



JOINT PROGRAMME

United Nations Development Programme
Government of the Hashemite Kingdom of Jordan
Project Document

Project Title: Food and Nutrition Security in Jordan towards Poverty Alleviation
UNDAF Outcome 1: Quality of an equitable access to social services and income generating opportunities are enhanced with focus on poor and vulnerable groups.
Expected CPAP Outcome(s): Increased community productivity, empowerment and participation in local development initiatives.
Expected Output(s): National capacity to develop manage and monitor national strategies and actions plans, in food security is - enhanced and coordinated. Small-holder farmers, and rural women households, in targeted poverty areas , have increased their food production and those who have no access to land have increased their income so they can purchase their food requirements. Nutrition interventions and targeting mechanisms of aid funds are strengthened.
Lead UN agency: UNDP
Responsible/ implementing Parties: Ministry of Planning, Ministry of Agriculture, Ministry of Education, Ministry of Industry and Trade, Ministry of Health, Department of Statistics, Coordination Commission for Social Solidarity, National Centre for Agricultural Research and Extension.

Summary: The Joint UN Program on Food and Nutrition Security in Jordan towards poverty alleviation provides credible, coherent assistance to the government based on a Comprehensive Framework for Action on food security. The joint programme will be implemented at the national and local levels. It included 4 outcomes namely : national food security response is enhanced and coordinated; small-holder farmer sustainable food production is increased; nutrition interventions and safety nets strengthened and made more accessible; and sustainable livelihoods and food security of the poor are enhanced/improved.

UN agencies participating in the programme are: UNDP, UNICEF, WFP, and UNIDO.

Table with 2 columns: Programme details (Period, Title, Key Result Area, Atlas Award ID, Project Number, Start/End Date) and Budget details (2010 AWP budget, Total resources required, Total allocated resources, Regular, Unfunded, Government, UN Agencies, UNDP, WFP, UNICEF, UNIDO).

Ministry of Planning and International Cooperation

[Signature]

Ministry of Agriculture (Implementing Partner)

[Signature]

The United Nations Development Programme

[Signature]



Names and signatures of participating UN organizations

By signing this joint programme document, all signatories – national coordinating authorities and UN organizations assume full responsibility to achieve results identified with each of them in this project document, and detailed in annual work plans.

UN organizations	
Name of Representative:	Hylee Dominguez
Signature:	
Name of Organization:	UNICEF 
Date & Seal:	JORDAN COUNTRY OFFICE
Name of Representative:	Faten 
Signature:	
Name of Organization:	WFP 
Date & Seal:	
Name of Representative:	Esam Alqararah
Signature:	
Name of Organization:	UNIDO 
Date & Seal:	JORDAN OFFICE

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1. Executive Summary

Introduction

Jordan's status as an importer of both food and fuel, along with the limited potential for food self-sufficiency makes it particularly vulnerable to food price shocks. Food imports will continue to be critical to the food security Scenario in the foreseeable future. Jordan depends heavily on imports to feed its population of about 6.00 million in 2010. It will have to feed at least two more million people by the year 2013, if the present rate of population growth remains at its 2000 level of 2.8% per year. With the global food crisis in 2008 the Jordanian government made immediate attempts to alleviate the effects of fast-rising commodity prices on the population through several various measures, and set out to develop a national food security strategy. In February 2009, the government led by the Ministry of Agriculture, developed a framework for a Food Security Strategy for Jordan. The vision of the framework is to have a food secure Jordan that ensures constant quality supply of food to the citizens of all socio-economic groups and sectors. The Ministry of Agriculture requested UNDP's support in elaboration of the food security strategy based on a proper situation assessment and involving governmental and non-governmental stakeholders.

Background: The threat of food insecurity promises to reverse progress made to date towards achieving the MDGs, by aggravating the already existing gaps and further affecting vulnerable groups.

In July 2009, UNDP in cooperation with the Ministry of Agriculture led a series of meetings with representative of some of the UN agencies and key relevant government institutions involved in food security with a view to developing a coherent and coordinated framework for food security in Jordan. These meetings resulted in the mapping of ongoing and planned government initiatives and the establishment of a High Level National Committee on Food Security. The group agreed on a an overall framework to undertake this work which is based on the Comprehensive Framework for Action (CFA), a consensus document published by the SG's High Level Task Force on the Global Food Security Crisis in July 2008, customized to fit the Jordanian situation.

Comprehensive Framework for Action: The Compressive Framework for Action, CFA will bring together the initiatives of the various agencies and partners to support the national program on food security. This CTA brings in various food security enhancement initiatives planned by the government and different UN agencies together into a comprehensive, coordinated program of support of pro-poor public policies to strengthen the national and local capacities and involve and benefit local populations.

The CTA includes four components of support a) National food security response is enhanced and coordinated, b) small-holder farmer sustainable food production is enhanced, c) nutrition interventions and safety nets enhanced and made more accessible and d) sustainable livelihoods and food security of the poor are enhanced/improved.

The joint program provides credible, coherent assistance to the government based on the CFA. The ongoing and planned initiatives of the various partners (including Government) are defined in terms of their contribution to each component of the framework. Each component will include research and analysis to provide solid analysis for planned interventions. In addition, a monitoring system will be established to ensure effective implementation. The joint programme will be implemented at the national and local levels.

UN agencies: UN agencies participating in the programme are: UNDP, UNICEF, UNIDO, and WFP. Each agency will support the implementation of specific activities according to their mandates in collaboration with government agencies/NGOs.

Proposed Funding: Currently three UN agencies have sufficient funds available to start activities: UNDP, WFP, and UNICEF, whereas, UNIDO will commence their support as soon as funds are secured. The planned activities for 2010 are defined below. If UNDP can secure additional funds during the implementation period, UNDP supported activities will be scaled up.

2. Situation Analysis

Food security exists when all people, at all times, have access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life¹. To ensure food security in a region, there should be adequate quantities of food available at all times within the region, either produced locally or procured from outside markets. All people should be able to obtain sufficient amounts, either through cultivation or purchase at market or subsidized prices. The following analysis of the food security situation in Jordan is presented within this thinking – first, at the macro level of total food availability in the country and then, at the micro level, focusing on issues of individual access and safety nets.

Jordan is a resource poor country with no oil, and limited land and water resources. It has a population of 6.00 million, about 80% of whom are urban. The major cereals consumed are wheat, maize and barley, the last being used as fodder. Jordan is self-sufficient in vegetables, poultry, eggs and fruits and 50% of milk and dairy, however it relies mostly on imports of wheat, cereals and fodder. There is no domestic production of some other items like oil seeds and rice. The natural consequence of this situation is that Jordan is a net food importing country, with large (in both volume and value terms) amounts of cereal imports.

The rise of global food prices in 2008 increased the food import bill at the time and any future fluctuations in the global food prices would continue to impact the country. Jordan also imports all of its petroleum needs, and is largely affected by the fluctuations in the oil prices globally. It is highly reliant as well on foreign grants, workers' remittances (especially in oil producing neighboring countries) and FDI and portfolio investments (also largely from the oil producing rich neighboring countries), which in normal situations would buffer price hikes and help mitigate the impact. However, within the context of the global economic crisis, food prices went down, fuel prices fluctuate, however foreign grants, remittances and FDIs are decreasing.

A Regional Report² on food security in Arab Countries indicated that despite that global food prices have dropped recently after the 2008 hikes, fluctuation and unpredictability of prices still pose a risk to Arab Countries including Jordan, due to the high reliance on international food markets and the structural internal factors that impact food security. The increasing global demand for food, slowness of global growth rates of yields of major cereals, the inelasticity of the food market, the thinness of international food markets as well as the impact of climate change on agriculture are all factors that contribute to potential global food shocks. Internally, for Arab countries, supply and demand factors play a role in food availability due to the limited amount of arable land and water, constraints in expansion of arable land and in sustainable increase of water use, low cereal production, increasing population, income growth and urbanization. Furthermore, according to the report, there are two kinds of risks related to food security: price risks and quantity risks. The level of vulnerability is determined by the level of dependence on cereal imports and fiscal balances. Since Jordan is a net importing country of cereal and has a weak fiscal balance, it is placed within the category of the most vulnerable countries to both quantity and prices risks respectively.

According to the *Arab Human Development Report 2009*, "Challenges to Human Security in the Arab World", the concept of food security evolves to rest upon four pillars: 1) Food availability: ensuring sufficient food supply whether from local production or the international market 2) Food stability:

¹ World Food Summit, 1996

² "Improving Food Security in Arab Countries" dated January 2009 by IFAD, WB and FAO

ensuring a stable supply of food throughout the year and from one season to the next 3) Food accessibility: ensuring that the food is available to the public at affordable prices relative to their income, and 4) Food safety.

The four pillars combined mean that all people in the country should be able to obtain their essential nutritional requirements throughout the year with no risk of deprivation, regardless of whether the food is produced locally or imported.

There is an intricate nexus between agriculture, rural development, food security and self-sufficiency. It is thus essential to address the linkages between the microeconomics of farm units and the dynamics of household well-being, a relationship which points to broader redistributive (political economy) policy considerations such as: (1) secure access to productive land and credit; (2) targeted price support benefits for the identified rural poor and disadvantaged geographical areas; (3) changing gender roles, which require that women who make up an ever increasing share of agricultural producers are provided with access to land, appropriate tools, extension services, credit, etc; (4) efficient water resource management; (5) incentives to the private sector to invest in agricultural production and marketing and to adopt projects that promote integration between agriculture and industry; and (6) new agricultural research on local plant varieties and on renewable energy, including solar energy.

The multi-sectoral, participatory approach required to address food security in Jordan in such ways as may mitigate possible future crises, will involve attention to agricultural policies and strategies, trade, social welfare systems, macro-economic and fiscal reforms, strategic stocks of food, and more. Linkages to prior and ongoing initiatives impacting poverty alleviation, health, education, women empowerment and environment, are clearly implied. Arriving at a more consolidated, programmatic approach will require the involvement of the government, CSOs and the private sector, in addition to international actors.

Food Availability in Jordan

Jordan has been classified as a net food importing developing country. At present, agriculture contributes about 3% of the GDP, having declined steadily in both absolute and relative terms since the early 1990s. It provides source of income for more than 15% of the population. Agriculture is characterized by a severe scarcity of land and water, and fragmentation of land holdings. Of the overall land area of 88.7 million dunums (du), only about 4.3% (3.8 million du) are considered arable of this about 84% is rainfed and the rest is irrigated. This situation is compounded by the scarcity of water in the rainfed area, around 80% of the land receives less than 100 mm rainfall per year, and the low per capita availability of renewable water (150 m³ in 2000) severely limits the potential for irrigation. At present, there are major concerns about the use of non-renewable water resources and the over-extraction of groundwater for irrigation, indicating an urgent need for water conserving agricultural methods.

Even within the limited available land, there has been a decreasing trend in the land used for cereals. Land under 'field crops' (cereals, pulses, tobacco and vegetables) has fallen steadily (over 32% from 1992-2001), while that under fruit trees and olives has increased (about 64% from 1992-2001). This is attributed to increasing urbanization, which has disproportionately reduced the land that is suitable for field crops, and the increasing fragmentation of land holdings, since wheat cultivation is not economically viable on holdings below a minimum size.

The limited availability of water and land suitable for grain cultivation indicates that even with incentives and the best available farming technology, Jordan will continue to need to import the bulk of its grain requirement. In addition, the potential for a subsistence based model of food security, where increased farm production of cereals could take care of at least the farming household's own requirements, would also appear to be limited. Therefore, strategic interventions would need to address improvements in grain procurement from the world market, its storage and distribution; sustainable and water conserving ways to improve yield; and increasing the value of the small farmers' production of fruits and vegetables to boost their income, so as to enable them to buy cereals from the market.

The main fruits and vegetables produced in Jordan are; tomatoes, potatoes, cucumbers, eggplants of which the average annual production is; 750, 190, 140, and 60 thousand tons respectively. Other types are also produced with less quantity such as; pepper, beans, lettuce, okra, onion, etc. In regards to fresh fruits, Jordan produces on average 160, 100, 70, 80, 60, and 160 thousand tons annually of citrus, water melons, apples, bananas, grapes and olives respectively. Most of the exports to European markets are produced by big farmers who are capable of producing high quality products that comply with international market standards, and therefore they enjoy relatively high prices compared with small farmers whose products usually do not comply with the European market needs vis-à-vis specifications and standards and lack of tracing mechanism.

Ongoing Government and UN Initiatives

The National Agriculture Strategy

The National Strategy for Agricultural Development (2002 to 2010) acknowledged the issues mentioned above mainly the need for sustainable agricultural development and achieving food security. The main objectives were to diversify and improve rural livelihoods by improving access of the rural population to available technology and resources. The strategy to support and develop the rural areas in the highlands, Jordanian *Badia* and the *Ghor* is based on three main thrusts: (i) achieving sustainable agricultural development in its economic, social and environmental dimensions; (ii) achieving food security and reducing poverty in rural areas through the optimum use of natural resources such as soil and water; and (iii) making rural financial and marketing services available to farming households. It proposes to enable rural women to improve family incomes by addressing the absence of facilities needed to develop skills in the areas of production and marketing. The NSAD emphasizes the revitalization of the rural economy by improving the marketing of agricultural products which suffer from weak supply-demand links, high post harvest losses, low prices, and absence of quality control and standardization

In the mid-term review of effectiveness and relevance of the National Strategy for Agricultural Development 2002-2010 which was done in July 2007, the future vision was presented; it proposed a regional/district approach focusing on the problems of the poorest households whose livelihoods are threatened by uncertain rainfall and weak farming and extension services. To achieve its objectives the MoA has considered specific priority interventions: (i) reclamation of field crops lands in the northern parts of the Jordanian *Badia*; (ii) introduction of water harvesting practices on the rangelands; (iii) conservation of water sources by improving irrigation canals and springs; (iv) improvement of the capacity of institutions including agricultural extension services operating in the rural domain at large; (v) expansion of rural income generating micro and small on and off farm enterprises with the introduction of revolving fund mechanisms.

In conclusion, Jordan's status as an importer of both food and fuel, along with the limited potential for food self-sufficiency due to limited agricultural land and water resources makes it particularly

vulnerable to food price shocks. These shocks also increase the fiscal costs of general subsidy based safety nets, and make it imperative to identify the most vulnerable, and support them through targeted measures.

In March 2008, the resources of the NCARTT (National Center for Agriculture Research and Technology Transfer) and the Agriculture Extension Services under the Ministry of Agriculture were merged into one entity: the National Center for Agriculture Research and Extension (NCARE). In theory, the merger will promote relevance and resource conservation through a closer link between the current 'needs on the ground' and research priorities. Extension officers will also profit through more professional contacts with the country's experts. Human resources presently include 140 Researchers (50 Ph.D. and 90 M.S.) and 85 Agriculture Extension Officers. The large research and extension center in Badia is supported by 13 regional sub-stations.

The NCARE would be a natural entity to support in regard to developing public-private partnerships to enhance long-term food security. Foreign companies and universities could become research and development partners for the purpose of developing drought and saline-resistant strains of grains and cereals that would be particularly hardy in Jordan's ecological conditions.

The Government of Jordan has been approaching food security largely through the following, 3 sectoral entry points:

- 1) Social protection initiatives: e.g., increases in distribution of cash, food or vitamin supplements to vulnerable people;
- 2) Short-term responses to economic events: e.g., removal of taxes and tariffs on essential commodities; removal of interest from agricultural loans; subsidizing some food items and removal of subsidies on some others; and,
- 3) Longer-term Poverty alleviation interventions: e.g., policy support and project-based actions for increasing agriculture; income generation projects, particularly for agro-industry; capacity building, job re-training and provision of credit.

Agricultural Production

Several initiatives are implemented by the government, namely by MoA for this purpose. Initiatives include agricultural resources management for arresting degradation and restoring soil fertility for sustainable use of land and water resources. Support is also given to: increasing cereal production in rainfed areas; supporting agricultural civil associations in desert areas; water harvesting technologies in the rangelands; improving machinery services for small farmers; sand hefting from opened cropping systems to protected production system; MOA have established a Risk Management fund in the Agricultural Sector, and also a livestock Supporting and Protection Fund. Other planned initiatives by the ministry include; utilization of non-conventional water in forage production; fertigation (Improving irrigation water management practices) in Jordan Valley and semi- highlands; improving agricultural extension; and establishment of range reservation. These are in addition to water harvesting programmes by the Ministry of Water and Irrigation.

Additionally, coordination is currently ongoing with the Kuwait Fund for Arab Economic Development on the initiative of the State of Kuwait regarding the establishment of a fund in Islamic countries with the capital of (100) million dollars, in order to provide basic food commodities and to contribute to the increased production of agricultural crops, which will be announced in the event of such a mechanism approval by the Kuwaiti Council of Ministers.

FAO is also currently supporting the Jordanian Ministry of Agriculture in a number of activities including establishing an effective and efficient information system that will support agricultural development and ensure food security in Jordan based on the needs and demands of its stakeholders and integrating the various resources in the MoA. Moreover, a national team is currently working with FAO's support to assess through rapid appraisal and focus group meetings of farming communities, the response and behavior of farmers with respect to the new economic environment and help policy makers to understand what to expect from the farming sector and how best to support the agricultural sector to improve its supply response.

FAO is currently providing assistance through its project on Sustainable Agricultural Production through Promotion of Conservation Agriculture. The project aims at introducing direct planting practices and cover/forage crops, increasing water use efficiency under rain-fed agriculture and building the capacity of the National Centre for Agricultural Research and Extension (NCARE) for the promotion of conservation agriculture practices including applied and participatory research and extension approaches. FAO is assisting Jordan through its Regional Integrated Pest Management (IPM) Programme in the Middle Eastern Countries to develop and implement sustainable agricultural practices involving local farmer communities, reduce pesticide related risks for health and environment, and to improve access to markets. The locations of implementation are the Jordan Valley, different rural areas in Jordan.

Food Access, Nutrition, and Poverty in Jordan

Price increase

Jordan administers a range of general subsidies and tax breaks aimed at keeping consumer prices down. These include maintaining bread prices at current levels, subsidizing the sale of barley, a cash subsidy for livestock herders to cushion against fodder price increases, partially subsidizing cooking gas, maintaining electricity prices at current levels for small consumers and reducing taxes and import duties on a large number of items, including inputs for production. Increasing expenditures on food subsidies in 2008 served, to some extent, to keep consumer prices down. On the other hand, some of the measures taken to protect consumers from price increases (raising the salaries and pension of the civil service and the military, raising social security pensions, a onetime cash subsidy for all low paid, nonpublic sector employees), may have contributed to inflation during that time.

Subsidies for food and fuel impose significant fiscal strain and there is a widening recognition in Jordan that there is a need for replacing these general subsidies with more targeted interventions based on accurate identification of the vulnerable sections of the population, and maintaining or improving their access to food. High food prices affect poor people the most and impact their livelihoods as households would substitute expenditures on education or healthcare for example with food expenditures. The most vulnerable are the urban poor, the landless, and small and marginal farmers. Safety nets that are well targeted would help prevent household level food insecurity.

Food Security Studies

A number of food security studies have been undertaken in Jordan. So far, none of them addressed food security at the household level. In 2008, WFP conducted the first food security survey at the household level in the poverty pockets. The survey revealed that the rate of food insecurity reached 8% in the poverty pockets, averaging up to 35% in some areas. Food consumption patterns have changed dramatically for the poor, and most of them have gone through times were they did not find enough resources to cover their basic needs. At the household level, accessibility was found the source of food insecurity, aggravated by illiteracy, lack of assets and big family sizes.

