Project Document

Government of the Republic of Yemen
United Nations Development Programme

Atlas Award ID: 00049645

Strengthening the Capacity of the Media and CSOs in Transparency Advocacy

Narrative

In order to further increase the momentum of the anti-corruption drive within Yemen, this project will support the role of civil society in advocating for greater transparency through two components:

1 - Capacity strengthening, networking, and elevation of standards of journalists at the national level to promote the exchange of independent and pluralist information on corruption issues.

2- Training in public resources monitoring techniques and awareness raising among NGOs in five governorates on the concept of access to information to enable them to devise access to information advocacy strategies at the governorate level.

UNDAF Outcome:	Enhanced transparency & accountability of public institutions and participation of all constituencies in systematic national and local decision-making within the scope of international treaties ratified by the Republic of Yemen.
Expected CP Outcome:	Enhanced national capacities to demand and deliver transparency and accountability of public officials.
Expected CPAP Output:	Strengthened civil society capacity for meaningful participation in allocation and use of public resources.
Implementing Partner:	UNDP
Responsible Parties:	Selected CSOs

Programme Period:	2007-2011
CPAP Programme Component:	Democratic Governance
Project Title:	"Strengthening the Capacity of Media and CSOs in Transparency Advocacy"
Atlas Award ID:	**00049645**
Start date:	July 2008
End Date:	April 2009
PAC Meeting Date:	29 March 2008

Total budget:	$400,000
Total allocated resources:	$400,000
• Regular	$200,000
• Other:	
○ DGTTF	$200,000

Agreed by	Signature	Date	Name and Title
itry of ning and national peration		7 July 08	H.E. Mr. Abdul Karim Ismail Al-Arhabi Deputy Prime Minister, Minister of the Ministry of Planning and Int'l Cooperation
eme National Corruption mission		7 July 08	H.E. Ahmed Al Anisi Chairman of Supreme National Anti-Corruption Commission
d Nations lopment ramme P)		7 July 08	Mr. Selva Ramachandran UNDP Resident Representative, a.i.

fficial rate of exchange at the time of signature US $ 1.00 = YR 199.60

Situation Analysis

There is general agreement between the Government of Yemen and its development partners that a key underlying cause of sub-optimal development outcomes is governance failures, which have resulted in corruption and mismanagement of public resources at all levels of government. The PRSP and MDG Needs Assessment reports both highlight the importance of progress in governance.

According to Transparency International's corruption perception index, Yemen ranks 131 out of 180 countries, and 10th out of 14 Middle Eastern countries measured. The Government of Yemen recognizes the detrimental effects of corruption on development, and has consequently established a Supreme National Authority to Combat Corruption (SNACC). Moreover, the Parliament's Constitutional Committee has been studying a draft access to information law since September 2007.

While the larger donor community (World Bank, GTZ, USAID, DFID) in Yemen is supporting the institutional capacity building of the Supreme National Authority to Combat Corruption (SNACC), the potential role of civil society in tackling corruption has received less attention. The World Bank plans to initiate investigation training courses for different government entities including SNACC, the Central Organization for Control and Audit (COCA) and the Police Academy. USAID on the other hand will organize for SNACC members training and study tours to Malaysia and Indonesia.

Project Strategy

In order to further increase the momentum of the anti-corruption drive within Yemen, this project will support the role of civil society[1] in advocating for greater transparency in policy processes. The project will contribute to achieving UNDP's Country Programme Output on *Enhanced national capacities to demand and deliver transparency and accountability of public officials.* The project has two interrelated components which are in line with UNDP's Practice Note on Access to Information (October 2003):

1 - Capacity strengthening, networking, and elevation of standards of journalists at the national level to promote the exchange of independent and pluralist information on corruption issues.

2- Training in public resources monitoring techniques and awareness raising among NGOs in five governorates on the concept of access to information to enable them to devise access to information advocacy strategies at the governorate level.

Two target groups have been identified as having the potential to influence public opinion and provide input to the transparency agenda in Yemen. The first target group is journalists, who by receiving training in anti-corruption investigative skills will enable the media to perform its watchdog role in a more professional and effective manner. The project will focus on journalists from the print media, as it is a media form that is relatively independent in Yemen. It is well understood, that given the high illiteracy rate in the country, the official audiovisual media sector needs to play a role in transparency advocacy as well. Therefore, the project will in consultation with SNACC, work with TV and radio producers to develop and broadcast a series of innovative public awareness messages on public television and local radio stations.

