

**Justification for a Substantive Budget Revision to the Social Contract Center Project
implemented with the Information and Decision Support Center (IDSC)**

February 2009

Award ID: 00045653 - Social Contract Center Project

Background Information

UNDAF Outcome(s): By 2011 Sate's performance and accountability in programming, implementing and coordinating actions, especially those that reduce exclusion, vulnerabilities and gender disparities are improved

Expected CP Outcome(s): Improved national capacity to design, apply and monitor pro-poor policies while addressing geographical disparities

Expected CPAP Output(s): Building the Capacity of IDSC for Governance Assessment and Monitoring

Implementing partner: Information and Decision Support Center (IDSC)

Responsible Parties: UNDP/IDSC/UNDP Oslo Governance Center

Duration of Activities: 2009-2011

Budget:	Total resources required	\$350,000
	Regular (TRAC):	\$75,000
	Other (Global Programme):	\$200,000
	Government:	\$75,000

Purpose of the Revision:

To introduce a new Output to the Social Contract Center project concerning Governance Assessments and Governance Indicators which is part of the **Global Programme on Capacity Development for Democratic Governance Assessments and Measurement**

Situation Analysis

The Government of Egypt acknowledges the need to assess and track progress in governance (human rights, democracy and accountability) as it is recognized as the missing link to the achievement of development results and to the attainment of the Millennium Development Goals (MDGs). The purpose of this initiative is to develop a set of governance indicators along the same lines as the data produced in National Human Development Reports measuring progress in human and social development.

Moreover, the Government of Egypt is convinced that socio-economic indicators alone will not suffice to ensure progress. Egypt needs to develop a clear understanding of the needed institutional set-up both on the level of ministries and national agencies as well as on the level of governorate governments, administrations and engagement with civil society and private sector on the ground.

The Egyptian Government has committed itself in its national development strategies and in the ruling party platform to poverty reduction and a rights-based approach to development. UNDP Egypt has supported this strategic vision with a series of national human development reports which presented a vision for a new social contract between government and citizens. This new vision also envisages a role for the private sector and civil society in order to achieve equitable development. The NHDR 2005 proposed 55 programs to achieve the MDGs in Egypt. The majority of these programs have been incorporated into the government's poverty reduction plans since then.

Without nationally-owned governance indicators built in national plans (and costed to the extent possible), the political and economic ramifications of inequality may go unnoticed. The purpose of such indicators will be to unveil the hidden costs of bad governance, to underline their formidable size, and to inform an evidence-based strategy on how to reduce the costs of bad governance. In the end, recovering the costs of bad governance will be a major investment in good governance.

In clear manifestation of commitment, the Information and Decision Support Centre (IDSC¹) of the Prime Minister's Office in Egypt has established a Social Contract Centre (SCC²) to monitor progress towards economic growth and social development, in partnership between government, citizens and the private sector in order to achieve a dignified life for and give voice to every Egyptian. The SCC housed in IDSC³ is an important step towards nationally owning and monitoring progress towards the achievement of the development plan that is guided by 55 specific development programs. The latter were outlined and costed in the 2005 NHDR in Egypt.

¹ Established in 1985. It is primarily financed by the state budget and strives towards intellectual independence and institutional autonomy. Has 500 employees and draws on the expertise of retired officials, academics and diplomats either as research staff or in advisory boards. Its objectives are (a) the support of public policies with state of the art policy relevant research and evidence based advice; (b) dissemination of findings; (c) foster societal debates on public issues; and (d) develop regional and global partnerships.

² The SCC's vision mirrors the vision provided by the EHDR 2005 emphasizing the need for a new Social Contract, i.e. a re-articulation of the relationship between the State and the citizens, CSOs and the private business sector.

³ This is a joint cooperation project between IDSC and UNDP.

SCC is based on a conviction that monitoring progress necessitates the development of a framework for measurement of both socio economic and governance indicators. Its main objectives are: (i) supporting and monitoring poverty reduction, developing a developmental and a rights based monitoring framework that captures and engages voices of the people; (ii) rebuilding trust between government and citizen through support to policies and programs that deliver equitably; (iii) fostering national consensus around concepts and implications of the social contract; and (iv) empower civil society by emphasizing the importance of their role, and of an enabling environment, of partnerships with state, parliament, media and private sector.

Egypt is also experiencing an increased interest in governance and the linkage between governance and development. This is exemplified by the interest in the Ministry of Administrative Development and Ministry of Investment for transparency, integrity and effectiveness of government. Both ministries are establishing new or strengthening existing monitoring and training units on these matters. There is also a heightened interest in legitimacy of government through increased citizen satisfaction with government's responsiveness to needs.

