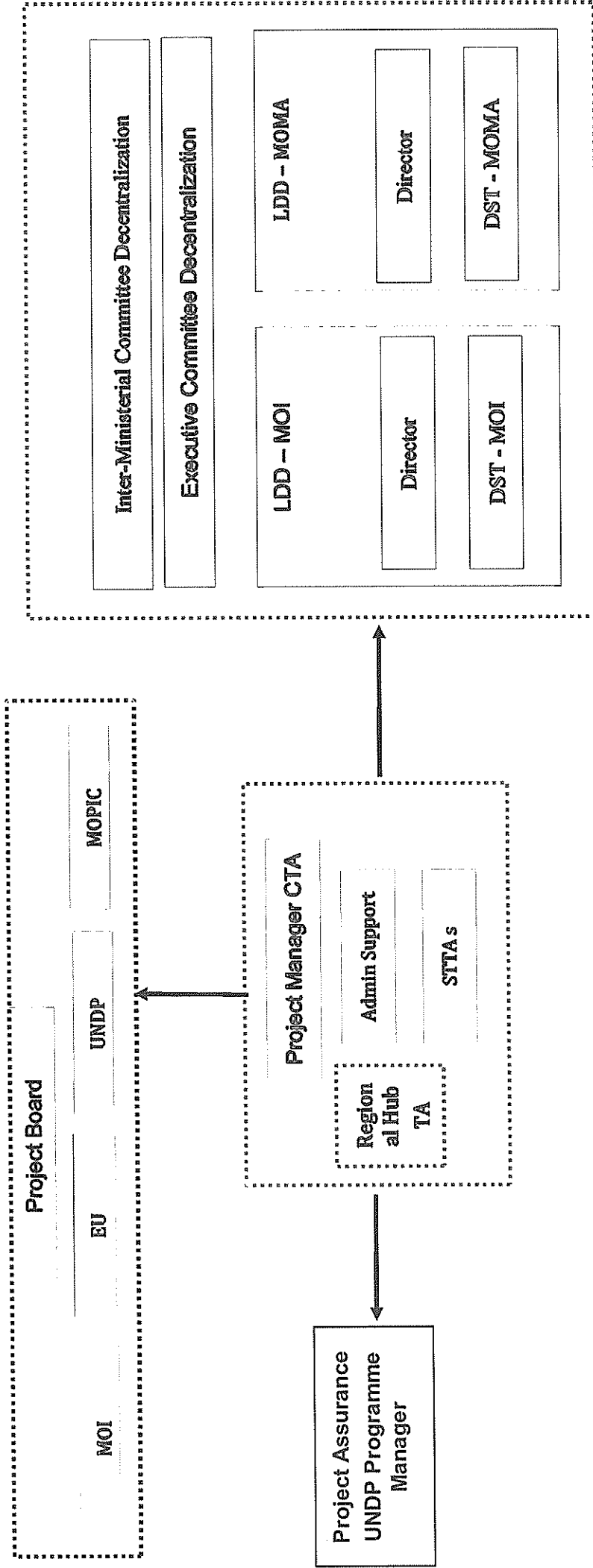
Table 4: PSU Team

National Team Members

LDD Director at MOI	The LDD Director at MOI will:
	- Play a lead role in supporting the efforts of government to coordinate the actions of development partners involved in or contributing to the process of decentralization reform and local development promotion with the goal of harmonizing and consolidating efforts;
	- Review the DLDSP work plan and the provision of feedback as need to ensure its alignment with IMC objectives;
	- Identify and ensure the dedication of the most suitable and capable staff from MOI to constitute the Decentralization Support Team (DST) to undertake decentralization support functions with the support and guidance of the DLDSP.
	- Work with the counterpart director at MOMA to identify and dedicate MOMA's members of the Decentralization Support Team to operate jointly;
	- Provide support and facilitate access for the DLDSP team and their counterpart staff from MOI and MOMA as they work with the range of central ministries as well as with governorates and municipalities ensuring their access to these entities and responsiveness to their programmatic needs;
	- Provide support and facilitate access for the DLDSP to development partners engaged in the provision of support to decentralization and to the development of the local governance system;
	- Provide feedback and guidance that can inform the DLDSP and its counterpart teams from MOI and MOMA regarding the most effective approaches to use and entry points to utilize when engaging other ministries and national agencies to ensure the development of effective working relations between them;
	- Review of TORs for long-term and short term staff to be recruited to undertake DLDSP activities and the provision of comments as necessary;
	- Provision of feedback regarding short-listed candidates and the stating of opinion to inform the selection process;
	- Work closely with the Chief Technical Advisor of the DLDSP to ensure the overall alignment of actions and strategies of the DLDSP with those of the Government and the IMC;
	The DLDSP will provide tailored support to the Director (and to members of his team) to fine-tune his capacities to effectively guide the operations of the LDD and to enhance its positioning and performance as the Technical Secretariat of the IMC and EC and the long-term management and guidance of the process of implementation of decentralization reform.
	- Approve the TOR for STTA;
	- Approve deliverables produced by CTA and STTA;
	- Report to the Executive Committee and Inter-Ministerial Committee;
	- Coordinate with other ministries and Ministry of Municipal Affairs specifically and the governorates and municipalities to ensure transparency and participation;

	- Ensure sustainability of the programme intervention by promoting leadership and ownership of the programme implementation by government and through proper capacity building;
Project Officer	The Project Assistant will be responsible for: • Establishing the administrative infrastructure to support the operationalization of the PSU; • Supporting the CTA recruiting STTA; • Organising logistical support for the STTA • Providing administrative and coordination support to the CTA in managing and monitoring programme activities.
Project Accountant	The Accountant will be responsible for: • Facilitate transparent financial management of the programme that is able to stand up to regular audits and evaluation; • Operating the petty cash and cashbook; • Providing accountability based on the Budget for the Action Annex III; • Elaborating quarterly Financial Statement; • Elaborating the annual Financial Report; • Ensuring that programme accountability is maintained in line with UN and EU rules and regulations and international accounting principles; • Providing ad hoc financial information on request.
Driver	The Driver will be responsible for: • Maintaining the programmes vehicles ensuring they are road worthy and in compliance with the road traffic laws; • Managing the movement of vehicles and maintaining records; • Supporting the PSU team in implementing the DLDSP by providing logistical support as required.
Office Messenger	The Office Messenger will be responsible for: • Supporting the PSU during its operation through the provision of administrative support; • Delivering packages and correspondence within Amman for the PSU; • Maintaining records of daily deliveries; • Providing receptionist support.

Project Support Team

Chief Technical Adviser (CTA)	• Providing leadership in coordinating the implementation of the programme and ensuring substantive interaction and coordination throughout the life of the Programme; • Providing strategic coordination and guidance during the various stages of work under the implementation of the DLDSP; • Working closely with the LDD Director, providing leadership in ensuring the engagement of the various governmental, non-governmental and civil society entities and actors in the process of strategy formulation to ensure buy-in; • With the support of the LDD Director, deploy the capacities of the DLDSP in support of the efforts of government to coordinate the actions of development partners involved in or contributing to the process of decentralization reform and local development promotion with the goal of harmonizing and consolidating efforts; • Closely engage the LDD Director in planning and executing the activities of the DLDSP and engage the director when developing TORs for staff recruitment and for the implementation of Programme activities to ensure ownership and to secure support and facilitation of the Programmes efforts;

- Managing the PSU team and guide the activities of the Decentralization Support Teams of MOI and MOMA;
- Developing the TORs for STTA;
- Approve deliverables produced by STTAs;
- Supporting the LDD Director in reporting on DLDSP activities and achievements to the Executive Committee and Inter-Ministerial Committee;
- Working closely with the LDD Director, coordinate with other ministries and Ministry of Municipal Affairs specifically and the governorates and municipalities to ensure transparency and participation;
- Managing the programme budget and facilitate budget approvals and revision processes as per EU and UNDP policies and procedures;
- Approving procurement and tender dossier in line with UNDP requirements;
- Overseeing the establishment of the monitoring and evaluation plan of the Programme and ensure its implementation;
- Ensuring sustainability of the programme intervention by promoting leadership and ownership of the programme implementation by government and through proper capacity building;
- Ensuring the timeliness and quality of the outputs as well as timely preparation of reports on achievements and challenges faced within the project;
- Ensuring delivery of resources and results according to planned targets;
- Ensure compliance with donors' agreements.
- Coordinating the support to the DLDSP in collaboration with the Project Director;
- Developing the TORs for STTA based on needs;
- Supporting the recruitment of STTA in accordance with donor guidelines;
- Elaborating Quarterly Project Monitoring Reports, Annual Narrative Report;
- Elaborating Progress Reports to the IMC and the Executive Committees;
- Verifying that Quarterly Financial Statement and Annual Financial Report are produced by the Accountant to a high standard;
- Prepare work plans, produce timely reports – financial and progress reports – as required by UNDP and donor reporting systems;
- Ensuring programme monitoring and evaluation is performed and relevant baseline data collected;
- Ensuring periodic reviews and assessments are undertaken in line with the M&E/ RRF;
- Ensuring a management information system is established, which allows the efficient and effective collection, storage and analysis of data and documentation throughout the programme;
- Guiding the development of the programme's communication strategy in close collaboration with relevant partners;
- Providing technical assistance as required.