The second target group is non-governmental organizations. Raising awareness on the concept of access to information and building capacity in public resources monitoring techniques will empower these organizations to participate effectively in policy making processes such as governorate level development plans. The project will target five non-governmental organizations in five governorates. The selection of the targeted governorates will be conducted in consultation

[1] The term civil society organization (CSO) encompasses a wide variety of organizations engaged in development work. CSO's comprise the full range of formal and informal organizations within civil society: NGOs, community based organizations, indigenous people's organizations (IPOs), academia, journalist associations, faith-based organizations, trade unions, and trade associations, for example. (UNDP Policy of Engagement with Civil Society, 2001)

with UNDP's Decentralized Local Development Support Programme (DLDSP) in order to find synergies with the DLDSP's community mobilization efforts. The project will also seek synergies with UNDP's Public Finance Management Project which focuses among other things on the availability of public information.

In order to increase the number of elected officials willing to engage with the broader public, elected governorate officials will be trained on their public roles and how to effectively engage with their constituents by briefing the constituents on development plans and answering questions posed by the media. The project will facilitate public forums in five governorates, featuring government officials and civil society discussing topics related to the distribution and use of public resources, access to information and transparency issues important to the specific governorate. The forum may also focus on a particular development issue chosen by the participants; such as health facilities, water, education etc.

Yemen being a state party to the United Nations Convention against Corruption (UNCAC), this project will support Yemen in adhering to Article 13 (Participation of Society) of the Convention, which states:

Each State Party shall take appropriate measures, within its means and in accordance with fundamental principles of its domestic law, to promote the active participation of individuals and groups outside the public sector, such as civil society, non-governmental organizations and community based organizations, in the prevention of and the fight against corruption and to raise public awareness regarding the existence, causes and gravity of and the threat posed by corruption. This participation should be strengthened by such measures as:

(a) Enhancing the transparency of and promoting the contribution of the public to decision-making processes;

(b) Ensuring that the public has effective access to information;

(c) Undertaking public information activities that contribute to non-tolerance of corruption, as well as public education programmes, including school and university curricula;

(d) Respecting, promoting and protecting the freedom to seek, receive, publish and disseminate information concerning corruption. That freedom may be subject to certain restrictions, but these shall only be such as are provided for by law and are necessary:

(i) For respect of the rights or reputations of others;

(ii) For the protection of national security or ordre public or of public health or morals.

Partnership Strategy

This project is demand driven and has been formulated in consultation with SNACC, and with the Yemeni Women Media Forum (NGO). UNDP will establish with SNACC a Consultative Committee on the role of CSOs in transparency advocacy. The Committee's role will be to ensure that the project does not duplicate other activities, as well as coordinate with government bodies to facilitate the work of CSOs involved in the project.

As part of the needs assessment, the project will partner with a research institute to conduct a baseline study on quality dimensions of reporting on corruption in print, web, and audiovisual media. The project will also facilitate a half day stakeholder meeting with the Consultative Committee to ensure that SNACC, journalist trainees and the five selected CSOs can provide input on key issues that the training needs to include.

For the first component of the project, UNDP envisages to partner with an international NGO to build the capacity of the Yemeni Women Media Forum (YWMF) to strengthen their leadership in sustaining the network of newly trained investigative journalists, increasing the momentum generated by the project.

For the second component of the project, UNDP envisages to partner with a local or international NGO to work with the CSOs on access to information at the local level.

Within the framework of this project UNDP will also seek to bolster South-South Cooperation by exploring the possibility of organizing a field trip to Yemen for a representative of Mazdoor Kisan Shakti Sangathan (MKSS). MKSS is a pioneering grassroots social movement in rural India that brought about the Right to Information Act. Bringing MKSS representatives to Yemen will enable local NGOs to learn from the Indian experience in advocating for access to information.

