



*Empowered lives.  
Resilient nations.*

**Terms of Reference  
Consultant on Governance Programme Document 2020-2024**

Location:	Amman, Jordan
Type of Contract:	Individual Contract
Post Level:	National/ or international Consultant
Duration of Initial Contract:	10 September to 25 October 2020
Expected Duration:	30 days

**Background**

The Hashemite Kingdom of Jordan is an upper middle-income country with a population of 9.53 million, approximately 70 per cent of which are under 30 years of age. Despite unprecedented stresses caused by regional volatility, Jordan has demonstrated effective resilience capacities in maintaining stability and responding to crises. It is placed in the high human development category of countries, and ranked 86 on the 2016 human development index. Jordan has placed resilience and economic, social and environmental development at the core of its national priorities. In 2015, the Government elaborated its Vision 2025 that conceptualizes an integrated and transformational framework to achieve a prosperous, resilient Jordan through: active and empowered citizens; a proud and vibrant society; a dynamic and globally competitive private sector; and efficient and effective government. A prominent advocate for achieving the Sustainable Development Goals, the Government has highlighted the close alignment between Vision 2025 and the 2030 Agenda, and submitted its First Voluntary National Review in July 2017.

Jordan faces the two overarching developmental challenges of exclusion and vulnerability. Socioeconomic vulnerabilities vary widely between the 12 governorates, especially in terms of local economic development and concentration of urbanized poverty. Exclusion is also reflected in citizens' lack of trust in governmental institutions and limited participation in decision-making processes. Vulnerability to socioeconomic challenges and political exclusionary factors, coupled with the impact of overspill from regional instability, has exacerbated risks to social cohesion and citizen-state relations and intensified concerns over the threat to Jordan's sustained peace and human security. In addition, there are precarious levels of environmental fragility: Jordan has extreme water scarcity and drought risks, threats to fragile ecosystems on land and in the sea, the degradation of arable land and desertification, the impact of rapid demographic growth and urbanization, and dependency on imported, non-renewable and inefficient energy sources.

As outlined in Vision 2025 and other policy initiatives, such as the King's Discussion Papers, the Government has taken important steps towards addressing these developmental challenges. The Jordan Response Plan and the Jordan Compact provide a structured approach to addressing impacts

from the crisis in the Syrian Arab Republic. The Economic Growth Plan, 2018-2022, and a new framework for decentralization seek to accelerate local economic development. Jordan has also sought to target opportunities for green growth and the green economy through more effective use of energy sources for local development and lower energy costs. The Government had set up the Integrity and Anti-Corruption Commission to develop accountability measures and build institutional confidence. Through the National Youth Strategy (2019-2025) Jordan made a clear commitment to increase inclusion of youth in decision-making at all levels and as key players to sustain peace and social cohesion. Youth in Jordan amount to 35.78% of Jordanian society. During preparations for the First Voluntary National Review, the Government facilitated multi-sector consultations and engagement with stakeholders, identifying that further effort is needed to assist in the integration and monitoring of Goal indicators and in the implementation of relevant policies and programmes at national and subnational levels.

As outlined in the Country Programme document for Jordan (2018-2022), UNDP delivers direct policy and technical support to provide effective solutions to the development challenges of exclusion and vulnerability. In partnership with the Government, United Nations organizations, development partners, private sector, civil society and local communities, UNDP targets members of marginalized and vulnerable groups (including women, youth, persons with disabilities, residents of host communities and refugees) at both national and local levels, including areas most heavily impacted by crises, to ensure no one is left behind. UNDP engages closely with national institutions and civil society in the design and implementation of programmatic interventions. UNDP also supports the coherence and complementarity of the collective work of all United Nations organizations in Jordan, and will engage in joint programmes and programming wherever relevant and effective to achieve results.

To achieve enhanced inclusion of citizens and reinforce social cohesion in line with Goal 16, UNDP will continue to build on its trusted leadership role in developing effective mechanisms for sustaining peace and human security at national and community levels and for fostering trust between citizens and state institutions. UNDP supports national partners, including ministerial committees, inter-agency task forces and community based organizations, in defining and scaling up strategic policy on social cohesion, including opportunities for enhanced access to justice and frameworks for legal aid and community policing. Through grassroots initiatives that strengthen the capacities of critical partner institutions to engage at-risk communities, UNDP assists in creating an enabling space to promote inclusion and provide a voice for marginalized groups, and on issues such as gender-based violence. The establishment of a national non-governmental organizations (NGOs) platform on preventing violent extremism will promote peer-to-peer engagement and knowledge sharing through collaborative conflict development research and toolkits.