Pool of Short Term Technical Assistants (STTA) input based on man month basis	The STTA will provide input and deliverables according to the identified needs during the implementation of the DLDSP. TORs will be developed for each STTA input that will specify the expected outcomes of each assignment.

Backstopping

Project Adviser (UNDP)	The PSU will receive backstopping support from the UNDP Regional HUB who will be responsible for:

- Support and backstopping to CTA during the implementation;
- Ensure the recruitment of STTA and Mentors are compliant with government and donor regulations and effected efficiently;
- Ensure the support provided by UNDP is efficient and effective;
- Verify and approve project progress reporting;
- Participating in PSU management meetings.

Legal Context and Risk Management

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds][18] [UNDP funds received pursuant to the Project Document][19] 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 hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Communication and Visibility

A Communication and Visibility Plan will be included in the DLDSP work plan. The purpose of developing the plan is to describe the external communication activities that need to take place at key stages in the life of the action. The exact timing and content of communication and visibility activities will be included in annual work plans, and take into account the relevant provisions of the General Conditions, the

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[18] To be used where UNDP is the Implementing Partner
[19] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

Communication, and the Joint Visibility Guidelines of the EC-UN Actions in the field, and UNDP commits to acknowledge the EU Delegation contributions in this Project.

The communication and visibility plan for the DLDSP programme will focus on how to increase the awareness of the EU's role and contribution, in partnership with the UNDP, to the national process of decentralisation, the nature of the support provided to local authorities and how this affects the beneficiary population in Jordan.

In order to maximize the impact of communication efforts:

- The implementation of the plan will be timely;
- Information used will be accurate;
- Activities will be coordinated closely with the EU Delegation;
- The right audience(s) will be targeted;
- Messages will be targeted for the respective audience(s);
- Activities will be appropriate in terms of resources spent, timing and expected impact.

To support the process of development the plan and costing it, a financial provision of 1.5 months of STTA. The DLDSP communication and visibility plan will seek to maximize synergies with the overall visibility strategy of the EU Delegation.[20]

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[20]Communication and Visibility Manual for EU External Actions, 2010

Risk Assessment

Decentralisation and Local Development Support Programme
RISK MANAGEMENT MATRIX

Risks	Potential adverse impact	Risk Level(*)	Mitigating measures
Political			
The political situation changes and / or the GoJ downplays the importance of decentralisation.	The efficiency of EU support to the GoJ may be impacted.	M	To continuously monitor the situation and maintain close contacts with the government and EC Delegation representatives, and decide timely adjustments if required
Limited commitment and political will by the members of the Inter-Ministerial Committee or disagreements regarding their respective roles in the process.	Planed activities may not be implemented or delayed because of the lack of support of the IMC	M	There will be initial engagements with the members of the IMC to inform them about the outreach of the programme. The governor in charge the LDD has to ensure the active participation of the Ministry of Municipal Affairs and properly address the concerns and requests of the rest of the members. The operational and financial reports have to be shared with all the members.
Challenges with political culture, patronage and politics	Technical expertise will not achieve the expected outputs jeopardising the programme.	M	The focus of this programme lies on capacity building processes, the implementation through UNDP reduces the risks, however EU has to provide for close monitoring of the implementation and take the corrective measures if needed.
The MoI and MoMA do not designate the right team to take responsibility for the implementation of the legal framework and the development of complementary bylaws and regulations	The technical support may not be sufficient to improve the overall performance of the focal points at the ministries	M	Regular contact between the EUD, UNDP and the Minister of Interior in order to have the commitment from the Chairman of the IMC
Risks	**Potential adverse impact**	**Risk Level(*)**	**Mitigating measures**
Operational/Fiduciary			
Fiduciary risk if UNDP does not perform its duties with relation to the best of the EU.	Delays and inability to finalise the implementation as scheduled	M	The implementation of the programme will be closely monitored by external experts, so as to timely detect any deviation on the implementation of the programme.

Decentralisation and Local Development Support Programme
RISK MANAGEMENT MATRIX

Risks	Potential adverse impact	Risk Level(*)	Mitigating measures
Political			
Inadequate management and operational capacity of the Project Support Unit unable to cope with constant changes in the political and institutional situation.	Delays in the implementation and low quality of decisions for the allocation of the technical support	M	Regular monitoring and evaluation can detect the degree of implementation with respect to the operational plan and suggest the implementation of corrective measures.
Overlapping and donors' competition supporting the same topics	Inefficient use of resources and parallel actions may create confusion at subnational level	H	Strength the leadership of the MoI as responsible of the implementation of the Action Plan for Decentralisation is crucial; equally important is the empowerment of MoMA.
The PSU is overloaded with work as a result of a shortage of STTA (consultants, coaches, mentors, trainers), thereby risking that implementation of the programme gets delayed.	This can result in insufficient time for the implementation of the programme	M	The current workloads have to be assessed and the taken into consideration in the elaboration of the job description, however, if necessary the PSU can hire additional staff for short periods.
Result 1: Weak coordination and collaboration among the members of the Inter-Ministerial committee and other agencies of the Central Government (e.g. Civil Service Bureau, National Auditing Bureau)	Competition, obstruction in joint activities aiming to develop the tools aiming to introduce institutional and organisational changes.	M	National regulations and guidelines need the cooperative and collaborative efforts at national level, the programme can be instrumental to promote joint actions responding to the interests and needs of the stakeholders.
Result 2: Availability of technical expertise in Jordan and the region to support specific requirements may not be available and delay the implementation.	The core of the programme is high quality technical assistance provided in diverse modalities.	H	The programme will privilege -if existent- the participation of local experts, otherwise international expert can be contracted.
Result 3: NGOs in charge of training community organizations have no experience in facilitating local governance processes involving local governments and international programs.	The mistrust between communities and local governments cannot be overcome by hampering local participation and development processes	M	Careful selection of NGOs with proven track record and experience in processes facilitation and with presence in the governorates and municipalities in which the programme is going to intervene.

Annexes

Annex 1: Logical framework

		Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objective	To support democratic governance in Jordan	• Effective, regular and pluralist Public Policy Dialogue • Percentage of national budget transferred to local authorities • Percentage of citizens satisfied with democratic institutions (parliament and local councils) • Turnout of the local elections both at governorate and municipal level	UN reports; International watchdog reports(Transparency International, Freedom); International donor reports; Reports in the media.	
Purpose	To build the institutional capacity of decentralised structure in all Governorates	• The fiscal, administrative and political decentralisation legal and regulatory framework is revised and approved • Complementary regulations, procedures and guidelines for the implementation of administrative and managerial systems implemented • # of laws and regulations reviewed and/or created enabling decentralisation • A national Strategy/Road map for decentralisation is approved by the IMC • Percentage of all local governments that have undertaken organisational changes (structure and procedures) • % of staff having completed training/coaching and mentoring activities who state they are using the acquired skills in their job	Governors Report	Law pertaining to the decentralisation project passed and enforced

Results				Results
Result 1 (in SC)	The regulatory framework pertaining to decentralization has been adopted	• No. of regulations developed and passed to support the operationalization of the Decentralization Law and Municipal. Voter turnout for the local elections at governorate and municipal levels	Official Gazette	Assumed that there is political will at all levels and an organisational structure for supporting implementation of the Decentralization is established and clearly understood at ministry level.
Result 1.1	The IMC has received the necessary technical support complement the Action Plan/Strategy for the implementation of the decentralisation reform, to improve the legal framework, organizational structures of governorates and municipalities and, to improve the competences of elected officers and civil servants at subnational level	• Strategy Plan/Roadmap approved and adopted by the Inter Ministerial Committee (IMC) for the implementation of the Decentralisation in Jordan • Technical assistance is provided efficiently and in accordance with identified need	Strategy plan/Roadmap	
Result 1.2	The Independent Elections Commission has the technical assistance required to oversee the electoral process for governorate councils and local councils	• Preparatory activities for Local Council elections completed in time for the election. • Percentage of registered complaints relating to the accuracy of the voters roll shall not exceed 10 %	Independent observer reports Independent Election Commission Election Report	
Result 1.3	The institutional capacity of the IEC to manage credible and inclusive elections for national, decentralised and local institutions is enhanced			
Result 2	Capacities of the Governorate based structure in strategic planning, budget analysis and monitoring are strengthened	• % of local government staff having benefited from capacity building actions • MoI monitoring and evaluation unit established • Organisational capacity assessment	MOI/MOPIC Organisational Capacity Assessment Report	MOI, MOMA and MOPIC signs a memorandum of understanding for sharing responsibilities MOI ready to modify the organisational chart of its Local Development Department MoI Local Development Department