I. ANNUAL WORK PLAN BUDGET SHEET

Year: July 2008- April 2009

EXPECTED OUTPUTS *And baseline, associated indicators and annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in US Dollars
Output 1: Strengthened civil society capacity for meaningful participation in allocation and use of public resources and commons **Baseline**: 0 **Indicators**: Number of CSOs trained to undertake monitoring the use of public resources. **Targets: 5 (2011)** **Related CP outcome**: Enhanced National capacities to demand and deliver transparency and accountability of public officials.	**1. Activity Result:** Project implementation structure set up, and trainers recruited. - Activity Action: Recruit National Project Manager. - Activity Action: Office space. - Activity Action: Advertise the training to national journals and select 30 trainees (At least 15 women). 20 print journalists, 2 audiovisual journalists from 5 Governorates. - Activity Action: Recruit 1 international trainer and 1 regional trainer for journalist TOT. - Activity Action: Recruit consultant for CSO access to information training.	X				UNDP	20009 20009 20009 20009 20009 20009 20009 20009 20009 20009 20009	71200 - Int'l Consultants 71300 – Local Consultants 71400 – NPM 71600 – Travel/Training 72200 – Office Equip 72400 – Communication 72500 – Supply 72800 – IT Equipment 73400 – Rental IT Equip 74200 – Printing & Prod. 74500 - Sundry Sub-total	110,000 13,500 20,000 15,000 2,000 1,200 10,000 7,200 3,000 15,000 3,100 **200,000**

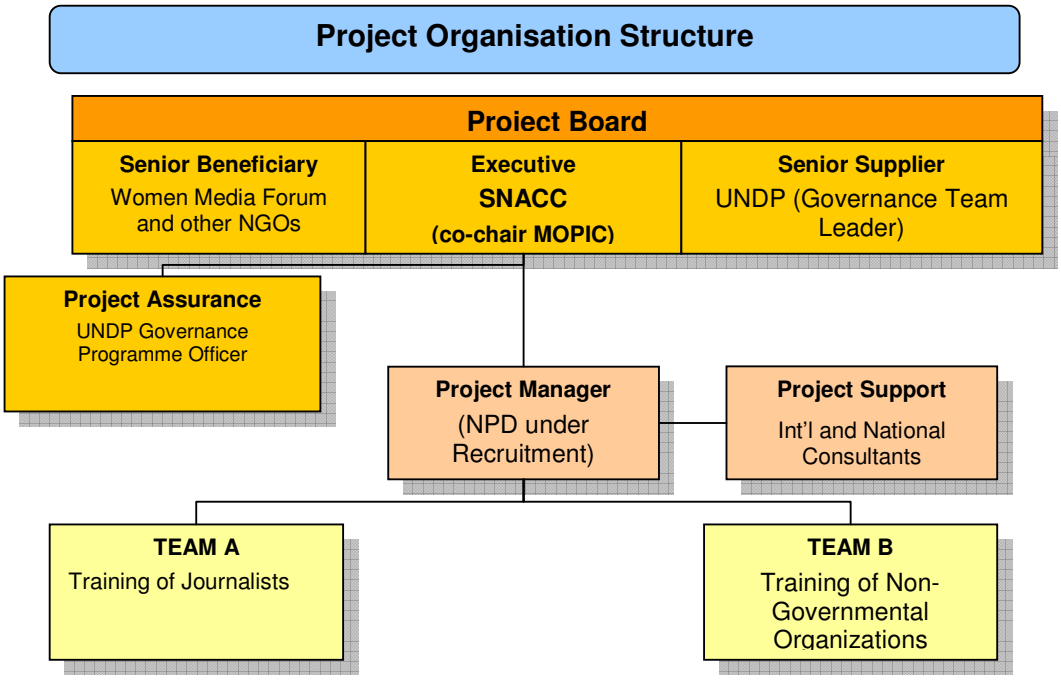
EXPECTED OUTPUTS *And baseline, associated indicators and annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in US Dollars
	2. Activity Result: 30 Journalists trained on TOT for anti-corruption investigative journalism. - Activity Action: Conduct a training needs assessment, and organize 1/2 day stakeholder meeting with SNACC, journalist trainees and 5 NGOs. - Activity Action: Commission a baseline study on quality dimensions of reporting on corruption in print, web, and audiovisual media. - Activity Action: Devise a training curriculum. - Activity Action: Conduct four six day trainings. Two in Sana'a, and two in Aden. - Activity Action: Devise a training resource kit and put course material on CD and disseminate among participants at the end of training.		X	X	X			71200 – Int'l Consultant 71300 – National Cons. 71600 – Travel/Training 72400 - Communication 74500 – Sundry Sub-total	13,000 6,000 20,000 1,000 2,400 **42,400**