Studies carried by different agencies stressed the need to improve food accessibility and reduce poverty which affects health of children and growth which eventually affect their ability to learn. Small scale production whether, plant or animal husbandry in rural areas is becoming one of the viable venue for fighting poverty and improving food availability. Government's plans to spread the benefits of development, at various corners of the rural areas, has been demonstrated by the different strategies prepared with the aim of stabilizing the livelihood of rural poor communities, which should reduce migration towards urban centers, where pressure to create new jobs, housing, and environmental pressure is mounting, not to underestimate pressure inflicted on distribution of water resources, which has to be pumped from remote areas towards the highly populated urban centers.

Poverty Rates

Poverty in Jordan is now estimated at 13.3% (2008). Despite that the numbers of the urban poor are higher; the incidence of chronic poverty, vulnerability to poverty, and food insecurity are seen to be significantly greater in rural regions. The poverty situation in Jordan varies across governorates. The government of Jordan identified thirty two 'poverty pockets' where the poverty rates exceeded 25%.

Comparing Household Survey data from 2006 to similar data from the 2002 survey, Jordanians spent 3.2% less on food, while their expenditures on non-food items increased. Overall expenditures by lower segments of society surveyed were, on the average 3 times more than income. These figures suggest that families relied on savings, informal loans, and other coping mechanisms, such as household gardens to supplement their food intake. However, it may also be assumed that the latter type of coping mechanism, i.e., producing some food directly, would mostly be available to rural families. As per the latest figures available, 82% of Jordanians now live in urban situations.

Poverty alleviation through agricultural development

Poverty alleviation through agricultural development is considered among the most important means to mitigate the impact of desertification, especially, these areas are most affected by various types of land degradation and urban expansion. Furthermore, rural areas provide the only opportunity for extending agricultural production. Agricultural development and other job opportunities are vital for curbing land degradation, which therefore, should boost the national effort to combat desertification and climatic changes. Rural areas are rich in wild herbal and medicinal plants with great economic values. Conservation of such wealth through selected agricultural development practices contributes towards the conservation of biodiversity. Jordan is known to have more than 500 species of such plants with high pharmaceutical value. Integration of these valuable plant species into agricultural production creates a new window of opportunity to improve the livelihood of rural people. Improving the productivity of small farms is a preferred option for enhancing food security in the rural areas, given that the agricultural sector is the main source for providing food, and income generated from undertaking many other non-agricultural activities. The increasing involvement of women in the rural areas to support their family livelihood is encouraging sign for the possibility of achieving real development in these areas. This has motivated many national and international organizations to provide the required support, since many of the proposed packages, not only increase food availability, but deals with global issues such as land degradation, loss of important agro-biodiversity resources, and adaptation to global warming.

The most vulnerable groups in Jordan include large rural household headed by illiterate or poorly educated people, households headed by women, households with sick or elderly people, and households that do not own land or have very little land. Families headed by women tend to be among

the poorest of the poor. They have fewer economic assets than households headed by men. It is estimated that only 44 per cent of households headed by women own agricultural land and 30 per cent own livestock. Instead, 68 per cent of households headed by men own land and 36 per cent of them own livestock (IFAD, 2008). Similarly, only 21 per cent of women who are heads of households receive loans for agricultural development and 9 per cent for income-generating activities, compared to 43 and 14 per cent of men who are heads of households.

Projects and Initiatives

Jordan has initiated a large number of projects and initiatives aiming at tackling poverty and hunger at both policy and direct assistance levels. Although tangible results have been realized, poverty and hunger still stand in different poverty pockets around the country, and it is believed that a significant share of aid leaks to the non-poor, due to untargeted allocation of assistance and lack of diversified aid modalities, taking into consideration the potential resources in the poverty pockets.

The principal targeted government safety nets are implemented by the National Aid Fund (NAF). These reach out to the very poor, the elderly, and persons with disabilities, families headed by divorced or abandoned women, and those where the main earning member is in prison. The Fund provides cash support at the rate of 40JD/person/month up to a maximum of 180JD/family/month. The families also receive health insurance. There are at present about 80,000 families covered under the Fund and the support is conditional on the children going to school. Apart from this, there is the Zakat Fund, financed through *zakat* contributions, which provides small amounts of cash assistance with a particular focus on orphans, and numerous NGOs (e.g. the Jordan Alliance Against Hunger is expanding a food bank program that supplies meals to poor families in Amman, based on food collected each day from restaurants, bakeries etc.). The Government also has programs for skill development, the most significant being the Enhanced Productivity program (EPP). Total public spending on these targeted safety nets is estimated as around 1% of GDP in 2008, with about one-half going on the NAF and one quarter on the EPP, and the total number of beneficiaries estimated as 8-10% of the population. Therefore targeting those most in need becomes essential. The Ministry of Social Development and NAF are currently reviewing the targeting criteria for cash assistance with the support of the World Bank.

Access to food

On further analyzing the issue of access especially access to nutritious food within the household, children tend to be at greater risk of malnutrition and the subsequent infectious diseases among children. Aside from cash transfers and skill development programmes, school feeding, food fortification and breastfeeding programme aim to ensure nutritious food reaches households in need and especially the children. Breastfeeding and complementary feeding behaviors are important predictors of infant and child nutrition, health and survival. Poor nutritional status has been shown to increase the risk of illness and death among children. Breastfeeding provides a complete source of nutrition for the first six months of life, half of all requirements in the second six months of life and one-third of requirements in the second year of life. There is evidence that links having been breastfed as a child with stronger intellectual development and a reduced risk of cancer, obesity and several chronic diseases. According to the World Health Organization's recommendation, children should receive exclusive breastfeeding for up to first 6 months of life but only 22 percent are exclusively breastfed. Children aged 6-23 months should receive animal-source foods and vitamin A-rich fruits and vegetables daily.

A serious contributor to childhood morbidity and mortality is micronutrient deficiency. Concern about the low levels of essential micronutrients among children emerged in Jordan after studies showed that

20 per cent of children below 5 years of age were anemic, 15 per cent had vitamin A deficiency (VAD) and 33 per cent had IDA.

The quantity and quality of food available to children is influenced by family income, the number of family members, and the local availability of food items. The nutrition database is not comprehensive, but available data have highlighted some issues of concern. In 1997, the total calorie supply was found to be lower than in 1992, with signs of anemia and other micronutrient deficiencies emerging among women and children.³ Breastfeeding saves about five to six million children's lives annually from common infectious diseases. From an economic perspective, breastfeeding substitutes formulas purchased from the market and saves on family household budget.

Food Fortification

The Ministry of Health (MoH) has been working on flour fortification (Al Mwachhad) and Vitamin A supplementation. MoH plans to expand fortification to all four types of flour, provide training for millers and health inspectors, introduce vitamin D supplementation for infants, and iron supplementation for pregnant women. Additionally, MOH plans to improve the monitoring and evaluation of their program, strengthen the national surveillance system and develop a public communication plan on nutrition.

UNICEF and WHO supported MoH efforts to establish a food fortification programme for a number of years. The cooperation with the MoH is ongoing through the provision of technical support (e.g. setting the guidelines and standards etc); supporting studies to monitor the impact of the fortification programme. Other micronutrient such as vitamin A which is included in the food fortification project has been provided to the MoH. Currently UNICEF is supporting partial cost of a study which is being conducted to assess the impact of the food fortification programme.

School Feeding

The key government activity in this area is the Ministry of Education (MoE) Universal School Feeding Program (SFP). The School Feeding Program (SFP) was launched in 1999, aiming to provide meals to all public school children at the age group 6-12 around the country and targeting (10000) students. The program has expanded to target 526,146 students in 2009 and is planning to reach 610,000 by the coming few years. It aims to improve the feeding and health status of children in public schools in the less privileged areas, develop and fix life-long positive attitudes and nutritious food habits, reduce drop-outs and enhance the interactions of the educational process. The MoE plans to continue expanding its reach to cover the entire kingdom.

Safety Nets

The Ministry of Social Development and the National Aid Fund are developing with the support of the World Bank an alternative to replace the current categorical cash transfers with transfers targeted through a proxy-means test. This involves determining a set of observable characteristics that are correlated with poverty to identify the eligible population. This is based on household surveys and a particular formula. The approach is still being tested and is under consideration by the government.

The Coordination Commission of Social Solidarity (CCSS) developed a Social safety net database that serves many of Aid Funds especially, the National Aid Fund, by verification of the status of aid applicant. The Database can be used to derive the statistical indicators that explain the dimensions of the poverty especially, the economic and social dimension.

³ DOS/HEIS 1997

In this area, UNDP in partnership with ESCWA and UNFPA is currently supporting, outside of this document, the Department of Statistics and the Ministry of Planning and International Cooperation in establishing a Poverty Statistics Division at DoS and introducing and building capacity on multi-dimensional poverty measurements. Efforts under this initiative would contribute to decisions on social safety nets targeting methods.

WFP completed an assessment of the impact of the food crisis on poverty pockets in Jordan and was hence able to map food insecure households in the poverty pockets. The study was implemented in cooperation with an NGO, the Jordanian Alliance Against Hunger (JAAH).

Enhancing Livelihoods

Several initiatives to enhance rural livelihoods are implemented by the government and especially MoA. Key initiatives include Agro-processing income generating projects in rural areas, combating rural poverty programme to enhance food security at rural household level. Rural livelihoods and climate change adaptation which is planned in cooperation with the International Fund for Agricultural Development (IFAD) that aims to draft a definition of agriculture and rural life to adapt to climate change, the management of water resources used in agriculture and diversity in the cultivation of crops that are less affected by climate change. Ongoing are agricultural credit corporation credit programmes and MoSD and MoA programs to enhance livelihoods of poor households in poverty pockets.

The MoSD and MoA are implementing interventions that provide poor rural households with small loans and grants respectively to establish small scale projects to enhance their livelihoods. MoA provides small income generating enterprises including: poultry, goats, and cows rearing, backyard crop production (green houses and opened cropping system), bee keeping, installation of gray water treatment units and cisterns. MoSD is running micro-credit programs that target rural households, credit funds for charities and local community centers and Small Grants (to NGOs) for income generating activities that service or provide job opportunities for poor families. The MoPIC EPP program is operating in poverty pockets to enhance lives of communities in poverty pockets through a set of community development interventions. Jordan enterprise has been supporting agro enterprise development and marketing and providing small and medium productivity grants concentrated in areas of the Jordan Valley. This is implemented as Jordan Enterprise Development Corporation mandate to support agro-industries with grants for infrastructure, study tours, costs of sales: part of the cost and trial shipment for different crops and different markets, shipping and clearance customs also the cost of accommodation and traveling of buyers missions, Proposed is a project on establishing traceability system for export and import supply chains.

UNDP is currently implementing the “Small Grants Program” that aims to achieve community development through environmental protection. 190 projects were signed/ implemented through CBOs and NGOs grants in all areas of Jordan that included, *inter alia*, water harvesting projects for farming and local marketing, sustainable land management project and different income generating project such as eco-tourism.

A concept note was developed by UNDP country office in June 2010 to try to assist the government of Jordan to develop a framework with a concrete action plan to accelerate progress towards meeting the MDGs Goals and their target by 2015 through focusing on one Goal. The goal chosen to focus on is Goal 1: Eradicate Extreme Poverty and Hunger due to it being “off target” and UNDP’s current focus is assisting the government to achieve this goal through the joint UN agency programme on food security. The acceleration framework is being tackled through focusing on developing the food and nutrition

security strategy, and increasing the ability of local farmers, rural women, households, local NGOs, and communities' to produce food and generate income. The acceleration action plan will be presented in the MDGs summit next September.

UNDP is also establishing a Management Information System (MIS) that collects information from various line ministries and government institutions that are implementing the National Executive Programme. Monitoring the NEP is done at the various levels: at the levels of the objectives, policies, programmes and projects, to monitor impact; outcome and output indicators. This supports linking the monitoring framework of the NEP with Dev-Info system by including the relevant NEP indicators at the impact level within the system and activating its use for this purpose, in coordination with the Department of Statistics. Within this context MoA in general and the "Food and Nutrition Security in Jordan towards Poverty Alleviation" project will be feed information into the MIS.

FAO is currently assisting the Ministry of Agriculture in the implementation of the innovative Home Gardens project (Al- Hakoura). The idea is to encourage families in rural areas to make the best use of their home gardens to be an additional source of income and to improve family nutrition. FAO recruited a National Consultant to (a) identify pertinent issues related to the effects of high food prices on vulnerable producers and communities and (b) prepare and propose concrete interventions that provides the framework for UN agencies, international financing agencies and other development partners for effectively collaborating to assist the Government in the short term to mitigate adverse effects. The report in question was prepared and submitted to FAO and IFAD for further processing.

Currently, UNICEF is undertaking a review of available sources to determine if, why, how, and to what extent the recent food, fuel, and financial crises affect children, with an emphasis on nutrition. The review is also interested in what measures the GoJ is taking to alleviate any harmful effects. The results of this review are intended to identify what problems exist and where, as well as providing necessary information to assist in protecting against negative effects on children—nutritional and otherwise—in possible future, fuel, and financial crises.

Based on the result of a study on the impact of food fortification programme, a plan of action to address the recommendation of the study will be developed.

In Jordan, most mothers start breastfeeding their babies soon after delivery, but exclusive breastfeeding rates are very low. It is therefore a matter of concern that the JPFHS 2007 found that about 61 per cent of mothers had stopped exclusive breastfeeding by the time their babies were two months old, and 90 per cent by the time they were four-five months old. Other liquids such as water, juice, and formula milk were being introduced in the first couple of months, while cereals, grains and solid and semi-solid foods were also given before the recommended weaning age. The rate of exclusive breastfeeding among children less than 6 months had declined from 27% in 2002 to 22% in 2007, also the rate of early initiation of breastfeeding in the first hour after birth remains the same 39%, and the average duration of breastfeeding is around one year.

As mentioned, breastfeeding indicators are on a regress and below national objectives. Possible reasons for this include lack of awareness of importance of breastfeeding, due to inadequate guidance by health professionals, inappropriate family advice and poor outreach of awareness campaigns. Furthermore, the international code of marketing of breast milk substitutes is not well endorsed and violation of the policy which forbids marketing of breast milk substitutes. Other reasons identified by women of poor communities are multiple pressures of housework on all women which reduces time for childcare, and inadequacy of support for working mothers. The law allows working women a one hour daily paid

break to nurse their babies, but there are practical constraints to the utilization of this benefit. The maternal leave is three months in public sector. Given the multiple nutritional and health benefits of exclusive breastfeeding in the first six months of life it is of critical importance to develop a comprehensive strategy and action plan to increase the rates among Jordanian mothers. UNICEF, in cooperation with the Ministry of Health, has long been promoting breastfeeding, especially exclusive breastfeeding, through the Baby Friendly Hospital Initiative.

Through this programme UNICEF will support the government to expand the food fortification programme to include all four types of flour and ensure the provision of needed vitamin supplementation to young children and pregnant mothers.

Both studies mentioned above are important resources that will be used alongside national resources in the elaboration of the Strategy.

3. Strategies including a Comprehensive Framework for Action

The Process of the Design

UNDP led the establishment of a UN task force in 2009 consisting of WFP, FAO, UNICEF, UNIDO, for the purpose of coordinating UN work on food security and developing a joint initiative on food security. The UN agencies defined key guiding principles that the joint programme must include. These are as follows:

- Contribute towards achieving the MDGs
- Strongly align with national priorities and country processes
- Build on experience of previous programmes
- Contribute to greater coherence and coordination between the UN Agencies
- Ensure alignment with current trends in the aid effectiveness agenda.
- Foster constructive partnerships with civil society and non-governmental sector.

Following this, UNDP, together with the Ministry of Agriculture, brought together government stakeholders involved in food security to identify the components of the joint programme of support. The identification began with a detailed mapping of GoJ ongoing and proposed activities related to food security.

Having completed the mapping, discussions followed on the most suitable framework to be adopted that best can capture the food and nutrition needs in Jordan. It was agreed by all stakeholders that the UN Global Comprehensive Framework for Action will be adopted as the Framework for this Joint Programme.

The UN Global Comprehensive Framework for Action

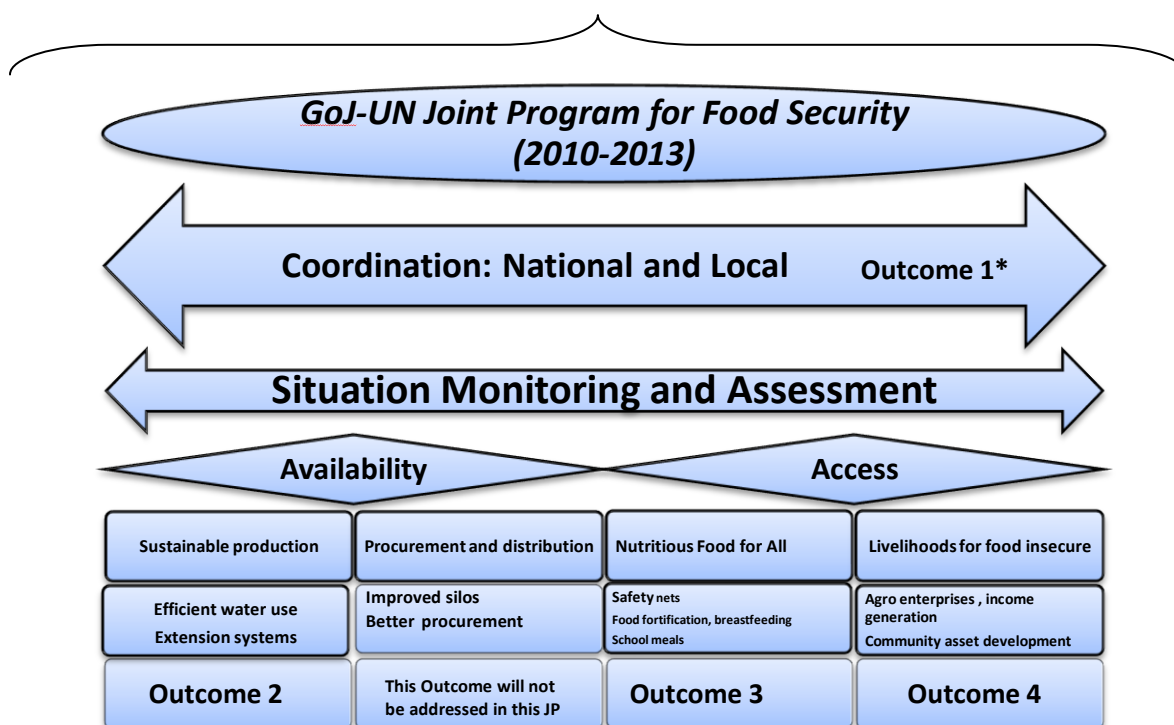
The UN Global Comprehensive Framework for Action (CTA) was first published by the UN Secretary General's High Level Task Force on the Global Food Security Crisis, in July 2008, and became a consensus document for all the agencies⁴ of the UN system (including the Bretton Woods Institutions). The (CFA) is currently guiding globally the coordinated response to the food crisis, as well as advocacy and fund-raising on the issue. Recent landmarks in this regard have been the mobilization of 1 billion Euros from the EC in 2008; and commitments at the Madrid Food Security Summit in January 2009 and at the L'Aquila G8 meeting in June 2009.

The CFA has been customized to Jordan circumstances and priorities. It is a *comprehensive*, framework that will facilitate bringing together diverse activities and programs towards a common goal.

The framework is set out in Figure below:

⁴ HLTf participation includes: Food and Agriculture Organization (FAO), International Fund for Agricultural Development (IFAD); International Labour Organization (ILO); International Monetary Fund (IMF); United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (OHRLLS); United Nations Conference on Trade and Development (UNCTAD); United Nations Development Programme (UNDP); United Nations Environment Programme (UNEP); Office of the United Nations High Commissioner for Refugees (UNHCR); United Nations Children's Fund (UNICEF); World Food Programme (WFP); World Health Organization (WHO); World Bank; World Trade Organization (WTO); Department of Economic and Social Affairs (DESA); Department of Political Affairs (DPA); Department of Public Information (DPI); Department of Peacekeeping Operations (DPKO); the Special Adviser on Millennium Development Goals (MDGs); and the Organisation for Economic Co-operation and Development (OECD).