				properly staffed
Result 2.1	The capacities of the governorates and municipalities for territorial planning, budgeting, project follow-up, horizontal coordination (sectoral ministries) and vertical coordination (municipalities) have been improved.	% of IMC staff having benefited from capacity building actions • 4 Training workshops of 3 days at IMC level • 5 Training workshops of 3 days at inter-ministerial level	Training Reports Quarterly Progress Reports from UNDP External Monthly Monitoring Reports	
Result 2.2	The national capacity-building plan for governorates and municipalities has been developed and implemented	% of local government staff having benefited from capacity building actions • 10 Training workshops of 2 days at Governorate. • 15 Training workshops of 2 days at Municipality level • 3 months mentoring/coaching at Governorate • 3 months mentoring/coaching at Municipality level	Training Reports Quarterly Progress Reports from UNDP External Monthly Monitoring Reports Mentoring input/output reports	
Result 3 (in the SC)	CBOs and citizens are positively engaged with local authorities to improve the delivery of public services, local development and governance in governorates and municipalities supported by other EU and European countries' projects.	• % of local projects, by targeted local governments, designed with participatory approach • Local development plans and projects in municipalities and governorate reflect citizen's views by end of 2018 • National agenda/ National Socio-Economic Development Plan reflect Governorate local development plan by end of 2018	Joint review of Governorate local developments plan Local development plans and projects of targeted municipalities and governorate reflect citizen's views. National agenda/National Socio-Economic Development Plan reflect local Governorate development plans	Joint tripartite review mechanism established (public, private and NSA's)
Result 3.1	CBOs have been trained and have capacity to undertake actions oriented to the improvement of local governance, services' delivery and local development	• % of CBOs trained to support citizens in participatory planning and other participatory processes • % of citizens trained in local governance and participatory planning	Training Report from STTA	Assumed that the election of local council will take place latest last quarter of 2017

Result 3.2	• % of local development plans, and projects by targeted local governments, designed with participatory approach	Annual Development Plans at municipality level	Assumed CSO and CBO have been identified
Citizens' participation in planning, shaping, funding and deliver public services is enhanced and communities have mechanisms to assess the performance of the local administration and local governments			
Activities			
Activities 1 Setup of the Programme Support Unit (PSU), Chief Technical Adviser (CTA) and supplement the organisation of the Local Development Unit of the MoI;	**Means** MoI and CTA	**Costs in Euros** **Activities under 1 and 2:** CTA, STTA, Mentors and Coaching: € 2.380.006 **Activities under 3** STTA and NGOs € 348,398	Efficient and Effective PSU, manned with qualified and committed staff. Assumed that the STTA hiring process is undertaken in an efficient manner by UNDP. That when and as required Arabic speaking STTA will be available.
1.1 Procurement of printer, LCDs and heavy duty copies for the PSU	CTA and PSU	**Backstopping Activity 1, 2, 3:** € 157,320 **Workshops:** € 187.084 **Travel:** € 63,000	It is assumed a number of Arabic speaking mentors can be found and training to be able to provide mentoring. As it is foreseen mentors with decentralisation experience will be limited.
1.1.1 Provide technical support to the Inter-Ministerial Committee in order to facilitate the completion of the Strategy of Decentralisation, the application of the legal framework, the drafting of complementary bylaws, regulations and other legal and managerial instruments to regulate the functions of governorates and municipalities	CTA and STTA Support	**Equipment and Supplies:** € 24.437 **Local Office** € 18.046	
2.1.1 Collaborate to the development and integrated planning system comprising governorates and municipalities	CTA and STTA Support	**Publication, visibility and Committee meetings:** € 130,000 Total € 3.308.291	
2.1.2			

2.2.1	Coordinate the development and implementation of Public Expenditure Management Systems PEM) at the Governorate and Public Finance Management System (PFM) at Municipal Tier	CTA and STTA Support
	Support the IMC to draft a national capacity-building plan for governorates and municipalities and support its implementation through training, mentoring and coaching and the development of training material	STTA Support
	Conduct:	
2.2.1.1	4 Training workshops of 3 days at IMC level	STTA Support
2.2.1.2	5 Training workshops of 3 days at inter-ministerial level	STTA Support
3.1.1	Draft specific regulations to enable NGOs to submit proposals aiming to build capacities of CBOs and compete for available resources. Defining the criteria, the geographic regions and the conditions for the grants.	STTA Support
3.1.1.1	Developing training materials for Governorate and Municipality training	STTA Support
	Conduct:	
3.1.1.2	• 10 Training workshops of 2 days at Governorate.	STTA Support
3.1.1.3	• 15 Training workshops of 2 days at Municipality level	STTA Support
	• 3 months mentoring/coaching at	

	Governorate	STTA Support
3.1.1.4	3 months mentoring/coaching at Municipality level based on demand	Mentors/Coaching and STTA
3.1.2	Define the way of administration of the grants and the accountabilities through the collaboration with NGOs or other entities that work with CBOs and are active in the selected regions.	STTA
3.1.3	Develop training programme for NGOs enabling them to undertake training of CBO on development and implementation of PFM, actions oriented to the improvement of services' delivery through participatory plans and by engaging local governments with citizens	STTA
3.1.3.1	Training plan developed for training of CSO' and CBO's	NGO's
3.1.3.2	Training undertaken as per plan	NGOs
3.2.1	NGOs will promote the engagement between communities, local governments and programmes supported by the EU or European countries in order to undertake joint actions such as: participatory planning, gender sensitive budgeting, social accountability and the assessment of the performance of public services	NGOs

Annex 2: Work Plan

		2017				2018				2019			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Result 1: The regulatory framework pertaining to decentralisation has been adopted													
1	Setup of the Programme Support Unit (PSU), and supplement the organisation of the Local Development Unit of the MoI;	▓											
1.1	Hire Chief Technical Adviser (CTA)	▓											
	Procurement of printer, LCDs and heavy duty copiers for the PSU	▓											
1.1.1	Provide technical support to the Inter-Ministerial Committee in order to facilitate the completion of the Strategy of Decentralisation, the application of the legal framework, the drafting of complementary bylaws, regulations and other legal and managerial instruments to regulate the functions of governorates and municipalities:			▓									
1.2	The Independent Elections Commission has the technical assistance required to oversee the electoral process for governorate councils and local councils				▓								
1.3	The institutional capacity of the IEC to manage credible and inclusive elections for national, decentralised and local institutions is enhanced				▓								
Result 2: Capacities of the Governorate based structure in strategic planning, budget analysis and monitoring are strengthened													
2.1.1	Collaborate to the development and integrated planning system comprising governorates and municipalities			▓	▓	▓							
2.1.2	Coordinate the development and implementation of Public Expenditure Management Systems PEM) at the Governorate and Public Finance Management System (PFM) at Municipal Tier						▓	▓	▓				
2.2.1	Support the IMC to draft a national capacity-building plan for governorates and municipalities and support its implementation through training, mentoring and coaching and the development of training material				▓								
2.2.1.1	4 Training workshops of 3 days at IMC level								▓				
2.2.2.1	5 Training workshops of 3 days at inter-ministerial level												

	2017				2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Result 3: CBOs and citizens are positively engaged with local authorities to improve the delivery of public services, local development and governance in governorates and municipalities supported by other EU and European countries' projects.												
3.1.1 — Draft specific regulations to enable NGOs to submit proposals aiming to build capacities of CBOs and compete for available resources. Defining the criteria, the geographic regions and the conditions for the grants.		X	X	X	X							
3.1.1.1 — Developing training materials for Governorate and Municipality training		X	X	X								
3.1.1.2 — • 10 Training workshops of 2 days at Governorate.		X	X									
3.1.1.3 — • 15 Training workshops of 2 days at Municipality level		X	X									
3.1.1.4 — 3 months mentoring/coaching at Municipality level based on demand			X	X								
3.1.2 — Define the way of administration of the grants and the accountabilities through the collaboration with NGOs or other entities that work with CBOs and are active in the selected regions.							X					
3.1.3 — Develop training programme for NGOs enabling them to undertake training of CBO on development and implementation of PFM, actions oriented to the improvement of services' delivery through participatory plans and by engaging local governments with citizens						X						
3.1.3.1 — Training plan developed for training of CSO' and CBO's							X					
3.1.3.2 — Training undertaken as per plan								X	X	X	X	
3.2.1 — NGOs will promote the engagement between communities, local governments and programmes supported by the EU or European countries in order to undertake joint actions such as: participatory planning, gender sensitive budgeting, social accountability and the assessment of the performance of public services								X	X	X	X	

Annex 3: DLDSP support Functions and Job descriptions of DLDSP Staff

Government Counterpart National Teams:

The Support Function of the Director of the Local Development Directorate at MOI:
Director of the Local Development Directorate at MOI:

The Local Development Directorate (LDD-I) at MOI is the entity which will play the role of the technical secretariat of the Inter-Ministerial Committee for Decentralization and of its Executive Committee (EC-D) which is headed by the General Secretary (GS) of the Ministry of interior and the membership of the GSs of the primary ministries represented to the Inter-Ministerial Committee.