The interest in an evidence base on governance in Egypt is expanding. IDSC has been producing several policy briefs and reports summarizing findings from opinion polls it conducted. IDSC also produced Egypt's first nationally driven corruption perception index. This applies to governorates and sectors.

Other research institutes and think tanks in Egypt have been conducting polls and surveys on perceptions of political freedoms, though not institutionalized into regular exercises nor connected to household surveys or any other regular instrument of data collection and data management.

The timing for this intervention is opportune in light of the set up in early 2007 of the SCC at IDSC at the Prime Minister's Office. IDSC is considered as one of Egypt's leading statistical arms besides the Central Agency for Public Mobilization and Resources (CAPMAS). IDSC also acts as the Egyptian Cabinet Think Tank. Its mission is to impartially support the government decisions through advice on best policy scenario mix and analytical research to improve the socio-economic well-being of the Egyptian society

The purpose of this project is to conduct for the first time in Egypt governance assessments in order to develop a set of governance indicators. The project will initiate governance assessments and measurements in Egypt to develop national capacity to define and select governance indicators and data collection. The project will facilitate the institutionalization of this initiative through supporting the set-up of a Governance

Assessment Unit within the Information and Decision Support Center (IDSC). The project will be collaborating with the National Statistical Office, namely the Central Agency for Public Mobilization of Resources (CAPMAS), through raising awareness on the policy relevancy of governance assessments, indicators and data. This Unit will be hosted within IDSC.

The main objectives of IDSC include:

- Strategically identifying opportunities and challenges confronting the Egyptian Government in implementing its plans & agenda.
- Developing Regional and International networks/partnerships, to exchange know – how and research, which will result into the integration of international best practices in the government planning process and operations.
- Supporting of Policy makers through carrying out state-of-the-art policy research leading to solutions to the reform and developmental challenges facing Egypt.
- Disseminating our findings and views through a regular flow of publications and public events.

A SCC within IDSC was an important step towards nationally owning and monitoring progress towards the achievement of the development plan which is guided by 55 specific development programs outlined and costed in the 2005 Egypt Human Development Report (EHDR). This necessitates the development of a framework for measurement not only of socio-economic but also of governance indicators to monitor progress towards the creation of an enabling environment for achieving the MDG based 55 programs.

The SCC is currently working with a number of Departments within IDSC to provide first class policy advice and policy options, monitoring the implementation of the MDGs-based poverty action plan as proposed in the 2005 EHDR and adopted by the government as the national development plan. The Center is also coordinating with various stakeholders to define, develop and articulate a vision for a new social contract and a paradigm shift in state-citizen relationship, in Egypt, rooted in principles of democratic governance and modern concepts of citizenship.

By housing a **Governance Assessment Unit** at IDSC, the Unit will work closely with the Social Contract Center and in collaboration with the National Statistical Office as well as other statistical departments within IDSC to enhance information flow, data sets, etc... The Unit will be responsible to develop a framework for linking governance indicators to socio-economic indicators related to the 55 MDG policy programs in addition to studying and monitoring corruption in social service delivery.

As it stands, the main objectives of the SCC are: 1) to build national consensus on the concept, vision and development elements of social contract; 2) to monitor and disseminate information and assessments of progress towards the MDG Action Plan; 3) to help the

government ministries in developing policy options to ensure/maintain solid track record towards achieving the MDGs and poverty reduction; 4) make its resources available for capacity building purposes to the various development partners, at central and local levels, and stakeholders in implementing the various components of the MDGs action plan and monitoring the implementation of the social contract; 5) to support the harmonization and formulation of alternative policies.

By adding a **6th objective** or component to the existing project, the SCC will be able to complement the above objectives by monitoring progress and providing alternative policy advice as a result of conducting governance assessments to monitor Egypt's progress towards the achievement of the vision set out in the 2005 EHDR.

The development of governance indicators is essential in order to monitor the progress of the social contract implementation and feed into decision making process. This initiative will therefore build capacity within the Social Contract Center at IDSC to carry out this function by adding to the Center's existing structure a **Governance Assessment Unit**. The Center has already taken some positive steps in this direction by establishing a Governance Task Force made up of key government, civil society and academia concerned with good governance. This will allow Egypt for the first time to build its own set of governance indicators. The added value of having this Unit at IDSC and under the overall guidance of the Social Contract Center is that it will be able to liaise and create partnerships with several line Ministries in the process of mapping and developing governance assessment frameworks ensuring that the process is inclusive and participatory and serving the needs of a wide group of audience. The indicators developed will focus on three main axes relating to Human Rights; Participation; and Accountability.

