



**Project Document  
Government of the Hashemite Kingdom of Jordan**

**United Nations Development Programme**

**JOR/007/001 - Launching the UN Global Compact in Jordan (Atlas# 55645)**

**Brief description**

The project aims to increase the role of the private sector and civil society organizations in collectively addressing issues related to Corporate Social Responsibility (CSR). It would enable the private sector in Jordan to benefit from an international framework such as the Global Compact (GC) which would ensure responsible business practices through the integration of the ten GC principles into companies' strategies and operations and to promote greater involvement of private sector in development. The project will assist in launching the GC in Jordan, establishing a National GC Network to promote CSR in Jordan by engaging the private sector in pro-poor sustainable development.

19 February 2007

## **List of Abbreviations**

ASEZA	Aqaba Special Economic Zone
CCA	Common Country Assessment
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
DGTTF	Democratic Governance Thematic Trust Fund
EMPRETEC	Entrepreneurs in Technology
GC	Global Compact
ISS	Implementation Support Service (ISS)
MDGs	Millennium Development Goals
MOPIC	Ministry of Planning and International Cooperation
NPC	National Project Coordinator
PSD	Private Sector Development
QIZ	Qualified Industrial Zones
UNDAF	United Nations Development Assistance Framework
UNDP	The United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
WTO	World Trade Organization

<b>List of Abbreviations .....</b>	<b>2</b>
<b>SECTION I – ELABORATION OF THE NARRATIVE.....</b>	<b>4</b>
Part I. Situation Analysis .....	4
Part II. Strategy .....	5
Part III. Management Arrangements.....	8
Part IV. Monitoring and Evaluation.....	9
Part V. Legal Context .....	9
<b>SECTION II: PROJECT RESULTS AND RESOURCES FRAMEWORK.....</b>	<b>11</b>
<b>SECTION III: PROJECT WORK-PLAN AND BUDGET -YEAR: 2007 .....</b>	<b>13</b>
<b>ANNEXES .....</b>	<b>15</b>
ANNEX 1- The Global Compact Principles.....	16
ANNEX 2- Terms of Reference: The National Global Compact Steering Committee.....	17
ANNEX 3 - Terms of Reference: The Project Board .....	18
ANNEX 4 – Terms of Reference: National Project Coordinator .....	19

## SECTION I – ELABORATION OF THE NARRATIVE

### Part I. Situation Analysis

In the last five years Jordan has aimed at enhancing its role in the global economy. The economy is very much influenced by external factors, and is particularly sensitive to regional political and economic conditions. Due to these unstable factors Jordan has suffered from an increase in foreign debt, increased unemployment and the emergence of poverty as major problems. Notwithstanding these vulnerabilities to external shocks, Jordan continues to implement home grown economic reforms and has succeeded in controlling its budget and balance of payments deficits, inflation and in achieving stability in aggregate macro economic indicators.

In order to enhance the competitiveness of the national economy, Jordan opened up its market to the outside world by joining the World Trade Organization (WTO), signing the economic partnership agreement with the European Union, entering into a free trade agreement with the United States, signing a Free Trade Area agreement with Arab countries, and bilateral trade agreements with countries such as Turkey and Singapore.

The Government of Jordan has embarked on an aggressive reform strategy to position Jordan within the global economy. A private sector-driven initiative, as part of this strategy, was the establishment of Aqaba Special Economic Zone (ASEZA). ASEZA is a low-tax, duty-free, and multi-sectoral development area. Jordan has also established Qualified Industrial Zones (QIZs) which enjoy duty free treatment for products manufactured in designated areas when exported to the United States (US) market. This has provided the opportunity for Jordan to increase exports to the US especially in the textiles and ready-made garments sector.

This private sector led development approach, re-emphasized in the new 10 year development plan, the National Agenda, is working towards poverty reduction and sustainable development. In July 2006, the Government of Jordan released its “We are All Jordan” (Kulu Al Urdun) development vision which aims to improve the well being of all Jordanians. In addition to the commitment to human rights, labour rights, anti-corruption measures and environmental management “We are All Jordan” specifically stresses the importance of the private sector’s social responsibility towards community development, especially in the area of training.