In line with Goals 5 and 16, UNDP and UN-Women signed a Memorandum of Understanding on 1 July 2020 to set the grounds for a joint programme to address exclusion of women from political and decision-making processes and promote inclusive participation in responsive, representative decision-making at all levels. UNDP works with Parliament and elected subnational bodies in enhancing democratic oversight and improved legislation relevant to the achievement of the Goals and in facilitating opportunities for committees to consult with citizens, especially youth.

Also in line with Goal 16, UNDP will address resilience and inclusion through efforts to contribute to building effective, accountable and transparent governance institutions at all levels. Specifically, this will include work in partnership with the Ministry of Interior (MOI) and the Ministry of Local Administration (MOLA) to build the effectiveness of decentralized systems and institutions in identifying and responding to the needs and priorities of citizens, especially women and youth.

UNDP continues to use its comparative advantage as convener for the Goals to advocate for stakeholder support to and engagement in Agenda 2030. Within this advocacy approach, and in collaboration with United Nations organisations, UNDP will continue to make vigorous interventions to support Jordan's youth strategy and to promote gender equality, women's empowerment, human rights, the rule of law, health and partnerships. UNDP is uniquely placed to play a strategic role in supporting coordination and policy guidance of the country's development agenda. It will promote cross-disciplinary, multi-sector collaboration in addressing complex development challenges, such as through "collective impact" methodologies fostering thematic and methodological innovation, and promoting transferability of skills and lessons learned to national partners, ensuring their autonomy in addressing future challenges.

Within just six months, the coronavirus disease (COVID-19) had disrupted billions of lives and endangered the global economy. By early July, the number of COVID-19 cases had surpassed 10 million, with more than 500,000 recorded deaths. As we enter the second half of 2020, the world is set for the deepest global recession since the second world war, and the broadest collapse in per capita incomes since 1870. In this context, the overarching aim of the UN's Socio-Economic Framework for COVID-19 (July 2020) response in Jordan is to support the government's efforts to mitigate and respond to the COVID-19 pandemic through three mutually supporting tiers: 1) support to the health response; 2) humanitarian assistance for refugee populations in camps, in urban settings and vulnerable host communities; and 3) mitigating the socio-economic impact of COVID-19 by scaling up the UN's development response in Jordan. The three tiers operate within the UN Jordan's existing humanitarian and development coordination structures, inclusive of government, non-governmental organizations (NGOs), the international community and national partners in Jordan. Only by emphasizing an approach that supports 'Recovering Better', will institutions and communities be better prepared to cope with future shocks and be able to seize new opportunities that can make people's lives better, more prosperous and more equal, in line with Agenda 2030.

In line with the UN's offer, UNDP's prepare, respond, and recover offer, expands the UNDP response, building on lessons learned since March and encompassing UNDP's socio-economic role. The current global UNDP offer Beyond recovery: towards 2020, was designed to help decision-makers make choices and manage complexity during uncertainty in four integrated areas. These four integrated areas were identified and prioritized by UNDP by mapping immediate and emerging demands from our partners on the ground against the seven tipping points that set a pathway beyond recovery, towards 2030. The four areas are governance, social protection, green economy, and digital disruption.

In this context, UNDP Jordan is looking for a consultant who will engage with the Inclusive Participation and Institutional Strengthening Pillar's Team members to draft the four-year e Programme Strategy in alignment with the current Country Programme Document, the United Nations Sustainable Development Framework, the UNDP global strategies for COVID-19 recovery and the relevant national strategies and plans.