EXPECTED OUTPUTS *And baseline, associated indicators and annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in US Dollars
	3. Activity Result: 5 CSOs trained in public resources monitoring techniques. - Activity Action: Devise CSO selection criteria. - Activity Action: Identify appropriate CSOs in Aden, Hadramout, Taiz, Hodeida, Sana'a. - Activity Action: Conduct 15 day training for 30 CSO representatives on monitoring techniques, national corruption law, UNCAC, and the concept of access to information. - Activity Action: Access to information training. - Activity Action: Fund raising training for future activities.			X	X			71200 - Int'l Consultant 71300 – National Cons. 71600 – Travel/Training 72400 - Communication 74325 - Security 74500 - Sundry Sub-total	15,000 8,000 19,000 1,000 1,000 1,500 **45,500**
	4. Activity Result: Local access to information advocacy strategies drafted. - Activity Action: Provide trained CSOs with a $5000 grant to conduct access to information advocacy campaigns at the governorate level.			X	X			72600 – Grant 72400 - Communication 74325 - Security 74500 – Sundry Sub-total	25,000 1,000 1,000 1,000 **28,000**

EXPECTED OUTPUTS *And baseline, associated indicators and annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in US Dollars
	5. Activity Result: Five Governorate elected officials and radio stations trained for 5 transparency public forums. - Activity Action: Provide 5 digital workstations and training for local radio stations to cover the public forum discussions. - Activity Action: Conduct one day leadership and media training in five governorates with elected officials. - Activity Action: Convene in five Governorates a moderated transparency panel discussion/forum featuring government officials and civil society.							71200 – Int'l Consultant 71300 – Nat. Consultant 71600 – Travel/Training 72400 – Audio Visual Equip 74500 – Misc. Expenses Sub-total	16,000 2,000 12,600 18,000 2,000 **50,600**
	6.Activity Result: Transparency PSAs broadcast on TV and radio for six months. -Activity Action: Develop with national TV and radio a series of six PSAs for broadcast				X			71200 – Int'l Consultant 71300 – Nat. Consultant 71600 – Travel 74200 – Audio Visual Material Sub-total	9,000 2,000 3,000 19,500 **33,500**
TOTAL								**Grand Total**	**400,000**

II. MANAGEMENT ARRANGEMENTS

The project organisation structure will be the following:



A **Project Board** will be established to oversee the implementation of the project. The Project Board will be chaired by the Supreme National Authority to Combat Corruption (SNACC) and representatives will include UNDP and selected NGOs. The Project Board should meet at least once every four months.

Given that the project addresses transparency issues, the Supreme National Authority to Combat Corruption (SNACC) will act as the **Executive** of the Project Board. The Executive represents the national ownership of the project. The Ministry of Planning and International Cooperation (MOPIC) will act as co-Chair of the Project Board. UNDP's Governance Team Leader will act as a **Senior Supplier**. The Senior Supplier is the individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project. The Women Media Forum and NGOs will act as **Senior Beneficiary**. The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the board is to ensure the realization of project results from the perspective of journalists and NGOs.

The project will be implemented by UNDP (Direct Implementation). UNDP will be in charge of recruitment and procurement activities and ensure that activities are delivered according to agreed upon plans and in accordance with UNDP rules and regulations. Cost sharing funds will be channelled through the UNDP bank account and funds will be managed by UNDP.

A UNDP Programme Officer will act as **Project Assurance.** The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.

A National Project Director will be recruited to act as a **Project Manager**. The Project Manager will have the authority to run the project on a day to day basis on behalf of UNDP. The Project Manager is appointed by UNDP and his prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Technical **Project Support** to the Project Manager will be provided by international and local consultants.

