

**United Nations Development Programme**

**Country: Jordan**

**Project Document**

**Project Title:** *Mitigating the impact of the Syrian refugee crisis on Jordanian vulnerable host communities*

**UNDAF Outcome(s):**

2) Jordan has institutionalized improved social protection and poverty alleviation mechanisms for vulnerable people at national and sub-national levels.  
 3) Jordan is providing equitable delivery of quality social services for all people.  
 4) Jordan has institutionalized necessary policies and mechanisms for effective and inclusive participation of young people in social, cultural, economic and political life.

**Expected CP Outcome(s):**

*(Those linked to the project and extracted from the CP)*

1) Jordan has institutionalized improved social protection and poverty alleviation mechanisms for vulnerable people at national and sub-national levels.  
 2) Jordan has undertaken political and institutional reform at national and sub-national levels in a participatory, transparent and accountable manner.

**Expected Output(s):**

*(Those that will result from the project)*

Output 1: Employment opportunities created and economic recovery initiatives developed geared towards improvement of livelihoods and basic social services delivery to Jordanians in the targeted areas.  
 Output 2: Enhanced local economic development through MSMEs growth and capacity development.

**Executing Entity:**

**United Nations Development Programme**

**Implementing Agencies:**

UNDP, UN WOMEN, Local authorities.

**Brief Description**

The deterioration of the security and humanitarian situation in Syria has forced hundreds of thousands of Syrians to flee and seek refuge in neighbouring countries, including Jordan. This large influx of population is placing a **considerable burden on local Jordanian host communities** that are already poor and their basic social and economic services. Crowding effects in the local market, in particular with regards to housing and labour, are widely reported in the Northern governorates. The present crisis comes at difficult time for Jordan. Despite many efforts to engage in economic stabilization and liberalization, the country faces real economic and social challenges. Moreover, some resentment and a growing feeling of unfairness and exclusion are emerging. In view of the above, it is important that direct support be provided to **vulnerable Jordanians** in host communities of the Northern governorates of **Irbid, and Mafraq** to help the Government of Jordan mitigate the impact of the Syrian crisis on them. In addition, it is essential that the assistance provided in the current context complements, governmental development efforts, as highlighted in the Government of Jordan National Agenda 2006 – 2015, Governorates development plans, and related policies and strategies.

Programme Period:	2013 – 2014
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	_____
Start date:	April 2013
End Date	March 2014
PAC Meeting Date	_____
Management Arrangements	DIM

Total resources required	USD 10,388,318
Total allocated resources:	USD 4,150,000
• Regular	_____
• Other:	_____
o Japan	USD 4,000,000
o UN Women	USD 150,000
o Donor	_____
o Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (Government) 

Agreed by (UNDP): 

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## I. SITUATION ANALYSIS

### A. The influx of Syrian refugees to Jordan

The deterioration of the security and humanitarian situation in Syria has forced hundreds of thousands of Syrians to flee and seek refuge in neighbouring countries. As of 29 November 2012, the UN reported that more than 408,000 Syrians had fled, and it is anticipated that this figure could reach more than 710,000 by the beginning of 2013<sup>1</sup>.

Jordan has been particularly affected by this influx of population, in particular after July 2012, when a sudden increase in Syrian refugees into the country was reported. The Government of Jordan estimates today that more than 470,000 Syrians have entered its territory 28 March 2013, and the number is expected to reach 1,200,000 by the end of 2013.<sup>2</sup> For its part, UNHCR has registered more than 441,756 Syrians seeking assistance, against 90,000 in September 2012<sup>3</sup>. This by far exceeds initial projection figures that forecasted that around 70,000 Syrians would be of need of assistance by the end of the year. The current UN planning figure has now been re-evaluated to up to 400,000 in need of assistance by 2013.

Daily arrivals rarely fall below 1,500 people per day and can reach up to 2,500 refugees<sup>4</sup>, depending on the situation on the ground. It is anticipated that the influx is likely to persist at a similar, if not increasing pace until at least mid-2013. However, one cannot exclude the possibility of a complete breakdown of law and order in Syria or an escalation of violence that would trigger massive population movements to neighbouring countries, including Jordan.

Since July 2012, the Government of Jordan, with support from UN agencies and bilateral donors, has opened a tented camp and several transit facilities to help cope with the growing influx of Syrian refugees. Nevertheless, the large majority of the Syrian refugee population continues to be hosted in urban settings. Although there are no accurate figures on the Syrian refugees (the WB is currently undertaking a quick assessment which was expected to be finalized in January 2013), the official estimated refugee population is 480,000 Syrians. Of these, around 330,000 are assumed to have settled in urban areas, whether with family relatives or in rented housings. Moreover, a recent nutrition survey conducted by UNICEF shows that currently only 9% of the refugees in urban settings are hosted with Jordanian families. According to formal interviews, some 155,000 of the refugees are concentrated in the governorates of Irbid (90,000), Mafrq (50,000) and Zarqa (15,000). Amman is the host of the large majority of the remaining refugees. According to UNHCR reports, 46% of Syrians registered are in Irbid, 54% dispersed in the Kingdom mainly in Irbid, Ramtha, and Amman<sup>5</sup>.

While initial population movements included family kins of Jordanians of the Northern governorates or better-off Syrians (whose financial resources are now being depleted with the extension of their stay), the vast majority of new arrivals are essentially destitute and vulnerable families. According to UN sources, 80% are women and children, 55% are under the age of 18. In addition, 33% of the households are women headed, and scores of unaccompanied children have been reported<sup>6</sup>. Assistance needs are thus considerable and wide-ranging, and international support has reportedly remained insufficient.

The present situation is placing a considerable burden on local host communities, exacerbating existing vulnerabilities, national resources and the governmental and sub-national budgets. As Syrian refugees are granted access to basic public services, the pressure on water and electricity supply, education, health, sanitation and solid waste management, has drastically increased where refugees have settled. Crowding effects in the local market, in particular with regards to housing and labour, are widely reported in the Northern governorates.

### B. Socio-economic situation in Jordan

The present crisis comes at a difficult time for Jordan. Despite many efforts to engage in economic stabilization and liberalization, the country faces real economic and social challenges. The current budget deficit exceeds 8.2% of the GDP in 2012<sup>7</sup>, and the national public debt has risen above the 60% legal limit to reach up to 74.6% of GDP, with a foreign aid dependency rate of around 26.4% of the GDP in 2011. In July 2012, support was sought from the IMF for a USD 2.2 billion credit<sup>8</sup> and a Standby Agreement was signed in August 2012. The agreement includes structural reforms and fiscal consolidation measures, including lifting of subsidies, which the Government started to pursue in November 2012. This, however, led to widespread

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<sup>1</sup> UN Background Note: Visit of the Secretary General to Jordan, 29/11/2012

<sup>2</sup> Government estimations – MoPIC and PM

<sup>3</sup> UN Background Note: Visit of the Secretary General to Jordan, 29/11/2012

<sup>4</sup> UNHCR website.

<sup>5</sup> UNHCR website and reports

<sup>6</sup> Ibid

<sup>7</sup> Jordan Central Bank

<sup>8</sup> Ibid

popular protests throughout the country, In March 2013, Fuel prices decreased by 3% to 4% and the price of cooking and heating gas remained unchanged.<sup>9</sup> It is anticipated that further reforms, including electricity price rises planned for 2013, may ignite more protests. Noticeably, these protests come against a backdrop of numerous peaceful demonstrations that have been calling for political and social justice reforms since 2011, including stronger accountability and greater popular participation in the decision-making, that the Government of Jordan is currently addressing.

One of the main challenges of the Jordanian economy is its persisting high unemployment level (currently at 12.2% in 2012<sup>10</sup>) and the specific patterns of its labour market that incur an enduring mismatch between demand and supply. The Jordanian working age population is young and increasingly skilled. However, with only 38% of economically active population, Jordan has one of the lowest participation rates in the world. Female unemployment levels are also strikingly higher than male unemployment levels. Unemployment rates for women are particularly high reflecting their low participation in the labour market compared to men - 85.9% of women are economically inactive, despite the fact that they form 60% of university graduates. In rural areas, female unemployment has reached 25.6 per cent, compared to 18.7 per cent in the urban areas<sup>11</sup>. The heavy reliance of rural areas on public sector employment, combined with shrinking public sector helps to explain recent protests originating from rural areas.<sup>12</sup> In addition, while women form 20% of the civilian civil service they only account for 12.3% of the private sector workforce.<sup>13</sup>

In 2013, the Gender Inequality Index (GII) placed Jordan at 100<sup>th</sup> of 187 countries.<sup>14</sup> In spite continuous commitment to human rights and gender equity through ratifying conventions, providing equal opportunities and developing programmes pertaining to women's rights and combating violence against women, gender gaps still exist in several private and public spheres. Women continue to suffer from discriminatory clauses in penal, nationality and citizenship laws. Although the judiciary's collective attitude towards them has improved during the last decade, violence against women and 'honour killings' continue.

On the demand side, the public sector remains the country's first employer with more than 38.6% of the employed.<sup>15</sup> It is also the most sought-after place of work, in view of entry level wages, job security, social and medical insurance and working conditions, that are particularly valued among young Jordanians and that influence the type of education pursued by them. Nevertheless, in view of current budgetary constraints, it will be difficult and costly for the public sector to continue absorb the same share of the workforce, and the government is pursuing a freeze in public sector employment.

The private sector, for its part, is largely traditional, service-oriented, and based mainly on low-skilled labour. 86% of the workforce works in the service sector, and while manufacturing accounts for 19% of GDP, it also remains dominated by resource-based, labour-intensive, and low-tech industries<sup>16</sup>. More than 50% of new university graduates do not find job opportunities, and half of the unskilled jobs is taken by foreign workers (25% of the workforce). College graduates fare better, and the demand often exceeds supply<sup>17</sup>.

Insufficient or inadequate technical education, lack of on-the-job training by Jordanian employers, and delink between education and market needs partly explain this situation. In addition, what is often described as a "culture of shame", is an important factor to take into consideration. For a variety of possible cultural reasons, Jordanians are reported to be less inclined to accept positions that they may perceive as degrading or that would constitute for them a lowering of their social standing. It is in this context that one may explain the large historical influx of foreign workers that were required to replace Jordanians for these jobs. Notwithstanding the above, this trait appears to be less prevalent nowadays due to the difficult economic situation and increased awareness, in particular amongst the Youth.

However, helping the private sector move up the value chain and rely on higher skilled labour, and towards higher tradability through better exports of goods and services is also necessary to help bridge the supply / demand divide in the labour market. As a consequence of the current situation and of the ample supply of low-waged, low-skilled, unregistered foreign workers, Jordan's labour market is characterized by a very large base of low JD 200 wages at the bottom end of the wage scale. It is not rare for foreign workers, and even for Jordanian workers to be paid below minimum wages. This practice has a pulling effect on the average wages. In such a context, it is not surprising that 55.2% of the poor are working poor, in particular in urban areas (57.7%), according to a recent ESCWA study commissioned for the preparation of Jordan's poverty reduction strategy<sup>18</sup>.

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<sup>9</sup> Jordan Central Bank and MoPIC

<sup>10</sup> Source : Jordan Department of Statistics (DOS)

<sup>11</sup> DOS

<sup>12</sup> MoPIC/UNDP, "Jordan Human Development Report: 2011: Small Business and Human Development"

<sup>13</sup> National Employment Strategy (NES), 2011-2020

<sup>14</sup> UNDP – Global HDR 2013

<sup>15</sup> DOS

<sup>16</sup> Ibid

<sup>17</sup> Ibid

<sup>18</sup> ESCWA, Profile of the poor working in Jordan, 2012

The private sector is dominated by medium, small and micro enterprises that comprise 98% of Jordanian enterprises and 77% of the workforce, with 66% of them employing below 19 workers. SMEs of less than 10 workers represent 90% of all Jordanian enterprises and employ 47% of the workforce. These SMEs suffer from lack of access to finance, as only 10% of bank loans are attributed to them and only 30% of them have access to finance<sup>19</sup>. Inadequate access to business development services and advisory support, as well as a weak entrepreneurial culture among the youth and skills inadequacy are cited to explain their difficulties and their low competitiveness and tradability. Moreover, the informal sector constitutes a big share of the economy (44%)<sup>20</sup>.