With this sudden increase and access to international markets the private sector in Jordan is realizing a commitment Corporate Social Responsibility (CSR) is essential to compete in the global environment. Jordan needs to develop policies to build capabilities that are necessary to thrive in the current international environment. Companies in Jordan are also facing substantial pressure to ensure growth in a transparent and fair economic environment. Despite the substantial interest in PSD from donors (the EU and USAID in particular), CSR issues are not being addressed by the international community.

The UN Global Compact, launched by the UN Secretary General Kofi Annan in 1999, is a well-established and reputable as well as the largest framework on CSR. It brings the private sector together with UN agencies, labour and civil society to advance universal social and environmental principles. It provides the private sector with a unique opportunity for companies to learn more about CSR and gives them access to a wide scope of tools, mechanisms and local, regional and international networks. Integrating CSR means improved competitiveness and image for companies as well. What’s equally important is that it gives the opportunity for the private sector to establish a collective voice on CSR issues at a national level. The Global Compact framework is based on 10 principles (see Annex I) which enjoy universal consensus and are derived from the Universal Declaration of Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, the Rio

Declaration on Environment and Development and the United Nations Convention Against Corruption. The Global Compact is a network-based initiative. At its core are the Global Compact Office, and six UN agencies (UNDP, UNEP, ILO, UNIDO, UNODC, OHCHR). Since its official launch in 2000, the initiative has now grown to over 3,800 participants, including over 2,900 businesses in 100 countries around the world.

The National Millennium Development Goal (MDGs) Report published in October 2004 also recommended developing strong and transparent partnerships with the private sector and civil society organizations in the pursuit of rights based development. Moreover, the international community has committed itself in the Millennium Declaration in 2000 to respecting human rights and fundamental freedoms without distinction as to race, sex, language or religion and to strengthen the capacity to implement the principles and practices of democracy and respect for human rights. Launching the Global Compact in Jordan provides a legitimate, voluntary framework that engages private sector and civil society partners in the country to work with the GC principles towards these fundamental freedoms.

This project falls within the scope of many areas of support identified through the recently developed UN Common Country Assessment (CCA) 2008-2012 which recognizes the need for private sector development in a fair and non-corrupt economic environment, empowerment of women and minorities to enter the workforce as well as addressing gaps in the human rights, labour rights and environmental laws. In addition, SMEs, account for the vast majority of industrial enterprises in Jordan and need substantial support in accessing international markets, research and development.

It is also in line with the Country Programme Document (2003-2007) which emphasizes the dissemination of information with focus on human rights, the promotion of environment sustainable interventions and private sector development as well as enhancing transparency, accountability and performance.

UNDP has recognized the importance of private sector development by working with SMEs on entrepreneurship skill building with its EMPRETEC project as well as working with UNIDO to upgrade promotional capacities of SMEs in the agro-industry. Moreover the UNDP Jordan will be developing a project to build the capacity of the Ministry of Industry and Trade to develop a more coherent trade policy with a clear development dimension.

## **Part II. Strategy**

### **A. OBJECTIVE**

In response to a national priority to focus on CSR and in line with recommendations from the UN CCA – private sector development, capacity building with regards to human and labour rights issues, environmental management and anti-corruption policies - the project aims to increase the role of the private sector and civil society organizations in collectively addressing these issues. Specifically, the private sector in Jordan could benefit from an international framework such as the Global Compact which would ensure responsible business practices through the integration of the ten principles into companies' strategies and operations and to promote greater involvement of business in development. This would promote the development of a business community that respects universal values, improve companies business processes and may, in turn, enhance their reputation as well as build their competitive edge in the international arena.

## B. METHODOLOGY AND OUTPUTS

The UNDP Country Office in Jordan has had a round of assessment meetings with relevant private and public entities. Support was assumed from prominent private sector entities such as Talal Abu-Ghazaleh & Co. International, Fastlink Mobile Telephone Company, Coca-Cola, Middle East, Aramex Shipping Company, RazorView and Hikma Pharmaceuticals. In fact, RazorView is the first Jordanian company to become a signatory to the Global Compact and Talal Abu Ghazaleh & Co. Int. is a member of the GC Board. Further consultations with other private sector companies are ongoing. Civil society organizations such as the Chambers of Commerce and Industry, Jordanian Garments, Accessories and Textiles Exporters Association and the National Human Rights Centre as well as Government Representatives from the Ministry of Planning and International Cooperation, the Ministry of Industry and Trade, the Ministry of Environment, the Ministry of Social Development and the Anti-Corruption Commission will be active members of the Launch