The DLDSP will provide technical support to the LDD to effectively perform its functions in support of the IMC-D and the EC-D as they guide the process of implementation of decentralization reforms and introduce enhancements to the evolving decentralization framework. The DLDSP will also enhance the capacity of the LDD to guide and consolidate the efforts of multiple development partners who are providing support to various components of the evolving sub-national system and focusing on the governorate and municipal tiers. The support to be provided by the DLDSP will also target the corresponding LDD at the Ministry of Municipal Affairs (LDD-M) in direct coordination with the LDD-I. The objective of this two tracks of support is to ensure the joint engagement of both Directorates in supporting and guiding the process of development of the decentralization and local governance system.

The DLDSP will work closely with the Director of the LDD-I to ensure his meaningful engagement and full awareness of DLDSP activities and interventions to ensure that the Programme's efforts are in alignment with the objectives of the IMC towards the development of the subnational system. The scope of engagement will include the following:

- Joint review of the DLDSP work plan and the provision of feedback as need to ensure its alignment with IMC objectives;
- Identify and ensure the dedication of the most suitable and capable staff from MOI to constitute the Decentralization Support Team (DST) to undertake decentralization support functions with the support and guidance of the DLDSP. Work with the counterpart director at MOMA to identify and dedicate MOMA's members of the Decentralization Support Team to operate jointly;
- Provide support and facilitate access for the DLDSP team and their counterpart staff from MOI and MOMA as they work with the range of central ministries as well as with governorates and municipalities ensuring their access to these entities and responsiveness to their programmatic needs;
- Provide support and facilitate access for the DLDSP to development partners engaged in the provision of support to decentralization and to the development of the local governance system;
- Provision of feedback and guidance that can inform the DLDSP and its counterpart teams from MOI and MOMA regarding the most effective approaches to use and entry points to utilize when engaging other ministries and national agencies to ensure the development of effective working relations between them;
- Review of TORs for long-term and short term staff to be recruited to undertake DLDSP activities and the provision of comments as necessary;

- Provision of feedback regarding short-listed candidates and the stating of opinion to inform the selection process;
- Work closely with the Chief Technical Advisor of the DLDSP to ensure the overall alignment of actions and strategies of the DLDSP with those of the Government and the IMC;

The DLDSP will provide tailored support to the Director (and to members of his team) to fine-tune his capacities to effectively guide the operations of the LDD and to enhance its positioning and performance as the Technical Secretariat of the IMC and EC and the long-term management and guidance of the process of implementation of decentralization reform.

Profiles of the Decentralization Support Team at the Local Development Departments of MOI and MOMA:

The Local Development Department (LDDs @ MOI and MOMA) Decentralization Support Team (DST)will be made up of government staff and will provide technical and facilitation support to the implementation of the activities of the DLDSP and to prepare for the future implementation of the National Strategy for Decentralization Reform. The Team will be created and institutionalized at the LDD of the Ministry of Interior and will be supported and guided by the Programme Support Unit (PSU) and will engage with Short Term Technical advisors recruited by the DLDSP to implement its activities and to support the development of the Decentralization Strategy. The DST will create the nucleus of, and will serve as the long-term technical support team to the process of development and the longer-term implementation of the National Decentralization Strategy.

Specifically, the DST's members can include the following areas of specialization:

a. _Decentralization Policy, Legal and Regulatory Reform Specialist:_

The Policy Specialists with an in-depth understanding of and expertise in the existing policy, legal and regulatory framework of the Governorate Local Administration and the Municipality and shall also posses a good broader foundation in law, public policy and regulation development with practical experience generated through working on such issues through their current positions. These 3 specialists will engage on all actions related to the process of reform to the Policies, laws and regulations starting with the early stage of consolidation and analysis of all existing decentralization policies, laws and regulations and of those related to sectors that are of relevance to a process of decentralization reform. Their involvement will continue in support of and full engagement on the follow-up stages of articulation of the reform of this framework. The Specialists will be expected to become specialized Advisors in this field and to function as the depository of knowledge on the policy, legal and regulatory aspects of Jordan's system of local administration. The Specialists shall also track the range of initiatives and programmes undertaken by other Ministries or by development partners that will need to be fully or partially aligned with new decentralization vision and policy.

b. _Fiscal Decentralization and Public Finance Reform Specialist:_

The Fiscal Specialist shall possess a background and practical on the job experience in public finance, financial management and preferably but not necessarily, in fiscal decentralization. This Specialist will engage in all processes and tracks of work related to fiscal decentralization covering the reform of the local public finance and financial management system in collaboration with the Ministry of Finance and other relevant ministries and entities. The Specialist will be expected to evolve into a specialized Advisor on fiscal decentralization and on local public finance and financial management and will be expected to engage fully and provide guidance to the development of the fiscal reform and its application during Strategy implementation.

c. *Sector Decentralization and Functional Assignment Specialist:*

The Sector Specialist shall possess a background in organizational and functional analysis with practical experience working with primary or service sectors and preferably but not necessarily on functional assignment/reassignment. This Specialist will engage in all processes and tracks of work related to the review of the current state of sectors in relationship to decentralization and shall play an integral role in advising and guiding the processes that will be launched to define new sector decentralization modalities. The Specialist will be expected to become an authority on this subject and will provide substantive and strategic guidance to the process of implementation of the reform to sectors that will be affected by this reform.

d. *Institutional, System and Capacity Development Specialist:*

The Institutional Specialist shall possess a strong background in administrative development and institutional restructuring work with practical experience in the review and reform of institutional arrangements and critically, relating to the decentralized (de-concentrated, delegated and devolved) institutions. This Specialist will engage on the process that will be launched to define the restructuring that will be introduced to the institutional arrangements and the modifications to the systems and procedures used by primary and service sectors and of tiers of local administration (Governorate and Municipality) as a result of the introduction of the new decentralization reform. The Specialist will be expected to become deeply acquainted with this scope of work and shall be become a primary and reliable source of substantive and strategic advice to all entities that will undergo such institutional restructuring and system modification in response to the newly introduced reform.

e. *Decentralization Strategy Development Specialist:*

This Specialist shall possess a background in coordination of and communication between public sector agencies and a track record of effectiveness in this domain. Expertise in working with and coordinating the actions of development partners will be of significant value. This Specialist shall play a coordination and facilitation role to the process of Strategy formulation ensuring that the various tracks of work are launched in a timely manner and that their outputs are consolidated and are used in support of follow on processes. The Specialist shall also manage the process of engagement of the range of ministries and entities during the Strategy development phase to ensure coherence and coordination and shall manage the flow external and local experts that will be recruited to support this effort. The Specialist will also be expected to become very well versed in the various components of the Strategy and to play a critical role in supporting its implementation.

Annex 4: TERMS OF REFERENCE:

The Decentralization Secretariat (DS) – Member Ministries and Base Qualifications of Focal Points

The Decentralization Secretariat will be created with membership of focal points from the various ministries that are of high relevance to a process of implementation of decentralization reforms and the application of the Decentralization and Municipalities Laws. The DS members will be engaged by the DLDSP through the DST as and when their areas of specialization and their technical inputs are needed in support of the process of implementation of DLDSP activities and the consolidation of the Decentralization Strategy:

The following is the core membership of the DS, including base qualifications. The membership of the DS could expand as needed to respond to the evolving needs of the decentralization process:

Ministry of Finance:

A graduate Degree (Masters Level) in Public Finance, Accounting, Economics or other related fields and with 8-10 years of experience in the field of public finance, financial management, fiscal decentralization, local finance and financial management or other related areas of work. Experience working on these issues at both the central and local levels would be an asset and familiarity and understanding of the system of resource/financial allocation to sectors such health, education, agriculture and others.

Ministry of Public Sector Development:

A graduate degree (masters level) in the area of public policy, institutional development or other relevant field. Over 8-10 years of practical experience working on issues of institutional restructuring of public sector ministries, agencies or departments as well as local administrations and municipalities. An understanding of the institutional arrangements of public sector agencies at the central, governorate and municipal level would be critical and an understanding of the organizational structures of the local administration at the governorate level and of municipalities as well as of de-concentrated sector directorates operating at the Governorate level and their operational relationship with their central ministries.

Civil Service Department:

A graduate degree at the Masters Level in the area of Human Resource Management, Management, institutional development or public administration and policy. Over 8-10 years of practical experience in Human Resource Management in the public sector. An understanding of the Civil Service structure, policies, rules and regulations in general and within local administrations and municipalities as well as in de-concentrated sector directorates. An understanding of Civil Service and HR levels and benefit structures.

Department of Opinion and Legislation:

A graduate degree (Masters Level) in law with a well developed understanding the legal and regulatory framework of public sector agencies and ministries and of the local administration and municipalities. An ability to provide support to a process of reform where amendments to laws and regulations of service and primary sectors will be required.