Project Strategy

The project will initiate a country-led democratic governance assessment involving various national stakeholders, based on nationally agreed indicators of democratic governance and systemized data collection. Involving local actors, the assessment process will stimulate demand for governance information and a demand for greater accountability from government. The assessment will place special focus on marginalized and vulnerable groups. Country-specific and disaggregated indicators will help identify specific institutions and practices that perpetuate unfair and sub-standard provision of services to these groups.

The project will continue to strengthen the dialogue mechanism that the Social contract centre has provided between civil society and government on governance and sectoral work whilst taking advantage of entry points for aligning indicators to policy needs, including opportunities to work with the Social Cabinet. This requires creating win-win situations to secure buy-in, which sets the stage for actionable monitoring in the long-run. The development of the governance monitoring framework is expected by end of 2009 which

will measure five governance variables; Effectiveness, efficiency, transparency, sustainability and participation with regard to the 55 social contract programs.

The project will work to secure the necessary political platforms to strengthen uptake of indicators in policy. For example, hold a conference for establishing agreement to work on monitoring governance across sectors, securing buy-in from key ministries, committees and agencies, and establishing a common platform for conducting the work, e.g. in the form of a declaration. The project will also provide clear messages that are easy to communicate with regard to what will be measured after initial conference/workshop. The entire process will be consultative using the 10 sectoral Task Forces + Task Force on Governance established within the Social Contract Center for mainstreaming governance indicators in sectors, bringing both governance and sectoral expertise to the table also by using forum such as workshops/conferences and making good use of consultants to provide draft papers. Principles of national ownership, inclusive participation, in all steps of the development of the governance framework and indicators, will be upheld.

The project will rely on a set of useful knowledge products from the Global Programme on Democratic Governance include: Users Guide to public administration, local governance, corruption and gender sensitive service delivery as well as OGC's suggestive frameworks for participation and empowerment provide SCC with state of the art thinking / measurement tools and provides guiding principles for the development of an Egyptian measurement tool.

The national research team at the Governance Unit at IDSC will consult with policymakers early in the process to understand the sorts of questions they need to answer, and to agree on the most appropriate evidence that will help address these questions. The team will also identify early on the users of indicators to be produced such as planning officers in central/local agencies, elected representatives at local & national levels, etc. This will have a strong impact on the design of the assessment framework and the final set of indicators identifies.

IDSC has already a good history as a data producing body in Egypt, this will allow for enhanced credibility of the data produced, its reliability vis-à-vis policy makers and society at large.

Perhaps a survey can be conducted similar to that which was done in the Philippines with 150 policy-/decision makers, to assess their needs and attitudes with regard to existing national sources of governance data, and to help inform where new data needed to be generated.

The project will work to build partnership with Governance Centre of MOAD on public administration indicators and corruption indicators as well as consult with parliamentary standing committees for purposes of championing the governance assessment work. Using

IDSC polling expertise with MOAD's citizen complaints database and their ability to survey civil service opinions should be taken good advantage of.

On the operational side, a complete governance unit structure with hiring of a senior technical advisor will take place while enhancing the technical expertise of the Governance Unit and the Task forces through training workshops (OGC can support through the Governance Global Program)

Project activities and Outputs

The UNDP-IDSC project aims to achieve objectives that are in line with UNDP's Global Program, namely to enhance **national capacity** to develop country-owned governance indicators and engage in **participative and inclusive governance assessments**. By supporting the governance unit of the SCC, UNDP Egypt also fosters the **institutionalization of governance evidence** and its uptake into policy.

The SCC of IDSC has determined that governance evidence to be developed includes **developing indicators for local governance** and **indicators for transparent accountable government**.

The **method** of developing such governance evidence is based on arriving at consensus among the various voices represented in the governance Task Force of the SCC regarding the parameters of governance that are relevant in Egypt. Informed by such framework, indicators will be developed based on official data as well as evidence won through polling

The **process** of developing such governance assessment evidence base is meant to be inclusive and participatory. This is reflected in the SCC's reliance on multi-stakeholder Task Forces which represent state, expert and citizen opinions in various sectors of the MDGs (e.g. education, health, environment) and governance.