Regional social and economic disparities are important in Jordan, as witnessed in the unemployment levels between the Centre (10.3%), the North (15.6%) and the South (18.0%)<sup>21</sup>, and there is a continued mismatch between where people reside at the governorate and where jobs are being created. Moreover, little focus has been levied on rural labour intensive enterprises, although they represent the livelihood and employment source of the majority of the poor who live in Jordan.

Poverty levels in Jordan have remained high, where relative poverty reaches up to 14.4% in 2010, against 13.3% in 2008<sup>22</sup>, and regional disparities clearly show. As an example, out of 27 pockets of poverty identified by the Government of Jordan (sub-districts with poverty rates exceeding 25%), 6 pockets are to be found in the Mafraq governorate. 2.5% of the population is food insecure<sup>23</sup>. With a budget of JD 87 million in 2012, the National Aid Fund, established in 1986, as Jordan's main public safety net mechanism currently caters for 89,000 households, or 486,000 people (7.5% of the population)<sup>24</sup>.

### C. The impact of the Syrian refugee crisis on the Northern Governorates

In view of the current economic and social situation of the country, it was inevitable that the influx of Syrian refugees would be acutely felt in the Northern Governorates of Irbid, Mafraq and Zarqa that are host to the largest population of refugees relative to their population, and in particular in the cities of Ramtha and Mafraq that reported a population increase of 25 and 30% respectively (against 20% in Irbid)<sup>25</sup>. The impact is commensurate on the demand for public services (education, health, water, electricity and sanitation), Jordan's energy, water, health and education services are being strained to the limit, but also on local market dynamics, including, in particular on the job and housing markets.

The education sector, in particular, has reportedly been severely impacted by the crisis. 55% of the Syrian refugees registered by UNHCR in urban settings are under 18 years of age. From the Government of Jordan estimates, this means that no less than 120,000 refugees are in school age, with around 100,000 persons under the age of 15 years, 60,000 of whom in the governorates of Irbid and Mafraq.<sup>26</sup> The latest number of enrolled Syrian refugee students according to the Ministry of Education exceeds 31,000<sup>27</sup>, which excludes all refugees on waiting lists (for schooling) and refugees pending registration. Taking the average number of students per teacher and per classroom<sup>28</sup>, this means that currently no less than 1,937 additional teachers and 1,240 classes would be needed to keep the delivery of education to current standards. In practice, and in view of the concentration of the refugee population in the urban centres of the Northern governorates (5,500 and 6,800 additional registered children in Ramtha and Mafraq cities, respectively, according to government officials), this additional pressure has translated in school crowding ranging, in places, from 40 to 60 students per classroom, and the recurrent adoption of double shifts, which had previously been phased out, according to all officials and community representatives interviewed. In addition, UNICEF is providing support in the form of school rehabilitation, provision of prefabs and payment of additional teachers' salaries. However, more is and will be needed. A recent study by CARE International, although focused on Syrian refugees' living conditions in Amman, shows that 64% of school-aged children are not attending school<sup>29</sup>. An additional 80,000 school-aged population would represent a need for 5,000 additional teachers and 3,125 classrooms.

Officials and community representatives also reported a similar overcrowding of primary health care facilities in Ramtha and Mafraq, where shortages of medicines were noted as well as increasing financial difficulties for health facilities to cover their utility costs. In addition, officials reported a growing number of Syrian refugees with wounds and difficult medical conditions that local hospitals had to cater for or that needed to be referred to specialized hospitals. It is worth emphasizing that health facilities in Mafraq and Ramtha have a poor capacity (as low as 8 beds per 10,000 in Mafraq<sup>30</sup>).

<sup>19</sup> NES

<sup>20</sup> UNDP panoramic study on informal sector-jordan2012

<sup>21</sup> DOS, 2008 Employment and Unemployment Survey

<sup>22</sup> DOS, 2012

<sup>23</sup> DOS 2010

<sup>24</sup> National Aid Fund Policy Option Paper, 2012

<sup>25</sup> UNCHR website

<sup>26</sup> Ibid

<sup>27</sup> UNHCR Website and UNICEF Reports

<sup>28</sup> DOS, Education statistics, 2011

<sup>29</sup> CARE Jordan, Baseline assessment of community identified vulnerabilities among Syrian refugees living in Amman, October 2012

<sup>30</sup> DOS, Health statistics, 2011

With regard to water, officials of Ramtha and Mafraq highlighted that they have been unable to increase their share of water and asked for specific support to help rehabilitate and repair wells and pumps to better cope with the situation. The situation is particularly problematic in view of the fact that prior to the crisis, water was distributed at household level only once every two weeks for a maximum of six hours in these areas. Moreover, Syrian communities are reported to have little understanding of water conservation practices that are in use in Jordan. Support is also needed to help households increase water storage and harvesting capacity before the end of the rainy season. On the infrastructure side, eliminating water leakages on the distribution network is an important way to increase availability and avoid wastage.

Similar difficulties were reported on solid waste management, where municipalities in Mafraq and Ramtha face increasing difficulties to collect garbage and clean the streets. As per the Mayor of Mafraq, the increase of population represents an additional volume of almost 60 tons per day, bringing the total volume to be collected to 150 tons, which exceeds current collection capacity<sup>31</sup>.

The above notwithstanding, and while prices of commodities have been relatively stable, to the exception of dairy and meat products that reportedly went up by 30% in Ramtha and Mafraq<sup>32</sup>, due to stoppage of imports of these products from Syria, the greatest impact of the Syrian refugee crisis is to be felt on the labour and housing markets.

It was widely reported by officials and community representatives that Syrian refugees were currently crowding and pushing out Jordanian workers in specific sectors, such as hospitality, retail, trade and construction. First-hand reports were gathered of skilled Jordanians having lost their jobs due to Syrian refugee competition and of Syrian refugee presence in retail shops, restaurants, barbers, bakeries, etc. In addition, competition also materializes by the opening of new businesses (with Jordanian sponsor), in the above sectors. In Irbid, reports were received of a growing competition with Jordanian contractors and small factories.

The good reputation of Syrians as skilled and hard workers and traders, the lower wages they are ready to accept, including in view of the aid they receive from humanitarian agencies, are the main reasons alleged to explain this phenomenon. While unskilled and skilled Jordanians are usually paid between JD 8 to 10 and between JD 15 to 20 respectively, unskilled and skilled Syrian workers are ready to accept wages ranging between JD 5 to 6 and between JD 8 to 10 respectively, i.e. widely below minimum wages (JD 195) and without any type of social security or medical insurance<sup>33</sup>.

Out of the estimated 44,000 Syrian refugees in working age, it is estimated that no less than 30,000 refugees<sup>34</sup> have found a job, half of them in the governorates of Irbid and Mafraq. Notably, Syrian refugee competition affects more Jordanian workers than foreign workers, due to the sectors targeted but also to the fact that competition with unskilled foreign workers is apparently not welcomed. The widespread perception that Syrian refugees have taken over the local economy in Mafraq and Ramtha is worrying, as it may spur local tensions that interviews with local officials and community representatives have started to relay.

On the housing sector, numerous reports were received from local officials and community representatives of rental prices increases, ranging from 25 to 33% in Irbid city to 100% in Mafraq. While a family apartment could be found before the crisis at a cost of around JD 100 to JD 150, prices have now gone up to JD 250 to JD 300<sup>35</sup>. This situation is particularly problematic for newlyweds that cannot find accommodation, but also for more vulnerable populations who cannot afford to pay for the raise. A first-hand report was received from a family outside of Mafraq that used to rent an apartment at a cost of JD 50 and that had to move out to live in a tent when prices went up to JD 150.

#### **D. Problem statement**

From the beginning of the influx of Syrian refugees into Jordan until today, local populations have demonstrated outstanding hospitality to the refugee population and great empathy for their situation. There are, however, some risks that this hospitality may be wearing thin. Already in September, a perception survey conducted by the Centre for Strategic Studies of the University of Jordan had shown that 65% of the interviewed were against receiving more Syrian refugees, while 80% advocated for them to be cantoned in camps and 67% believed that they could pose a security threat. 88% asserted that Syrian refugees were placing increased pressure on economic resources and public services such as water and electricity.<sup>36</sup>

During the course of interviews with community representatives, a high degree of resentment and a growing feeling of unfairness and exclusion were perceived, in particular in view of the aid provided by humanitarian agencies to Syrian refugees. It was explained in particular that local CSOs and CBOs, that were the first actors on the ground with the Government of Jordan to provide assistance to vulnerable families, had to cut

<sup>31</sup> Based on interviews with local officials

<sup>32</sup> Based on interviews with community representatives

<sup>33</sup> Based in interviews with local officials and community representatives

<sup>34</sup> Based on interviews with local officials

<sup>35</sup> Based on interviews with local officials and community representatives

<sup>36</sup> Centre for Strategic Studies (CSS), University of Jordan, September 2012

- down their support to Jordanian vulnerable families to mobilize resources for Syrian families, which prompted additional frustration for Jordanians.

Protests in August in the Za'atari camp have stirred incomprehension and bitterness, so did what they perceive as a favourable treatment of Syrian refugees in schools, health centres and the labour and housing markets. Aggravating living conditions of Jordanians and cultural differences between the two communities have prompted fears of social conflict, including risks of increased gender-based violence.

Although efforts are made to transfer entrants to the Za'atari camp, refugees will always seek to settle in urban areas, and the dispersion of these throughout the country is not likely to decrease the pressure on the country's first ports of call that are Irbid, Ramtha and Mafraq, on their already overstretched public and social infrastructure and on their already constrained labour and housing markets.

The current worsening of the security situation in Syria bodes ill for any improvement of the Syrian refugee influx and their return. The main assumption of the present project proposal is that influx will continue and is likely to increase. Although the situation in the Northern governorates is currently stable, host communities, in particular in Ramtha and Mafraq have reached the limits of their absorption capacity. Preparedness and prevention measures are therefore necessary, especially in view of a potential worsening of the country's economic situation.

As highlighted above, while Jordan's urban centres indicate the highest numbers of poor people, the incidence of chronic poverty, vulnerability to poverty, and food insecurity are seen to be significantly greater in rural regions. The highest percentage of poverty is in the governorate of Mafraq at 31.9 per cent. Moreover, 10 of Jordan's 32 'poverty pockets' are located in Mafraq, which also ranks the lowest in comparison to other governorates, in almost all other development indicators, including maternal and child mortality rates, the Gender Development Index (GDI), GDP rate (0.616), adult literacy, gross enrolment rate, educational attainment, access to quality pre and post natal care, amongst others<sup>37</sup>. The current situation has increased vulnerabilities even more exposing women and girls to higher risks of gender based violence as a result.

In summary, poor rural women, in particular, face the greatest barriers to improve their own economic livelihoods. From lack of financial access to resources, which are reinforced by traditional customs, patriarchal systems, as well as legislation; to a shrinking public sector, on which rural women in particular, have been heavily reliant for employment; a lack of vocational and business skills that are linked to market needs; and living in some of the worst conditions in the country, as illustrated by its lowest national ranking for key development indicators, the ability of poor, rural women to improve their (and their family's) economic situation and status is limited and marginal. In view of the above, it is important that direct support be provided to vulnerable Jordanians in host communities of the Northern governorates of Irbid, and Mafraq – while extending assistance to other host governorates – to help the Government of Jordan mitigate the impact of the Syrian crisis on them.

In addition, it is essential that the assistance provided in the current context does not undermine, but, on the contrary, complements, governmental development efforts, as highlighted in the Government of Jordan National Agenda 2006 – 2015, Governorates' Development Plans, and related policies and strategies. Therefore, interventions should seek to provide durable solutions to the issues tackled. While immediate assistance can be implemented in the form of rapid employment schemes, for example, it is equally important that the support provided be aimed at offering durable solutions for improvement of social and public infrastructure, income-generation, business and job creation, in particular targeting Jordanian skilled graduates and women.