This project will contribute towards achieving the following outputs in 2007:

### i. Awareness Building Workshop on the Global Compact (Second Quarter)

The workshop's main objectives are to accelerate efforts to build a core group of business champions for the GC and secure commitment from private sector, government entities and civil society organizations to participate in the GC Steering Committee (See Annex 2). This Steering Committee would be the nucleus for the Global Compact in Jordan and work towards the establishment of a National Global Compact Network.

The goals of the workshop are to:

- Raise awareness about the GC and create commitment from stakeholders
- Showcase the Egypt experience and other local CSR-related case studies for learning purposes, which will also make clear the range of CSR-related concerns and activities undertaken by companies locally
- Conduct a roundtable discussion, inviting the private sector and government entities to indicate the main issues that could be addressed by the GC Network in future and formally establish a GC Steering Committee
- Raise visibility of the GC in the local business community and build partnerships with the private sector

Efforts to solidify stakeholder commitment with the Global Compact Steering Committee members through individual meetings with new and interested parties will be ongoing throughout the duration of the project.

### ii. High-level Launch of the UN Global Compact in Jordan (Second Quarter)

UNDP, with the GC Steering Committee, will hold a high-level outreach GC Launch event that will move towards the establishment of the GC National Network. The main goals of the Launch are to:

- Engage a public dialogue on CSR and GC principles
- Increase awareness about the GC in the media
- Provide public space for business leaders to commit to the initiative alongside media, CSOs, government, etc.
- Attract/recruit new companies to join the GC
- Raise visibility of CSR-related activities

- Announce the establishment of the GC National Network

**iii. Learning Events on GC Principles in Amman, ASEZA and Zarqa Governorates (Third Quarter)**

It is vital to build on the enthusiasm immediately following the GC Launch and engage companies in activities that facilitate learning and sharing information on the GC principles. Equally essential is to deepen the overall commitment of the business community to address the development challenges of Jordan. Therefore a national learning workshop for the private sector, civil society and government on what the GC principles mean for business, implementation of the principles and how to communicate progress on GC commitment will be held in Amman. The workshops will be duplicated on a smaller scale in Aqaba Special Economic Zone Authority (ASEZA), Irbid and Zarqa. These two local areas have been selected due to ongoing efforts of the CO in developing local MDG Reports and local development plans in Aqaba and Zarqa. Local partnerships such as the ASEZA, the Governorate of Zarqa and local CSO have already been established through these projects. In order to further build on these initiatives and utilize the plans and partnerships that have been developed as well as to have a more geographical focus in the CO programming it is felt that these Learning Events would best be held in Aqaba and Zarqa. Three research papers on labour rights, anti-corruption and environment will also be commissioned prior to the Learning Events assessing specific issues facing the GC principles in Jordan. These position papers will be used as a basis to develop understanding of conditions in Jordan.

**iv. Establishment of the Local Global Compact Network (Third Quarter)**

The GC Steering Committee will announce the host of the Global Compact Network in Jordan. This announcement would ideally be made at the GC Launch. This Steering Committee would develop a terms of reference for the GC Network, continue to recruit business champions as well as identify a willing and able host agency.

Once the project is complete it is envisioned that in order to ensure sustainability the National Global Compact Network would become a self-sustaining entity that would act as a learning platform for the private sector on GC principles focusing on human and labour rights, environmental management and anti-corruption issues in Jordan. During the period of the project substantial efforts will be made to mobilize funds from the public and private sectors in Jordan to set up the GC Network. The aim is for the GC Network to advance the integration of the ten GC principles into participating businesses' strategies and operations; and engage businesses in development. In order to do so the GC Network will organize and tailor learning events and discussions on CSR to local realities.