Political and Parliamentary Affairs:

A Graduate Degree (Masters Level) in political science, public policy or law with at least 8-10 years of practical experience in related fields and in working with Parliament/National Council and other relevant bodies of the state. An understanding or a well-developed ability to understand and the prevailing political dynamics within the National Council and of the attitudes relating to issues relevant

to decentralization and its related reforms. An advanced ability to work with the members of parliament and provide them with information on decentralization, its value to Jordan and the reforms that could be required for its adoption and application.

Ministry of Planning:

A graduate degree (Masters) in public policy, Urban Planning or in related fields and with at least 8-10 years of practical experience in the field of central/national planning as well as regional and local planning. An understanding of the principles of decentralized planning and of the prerequisites for the successful application of such an approach within the Jordanian context. An understanding of the development partner landscape and of the roles they could play in support of an integrated and well-coordinated process of decentralization reform.

Ministry of Municipal Affairs:

A Graduate Degree (Masters Level) in Public Policy, Public Administration, Local Development and/or related fields. At least 8-10 years of experience working with Municipalities and specifically providing support on the development of their operating systems and procedures (public expenditure management including planning, budgeting, procurement and accounting) the provision of municipal services, the collection of revenues and other functions that fall under the mandate of municipalities. An understanding of the current state of development of the Municipal system from the policy, legal, regulatory, institutional and capacity points of view would be a critical asset.

Project Director: Chief Technical Advisor (CTA)

Duration: 24 months

Post Level: P4

Contract Type: Fixed Term
Duty Station: Amman, Jordan

Project Description:

The DLDSP is financed by the European Union and will be implemented by the UN Development Programme (UNDP) through an Inter-Agency delegation agreement between the UN Capital Development Fund (UNCDF), which remains as the Executing Agency of the Programme and the EU grant recipient. The DLDSP is slated for relaunched in June of this year and will be implemented over a period of 24 months and will deliver a National Decentralization Strategy that provides an 8 to 10-year roadmap to guide the implementation of decentralization reforms in Jordan and the operationalization of the evolving subnational system.

The DLDSP will operate through the Local Development Directorate at the Ministry of Interior (LDD-I) and will closely engage the Local Development Directorate at the Ministry of Municipal Affairs (LDD-M) under the overall guidance of the Inter-Ministerial Committee for Decentralization and its Executive Committee. It will strengthen the capacities of both Directorates to play a central role in guiding and documenting the application of the two Laws and the development of their bylaws and regulations. It will assist the LDDs to function as the institutional platforms for coordinating and aligning development partner interventions that aim to develop the various components of the subnational system (municipality and governorate) and others that support the development of capacities at both tiers. It will also provide the needed technical support to the two Directorates for the elaboration of the National Decentralization Strategy and the development of its Implementation Programme under the overall guidance of the Inter-Ministerial Committee. The DLDSP will work very closely with relevant development partners to consolidate and align efforts in support of Jordan's effort to implement its decentralization reform policies and legal frameworks.

Responsibilities:

The Project Director is responsible for the management of the Project Support Unit, ensuring the ownership of the DLDSP by the Government of Jordan. The Project Director will ensure that the DLDSP contributes to the implementation of the Decentralisation Law. Project Director duties will be assumed by the project CTA. The CTA will provide technical assistant to the DLDSP to achieve the Overall Objective, Project Purpose, Outcomes and Outputs of the project. The CTA will manage the PSU and the pool of Short-Term Technical Assistance (STTA) that will provide input to the decentralisation process in an efficient and effective manner.

The Project Director/CTA will undertake the following tasks in close collaboration and full coordination with the Directors of the Local Development Directorates at the Ministries of Interior and Municipal Affairs:

- Providing leadership in coordinating the implementation of the programme and ensuring substantive interaction and coordination with all relevant departments, ministries and development partners throughout the life of the Programme;
- Providing strategic coordination and guidance during the various stages of work under the implementation of the DLDSP;
- Working closely with the LDD Directors of MOI and MOMA, provide leadership in ensuring the engagement of the various governmental, non-governmental and civil society entities and actors in the process of strategy formulation to ensure buy-in;
- With the support of the LDD Directors and under the guidance of the Inter-Ministerial Committee for Decentralization (IMCD), deploy the capacities of the DLDSP in support of the efforts of government to coordinate the actions of development partners involved in or contributing to the process of decentralization reform and local development promotion with the goal of harmonizing and consolidating efforts;

- Closely engage the LDD Directors in planning and executing the activities of the DLDSP and engage the director the LDD at MOI when developing TORs for staff recruitment and for the implementation of Programme activities to ensure ownership and to secure support and facilitation of the Programmes efforts;
- Manage the PSU team and guide the activities of the Decentralization Support Teams (DST) of MOI and MOMA;
- Develop the TORs for Short Term Technical Experts (LTTE) to be recruited by the Programme;
- Approve deliverables produced by Long-Term Staff (LTS) and STTA;
- Supporting the LDD Director at MOI in reporting on DLDSP activities and achievements to the Executive Committee and Inter-Ministerial Committee;
- Working closely with the LDD Directors at MOI and MOMA, coordinate with other ministries and the governorates and municipalities to ensure transparency and participation;
- Manage the programme budget and facilitate budget approvals and revision processes as per EU and UNDP policies and procedures;
- Approve procurement and tender dossiers in line with UNDP guidelines;
- Oversee the establishment of the monitoring and evaluation plan of the Programme and ensure its implementation;
- Ensure sustainability of the programme intervention by promoting leadership and ownership of the programme implementation by government and through proper capacity building;
- Ensure the timeliness and quality of the outputs as well as timely preparation of reports on achievements and challenges faced by the Programme;
- Ensure delivery of resources and results according to planned targets;
- Ensure compliance with donors' agreements;
- Elaborate Quarterly Project Monitoring Reports, Annual Narrative Report in line with the M&E/ RRF;
- Elaborate Progress Reports to the IMC and the Executive Committees;
- Verify the Quarterly Financial Statement and Annual Financial Report are produced by the Accountant to a high standard;
- Ensure a management information system is established, which allows the efficient and effective collection, storage and analysis of data and documentation throughout the programme;
- Guide the development of the programme's communication strategy in close collaboration with relevant partners;
- Provide other technical and managerial support to Programme activities as necessary;

Core Competencies:

- Promoting ethics and integrity, creating organizational precedents
- Building support and political acumen
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning. Promoting learning and knowledge management/sharing is the responsibility of each staff member.
- Fair and transparent decision making; calculated risk-taking

Reporting:

The CTA shall operate under the technical guidance of the UNDP Regional Advisor of Local Governance and Local Development. S/he shall also report to the Programme Manager at the UNDP Country Office. The CTA shall work closely with and coordinate with the Director of the LDD at MOI and shall coordinate with the LDD Director at MOMA.

Qualifications:

The CTA shall possess 10 years or more of relevant experience and a graduate degree in public policy, urban studies, planning or local development or related and relevant fields. Understanding of the context of

decentralization reform in Jordan or in other relevant Arab States would be of value. Experience in managing or undertaking substantive responsibilities in decentralization and local government support programmes would be critical. Experience in informing or engaging directly in the development or reform of decentralization and local governance policies, laws and regulations will be crucial and hands on experience in developing local government operating systems, procedures and capacities will be of significant value. Demonstrated experience in working with various development partners and with relevant central ministries and local governments will be of great value. Fluency in Arabic and English both written and spoken is a requirement.

Position: Project/Programme Officer

Recruited by: UNDP

Duration: 24 months

Post Level: SC9

Contract Type: SC

Duty Station: Amman, Jordan

Project Description:

The DLDSP is financed by the European Union and will be implemented by the UN Development Programme (UNDP) through an Inter-Agency delegation agreement between the UN Capital Development Fund (UNCDF), which remains as the Executing Agency of the Programme and the EU grant recipient. The DLDSP is slated for relaunched in June of this year and will be implemented over a period of 24 months and will deliver a National Decentralization Strategy that provides an 8 to 10-year roadmap to guide the implementation of decentralization reforms in Jordan and the operationalization of the evolving subnational system.

The DLDSP will operate through the Local Development Directorate at the Ministry of Interior (LDD-I) and will closely engage the Local Development Directorate at the Ministry of Municipal Affairs (LDD-M) under the overall guidance of the Inter-Ministerial Committee for Decentralization and its Executive Committee. It will strengthen the capacities of both Directorates to play a central role in guiding and documenting the application of the two Laws and the development of their bylaws and regulations. It will assist the LDDs to function as the institutional platforms for coordinating and aligning development partner interventions that aim to develop the various components of the subnational system (municipality and governorate) and others that support the development of capacities at both tiers. It will also provide the needed technical support to the two Directorates for the elaboration of the National Decentralization Strategy and the development of its Implementation Programme under the overall guidance of the Inter-Ministerial Committee. The DLDSP will work very closely with relevant development partners to consolidate and align efforts in support of Jordan's effort to implement its decentralization reform policies and legal frameworks.