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## II. STRATEGY

### A. Overall and immediate objectives

The overall goal of the project is to contribute to sustaining social and economic stability, with particular focus on the Northern governorates, and enable Jordanians to continue to pursue their human development aspirations.

The **immediate objective** is to respond to urgent needs of crisis-affected people in a timely and efficient manner, with emphasis on Jordanians in host communities, to increase their absorption capacity and mitigating any possible tensions between Syrian refugees and hosting communities.

The proposed strategy is **two-pronged**:

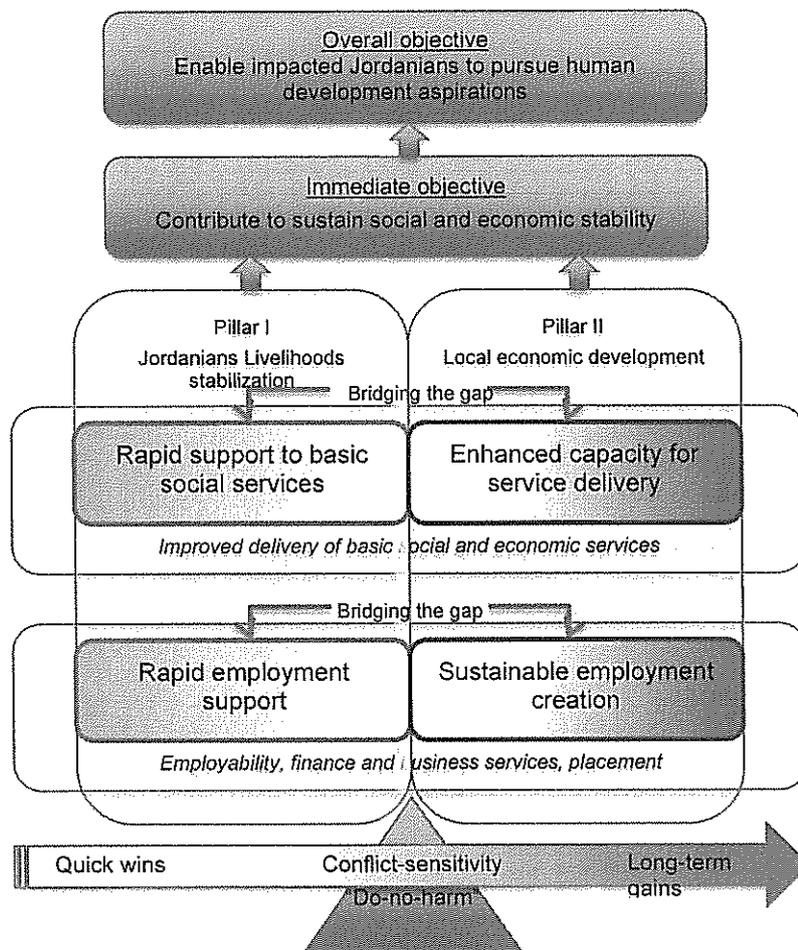
- On the one hand the project will invest in interventions for **rapid employment creation and support to basic social services**, that are geared towards sustaining stability, in particular in the Northern governorates – **Pillar I**;

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<sup>37</sup> MoPIC/UNDP, "Jordan Human Development Report: 2011: Small Business and Human Development"

- On the other hand, the project will strive to translate this into **longer-term gains and durable solutions** to contribute to some of the issues addressed in national development plans and strategies, in particular with regard to **sustainable employment creation, enhanced capacity for service delivery and local economic development – Pillar II.**

In December 2012, the UN's Regional Response Plan for Syrian Refugees estimated that 1.1 million Syrian refugees would arrive in neighbouring countries by the end of June 2013. UNHCR is in the process of adjusting this plan, in light of the new figures. This project will fit within the plan in terms of coordination, and activities streamlining.



The project is designed with full acknowledgement of the limited absorptive capacity of the labour market in certain areas, of the absorptive capacity of the available social and economic services/infrastructure (social basic and productive), of the low female participation in the economy, and of the current inequality of wages between men and women and of the disparity between rural and urban areas, that shall be addressed during the implementation of this project.

The project will be implemented in the governorates of Irbid and Mafrq that are currently the two governorates that are the most affected by the influx of Syrian refugees. However the project also addresses issues that are common to many governorates, in particular the ones with recorded poverty pockets.

This project has been designed to support national policies related to employment creation and economic development. Moreover, this project is designed in such a way to allow for scalability and replication in other priority areas in Jordan.

## B. Project outputs and indicative activities

The project incorporates the following outputs:

Output 1: Employment opportunities created and economic recovery initiatives developed geared towards improvement of livelihoods and basic social services delivery to Jordanians in the targeted areas.

The project will design rapid employment creation interventions, through market responsive training, rehabilitation and upgrade of basic social, economic and productive infrastructure. The project will also direct investment towards tourism, agricultural activities and small-scale industries, and will initiate and develop green jobs initiatives, such as eco-tourism, alternative sources of energy, such as solar/wind power generation, biogas production, solid waste collection and management, afforestation and land reclamation to boost employment.

Due attention will be given to the newly graduates through internships and placement within various public and private institutions to gain the necessary on-the-job training and skills that will in turn allow them to acquire a job opportunity. Due attention will also be given to women, to address the issue of their low level of participation in the labour market. Additionally, the project will address wage disparity between men and women. A target of a minimum of 30% female participation in the project is set.

### Activity result 1.1: Creation of short-term employment targeting Jordanian unskilled workers, newly graduates, women using labour-intensive schemes and job placement

Under this activity, it is anticipated that rapid employment opportunities for duration of 6 months will be created over a period of 12 months. It is expected that as a result of these rapid employment opportunities, each beneficiary worker/household will gain around US\$1800 that will help fulfilling their needs for almost three months. Beneficiaries will be encouraged to participate in saving schemes. However, the project will adapt to local conditions and the type of job foreseen. Hence, the length of job opportunities may be shorter or longer. Main interventions may include: garbage collection, afforestation, and land development and water harvesting schemes, rehabilitation of public/community based infrastructure; on-the-job training and apprenticeships that can host new graduates and others seeking skilled job opportunities.

Additionally, the project will provide safety tools and equipment on the place of work that could include goggles, gloves, boots and other protective clothing where needed.

Towards this end, the project will carry out the following:

- Identification of priority interventions, in coordination with local authorities and communities
- Identification and recruitment of rapid employment schemes beneficiaries according to set criteria
- Implementation of selected interventions
- Identification of on-the-job training beneficiary institutions
- Identification of on-the-job training candidates and placement

### Activity result 1.2: Rehabilitation and upgrade of basic social infrastructure to cope with the increased population and their needs

As mentioned earlier, the Syrian crisis has placed considerable pressure on basic social and municipal services in the target areas. In addition, it has created new challenges for local authorities, including with regard to the financial and human resources required to sustain the provision of such services. Towards this end, the project will carry out the following:

- Identify priority infrastructure projects to be targeted (yet in line with Governorates Development Plans, and local development plans);
- Strengthen the capacities of municipalities and governorates in the targeted areas.
- Rehabilitate and/or upgrade selected projects using local labour while liaising with line ministries;
- Mobilize local resources and from the private sector;

### Activity result 1.3: Support and enhance alternative livelihoods through diversified economic opportunities

Tourism, agriculture, notably through the adoption of water efficient irrigation technologies, and transfer of know-how in the energy sector (mainly through the production of bio-gas, invest in solar and wind energy..etc.) and training of technicians, have great potential in Jordan to provide employment and generate sustainable income. Towards that, the project will be guided by the various sectoral strategies that do contribute to the achievement of the project goal;

- Carry out a situation analysis of priorities in needs and demand for small businesses in the local communities in line with the Governorates Development Programme, for example in agriculture, invest in value chains of certain products, support livestock, vegetables production, or simply invest in water efficient and conservation schemes; In Tourism, support small hospitality business, rest areas, archeological and desert tours..etc; in energy – biogas production, solar and wind energy, and of course training...etc
- Build linkages with the different ministries (MOA, MOTA, MWI, MEMR) and identify the areas of potential SMEs in the targeted local communities, in addition to enhancing the support to relevant programmes of NGOs and CBOs working in the local communities.
- Conduct training and capacity building programs to the target groups in cooperation with key institutions players in the field.
- Coordinate with Ministry of Social Development, National Aid Fund, Government Development Fund and JEDCO and other SMEs Funding institutions to facilitate financing of the businesses created.

**Output 2:** Output 2: Enhanced local economic development through MSMEs growth and capacity development.

The project will capitalize on existing assessments and surveys and mainly the national Employment Strategy to tailor TVET activities that are demand driven and do respond to the labour market and private sector needs.

The project will build upon the support provided to basic social services under Pillar I. to enhance the basic social services delivery capacity, with particular focus on local authorities.

The project will adopt durable solutions strategies while promoting entrepreneurial culture, provision of financial and business services, decent work and job placement, development of value chains and public-private-partnerships (PPPs) and enhance the private sector's role in contributing to local development and employment creation.

Promotion of corporate social responsibility and to some extent the establishment of a CSR fund may prove to be a good opportunity for private sector engagement in responding to the needs of crisis affected communities as well as others needy and vulnerable communities, focusing primarily on newly graduates and women. As such, it will be encouraged.

**Activity result 2.1: Demand driven vocational and post training support provided to ensure social and economic empowerment through self-reliance and long term income generating opportunities:**

- Establish linkages with the Employment Technical Vocational and Education Training (E-TVET) Council/Ministry of Labour and Vocational Training Corporation (VTC) and with the King Abdallah Governorate Fund
- Carry out an unemployment survey among the hosting communities in collaboration with E-TVET and DOS;
- Carry out labour market needs/analysis related to vocational training and design and implement demand driven vocational training programmes in collaboration with VTC, DOS and E-TVET;
- Carry out training based on the needs of the labor market
- Link with existing small credit funds
- Link and develop economies of scale with the gender equity seal initiative; Provide in-kind grants for business start-up to promote access to financial and business development services;
- Support trainees to secure job opportunities in the targeted governorates;
- Provide grants to assist trainees to start MSMEs based on the training provided.

**Activity result 2.2: Improved delivery of municipal and social services in three targeted Municipalities in (Mafraq, Irbid, and Ramtha)**

- Carry out rapid institutional capacity assessment followed by capacity development of local authorities/municipalities affected to plan, identify and implement priority works in their Districts.
  - Provide rehabilitation and equipment for municipalities and service institutions
  - Ensure proper coordination amongst the various stakeholders and support expansion of service delivery;
  - Ensure proper monitoring and evaluation system is in place through establishment of agreed performance indicators;
  - Strengthen linkages between governorate and line ministries towards timely delivery of resources and services;
- Support the establishment or link with local early warning early action systems.

**Activity result 2.3: Private sector role promoted towards gender sensitive employment creation, income generation and timely and efficient services delivery**

- Conduct capacity assessment of selected local economic actors working in the target areas;
- Encourage private sector to respond to its capacity development needs;
- Work with well-established private companies to explore possibilities of establishing a Corporate Social Responsibility fund geared towards local development to create and absorb employment, in coordination with existing funds;
- Study the Private sector needs of jobs and skills.
  - **Develop** public private partnerships mainly in delivering municipal services (garbage collection and waste management, water and electricity distribution...etc.)

The project **duration** is initially set at 1 year, but may be extended depending on the evolution of the refugee crisis and its impact on Jordan, and availability of extra funds.

### **C. Targeting among Jordanians in the hosting communities**

#### **1. Geographic targeting**

Jordan is faced with a protracted economic crisis with a large influx of Syrian refugees that constitute a compounding burden on the hosting communities and that may induce social tensions. The targeting is two-pronged: on the one hand it is geared towards providing an immediate income generation opportunities to the most affected host communities and to diffuse potential tensions; on the other hand it is geared towards identifying areas with a potential for absorption and creation of labour for these host communities.