Activities and Outputs will include:

- Development of a governance framework in a participative and reiterative process in two phases: with the governance Task Force and then with sector Task Forces of the SCC. Based on the governance framework, governance thematic areas will be determined. The Strategy Document of the Governance Unit of the SCC already identifies two broad thematic areas of governance, namely local governance and transparency and accountability. A third area related to participation maybe added. The process of developing indicators that enjoy methodological rigor as well as reflect Egyptian realities will entail the adoption as well as development of the state of the art in various thematic governance areas. Developing indicators will require an understanding of the global state of the art out of which some core indicators can be used. But beyond that, there

may be need to develop Egyptian specific indicators (satellite indicators) to reflect institutional specificities of Egypt, regional variations or income and gender sensitivity.

- Satellite indicators' selected by individual provinces to reflect the particular democracy challenges they face would enhance both the relevance and usability of governance indicators by sector and governorate, and the ownership of the assessment process and methodology. Satellite indicators could focus on particularly vulnerable population groups, or on particular aspects of participation which are not covered by the global core indicators that might be adopted.
- A mapping of existing datasets (e.g. in IDSC, other research institutes and the national statistical office) and forthcoming new initiatives (the world value survey), is envisaged. An assessment of the tools being mapped needs to include how poor and gender sensitive they are and how applicable they are to local levels and to sectors.
- OGC has developed tools to be used to kick start discussions of the state of the art and to start the development of satellite indicators. OGC has developed Users' Guides to the measurement of corruption and local governance. OGC also has two frameworks to suggest questions for measuring nature of participation in the policy process as well as capacities for empowering civil society.
- Gender sensitivity of governance indicators is key to UNDP. OGC has developed a users' guide to gender sensitive service delivery measurement tools. This could reinforce the indicator building exercise in Egypt.
- All possible data sources should be explored, such as relevant databases maintained by NGOs with nationwide representation, national research institutes and think tanks, National Human Rights Council, etc. SCC should not only rely on IDSC data sources or line ministries, important and necessary as these are.
- Public surveys capturing citizen opinions and perceptions should be considered, to add an important (missing) dimension on citizens' voice (reflecting not only perceptions but also actual experience). They are likely to pay more attention to results and to use them to engage their local representatives if their voice is captured.

One simple, cost-effective way to collect public perception data could be to graft a 'democracy module' to the annual socio-economic household survey conducted by the local branches of the National Statistical Bureau.

Within the SCC, a **governance unit** has been established (2007) to develop a governance assessment base in Egypt. This should provide the policy maker with an evidence base on governance deficits and governance reform initiatives that impact on capacity to deliver services and respond to citizens needs, as well as showcase initiatives that are working and learn from others. In so doing, the governance unit will foster an evidence base and a culture of transparency, in support of the Integrity and Transparency Committee ITC of the Ministry of Administrative Development MOAD.

The functions of the Governance Unit of SCC are mentioned in its Strategy document. These functions fall under three main areas:

- Awareness raising about democratic governance & knowledge production and dissemination on how governance affects development
- Regular production of evidence on governance & identification of sectors and regions requiring reform
- Fostering a culture of transparency and integrity, supporting the role of the Transparency and Integrity Committee and support the national strategy for anti corruption

Sub-Activities include:

- Establish a national research team at the Governance Unit and train them on governance indicators and measurements methods
- National team conducts mapping of democratic governance related indicators currently in existence
- Organize national and sub-national workshops to develop governance assessment framework through consensus and dialogue in order to define Egypt's set of governance indicators
- Collect data for approved indicators and subject them to an international review
- House governance indicators in a suitable existing information systems that is easily accessible to users
- Test the use of governance indicators in national policy-making
- Organize a series of media consultations for policy advocacy and for instigating a culture of evidence-based policy making
- Organize policy debates and dialogue on governance indicators and facilitate the production of policy recommendations by various stakeholders in the policy process
- Initiate and document national dialogue on governance assessment and measurement
- Strengthen the collaboration and capacity of the national statistical office, namely CAPMAS, for the production and coordination of governance indicators, statistics and data collection

Management Arrangements:

All activities undertaken under this Output will be the responsibility of the Governance Unit which falls under the direct supervision of the Project Manager. The Governance Unit will be working in full coordination with other IDSC units as well as with the National Statistical Office. The Unit will be closely working with the SCC's 11 Task Forces. The Unit will also be supported through the expertise of the Oslo Governance Center, which is UNDP's global thematic facility on democratic governance.

Kindly refer to **Annexes 2,3 & 4** to see how the Social Contract Center fits within the entire organigram of IDSC in addition to the organigram of the Social Contract Center project and its team composition.