Figure 1⁵: Framework for UN-Gov joint programme on food and nutrition security in Jordan towards poverty alleviation



* Outcome 1 : Coordination: National food security response is enhanced and coordinated.

Outcome 2: Availability Small-holder farmer sustainable food production is enhanced.

Outcome 3: Access: Nutrition interventions and safety nets enhanced and made more accessible.

Outcome 4: Access: Livelihoods for the poor and food insecure are enhanced

Cross cutting issues

Research: The framework will include research studies. These studies will include: the potential for expansion of Arable land; feasible methods of water saving, type of crops that has the most value added by balancing production with water preservation; studies to arrive at the optimum combination of safety nets programmes; the most suitable mechanisms to reach the vulnerable households in both urban and rural areas; studies to assess tolerance for price and quantity risk; feasible mitigation options to define its risk management strategy that addresses growth in food demand; and ways to increase production of food and managing exposure to price volatility.

Gender equality: Gender equality another cross-cutting will be central to all activities since women play an important role in the coping strategies and are directly affected by food scarcity. They will play a key role in different phases of planning, capacity development, public awareness, and access to information and research.

⁵ Procurement and distribution of food (incl. silos): Under this area, the government has no plans to reconsider procurement and distribution conditions. Expansion of silos capacity for wheat and barley (steel and cement) in 4 locations was being considered to be supported by the World Bank. The activity is no longer taking place. No UN interventions had been planned in this area either. As part of the Strategy Development, UNDP can assist in providing options for procurement to be studied by the government

4. Joint Programme Outcomes and Outputs

The following sets the four outcomes of this Joint Programme (JP) together with outputs for each outcome and proposed activities. The name of the UN agency supporting each output will also be defined.

Outcome 1, Coordination: National food security response is enhanced and coordinated.

Output 1.1: A 5-year gender sensitive National Food Security Strategy is developed.

Supporting Agencies: UNDP and UNICEF

Government Implementing Partner: Ministry of Agriculture (MoA)

Key Expected Results:

- A 5 year strategy on food security is developed.
- A national survey is carried out by UNICEF on nutritional status of infants, children, and mothers in relation to their economic situation (UNICEF).

Key Activities:

NOTE: The activities listed below, under each outcome, will be incorporated into the new National Food Strategy and action plan that will be developed under this joint programme.. The normal procedure would be to develop the strategy and action plan and then define the activities to be supported by the UN. However, in consultation with MoA it was agreed to proceed with implementing the following activities whilst also developing the 5 year strategy and action plan.

UNDP and UNICEF will Support the MoA to:

- Conduct basic diagnostics and analysis in light of the financial crisis potential impact of food security.
- Set up an inter-ministerial technical committee to draft the strategy.
- Provide technical assistance to the working committees in drafting the strategy and formulation of a monitoring framework.
- Provide support to organizing meetings/workshops key actors from government and non-government actors, UN Agencies, women's groups, and development partners, to discuss the draft strategy.
- Conduct expert reviews including representatives from women's stakeholder groups of the draft at intervals until its finalization.
- Finalize the strategy.
- Launch the strategy document (Arabic and English).
- Support the establishment and maintenance of follow up mechanisms for the implementation of the national food security strategy, M&E framework clearly including a gender perspective, and resource mobilization.
- Conduct national survey of nutritional status of infants, children, and mothers in relation to their economic situation (UNICEF).

Output 1.2: Appropriate directorate(s) identified to take over the responsibility for the daily management of the Joint Programme, following an Institutional Capacity Assessment of targeted Directorate(s) in MoA,.

Supporting Agencies: UNDP

Government Implementing Partner: Ministry of Agriculture (MoA)

Key Expected Results:

- Capacity assessment of relevant directorate is carried out.
- The MoA enabled to identify the appropriate directories to take over the daily management responsibilities of UNDP's components of support.
- A capacity development plan developed that responds to the assessment needs identified

Key activities:

UNDP will support MOA to:

- Select possible directorate(s) at the MoA that could implement the activities under output 4.1.
- Carry out an institutional capacity assessment for the Projects and Rural Development Directorate.
- Design, implement, and evaluate a capacity development strategy arising out of the capacity assessment process.
- Provide support (where required) to strengthen MoA Financial and administrative procedures/systems so that UNDP can use MOF procedures and systems
- Carry out Joint UN agencies activities which include Audit, Evaluation, and Advocacy Plan.

Output 1.3: An appropriate national institutional mechanism established to guide and supports the strategic direction of food security in Jordan.

Supporting Agencies: UNDP

Government Implementing Partner: Ministry of Agriculture (MoA)

Key Expected Results:

A national inter-ministerial committee representing the concerned ministries and institutions, with private sector and NGOs representation is formed. The committee is functional and capable of undertaking the functions identified in the TORs attached, See Annex 1. A secretariat to the committee is formed with qualified staff to assist the committee in carrying out its functions -

Key activities:

UNDP will Support MoA to:

- Setup a Higher Committee on Food and Nutrition Security, with an effective and functional secretariat.
- Identify the functions of the secretariat.
- Define the structure of the secretariat and its forward and backward linkages with other directorates inside MoA and outside MoA in other related ministries and institutions.
- Organize for the Inter-ministerial committee secretariat senior staff members to attend a 3 day regional workshop/year on food security.

- Select the staff of the secretariat and identify their jobs' description.

Outcome 2: Small-holder farmer sustainable food production is enhanced.

Output 2.1: The supply chain of the basic food commodities is assessed for enhanced performance of the MoIT in the areas of price/supply monitoring and subsidy.

Supporting Agencies: WFP

Government Implementing Partner: Ministry of Industry and Trade (MoIT)

Key Expected Results:

Food supply chain is reviewed for basic food commodities, and intervention priorities are recommended.

Key Activities:

WFP will support the MoIT to:

- Conduct supply chain assessment of the basic food commodities.
- Develop a mission report.
- Recommend a number of intervention priorities in the different areas of food supply chain.

Output 2.2: Traceability system introduced to promote quality& marketing of fruit & vegetable products of small farmers

Supporting Agencies: UNIDO

Government Implementing Partner: National Centre for Agricultural Research and Extention (NCARE)

Key Expected Results:

- Small fresh fruit & vegetable producing farms are qualified to produce high quality, safety and competitive products that comply with traceability system.
- Small fresh fruit & vegetable producing farms are certified through traceability system and therefore eligible to get higher wholesale and retail prices.
- Food safety systems are promoted through effective monitoring and recall fresh fruits and vegetables products and trace their history.
- Systematic traceability system (Coding, Numbering, Testing, Product recall mechanism...) is introduced in Jordan and could be applied to other food and non-food products.

Key Activities:

UNIDO will support NCARE to:

- Establish a national traceability team.
- Conduct promotion campaigns, flyers, leaflets, and media.
- Conduct lectures, workshop for public officers.
- Estimate the pesticide residues levels in target areas.
- Identify the pilot products and target areas to apply monitoring and traceability.
- Identify target farms, pack-houses, laboratories and small exporters to apply traceability.

- Identify laboratories' current and potential capabilities to analyze pesticides residues.

At the wholesale market level:

UNIDO will support NCARE to:

- Analyze twenty random samples daily at Amman wholesale market weekly.
- Identify Farmer name and location.

At the exporters' level:

UNIDO will support NCARE to:

- Analyze one random sample for each export shipment of vegetables.

At the farm level:

UNIDO will support NCARE to:

- Identify and select 30 farmers in each area.
- Analyze four random samples through the season per each farmer.
- Conduct onsite training and workshops for the farmers and other beneficiaries on barcodes, recording system and on how to minimize pesticide usage.
- Setting up a certification system for the farmers who approved to comply with accepted level of pesticide residues level.

Rerecording, documentation systems

UNIDO will support NCARE to:

- Install hardware and traceability software related systems for beneficiaries identified through Expected result 2.
- Compliance guidelines for various system food safety, coding and Global-GAP standards application and implementation are issued.
- Provide training and arrange workshops on Pesticide residues monitoring and minimizing.
- Provide training, arrange workshops and study tours on; Traceability concepts and Implementation, EU and International Standards for Fresh Produce, Quality, Safety and Traceability, Post-Harvest Handling for Quality Exports; Personal Hygiene & Working Conditions; Food Safety Concepts e.g. HACCP, ISO 22000.
- Introduce recording and coding & Barcodes related to with traceability software system.
- Provide technical and training assistance to qualify laboratories to get accreditations.
- Establishing an information exchange and communicational systems on traceability along the supply chain.
- South-South exchange, cooperation ToT, tour visit to Traceability systems to other countries.

Recall testing

UNIDO will support NCARE to:

- Establish a formal unit to monitor and trace food products.
- Ratify legislation, standards on Food safety, pesticide residue and traceability system on fresh fruit and vegetables.
- Develop a national pesticide residues database.
- Issue certification system.
- Participate at both foreign and international trade fairs.
- Measuring the efficiency of traceability system.

- Project final evaluation.

Outcome 3: Nutrition interventions and safety nets enhanced and made more accessible.

Output 3.1: All four types of flour are fortified and iron supplementation for anemic women and children provided nationally.

Supporting Agency: UNICEF

Government Implementing Partner: Ministry of Health (MoH)

Key Expected Results:

- All anemic children and pregnant women are receiving iron supplementation and other vitamin supplementation as needed.
- All types of flour are fortified with iron and other micronutrients’.

Key Activities:

UNICEF will support the MoH to:

- Provide technical assistance for MoH and Millers on best practices related to flour fortification related to the various types of flour.
- Provision of needed supplies for the Mills to be able to fortify the different types of flour.
- Train men and women millers on the application of the proper methodology for the fortifications.
- Provide technical assistance for the establishment of surveillance system to ensure that all flour being sold in the local market is fortified.
- Support studies on the impact of fortification.
- Provide technical assistance for the strengthening of monitoring system to detect anemic women and children and to properly monitor of women and children’s nutritional status..
- Support the MoH with the provision of needed iron and vitamin supplementation.
- Support national studies to measure the impact of supplementation on the nutritional status in women and children.
- Ensure tools to assess anemia in women and children are included in the DHS and other household surveys to examine the level of anemia among pregnant women and children under five.

Output 3.2: The rate of exclusive breast feeding for children less than six months old is increased from 22 per cent to 30 per cent, and proper complementary feeding practices are introduced.

Supporting Agency: UNICEF

Government Implementing Partner: Ministry of Health (MoH)

Key Expected Results:

- Rate of exclusive breastfeeding for children under six months old increased from 22 per cent to 25 per cent in three years.
- Proper complementary feeding is practiced by families of children under five years old.

Key Activities:

UNICEF will support the MoH to:

- Conduct an assessment of the existing MoH capacity and identification of technical and resources gaps conducted.
- Conduct an assessment of the breastfeeding status in Jordan is conducted according to the WBFH guidelines.
- Develop a two-year operational plan of action for the promotion of infant feeding with MoH, women's groups, and key partners.
- Capacity building of 50% of all concerned medical staff in maternity wards and MoH centers on infant feeding.
- Increase the number of certified Baby Friendly Hospitals in Jordan from five to nine through ensuring that maternity services in the country are practicing the "Ten Steps to Successful breastfeeding" set out in the WHO/UNICEF statement through ministerial guidelines and regulations.
- Advocate with policy and decision makers on the importance infant feeding and its long term effect on the health and development indicators of the country.
- Develop a media strategy to create awareness among the public targeting equally men and women of the importance of breastfeeding.
- Educate mothers and health care providers on the best practices of exclusive breast feeding, impact of early initiation of breast feeding on decreasing neonatal mortality, , and educate them on the best practices of complementary feeding practices.
- Review and amend the National Nutrition Strategy to emphasis the importance of proper infant feeding approaches especially exclusive breastfeeding.
- Ensure the enforcement of the principles and aims of the international code of marketing of breast-milk substitutes after endorsement and launch and subsequent relevant Health Assembly resolutions in their entirety.
- Conduct community awareness programmes for the public on the importance of exclusive breastfeeding and its impact on reducing neonatal mortality rate.
- Develop and integrate infant feeding subjects (exclusive BF, complementary feeding) in the medical schools' curriculum.
- Establish a monitoring and evaluation system for breastfeeding, complementary feeding and nutritional status.

Output 3.3: School Feeding Programme capacity and M&E is strengthened.

Supporting Agency: WFP

Government Implementing Partner: Ministry of Education (MoE)

Key Expected Results:

- Improved M&E system is adapted by the MoE for better reporting, problem identification and potential improvements.
- Improved advocacy and public information, and increased awareness about the SFP.
- Enhanced staff capacities in running the SFP in all relevant areas.

Key Activities:

WFP will support MoE to:

- Review the existing Monitoring and Evaluation (M&E) practices and help design / establish an upgraded M&E system for the SFP at the Ministry.

- Conduct training of trainers workshops for SFP supervisors on principles and practices of School Feeding.
- Support advocacy / public information campaigns to raise public awareness on child's nutrition and health and the importance of SFP.
- Organizing a study tour for 10 key staff members at MoE for 5 days to get familiarized with benefits from successful SF experiences in the region.
- Detailed 9 day mid- term evaluation consultancy to assess efficiency and overall progress of the SFP operations.

Output 3.4: Recommendations for enhancing the coordination and targeting of aid funds are developed.

Supporting Agency: UNDP

Government Implementing Partner: Coordination Commission for Social Solidarity (CCSS)

Key Expected Results:

- Capacity of the Coordination Commission for Social Solidarity is enhanced to target the food poor households.
- Capacity of the Coordination Commission for Social Solidarity is enhanced to provide advice for national social funds on targeting mechanisms.

Key Activities:

UNDP will assist CCSS to:

- Establish/design an electronic database at CCSS for socio- economic indicators of governorates to serve official institutions, NGO's and international bodies in better planning for poverty alleviation strategies and interventions.
- Establish national targeting formula to target vulnerable and poor people.
- Enhance the capabilities of CCSS's staff in the area of analyzing indicators related to food security and producing analytical reports.
- Review different assessments conducted for the targeting mechanisms of the different social funds.
- Provide advice on coordination mechanisms not clear between the CCSS and the social funds.
- Provide options to enhance targeting mechanisms of the food poor households by the different social funds.

Output 3.5: National capacities in formulating, coordinating, and monitoring gender-sensitive population, poverty alleviation, food security policies, and related strategies and plans are strengthened.

Supporting Agency: WFP

Government Implementing Partner: Department of Statistics (DoS)

Key Expected Results:

- The DoS is enabled at measuring the level of food security at the household level using real-time sex-disaggregated data and proxy indicators.
- Food security is mapped at the national and sub- national level.
- Decision makers are enabled to prioritize food-security related assistance based on real-time data.

Key Activities:**WFP will support the DoS to:**

- Addition of the food security modules to the HEIS questionnaire.
- Training of enumerators.
- Commencement of data collection.
- Training of Department's staff on food security analysis and Preliminary report on food security.

Outcome 4: Sustainable livelihoods and food security of the poor are enhanced/improved.

Output 4.1: Local farmers, rural women, households, local NGOs, and communities' ability to produce food and generate income is increased.

Supporting Agencies: UNDP and WFP

I. For UNDP activities:

Government Implementing Partner: Ministry of Agriculture (at the local level through NCARE, NGOs)

Key Expected Results:

- Capacity enhanced for households, farmers, and rural women to produce food.
- Capacity enhanced for local communities, and NGOs to produce food.
- Increased - production of food - small farmers.
- Increasing return from farm product for rural households.
- Capacity enhanced for households, farmers, and rural women to access food.
- Capacity enhanced for local communities and NGOs to access food.
- Increased poor households' income, through agricultural related activities.
- New technologies introduced.

Key Activities:**1. Project Management Arrangements****UNDP will assist MOA to:**

- Select a directorate(s) to implement the activities.
- Hire a project Management Adviser.
- Setup a NSC for the project.
- Setup a PMC for the project.
- Translate the project document to Arabic.
- Buy one 4WD car.

2. Targeted groups at the local level identified**UNDP will assist MOA to:**

- Develop specific criteria to identify what communities (men and women) and households will be targeted within 3 different eco-regions. The criteria could include but not limited to: high poverty rates, climate change effect, size of land holding, agricultural diversity potential, and inadequacy of development activities, soil and rainfall conditions.

- Define the targeted groups using the criteria, and map these.
- Define the indicators to measure success.
- Carry out an initial baseline indicator survey of the targeted areas.
- Identify the local governance structure that will be used to implement the activities of the project. This will include defining what NGOs, groups/ households to be targeted, what will their functions be, who will be accountable to whom, who will support them, what are the functions of those who will support them who will they report to, who will monitor them, What is the role of each stakeholder,... etc. (this must be described as an overall management system to ensure efficient implementation of the proposed activities).
- Organize 2 monitoring visits/month for directorate staff to each of the selected regions of implementation.

3. Support the promoting of production type of activities

UNDP will assist MOA to:

- Identify possible production type of activities that could be implemented at the households and community levels, in each of the eco-regions selected, suitable for the eco-region and its community conditions.
- Identify and document how these will be supported by the programme. The support may include a “package” made up of such supports as seeds, fertilizer, equipment, etc.
- Identify the technical support that could be provided, such as the introduction of new production technologies and new crops.
- Provide training on food processing, packaging and marketing and other income generating activities.
- Implement identified production activities in the selected eco-regions.
- Establish how to facilitate marketing and distribution of products produced.

4. Support the promoting of other type of activities to ensure households have income to purchase food i.e accessibility to food

UNDP will assist MOA to:

- Identify possible accessibility type of activities that could be implemented at the households and community levels, in each of the eco-regions selected, suitable for the eco-region and its community conditions.
- Identify and document how these will be supported by the programme.
- Identify the technical support that could be provided, such as the introduction of new technologies, techniques, and processes.
- Implement identified accessibility activities in the selected eco-regions.
- Establish how to facilitate marketing and distribution of products produced.
- Provide off-farm food processing packing and marketing of farm products, at a scale which could be carried by NGOs or local community.
- Produce knowledge products based on identification of lessons learnt throughout implementation.

5. Strengthening awareness of households on the links between food and health

UNDP will assist MOA to:

- Provide a series of supporting awareness activities on healthy behavior, environmental education, nutrition, gender roles, formulation of CBOs, etc.
- Undertake activities to enhance awareness of locals regarding role of proposed activities and its impacts on their life, means of overcoming constraints, and sources for getting technical information.
- Conduct an evaluation of the provided support at the end of the project including impact and lessons learnt.

Note: The above UNDP supported activities are formulated under the following assumptions:

1. Viable opportunities for men and women farmers in rural areas to increase their food production do exist.
2. Introducing new approaches for agriculture production coupled with off-farm generating opportunities can contribute considerably to reduction of the projected impact of climatic changes in these areas.
3. Increasing productivity and improving the quality of life of rural families as well as creating an enabling environment for sustainable agricultural and rural development are possible by working with farmers and other stakeholders.
4. Sustainable agricultural developmental and associated activities can contribute to reducing migration to cities, and urbanization of productive agricultural land.
5. Availability of wide range of crops, and variety of production practices adapted to the different agro-ecological zones of Jordan.
6. Willingness of the government to devote proper attentions to development of rural areas as a translation of its policy and commitments to reach out less developed areas.

II. For WFP activities:

Implementing Partner: Jordanian Alliance Against Hunger

Key Expected Results:

- Enhanced economic status of the poorest families.
- Improved food access of the selected households.
- Enhanced food security status of the households and their local communities.
- Reduced economic gap between the project's beneficiaries and the other segments of the local society.
- Enhanced skill level of the project's beneficiaries through training programs.