Criteria 1: Areas with higher poverty and unemployment rates (POPs)

The underlying assumption for the present selection criteria is that destitute Syrian refugees have a tendency to concentrate in poorer areas with lower cost of living, that coincide to Government identified pockets of poverty (POPs). Thus, these areas are the most affected and are prone to potential social tensions, due to competition over labour, services, resources and aid, and a degradation of living conditions.

Criteria 2: Areas with potential for labour absorption/creation

These areas will be identified through economic actors capacity assessment and labour market analysis. Additionally, profiling of areas based on existing local development action plans and sectoral strategies will help identify the potential of the various economic sectors of the economy to create and absorb employment. Particular attention will be given to newly graduated and women when developing the criteria.

#### **2. Beneficiary targeting**

The below prioritized criteria will be used to identify Jordanian beneficiaries:

- Criteria 1: Unemployed people (exclusive criteria)
- Criteria 2: Household size superior to national average
- Criteria 3: Women-headed households (in coordination with UNWOMEN)
- Criteria 4: People with special needs
- Criteria 5: Youth
- Criteria 6: In certain cases, food insecure (in coordination with WFP)

For the rapid employment window, both skilled and unskilled labour will be required. For unskilled labour, minimum wages will apply. For skilled labour, market wages will be provided. The target of women benefitting from the project activities during the first year will be no less than 30%. . In addition to the above, the project will seek to include unemployed graduate students, in particular to fill in skilled or specialized labour positions in accordance to their qualifications, in addition to skilled labour, as needed. A skilled labour scanning will need to be performed to ensure availability of skills in the target areas and recommend means to fill skill gaps.

Gradually, and in particular with a view of durable placement of workers in public offices and private companies, skills will be developed to match needs, through identified means, such as vocational training institutes.

#### **3. Interventions selection**

Interventions will be selected through the following process:

- Criteria 1: The selection will be guided by the governorate development plans, Local Action Plans (LAPs) and informed by existing national sectoral strategies (Poverty, Employment, Youth, Tourism, MSMEs, etc), focusing on social and economic sectors that have been impacted by the ongoing humanitarian refugee crisis.
- Criteria 2: The interventions will be identified

and validated through wide consultation, prioritizing existing vulnerabilities and potential for increased risks including gender based violence. Criteria 3: The interventions will be prioritized and vetted in coordination with local authorities, NGOs and CBOs to be determined later).

Criteria 4: Gender equality criteria will be used to ensure that interventions are conducive to women's employment.

Criteria 5: Prospects for inter-community cooperation will be privileged.

#### **4. Institutions targeting**

A set of different local implementation institutions (LOIs) will be mobilized for community mobilization, implementation, supervision, monitoring and evaluation. These institutions will also receive technical assistance, to build their capacity to deliver and perform their required or mandated functions.

In each target area, a quick mapping of these institutions will be performed, and their capacity to deliver will be assessed, in particular for CBOs and CSOs, prior to their selection. Potential LOIs are as follow:

- Local authorities
- CSOs / CBOs (to be determined later in coordination with local authorities).
- Private sector
- Micro-finance institutions
- Vocational training centres
- Ministerial technical departments

The following selection criteria will be used for LOI selection:

Criteria 1: Mandated role and prior experience of the institution (in particular for public authorities)

Criteria 2: Comparative advantage (including cost, skills, local presence and trust)

Criteria 3: Better prospect for sustainable solution

#### **D. Project alignment with national objectives and UN/UNDP assistance frameworks**

This project is guided by the National Development Agenda (2006-2015), the National Employment Strategy (2011-2020), the National Executive Development Programme (2011-2013), the governorate Development Plans for the target areas (2012-2014), and the joint Jordan – UN appeal for the Syrian refugee crisis (October 2012).

Moreover, the project has been designed in accordance with the UN Development Assistance Framework (UNDAF), and the recently approved UNDP Country Programme document (CPD) (see box below) and UN Women's Strategic Framework 2012 - 2013. In this regard, the project seeks to build on the achievements and lessons learned from on-going UNDP and UN WOMEN projects targeting youth and women's empowerment, and livelihoods and economic development.

Relevant outcomes and/or objectives of the various development and strategic plans

##### **National Development Agenda:**

- Improve the quality of life of Jordanians through the creation of income generating opportunities (employment creation), the improvement of standards of living, and the guarantee of social welfare.

**National Employment Strategy – Three Horizons geared towards transitioning to productive state with a vision to “improve standards of living for Jordanians through increased employment, wages and benefits and productivity improvements”:**

- Start absorbing the unemployed;
- Better skill matching and MSME growth;
- Increased productivity through human capital and economic restructuring

**GoJ Local Action Development Plans anchored around the following pillars:**

- Improve the enabling environment of business development;
- Support TVET;
- Social welfare including poverty reduction, social development, local development and health care;
- Education, innovation and higher education including youth and sports, culture..ect;

- Infrastructure improvement including water and sanitation, energy, environment, housing , urban development...etc;

**UNDAF relevant outcomes:**

- Improved social protection and poverty alleviation mechanisms for vulnerable people at national and sub-national levels; **this outcome reflects as well UNDP-CPD**
- Provision of equitable delivery of quality social services for all people;
- Institutionalization of necessary policies and mechanisms for effective and inclusive participation of young people in social, cultural, economic and political life;

**Joint Jordan-UN Appeal**

- Provision of essential and basic services (food, education, water, hygiene and sanitation, healthcare, energy and infrastructure) to Syrians and their host communities.

**E. Current interventions in the target areas and themes**

The present project will build upon an existing UNDP intervention targeting youth and financed by the Government of Japan in the target governorates. The intervention is aimed at fostering youth employment, in particular through internships opportunities.. The project will also build upon the work performed by UNDP at policy level, with regard, in particular to the Poverty Reduction Strategy and youth unemployment.

In addition the project will complement existing UN Women project (UNDAF Outcome 2): To promote access and effective participation of marginalized women in economic and public life in 10 remote poverty pockets located in the Mafraq Governorate.

In the addition to the above, a number of agencies are active in the target governorates in areas of interest to the present project:

**Support to host communities:**

- UNICEF is supporting directly and indirectly host communities through interventions targeting Syrian refugees. In particular, UNICEF is supporting rehabilitation and expansion of schools and water sources. In addition, UNICEF provides fees for additional teachers.
- UNESCO is carrying out several activities to enhance government of Jordan's response planning capacity of education in emergencies, water education in schools and communities, empowering vulnerable Syrian refugees in northern Jordan with lifesaving information through awareness raising programs via radio, sustaining quality of education and promoting vocational skills development opportunities for young Syrian refugees in Jordan, Development of emergency strategy to mitigate the risk of illicit trafficking of cultural property in Syria.
- UNFPA is responding to the Syrian refugees' needs outside the camps through Capacity building and training of governmental and nongovernmental agencies service providers on the topics of MISp, GBV, CMR, Y-PEER education and Code of Conduct/prevention of sexual exploitation and abuse, providing Reproductive health services and awareness raising through 8 static clinics in Amman, Zarqa, Ramtha, Mafraq and 3 Medical Mobile Units (northern governorates, Southern governorates and the Jordan Valley) and outreach teams, Prevention and Response to GBV through community outreach programs in the host community and camps in partnership with IFH, UNFPA also raises awareness on the main topics related to young "refugee" situation through a Y-PEER education approach. The programs target Syrian refugees as well as the Jordanian vulnerable people.
- USAID is implementing a programme in cooperation with Mercy Corps for community-based interventions on water storage, conservation, harvesting and recycling.
- CIDA is providing funds to Save the Children and the Danish Refugee Council to support the livelihoods of host communities
- KfW is providing support to the Yarmouk Water Authority to enhance water supply in the Northern Governorates, notably through elimination of leakages in the distribution network, the rehabilitation of wells, and the provision of water tanks
- UNHCR has implemented a number of Quick Impact Projects and Community Impact Projects in the target areas

The above-mentioned interventions offer a great potential for synergies and coordination. In particular, UNDP will strive to enter in agreements with all partners whereby UNDP can contribute to mobilize the workforce for basic social services and community projects, as part of its rapid employment intervention. UNDP is currently discussing with UNWOMEN on possible joint cooperation to support and empower women in Zarqa to reduce risks of Gender Based Violence, among other reasons, due to economic

vulnerabilities. Moreover, UNDP will engage discussion with ILO on employment related strategies, as well as with UNESCO on vocational training.

#### **Youth employment, MSMEs, Vocational training**

- The project will liaise with existing national mechanisms and funds, such as the King Abdullah Development Fund, the SME development Fund, and the Governorate Development Fund
- While there is a large number of actors involved in Youth employment and vocational training countrywide, the main partner in the target governorates is USAID that currently implements, in coordination with the International Youth Foundation and the Business Development Centre, a programme aimed at supporting vocational training, on-the-job training and micro-projects in the Northern governorates.
- In addition, a number of partners are also supporting MSMEs, such as the EU, USAID, GIZ, JICA, CIDA and the AFD. The project will endeavor to coordinate with these actors for its interventions in the Northern governorates.

#### **F. Project guiding principles**

The project is guided by recovery and developmental principles, including "do no harm". As such, it promotes and fosters i) inclusivity and participation; ii) ownership, accountability and transparency; and iii) capacity development, gender equity, diversity; and sustainability.

Moreover, the project aims at iv) ensuring cross-sectoral linkages; v) bridging the gap between humanitarian, recovery and development; and vi) informing and supporting policy formulation.

Finally, the project strives to support vii) women empowerment as well as viii) Youth empowerment and ix) environment protection.

#### **Inclusivity and participation**

Special attention will be given to principles of inclusiveness by ensuring the participation of stakeholders throughout the planning, decision-making, implementation and M&E processes for enhanced social cohesion, economic empowerment and reduced tension amongst all parties. This includes national institutions, donors, UN agencies, international and national NGOs, CSOs, and the private sector.

#### **Ownership, accountability and transparency**

Special attention will be given to the principle of national ownership, e.g. by maximizing the use of existing structures and local resources (human, economic and physical assets) and enhancing capacities of target people while encouraging local procurement of goods and services to stimulate the local economy/market with the aim to create long-term impact and sustainability;

#### **Capacity development**

The project will strive to enhance the capacity of local authorities and municipalities to tackle issues of delivery of basic social services to communities in an effort to build sustainability of the project interventions.

In addition, the project will support local authorities capacities, at municipal and at governorate level, to coordinate partners on the ground, follow-up on and monitor their interventions. This is of particular importance in view of the multiplication of local and international actors incurred by the Syrian refugee crisis.

The project will also contribute to building the capacity of partners CSOs/CBOs especially in supporting grants and micro credit management. Assessment of capacities will be performed prior to contracting. During this process, opportunities for capacity building will be identified and support will be provided in this regard. Moreover, the project will support their capacities to contribute to building resilience, job creation and social cohesion peace building at both national and local levels.

#### **Cross-sectoral linkages**

The project, where possible, will adopt an integrated and inclusive community/area-based approach focused on economic recovery to maximize the use of available resources, create impact, and contribute to the achievement of national goals and relevant MDG targets. In addition, the project will aim at reinforcing existing local conflict resolution structures and reinforce both social and legal protection for vulnerable women including those exposed to gender based violence risks. Building on humanitarian inputs and creating synergies between humanitarian and development interventions

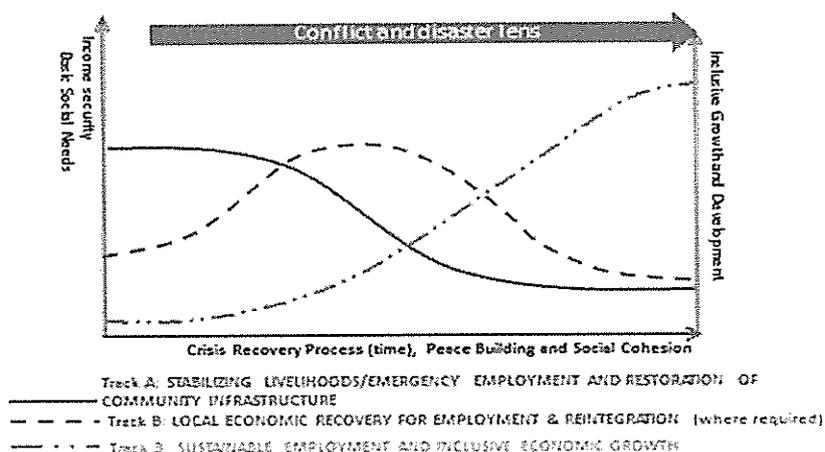
#### **Bridging the gap between humanitarian, recovery and development**

The project, as it strives to contribute to longer-term recovery and development, shall emphasize on a continued resilience building process through implementing quick wins in line with the national development

agenda and national employment strategy. These quick wins will pave the way for a medium to long term gains.