**C. COMMUNICATION AND ADVOCACY STRATEGY**

An essential component of the project is leveraging the support of the media to build awareness on the subject of CSR and the GC. The first step would be to introduce GC concepts to interested journalists and editors. In parallel to consultations with interested companies, individual relationship-building and information meetings with the press will be held to keep journalists updated on the GC. Media partners will also be asked to join the Global Compact as signatories. Media managers of companies who have already joined the GC are also a vehicle of transferring information on CSR and the GC to their respective media contacts. A press conference in the launch event with high level speakers will be organized and in order to sustain momentum following the launch, a reference to the GC will be included in all interviews. Interviews with the business press solely dedicated to the GC alone will continue as well.

#### D. RISKS

1. Ability to sustain the Global Compact Network beyond the life of the project
2. Lack of private sector buy-in to the process
3. Lack of commitment from Global Compact Steering Committee members

### **Part III. Management Arrangements**

The UNDP CO will support the implementation of this project in cooperation with the Project Board in accordance with the established UNDP procedures. Due to the short duration of the project and the multi sectoral nature of this intervention, the need for timely implementation as well as an unidentified host agency for the GC Network, UNDP with the Project Board will execute the project.

A Project Board will be established to oversee the implementation of the project (Annex 3). The Project Board will be chaired by the Ministry of Planning and International Cooperation (MoPIC) and will consist of Talal Abu Ghazaleh & Co. International as well as representatives from the Ministry of Industry and Trade.

Talal Abu-Ghazaleh & Co. International is chosen as the main private sector entity to lead the GC process because of their presence on the Board of the Global Compact and their substantial contribution to the Global Compact Network in Egypt.

Membership in the committees should ensure inclusion of the private sector and gender balance to the extent possible. The Project Board should meet quarterly or according to the needs of the project.

MoPIC will be in charge of the overall monitoring of the project ensuring the achievement of results.

UNDP will recruit one high caliber National Project Coordinator (NPC) with strong ties to the private sector in Jordan (See Annex 4). The NPC will be responsible for implementing outputs and monitoring and evaluating the project's overall progress and will be accountable to the Project Board. Any changes in the milestones and outputs of the project will be discussed with and agreed upon by the Project Board. The NPC will be responsible for preparing a detailed project work plan and budget, reporting the day-to-day activities and progress of the project, and submitting quarterly progress and financial reports to UNDP and the Project Board. S/he will also be responsible for managing the project's finances according to acceptable, standard UNDP financial management rules and regulations and for maintaining all documentation related to the project.

UNDP will provide technical and substantive assistance in setting-up the project and achieving the outputs. UNDP is in a prime position to assist the Project Board through its ability to build partnerships, coordinate between the various parties involved, obtain knowledge from global sources and experiences, build capacities, and assist with fund raising efforts.

The project duration is ten months. UNDP will financially contribute US \$75,000 which will be provided by the Democratic Governance Thematic Trust Fund (DGTTF). Payments will be done directly through UNDP based on a request by the NPC. DGTTF funds must be disbursed before 31 December 2007.



UNDP will be responsible for the recruitment and contracting of the NPC in coordination with the Project Board and will be responsible for the purchase of services of a national experts and non-expendable equipment in accordance with UNDP rules and procedures.

If UNDP's assistance is requested for the purchase of equipment and recruitment, an Implementation Support Service (ISS) fee will be charged to the project according to the nature of services offered as requested by the NPC. These fees will be charged based on the latest update of the UNDP Universal Price List attached as annex 4.

#### **Part IV. Monitoring and Evaluation**

The NPC will be responsible for delivering the outputs of the project, the implementation, input management, and sound administrative management. The NPC will develop and submit a project work plan, an annual project report, monthly financial reports, and quarterly progress reports to the UNDP country office. These documents will provide critical information and lessons learned regarding the effectiveness of the implementation strategy and the delivery of outputs. A Final Tripartite Review meeting will be held based on a Final Project Report highlighting the main achievements, results, and lessons learned to be submitted by the NPC. Two months prior to the close of the project activities, the final report and a list of inventory must be submitted to UNDP.

The Project Board will meet on a regular basis in order to take stock of the progress of the project. A communication and monitoring plan will be developed at the outset of the project

#### **Part V. Legal Context**

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Authorities of the Government of Jordan and the United Nations Development Project (UNDP), signed by the parties on 12 January 1976. The Government Implementing Agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government Cooperating Agency described in the aforementioned agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only; provided that s/he is assured that the other signatories to the project document have no objections to the proposed changes:

- 1) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the re-arrangement of inputs already agreed to or by cost increases due to inflation; and
- 2) Mandatory annual revisions which rephrase the delivery of agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility.