Key Activities:

WFP will assist JAAH to:

- Select a the three pilot areas in the North, Middle and South..
- Formulate the project's committees (selection, technical and marketing committees).
- Set the selection criteria for the households.
- Study the cases and identify the appropriate income generating intervention accordingly.
- Organize training for the households on the selected income generating activities.
- Provide the households with the required assets.
- Identify marketing channels for the produce.
- Follow up on project's implementation through appropriate monitoring and evaluation.
- Support the households as needed.

- Define project indicators.
- Promote the project and advocate through sponsors.

Output 4.2: Rural women entrepreneurship promoted through agro industrial activities.

Supporting Agency: UNIDO

Government Implementing Partner: Jordan Enterprise Development Corporation (JEDCO)

Key Expected Results:

- Women entrepreneurs are assisted through business incubators, based on a joint assessment survey.
- Self employment opportunities particularly at rural areas are created.
- Quality of domestic rural food products improved.
- Quality accreditation system for cottage industry products is introduced.
- High quality cottage industry products delivered to domestic outlets such as supermarkets, hotels are produced.

Key Activities

1. Need assessment, identification

UNIDO will support JEDCO to:

- Select one village to pilot support and document the methodology. This village will be selected after conducting a baseline assessment (as per bullet point below) of 3 villages to be agreed upon by JEDCO and UNIDO and in accordance to a TOR to be jointly developed by both institutions as soon as the budget for this component is allocated.
- Conduct a gender sensitive baseline and institutional survey and vulnerability appraisals in the selected villages and produce reports
- Set up local working committees of key stakeholders and agree on an implementation plan for sustainable food production at the community level with partner households.
- Investigate the applicability of an "incubator" approach and implement it as the methodology to deliver services to qualified and selected women entrepreneur beneficiaries in the pilot village.

2. Awareness raising

UNIDO will support JEDCO to:

- Support the formalization of the community level committees (or build on existing structures) to take over the role of continuous training, marketing assistance and support to the ongoing household activities.
- Conduct an evaluation of the provided support at the end of the project including impact and lessons learnt

3. Technical training

UNIDO will support JEDCO to:

- Select trainees at selected project sites.
- Provide technical advice on sustainable agricultural potential activities, communities' needs of food products and potential for internal and external marketing opportunities.
- Conduct training and on-job, mentoring program on agro-industrial processing activities & food hygiene.

- Conduct diagnostic assessments workshops at the community level and analyze gaps in compliance with national and international market requirements.
- Provide business and skills development training.
- Provide technical assistance to selected community food processing workshops in order to comply with the requirements of the Jordan Quality Mark.
- Distribute tools, capacity building.
- Distribute processing tools and materials.

Current funding for the above activities: Currently three UN agencies have sufficient funds available to start activities: UNDP, WFP, and UNICEF, whereas, UNIDO will commence their support as soon as funds are secured. The planned activities for 2010 are defined below. If UNDP can secure additional funds during the implementation period, UNDP supported activities will be scaled up.

5. Results and Resources Framework

Joint Programme title and ID (ATLAS Award ID): “Food and Nutrition Security in Jordan Towards Poverty Alleviation” ATLAS Award ID: 00060368				
Intended Outcome as stated in the Country Programme Results and Resource Framework: Quality of an equitable access to social services and income generating opportunities are enhanced with focus on poor and vulnerable groups.				
Joint Programme Outcomes, including corresponding indicators and baselines: Outcome 1: National food security response is enhanced and coordinated				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEAR)	INDICATIVE ACTIVITIES	RESPONS-IBLE PARTIES	INPUTS
<p>Output 1.1: A 5-year gender sensitive National Food Security Strategy is developed.</p> <p>Baseline: No Food Security Strategy No data on nutritional status of infants is available.</p> <p>Indicators: A 5 year Food Security Strategy with coordination and monitoring framework.</p> <p>A national survey on nutritional status of infants, children, and mothers in relation to their economic situation.</p>		<ul style="list-style-type: none"> - Support MoA to conduct basic diagnostics and analysis in light of the financial crisis potential impact of food security. (UNDP) - Set up an inter-ministerial technical committee to draft the strategy. (UNDP) - Provide technical assistance to the working committees in drafting the strategy and formulation of a monitoring framework. (UNDP) - Provide support to organizing meetings/workshops key actors from government and non-government actors, UN Agencies, women’s groups, and development partners, to discuss the draft strategy. (UNDP) - Conduct expert reviews including representatives from women’s stakeholder groups of the draft at intervals until its finalization. (UNDP) - Finalize the strategy. (UNDP) - Launch the strategy document (Arabic and English). (UNDP) - Support the establishment and maintenance of follow up mechanisms for the implementation of the national food security strategy, M&E framework clearly including a gender perspective, and resource mobilization. 	<p>UNDP and UNICEF,</p> <p>Government Implementing Partner: MoA</p>	103,946.00

		- Conduct national survey of nutritional status of infants, children, and mothers in relation to their economic situation (UNICEF).	UNICEF	60,000.00
<p>Output 1.2: Appropriate directorate(s) identified to take over the responsibility for the daily management of the Joint Programme, following an Institutional Capacity Assessment of targeted Directorate(s) in MoA.</p> <p>Baseline:</p> <ul style="list-style-type: none"> - A Projects and Rural Development Directorate, with certain functions, structure, and human resources, and capacity gaps. - No capacity development strategy. - Paris declaration principles are not in place. <p>Indicators:</p> <ul style="list-style-type: none"> - A Projects and Rural Development Directorate, with revised functions, structure, and Human resources requirements. (Capacity assessment). - Possibility of implementing the project through a newly established directorate is 		<ul style="list-style-type: none"> - Select possible directorate(s) at the MoA that could implement the activities under output 4. - Carry out an institutional capacity assessment for the Projects and Rural Development Directorate. - Design, implement, and evaluate a capacity development strategy arising out of the capacity assessment process. - Provide support(where required) to strengthen MoA Financial and administrative procedures/systems so that UNDP can use MOF procedures and systems. - Carry out Joint UN agencies activities which include Audit, Evaluation, and Advocacy Plan. 	<p>UNDP</p> <p>Government Implementing Partner: MoA</p>	97,432.00

<p>studied.</p> <ul style="list-style-type: none"> - Capacity development strategy. - Paris declaration principles being taken into account. - No. of workshops implementing directorate staff participated in. - No. of training courses for implementing directorate staff. 				
<p>Output 1.3: An appropriate national institutional mechanism established to guide and supports the strategic direction of food security in Jordan.</p> <p>Baseline:</p> <ul style="list-style-type: none"> - No inter-ministerial committee. - Lack of coordination in food security related issues. <p>Indicators:</p> <ul style="list-style-type: none"> - Inter-ministerial committee is in place with clear mandate. - Efficient and effective secretariat is formed. - No. of inter-ministerial committee meetings. - No. of resolutions adapted by the cabinet on food security related issues recommended 		<ul style="list-style-type: none"> - Setup a Higher (inter-ministerial) Committee on Food and Nutrition Security, with an effective and functional secretariat. - Identify the functions of the secretariat. - Define the structure of the secretariat and its forward and backward linkages with other directorates inside MoA and outside MoA IN other related ministries and institutions. - Select the staff of the secretariat and identify their jobs' description. - Organize for the Inter-ministerial committee secretariat senior staff members to attend a 3 day regional workshop/year on food security. 	<p>UNDP</p> <p>Government Implementing Partner: MoA</p>	<p>37,420.00</p>

<p>by the committee.</p> <ul style="list-style-type: none">- Coordination mechanisms are in place.- No. of publications by the committee.- No. of training courses for committees' secretariat staff.				
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Outcome 2: Small-holder farmer sustainable food production is enhanced				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEAR)	INDICATIVE ACTIVITIES	RESPONS-IBLE PARTIES	INPUTS
<p>Output 2.1: The supply chain of the basic food commodities is assessed for enhanced performance of the MoIT in the areas of price/supply monitoring and subsidy.</p> <p>Baseline: Food Supply chain of the basic commodities not assessed.</p> <p>Indicators: Number of food supply chain areas covered.</p> <p>Number of food supply chain improvement recommendations.</p>		<ul style="list-style-type: none"> - Conduct supply chain assessment of the basic food commodities. - Develop a mission report. - Recommend a number of intervention priorities in the different areas of food supply chain. 	<p>WFP</p> <p>Government Implementing Partner: MoIT</p>	38,030.00

<p>Output 2.2: Traceability system introduced to promote quality & marketing of fruit & vegetable products of small farmers</p> <p>Baseline:</p> <ul style="list-style-type: none"> - No traceability system exist in Jordan - Quality of fruit and vegetable for exports is inferior - Exports to European market is very small compared to the offered & potential quotas <p>Indicators:</p> <ul style="list-style-type: none"> - # of small farmers, # of national staff trained on the issue of traceability - Existence of information on origin handling and distribution of products at traders/ exporter/ importers level. - equipment and tools to grant financial assistance to companies adopting the traceability scheme - Existence at the national level of certification Institution accredited internationally - Existence at reports which will be prepared according to the approved Rules and Procedures. 		<ul style="list-style-type: none"> - Establish a national traceability team. - Conduct promotion campaigns, flyers, leaflets, and media. - Conduct lectures, workshop for public officers. - Estimate the pesticide residues levels in target areas. - Identify the pilot products and target areas to apply monitoring and traceability. - Identify target farms, pack-houses, laboratories and small exporters to apply traceability. - Identify laboratories' current and potential capabilities to analyze pesticides residues <p>At the wholesale market level:</p> <ul style="list-style-type: none"> - Analyze twenty random samples daily at Amman wholesale market weekly. - Identifying Farmer name and location. <p>At the exporters' level:</p> <ul style="list-style-type: none"> - Analyze one random sample for each export shipment of vegetables. <p>At the farm level:</p> <ul style="list-style-type: none"> - Identify and select 30 farmers in each area. - Analyze four random samples through the season per each farmer. - Conduct onsite training and workshops for the farmers and other beneficiaries on barcodes, recording system and on how to minimize pesticide usage. - Setting up a certification system for the farmers who approved to comply with accepted level of pesticide residues level. <p><i>Rerecording, documentation systems:</i></p> <ul style="list-style-type: none"> - Install hardware and traceability software related systems for beneficiaries identified through Expected 	<p>UNIDO</p> <p>Government Implementing Partner: NCARE</p>	<p>776,820.00</p>
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		<p>result 2.</p> <ul style="list-style-type: none"> - Compliance guidelines for various system food safety, coding and Global-GAP standards application and implementation are issued - Provide training and arrange workshops on Pesticide residues monitoring and minimizing. - Provide training , arrange workshops and study tours on; traceability concepts and Implementation, EU and International Standards for Fresh Produce, Quality, Safety and Traceability, Post-Harvest Handling for Quality Exports; Personal Hygiene & Working Conditions; Food Safety Concepts e.g. HACCP, ISO 22000 . - Introduce recording and coding & Barcodes related to with traceability software system. - Provide technical and training assistance to qualify laboratories to get accreditations. - Establishing an information exchange and communicational systems on traceability along the supply chain. - South-South exchange, cooperation ToT, tour visit to Traceability systems to other countries. <p><i>Recall testing:</i></p> <ul style="list-style-type: none"> - Establish a formal unit to monitor and trace food products. - Ratify legislation, standards on Food safety, pesticide residue and traceability system on fresh fruit and vegetables. - Develop a national pesticide residues database. - Issue certification system. - Participate at both foreign and international trade fairs. - Measuring the efficiency of traceability system. - Project final evaluation. 		
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Outcome 3: Nutrition interventions and safety nets enhanced and made more accessible				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEAR)	INDICATIVE ACTIVITIES	RESPONS-IBLE PARTIES	INPUTS
<p>Output 3.1: All four types of flour are fortified and iron supplementation for anemic women and children provided nationally.</p> <p>Baseline: one type of flour</p> <p>Indicators: three types of flour</p> <p>Baseline: - Anaemia in Women 26% - Anaemia in Children 34%</p> <p>Indicators: Anaemia in women and children decreased by 2%</p>		<p>Flour Fortification</p> <ul style="list-style-type: none"> - Provide technical assistance for MoH and Millers on best practices related to flour fortification related to the various types of flour. - Provision of needed supplies for the Mills to be able to fortify the different types of flour. - Train men and women millers on the application of the proper methodology for the fortifications. - Provide technical assistance for the establishment of surveillance system to ensure that all flour being sold in the local market is fortified. - Support studies on the impact of fortification. <p>Anaemia in women and children</p> <ul style="list-style-type: none"> - Provide technical assistance for the strengthening of monitoring system to detect anemic women and children and to properly monitor of women and children’s nutritional status.. - Support the MoH with the provision of needed iron and vitamin supplementation. - Support national studies to measure the impact of supplementation on the nutritional status in women and children. - Ensure tools to assess anemia in women and children are included in the DHS and other household surveys to examine the level of anemia among pregnant women and children under five. 	<p>UNICEF</p> <p>Government Implementing Partner: MoH</p>	<p>102,000.00</p> <p>10,000.00</p> <p>20,000.00</p> <p>5,000.00</p> <p>5,000.00</p> <p>5,000.00</p> <p>10,000.00</p> <p>25,000.00</p> <p>10,000.00</p> <p>12,000.00</p>
Output 3.2: The rate of exclusive		- Conduct an assessment of the existing MoH capacity	UNICEF	715,000.00

<p>breast feeding for children less than six months old is increased from 22 per cent to 30 per cent, and proper complementary feeding practices are introduced.</p> <p>Baseline: 22% infant under 5 months breastfed.</p> <p>Indicators: Increase to 25% infant under 5 months breastfed.</p>		<p>and identification of technical and resources gaps conducted.</p> <ul style="list-style-type: none"> - Conduct an assessment of the breastfeeding status in Jordan is conducted according to the WBFI guidelines. - Develop a two-year operational plan of action for the promotion of infant feeding with MoH, women’s groups, and key partners. - Capacity building of 50% of all concerned medical staff in maternity wards and MCH centers on infant feeding. - Increase the number of certified Baby Friendly Hospitals in Jordan from five to nine through ensuring that maternity services in the country are practicing the “Ten Steps to Successful breastfeeding” set out in the WHO/UNICEF statement through ministerial guidelines and regulations. - Advocate with policy and decision makers on the importance infant feeding and its long term effect on the health and development indicators of the country. - Develop a media strategy to create awareness among the public targeting equally men and women of the importance of breastfeeding. - Educate mothers and health care providers on the best practices of exclusive breast feeding, impact of early initiation of breast feeding on decreasing neonatal mortality, , and educate them on the best practices of complementary feeding practices. - Review and amend the National Nutrition Strategy to emphasis the importance of proper infant feeding approaches especially exclusive breastfeeding. - Ensure the enforcement of the principles and aims of the international code of marketing of breast-milk substitutes after endorsement and launch and subsequent relevant Health Assembly resolutions in their entirety. 	<p>Government Implementing Partner: MoH</p>	<p>15,000.00</p> <p>10,000.00</p> <p>5,000.00</p> <p>150,000.00</p> <p>50,000.00</p> <p>10,000.00</p> <p>200,000.00</p> <p>150,000.00</p> <p>5,000.00</p> <p>20,000.00</p>
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		<ul style="list-style-type: none"> - Conduct community awareness programmes for the public on the importance of exclusive breastfeeding and its impact on reducing neonatal mortality rate - Develop and integrate infant feeding subjects (exclusive BF, complementary feeding) in the medical schools' curriculum. - Establish a monitoring and evaluation system for breastfeeding, complementary feeding and nutritional status. 		<p>50,000.00</p> <p>20,000.00</p> <p>30,000.00</p>
<p>Output 3.3: School Feeding Programme capacity and M&E is strengthened.</p> <p>Baseline: No standardized Monitoring and Evaluation system in place. No trained staff on best SF practices. Inefficient advocacy and media penetration.</p> <p>Indicators: Number of qualitative School Feeding M&E indicators used/reported regularly.</p> <p>Timely reporting and tracing of the shortcomings of SFP implementation.</p> <p>Number of media clips /captions/ publications released.</p>		<ul style="list-style-type: none"> - Review the existing Monitoring and Evaluation (M&E) practices and help design / establish an upgraded M&E system for the SFP at the Ministry. - Conduct training of trainers workshops for SFP supervisors on principles and practices of School Feeding. - Support advocacy / public information campaigns to raise public awareness on child's nutrition and health and the importance of SFP. - Organizing a study tour for 10 key staff members at MoE for 5 days to get familiarized with benefits from successful SF experiences in the region. - Detailed 9 days mid- term evaluation consultancy to assess efficiency and overall progress of the SFP operations. 	<p>WFP</p> <p>Government Implementing Partner: MoE</p>	<p>80,000.00</p>

<p>Output 3.4: Recommendations for enhancing the coordination and targeting of aid funds are developed.</p> <p>Baseline: No. of poor households targeted by social funds. Criteria to target poor households. Very basic information on socio-economic indicators of targeted areas households.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - 20% increase in the targeted HH. - Improved criteria to target poor HH. - An electronic database at CCSS for socio- economic indicators of governorates. - No. of training courses and worksops attended by CCSS staff. - No. of CCSS staff members benefited from training courses. 		<ul style="list-style-type: none"> - Establish/design an electronic database at CCSS for socio- economic indicators of governorates to serve official institutions, NGO's and international bodies in better planning for poverty alleviation strategies and interventions. - Establish national targeting formula to target vulnerable and poor people. - Enhance the capabilities of CCSS's staff in the area of analyzing indicators related to food security and producing analytical reports. - Review different assessments conducted for the targeting mechanisms of the different social funds. - Provide advice on coordination mechanisms not clear between the CCSS and the social funds. - Provide options to enhance targeting mechanisms of the food poor households by the different social funds. 	<p>UNDP</p> <p>Government Implementing Partner: CCSS</p>	<p>60,000.00</p>
<p>Output 3.5: National capacities in formulating, coordinating, and monitoring gender-sensitive population, poverty alleviation, food security policies, and related strategies and plans are strengthened.</p>		<ul style="list-style-type: none"> - Addition of the food security modules to the HEIS questionnaire. - Training of enumerators. - Commencement of data collection. - Training of Department's staff on food security analysis and Preliminary report on food security. 	<p>WFP</p> <p>Government Implementing Partner: DoS</p>	<p>169,745.00</p>

<p>Baseline: No household food security survey is in place</p> <p>Indicators: Timely reporting on food security rates at the household level.</p> <p>Number of DoS staff capable of undertaking the food security analysis.</p>				
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Outcome 4: Sustainable livelihoods and food security of the poor are enhanced /improved.				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEAR)	INDICATIVE ACTIVITIES	UN AGENCIES AND RESPONS-IBLE PARTIES	INPUTS
<p>Output 4.1: Local farmers, rural women, households, local NGOs, and communities' ability to produce food and generate income is increased.</p> <p>Baseline:</p> <ul style="list-style-type: none"> - No management set up. - Targeted groups not identified. - Indicators to measure success not in place. - Governance structure of the project not identified. - Eco-areas not selected. - No selection criteria. - Production type activities not defined. - Accessibility type activities not identified. - No marketing and packaging training. - No awareness campaigns. - Households live below poverty line. 		<p><i>Project Management Arrangements</i></p> <ul style="list-style-type: none"> - Select a directorate(s) to implement the activities. - Hire a project Management Adviser. - Setup a NSC for the project. - Setup a PMC for the project. - Translate the project document into Arabic. - Buy one 4WD car. - Carry out Joint UN agencies activities which include Audit, Evaluation, and Advocacy Plan. <p><i>Targeted groups at the local level identified</i></p> <ul style="list-style-type: none"> - Develop specific criteria to identify what communities (men and women) and households will be targeted within 3 different eco-regions. The criteria could include but not limited to: high poverty rates, climate change effect, size of land holding, agricultural diversity potential, and inadequacy of development activities, soil and rainfall conditions. - Define the targeted groups using the criteria, and map these. - Define the indicators to measure success. - Carry out an initial baseline indicator survey of the targeted areas. - Identify the local governance structure that will be used to implement the activities of the project. This will include defining what NGOs, groups/ households to be targeted, what will their functions be, who will be accountable to whom, who will support them, what are the functions of those who will support them who will they report to, who will monitor them, What is the 	<p>UNDP</p> <p>Government Implementing Partner: MoA/ (NCARE)</p>	1,215,656.00