The project is guided by the UN post conflict policy on employment creation, income generation and reintegration three track approach (see figure below). In the context of Jordan, the project shall focus on creating short term, emergency employment for those unskilled workers to support municipalities in garbage collection services, afforestation initiatives, and rehabilitation of public infrastructure targeting primarily most vulnerable groups. In addition, the project will aim at creating sustainable jobs targeting mainly youth with focus on newly graduate students, women and those seeking employment in both rural and urban setting. In an attempt to enhance employability of youth, the project will give due attention to skills building in response to the labour market needs, support access to micro-finance, and support business development and mentoring. The project will seek to create micro-macro linkages and influence current policies and strategies geared towards creating an enabling investment environment for economic growth.

### Three -track approach towards recovery and social cohesion



#### Support to policy formulation – enabling environment

The project endeavours to inform policy formulation through generation of results and knowledge products, ensure sustainability and aim at creating and enabling environment for social and economic transformation through its multi-sectoral/disciplinary interventions.

#### Women empowerment

The project will give due attention to women’s issues. A minimum acceptable level of women’s participation in all project activities will be defined that should not go below 30%. The project will ensure the allocation of at least 15% of the total budget towards gender as per the UN Secretary General’s directives. Equal opportunities including in wages, access to services (social and financial) for men and women, urban and rural, returnees and local communities shall be ensured and promoted.

#### Youth empowerment

The project places a particular emphasis on Youth. It targets, in particular through its second pillar of intervention, new graduates with the aim to support their employability on the labour market. Moreover, it intends to facilitate their placement in public and private sector entities by subsidizing apprenticeship and on the job-training opportunities.

#### Environment and disaster-risk reduction

Special attention will be given to combating and mitigating the effects of climate change, e.g. by integrating and mainstreaming disaster risk mitigation issues into district and national development national planning and budgeting frameworks while strengthening the governance of natural resources, and building the resilience of communities to climate change and to the associated socio-economic impact;

## **G. Partnership Strategy**

UNDP will ensure that a proper partnership strategy is in place and endeavours to enhance synergies, partnerships and alliances with various stakeholders.

As such, the project will be implemented in close cooperation with the following partners, to mobilize their varying policy-making, decision-making, consultation, community mobilization, revenue collection, resource mobilization, implementation, monitoring, supervision, lobbying, policy influence capacities and/or mandates:

- Government authorities (in particular for policy and decision-making, technical skills, coordination, supervision, etc.)
- Local authorities (in particular for decision-making, technical skills, local coordination, supervision, monitoring and evaluation, revenue collection, etc.)
- CSOs and CBOs (in particular for community mobilization, participatory planning, participatory monitoring, implementation, evaluation, lobbying and policy influence, etc.)
- Private sector (in particular for implementation, policy influence and resource mobilization, through CSR)
- UN Partners, in particular UN Women who will be implementing the project jointly and providing technical expertise on women economic empowerment throughout the intended outputs of the project.
- Donors (resource mobilization, influence on policy-making at macro level)

In addition, coordination and synergy will be sought with bilateral and multilateral partners (donors, international NGOs, UN partners), through existing and appropriate coordination mechanisms, and according to their respective comparative advantages and technical expertise. Moreover, harmonization of practices (project selection, wages, etc.) will be sought with all partners. As mentioned above, UNDP will work closely with UN partners currently engaged in the target areas or working on themes that the project is striving to address, and in particular with UNWOMEN, UNESCO and ILO, as well as with UNICEF and UNHCR, among others.

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>  <i>#1 Jordan has institutionalized improved social protection and poverty alleviation mechanisms for vulnerable people at national and subnational levels; #2 Jordan has undertaken political and institutional reform at national and sub-national levels in a participatory, transparent and accountable manner.</i></p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>  <i># of governorates implementing and tracking sustainable and equitable LED plans in a participatory manner; new methodologies developed and implemented to measure and assess poverty and vulnerability.</i></p> <p><b>Applicable Key Result Area (from 2008-11 Strategic Plan): Resilient and sustainable development</b></p> <p><b>Partnership Strategy:</b> <i>the project will be implemented in close cooperation with i) Government authorities; ii) Local authorities; iii) CSOs/CBOs; iv) the private sector; and v) donors, to mobilize their varying policy-making, decision-making, consultation, community mobilization, revenue collection, resource mobilization, implementation, monitoring, supervision, lobbying, policy influence capacities and/or mandates:</i>  <i>In addition, coordination and synergy will be sought with bilateral and multilateral partners (donors, international NGOs, UN partners), through existing and appropriate coordination mechanisms, and according to their respective comparative advantages and technical expertise. Moreover, harmonization of practices (project selection, wages, etc.) will be sought with all partners.</i></p>			
<p><b>Project title and ID (ATLAS Award ID):</b></p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (1 year project)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
Project Management in place and operational	Target	<ul style="list-style-type: none"> <li>- Draft TORs</li> <li>- Recruit Staff</li> <li>- Finalize required space and procurement</li> </ul>	UNDP
			<b>INPUTS (1 year)</b> <u>Project Management:</u> International Project Chief Technical Advisor (P4) = USD 200,000 Project Officer (national)= USD 30,000 Field Officer (national)= USD 25,000 Field Officer (national): USD 25,000 Media/Comm Officer (national)= USD 20,000 Procurement Officer (national)= USD 25,000 Finance/Admin associate (national)= USD 20,000 Project support (equipment, supplies, telecom, transport,

<p><b>Output 1: Short-term employment opportunities created and economic recovery initiatives developed geared towards improvement of livelihoods and basic social services delivery</b></p> <p><i>Baseline:</i></p> <p><b>Employment</b> 12.5% (10. M, 19.9% F)</p> <p>unemployment 38%</p> <p>economically active 85.9%</p> <p>women non economically active 38%</p> <p>employed in public sector, 45%</p> <p>women (ag. 13% of private sector)</p> <p>86% employed in service sector</p> <p>50% do not find a job after graduation</p> <p>25% of workforce is foreign workers</p> <p>55.2% of poor are working poor</p> <p>Widespread "culture of shame"</p> <p>44,000 Syrians in working age</p> <p>30,000 Syrians working</p> <p><b>Basic social services:</b></p> <p>220,000 Syrian refugees in urban areas</p> <p>10, 20 and 30% pop. increase in Irbid Ramtha and Mafraq</p> <p>20,000 Syrian children in schools</p> <p>80,000 Syrians in school age</p>	<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>- 2500 rapid employment opportunities created</li> <li>- 200 on-the-job training opportunities provided</li> <li>- 75 alternative livelihoods projects supported</li> <li>- 30 community-based projects implemented</li> </ul>	<p><b>Activity Result 1.1:</b></p> <p><b>Creation of short-term employment targeting unskilled workers, newly graduates, women using labour-intensive schemes and job placement</b></p> <ul style="list-style-type: none"> <li>- Identification of priority interventions, in coordination with local authorities and communities</li> <li>- Identification and recruitment of rapid employment schemes beneficiaries according to set criteria</li> <li>- Implementation of selected interventions</li> <li>- Identification of on-the-job training beneficiary institutions</li> <li>- Identification of on-the-job training candidates and placement</li> </ul>	<p>UNDP</p> <p>UNWOMEN</p> <p>Line ministries, local authorities, UN agencies, INGOs, CSOs/CBOs, private sector</p>	<p>contracts, publication, etc.), USD 198,318</p> <p><i>Country Office support staff:</i></p> <p>\$50,000</p> <p>Vehicles (3): \$60,000</p> <p><b>Total project management, USD 648,318 (funded by Japan)</b></p> <p>Professional services - USD 160,000</p> <p>Consultants- USD 100,000</p> <p>On-the-job training &amp; placement for the selected Jordanians- USD 290,000</p> <p>Gender Specialist (national) USD 40,000</p> <p>Rapid employment for Jordanians - USD 1,100,000</p> <p><b>total activity result 1.1- USD 1,690,000</b></p> <p><b>out of which) 190,000 funded by Japan</b></p> <p><b>150,000 funded by UNWOMEN</b></p>
<p>86% employed in service sector</p> <p>50% do not find a job after graduation</p> <p>25% of workforce is foreign workers</p> <p>55.2% of poor are working poor</p> <p>Widespread "culture of shame"</p> <p>44,000 Syrians in working age</p> <p>30,000 Syrians working</p> <p><b>Basic social services:</b></p> <p>220,000 Syrian refugees in urban areas</p> <p>10, 20 and 30% pop. increase in Irbid Ramtha and Mafraq</p> <p>20,000 Syrian children in schools</p> <p>80,000 Syrians in school age</p>	<p><b>Activity Result 1.2: Rehabilitation and upgrade of basic social infrastructure to cope with the increased population and their needs</b></p> <ul style="list-style-type: none"> <li>- Identify priority infrastructure projects to be targeted (yet in line with Governorates Development Plans, and local development plans);</li> <li>- Strengthen the capacities of municipalities and governorates in the targeted areas.</li> <li>- Rehabilitate and/or upgrade selected projects using local labour while liaising with line ministries;</li> <li>- Mobilize local resources and from the private sector.</li> </ul>	<p><b>Activity Result 1.2: Rehabilitation and upgrade of basic social infrastructure to cope with the increased population and their needs</b></p> <ul style="list-style-type: none"> <li>- Identify priority infrastructure projects to be targeted (yet in line with Governorates Development Plans, and local development plans);</li> <li>- Strengthen the capacities of municipalities and governorates in the targeted areas.</li> <li>- Rehabilitate and/or upgrade selected projects using local labour while liaising with line ministries;</li> <li>- Mobilize local resources and from the private sector.</li> </ul>	<p>UNDP</p> <p>Line ministries, local authorities,</p>	<p>National Consultant- USD 100,000</p> <p>Subcontracts- USD 3,000,000</p> <p><b>total activity result 1.2- USD 3,100,000</b></p>