#### **Section II – Results and Resources Framework**

Results and Resources Framework – See attached **Table 1**

#### **Section III – Project Work-plan and Budget**

Project Work-Plan and Budget – See attached **Table 2**

**The Hashemite Kingdom of Jordan**

UNDAF Expected Outcome:

- Legal rights and obligations are mainstreamed and implemented in accordance with international and national instruments;

Expected CPD Outputs:

- Dissemination of information
- Environmentally sustainable intervention at the community level
- Promoting entrepreneurial skills
- Developing policy from the bottom up

Implementing partner: UNDP in cooperation with Project Board

Responsible parties: The Ministry of Planning and International Cooperation (Government Coordinating Authority)

**Programme Period: 2003-2007**  
**Programme Component: Community Development**  
**Project Title: The Launch of the Global Compact in Jordan**  
**Project ID:**  
**Project Duration: 10 months**  
**Management Arrangement: National Execution**

Budget	US\$75000
General Management Support Fee	_____
Total budget:	US\$75000
Allocated resources:	_____
• Government	_____
• Regular	_____
• Other:	_____
• (DGTTF)	US\$75,000
• In kind contributions	_____
Unfunded budget:	_____

Agreed by the Ministry of Planning and International Cooperation:

*Subhan Al-Dei*

Signature

*Feb 21, 2007*

Date

Agreed by UNDP:

*[Signature]*

Signature

*22/02/07*

Date



## SECTION II: PROJECT RESULTS AND RESOURCES FRAMEWORK

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> Community Development			
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.</b> Networking, number of individuals and communities accessing information, training of leaders to be champions of development,			
<b>Applicable MYFF Service Line:</b> 1.5 Private Sector Development			
<b>Partnership Strategy:</b> Ensuring private sector take the lead, working in coordination with the Ministry of Industry and Trade, Ministry of Labour, Ministry of Social Development, Ministry of Environment and other civil society organizations working on private sector development and corporate social responsibility			
<b>Project title and ID (ATLAS Award ID):</b>			
Intended Outputs	Indicative Activities	Responsible parties	Inputs
1. Project Management Arrangements are set up	1.1 Recruit the National Project Coordinator 1.2 Establish Project Board	UNDP	<ul style="list-style-type: none"> <li>• National Project Coordinator (NPC)</li> </ul>
2. Awareness building workshop on CSR and the Global Compact is delivered	2.1 Organize one workshop to raise awareness with 50 relevant and potential partners on CSR and the Global Compact 2.2 Establish a GC Steering Committee 2.3 Develop an action plan for the GC Launch 2.4 Recruit signatories for the GC 2.5 Develop Arabic, Jordan specific material on the GC 2.6 Develop communications plan	UNDP Project Board	<ul style="list-style-type: none"> <li>• NPC</li> <li>• Workshop space and material</li> <li>• Egypt GC focal point presenter</li> <li>• Media Material</li> <li>• Cost of printing</li> </ul>
3. Global Compact is launched, and Global Compact Network Host is identified and Global Compact Network is established in Jordan	3.1 Organize the high-level Global Compact Launch in Jordan 3.2 Draft agenda with three panel sessions addressing the three themes of the Global Compact 3.3 Invite active signatories and business champions to present case studies of their respective implementation of CSR principles 3.4 Involve media according to communications plan 3.5 Identify Host of Global Compact Network 3.6. Announcement of the Global Compact Network	UNDP Project Board	<ul style="list-style-type: none"> <li>• NPC</li> <li>• Launch space and material</li> <li>• National Panelists</li> <li>• Media Material</li> <li>• Cost of printing</li> <li>• UNGC focal point from HQ</li> </ul>
4. Position papers on GC principles are prepared and four training activities on	4.1 Recruit three national consultants to draft three position papers on the GC principles	UNDP Project Board	<ul style="list-style-type: none"> <li>• NPC</li> <li>• Training space and</li> </ul>