<p>Indicators:</p> <ul style="list-style-type: none"> - Project Management is clear. - Targeted groups identified. - Indicators to measure success are in place. - Governance structure of the project identified. - Eco-areas are selected. - Selection criteria are documented. - No. of Production type activities. - No. of people benefiting from the project. - A coordination decision making body at the local level. - No. of Accessibility type activities No. of people participating in marketing and packaging trainings. - No. of Awareness campaigns. % Increase in Households income. % Increase in food production. - No. of households with accessibility to food. - No. of New technologies introduced. 		<p>role of each stakeholder,... etc. (this must be described as an overall management system to ensure efficient implementation of the proposed activities).</p> <ul style="list-style-type: none"> - Organize 2 monitoring visits/month for directorate staff to each of the selected regions of implementation. <p><i>Support the promoting of production type of activities</i></p> <ul style="list-style-type: none"> - Identify possible production type of activities that could be implemented at the households and community levels, in each of the eco-regions selected, suitable for the eco-region and its community conditions. - Identify and document how these will be supported by the programme. The support may include a “package” made up of such supports as seeds, fertilizer, equipment, etc . - Identify the technical support that could be provided, such as the introduction of new production technologies and new crops. - Provide Training on food processing, packaging and marketing and other income generating activities. - Implement identified production activities in the selected eco-regions. - Establish how to facilitate marketing and distribution of products produced. <p><i>Support the promoting of other type of activities to ensure households have income to purchase food i.e accessibility to food</i></p> <ul style="list-style-type: none"> - Identify possible accessibility type of activities that could be implemented at the households and community levels, in each of the eco-regions selected, suitable for the eco-region and its community conditions. - Identify and document how these will be supported by the programme. 		
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		<ul style="list-style-type: none"> - Identify the technical support that could be provided, such as the introduction of new technologies, techniques, and processes. - Implement identified accessibility activities in the selected eco-regions. - Establish how to facilitate marketing and distribution of products produced. - Provide off-farm food processing packing and marketing of farm products, at a scale which could be carried by NGOs or local community. - Produce knowledge products based on identification of lessons learnt throughout implementation. <p><i>Strengthening awareness of households on the links between food and health</i></p> <ul style="list-style-type: none"> - Provide a series of supporting awareness activities on healthy behavior, environmental education, nutrition, gender roles, formulation of CBOs, etc. - Undertake activities to enhance awareness of locals regarding role of proposed activities and its impacts on their life, means of overcoming constraints, and sources for getting technical information. - Conduct an evaluation of the provided support at the end of the project including impact and lessons learnt. 		
<p>Baseline:</p> <ul style="list-style-type: none"> - Project pilot areas not identified - Project committees not formulated - Selection criteria not created. - Possible income generating activities not decided. - Required training modules not decided. - The households selected are 		<ul style="list-style-type: none"> - Select the three pilot areas in the North, Middle and South. - Formulate the project's committees (selection, technical and marketing committees). - Set the selection criteria for the households. - Study the cases and identify the appropriate income generating intervention accordingly. - Organize training for the households on the selected income generating activities. - Provide the households with the required assets. - Identify marketing channels for the produce. 	WFP Implementing Partner: JAAH	250,000.00

<p>asset-less poor.</p> <ul style="list-style-type: none"> - Marketing channels not established. - Monitoring and Evaluation matrix not designed - Advocacy plan not ready. <p>Indicators:</p> <ul style="list-style-type: none"> - Eligibility of areas selected - Number of committee members assigned. - Selection criteria are set - Number of income generating activities listed according to cases - Number of trainings delivered to households. - Number of households assisted to become better off. - Volume of produce marketed through selected marketing channels. - Monitoring and Evaluation matrix developed. - Percentage of funds secured via sponsors. 		<ul style="list-style-type: none"> - Follow up on project's implementation through appropriate monitoring and evaluation. - Support the households as needed. - Define project indicators. - Promote the project and advocate through sponsors. 		
<p>Output 4.2: Rural women entrepreneurship promoted through agro industrial activities.</p> <p>Baseline:</p> <ul style="list-style-type: none"> -Household & local community 		<p>Need assessment, identification</p> <ul style="list-style-type: none"> -Select one village to pilot support and document the methodology. This village will be selected after conducting a baseline assessment (as per bullet point below) of 3 villages to be agreed upon by JEDCO and UNIDO and in accordance to a TOR to be jointly 	<p>UNIDO Government Implementing Partner: JEDCO</p>	<p>593,850.00</p>

<p>capacity to process locally produced fruit & vegetables' is very primitive.</p> <ul style="list-style-type: none"> -Food borne diseases due to handling unhygienic food products are common -Poverty levels and unemployment among women are very high <p>Indicators:</p> <ul style="list-style-type: none"> - # of women entrepreneurs identified and selected for support. - # of women entrepreneurs who commenced their own projects utilizing the incubators approach and methodology (if applicable). -Equipments tools distributed. -Existence of a documented manual/scheme for illustrating food hygiene and processing of agro-industrial products. 		<p>developed by both institutions as soon as the budget for this component is allocated.</p> <ul style="list-style-type: none"> -Conduct a gender sensitive baseline and institutional survey and vulnerability appraisals in the selected villages and produce reports -Set up local working committees of key stakeholders and agree on an implementation plan for sustainable food production at the community level with partner households. - investigate the applicability of an "incubator" approach and implement it as the methodology to deliver services to qualified and selected women entrepreneur beneficiaries in the pilot village. <p>Awareness raising</p> <ul style="list-style-type: none"> -Support the formalization of the community level committees (or build on existing structures) to take over the role of continuous training, marketing assistance and support to the ongoing household activities. -Conduct an evaluation of the provided support at the end of the project including impact and lessons learnt <p>Technical training</p> <ul style="list-style-type: none"> -Select trainees at selected project sites. -Provide technical advice on sustainable agricultural potential activities, communities' needs of food products and potential for internal and external marketing opportunities. -Conduct training and on-job, mentoring program on agro-industrial processing activities & food hygiene. -Conduct diagnostic assessments workshops at the community level and analyze gaps in compliance with national and international market requirements. -Provide business and skills development training. -Provide technical assistance to selected community food 		
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		processing workshops in order to comply with the requirements of the Jordan Quality Mark. Distribution of tools , capacity building -Distribute processing tools and materials.		
Total				4,299,899.00

6. Management and Coordination Arrangements

The joint programme prioritizes national ownership which translates into national leadership in the management of the programme, therefore a National Execution To ensure effective management of the joint programme the following governance structure will be adopted.

6.1 National Steering Committee (NSC):

The NSC will be the highest body for the strategic guidance, oversight and coordination of this joint programme. The NSC will consist of the following:

- The Minister of Agriculture as a representative of the Government, in the role of Co-Chair1;
- The Country Director, representing all UN agencies, in the role of Co-Chair2.
- The Minister of Planning and International Cooperation representing all other national institutions participating in this Joint programme.

Additional members may be invited at the discretion of the National Steering Committee. *See Annex 2 for NSC terms of reference.*

Committee	Main role	Frequency of meetings	Decision-making process	Facilitated by
National Steering Committee (NSC)	Strategic guidance, oversight, and coordination	Half-yearly (Members can convene extraordinary meetings)	Each member has the right to vote and decisions are made by the co-chairs on a consensus basis.	UNDP

6.2 Programme Management Committee (PMC):

The PMC oversees programme implementation and will make the technical/operational decisions required to manage the joint programmes appropriately. *See Annex 3 for PMC terms of reference.*

Composition: The PMC is composed of the joint programme implementing partners who have decision-making abilities:

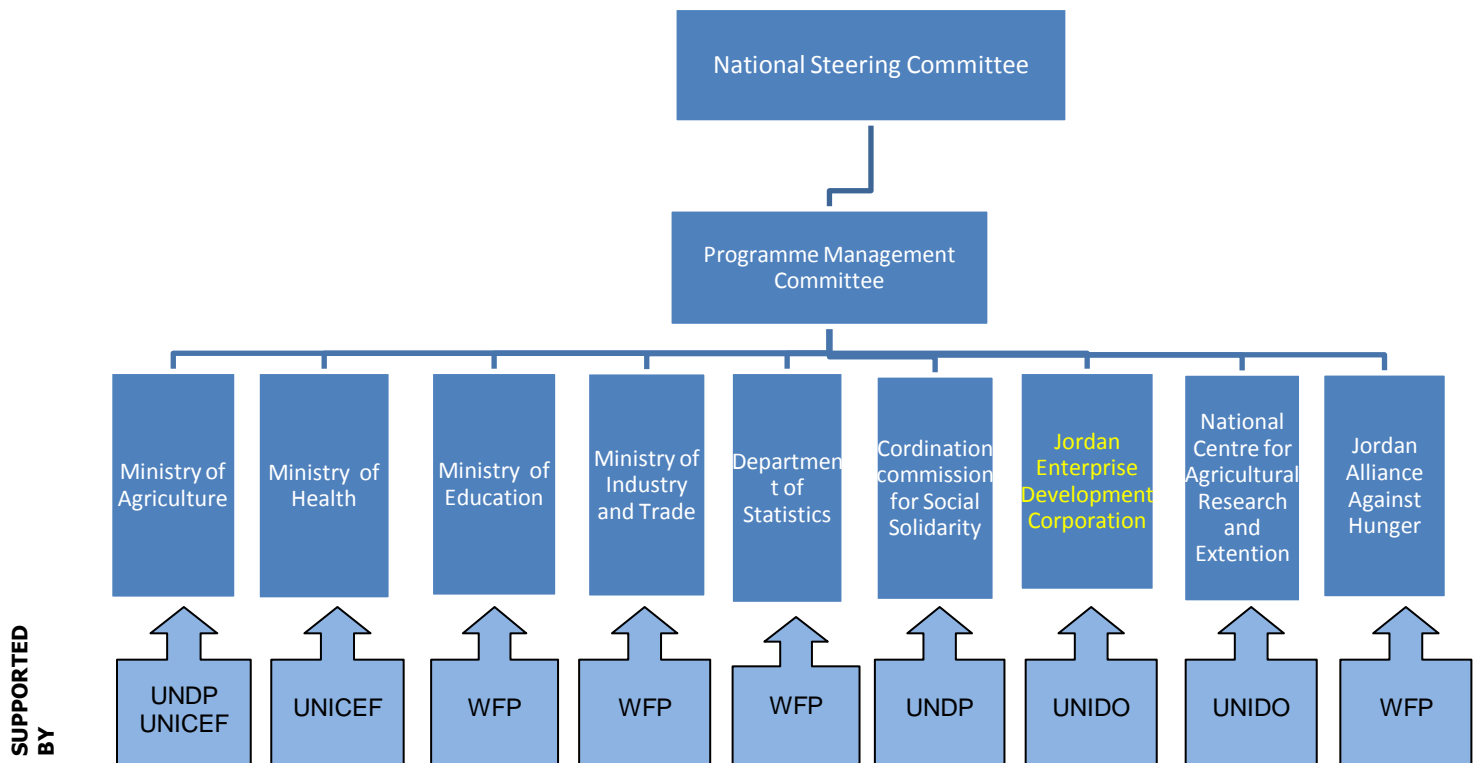
- The UNDP as lead UN agency in the role of Co-Chair1;
- The Ministry of Agriculture as lead government institution in the role of Co-Chair2;
- Ministry of Planning and International Cooperation;
- Implementing national and local government counterparts: MoE, MoH, MoIT, DoS, CCSS, JE, NCARE;
- Participating UN Agency Representatives or their delegates: UNDP, WFP, UNICEF, UNIDO; and
- Non-State actors: NGOs with experience in food security which include: JUHOD, JAAH, Jordan River Foundation.

Committee	Main role	Frequency of meetings	Decision-making process	Facilitated by
Programme Management Committee (PMC)	Managerial	Bi- monthly	Final decisions are taken by the Co-Chairs when a consensus cannot be reached.	UNDP

If deemed necessary the PMC may invite other members to join the body.

The PMC will exercise leadership and provide ongoing oversight to ensure that programme is on track, promised results are being achieved, and participating organizations are meeting their obligations. The PMC will provide the strategic guidance necessary to ensure that the programme remains relevant to the national development context and contribute to public policy dialogue and development that is focused on MDG achievement. PMC will also facilitate ongoing monitoring and evaluation of joint programme activities in conformity with UN standards and any guidance provided by the Steering Committee.

Fig (2): National level Governance Structure



6.3 Other National Coordination Mechanisms

- **National:** To facilitate national level discussion on food security issues, including aspects outside of the Joint programme, an Inter-ministerial, secretary general level, coordinating body should be established with an efficient and effective secretariat, Terms of reference for the inter-governmental body on food security can be found in Annex 4.
- **Local Level committees:** For Outcome 4, outputs 4.1 and 4.2 at the local level in the villages selected by UNDP and UNIDO supported components; a coordination/decision-making body will be established in each of the governorates targeted which includes the following participants: Local municipal authorities, representatives of MoA, NCARE, MoIT (and JE) directorates, NGOs and local societies present in the area, local village/tribal leaders, female community representatives, UNIDO and UNDP representatives.
- The **Local Level committees:** will assist IPs in discussing issues such as locations for intervention, type of activities to be supported in each area, etc.
- The Joint programme will seek to coordinate with existing Donor Coordination Groups.

UNDP as Lead UN agency:

UNDP will be the UN agency, leading the joint programme, playing a key role in coordinating all the partners and will co-chair the NSC and PMC. In that capacity UNDP will undertake the responsibility of the programme coordinator PC. (The need to recruit a person for the PC post will be reviewed again when all UN agencies are fully implemented their components, meanwhile UNDP will assume this function). UNDP as a lead agency will review all the reports to be submitted to NSC; ensure an inter-agency perspective in all efforts related to the implementation of joint programme; strengthen linkages between the joint programme and other UN supported initiatives; facilitate the organization of NSC, PMC and other relevant meetings; monitor progress and achievement within the UNDAF framework.

6.4 The Joint Programme Daily Management Arrangements for Each Ministry

6.4.1 UNDP Support to the Management Arrangement for this joint programme in the Ministry of Agriculture

UNDP endeavors to promote the Paris Principles and the Accra Agenda for Action on ownership, alignment, harmonization, focus on results and mutual accountability. Within this context, UNDP will make every effort to promote ownership and alignment by use the systems of MoA as this will promote strengthening capacity to manage development resources and create more sustainable development programmes. UNDP Jordan will make every effort to align its processes and endeavor to utilize the administrative, HR, public financial management, recruitment and procurement processes at MoA. To achieve this, MoA will commit its relevant staff members that are normally responsible for the administrative, HR, finance and procurement, functions to also carry out these functions for the UNDP project of support to MoA. UNDP will provide technical advice on these systems to these staff when needed.

In promoting ownership UNDP component of support is centered on supporting the Ministry of Agriculture to implement its mandate. Within this context, the Ministry of Agriculture will identify the appropriate directorates (s) that will house this programme of support and take over the daily

management of the implementation of the programme. The MoA will be responsible for achieving the UNDP supported outputs listed in the joint programme of support. UNDP will provide financial resources towards the recruitment of a full time Project Management Adviser (PMA) for this project. Financial and management consultants will also be hired to assist the selected Directorate(s) to put in place efficient financial and management systems/procedures, in alignment with the MoA systems and procedures.

The PMA main functions will be to coordinate and support the leading Directorate/Division for each activity under the outputs defined in the project document within the timelines agreed in the annual work plan.

The PMA will work closely with these directorates within the ministry, in an advisory capacity, to strengthen the capabilities of the directorate (s) in carrying out this programme of support. The PMA will focus his/her support to assisting the directorates to carry out their functions as follows:

- 1) **National level functions:** focusing on regulatory, planning, and monitoring, with particular focus on the specific thematic areas covered in the UN programme of support.
- 2) **Daily Management functions:** which will include the daily management of the activities proposed in the joint programme of support in regard to planning, reporting, finance management, human resources recruitment, procurement, monitoring, and audits.
- 3) **Other technical functions:** The PMA will provide advisory technical support. However where he/she has not this expertise, the PMA will assist the directorate to select/recruit consultants (or carry out an efficient bidding process) and assist in managing them to ensure that the deliverables of the consultants are of a high standard.

Note: See UNDP's proposed activities of support to MoA in results framework.

The functions of the PMA are defined in greater details in Annex 5. These functions are:

- **Coordination:** this shall include putting in place an efficient programme of support to the Directorates and Divisions, to assist them to technically manage the day-by-day operations of the planned activities and outputs, and help them to hire the necessary consultants and/or technical advisory support they require in a timely manner and according to an advisory plan.
- **Planning:** The PMA will assist each relevant Directorate/Division to prepare an annual and quarterly action plans. These include the following:
 - Annual action plan (updated quarterly): the PMA shall, and in coordination with the relevant Directorates and Divisions at MoA, develop an annual action plan setting out the activities against each programme outputs in the project document. This annual action plan shall be approved by the NSC at the beginning of the year. The Annual Action Plan shall include the names of those responsible for implementation, estimated budgets, and timelines. The Annual action plan is updated quarterly. UNDP shall provide a template for the annual work plan upon the signature of this project document.
 - Annual Advisory Plan (updated quarterly): Based on the annual action plan above, the PMA shall develop a detailed annual advisory plan that lists the required advisory/consultancies needed against each output activity. The annual advisory plan shall be updated quarterly to reflect the changes in the action plan. In addition, the PMA will assist

each relevant Directorate/Division to develop a detailed annual/ quarterly plan that lists the advisory/ consultancies related to developing capacities on finance, and procurement, matters. Depending on the findings of the UNDP Harmonized Approach to Cash Transfer (HACT), and the findings of the initial spot check, an advance is transferred to the account of the project.

- **Recruitment and Management of Consultants:** the PMA will assist the relevant heads of Directorates/Divisions to recruit and manage the consultants and advisory inputs required for this project of support to ensure that quality outputs, with measurable indicators are achieved with agreed deadlines.
- **Management of Implementation:** the PMA will provide advisory support to the relevant heads and staff of Directorates/Divisions to enable them to effectively implement the planned activities and reach the outputs within the agreed deadlines. The Directorate(s)/Division(s) will become responsible for the management/ implementation of the Activities. During this process, a clear programme to strengthen the capacity of the directorate/division will be developed using a variety of modes of delivery. In other words, the directorate will be responsible for the daily management of the project and its results.
- **Finance:** the PMA shall assist the heads and staff of Directorates/Divisions to manage the financial issues related to the project. The PMA shall guide the finance staff at MoA on how to process the finances through MoA system. In managing the outputs and activities, the PMA shall give due consideration to: best value for money, fairness, integrity, transparency and effective international competition.
- **Reporting:** The PMA shall together with relevant Directorates/Divisions prepare the following reports:
 - Reporting to NSC:
Six –Month Progress reporting : Prior to holding of the project NSC, the PMA shall provide the Committee with a six-monthly progress report using UNDP’s template, and a financial six monthly report reflecting the expenditures of the previous phase.

Annual Review Report: This report presents a summary of results achieved against pre-defined annual targets at the output level. As minimum requirement, the Annual Review Report shall cover the whole year with updated information for each of the below elements of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level. The Annual review report should confirm that the delivery of outputs would lead to the desired outcome. If not, state what changes are needed.