III. MONITORING FRAMEWORK AND EVALUATION

Suggested text to be adapted to project context

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: : Strengthened civil society capacity for meaningful participation in allocation and use of public resources and commons		
Activity Result 1 (Atlas Activity ID)	Project Implementation Structure	Start Date: End Date:
Purpose	To set up project implementation structure and recruit trainers	
Description	Refer to Annual Work Plan	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
ToRs of Project Manager	Programme Officer interview	
ToRs of Trainers	Project Manager Interview	

Activity Result 2 (Atlas Activity ID)	30 Journalists Trained	Start Date: End Date:
Purpose	Train journalists on TOT for anti-corruption investigative journalism	
Description	Refer to Annual Work Plan	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Successful completion of training	Data Source: Training feedback forms	one month after
Number of quality investigative articles published or broadcast by trained journalists	Data Source: Review of published work by training attendees. Print articles or radio programs written and produced by trained journalists utilize the techniques learned in the training as determined by a combination peer review and listener/reader focus groups	Three months after training course and the end of the project evaluation

Activity Result 3 (Atlas Activity ID)	5 CSOs Trained	Start Date: End Date:
Purpose	Capacity building in public resources monitoring techniques	
Description	Refer to Annual Work Plan	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has*	**Date of Assessment** *When will the assessment of quality be performed?*

	been met?	
Successful completion of training.	Data Source: training evaluation forms Participants score highly on post-training test.	End of the training
Evidence training content is useful to participants	Data Source: Review of monitoring plans. Participant CSOs devise public resource monitoring plans	Three months after the training and the end of the project evaluation
Evidence CSOs effectively put into action what they learned in the fundraising training	Data Source: Fundraising plans. Participant CSOs develop fundraising plans	Three months after the training and the end of the project evaluation

Activity Result 4 (Atlas Activity ID)	CSO access to information advocacy strategies drafted.	Start Date: End Date:
Purpose	Draft access to information strategy at the governorate level	
Description	Refer to Annual Work Plan	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Evidence CSOs effectively raise public awareness in their governorate on the importance of an access to information law	Data Source: Community focus groups, review of local access to information advocacy plans. As determined by CSOs and based on their own indicators for success, reports on the execution of their advocacy strategy, and through focus groups with targeted communities	Periodically with CSO reports and the end of project evaluation
Evidence CSOs effectively participate in public policy dialogues and public resource monitoring at their governorate level	Data Source: CSO annual reports and relevant media coverage. CSOs provide input into governorate level policy making as determined by CSO reports and an independent evaluation of CSO activities and outcomes	Periodically with CSO reports and the end of project evaluation
Evidence that CSOs have raised a broader public awareness in their governate and or nationally of the right to information and the importance of accountability in public resource allocations	Data Source: Field surveys in among community groups exposed to CSO advocacy campaigns. Focus groups feedback in sample communities.	Periodically upon completion of CSO advocacy campaign and at the end of project evaluation.
Successful media coverage of CSO access to information advocacy campaigns	Data Source: Media coverage provided by CSOs Each CSO's advocacy efforts covered at least once by local and/or national media	Three months after the training and the end of project evaluation

IV. LEGAL CONTEXT

This programme document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on 11 April 1977 and reconfirmed by the Republic of Yemen on 22 May 1990. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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

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

The following type of revision may be made to this programme document with the signature of the UNDP's RR, provided he or she assured that the other parties involved in the programme have no objections to the proposed changes:

i. Revisions in, or addition of, any of the annexes of the programme document
ii. Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the programme, but are caused by the rearrangement of inputs already agreed to or by cost increased due to inflation.
iii. Mandatory annual revisions which reface delivery of agreed programme inputs, agency expenditure flexibility, and
iv. Semi-final and final budget revisions based on Combined Delivery Reports (CDRs) signed by the National Programme Manager
v. Semi-final and final budget revisions based on Combined Delivery Reports (CDRs) signed by the Programme Manager

ANNEX 1: RISK ANALYSIS

OFFLINE RISK LOG

(see Deliverable Description for the Risk Log regarding its purpose and use)