<p>School classes up to 45+ per class Solid waste increased by 50 to 100% 30 to 100% house rental increase in NG</p> <p>Indicators: # rapid jobs created # placements in public &amp; private sectors # income-generation and long-term jobs # of basic social and economic projects implemented</p>		<p><b>Activity Result 1.3: Support and enhance alternative livelihoods through diversified economic opportunities</b></p> <ul style="list-style-type: none"> <li>- Carry out a situation analysis of priorities in needs and demand for small businesses in the local communities in line with the Governorates Development Programme,</li> <li>- Build linkages with the different ministries (MOA, MOTA, MWI, MEMR) and identify the areas of potential SMEs in the targeted local communities, in addition to enhancing the support to relevant programmes of NGOs and CBOs working in the local communities.</li> <li>- Conduct training and capacity building programs to the target groups in cooperation with key institutions players in the field.</li> <li>- Coordinate with Government Development Fund and JEDCO and other SMEs Funding institutions to facilitate financing of the businesses created.</li> </ul>	<p>UNDP Line ministries, local authorities, UN agencies, INGOs, CSOs/CBOs, private sector</p>	<p>National consultants- USD 200,000 Small grants-USD 1,350,000 <b>total activity result 1.3- USD 1,550,000</b></p>
<p><b>Output 2: Enhanced local economic development through skills-matching, MSMEs growth and capacity development</b></p> <p>Baseline: Employment 12.5% (10. M, 19.9% F) unemployment 35% economically active 85% women non economically active 38% employed in public sector, 45% women (eg. 13% of private sector) 86% employed in service sector 50% do not find a job after graduation</p>	<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>- 300 men and women benefit from targeted vocational training</li> <li>- 60 SMEs established and developed</li> <li>- 60 start-up grants beneficiaries supported</li> <li>- At least one PPP promoted</li> <li>- Around 40 staff from local authorities trained on efficient service delivery</li> <li>- Local early warning systems promoted</li> </ul> <p>Targets (year 2)</p>	<p><b>Activity result 2.1: Demand driven vocational and post training support provided to ensure self-reliance, long term income generating opportunities, and economic empowerment</b></p> <ul style="list-style-type: none"> <li>- Establish linkages with the Employment Technical Vocational and Education Training (E-TVET) Council/Ministry of Labour and Vocational Training Corporation (VTC) and with the King Abdallah Governorate Fund</li> <li>- Carry out an unemployment survey among the hosting communities in collaboration with E-TVET and DOS;</li> <li>- Carry out labour market needs/analysis related to vocational training and design and implement demand driven vocational</li> </ul>	<p>UNDP Line ministries, local authorities, UN agencies, INGOs, CSOs/CBOs, private sector</p>	<p>Assessments- USD 100,000 Design of training- USD 50,000 Vocational training for young Jordanians- USD 400,000 Start-up grants for young Jordanians- USD 400,000 SMEs support for Jordanians- USD 400,000 Mentoring, advocacy and awareness- USD 50,000 <b>Total activity result 2.1- USD 1,400,000 (FUNDED BY JAPAN)</b></p>

<p>25% of workforce is foreign workers 73% of poor are working poor Widespread "culture of shame" 44,000 Syrians in working age 30,000 Syrians working</p> <p><b>Private sector:</b> MSMEs 98% of Jordanian enterprises MSMEs 77% of workforce 90% of enterprises &lt; 10 workers 70% of SMEs no access to finance</p> <p><i>Indicators:</i> # labour market surveys # VTC targeted with training progr. # saving schemes adopted # SMEs with access to finance # long-term jobs created # SMEs started # local public offices trained # CSR funding mobilized # PPP concluded</p>	<p>- 400 men and women benefit from targeted vocational training - 60 SMEs established and developed - 40 start-up grants beneficiaries supported - At least one PPP promoted - Mentoring services provided to all established MSMEs key personnel to ensure sustainability and effectiveness - Awareness and advocacy campaigns conducted towards corporate social responsibility, conflict resolution, gender..etc</p>	<p>training programmes in collaboration with VTC, DOS and E-TVET; - Carry out training based on the needs of the labor market - Link with existing small credit funds - Link and develop economies of scale with the gender equity seal initiative - Provide in-kind grants for business start-up to promote access to financial and business development services; - Encourage the establishment of individual savings schemes; - Support trainees to secure job opportunities in the targeted governorates; - Provide grants to assist trainees to start MSMEs based on the training provided.</p>			<p>Consultants- USD 50,000 Heavy Equipment (3 municipalities)- USD 660,000 Subcontracts for rehabilitation- (3 municipalities) -USD 500,000 Training- USD 80,000 IT equipment (3 municipalities) - USD 180,000 Supplies: 20,000 Miscellaneous -USD 10,000  <b>Total activity result 2.3- USD 1,500,000 (FUNDED BY JAPAN)</b></p>
	<p><b>Activity result 2.2: Improved delivery of municipal and social services in three targeted Municipalities in (Maftaq, Irbid, and Ramtha)</b> - Carry out rapid institutional capacity assessment followed by capacity development of local authorities/municipalities affected to plan, identify and implement priority works in their Districts. - Provide rehabilitation and equipment for municipalities and service institutions - Ensure proper coordination amongst the various stakeholders; - Ensure proper monitoring and evaluation system is in place; - Strengthen linkages between governorate and line ministries towards timely delivery of resources and services; - Support the establishment or link with local early warning systems.</p>				<p>National consultants- USD 200,000 Visibility/outreach- USD 200,000 Audio Visual &amp; Print Prod Costs-</p>

		<ul style="list-style-type: none"> <li>- Conduct capacity assessment of selected local economic actors working in the target areas;</li> <li>- Encourage private sector to respond to its capacity development needs;</li> <li>- Work with well-established private companies to explore possibilities of establishing a Corporate Social Responsibility fund geared towards local development to create and absorb employment, in coordination with existing funds;</li> <li>- Study the Private sector needs of jobs and skills.</li> <li>- Develop public private partnerships mainly in delivering municipal services (garbage collection and waste management, water and electricity distribution....etc.)</li> </ul>	<p>USD 100,000</p> <p><b>Total activity result 2.3- USD 500,000</b></p>
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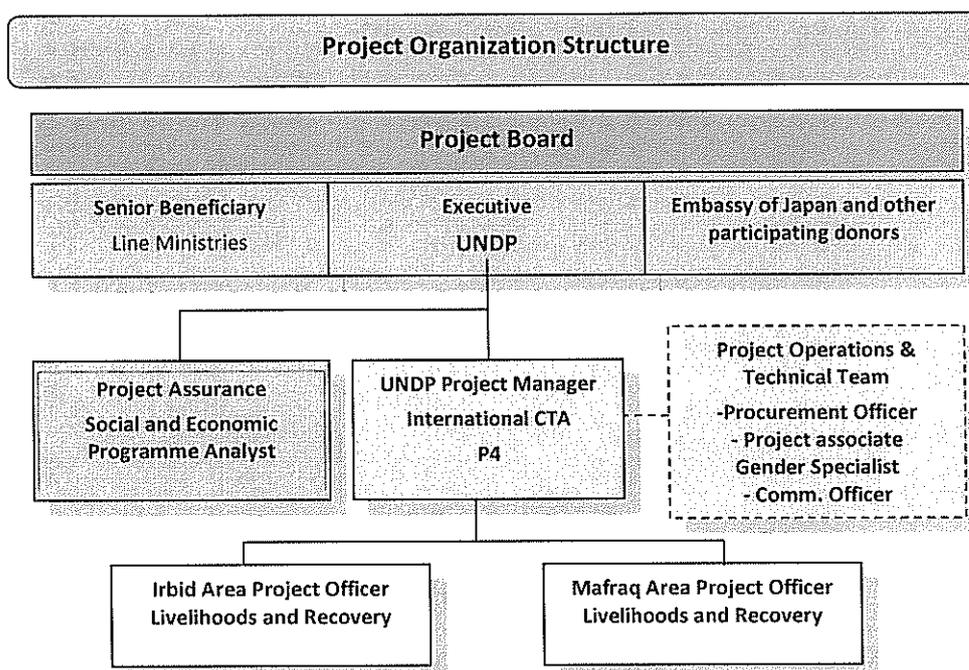
<b>JAPAN BUDGET DISTRIBUTION</b>	
Project Management	648,318
Activity 1.1	190,000
Activity 1.1	1,400,000.00
Activity 2.1	1,500,000.00
<b>Sub-total</b>	<b>3,738,318.00</b>
GMS	261,682.00
<b>TOTAL</b>	<b>4,000,000.00</b>

## IV. MANAGEMENT ARRANGEMENTS

### A. Project organisation structure

To facilitate management, monitoring and reporting of the project, the management arrangements for this project are illustrated in *Figure 1* below and consist of the following key components:

- **Project board** co-chaired by the Government, UNDP, UN WOMEN, Embassy of Japan and other donors contributing to the project, and participating donors will be established (see *Figure 1* below). The project board will provide overall direction and strategic guidance and agrees to counter measures/management actions to address specific risks raised by the programme manager, approve project geographical coverage and beneficiary selection criteria, review and adopt the project's implementation modality and annual workplans, and co-opt as member any stakeholder/donor on need basis. The project board shall be convened on quarterly basis or as required.
- **The project assurance functions rests with the programme support unit and programme manager** to follow up on management actions, keeping track of progress benchmarks, perform regular monitoring activities, ensuring funds are made available to the project towards the intended outputs and resources entrusted to UNDP are utilized appropriately.



- **Project Management:** day-to-day management of the project supported by the programme manager and the area project managers supported by project assistants and drivers. Subject-matter/technical specialists will be recruited and shall support the project management who in turn shall provide support to local partners to develop technical and funding proposals for submission through the available mechanisms. The project management will also ensure knowledge sharing of successful practices across districts and departments.
- **Project Communications:** development of viable communication strategy that will give full acknowledgement and visibility of the donor, design targeted messages to manage expectations, support monitoring and ensure transparency and accountability. Additionally, due support to publications, press releases, and development of inter-active database/programme management information system.
- **Procurement** of goods and services and the recruitment of personnel shall be provided in accordance with UNDP guidelines, procedures and regulations.

## B. Project management structure

The project will be managed on day-to-day basis by a dedicated Project Manager (P4 international CTA) assisted by two Area Project Officers recruited for this specific purpose, a project procurement Officer, a gender specialist, and a project associate for technical and operational support. A Communications Officer will lead the documentation of lessons learned, best practices and undertake advocacy within and beyond the target areas, and design and disseminate targeted messages to manage expectation and increase awareness of relevant issues.

## C. Project implementation arrangements

The project will use different implementation modalities that include but are not limited to:

- Ministries with proven capacities in terms of coordination, mobilization of resources, developed institutional and human resources, presence in the field and their ability to reach out to all marginalized and impact areas; in particular, ministries will play a key role in the project, with regard to their policy-setting and enforcement mandate, and their monitoring and supervision role.
- Local Authorities in the target areas who have some capacities to plan, and implement priority interventions, monitoring and coordination.
- National and local NGOs, CSOs, University and research institutions that have proven capacities, and outreach, immaculate records and good reputation; (The NGOs are to be identified at a later stage).
- Private sector for business development, financial services, consultancies to assist in the formulation and development of policies, strategies and legal frameworks, value chains and PPP, etc;
- International NGOs especially for the transfer and exchange of know-how and adaptive technology, promotion of best international practices in terms of empowerment, reintegration, peace building, reconciliation and strategies formulation. (The NGOs are to be identified at a later stage).

This project will be implemented through direct implementation modality (DIM). UNDP will enhance its own implementation capacity at the central and field levels for all its livelihood and recovery work. UN Women will dedicate technical capacities to support project's objectives on women economic empowerment.

**UNDP will work in close partnership with local authorities and technical departments** to ensure future operation and maintenance of rehabilitated and/or upgraded structures. **UNDP will assess the capacities of these institutions prior to engagement** and will provide additional capacity support where necessary.

Moreover, such institutions will be instrumental in the selection of beneficiaries and priority interventions. The latter will be done in close consultation with local communities and CSOs/CBOs, in the form of focus-group discussions and participatory planning, while remaining within the boundaries of the Local Action Plans. Project selection will be done based upon conflict sensitive criteria, equitable distribution of available resources amongst the various affected communities, as well as support conflict resolution.

Local authorities will be encouraged to partner with the private sector to provide services such as waste collection and management, water and market management, among others.

UNDP in partnership with UN Women will work with **qualified NGOs and CSOs** for the implementation of specific sub-projects and activities that fall within the area of expertise of these organizations. Towards this end, UNDP and UN Women will carry out **capacity assessment** of such institutions to prequalify them before engagement. Where possible, and based on their comparative experience, capacities and outreach, international NGOs may be subcontracted to implement certain interventions.

Moreover, UNDP will be working with **private sector, research institutions and universities** to conduct necessary assessments, monitoring, evaluation and support communication of results.

For funds received from Japan, the UNDP Country Office will submit a written request to the Government of Japan for the prior approval in case an extension of the project is required.

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## V. MONITORING FRAMEWORK AND EVALUATION

**Quarterly progress reporting:** A quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table.

**An Issue Log:** 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.

**Risk Log:** A risk log shall be activated in UNDP's project management system (Atlas) and will be regularly updated by reviewing the external environment that may affect the project implementation. Based on the above information recorded in Atlas, Bi-annual Progress Reports will be submitted by the Project Manager to

the Project Board through Project Assurance.