- Reporting to UNDP for the purpose of releasing funds:

Quarterly Reporting: By the 15th of January, April, July, and October of each year, the PMA shall provide UNDP Jordan with a quarterly progress report using UNDP’s template, and a financial quarterly report reflecting the expenditures of the previous phase as follows:

Quarterly Progress Reports (QPR): QPRs should reflect an issues log (formats provided by UNDP) that facilitates tracking and resolution of potential problems or requests for change, a risks log (formats provided by UNDP) that helps review the external environment that may affect the programme implementation, a Lesson-learned log (formats provided by UNDP) to ensure on-going learning and adaptation within the organization, and a monitoring schedule plan to track key management actions/events. An assets log shall also be updated. In addition, the QPR will allow for gender reporting on programme activities.

Quarterly Financial Reports: Since funds are advanced to the MoA, the PMA must submit to the UNDP Jordan office, on a quarterly basis, a financial report including (1) the status of the advance (2) a list of the disbursements made since the previous financial report, (3) a copy of the bank balance; and (3) a request for a new advance. After receiving the financial report from the PMA, UNDP prepares a Combined Delivery Report (CDR). The CDR is the report that reflects the total expenditures and actual obligations of a programme/project during a period (quarterly and mandatory at the end of each year). The CDR combines expenditures from disbursement reports from the MoA and UNDP records. The CDR constitutes the official report of expenditures/obligations of the programme/project for a given period. This report is prepared by UNDP and sent to the Secretary General for signature every quarter.

- Reporting to UNDP on other aspects of the programme:

Monthly:

The PMA shall provide UNDP with a monthly action plan at the beginning of each month and a progress report of the previous month. The report and plan shall be submitted before the 15th day of each month.

Quarterly:

PMA may provide a 'feature' every quarter to showcase some of the results of the project. The feature, which is usually a page long with a photograph – if possible, should highlight the programme's successful achievement of the outputs, abiding by the Paris Declaration, gender reporting, and/or south-south learning.

Responsibilities of MoA

A. Overall, MoA through its Directorates/Divisions will be responsible for the production of outputs of the project, realizing its goals, and ensuring the best utilization of resources. MoA will be accountable to UNDP Jordan for the production of outputs, the achievement of project objectives and the use of project's resources.

B. MoA shall maintain the management functions of this project internally within MoA with the support of the PMA who will assist each Directorate/Division to undertake the five main functions: Planning, Coordination, Recruitment and Management of consultants, Management of Implementation, Financial Management and Reporting to enable them to effectively implement the planned activities and reach the outputs within the agreed deadlines.

Responsibilities of UNDP Jordan

UNDP will assist MoA in the following:

- To build partnerships, coordinate between the various parties involved; obtain knowledge from global sources and experiences.
- UNDP will provide financial resources to the value of US\$ 900,000.00 over the period of the project specified.
- UNDP will also provide overall policy and technical advice to the project through the recruitment of experts. Furthermore, UNDP will provide training on all the management functions that are expected to be carried by the PMA. UNDP shall provide specific training if required for Planning, Coordination, Recruitment and Management , Financial Management and Reporting as defined above.
- UNDP Jordan shall together with MoA set up a performance system to measure the performance of the PMA and evaluate the performance of the PMA annually.
- UNDP will endeavor to provide cutting edge technical expertise utilizing its 166 offices worldwide in addition to its regional centers as part of the advisory plan.

6.4.2 Management Arrangements for other UN Agencies Support Provided

The other UN agencies, WFP, UNIDO, UNICEF will discuss with their national implementing partner ministries/institutions the daily management arrangements that is appropriate for their support. Their national implementing partners are: Ministries of Health, Ministry of Industry and Trade, Ministry of Education, Department of Statistics, Jordan Enterprise Development Corporation, Coordination Commission for Social Solidarity, and the National Centre for Agricultural Research and Extension.

These arrangements will be developed and agreed in advance of implementation, with relevant implementing partner. Copies of these arrangements will be given to the lead UN agency.

Regardless of what management arrangements are established with each implementing partner, every attempt must be made by the national implementing partners and the UN agencies to coordinate the following:

- Technical advisory inputs, where possible, to ensure benefits for all.
- The locations and timing of the local interventions to ensure maximum impact (detailed plans will be coordinated at the local level).
- Sharing of available toolkits, training material, studies, and other resources available at agencies.

7. Funding Modalities

As some UN agencies will start their support to the JP before others, it will therefore be the responsibility of each agency to agree on the funding modalities with the implementing partner. UNDP will use the National Execution (NEX) modality, where UNDP will provide funds in advance to the MoA each quarter, against a quarterly work plan.

8. Possible Joint Activities with other UN agencies

8.1 Joint Monitoring

As some UN agencies will start their support to their implementing partner before others, it will therefore be the responsibility of each agency to agree and establish their monitoring system with their respective national partner. Like in the case of the management arrangements, these monitoring arrangements should be documented and signed by the implementing partner and the UN agency involved and copies shared with UN lead agency.

The UNDP, together with assistance from MoA, will at a minimum be monitoring the programme through the following:

A. Within the annual cycle

1. On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below. The quality management table shall be reviewed and updated by the Project Management Adviser (PMA) and approved at the second board meeting after signing the Joint Programme document.
2. An Issues Log shall be activated in Atlas and regularly updated by the PMA to facilitate tracking and resolution of potential problems or requests for change.
3. Based on the initial risk analysis submitted by the PMA within two months from the start of his/her work, a Risks Log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the Joint Programme implementation. This project log will be assessed and approved at the second NSC meeting at the latest.
4. Based on the above information recorded in Atlas, project Progress Reports (PRs) shall be submitted by the PMA to the members of the NSC through Project Assurance, using the standard report format available in the Executive Snapshot.
5. A project Lessons-Learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the lessons-learned report at the end of the Joint Programme. The Lessons-Learned Log shall be prepared by the PMA and approved by the NSC in the second NSC meeting at the latest.
6. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
7. UNDP has the right to conduct spot checks and audits to ensure the project documentation is in order. The frequency of the spot checks and audits depends on the results of the HACT assessment and the guidelines adopted by the UNDP Country Office in compliance with its HACT requirements, but in all cases such spot checks and audits shall be conducted at least once a year per these guidelines.

B. Annually

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

8.2 Joint Programme Monitoring Tools that will be considered during the life time of the JP

The following activities will be adopted depending on when the different UN agencies begin their support to the national partners. Within this context, and when appropriate, the UN lead agency, will initiate the commencement of the following joint activities.

Joint Programme field visits: Whenever possible, visits to areas of programme interventions should be done jointly and in a coordinated manner with Government and UN agencies. A protocol could be developed by the PMC to conduct field visits in a systematic manner and enable their use in M&E

Joint Annual Work Plans (AWP) and Joint Annual Reviews: Annual reviews are an opportunity to bring together the joint programme partners and stakeholders to discuss progress, find solutions to identified obstacles, formulate lessons learnt, and prepare the new joint Annual Work Plan. It is at this time that requested changes to the AWP and budget should be discussed.

A monitoring report that includes updated data on indicators, additional information and evidence (including financial), is prepared on the basis of this information **twice a year** by the PMA or an M&E specialist to be submitted to the PMC and subsequently to the NSC. (Template to this effect is provided by UNDP).

8.3 Joint Reporting

Each Implementing partner will prepare quarterly, mid-year and annual technical progress and financial reports. Reports will be shared with UNDP. Each implementing partner will present these to PMC and NSC.

Quarterly Financial Report:

At the end of each quarter, a quarterly financial progress update is expected. This report includes commitment and expenditure data, and it is prepared by each Implementing Partner at the end of the quarter. The quarterly update is due no more than 20 days following the end of the quarter. The PMC and/or NSC will review each of the quarterly reports to monitor progress on financial delivery rates

together with the AWP. At the end of each quarter, an updated work plan is expected for the PMC and or NSC review and further follow-up with implementing partners. An Annual Work Plan must be submitted to the PMC and or NSC reflecting the activities and complete budget for that year prior to any commencement of work for the forthcoming year.

Monitoring Report:

This monitoring report shall be submitted to the PMC and or NSC twice a year, one due in July for the reporting period of January to June, and the other one in January for the reporting period of July to December.

Annual Report: For each year an annual report is prepared.

- Narrative: The narrative report is prepared by each respective implementing partner on progress towards results, including achievements and lessons learned, before 15 working days following the end of the quarter and will also present this report to the PMA.
- Financial: Each Implementing Partner will submit a financial report stating expenditures incurred for each output during the reporting period, before 15 working days following the end of the quarter and will also present this report to the PMA with copies to the UN lead agency.

8.4 Joint Evaluation

- Mid-term evaluation: Mid-Term and Final evaluations are managed by the UN lead agency following UN procurement guidelines. The UN lead agency will identify focal point to prepare the terms of reference, recruit the consultants and facilitate the evaluation mission. The results of this evaluation will be discussed with the JP partners including the PMC and the NSC. The lead UN agency is responsible for implementing the mid-term evaluation recommendations.
- Final evaluation: Final evaluation is financed, prepared and managed at the UN agencies level. The UN lead agency will identify focal point to prepare the terms of reference, recruit the consultants and facilitate the evaluation mission. The results of this evaluation should be discussed with the JP partners including the PMC and the NSC.

8.5 Joint Audit

The joint programme will be audited at least once during its life time. All relevant implementing partners should have an input in the following: 1) preparation of the terms of reference including the definition of the scope of the audit, 2) agreement on the due date for submission of audit reports, 3) having a single audit report (where project financial reports reflect all sources of funds, the audit report should normally fulfill the requirements of all partners), and 4) providing comments to the Management letter that addresses deficiencies noted in the system of internal controls and contains the audit findings.

This does not preclude that activities carried out by the Participating UN Organization shall be subject to internal and external audit as articulated in their applicable Financial Regulations and Rules.

8.6 Joint Communication/Advocacy Plan

Each participating UN organization shall take appropriate measures to publicize the joint programme and to give due credit to the other participating UN organizations.

8.7 Joint Budget

Each UN agency is expected to allocate, on a pro rata basis, to a joint fund budget for the joint audit, advocacy and evaluation activities. The Joint budget is managed by the lead UN agency.

The UN Resident Coordinator's office will lead in resource mobilization for this joint programme of support.

9. Legal Context or Basis of Relationship

Participating UN organization	Agreement
UNDP	This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement between the Government of the Hashemite Kingdom of Jordan and the United Nations Development Programme, signed by the parties on 12 January 1976
UNIDO	UNIDO Office was established in accordance with the Agreement between the Government of the Hashemite Kingdom of Jordan.
UNICEF	UNICEF has a basic cooperation Agreement with the Government of Jordan for its work. Furthermore, programme related work is governed by the Country Programme Document that regulate UNICEF cooperation plan for the years 2008-2011
WFP	WFP signed a basic agreement with the Government of Jordan in 1964 which laid the foundation of WFP's work in Jordan. WFP's work is currently governed by the Country Strategy Document 2010-2012.

10. Work Plans and Budgets-2010

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES	TIMEFRAM E				RESP. PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
Output 1.1: A 5-year gender sensitive National Food Security Strategy is developed. Baseline: No Food Security Strategy No data on nutritional status of infants is available. Indicators: A 5 year Food Security Strategy with coordination and monitoring framework. A national survey on nutritional status of infants, children, and mothers in relation to their economic situation.	<ul style="list-style-type: none"> - Support MoA to conduct basic diagnostics and analysis in light of the financial crisis potential impact of food security. - Set up an inter- ministerial technical committee to draft the strategy. - Provide technical assistance to the working committees in drafting the strategy and formulation of a monitoring framework. - Provide support to organizing meetings/workshops key actors from government and non-government actors, UN Agencies, women's groups, and development partners, to discuss the draft strategy. 			√		MoA	UNDP	Consultant fees	20,000.00
								Contractual services	0,00.00
								Travel costs	0,00.00
								Equipment and furniture	0,00.00
								Communication and audio visual	150.00
								Supplies	3,000.00
								Professional services	0,00.00
								Audio visual and printing production costs	0,00.00
								IT equipment	0,00.00
								Learning	0,00.00
								Miscellaneous expenses	1,500.00
A national survey on nutritional status of infants, children, and mothers in relation to their economic situation	- Conduct national survey of nutritional status of infants, children, and mothers in relation to their economic situation						UNICEF		60,000.00
Total									84,650.00
Output 1.2: Appropriate directorate(s) identified to take over the responsibility for the daily management of the Joint Programme,	<ul style="list-style-type: none"> - Select possible directorate(s) at the MoA that could implement the activities under output 4. 			√	√	MoA	UNDP	Consultant fees	19,500.00
								Contractual services	0.00
								Travel costs	6,970.00

<p>following an Institutional Capacity Assessment of targeted Directorate(s) in MoA.</p> <p>Baseline:</p> <ul style="list-style-type: none"> - A Projects and Rural Development Directorate, with certain functions, structure, and human resources. - No capacity development strategy. - Paris declaration principles are not in place. <p>Indicators:</p> <ul style="list-style-type: none"> - A Projects and Rural Development Directorate, with revised functions, structure, and Human resources requirements. (Capacity assessment). - Capacity development strategy. - Paris declaration principles being taken into account. 	<ul style="list-style-type: none"> - Carry out an institutional capacity assessment for the Projects and Rural Development Directorate. 						Equipment and furniture	0.00
							Communication and audio visual	350.00
							Supplies	0.00
							Professional services	3,000.00
							Audio visual and printing production costs	0.00
							IT equipment	0.00
							Learning	0.00
							Miscellaneous expenses	1,000.00
								30,820.00
<p>Output 1.3: An appropriate national institutional mechanism to guide and support the strategic direction of food security in Jordan is established.</p>	<ul style="list-style-type: none"> - Setup a Higher (inter-ministerial) Committee on Food and Nutrition Security, with an effective and functional secretariat. - Identify the functions of the secretariat. - Define the structure of the secretariat and its forward and backward linkages with other directorates inside MoA and outside MoA in other related ministries and institutions. - Select the staff of the secretariat and identify their jobs' description. 						Consultant fees	1,500.00
							Contractual services	0.00
							Travel costs	0.00
							Equipment and furniture	4,400.00
							Communication and audio visual	0.00
							Supplies	3,000.00
							Professional services	0.00
							Audio visual and printing production costs	0.00

								IT equipment	5,500.00
								Learning	0.00
								Miscellaneous expenses	800.00
								Total	15,200.00
Output 2.1: The supply chain of the basic food commodities is assessed for enhanced performance of the MoIT in the areas of price/supply monitoring and subsidy.	Conduct supply chain assessment of the basic food commodities.				√	MoIT	WFP	Consultancies	34,280.00
								Running costs	750.00
								Reporting	3,000.00
Baseline: Food Supply chain of the basic commodities not assessed	Develop a mission report				√				
Indicators: Number of food supply chain areas covered. Number of food supply chain improvement recommendations	Recommend a number of intervention priorities in the different areas of food supply chain.				√				
Output 3.1: All four types of flour are fortified and iron supplementation for anemic women and children provided nationally	Conduct Training of trainer workshop for health providers on Exclusive breastfeeding	√	√		√	MoH	UNICEF		10,000.00
	Conduct Training of health providers workshop on Exclusive breastfeeding				√	MoH	UNICEF		6,000.00
	Endorsement and launch of the Code of marketing of breast milk substitutes.		√			MoH	UNICEF		5,000.00

<p>Baseline: one type of flour</p> <p>Indicators: three types of flour</p> <p>Baseline: Anaemia in Women 26% Anaemia in Children 34%</p> <p>Indicators: Anaemia in women and children decreased by 2%</p>	<p>Participate in the regional training on Code of marketing of breast milk substitutes.</p>					MoH	UNICEF		10,000.00
<p>Output 3.3: School Feeding Programme capacity and M&E is strengthened</p> <p>Baseline: No standardized Monitoring and Evaluation system in place. No trained staff on best SF practices. Inefficient advocacy and media penetration.</p> <p>Indicators: Number of qualitative School Feeding M&E indicators used/reported regularly.</p> <p>Timely reporting and tracing of the shortcomings of SFP implementation.</p>	<p>Detailed 15 days consultancy to review the existing M&E practices and help design/establish an upgraded M&E system for the SFP at the MoE.</p> <p>Conducting 5 training of trainers (ToT) workshops (3 days each) for 100 SFP supervisors on principals of SF, SF rations, SF logistics, reporting, and M&E.</p> <p>Supporting advocacy / public information campaigns designed to equally target men and women to raise public awareness on child's nutrition and health and the importance of SFP.</p> <p>Organizing a study tour for 10 key staff members at MoE for 5 days to get familiarized with benefits from successful SF experiences in the region.</p>					MoE	WFP		18,062.00

	Detailed 9 days mid- term evaluation consultancy to assess efficiency and overall progress of the SFP operations.								
<p>Output 3.4: Recommendations for enhancing the coordination and targeting of aid funds are developed.</p> <p>Baseline: No. of poor households targeted by social funds. Criteria to target poor households.</p> <p>Indicators: 20% increase in the targeted HH. Improved criteria to target poor HH.</p>	<ul style="list-style-type: none"> - Establish/design an electronic database at CCSS for socio- economic indicators of governorates to serve official institutions, NGO's and international bodies in better planning for poverty alleviation strategies and interventions. - Establish national targeting formula to target vulnerable and poor people. - Enhance the capabilities of CCSS's staff in the area of analyzing indicators related to food security and producing analytical reports. - Review different assessments conducted for the targeting mechanisms of the different social funds. 			√		CCSS	UNDP	Consultant fees	9,000.00
		Contractual services	0.00						
		Travel costs	0.00						
		Equipment and furniture	0.00						
		Communication and audio visual	0.00						
		Supplies	1,000.00						
		Professional services	0.00						
		Audio visual and printing production costs	1,000.00						
		IT equipment	3,000.00						
		Learning	8,460.00						
		Miscellaneous expenses	1,000.00						
Total	23,460.00								
<p>Output 3.5: WFP food security assessment methodology is Institutionalized within DoS</p> <p>Baseline: No household food security survey is in place</p> <p>Indicators: Timely reporting on food security rates at the household level.</p> <p>Number of DoS staff capable of undertaking the food security analysis.</p>	Conveying WFP's methodology in assessing/analyzing food security to DoS.			√	√	DoS	WFP		108,400.00
	Enhancing DoS' staff capacity in food security analysis.			√	√				
	Livelihoods for the poor and food insecure			√	√				

<p>Output 4.1: Local farmers, rural women, households, local NGOs, and communities' ability to produce food and generate income is increased</p> <p>Baseline: No criteria for geographic location selection</p> <p>No criteria for HH selection</p> <p>No gender sensitive indicators for selected HH</p> <p>Indicators: Criteria for geographic location selection</p> <p>Criteria for HH selection.</p> <p>No. of local working committees.</p> <p>% of women in the local committees.</p>	<p>Project Management Arrangements</p> <ul style="list-style-type: none"> - Select a directorate(s) to implement the activities. - Hire a project Management Adviser. - Setup a NSC for the project. - Setup a PMC for the project. - Translate the project document to Arabic. <p>Targeted groups at the local level identified</p> <ul style="list-style-type: none"> - Develop specific criteria to identify what communities (men and women) and households will be targeted within 3 different eco-regions. - Using the criteria define the targeted groups and map these. - Define the indicators to measure success. - Identify the local governance structure that will be used to implement the activities of the project. - Organize 2 monitoring visits/month for directorate staff to each of the selected regions of implementation. <p>Support the promoting of production type of activities</p> <ul style="list-style-type: none"> - Identify possible production type of 			√		MoA/ (NCARE)	UNDP	Consultant fees	0.00
								Contractual services	86,000.00
								Travel costs	2,124.00
								Equipment and furniture	0.00
								Communication and audio visual	0.00
								Supplies	3,000.00
								Professional services	0.00
								Audio visual and printing production costs	1,440.00
								IT equipment	0.00
								Learning	0.00
Miscellaneous expenses	5,000.00								

	<p>activities that could be implemented at the households and community levels, in each of the eco-regions selected, suitable for the eco-region and its community conditions.</p> <ul style="list-style-type: none"> - Identify and document how these will be supported by the programme. - Identify the technical support that could be provided, such as the introduction of new production technologies and new crops. - Provide Training on food processing, packaging and marketing and other income generating activities. - Implement identified production activities in the selected eco-regions. - Establish how to facilitate marketing and distribution of products produced. - Implement identified accessibility activities in the selected eco-regions. 				√				
					√				
					√				
					√				
					√				
					√			Total	97,564.00
Baseline:					√	JAAH	WFP	Learning	2,500
Project pilot areas not identified								Miscellaneous expenses	2,000
Project committees not formulated									

<p>Selection criteria not created. Possible income generating activities not decided. Required training modules not decided. The households selected are asset-less poor. Marketing channels not established. Monitoring and Evaluation matrix not designed Advocacy plan not ready.</p> <p>Indicators: Eligibility of areas selected Number of committee members assigned. Selection criteria are set Number of income generating activities listed according to cases Number of trainings delivered to households. Number of households assisted to become better off. Volume of produce marketed through selected marketing channels. Monitoring and Evaluation matrix developed. Percentage of funds secured via sponsors.</p>	<p>(selection, technical and marketing committees).</p> <ul style="list-style-type: none"> - Set the selection criteria for the households. - Study the cases and identify the appropriate income generating intervention accordingly. - Organize training for the households on the selected income generating activities. - Provide the households with the required assets. - Identify marketing channels for the produce. - Follow up on project's implementation through appropriate monitoring and evaluation. - Support the households as needed. - Define project indicators. - Promote the project and advocate through sponsors. 				√												
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Annex (1)
Terms of Reference
To Carry out
An Institutional Capacity Assessment of the Projects and Rural Development Directorate at the
Ministry of Agriculture

Background

Jordan's status as an importer of both food and fuel, along with the limited potential for food self-sufficiency makes it particularly vulnerable to food price shocks. Jordan depends heavily on imports to feed its population of about 6.00 million in 2010. It will have to feed at least two more million people by the year 2013, if the present rate of population growth remains at its 2000 level of 2.8% per year. With the global food crisis in 2008 the Jordanian government made immediate attempts to alleviate the effects on the population of fast-rising commodity prices through several various measures and set out to develop a national food security strategy. In February 2009, the government led by the Ministry of Agriculture, developed a framework for a Food Security for Jordan. The vision of the framework is to have a food secure Jordan that ensures constant quality supply of food to the citizens of all socio-economic groups and sectors. Food imports will continue to be critical to the food security Scenario in the foreseeable future. Jordan's status as an importer of both food and fuel, along with the limited potential for food self-sufficiency makes it particularly vulnerable to food price shocks. The threat of food insecurity promises to reverse progress made to date towards achieving the MDGs, by aggravating the already existing gaps and further affecting vulnerable groups. The Ministry of Agriculture requested UNDP's support in elaboration of the food security strategy based on a proper situation assessment and involving governmental and non-governmental stakeholders.