The Project Board is the highest body responsible for defining project strategies and directions. The Board will be headed by a tripartite representation from IDSC, UNDP and the Ministry of Foreign Affairs. The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

The Board is responsible for making **executive management decisions** for the project including approval of project revisions and of the project's annual work plan. The SCC will act as secretariat for the Project Board being responsible for convening the meetings, preparing the agenda, overseeing preparation of materials for presentation to the meeting and for preparing and distributing minutes of the meeting. The purpose of the Board Meetings is to oversee and monitor/manage the implementation of the project.

Ministerial Committee

The Committee will meet every 6 months to review progress. It will include:

Chair: The Prime Minister

Representatives of the Social Cluster of the Cabinet

Minister of Housing and Urban Communities

Minister of Social Solidarity

Minister of Local Development

Representatives of the economic cluster of the cabinet:

Minister of Finance (or Investment)

Minister of Economic Development

Three Rotating Governors

UNDP Representative/Donor Representative

Advisory Board

Meets every three-four months and has 24 members representing: the media (7), advocacy NGOs (4), developmental NGOs (4), the private business sector (4), and 5 public figures.

The Advisory Board will provide advice relevant to the prospective work plans as well as feedback on the outcomes and obstacles related to the executed one. Members of the Board are expected to support and promote the Social Contract Center vision and objectives and are considered as the nucleus of the network of the Social Contract Center Associates.

Annex 1: Results and Resources Framework

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

Improved national capacity to monitor (governance?) poverty and to stimulate national debate towards policy action for human development and achieving the MDG

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Applicable MYFF Service Line:

- 1.1 MDG country reporting and poverty monitoring
- 2.1 Policy support for democratic governance
- 2.6 Decentralization, local governance and urban/rural development

Partnership Strategy:

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1</p> <p>Conduct a democratic governance assessment, through a consultative process, that measures the integration of governance in the 55 programs</p>	<p><u>Target for 2009</u></p> <p>Framework for democratic governance assessment completed and viewed as legitimate, robust and useful by key stakeholders.</p>	<ul style="list-style-type: none"> • Recruit a consultant to provide a background paper for consultations, and incorporate inputs provided by consultations (done) • Set up a governance task force consisting of multiple stakeholders representing diverse demographics, professions and interests (done) • Provide input papers by renown national academics to inform the democratic governance assessment framework, probably to the conference suggested by Heba Handoussa • Conducting (further) training of staff at Social Contract Centre 	<p>Social Contract Centre</p>	<p>International consultants</p> <p>National professionals</p> <p>Studies and research</p> <p>Workshops/training</p> <p>Travel</p>