UNDP Jordan Country Office "Inclusive Participation and Institutional Strengthening Pillar - Governance (G16)" promotes peaceful and inclusive societies for sustainable development, provides access to justice for all and builds effective, accountable and inclusive institutions at all levels, which helps to drive economic growth for people's well-being. The G16 vision aims at enhancing **transparent** and **accountable** processes to **foster greater trust in Government** through digital tools, inclusive financial systems, environmental governance, leaving no one behind. To achieve this the country programme will work on two focus areas:

**Focus Area 1:** Financial, Environmental and Digital Governance. Consolidate good governance by modernizing public institutions through the expansion of digital solutions and introducing the concept

of environmental governance while enhancing transparency and accountability by way of strengthening the tax and financial systems.

- Enhancing the Government of Jordan's service delivery, integrating digital systems at local level to prepare, respond and recover.
- Support to green and technological democratic processes (T-Eco elections) leaving no one behind.
- Gender focused, Green and inclusive public finance.
- Reinforcing digital solutions addressing gender divide, literacy and tax payments.
- Public Expenditure review

**Focus Area 2:** Societal transformation. Support to an inclusive governance approach taking into account the rule of law, gender and youth participation as well as vulnerable groups, through the support of accountable and transparent policies engaging whole-of-society and the whole of government reducing Inequalities and changing perceptions

- Tackling social norms to overcome gender inequalities and realize Gender Justice
- Enhancing women's political participation and under representation in public life.
- Multi-sectoral community security and social cohesion
- SDG mainstreaming and localization to accelerate implementation of the 2030 Agenda for Sustainable Development
- Promoting an enabling environment to increase all citizens' active participation in decision making at all levels.

None of the SDGs can be fully realized on its own, and the goals depend on each other. Therefore, the G16 programme will take in consideration the SDG 16+. This approach considers SDG16 not only a goal but also an essential enabler for the achievement of all other goals. It provides an important framework to accelerate the 2030 Agenda.

The G16 programme document (2020-2024) is to be prepared through internal consultations, analytical review of key data and reports, and upon consultations with governmental counterparts and key national and international development partners on the key thematic areas. It will include: a Governance programme rationale, based on past performance, lessons learned, and theories of change; Governance programme priorities and partnerships, including defining key strategic outcomes and alignment with the CPD, UNSDF and UNDP COVID-19 strategic plans; programme and risk management, to achieve programme efficiency and effectiveness in the pursuit of development results; monitoring and evaluation of programme implementation; and development of the relevant results and resources framework.

Starting from September 2020, the G16 Programme Document formulation process will enter the key phases of (i) concluding the desk review, key informative interviews, data analysis and TOC process (ii) definition of governance programme priorities (iii) conduct of relevant consultative processes and (iv) finalisation of the drafting process. It is envisaged that these key phases will be completed by 15 October 2020. To provide expert support during this process, UNDP Jordan seeks a Consultant who will engage with the Country Office Inclusive Participation and Institutional strengthening team in all related areas.

### **Scope of the assignment:**

The key tasks for which the Consultant will be responsible are as follows:

- Conduct a desk review, conduct key informative interviews and analyse key developmental data relevant to the governance thematic areas in Jordan

- Facilitate and participate in meetings, workshops and consultations with different stakeholders to discuss and analyse the key thematic issues and practices for the new Governance Programme Document, including sessions to conduct problem analysis, formulate Theory of Change;
- Prepare a first draft of the document and related annexes/attachments in line with the stipulated corporate guidance and template, ensuring alignment with the Current CPD, UNSDF, UNDP COVID-19 recovery plans and related strategies and plans of the Jordanian Government, drawing on the outcomes of the problem analysis and the background documents gathered during the data collection and synthesis stage of the document preparation; and
- Finalize the draft after consultation and validation with key stakeholders and final comments from UNDP Jordan governance pillar and management.

### Expected Outputs and Deliverables

The consultant is expected to draft the G16 Programme document with the following contents:

	<b>Deliverables</b>	<b>% of payment (US\$)</b>	<b>Target date</b>
1.	Development Challenge/ Governance Programme Rationale;	20%	11 days
2.	Strategy (including ToC)	10%	4 days
3.	Governance Programme Priorities and Partnership;	20%	3 days
4.	Programme and Risk Management;	10%	3 days
5.	Results, partnerships and Resources Framework (RRF);	20%	4 days
6.	Project management	10%	2 day
7.	Monitoring and Evaluation plan	10%	3 days
	<b>TOTAL</b>	<b>100%</b>	<b>30 days</b>