<p>Global Compact Principles are conducted in Amman, Zarqa, Irbid and Aqaba</p>	<p>4.2. Organize three awareness building/learning sessions on the Global Compact principles – in Amman, Zarqa, Irbid and Aqaba respectively 4.3. Involve local media according to communications plan</p>		<p>material</p> <ul style="list-style-type: none"> <li>• 3 National Consultants</li> <li>• Media Material</li> <li>• Cost of printing</li> </ul>
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### SECTION III – PROJECT WORK-PLAN AND BUDGET

#### Project Work-plan and Budget -Year: 2007

Expected Output	Key Activities	Timeframe				Respon. Party	Planned Budget				
		Q1	Q2	Q3	Q4		Fund	Donor	Budget Description		Amount
1. Project Management Arrangements are set up	Recruit the National Project Coordinator Set up Project Board		x				DGTF	UNDP	71400	Contractual Services (Indiv)	22,800
							DGTF	UNDP	74500	Miscellaneous	1,000
<b>Sub total</b>											<b>23,800</b>
2. Awareness building workshop on CSR and the Global Compact is delivered	Organize a workshop to raise awareness with 50 relevant partners on CSR and the Global Compact; Set up a GC Steering Committee; Recruit signatories for the GC; Develop Arabic material on the GC		x				DGTF	UNDP	71600	Travel – Egypt focal point ( 2 nights DSA+flights)	1,000
							DGTF	UNDP	74200	Audio-visual and Printing production Costs	4,000
							DGTF	UNDP	73100	Rental and Maintenance – Premises (workshop)	1,200
							DGTF	UNDP	73300	Rental and Maintenance – Information Technology Equipment (workshop)	1,000
<b>Sub total</b>											<b>7,200</b>
3. Global Compact is launched in Jordan and Local Global Compact Network is established	Organize a one day high-level Global Compact Launch in Jordan with 200 participants			x			DGTF	UNDP	72500	Stationary & Supplies	1,000
							DGTF	UNDP	73300	Rental and Maintenance – Information Technology Equipment (workshop)	1,000
							DGTF	UNDP	73100	Rental and Maintenance – Premises (workshop)	4,000
							DGTF	UNDP	74200	Audio-visual and Printing production Costs	4,000
							DGTF	UNDP	74500	Miscellaneous expenses	1,000
<b>Sub total</b>											<b>11,000</b>
4. Position papers on GC principles are prepared and four training activities on Global Compact principles are conducted	Recruit 3 national consultants to draft three position papers on the GC principles Organize 4 learning			x			DGTF	UNDP	71300	Local consultants	22,000
					x		DGTF	UNDP	73100	Rental and Maintenance –	6,000

in Amman, Zarqa, Irbid and Aqaba	sessions on the GC principles in Amman, Zarqa, Irbid and Aqaba						Premises (workshop)	
				DGTTF	UNDP	73300	Rental and Maintenance – Information Technology Equipment (workshop)	1,000
				DGTTF	UNDP	74200	Audio-visual and Printing production costs	3,000
				DGTTF	UNDP	74500	Miscellaneous expenses	1,000
<b>Sub total</b>								<b>33,000</b>
<b>TOTAL</b>								<b>75,000</b>

## **ANNEXES**

## ANNEX 1- The Global Compact Principles

The Global Compact's ten principles in the areas of human rights, labour, the environment and anti-corruption enjoy universal consensus and are derived from:

- The Universal Declaration of Human Rights
- The International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- The Rio Declaration on Environment and Development
- The United Nations Convention Against Corruption

The Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment, and anti-corruption:

### Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

### Labour Standards

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

### Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies

### Anti-Corruption

- Principle 10: Businesses should work against all forms of corruption, including extortion and bribery.



## **ANNEX 2- Terms of Reference: The National Global Compact Steering Committee**

The National Global Compact Steering Committee will include a number of business champions, private-public entities and the Government who are signatories to the Global Compact. This Steering Committee will be the foundation for the Global Compact in Jordan and will support the development of outputs of the project as well as the eventual establishment of the National Global Compact Network.