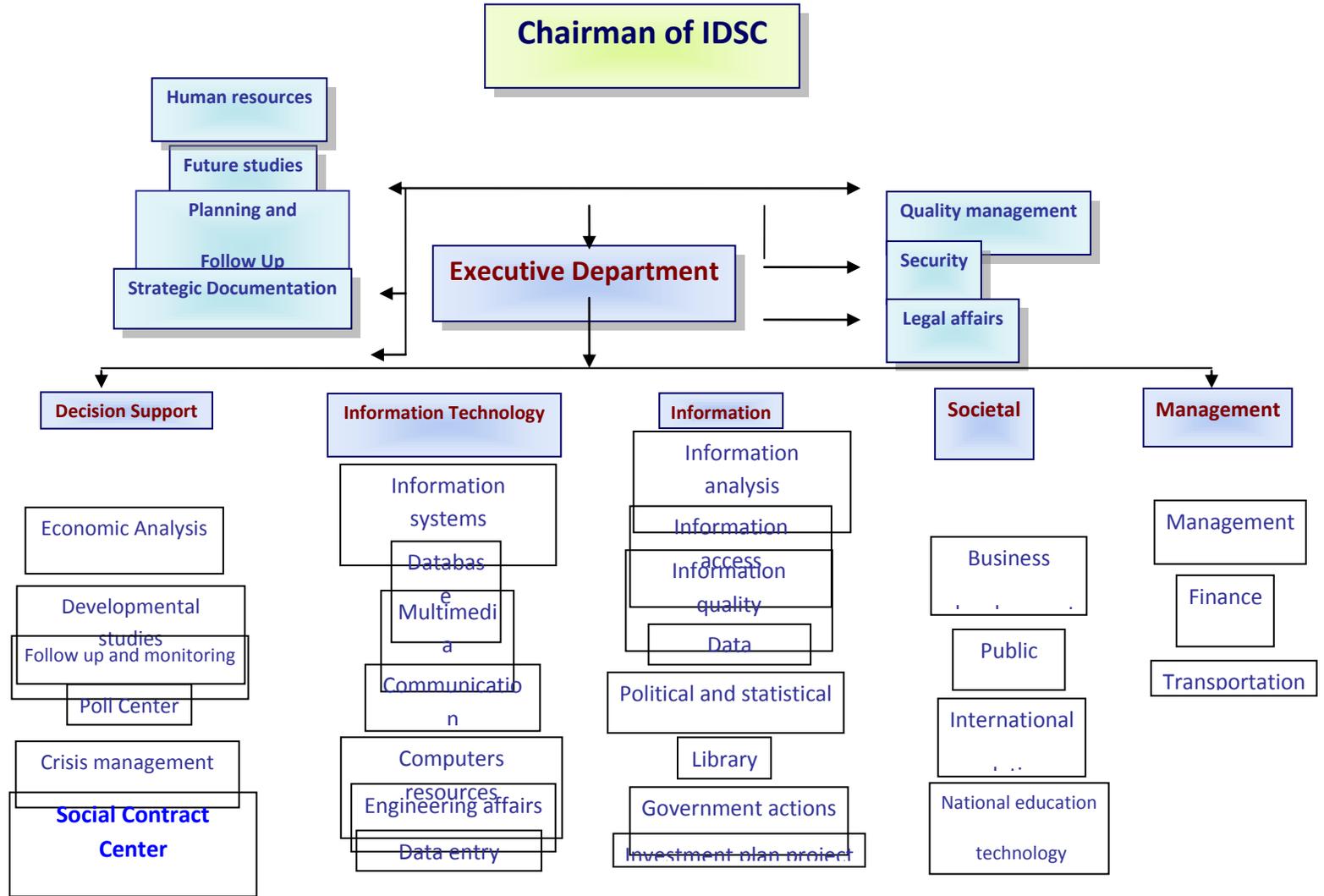
	<p>Governance Unit and Task Forces of SCC sensitized to approach for nationally owned governance assessment</p>	<p>on governance indicators</p> <ul style="list-style-type: none"> • Conduct a step by step consultative process that secure a bottom-up approach: <ul style="list-style-type: none"> • Decide on a select number of on-going initiatives among the 55 programs for application of the measurement tool once it is developed and involve them in indicator development process. • Decide on a select number of villages from among those that will be championed by MOAD and apply the governance measurement tool once it is developed and involve them in indicator development process. • Consult across task forces for identifying core cross-cutting governance concerns, establishing agreement on e.g. five principles: equity, efficiency, effectiveness, sustainability and participation • Conduct work/training of task forces on governance indicators and governance mainstreaming in sectors • Conduct workshop with Ministry of Administrative Development on indicators for public administration reform • Conduct workshop with Decentralization program of UNDP, using users' guide to local governance produced at OGC • Conduct workshop on participatory evidence collection with all SCC Task Forces, using Robert Chambers from IDS, London • Obtain agreement with stakeholders (governance task force and other sectoral task forces) on a process for arriving at a final framework • Recruit consultants with expertise in governance and in particular sectors to prepare background papers and suggest indicators for how the agreed upon governance principles can be operationalized in sectors • Consult with sectoral task forces, to discuss and decide on suggested governance indicators for the various sectors 		<p>Procurement</p> <p>Project management</p> <p>Miscellaneous</p> <p>OGC Democracy Governance Global Program</p>
	<p>(Target 2010?)</p>	<ul style="list-style-type: none"> • Conduct a training/workshop on indicator selection and data collection 		

	Democratic governance assessment results completed & policy briefs produced	<ul style="list-style-type: none"> • Use participatory methods of data selection, securing that the voices of the poor and women are included in the assessment (if possible) • Use large N perception data, such as polling • Provide data that can be disaggregated by income and gender to secure pro-poor and gender-sensitivity in sectors and specific provinces / villages • Conduct consultations/stakeholder meetings to validate results • Offer good practices documentation to inform the democratic governance assessment in various sectors and programmes (through pilots or documentation of existing programmes) <ul style="list-style-type: none"> • Produce policy briefs and good practice based on application to various on-going programs • Produce policy briefs on what should be done for better results in the villages from among the 1000 village initiative 		
<p>Output 2</p> <p>Raise national awareness concerning the importance and state of governance in the roll-out of the 55 programs</p>	Policy advocacy campaigns for increased evidence-based policy making and improved cooperation by the government with other stakeholders for the roll out of the 55 programs	<ul style="list-style-type: none"> • Offer media coverage of conferences and consultations, with related media outputs, including key messages and press releases • Produce and distribute policy papers and policy briefs • Prepare a communication strategy • Create a launch event of the final framework for the assessment to attract media attention • Conduct regular 'On the spot information' sessions where statisticians present the public with their most recent and important results to secure an ongoing process of information sharing, releasing intermediate results before the full report with the final results, (which often takes a long time to publish). • Publish intermediate results in attractive brochure format in a regular and systematic fashion, in a plain-language accessible to non-professionals, offering some analysis • Communicate results to specific target audiences, using 		