### Institutional Arrangements

- The Consultant will report to the UNDP Jordan Deputy Resident Representative
- The Consultant will work closely with the UNDP Jordan Inclusive Participation and Institutional Strengthening Team Leader, including team members assigned to support the drafting process
- The Consultant will also consult with the Resident Representative and members of the UN Country team and UNDP Hub of the Regional Bureau for Arab States.
- The Consultant will be provided with temporary working space in the UNDP CO as and when necessary. The IC is responsible for his/her own computer, but can use UNDP CO printing facilities as well as internet access as needed, while on the UNDP premises.
- The assignment is in Amman, and no travel outside Amman is envisaged

## **Competencies**

- Strong understanding of the process for the formulation of the related UNDP programming standards and principles;
- Ability to organize and interpret data and present findings in both oral and written form;
- Plans and produces quality results to meet established goals;
- Ability to meet deadlines in a timely fashion;
- Demonstrates strong writing skills. In particular, has the ability to present persuasive, coherent and well-founded arguments and make messages accessible to a broad audience;
- Strong ability to lead and facilitate complex discussions and arrive at conclusions;
- Ability to translate strategic thinking and innovative ideas into practical operational recommendations;
- Solid research, analytical and presentation skills;
- Excellent interpersonal, communication skills;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Demonstrates strong knowledge of Monitoring and Evaluation
- Substantive knowledge of development issues in the Arab region and Jordan
- Substantive knowledge of issues related to UNDP practice areas: Democratic Governance, Energy and Environment, Sustainable Economic Development and Social Strategies, SDG attainment, Crisis Prevention and Recovery, Gender mainstreaming and Capacity Development will be an asset.
- Ability to write reports and prepare and deliver presentations.

## **Required Skills and Experience**

### *Education:*

- Advanced university degree (Master Degree or above) in economics, political science, social sciences, or other relevant disciplines, with proven track record in programme development and advanced social research and analysis.

### *Experience:*

- At least 10 years of relevant professional experience and solid experience in programme development and implementation related to UNDP practice areas;
- Prior experience in formulation of a UNDP Country Programme or UN Agency country programme document.

### *Language:*

- Fully proficient in English and Arabic languages, spoken and written;

## **CRITERIA FOR SELECTION OF BEST OFFER**

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

- a) Being responsive/compliant/acceptable, and
- b) Having received the highest score based on the following weight of technical and financial criteria for solicitation as per the schedule below:

\* Technical criteria weight: 70%

\* Financial criteria weight: 30%

Only candidates obtaining a minimum of 49 points (70%) in the technical evaluation shall be considered for the financial evaluation.

Of those offers considered in the financial evaluation, the lowest price offer will receive 30 points. The other offers will receive points in relation to the lowest offer, based on the following formula:  $(P_n / P_l) * 30$  where  $P_n$  is the financial offer being evaluated and  $P_l$  is the lowest financial offer received.

criteria	Maximum points
Advanced university degree (master's degree or above) in economics, political science, social sciences, or other relevant disciplines	20%
A minimum of five (10) years of functionally related relevant professional experience.	20%
Prior experience in formulation of a UNDP Country Programme or UN Agency country programme document.	10%
Prior experience of working in Jordan or in Arabic-speaking countries.	10%
Communication skills, research and analytical skills, familiarity with international assessment toolkits.	10%
Financial offer, submitted in accordance with the price schedule set out in the procurement notice	30%

## IX. DOCUMENTS TO BE SUBMITTED

Interested consultants are invited submit the following documents/information to be considered:

1. Offeror's letter, as per the attached form
2. Personal History Form (P-11), including 3 references
3. Technical proposal
  - i. Explaining why they are the most suitable for the work
  - ii. Providing a brief methodology (not more than 3 pages) on how they would approach and conduct the work.
4. Financial proposal in accordance with the attached schedule

Please submit above information no later than SEPTEMBER 10, 2020, at 18:00 hrs (Jordan time) by email to: [ic.jo@undp.org](mailto:ic.jo@undp.org), with subject: **(Consultant on Governance Programme Document 2020-2024)**

Approved by:

Majida AlAssaf

Deputy Resident Representative 

Sara Ferrer Olivella

Resident Representative 