Responsibilities:

The Programme Officer (PO) will provide support to the daily operation of the PSU, assisting the Programme Director/CTA in implementing the activities of the Programme and ensuring effective coordination of programme activities with the broader functions of the Local Development Directorate (LDD) at MOI and the engagement of the LDD at MOMA. In specific terms, the following are the detailed responsibilities of the PO:

- Establish the administrative infrastructure to support the operationalization of the PSU in line with UNDP's rules and regulations;
- Establish and maintain channels of communication with UNDP's Operations Unit and other support services to be offered by the Country Office to Programme activities;
- Support the preparation and implementation of the range of administrative and managerial transactions of the DLDSP in coordination and the support of the UNDP Country Office;
- Oversee the functions and provide guidance to the Programme Accountant;
- Provide support to the CTA on the preparation of quarterly, midterm and final programme reports (narrative as well as financial) in adherence with EU requirements and in alignment with UNDP rules and regulations;
- Support the preparation of TORs for Short Term Technical experts and follow-up on all related procurement and recruitment processes;
- Provide logistical and other administrative support to Short Term Expert and ensure their effective delivery of their expected outputs;

- Support the process of identification of the members of the MOI Decentralization Support Team and coordinate with MOMA for the same and ensure their effective engagement and substantive involvement in programme activities;
- Ensure effective interface between the DLDSP and the LDD at MOI and facilitate the transfer of capacity to the later to build sustainability in the long-term;
- Support the CTA in developing effective working and coordination relations between the LDD/DLDSP and development partners to facilitate consolidation and coordination of their interventions in support of the process of implementation of decentralization reforms;
- Perform other administrative, facilitation and coordination functions requested by the CTA in support of programme activities;

Core Competencies:

- The ability to liaise and build strong relationships with a variety of different groups within Jordan.
- Good manager of people and resources to obtain best possible results.
- Strong managerial skills, results-orientation, team building, motivational and leadership skills.
- Excellent communication, presentation, negotiation and facilitation skills.
- Excellent inter-personal skills; good communicator at all levels from political decision-makers to grassroots communities.
- Good analytical and planning skills (including financial); ability to set forecasts and refine/review them in the light of experience and further analysis.
- Broad experience working at the central and local levels in Jordan.
- Decisiveness, independence, good judgment, ability to work under pressure.
- Excellent networking and partnering competencies and negotiating skills.
- Ability to use information technology as a tool and resource.

Reporting:

The PO shall report to the CTA.

Qualifications:

Education: Bachelor's degree in International Development, International Relations, Political Science, Sociology, Public Administration, or any other related field.

Experience: Minimum of five years' management experience in implementing development projects, preferably within the UN system or other development agencies. Previous government experience and/or familiarity with Local Governance are highly desired.

Position: Accountant

Recruited by: UNDP
Duration: 24 months

Description:
The Accountant will be responsible for the efficient and diligent financial management of the DLDSP, including daily financial transactions, compiling accountability and reporting on expenditure.

Reporting: To the CTA

Responsibility:

The Accountant will be responsible for:

- Facilitate transparent financial management of the programme that is able to stand up to regular audits and evaluation;
- Operating the petty cash and cashbook;
- Providing accountability based on the Budget for the Action Annex III;
- Elaborating quarterly Financial Statement;
- Elaborating the annual Financial Report;
- Ensuring that programme accountability is maintained in line with UN and EU rules and regulations and international accounting principles;
- Providing ad hoc financial information on request.

Position: Driver

Recruited by: UNDP

Duration: 24 months

Reporting: Project Officer

Responsibility:

The Driver will be responsible for:

- Maintaining the programmes vehicles ensuring they are road worthy and in compliance with the road traffic laws;
- Managing the movement of vehicles and maintaining records;

Supporting the PSU team in implementing the DLDSP by providing logistical support as required.

Position: Messenger

Seconded by: MoI

Duration: 24 months

Description:

The messenger will support the office operation on the day-to-day implementation of the DLDSP.

Reporting: Project Officer

Responsibility:

The Office Messenger will be responsible for:

- Supporting the PSU during its operation through the provision of administrative support;
- Delivering packages and correspondence within Amman for the PSU;
- Maintaining records of daily deliveries;
- Providing receptionist support.

STTA Positions:

Category: P5 and P4

Hired by: UNDP Jordan

Duration: Generally, 1 month up to a maximum of 5 months unless special dispensation is provided by the EU Delegation

Description:

The STTA will provide input and deliverables according to the identified needs during the implementation of the DLDSP.

TORs will be developed for each STTA input that will specify the expected outcomes of each assignment.

Reporting to: The CTA and the Project Director MOI

Responsibility: As per TOR on contract basis.

TOR: Benchmarking the state of development of the subnational system

Position category: Short Term Technical Assistance (STTA)

Project Description:

The Decentralization and Local Development Support Programme (DLDSP) will provide support to the Government of Jordan to effectively manage and guide the implementation of decentralization reform through the application of the Decentralization and Municipalities laws of 2015. The DLDSP will operate through the Local Development Directorate (LDD) at the Ministry of Interior (MOI) and through its corresponding LDD at the Ministry of Municipal Affairs (MOMA). It will function under the guidance of the Inter-Ministerial Committee for Decentralization and its Executive Committee.

The DLDSP will utilize an externally recruited full-time Programme Support Team (PST) to provide high level technical as well as administrative support to its implementation. The PST will work closely with designated Decentralization Support Teams (DST) from MOI and MOMA to perform its functions and to implement its activities. The Programme will also recruit specialized short-term technical experts to avail in depth knowledge in specific areas of focus to support the various tracks of activity to be launched by the Programme who will be coupled with the DSTs to contribute to building their capacities to ensure sustainability and institutionalization of capacity at both ministries to backstop the implementation of the reform in the longer-term.

Scope of work:

This assignment will support the launch of DLDSP core activities to guide the implementation of the reforms and the application of the Decentralization and Municipalities Laws of 2015. The tasks to be carried out under this assignment will focus on Identifying and categorizing ongoing interventions by development partners that focus on the application of the new Laws through the introduction or enhancement of institutional arrangements or structures, systems, procedures and capacities for performing newly assigned or modified functions by Governorates and Municipalities. This process is intended to lead to a comprehensive mapping of ongoing and planned development partner activities as well as interventions by relevant ministries or departments that focus on developing the subnational system and its various components including, but not limited to the following:

1. Local council functions and interface and engagement of their constituencies;
2. Systems of participation and engagement of local communities and civil society in the allocation of local public resources for local development;
3. Fiscal decentralization policies, local finance and financial management systems, procedures and capacities;
4. Local revenue mobilization and management systems;
5. Participatory, integrated (multi-sector) planning, budgeting, annual programming, procurement, management and oversight of budget/project implementation, accounting and reporting;
6. Other institutional arrangements, systems, procedures and capacities for other functions to be undertaken by the Governorate and Municipality and by de-concentrated sector directorates under the new Laws;

The mapping will be used to facilitate engagement by the LDDs of MOI and MOMA with the goal of guiding such activities and ensuring their alignment with government's approach in implementing decentralization reforms.

The Incumbent shall also engage a sample of Governorates and Municipalities (through their Local Development Departments/Units) where core systems, procedures and capacities are being introduced or development through interventions by development partner or other national ministries or agencies. S/he shall also directly engage development partner projects and those by national ministries or agencies that are actively

contributing to the development of such subnational systems, procedures and capacities to lay the ground for future coordination and the consolidation of efforts.

Deliverables:

This assignment aims to deliver the following outputs:

1. A comprehensive benchmarking of the current state of development of institutional arrangements, systems, procedures and capacities of the Governorate and Municipality and the gap that remains;
2. A comprehensive map of ongoing and planned efforts (by development partner or national ministry/agency) contributing to the development of the subnational system and the application of the Decentralization Law and the Amended Municipalities Law of 2015;
3. An action plan for the consolidation of ongoing efforts and the coordination or planned interventions for the development of the subnational system and the application of the Laws;
4. On-the-job capacity development and full and substantive engagement of the DSTs at MOI and MOMA ensuring their ability to take this effort forward;

Oversight and Reporting:

The incumbent will be guided by the UNDP Regional Advisor and will function in close coordination and with strategic guidance from the LDD Directors at MOI and MOMA. S/he will engage the relevant members of the Decentralization Support Team (DST) at MOI and MOMA and will ensure their substantive contribution and full involvement in this effort.

The UNDP Country Office will provide overall oversight and logistical support to the consultancy.

Assignment start date and duration:

This assignment will be for 40 working days and will be launched during the month of June and implemented over a 3-month period to be concluded no later than the 30th of September 2017.

Qualifications:

The selected candidate shall possess 8-10 years of related experience and a graduate degree in public policy, urban planning and development studies or related topic. Experience in local government system development including the articulation of bylaws and regulations, the development of systems and procedures and building of capacities for local government functions including planning, budgeting, procurement, accounting and reporting would be valuable for performing this assignment.