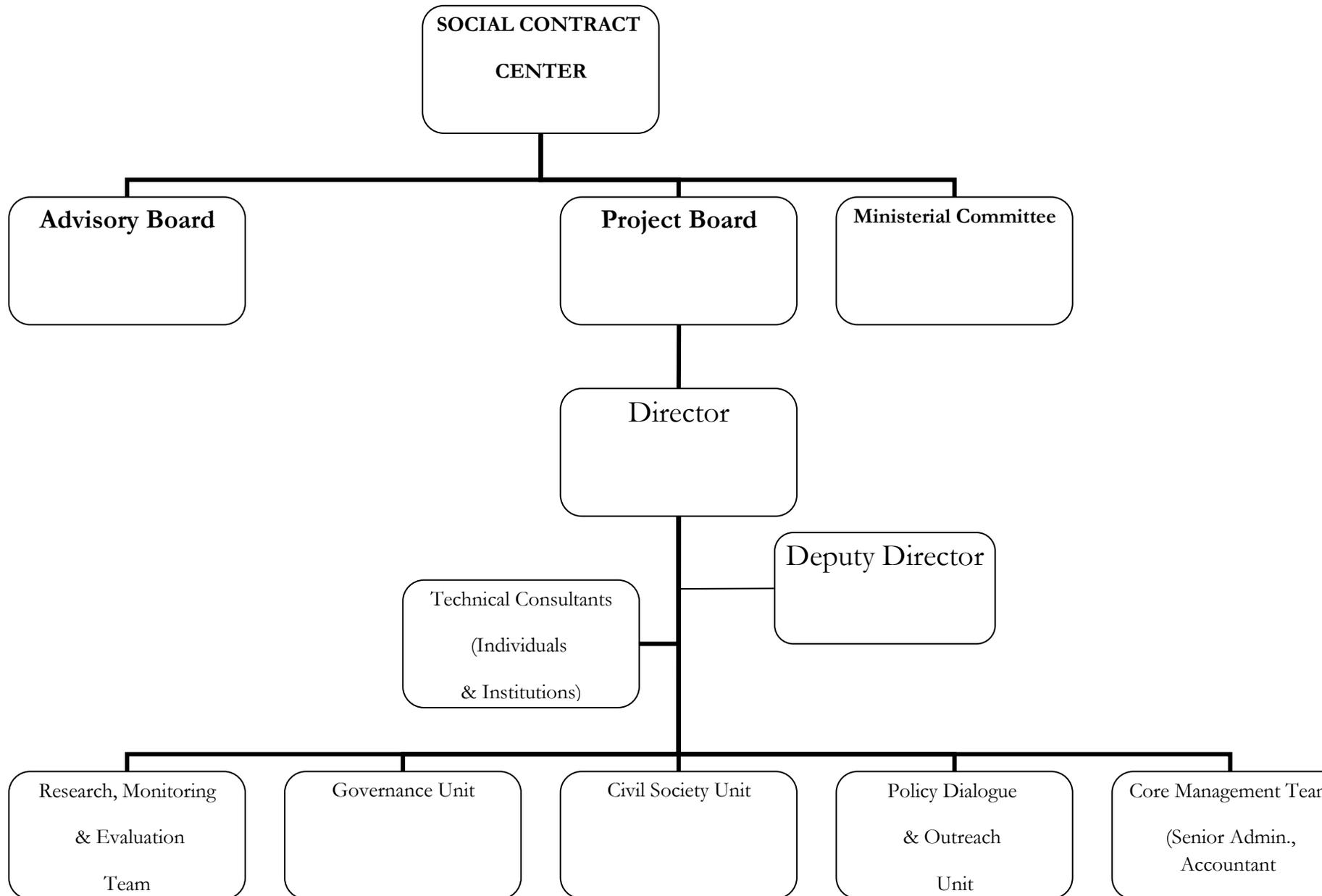
		<p>targeted messages, language and formats</p> <ul style="list-style-type: none"> • Create launch events of reports that present results of the governance assessment • Produce documentaries of the pilots/good practices • Produce radio special shows • Develop a website • Translate key documents into English to enable international learning 		
	Develop a national governance database	<ul style="list-style-type: none"> • Develop a national governance database where data results are easily accessible free of charge 		
<p>Output 3</p> <p>Strengthen evidence-based policy making, and increase use of governance data and indicators by policy-makers, administration and key stakeholders for purposes of offering policy advice, implementing, monitoring and evaluation of the 55 programs</p>	<p>Target 2011</p> <p>Stakeholder commitments and political platforms improved for conducting and using the results of the democratic assessment</p>	<ul style="list-style-type: none"> • Hold a conference for establishing agreement to work on monitoring governance across sectors, securing buy-in from key ministries, committees and agencies, and establishing a common political platform for conducting the work, e.g. in the form of a declaration • Consult with the social cabinet committee on governance indicators needs, to secure buy-in and possible use of indicators by the social cabinet • Consult and dialogue with other key ministries, including MOAD, Ministry of Housing, ministry of Solidarity that are involved with rolling out the 55 programs, on needs and to secure buy-in • Convey messages that governance measurement initiatives are complimentary, initiatives by MOAD, Ministry of Investment and other have different focus and are useful for different purposes (more than enough work to go around) • Align indicators and assessment framework to policy needs and interests • Secure simplicity and clarity of key governance messages from the framework, as well as from the final assessment results, to 		