Design of a UN Programme of Support

In July 2009, UNDP in cooperation with the Ministry of Agriculture led the coordination of meetings with representative of the key relevant government institutions involved in food security. A number of meetings took place with participation of partner UN agencies the outcome of which was agreement on a framework for food security in Jordan, mapping of ongoing and planned government initiatives accordingly and establishment of an inter-ministerial Committee and a secretariat on Food Security. The national framework was based on the Comprehensive Framework for Action (CFA), a consensus document published by the SG's High Level Task Force on the Global Food Security Crisis in July 2008, however customized to fit the Jordanian situation.

UNDP, Jordan has prepared a framework for bringing together the initiatives of the various agencies and partners to support the national program on food security, and requested the assistance of the Bureau for Development Policy (BDP) in the formulation of a joint program. The joint programme brings in various food security enhancement initiatives planned by different UN agencies together into a comprehensive, coordinated program of support of pro-poor public policies to strengthen the national and local capacities and involve and benefit local populations.

The joint program provides credible, coherent assistance to the government based on the CFA. The ongoing and planned initiatives of the various partners (including Government) are grouped together in terms of their contribution to each part of the framework. Each component could include some degree of research and analysis to ensure proper design. In addition, a monitoring and assessment system will be in place to keep an eye on changes in the situation, and also for effective implementation

The joint programme will be implemented at the national and local levels. UN agencies participating in the programme are: UNDP, UNICEF, UNIDO, WFP. Each agency is engaged in implementing designated activities in collaboration with government agencies and NGOs. Government Implementing partners include Ministry of Education, Ministry of Industry and Trade, Ministry of Health, Coordination Commission for Social Solidarity, National Centre for Agricultural Research and Extension, Jordan Enterprise.

Vision of the Ministry of Agriculture

Ministry Of Agriculture vision is to have an active agricultural sector promoting food security, achieve overall development and welfare of farmers and take into account the sustainability of resources.

The strategic goals of the ministry are directed towards organizing and developing the agricultural sector to achieve the following objectives in cooperation with the relevant authorities:

1. Increasing the production of food and agricultural products.
2. The sustainability of the agricultural use of natural resources without harming the environment.
3. Creating the appropriate atmosphere for investment in the agricultural sector.
4. Developing rural areas and raising production capacity.
5. Increasing the income of farmers and improve their lives.
6. Providing protection to livestock, plants, and the environment, and actively participating in international and regional organizations and international conventions.
7. Strengthening economic opportunities for agricultural producers.
8. Monitoring market developments and the necessary legislations to regulate the marketing processes and upgrading them.
9. Improving the efficiency of the use of irrigation water at the farm.

Supporting the Ministry of Agriculture to full own the new Programme of Support

UNDP Jordan Country Office is currently working towards implementing the five *Paris Declaration Principles*, which is an international agreement that over one hundred Ministers, Heads of Agencies and other Senior Officials adhered (The Government of Jordan is a signatory) have committed their countries and organizations to. The five principles are to continue to increase efforts in ownership, harmonization, alignment and managing aid for results with a set of monitorable actions and indicators. The new approach of UNDP is based on creating more ownership and ensuring sustainability of the projects supported by UNDP, through selecting a directorate or directorates within the Implementing Partner Institution to carry out the daily activities of a supported project. UNDP will also align its project of support to the financial systems/procedures of the implementing partner. To assist such set up UNDP will hire a Project Management Adviser to assess and support the IP capabilities in carrying out the activities of the project, through providing technical, financial, administrative advice. UNDP is moving away from supporting the establishment of Project Management Unit in the implementing partners institution for each of its project of support because it does not support - sustainability and capacity development and prevent the concerned directorates from fully taking on their mandates.

To this end the organigram of the Ministry of Agriculture was studied and it was recommended that the “Projects and Rural Development Directorate” was the most suitable to implement the activities of the “Food and Nutrition Security in Jordan towards Poverty Alleviation”. However, the programme of support has two main components; namely the development of a national food security strategy and the implementation of projects to assist those living under the poverty line to move out of living below the poverty line. These two components would normally fall under the leadership and guidance of the Policies and Studies Directorate, and the Projects and Rural Development Directorate.

The Projects and Rural Development Directorate

The directorate currently undertakes the following activities:

- Preparing studies and action plans and budgets for all projects of the ministry.
- Addressing the funding parties regarding the implementation of projects and follow-up to secure the necessary funding in cooperation with the relevant authorities.
- Preparing periodic reports on the achievements of the projects and identifying obstacles and suggesting means and methods to improve performance and achievement.
- Preparing technical studies for the proposed development projects in coordination with the departments concerned.
- Participating in the drafting of projects agreements.
- Following-up on achievements in the implementation of projects and prepare necessary reports.
- Pursue specialized projects, which are implemented through the Directorates concerned.
- Preparing and implementing plans and operational programs and guidelines for rural development projects, aimed at improving the standard of living of the rural population.

The Directorate has six divisions: Projects Studies Division, Projects Funding Division, Project Management Division, Gender and Rural Development Division, monitoring division, and an engineering division.

However, it would appear that the directorate is overloaded with work and has to undertake many projects, with many capacity gaps in terms of structure, human resources, budgeting, and functions.

Policies and Studies Directorate

The directorate currently undertakes the following activities:

1. Propose policies and their implementation mechanisms in all areas related to the agricultural sector, and assessing the impact of policies.
2. Conduct social, economic, and economic feasibility studies related to the agricultural sector in partnership with the relevant institutions within the agricultural sector.
3. Participate in proposing public policies for the import and export of agricultural products (plant and animal).
4. Forecasting and analyzing production and consumption rates of agricultural products.
5. Participating in the formulation of the annual plan of the Ministry in coordination with other departments.

6. Studying unforeseen problems and make recommendations to address them.
7. Study investment opportunities in the agricultural sector and identifying opportunities for the investors.

Within this context, MOA and UNDP believed it is necessary to carry out an institutional capacity development assessment of the Projects and Rural Development Directorate to decide on the best set up to implement the project activities, with two options in mind:

1. To develop the capacity of the Projects and Rural Development Directorate to implement the activities of the project, or
2. To establish a new directorate entrusted with food security in general, and implement this project in particular.

Overall Objective

The objective of the mission is to conduct an institutional capacity assessment of MoA's Projects and Rural Development Directorate to decide on whether it is appropriate for this directorate to implement the programme of support called "Food and Nutrition Security in Jordan towards Poverty Alleviation", -or to explore the validity of establishing a new directorate entrusted with the mission of implementing the project and any other food security related projects.

Specific Objective- One

Define if the Projects and Rural Development Directorate (PRDD) should manage the project or a new directorate.

Activities

1. Define with MOA the criteria to determine how to choose the directorate i.e. existing or new directorate.
2. Using the criteria, a) carry out a preliminary assessment of the Projects and Rural Development Directorate to establish if it should take on the new project and b) Consider the possibility of establishing a new directorate entrusted with the mission of implementing the project and any other food security related projects.
3. Share findings with MOA to define which options to study further.

Specific Objective- Two

Determine an appropriate programme of support to facilitate the directorate effectively manage the project on a daily basis, based on the findings above.

Activities

- A. If the findings suggest that the Projects and Rural Development Directorate (PRDD) should manage the project then carry out a detailed institutional analysis in terms of functions, structure, human resources and knowledge and skills gaps. Based on the findings of the assessment clearly define a programme of support that would include details on any adjustments to be made to the current functions, structure, human resource and include a programme of learning for any gaps in knowledge and skills identified. *Detailed activities are listed below.*

INSTITUTIONAL CAPACITY ASSESSMENT OF MOA EXISTING PROJECTS AND RURAL DEVELOPMENT DIRECTORATE

To fulfill the objective of the mission the expert will:

MANDATE:

Read/Study the vision, mandate and current organizational structure of MoA, in particular MoA Projects and Rural Development Directorate.

FLOW OF INFORMATION, REPORTING AND ACCOUNTABILITY:

- Revisit together with MoA Senior Management the Projects and Rural Development Directorate structure and functions.
- Identify the relationship and information flows between MoA's Projects and Rural Development Directorate and other MoA Directorates, in light of their current roles/functions, namely: policies and studies directorate, water harvesting directorate, Animal production directorate, plant production directorate, monitoring and evaluation directorate, the steering committee for projects directorate.
- Define the backward and forward linkages and flow of information between MoA Projects and Rural Development Directorate and other related governmental institutions. specifically the following:
 - Ministry of Social Development
 - Ministry of Planning and International Cooperation
 - National Aid Fund
 - Coordination Commission for Social Solidarity
- Define the backward and forward linkages and flow of information between MoA Projects and Rural Development Directorate and The National Centre for Agricultural research and Extension.
- Define the backward and forward linkages and flow of information between MoA Projects and Rural Development Directorate and NGOs.
- Identify the reporting requirements, frequency and flow of reports.
- Identify clearly the accountability structure for the directorate.
- Identify recommendations for next steps to enhance and strengthen the present linkages between MoA Projects and Rural Development Directorate and the other directorates mentioned above.

FUNCTIONS:**CURRENT PROJECTS AND RURAL DEVELOPMENT DIRECTORATE**

- Study and define with senior management the current detailed functions of this directorate.
- Study the functions of this directorate as a secretariat of the inter-ministerial committee on food security.

PROCESSES:

- Define with senior management, charts/diagrams for each step of the following key processes in relation to food security and poverty alleviation:
 - Selection of projects.
 - Overall supervision of projects implementation.
 - Monitoring and evaluation of projects.
 - Impact assessment of projects.
 - Impact of projects on poverty alleviation.
 - Best set up to work with NGOs.

HUMAN RESOURCES:

- Review the Human Resources requirements and levels in relation to the defined functions and assist in elaborating the job descriptions.
- Discuss with senior management the human resources requirements and the current staffing levels and their skills gaps.

CAPACITY ASSESSMENT:

- Carry out a capacity assessment to identify any skills gaps of the technical staff currently employed by the Directorate, and the proposed functions identified for this Directorate
- Define a specific learning programme and modes of delivery to address the skills and knowledge gap.

PLANNING:

- Assist the current or new Directorate to develop 2 year action plan

EXPECTED DELIVERABLES AND OUTPUTS:

The consultant is expected to deliver a report with the following sections:

- Revision of the Projects and Rural Development Directorate mandate that is aligned with the strategy of MoA and Government efforts in food security and combating poverty.
- Proposed functions/roles, structure, Human resources requirements of the Projects and Rural Development Directorate at MoA.
- Skills required to carry out the work by the Directorate and the current skills gap with a tentative plan of action to address the skills gap.
- Flow of information (accountability and reporting) between the Projects and Rural Development Directorate and other directorates/divisions within MoA.
- Report on the skills gap, training needs assessment of Projects and Rural Development Directorate staff.
- Outline for 2 year Projects and Rural Development Directorate action plan.

B. If the preliminary study suggests that new directorate should be established then the functions, structure, human resources requirements, Job descriptions of staff would need to be developed. *Detailed activities are listed below.*

INSTITUTIONAL CAPACITY ASSESSMENT OF MOA NEW DIRECTORATE

FLOW OF INFORMATION, REPORTING AND ACCOUNTABILITY:

- Study together with MoA Senior Management the “New Directorate” structure and functions.
- Identify the relationship and information flows between MoA’s “New Directorate” and other MoA Directorates, in light of their current roles/functions, namely: Projects and Rural Development Directorate, Policies and Studies Directorate and all divisions under the directorates mentioned above.
- Define the backward and forward linkages and flow of information between MoA “New Directorate” and other related governmental institutions. specifically the following:
 - Ministry of Social Development
 - Ministry of Planning and International Cooperation
 - National Aid Fund
 - Coordination Commission for Social Solidarity
- Define the backward and forward linkages and flow of information between MoA “New Directorate” and The National Centre for Agricultural research and Extension.
- Define the backward and forward linkages and flow of information between MoA “New Directorate” and NGOs.
- Identify the reporting requirements, frequency and flow of reports.
- Identify clearly the accountability structure for the directorate.

FUNCTIONS:

- Define with senior management the detailed functions of a newly established directorate.
- Study the functions of this directorate as a secretariat of the inter-ministerial committee on food security.

PROCESSES:

- Define with senior management, charts/diagrams for each step of the following key processes in relation to food security and poverty alleviation:
 - Selection of projects.
 - Overall supervision of projects implementation.
 - Monitoring and evaluation of projects.
 - Impact assessment of projects.
 - Impact of projects on poverty alleviation.

- Best set up to work with NGOs.

HUMAN RESOURCES:

- Review the Human Resources requirements and levels in relation to the defined functions and assist in elaborating the job descriptions.
- Discuss with senior management the human resources requirements.

PLANNING:

- Assist the new Directorate to develop 2 year action plan.

C. Recommendations of which directorate would carry out the daily management until new directorate was established would need to be elaborated. Detailed activities are:

- Identify which existing directorate(s) would carry out the project activities in the transition period.
- Identify the timeframe for the transition period.
- List the required handover procedure to the new directorate.

Timeframe:

The timeframe from signature of contract till submission of final documents is 6 weeks. The total working days are **24 working days**; 6 in home country and 18 as in-country mission. The consultant is expected to start second week of September 2010.

Qualifications and Competencies:

- Advanced university degree in development studies, social sciences or related field is required.
- At least 10 years of progressive professional experience in institutional reform and development, capacity development programmes, drafting national plans, strategies, action plans and analytical reports.
- Proven experience in agriculture, and poverty related issues, social as well as economic factors affecting poverty.
- Good understanding of factors contributing to/limiting government institutional capacity.
- Professional experience in human resources management.
- Experience in organizational development processes and instruments.
- Good communication, networking and presentation skills.
- Familiarity with international assessment toolkits.
- Extensive experience analyzing data and preparing analytical reports.
- Ability to work with a broad range of individuals of diverse institutions and levels, including with senior officials
- Demonstrated experience in staff management, capacity development, organizational assessment and management.
- Fluency in spoken and written English. Fluency in Arabic is an asset.

Inputs:

UNDP Project Management Officer will provide the consultant with all the necessary documents.

Reporting Line:

The consultant will hold a UNDP contract and will have to coordinate and report the activities of the assignment to UNDP and MoA secretary general. The consultant will have full responsibility for conducting the Institutional Capacity Assessment, under the guidance of UNDP and senior MOA management. The Projects and Rural Development Directorate will be facilitating the daily in-country work of the consultant in consultation with UNDP. Any delay in submitting the deliverables must be indicated to UNDP in good time with a coherent justification. The Final Deliverable needs to be approved by UNDP in consultation with MoA Secretary General.

Annex (2)

Terms of Reference for the National Steering Committee (NSC)

Role: Oversight and Strategic Leadership of the joint programme at the national level.

- The Minister of Planning and International Cooperation as a representative of the Government, in the role of Co-Chair1;
- The Country Director, representing all the UN agencies, in the role of Co-Chair2; and
- The Minister of Agriculture as representing all other national institutions participating in this Joint programme.

Additional members may be invited at the discretion of the National Steering Committee.

Functions:

Management set up

To revise and approve the regulations and other tools of the National Steering and to amend them as necessary;

To approve the duly documented agreements or arrangements for the management and coordination of the joint programme;

To approve the selection process for the Joint Programme Coordinator (if hired);

Planning and reporting

To approve the JP Annual Work Plans and the Annual Budgets as well as any adjustments required to achieve the desired results in line with the implementation guidelines, when applicable;

To review/approve the annual report for the joint programme, to make observations and take strategic decisions;

To propose corrective actions for the implementation of the joint programme when it becomes apparent that there have been deviations from the Work Plans, and to make recommendations on how to improve the implementation of programmes at the national level;

Monitoring, evaluation and audit

To review the internal and external Evaluation and Audit reports for the programme or its components and ensure the recommendations are put into practice;

To ensure and guide implementation of monitoring mechanisms and administrative procedures to enable the joint programme to be managed efficiently;

To review the bi-annual monitoring reports to assess progress and delivery on the implementation of the joint programme and to make observations and recommendations accordingly;

Advocacy and Communications

To request and provide impetus to the articulation of National Advocacy Action Plan that is in line with the MDG-F Advocacy and Partnerships strategy.

Discuss and approve the National Advocacy Plan and request periodic updates on its implementation ensuring that key national development priorities are targeted through articulated advocacy interventions that bring together UN Agencies, local governments as well as citizen groups.

Ensure that policy outcomes are consistently being sought and that the MDGs are at the centre of development efforts.

Coordination and participation

To promote synergies between the joint programme and related projects and/or programmes, even if they are funded by Government or other development partners;

To make sure that the participatory consulting processes with the main national and local partners take place, so as to ensure ownership, enable synergies and avoid any duplication or overlapping between the Fund and other financial mechanisms, thus reducing transaction costs.

Annex (3)

Terms of Reference for the Programme Management Committee (PMC)

Role: To undertake the technical and operational oversight and coordination of the joint programme at a management level.