The Steering Committee will be chaired by UNDP and will meet monthly or as needed. Members should include but not be limited to representatives of the following entities:

- Talal Abu Ghazaleh & Co.
- Fastlink Mobile Phone Co.
- Hikma Pharmaceuticals
- Aramex Shipping
- RazorView
- National Centre for Human Rights
- Jordan Garments and Textiles Exporters Association
- Minister of Industry and Trade
- Ministry of Planning and International Cooperation
- Anti-Corruption Commission
- Jordan Labour Union
- Chambers of Commerce and Industry
- EMPRETEC
- UNDP
- National Project Coordinator

### **The Steering Committee's Responsibilities:**

1. Recruit signatories to the Global Compact
2. Plan for the High-Level Launch of the Global Compact in Jordan
3. Identify a Host organization for the National Global Compact Network
4. Mobilize funds for the eventual establishment of the Global Compact Network
5. Advise on key strategic issues

### **ANNEX 3 - Terms of Reference: Project Board**

The Project Board will include a number of concerned groups below and will act as a planning body. The Board will be chaired by the Ministry of Planning and International Cooperation and will be responsible for monitoring the project progress towards results. The Project Board meeting should be preceded by an agenda of such issues and should meet quarterly or as needed. Members should include representatives of the following organizations:

- Ministry of Planning and International Cooperation
- Minister of Industry and Trade
- Talal Abu Ghazaleh & Co.
- EMPRETEC
- UNDP
- National Project Coordinator

#### **The Steering Committee's Responsibilities:**

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

## **ANNEX 4 – Terms of Reference: National Project Coordinator**

***Title of Post:*** *National Project Coordinator*

***Duty Station:*** *Amman*

***Duration:*** *10 months*

### **Background**

Under the framework of the project above, the National Project Coordinator will supervise the project's overall implementation and report to the Project's Steering Committee. S/he will be accountable for delivering all the activities of the project and ensuring that expenditures are in line with the project activities.

### **Duties and Responsibilities**

- Provide leadership and strategic thinking to ensure proper implementation of project activities.
- Overall management and planning of the implementation of the project's outputs and activities.
- Manage and administer the day-by-day operations to ensure the effective implementation of the activities of above mentioned project;
- Initiate coordination with relevant national organizations, private sector companies and civil society initiatives where necessary.
- Undertake all necessary financial arrangements, processes, request for authorizations, payments and ensure financial accountability.
- Ensure the formulation of the Steering Committees
- Arrange and coordinate the Steering meetings and act as Secretariat of the Committee.
- Prepare the work plan, quarterly, progress, annual reports and Terminal Report.
- Undertake any other related tasks at the request of the Project Steering Committee.
- Supervise all staff assignment and consulting agreements.

### **Qualifications and Experience**

- 10 years working experience preferably in the field of private sector and entrepreneurship in Jordan
- 5 years experience in general project management in the public or private sectors.
- Previous experience in developing networks and liaising with high-level executives
- Advanced university degree in management, public administration or other job-related discipline.
- Proficiency in English and Arabic Languages spoken and written.
- Excellent communication skills.
- Resourcefulness and strong networking skills
- Knowledge of the private sector as well as national initiatives for private sector development

## Annex 5 - Tentative Description of UNDP Country Office Support Services

The designated executing institution (Ministry of Higher Education and Scientific Research) has requested UNDP country office to provide the following support services for the activities of the project:

- (a) Identification, recruitment, and contracting of project personnel
- (b) Procurement of goods and services.

The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Any changes to the requirements for support services by the country office during the life of the project, will be agreed upon between the UNDP country office and the designated executing institution.