**Field visits and quarterly reports:** The Project Manager will prepare regular progress reports for the Project Review Board (PRB), accompanied by financial reports. The progress report will consist of a brief summary of progress in relation to the work plan and an update on the financial situation. This summary will also be used for feedback to the PRB for making decisions and introducing corrective actions.

**Review Meetings:** The Project Manager will be responsible for organizing these meetings and for following up on the recommendations and decisions taken in the meetings. The manager will prepare a brief action-oriented report on the review meeting, in coordination with the programme management officer of the CPR unit, and send it to participants in the meetings for their approval or comments.

**Annual Project Report:** The Project Manager will ensure the preparation of the Annual Project Report (APR), in consultation with the various stakeholders. These reports while serving the purposes of monitoring performance also will cover lessons to help in assessing the various implementation modalities, including its implications in terms of capacity building and ownership.

**Annual Work-Plan and Budget:** The annual work plan and budget will serve as the primary reference documents for the purpose of monitoring the achievement of results. The project manager is tasked with the responsibility of implementing the project in accordance with these documents.

**Monitoring visits by UNDP:** The project will be subject to monitoring visits undertaken by UNDP staff and/or an external monitoring agent who will be sub- contracted. UN Women will partner with UNDP in monitoring project activities based on performance indicators and targets.

**Lessons Learnt:** A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, as well as to facilitate the preparation of the Lessons-learned Report at the end of the project.

**Review: Project performance** will be reviewed upon completion of the project. An Annual Review Report shall be prepared by the Project manager and shared with the Project Board/ Outcome Board.

**Evaluation and Audit:** The project will be part of the Country office outcome evaluations. The audit of the project will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review).

**With regards to components funded by Japan,** the annual report for the first year of implementation will be submitted to the Government of Japan together with the financial report. A Mid-term report capturing the progress of activities and disbursements shall also be submitted to the Government of Japan. Reports are to include relevant photographs, and all media coverage articles and press releases. Monitoring and evaluation will be carried out in close coordination with Japan.

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## VI. COMMUNICATION PLAN

An essential component of the implementation of this project is to address the visibility of its actions and disseminate information on their impact. As such, at the inception of the project, the Country Office will prepare an appropriate communication strategy which should contain at least the following deliverables:

- ✓ A project website
- ✓ A project leaflet
- ✓ At least three presentations in conferences, seminars and workshops on the project in each of the target countries
- ✓ At least three interviews or media related articles
- ✓ A publication on the project success stories
- ✓ A documentary on project activities

Full acknowledgement of the donor (Government of Japan, and other donors) will be given in all of communication products and other relevant materials through the display of logo.

## VII. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT 1: Short-term employment opportunities created and economic recovery initiatives developed geared towards improvement of livelihoods and basic social services delivery		
<b>Activity Result 1</b> (Atlas Activity ID)	<i>Rapid employment programme (job creation component)</i>	Start Date: 01/03/2103 End Date: 28/02/2014
<b>Purpose</b>	<i>To contribute to resilience building efforts in the Northern governorates by providing rapid employment opportunities to unemployed Jordanians, including FHH, disabled and Youth, with special focus on women and young graduates (job placement)</i>	
<b>Description</b>	<i>Focus group discussions and coordination with local authorities for identification of basic social services and economic development projects, and beneficiaries; implementation of projects; identification of on-the-job training potential institutions for women and young graduates; placement of young graduates for on-the-job training opportunities</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
# people per category provided with rapid employment opportunities. % of women.	Records	Monthly
# young graduates provided with on-the-job training. # of institutions offering on-the-job opportunities. % of women	Records	Quarterly
# people offered with long-term jobs; % of women	Follow-up on beneficiaries	End of year
Reduced tensions within communities	Focus group discussions	Quarterly
<b>Activity Result 2</b> (Atlas Activity ID)	<i>Rapid employment programme (Infrastructure component)</i>	Start Date: 01/03/2103 End Date: 31/01/2013
<b>Purpose</b>	<i>To contribute to resilience building efforts in the Northern governorates by contributing to rehabilitate and upgrade basic social and economic services infrastructures and decrease the pressure of Syrian refugees on these. Expand economic opportunities targeting primarily women and youth.</i>	
<b>Description</b>	<i>Focus group discussions and coordination with local authorities for identification of basic social services and economic development projects; implementation of projects</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
# and type of projects implemented; % women	Records	Monthly
# of additional people served; % women	Records	Monthly
Reduced tensions within communities	Focus group discussions	Quarterly
# resources mobilized from outside the project (public and private sectors)	Records	Monthly
<b>Activity Result 3</b> (Atlas Activity ID)	<i>Economic diversification programme</i>	Start Date: 01/03/2103 End Date: 28/02/2014
<b>Purpose</b>	<i>To contribute to resilience building efforts in the Northern governorates by identifying and supporting additional economic opportunities in the fields of agro-business, green jobs, tourism, renewable energy sources, (to be completed by CO), targeting in particular women and young graduates</i>	
<b>Description</b>		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>

	been met?	
# additional sources of livelihoods identified	Records	Quarterly
# jobs created; % of women; % young graduates	Records	Quarterly
TBC		
TBC		
<b>OUTPUT 1: Enhanced local economic development through skills-matching, MSMEs growth and capacity development</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Matching skills and demand</i>	Start Date: 01/03/2103 End Date: 28/02/2014
<b>Purpose</b>	<i>To contribute to address the current delink between young graduates and the private sector by increasing their employability through demand-driven vocational training and on-the-job training as well as partnerships building with the private sector; and by building their entrepreneurship skills and providing them opportunities to start their own businesses</i>	
<b>Description</b>	<i>Carrying out of unemployment and labour market surveys; Designing and implementing demand-driven vocational training programmes; supporting trained women and youth in their job-seeking efforts; building partnerships between VTCs and the private sector; Providing grants to trained women and youth to start their own businesses</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i> % of women across indicators	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
# of unemployment and labour market surveys conducted	Records	1 <sup>st</sup> quarter
# VTCs with demand-driven training programmes	Records	Half and end of year
# increase in VTC frequentation	Records	Half and end of year
# partnerships built with private sector	Records	Quarterly
# on-the-job training offered	Records	Quarterly
# long-term jobs created	Follow-up with beneficiaries	End of year
# grants provided for SME creation	Records	Quarterly
# successful SMEs sponsored	Follow-up with beneficiaries	End of project
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Improved basic social services delivery</i>	Start Date: 01/03/2103 End Date: 28/02/2014
<b>Purpose</b>	<i>To contribute to local economic development by supporting the strengthening of local authorities institutional capacities, in particular with regard to planning, coordination, consultation and monitoring and evaluation</i>	
<b>Description</b>	<i>Carrying out of capacity assessments followed by capacity development of local authorities with focus on planning, coordination, consultation, monitoring and evaluation issues</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Capacity of local authorities strengthened	Record	Quarterly
Local early warning system	Record	Bi-annually
<b>Activity Result 3 (Atlas Activity ID)</b>	<i>Private sector development programme</i>	Start Date: : 01/03/2103 End Date: 28/02/2014
<b>Purpose</b>	<i>To contribute to local economic development by supporting capacity development efforts of the private sector in the target governorates and encourage the mobilization of corporate social responsibility funds (CSR) for local development and employment, and the conclusion of public-private partnerships with local authorities</i>	
<b>Description</b>	<i>Carrying-out of capacity assessments and capacity development of selected private sector entities; mobilizing CSR funds to support local economic development and employment with a</i>	

	<i>particular focus on women and youth; invest in public-private partnerships for delivery of basic social services</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
# private sector entities enrolled in capacity assessment and development schemes	Records	Quarterly
Volume of CSR funds mobilized	Records	Half and end of year
# projects supported by CSR and # jobs created through CSR support: % women.	Records	Quarterly
# public-private partnerships concluded	Records	Half and end of year

## VIII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds 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).

### **Special Clauses related to funds received from Japan**

1. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
2. All financial accounts and statements shall be expressed in United States dollars.
3. The interest income should be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from Japan-UNDP Partnership Fund (This is in relation to funds received from the government of Japan).
4. For any fund balances at the end of the project, the Country Office shall consult with the Government of Japan on its use (This is in relation to funds received from the government of Japan).

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [7%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
5. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
6. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

## IX. ANNEXES

### Annex 1; Risk Analysis

Area	Conflict/Disaster/ Risk	Impact & Probability	Mitigation Measures	Management Options & Response
Change in context	- Unstable and/or unpredictable security situation within the target area	P 2 I 4	<ul style="list-style-type: none"> <li>- Continuous monitoring of the security situation will be undertaken and workplan revised at regular stages. In the case of serious worsening of the local context, activities will be contained to safer areas / issues.</li> <li>- Encourage continuous dialogues at the local level</li> <li>- Implementation through local partners</li> </ul>	<ul style="list-style-type: none"> <li>- Scale down of project activities</li> <li>- In case of drastic change, UNDP will withhold any further support until acceptable level of stability is restored</li> </ul>
	- Increase of tensions within host communities and with Syrian refugees	P 3 I 3	<ul style="list-style-type: none"> <li>- Continuous monitoring of the situation</li> <li>- Partnerships established with communities and local authorities</li> <li>- Monitoring communicated to public authorities and international community for preparedness</li> </ul>	<ul style="list-style-type: none"> <li>- Adjust the programme to focus on means that are more likely to diffuse tensions</li> </ul>
	- The level of influx of refugees changes drastically upwards or downwards in one or all the targeted areas	P 2 I 3	<ul style="list-style-type: none"> <li>- Continuous monitoring of the influx of Syrian refugees in the targeted areas</li> <li>- Partnerships established with local authorities and communities</li> <li>- Regular contacts are held with donor community for rapid resource mobilization, if needed</li> </ul>	<ul style="list-style-type: none"> <li>- Focus on long-term of short-term aspects of the programme, depending on the situation</li> <li>- Expand rapid responses and conflict mitigation mechanisms in case of large influx</li> </ul>
Financial	- Funding shortfalls and delays.	P3 I 3	<ul style="list-style-type: none"> <li>- A resource mobilisation strategy would have to be developed and Government cost sharing negotiated.</li> </ul>	<ul style="list-style-type: none"> <li>- Focus on resource mobilization through communication, "show and tell" activities and workshops</li> <li>- Downscale activities in case of serious shortfall of financial resources</li> </ul>
Management	<ul style="list-style-type: none"> <li>- Un-fair distribution of project funds inter and intra communities and regions</li> <li>- Biased, non-participatory selection criteria of beneficiaries and interventions</li> </ul>	P2 I 3	<ul style="list-style-type: none"> <li>- Advocate and support of fair resource distribution mechanisms</li> <li>- Develop and facilitate consensus on the project selection criteria for equitable and inclusive resource distribution</li> <li>- Adopt participatory consultation mechanisms for the identification and design of projects targeting women and youth</li> <li>- Continuous context</li> </ul>	<ul style="list-style-type: none"> <li>- Consultations with communities and their representatives</li> <li>- Regular board meetings to review progress and mitigate any potential conflict situation</li> <li>- Support the Ministry in strengthening coordination mechanism</li> </ul>