TOR: Support the Development of a Multi-Partner Action-Plan to Support the Development of the Local Government System

Position category: Short Term Technical Assistance (STTA)

Project Description:

The Decentralization and Local Development Support Programme (DLDSP) will provide support to the Government of Jordan to effectively manage and guide the implementation of decentralization reform through the application of the Decentralization and Municipalities laws of 2015. The DLDSP will operate through the Local Development Directorate (LDD) at the Ministry of Interior (MOI) and through its corresponding LDD at the Ministry of Municipal Affairs (MOMA). It will function under the guidance of the Inter-Ministerial Committee for Decentralization and its Executive Committee.

The DLDSP will utilize an externally recruited full-time Programme Support Team (PST) to provide high level technical as well as administrative support to its implementation. The PST will work closely with designated Decentralization Support Teams (DST) from MOI and MOMA to perform its functions and to implement its activities. The Programme will also recruit specialized short-term technical experts to avail in depth knowledge in specific areas of focus to support the various tracks of activity to be launched by the Programme who will be coupled with the DSTs to contribute to building their capacities to ensure sustainability and institutionalization of capacity at both ministries to backstop the implementation of the reform in the longer-term.

Scope of work:

This assignment will support the development of a multi-partner action-plan in support of the process of implementation of decentralization reforms over the coming two years (the duration of the DLDSP) which will dovetail with the launch of the National Decentralization Strategy to be articulated by the conclusion of this Programme. Based on outputs to be generated through a parallel consultancy which will focus on benchmarking the state of development of the local government (LG) system and to map ongoing and planned interventions that support the application of the New Laws, this assignment will cover the following set of activities:

1. Define the areas of focus of ongoing interventions being undertaken by development partners, fine-tune through field work carried out by the parallel assignment;
2. Identify areas of interface or overlap that may exist between ongoing interventions and devise specific modifications in scope or focus to enhance complementarity of such actions;
3. Identify gaps in coverage by ongoing interventions and define the scope of future intervention to address such gaps;
4. Engage development partners and ministries or public agencies that are working on the development of future interventions to support the application of the Laws or the further development of the LG system to ensure their alignment and complementarity to ongoing actions and their accurate contribution to gaps in current coverage;
5. Support the process of development of a multi-partner/actor action-plan in support of the application of the Decentralization and Municipalities Laws to be used to consolidate and optimize all ongoing and planned initiatives;

Deliverables:

1. A Matrix of interventions by national ministries or agencies and development partner in support of the implementation of the two laws and the development of the subnational system at the Governorate and Municipal levels;

2. Utilize the same matrix (to be generated under deliverable 1), identify existing gaps in interventions and define their scope to function as a guide for the development of future interventions to address such gaps;

3. An action-plan that captures ongoing interventions as well as future areas of action to be undertaken by development partners and national ministries and agencies in support of the process of implementation of the 2 Laws and the development of the LG system;

Oversight and Reporting:

The incumbent will be guided by the UNDP Regional Advisor and will function in close coordination and with strategic guidance from the LDD Directors at MOI and MOMA. S/he will engage the relevant members of the Decentralization Support Team (DST) at MOI and MOMA and will ensure their substantive contribution and full involvement in this effort.

The UNDP Country Office will provide overall oversight and logistical support to the consultancy.

Assignment start date and duration:

This assignment will be for 40 working days and will be launched during the month of June and implemented over a 3-month period to be concluded no later than the 30th of September 2017.

Qualifications:

The selected candidate shall possess 8-10 years of related experience and a graduate degree in public policy, urban planning and development studies or related topic. Experience in local government system development including and in the implementation of programme that support local government system development would be valuable for performing this assignment. Ability and experience in working with and managing relations with multiple partners would be of significant value.

Position: Mentor

Category: United Nations Volunteers (international decentralization/local government practitioners)

Seconded by: UNDP Jordan

Duration: Mentors will participate for short periods of 1 month to 2 months

Description:
The Mentor will provide targeted support to the governorates and municipalities and to operationalisation of Councils to address specific needs. The Mentors will be placed in a governorate and support the municipalities to develop their capacities in the practical implementation of decentralisation. Mentors will not be considered as an additional member of staff but will be focused on resolving specific capacity issues.

Reporting to: The CTA and the Project Director MOI

Responsibility: As per TOR on contract basis

The mentors will be responsible for:
* Providing technical assistance and on-the-job support to the governorates, municipalities and councils;
* Support the training, coaching and mentoring of sub-national administration based on need.

Position: Project Adviser (UNDP)

Seconded by: UNDP Regional Hub

Duration: 6 months over 24 months (based on 5 days per month)

Description:
The Project Adviser UNDP will provide backstopping to the Technical Assistance Team (CTA, STTA and Mentors) during the implementation of the DLDSP. The Project Backstopping will have 5 days input per months.

Reporting to: UNDP - CO

Responsibility:
The PSU will receive backstopping support from the UNDP regional office who will be responsible for:
* Support and backstopping to CTA during the implementation;
* Ensuring the recruitment of STTA and Mentors are compliant with government and donor regulations and effected efficiently;
* Ensuring the support provided by UNDP is efficient and effective;
* Verifying and approving project progress reporting;
* Participating in PSU management meetings.

Annex 5: Annual Work plan 2017

	Q1	Q2	Q3	Q4
Output 1: The regulatory framework pertaining to decentralisation has been adopted				
1	Setup of the Programme Support Unit (PSU), and supplement the organisation of the Local Development Unit of the MoI;			
1.1	Hire Chief Technical Adviser (CTA)			
	Procurement of printer, LCDs and heavy duty copiers for the PSU			
1.1.1	Provide technical support to the Inter-Ministerial Committee in order to facilitate the completion of the Strategy of Decentralisation, the application of the legal framework, the drafting of complementary bylaws, regulations and other legal and managerial instruments to regulate the functions of governorates and municipalities:			
1.2	The Independent Elections Commission has the technical assistance required to oversee the electoral process for governorate councils and local councils			
1.3	The institutional capacity of the IEC to manage credible and inclusive elections for national, decentralised and local institutions is enhanced			
Output 2: Capacities of the Governorate-based structures in strategic planning, budget analysis and monitoring are strengthened				
2.1.1	Collaborate to the development and integrated planning system comprising governorates and municipalities			
2.1.2	Coordinate the development and implementation of Public Expenditure Management Systems PEM) at the Governorate and Public Finance Management System (PFM) at Municipal Tier			
2.2.1	Support the IMC to draft a national capacity-building plan for governorates and municipalities and support its implementation through training, mentoring and coaching and the development of training material			
2.2.1.1	4 Training workshops of 3 days at IMC level			

Annex 5: Annual Work plan 2017

2.2.2.1	5 Training workshops of 3 days at inter-ministerial level

Output 3: Participatory development plans have been properly elaborated in Governorates through strengthened dialogue with Non-State Actors and increased citizen's participation (including identification of local productive projects to be established).

3.1.1	Draft specific regulations to enable NGOs to submit proposals aiming to build capacities of CBOs and compete for available resources. Defining the criteria, the geographic regions and the conditions for the grants.
3.1.1.1	Developing training materials for Governorate and Municipality training
3.1.1.2	• 10 Training workshops of 2 days at Governorate.
3.1.1.3	• 15 Training workshops of 2 days at Municipality level

Annex 6: Multi-Year Work Plan & Budget

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
	Setup of the Programme Support Unit (PSU), and supplement the organisation of the Local Development Unit of the MoI;	126,873	126,873	UNDP			253,746
	Procurement of printer, LCDs and heavy duty copiers for the PSU Setup of the Programme Support Unit (PSU), and supplement the organisation of the Local Development Unit of the MoI;	15,437		UNDP			15,437
Output 1: The regulatory framework pertaining to decentralisation has been adopted	Hire Chief Technical Adviser (CTA)	168,000	168,000	UNDP			336,000
	UNDP Hub Backstopping	59,160	59,160	UNDP			118,320
	Communication and Visibility & Publications & IMC Meetings	55,000	55,000	UNDP			110,000
	PSU operating costs	9,023	9,023	UNDP			18,046
	Elections Component	206,700	-	UNDP			206,700
	Sub-Total for Output 1						1,058,249

Activity				Total
Support the development of integrated planning system comprising governorates and municipalities	350,000	250,300		600,300
Coordinate the development and implementation of Public Expenditure Management Systems PEM) at the Governorate and Public Finance Management System (PFM) at Municipal Tier	300,000	354,300		654,300
Support the IMC to draft the National Strategy for Enhancing the Decentralization Legal and Regulatory Framework and the development of the national capacity-building plan for governorates and municipalities and support its implementation through training, mentoring and coaching and the development of training material	75,000	225,300		300,300
Output 2: Capacities of the Governorate-based structures in strategic planning, budget analysis and monitoring are strengthened 4 Training workshops of 3 days at IMC level 5 Training workshops of 3 days at inter-ministerial level	85,874	85,873	UNDP	171,747
Travel Cost – CTA, STTA – International & Local	31,500	31,500	UNDP	63,000
Sub-Total for Output 2				_1,789,647_