Service	High Cost	Mid-High Cost	Mid-Low Cost	Low Cost
<b>Payment Process</b> <sup>2</sup>	<b>22.10</b>	<b>14.40</b>	<b>10.92</b>	<b>7.73</b>
Issue check only (Atlas Agencies)	6.33	4.12	3.13	2.21
Vendor profile only (Atlas Agencies only)	10.06	6.56	4.97	3.49
<b>Staff selection and recruitment process</b>	<b>339.01</b>	<b>220.76</b>	<b>166.24</b>	<b>112.42</b>
Advertising (20%)	67.80	44.15	33.25	22.48
Short-listing (40%)	135.60	88.31	66.49	44.97
Interviewing (40%) <sup>3</sup>	135.60	88.31	66.49	44.97
<b>Staff HR &amp; Benefits Administration &amp; Management</b> <sup>4</sup> (one time fee, per staff. Service incl. contract issuance, UNJPF/MIP enrollment, payroll setup - Starting 2006 this price applies to the separation process as well)	<b>125.59</b>	<b>81.83</b>	<b>62.14</b>	<b>44.27</b>
<b>Recurrent personnel management services: Staff Payroll &amp; Banking Administration &amp; Management</b> <sup>5</sup> (per staff, per calendar year)	<b>305.98</b>	<b>199.23</b>	<b>149.79</b>	<b>100.29</b>
Payroll validation, disbursement (35%)	107.09	69.73	52.43	35.10
Performance evaluation (30%)	91.79	59.77	44.94	30.09
Extension, promotion, entitlements (30%)	91.79	59.77	44.94	30.09
Leave monitoring (5%)	15.30	9.96	7.49	5.01
<b>Consultant recruitment</b>	<b>139.39</b>	<b>90.82</b>	<b>68.94</b>	<b>49.04</b>
Advertising (20%)	27.88	18.16	13.79	9.81
Short-listing & selection (40%)	55.75	36.33	27.58	19.62
Contract issuance (40%)	55.75	36.33	27.58	19.62
<b>Issue/Renew IDs (UN LP, UN ID, etc.)</b>	<b>26.78</b>	<b>17.45</b>	<b>13.24</b>	<b>9.40</b>
<b>Local driver's licenses (full process)</b>	<b>34.56</b>	<b>22.52</b>	<b>17.10</b>	<b>12.17</b>
<b>Accreditation w. government</b>	<b>34.56</b>	<b>22.52</b>	<b>17.10</b>	<b>12.17</b>
<b>Vehicle registration (full process)</b>	<b>34.56</b>	<b>22.52</b>	<b>17.10</b>	<b>12.17</b>
<b>Visa request (excl. government fee)</b>	<b>23.86</b>	<b>15.55</b>	<b>11.77</b>	<b>8.26</b>
<b>Ticket request (booking, purchase)</b>	<b>29.05</b>	<b>18.93</b>	<b>14.35</b>	<b>10.11</b>
<b>Travel authorization</b>	<b>23.86</b>	<b>15.55</b>	<b>11.77</b>	<b>8.26</b>
<b>Hotel reservation</b>	<b>12.98</b>	<b>8.46</b>	<b>6.43</b>	<b>4.63</b>
<b>F10 settlement</b>	<b>15.88</b>	<b>10.34</b>	<b>7.84</b>	<b>5.51</b>
<b>Procurement process involving CAP (and/or ITB, RFP requirements)</b> <sup>6</sup>	<b>269.64</b>	<b>175.62</b>	<b>132.59</b>	<b>91.16</b>
Identification & selection (50%) <sup>3</sup>	134.82	87.81	66.29	45.58
Contracting/issue purchase order (25%)	67.41	43.91	33.15	22.79
Follow-up (25%)	67.41	43.91	33.15	22.79
<b>Procurement not involving CAP (low value procurement, local)</b>	<b>82.49</b>	<b>53.74</b>	<b>40.73</b>	<b>28.66</b>
Identification & selection <sup>4</sup> (50%)	41.25	26.87	20.36	14.33
Issue purchase order (25%)	20.62	13.44	10.18	7.17
Follow-up (25%)	20.62	13.44	10.18	7.17
<b>Disposal of equipment</b> <sup>3</sup>	<b>114.32</b>	<b>74.46</b>	<b>56.32</b>	<b>39.16</b>
<b>Custom clearance</b>	<b>42.22</b>	<b>27.50</b>	<b>20.80</b>	<b>14.45</b>
<b>Shipment arrangement</b>	<b>71.40</b>	<b>46.52</b>	<b>35.30</b>	<b>25.06</b>
<b>Fellowship package (per participant)</b>	<b>77.60</b>	<b>50.55</b>	<b>38.27</b>	<b>26.77</b>
<b>AR Management Process (create/apply receivable pending item- Atlas Agencies Only)</b>	<b>8.93</b>	<b>5.82</b>	<b>4.41</b>	<b>3.13</b>