		<p>facilitate advocacy</p> <ul style="list-style-type: none"> • Provide clear policy recommendations based on the pilots/best practices documentations that will inform the development of the assessment framework • At the stage when results of the assessment are ready, conduct consultations to secure agreement and buy-in from implementers (ministries/cabinet?) with regard to policy implications of assessment results to secure consensus 		
	<p>Strengthen the dialogue mechanism that the Social Contract Centre provides between the government and civil society on governance issues</p>	<ul style="list-style-type: none"> • Consult with parliamentary standing committees for purposes of championing the governance assessment work • Provide platforms for dialogue through regular meetings of governance task force • Develop a national community of practice on governance data and analysis among researchers and practitioners that work on governance, or strategically would be interested in this • Create a community of practice for NGO/local governance stakeholders that are involved in the pilot/good practices documentation 		

Annex 2: Organigram for IDSC



Annex 3: Structure of Social Contract



Annex 4: Composition of Teams

The Social Contract Center will be comprised of the following 5 Teams:

1. Executive Management Team (4-5 people)

The team will be headed by the National Project Director (NPD) and will include a Deputy Director, Executive Officer, Financial Officer, Senior Administrator, and Administrative Assistant. This team is responsible for providing administrative, financial and logistical support related to the project.

The following teams will be headed by the National Project Director in collaboration with the Deputy Director:

2. Research, Monitoring and Evaluation Team (2-3 core people)

The team will liaise with other units in IDSC to ensure that the required data is available for the work of the Center. This data will help the Center to monitor indicators related to the progress made on the MDG action plan. In addition to the core team, professional consultants (individuals and institutions) will be recruited to undertake specific research, monitoring and evaluation, and capacity building activities according to the work plan, and/or will provide policy advice in line with the work of the Center to Ministries and other government entities and support pilot projects. Consultants will include at least a communication specialist, governance specialist, Senior Statistician, Health Specialist, Macro-economist, and Poverty Specialist.

3. Policy Dialogue and Outreach Team (3-4 people)

The Team will be responsible for the following activities:

- a) Plan and implement a National Tripartite Dialogue on the social contract at the national and local levels including state, citizen, and civil society.
- b) Preparing a Communication and Outreach Strategy, using non-traditional media tools and building a social contract network of journalists and implementing various activities of the Strategy.
- c) Organizing capacity building workshops on the meanings and implications of the social contract for the various stakeholders including Ministry's staff, CSOs, private sector working in development and local councils.

The team will be comprised of approximately 4 people with different backgrounds including areas such as Communication for Development, Local Development, Communication and Media, and Capacity building and training.

4. Governance Unit (2-3 people)

The team will be responsible to oversee the development of Governance Assessments and Governance indicators.

5. Civil Society Unit (2-3 people)

The team will be responsible to plan and implement activities geared towards the empowerment of civil society. The work of the Unit will include research, capacity building, communication, and advocacy to create the enabling environment.