Area	Conflict/Disaster/ Risk	Impact & Probability	Mitigation Measures	Management Options & Response
	<ul style="list-style-type: none"> <li>- Ad-hoc coordination mechanisms</li> <li>- Limited market capacities and high prices of material, tools and equipment</li> </ul>		<ul style="list-style-type: none"> <li>- monitoring to ensure no harm approach and implementation of results</li> <li>- Strengthen communication and civic awareness related to the project</li> <li>- Institutionalization of sustainable coordination mechanism and ensure synergies and coherence with on-going mechanism a Ministry of Planning</li> <li>- Carry out add-hoc market price surveys of certain commodities and in the market</li> </ul>	
<b>Environmental/physical</b>	<ul style="list-style-type: none"> <li>- Decisions on projects types and locations do not take into consideration environmental issues</li> <li>- Difficulty in integrating community projects into wider sector planning for future maintenance and development</li> </ul>	<p><b>P 3</b> <b>I 3</b></p>	<ul style="list-style-type: none"> <li>- Include environmental selection criteria</li> <li>- Promote environmental awareness and advocacy and involve the Environment Agency in the selection process</li> <li>- Establish standard operating procedures</li> <li>- Involve concerned authorities as early as possible to foster ownership and synergies</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation and management of the project in partnership with government, local authorities and other local partners</li> <li>- Constant monitoring</li> </ul>
<b>Institutional</b>	<ul style="list-style-type: none"> <li>- Limited capacities of local implementing institutions</li> <li>- Lack of clarity on division of responsibilities as well as different agenda amongst stakeholders.</li> </ul>	<p><b>P3</b> <b>I 3</b></p>	<ul style="list-style-type: none"> <li>- The project will provide capacity development to ensure appropriate project and financial management, transparent implementation, monitoring and reporting</li> <li>- The project will depend on diversified implementation modalities that include engaging and contracting of local authorities, community based organizations, NGOs, and private sector.</li> <li>- The programme will follow a participatory consultative approach to assist national counterparts in reaching a consensus and agreement on division of labour</li> </ul>	<ul style="list-style-type: none"> <li>- UNDP will work with public institutions to enhance local governance</li> <li>- The project will engage a wide range of local project partners and stakeholders to facilitate and enable the project implementation and ensure the project ownership by the communities/target groups</li> <li>- Web based information management and reporting system to enable the project and programme management to monitor the progress online</li> </ul>
<b>High Expecta</b>	<ul style="list-style-type: none"> <li>- Negative perception of</li> </ul>	<p><b>P3</b> <b>I 3</b></p>	<ul style="list-style-type: none"> <li>- Stronger focus on communicating results and</li> </ul>	<ul style="list-style-type: none"> <li>- Communication strategy</li> </ul>

Area	Conflict/Disaster/ Risk	Impact & Probability	Mitigation Measures	Management Options & Response
tions	segments of the public regarding project due to limited information of the programme activities and un-managed expectation		<ul style="list-style-type: none"> <li>working with communities</li> <li>- In critical locations UNDP focuses on rapid delivery of highly visible support to communities</li> <li>- Joint analysis and mitigation of "public perception" risks is strengthened</li> </ul>	

\* Impact (1: very low; 5: very high)

\*\* Probability (1: very low; 5: very high)

In case of unexpected incidents affecting the implementation of the project, UNDP CO will report and consult with Embassy of Japan immediately.

**Annex 2: Terms of Reference**

<b>I. Position Information</b>	
<b>Post Title:</b>	Project Manager/CTA – Economic recovery & social cohesion
<b>Location:</b>	Amman-Jordan with frequent travel to the target areas
<b>Vacancy Type :</b>	IC
<b>Application Deadline :</b>	XXXX
<b>Type of Contract :</b>	FTA International
<b>Post Level :</b>	P4
<b>Languages Required :</b>	English and Arabic
<b>Duration of Initial Contract :</b>	One Year (Renewable)

**II. BACKGROUND**

The deterioration of the security and humanitarian situation in Syria has forced thousands of Syrians to flee and seek refuge in neighboring countries, including Jordan. This large influx of population is placing a considerable burden on local Jordanian host communities that are already poor and their basic social and economic services. Crowding effects in the local market, in particular with regards to housing and labour, are widely reported in the Northern governorates. The present crisis comes at difficult time for Jordan. Despite many efforts to engage in economic stabilization and liberalization, the country faces real economic and social challenges. In view of the above, it is important that direct support be provided to vulnerable Jordanians in host communities of the Northern governorates of Irbid, and Mafraq to mitigate the impact of the Syrian crisis on them. In addition, it is essential that the assistance provided in the current context complements, governmental development efforts, as highlighted in the Government of Jordan National Agenda 2006 – 2015, and related policies and strategies.

**X.**

**XI. III. ORGANIZATIONAL CONTEXT**

**XII.**

The Project Manager/CTA will work under the overall guidance of the Poverty Programme Manager. The Project Manager/CTA will be based in the UNDP Country Office in Amman but with frequent field visits to the target areas.

The Project Manager/CTA will work closely with the other UNDP project managers working on poverty reduction, governance and environment.

**XIII. IV. FUNCTIONS / KEY RESULTS EXPECTED**

The Project Manager for economic recovery and social cohesion will be responsible for the design, development and implementation of economic recovery and services delivery initiatives geared towards enhanced community stability and social cohesion. The Project Manager will adopt a conflict sensitive approach in designing and implementing such initiatives, and strengthen local mechanisms for conflict management and dispute resolution. Additionally, the development of these initiatives will comprise strategic planning, resource mobilization and provision of technical assistance and advice to targeted stakeholders.

### **Summary of Key Functions:**

- Support the integration of conflict sensitivity and 'Do-no harm' principles in the development and implementation of all project activities
- Ensuring strategic direction of project operations and implementation
- Financial resources management
- Human Resources management
- Building of strategic partnerships and resource mobilization
- Knowledge building and substantive project management

### **General Responsibilities:**

*The Project Manager/CTA shall be required to plan and implement economic recovery and service delivery initiatives in the target areas of Northern Jordan. The Project Manager/CTA will also be responsible for provision of technical expertise related to planning and formulation of new and relevant initiatives, selection of sub-projects, monitoring and communications functions.*

*In addition the UNDP Project Manager/CTA will be fully responsible and accountable for the day to day management and delivery of the Project's components.*

*The Project Manager/CTA shall be responsible for the following:*

### **Project Implementation:**

- *Be responsible for the overall management and implementation of the different project components in the target areas and ensure a conflict sensitive approach;*
- *Ensure that all project recruitment and contracting is done in accordance with the standing criteria and procedures as worked out for the project and be directly responsible for their recruitment, contracting and management of national staff as well as contractors involved in the implementation of the project;*
- *Identifying relevant 'entry points' for conflict prevention and social cohesion in the target areas and develop appropriate strategic responses to best assist national and local actors and initiatives;*
- *Assist in the development and strengthening of national and local institutions and processes for conflict management in the target areas to sustain stability;*
- *Enhance the capacity of local management structures within the target areas and improve/establish communication and coordination mechanisms and procedures amongst the various stakeholders;*
- *Coordinate and cooperate with on-going initiatives of other sections of the UNDP programme in Jordan;*
- *Assess the impact of the Syrian crisis on potential of increased tension, service delivery, employment, income, assets of affected population/enterprises;*
- *Coordinate with existing program activities and capitalize on other ongoing similar interventions in the same sectors by other implementing agencies/partners;*
- *Provide substantive leadership during the implementation of the project through advocacy, and technical expertise in communicating, planning and implementation of community based initiatives;*
- *Prepare reports, work plans and regular donor progress and impact reports for the project;*
- *Ensure the achievement of outputs in line with the approved work plan through the day-to-day planning, management coordination and implementation of activities;*
- *Ensure transparent selection and targeting mechanisms interventions and vulnerable and poor groups, including women, female headed households, unemployed youth, refugees, depending on the specific conditions.*
- *Undertake monitoring visits to project sites and report on project progress and constraints;*
- *Design a results framework that comprises conflict sensitive a) economic recovery and employment creation; b) the implementation of community driven projects; c) strengthening the capacity of implementing partners; d) design an effective management structure for the projects.*
- *Develop an adequate monitoring and evaluation plan that allows periodic monitoring of the projects' results, performance, achievements, risks and challenges.*
- *Manage and monitor identified project risks and update the status of these risks;*
- *Keep senior/programme management abreast of emerging project issues;*
- *Carry out any other relevant duties as requested by the programme management or senior management.*

### **Financial Management**

- *Ensure proper budget management of the project and assumes the function of requesting unit for*

*project related payments while ensuring accountability of the use of project funds;*

- *Manage requests for the provision of financial resources by UNDP and monitor financial resources and accounting to ensure accuracy and reliability of financial reports;*
- *Provide leadership in overseeing of effective provision of services to counterparts including fair and transparent procurement, efficient logistics and sound financial management;*
- *Liaise with the project team on financial management of the project activities, including monitoring project financial expenditures and transactions;*
- *Ensure the integrity of financial system and, overseeing the administrative, financial and budgetary aspects of the project activities;*
- *Ensure strict and consistent application of UNDP rules and regulations.*
- *Suggest secure, transparent and reliable payment modalities, based on past experiences and appropriate monitoring and evaluation.*

*The Project Manager/CTA supports knowledge building and substantive project management focusing on achievement of the following results:*

***Substantive Management:***

- *Provide advice to project partners and local administration on service delivery, economic recovery and social cohesion;*
- *Ensure technical and local coordination with partners, stakeholders, and other agencies;*
- *Promote identification and synthesis of best practices and lessons learned from the project for organizational sharing and learning;*
- *Ensures integration of cross cutting themes such as human rights, gender, capacity development, and peace building into livelihoods interventions and services delivery towards long term stability.*
- *Work with the national and local authorities as well as NGOs where feasible to develop their capacity and support national ownership of the recovery process.*
- *Support community empowerment and participation in the process.*
- *Support the formulation of conflict-sensitive Area-Based Development Plans anchored on economic recovery, services delivery while ensuring cohesion with the general recovery initiatives.*

***Partnership Building and resource mobilization:***

- *Foster partnership building with other UN agencies, Donors, government institutions and CSOs;*
- *Support resource mobilization through designing resources mobilization strategy/plan including development of promotion material for the project.*
- *Analyze alternative sources of funding*

**A. V. Impact of Results**

The project Manager/CTA will design a comprehensive medium-term conflict sensitive Area-Based Development Plan that will allow UNDP to assist in the timely and effective delivery of projects and a proactive response in this area.

The key results have an impact on the overall recovery and social cohesion process and will help to support the transition to a more conducive recovery and development phase.

**XIV. VI. COMPETENCIES AND CRITICAL SUCCESS FACTORS**

**Corporate Competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism

**Functional Competencies:**

**Management and Leadership**

- Strong analytical and management skills applied to managing and reviewing programmes/projects, including human and financial resources
- Knowledge of current development policies and activities,
- Demonstrates team-building capacity including interpersonal and communication skills.
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback.
- Deals diplomatically with challenging bureaucratic processes, and pressure to meet strict deadlines.
- Demonstrates openness to change and ability to manage complexities.
- Ability to lead effectively.
- Proven networking, team-building, organizational and communication skills.
- Capacity to work under pressure, manage stress and adapt to rapidly evolving situations.
- Ability to work in a multicultural environment with sound understanding and capability to empower and develop the capacity of national counterparts.

**Development and Operational Effectiveness**

- Ability to lead strategic planning, change processes, results-based management and reporting.
- Ability to lead formulation, oversight of implementation, monitoring and evaluation of development programmes and projects.
- Ability to apply development theory to the specific country context to identify creative, practical approaches to overcome challenging situations.
- Ability to facilitate consensus-building, multi-stakeholder dialogue processes, mediation, negotiation, dispute resolution, preferably in crisis situations;

a) Knowledge Management and Learning

- Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

<b>XV. VI. RECRUITMENT QUALIFICATIONS</b>	
<b>Education:</b>	Master degree in social sciences, development, political sciences, management or other relevant science.
<b>Experience:</b>	<ul style="list-style-type: none"> <li>▪ Minimum of 7 years of experience in programme/project development and management in similar environments</li> <li>▪ 5 years of experience in humanitarian and development environments</li> <li>▪ At least 5 years of experience in employment creation schemes.</li> <li>▪ Experience and knowledge of UNDP policies and procedures and experience from previous UN assignments and/or multilateral banks or bi-lateral aid organizations.</li> <li>▪ Experience with conflict sensitive development programming</li> <li>▪ Specific experience involving the facilitation of community level multi-stakeholder processes, preferably in crisis situations or post-conflict contexts;</li> <li>▪ Experience in project design, execution and resource mobilization will be considered as an asset</li> </ul>
<b>Language Requirements:</b>	Fluency in written and spoken English Fluency in written and spoken Arabic is an asset