	Draft specific regulations to enable NGOs to submit proposals aiming to build capacities of CBOs and compete for available resources. Defining the criteria, the geographic regions and the conditions for the grants.					
	Developing training materials for Governorate and Municipality training					
	10 Training workshops of 2 days at Governorate.					
	15 Training workshops of 2 days at Municipality level					
	3 months mentoring/coaching at Municipality level based on demand					
	Define the way of administration of the grants and the accountabilities through the collaboration with NGOs or other entities that work with CBOs and are active in the selected regions.					
Output 3: Participatory development plans have been properly elaborated in Governorates through strengthened dialogue with Non-State Actors and increased citizen's participation (including identification of local productive projects to be established).	Develop training programme for NGOs enabling them to undertake training of CBO on development and implementation of PFM, actions oriented to the improvement of services' delivery through participatory plans and by engaging local governments with citizens					
	Training plan developed for training of CSO' and CBO's					
	Training undertaken as per plan					
	NGOs will promote the engagement between communities, local governments and programmes supported by the EU or European countries in order to undertake joint actions such as: participatory planning, gender sensitive budgeting, social accountability and the assessment of the performance of public services					

	Sub-Total for Output 3		456,398
Total for Outputs 1-3			3,304,293
General Management Support			231,301
Evaluation (as relevant)			40,000
Provision for contingency reserve (maximum 1 % of 8, subtotal of direct eligible costs of the Action)			33,000
TOTAL			3,608,594

Annex 7: Project Budget (EU FORMAT)

	Budget for DLDSP			2017-2019		
1	1. Human Resources	Unit	# of units	Unit value (in EUR)	Total Cost (in EUR)[3]	Total Cost (in EUR)
1.1	**Result 1 and 2**					
1.1.1	*Support to Independent Election Committee*					
1.1.2	Team Leader/Chief Technical Advisor	Per month	1.5	€ 19,500	€ 29,250	€ 29,250
1.1.3	Senior Election Advisor	Per month	3	€ 19,500	€ 58,500	€ 58,500
1.1.4	IT and Operations Advisor (International Position)	Per month	3	€ 14,000	€ 42,000	€ 42,000
1.1.5	Electoral Operations Officer (National)	Per month	3	€ 3,817	€ 11,451	€ 11,451
1.1.6	Electoral Database Adviser (National)	Per month	3	€ 4,500	€ 13,500	€ 13,500
1.1.7	Electoral Ballot Specialist Consultant	Per day	30	€ 650	€ 19,500	€ 19,500
1.1.8	Electoral Translation Officer	Per month	3	€ 3,500	€ 10,500	€ 10,500
1.1.9	Electoral Reporting Officer	Per month	3	€ 3,000	€ 9,000	€ 9,000
1.1.10	Electoral Team Driver	Per month	3	€ 833	€ 2,499	€ 2,499
1.1.11	Electoral Graphic Designer	Per month	3	€ 3,500	€ 10,500	€ 10,500
	Subtotal				**€ 206,700**	**€ 206,700**
1.2	**Result 2**					
1.2.1	*PSU staff*					
1.2.3	Project Officer (National)	Per month	24	3,824	91,775	91,775
1.2.4	Accountant (National)	Per month	24	3,500	84,000	84,000
1.2.5	Translation Officer 9 months over 24 months	Per month	9	3,981	35,825	35,825
1.2.6	Communications & Visibility STTA (National)	Per month	1.5	5,000	7,500	7,500
1.2.7	Driver (National)	Per month	24	833	19,998	19,998
1.2.8	Messenger (National)	Per month	24	610	14,648	14,648
	Subtotal					**253,746**
1.2.9	**Salaries (International Staff/Experts) for**					
1.2.9.1	*Technical Assistance*					
1.2.9.2	CTA (International) -P4	Per month	24	14,000	336,000	336,000
1.2.9.3	Short Term Technical Assistant (Pool) 30 % P5 maximum when International STTA is contracted	Per month	15	19,500	292,500	292,500
1.2.9.4	Short Term Technical Assistant (Pool) 70 % maximum P4 when International STTA is contracted	Per month	60	14,000	840,000	840,000
1.2.9.5	Mentors with practical decentralisation experiences (National/Regional)	Per month	30	4,000		120,000
1.2.9.6	Per diems STTA budgeted for maximum 50 % of STTA can be international. Mentors expected National though 25 % may be Regional (38 for international STTA and 7 for regional mentors)	Per month	45	6,720		302,400
	Sub total				1,468,500	1,890,900
1.3	**Result 3**					

1.3.1	Short Term Technical Assistant (Pool) (National/International)	Per month	4	14,000	56,000	56,000
1.3.2	NGOs for training/facilitation CSO and CBO at municipal level	Per month	50	8,000	400,000	400,000
1.3.3	Per diems	Per month	2	199		398
	Sub total				**456,000**	**456,398**
1.4	**UNDP Backstopping**					
1.4.1	Backstopping, max 4 months to be distributed along the action (International)	Per month	4	19,500		78,000
1.4.2	Per diems	Per month	6	6,720		40,320
1.4	**Sub total**					**118,320**
	Subtotal Human Resources					**2,926,064**
2	**Workshops**					
2.1	Workshops/trainings planned 50 workshops for 30 people per workshop of 2 days each	Per day	3,000	40	120,000	120,000
2.2	Accommodation or per diems €150/person/day for two days each participants	Per day	60	199	11,942	11,942
2.3	Venue € 199/day	Per day	50	199	9,951	9,951
2.4	Transport and average at € 19,9 per workshop per person	Per day	1,500	20		29,854
	Subtotal Workshops				**141,893**	**171,747**
3	**Travel[6]**					
3.1	**International travel**					
3.1.1	CTA, STTA and Mentor	Number	38	1,500		57,000
3.1.2	Backstopping missions	Number	6	1,000		6,000
3.2	**Local transportation**					
	Travel to Governorates/Municipalities	Number	0	0		0
	Subtotal Travel				0	**63,000**
4	**Equipment and supplies[7]**					
4.1	**Purchase or rent of vehicles**					
4.1.1	Vehicle rental	days	90	100		9,000
4.2	**Furniture, computer equipment**					
4.2.1	Printers/Scanners/Copiers	Number	1	375		375
4.2.2	LCD Projector	Number	2	471		942
4.2.3	Harvey duty copier	Number	1	1,590		1,590
4.3	**Spare parts/equipment for machines, tools**					
4.3.1	Ink cartridges for 3 printers	Number	20	133		2,654
4.3.2	Ink cartridges for Heavy duty copier	Number	6	146		876
4.4	**Other (please specify)**					
	Subtotal Equipment and supplies					**15,437**
5	**Local office**					
5.1	**Vehicle costs**					
	Vehicle Fuel litre/Km*Km (7 km/litre to 0,67) based on 40,000 Km per year	volume	11,714	0.67		7,849

	Vehicle maintenance costs € 100 per month	Number	24	100		2,400
5.4	Consumables - office supplies					
	Office costs & stationary (Copy paper 2,50 per 500)	Volume	180	3.32		597
5.5	Other services (tel/fax, electricity/heating, maintenance)					
5.5.1	Office Communications (internet, telecom, mobile, email)	Per month	24	300		7,200
5.5.2	*Subtotal Local office*					18,046
	Other costs, services					
6	Publications	Lump sum	1	25,000		25,000
6.1	Costs of conferences/seminars					
5.7	Committee Meetings	Per meeting	10	500		5,000
5.8	Visibility actions					
	Activities as per activities designed by the Communications & Visibility Assistant (National, UNDP)	Lump sum	1	80,000		80,000
	Subtotal Other costs, services					110,000
7	Other					
7.1	Contract					
	Subtotal					0
8.	Subtotal of expenditure 1 to 7					3,304,293
9.	Indirect costs (maximum 7% of 8, subtotal of direct eligible costs of the Action)					231,301
10.	Monitoring and Evaluation					40,000
	11. Total eligible costs of the Action, excluding reserve (8+9+10)					3,575,594
12.	Provision for contingency reserve (maximum 1 % of 8, subtotal of direct eligible costs of the Action)					33,000
13.	Total eligible costs (10+11)				€ 0	3,608,594
14.	- Taxes - Contributions in kind				€ 0	0
15.	Total accepted costs of the Action (13+14)				€ 0	3,608,594
	JOD to Euro	1.32684				
	Short Term Technical Assistant (STTA) international STTA's shall only be used when the specifically skills are not available in Jordan.					
	Per diems STTA budgeted for maximum 50 % of STTA are international. Mentors expected to be National					

Total budget	4,400,000.00		
Pre payment	-587,128.87	587,128.87	
Outstanding as per UNCDF letter 16 February 2016	-200,000.00	733,911.10	
Total accepted cost of the Action (13+14)	-3,608,593.64	1,573,086.18	
	4,277.49	1,065,873.85	
		440,000.00	
		4,400,000.00	

Annex 8: UN AGENCY TO UN AGENCY CONTRIBUTION AGREEMENT (BETWEEN UNCDF and UNDP)

Will be attached as soon as signed.