Project Title: Strengthening the Capacity of Media and CSOs in transparency advocacy.	**Award ID:**	**Date:**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of local capacity to conduct training for journalists and NGOs	9.2.08	Operational	Enter probability on a scale from 1 (low) to 5 (high) P = 3 Enter impact on a scale from 1 (low) to 5 (high) I =5	SURF, Oslo Governance Centre contacted for advice on where to recruit appropriate trainers.	Project Manager	Maruan El Krekshi (UNDP)	When was the status of the risk last checked *(In Atlas, automatically recorded)*	no change
2	Sustainability due to lack of funding upon completion of project	9.2.08	Strategic	If fund raising capacities of beneficiaries is reinforced, the sustainability of the project output will be very limited. P = 4 I = 5	Before closing the project beneficiaries need to be supported in formulating a fund raising strategy.	Project Manager			
3	Uncertainty on the leverage of		Political	SNACC is currently located at the	The role of SNACC in the project is				

	SNACC in pushing forward the transparency agenda.			Presidential Palace. This may be viewed as strong political signal in its favour or as way of keep it under control of the President. P =2 I = 5	confined to a consultation role. Most activities will be conducted with civil society.				

ANNEX 2: Terms of Reference – National Project Manager

Title of Post: National Project Director

Project Title: Strengthening the Capacity of the Media and CSOs in Transparency Advocacy

Duty Station: Sana'a

Duration: 1 year

Background

In order to further increase the momentum of the anti-corruption drive within Yemen, this project will support the role of civil society in advocating for greater transparency in policy processes. The project will contribute to achieving UNDP's Country Programme Output on *Enhanced national capacities to demand and deliver transparency and accountability of public officials.* The project has two interrelated components which are in line with UNDP's Practice Note on Access to Information (October 2003):

1 - Capacity strengthening, networking, and elevation of standards of journalists at the national level to promote the exchange of independent and pluralist information on corruption issues.

2- Training in public resources monitoring techniques and awareness raising among NGOs in five governorates on the concept of access to information to enable them to devise access to information advocacy strategies at the governorate level.

Duties and Responsiblities

- Provide leadership and strategic thinking to ensure proper implementation of project activities
- Overall management and planning of the implementation of the project's activities and report progress to the Project Board.
- Recruit consultants to carry out training activities
- Manage and administer the day-to-day operations to ensure the effective implementation of the activities of the above mentioned project
- Initiate coordination with relevant ministries, national organizations, private sector companies and civil society initiatives where necessary
- Undertake all necessary financial arrangements, processes, request for authorizations, payments and ensure financial accountability
- Ensure that the Project Board convenes on a quarterly basis
- Act as Secretary of the Project Board.
- Prepare the work plan, quarterly, progress, annual reports and Terminal Report.
- Supervise all staff assignment and consulting agreements.
- Undertake any other related tasks at the request of the UNDP Programme Officer

Competencies

- Substantive experience working with CSOs, Media and transparency advocacy
- Demonstrates strong oral and written communication skills
- Sound experience in partnership building with clients and external actors
- Ability to lead strategic planning, results-based management and reporting
- Focuses on impact and result for the client and responds positively to feedback
- Demonstrates openness to change and ability to manage complexities

Qualifications and Experience

- At least 5 years significant working experience working with CSOs, international organisations or national administration.
- University degree, preferably a Master in Social Sciences, Public Administration, or other areas relevant to the assignment.
- At least 5 years of significant experience in project management gained with international organisations or in the public or private sectors.
- Proficiency in English and Arabic
- Excellent communication skills.
- Resourcefulness and strong networking skills

ANNEX III: Terms of reference Project Board

The Project Board will include a number of concerned groups below and will act as a planning body. The Board will be chaired by the Supreme National Commission to Combat Corruption (SNACC) and will be responsible for monitoring the project progress towards results. The Project Board meeting should be preceded by an agenda of such issues and should meet quarterly or as needed. Members should include representatives of the following organizations:

- SNACC
- UNDP
- Selected NGOs

The Project Board's Responsibilities:

1. Provide overall guidance and direction to the project.
2. Review and approve the annual and the quarterly work plan prepared by the project management.
3. Review work progress at the quarterly meetings to be held and follow-up on the project.
4. Provide recommendations and orientation to the project execution to solve any emerging issues.
5. Approve any changes needed during project implementation.
6. Advise on key strategic & policy issues
7. Develop a communications plan
8. Advise on follow up activities