Composition: The PMC is composed of the joint programme implementing partners who have decision-making abilities:

- The UNDP as lead UN agency in the role of Co-Chair1;
- The Ministry of Agriculture as lead government institution in the role of Co-Chair2;
- Implementing national and local government counterparts: MOA, MOE, MOH, MOIT, DOS, CCSS, JE.
- Participating UN Agency Representatives or their delegates: UNDP, WFP, UNICEF, UNIDO.
- Non-State actors: NGOs with experience in food security which include: JUHOD, JAAH, Jordan River Foundation.

Key Functions

Management arrangements

To manage and approve the hiring of the different programme outputs Project Managers, Focal Points, Project Management Adviser, and any programme staff.;

To manage the programme resources appropriately in order to achieve the anticipated results and outcomes;

To revise the consolidated progress and financial reports for the programme in order to identify any points requiring attention or any deviations from the Work Plan in the implementation, and to make recommendations;

To address management and implementation problems;

Planning and Coordination

To recommend approval of the Work Plans and the Annual Budgets for annual forwarding to NSC;

To recommend any reallocations, adjustments or revisions of the budget required for the programme;

To suggest and recommend approval to any reallocations, adjustments or revisions of the budget required to achieve the expected results;

To undertake the general coordination for the joint programme between the UN Agencies, national institutions and other participating Partners, as well as to create links with other similarly-themed programmes being implemented;

To ensure that the technical and operational teams work together, in a coordinated way, on the programme activities and in consultation with the PMA;

Technical oversight

To provide technical and substantive advice on the expected results and the activities laid out in the Work Plan;

Advocacy and Communications

Organize brainstorming session with key partners from civil society and government to articulate clear advocacy and communication interventions that are in line with joint programmes policy objectives and national priorities. This session should produce a clear action plan that is shared and approved by the NSC.

Coordinate media visits to JP programme activity areas ensuring proper briefing on programme goals as they relate to the overall MDG message. In collaboration with ongoing MDG advocacy efforts, help to nourish strategic partnerships with media for greater coverage of MDGs.

Ensure that the JP has identified key local actors (citizen groups or others) and adequately include them in programmes creating neutral spaces for effective participation in MDG policy and practice. Explore and recommend partnerships with civil society groups, local governments, media, youth, academia, etc

Ensure that programmes produce catchy and interesting communication materials (human interest stories, videos, reports, photo documentation etc) that can be used for advocacy and reporting back to MDG-F secretariat.

Monitoring and Evaluation

To oversee the establishment of programme baselines to enable sound monitoring and evaluation

To review the consolidated monitoring and evaluation reports of the joint programme and ensure the system works well by institutionalising it in national entities;

To identify the lessons learnt from the implementation and ensure that they are documented and disseminated to the Agencies and Partners of the programme.

Annex (4)
Terms of Reference for
the Higher Committee on Food and Nutrition Security

Preamble

Achieving food and nutrition security in Jordan is an urgent priority. The high food prices of 2007-08 revealed certain long term vulnerabilities in this area, and Government ministries and departments have been working, within their mandates, to address them. However, an effective Government response requires coordinated action across several sectors and areas of work such as sustainable food production, procurement and distribution, ensuring access of all including the poor especially through safety nets and sustainable livelihoods, food fortification and supplementary nutrition for those most at need, development of monitoring and early warning systems, coordinated implementation at the local level, etc. At the same time, all interventions need to incorporate a long term perspective including patterns of sustainable resource use, involvement of key non-Government partners and capacity strengthening in relevant areas.

Membership

In order to better achieve these objectives, the Government of Jordan has resolved to set up a higher committee on food and nutrition security in the country. The membership of the committee will be as follows:

- Minister of Agriculture, Chair
- Secretary General, MoA, Deputy
- Secretary General, Ministry of Industry and Trade, member
- Secretary General, Ministry of Health, member
- Secretary General, Ministry of Education, member
- Secretary General, Ministry of Social Development, member
- Secretary General, Ministry of Environment, member
- Director General, Jordan Food and Drug Administration
- 2 NGO representatives, for 2 years (renewable for extra 2 years)
- One Private Sector representative, for 2 years (renewable for extra 2 years)
- UN agencies representative

Frequency of Meetings

The committee meets every 3 months, pursuant to a written invitation from its chair or his deputy in case of the Chair's absence.

The Committee's meeting is considered legal if attended by the majority of its members, provided that the Chair or the deputy in case of the former's absence is present.

Resolutions shall be reached by a majority of votes of members attending the meeting. In case of equal votes the side supported by the Chair of the meeting shall prevail.

The Chair of the Committee may invite any expert or specialized person to attend the meetings to offer consultations on the subject presented thereof without such person being entitled to vote.

Mandate, Tasks and Procedures

The broad mandate of the committee is to ensure that a coherent and well coordinated mechanism is in place within the Government for strategy and policy adaptation, monitoring of direct implementation, as well as close monitoring of the situation related to food and nutrition security.

The committee will work to facilitate coordination with NGOs and other non-Government partners in this area, as well as with other Government committees and panels whose work may be of direct relevance and interest.

The committee will report to the cabinet, through its chair.

The specific tasks of the higher committee on Food and Nutrition Security will be as follows:

1. Identify objectives of Food and Nutrition security.
2. Approve a comprehensive, long term food and nutrition security strategy for the country based on a situation analysis that draws upon the most recent surveys and other sources of data; addresses *inter alia* the issues identified in the Preamble; and is in line with internationally accepted best practices and frameworks, as adapted for Jordan.
3. Identify the sector interventions that will support the strategy and ensure their effective coordination, including consolidation of efforts, establishing synergies and reducing duplication.
4. Identify intervention and resource (including human resources) gaps that require support from international partners, and frame joint proposals for addressing these whenever required.
5. Interface with similar coordination committees/panels formed by international agencies to provide joint support for food security related issues and associated programs.
6. Facilitate the consolidation of data collection efforts, research and analysis into relevant issues and the sharing of sectoral reports and assessments.
7. Prepare and authorize position papers, reports, joint press releases and other documents addressing food and nutrition security that require a comprehensive, shared understanding of the issue.
8. Strengthen coordination between Government agencies and other partners at international, national and sub-national levels for effective implementation for food and nutrition security.
9. Any other tasks that may be deemed to be relevant to achieving the overall objective by a consensus of committee members, or assigned to the committee by the Government.

Support to the Higher Committee

A secretariat will be established at the MoA, made up of a secretary and 4 full time key individuals from the relevant MoA directorates, each in different specialty in agriculture related field. The secretariat will be free to draw upon the expertise of international agencies, reputed national institutions, and NGOs working in the area. It will function in a speedy, effective and transparent manner and will decide its procedures accordingly.

The secretariat will be responsible for:

Organizing the Committee meetings and Prepare relevant reports/documents/information needed for such meetings.

Follow up on all decisions/resolutions by the committee with the represented institutions, and others if requested by the Committee.

Networking with counterpart committees at the national, regional, and international level.
Follow up and brief the Committee on any food security initiatives and projects in Jordan.

Annex (5)
Terms of Reference
Project Management Adviser

DUTIES AND RESPONSIBILITIES

Under the guidance of UNDP and the MoA, the Project Management Adviser (PMA) will work closely on a daily basis with the senior staff of the MOA assigned Directorates/Divisions to coordinate and support all project operations and report to the NSC, and PMC. The PMA main functions will be to coordinate and support the leading Directorate/Division for each activity under the outputs defined in the project document within the timelines agreed in the annual work plan.

PMA is expected to work on a daily bases with assigned Directorates staff to support them, ensuring that the objectives of this project are met. This project is fully owned by MoA and the role of the PMA is to pro-actively support senior Staff of MoA to achieve the objectives of the project. He / she will report on a daily basis directly to the Secretary General of MoA and to UNDP on regular basis. He/ she will:

- Support MoA lead Directorate(s) to manage and administer the day-by-day operations to ensure the effective implementation of the project;
- Provide leadership and strategic thinking to senior MoA Directorates Staff to ensure that project activities focus on critical areas;
- Advise MoA lead Directorate(s) on drafting the terms of reference for national and international consultants, identifying the consultants, and issuing requests for contracting them;
- Together with MoA lead Directorate(s), continuously develop and review the technical assistance advisory plan of this project to ensure its meets the emerging needs of MoA lead Directorate(s)
- Ensure in consultation with senior MoA staff that the Project produces the results specified in Project Document, to the required standard of quality and within the specific constraints of time and cost;
- Assist the concerned staff from the MoA to develop a detailed annual and quarterly work plans for the implementation of the project, in addition to quarterly financial and narrative reports, mid-term review report, and annual project progress reports;
- Advise the MoA lead Directorate(s) staff on preparing and maintaining, the project logs (risk, issue and learning logs);
- Support the MoA lead Directorate(s) to recruit and manage the project consultants, including monitoring and reviewing their assignments;
- Keep the representatives of the NSC informed on the progress of the project and act as NSC Secretariat;
- Assist MoA lead Directorate(s) to plan and organize the logistics of the NSC and PMC meetings;
- Assist MoA lead Directorate(s) to manage the monitoring mechanisms of the project in collaboration with UNDP to prepare project monitoring and evaluation;
- Coordinate and collaborate with other programmes and projects implemented by other donors and UN agencies;
- Undertake any other related tasks at the request of the NSC.

For the closure of the project, the PMA shall:

- Assist MoA lead Directorate(s) staff in preparing final Project Review Reports to be submitted to the NSC;
- Assist MoA lead Directorate(s) staff to identify follow-on actions and submit them for consideration to the Project Board and the Outcome Board;
- Assist MoA lead Directorate(s) staff to manage the transfer of project assets and files to national beneficiaries;
- Assist MoA lead Directorate(s) staff to prepare the final financial report to be certified by the Implementing Partner and submit the report to UNDP;

Detailed deliverables of the PMA will entail working with lead Directorates/Divisions at MoA to achieve the following:

- **Coordination:** this shall include putting in place an efficient programme of support to the Directorates and Divisions to assist them to technically manage the day-by-day operations of the planned activities and outputs, and facilitate them to hire the necessary consultants and/or technical advisory support they require in a timely manner and according to the advisory plan.
- **Planning:** The PMA will assist each relevant Directorate/Division to prepare an annual and quarterly action plans. These include the following:
 - Annual action plan (updated quarterly): the PMA shall, and in coordination with the relevant Directorates and Divisions at MoA, develop an annual action plan setting out the activities against each programme outputs in the project document. This annual action plan shall be approved by the project board at the beginning of the year. The Annual Action Plan shall include the names of those responsible for implementation, estimated budgets, and timelines. The Annual action plan is updated quarterly. UNDP shall provide a template for the annual work plan upon the signature of this project document.
 - Annual Advisory Plan (updated quarterly): Based on the annual action plan above, the PMA shall develop a detailed annual advisory plan that lists the required advisory/ consultancies needed against each output activity. The annual advisory plan shall be updated quarterly to reflect the changes in the action plan. In addition, the PMA will assist each relevant Directorate/Division to develop a detailed annual/ quarterly plan that lists the advisory/ consultancies related to developing capacities on finance, and procurement, matters. Depending on the findings of the UNDP Harmonized Approach to Cash Transfer (HACT), and the findings of the initial spot check, an advance is transferred to the account of the project.
 - Recruitment and Management of Consultants: the PMA will assist the relevant heads of Directorates/Divisions to recruit and manage the consultants and advisory inputs required for this project of support to ensure that quality outputs, with measurable indicators are achieved with agreed deadlines.

- **Management of Implementation:** the PMA will provide advisory support to the relevant heads and staff of Directorates/Divisions to enable them to effectively implement the planned activities and reach the outputs within the agreed deadlines. The Directorate(s)/Division(s) will become responsible for the management/ implementation of the Activities. During this process, a clear programme to strengthen the capacity of the directorate/division will be developed using a variety of modes of delivery. In other words, the directorate will be responsible for the daily management of the project and its results.
- **Finance:** the PMA shall assist the heads and staff of Directorates/Divisions to manage the financial issues related to the project. The PMA shall guide the finance staff at MoA on how to process the finances through MoA system. In managing the outputs and activities, the PMA shall give due consideration to: best value for money, fairness, integrity, transparency and effective international competition.
- **Reporting:** The PMA shall together with relevant Directorates/Divisions prepare the following reports:

- **Reporting to NSC:**

Six –Month Progress reporting : Prior to holding of the project NSC, the PMA shall provide the Committee with a six-monthly progress report using UNDP’s template, and a financial six monthly report reflecting the expenditures of the previous phase.

Annual Review Report: This report presents a summary of results achieved against pre-defined annual targets at the output level. As minimum requirement, the Annual Review Report shall cover the whole year with updated information for each of the below elements of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level. The Annual review report should confirm that the delivery of outputs would lead to the desired outcome. If not, state what changes are needed.

- **Reporting to UNDP for the purpose of releasing funds:**

Quarterly Reporting: By the 15th of January, April, July, and October of each year, the PMA shall provide UNDP Jordan with a quarterly progress report using UNDP’s template, and a financial quarterly report reflecting the expenditures of the previous phase as follows:

- Quarterly Progress Reports (QPR):
- Quarterly Financial Reports:

- **Reporting to UNDP on other aspects of the programme**

- Monthly:
- Quarterly:

COMPETENCIES AND SKILLS

- Msc in Agriculture or any related field.
- Minimum 15 years working experience in the field of agriculture.
- Experience in poverty/food security related projects.
- Strong experience in project management, and proved experience of managing projects at the local level.
- Work experience with international development projects is an advantage.
- The candidate speaks and reports fluently in both Arabic and English, is a good communicator and has excellent networking skills.
- Excellent Computer skills.

Annex (6)

Planned Interventions by UNIDO

Building on MoAs and FAOs' and GTZs Integrated Pest Management Initiative and since, there are serious domestic concerns about pesticide negative effect on public health and the importance of enforcing sustainable monitoring mechanism to test pesticides residues and to trace the products to farmers, UNIDO supports small men and women farmers by enabling compliance with the Global Gap and introducing a traceability system. Traceability is the ability to follow the movement of a food through specified stages of production, processing and distribution. It is necessary to support food safety, to document the history or origin of the product, to facilitate the withdrawal and/or recall of products and to facilitate the verification of specific information about the product. In view of that UNIDO will support in introducing the system to around 50 to 100 small farmers of fresh vegetables and fruits products to improve quality and safety of their products and to enable them to get better prices and hence to improve their livelihood, and will at the same time improve public health through minimizing chemical and hazardous substances in food consumption.

UNIDO through this joint programme is aiming at assisting small men and women farmers to get better opportunities to sell their produce at higher prices, either at domestic consumers or to exporters who seek to get higher quality. The aim is to provide serious opportunities for small farmers to commence inevitable efforts to upgrade product quality and to ensure food safety; otherwise, they risk losing their business in the long run. Based on the selection of the areas (Jordan valley) Target beneficiaries (men and women small farmers) will be selected based on set of criteria. Priorities will be given to the farmers who were enrolled in FAO & Ministry of Agriculture Pest Management initiatives that were implemented by to develop sustainable agriculture practices involving farmers to reduce pesticides related healthy risk for health and environment. The project beneficiaries will receive technical assistance at the farm level to get global gap, which ensure the high quality and safety products. Men and women farmers will also be trained on how to use records and coding and numbering system and will then be connected to a project network networks, (Packing houses, labs...) whereby product recall system will be enforced for the whole product value chain. The project will provide the network equipments and software for the whole value chain and will select packing houses and liaise with the labs at the National Centre for Agriculture Research and Extension.

Jordan couldn't utilize quotas offered by EURO-Jordanian Partnership Agreement due to various reasons such as; in ability to met European standards and quality criteria, lack of awareness as well as lack of traceability system. So far, there are no specific standards being enforced on Jordan to export fresh fruits and vegetables to gulf markets. However, there are serious emerging speculations that the gulf countries will enforce new standards on such imports soon. This might jeopardize the current exports which are exceeding half million tons of fresh fruit and vegetables annually. There are serious concerns that improper pesticide usage is harmful to consumers. Many crops, including fruits and vegetables, maintain their contents of pesticide residues after being washed or peeled. Chemicals that are resistant to breakdown for long periods of time may be retained in soil and water and thus in food. Therefore, monitoring of pesticide residues in food is very crucial due to its negative impact on public health as well as on Jordan's exports and its credibility in foreign markets.

Activities supported by UNIDO will enforce sustainable monitoring mechanism to gradually test pesticides residues throughout the country. The project will introduce a traceability system as a pilot

phase to trace and document the movement of vegetables throughout the different stages of production, packing, testing, transportation and distribution. The project will assist relevant stakeholders like farms, packing houses, laboratories and small exporters. Through such approach, the project will improve quality and safety and will enable producers to get better prices. The project will indeed, improve public health through minimizing chemical and hazardous substances in food and will promote Jordan exports to diverse foreign markets.

Household food processing activities are a major source of livelihood in Jordan particularly in rural households. It is estimated that informal food processing sector is the main income source for more than 30% of rural households. It is also estimated that up to 50% of women in rural areas are involved in food processing activities. Although many marketing outlets have recently evolved in Jordan, such as the local supermarket retail chains, the rural informal food processors could not be connected to these market outlets due to various reasons such as inferior quality of products, poor hygienic standards and lack of proper packaging. In general most of the marketing functions related to micro and small scale cottage food industry sector in Jordan, such as quality control system, packaging, collection, are sub-standard.

In this area, UNIDO will specifically target the female entrepreneurs in underprivileged local areas who face various constraints in setting-up their micro-enterprises. UNIDO will work in poverty pockets and at the same time in areas that have high agricultural production with potential to set up women entrepreneurial agro-industry activities.

Annex (7)

Planned activities by WFP

WFP through planned activities in this joint programme will deploy veteran supply chain experts who shall undertake the assessment in cooperation with the ministry. The non-traditional assessment is to be designed in a proactive approach that should build on the ministry's requirements and focus on areas of concern. This activity comprises the first stage which precedes the implementation phase that is based on the recommendation of the report.

WFP will work with Ministry of Education (MOE) through its key activity in this area, Universal School Feeding Program (SFP), launched in 1999, aiming to provide meals to all public school children at the age group 6-12 around the country and targeting 10,000 students at the time. The program has expanded to reach 526,146 students in 2009 and was planning to reach 610,000 by the coming few years. Unfortunately, and due to the government strained budget, the allocated fund for 2010 has been reduced by 75% and the project will be implemented in the neediest areas which are the 22 poverty pockets. Estimated students caseload is 150,000 only. The ultimate objectives of the project are to improve the feeding and health status of children in public schools in the less privileged areas, develop and fix life-long positive attitudes and nutritious food habits, reduce drop-outs and enhance the interactions of the educational process.

WFP shall deploy its institutional experience in augmenting the government's efforts in addressing food security by introducing a food security monitoring system able to capture men and women's issues and that is incorporated within the national statistical body.

The general objective of this is to introduce empirical, sex-disaggregated, and real-time information on food security status at the household level through regular monitoring by the national statistical body. Specifically the aim is:

- Incorporating WFP's food security assessment modalities within the national statistical body.
- Monitoring food security at the household level using proxy indicators that should serve as early warning tool for potential malnutrition situations.
- Mapping food security at the sub-district level and identifying food insecure and vulnerable communities.
- Enabling decision makers to prioritize assistance modalities based on improved targeting and mapping.

WFP will expand the study mentioned earlier that was conducted with JAAH to include all areas in Jordan, however will change the strategy to partner with the national Department of Statistics instead of JAAH, in order to institutionalize the monitoring function of food security. The support will complement the regular DoS HEIS, with the food security component of WFP.

There is a general recognition that school feeding has helped to increase enrollment and attendance, to improve children's capacity to concentrate and assimilate information by relieving short term hunger and to contribute to both the improvement of children's nutrition and possibly their academic performance. The government has so far succeeded in fulfilling the targets in terms of number of children covered and quantities of food distributed. However, the GoJ has requested WFP's assistance in enhancing and fine tuning its universal (SFP) in order to address the broader issues of food insecurity

and the nutritional status of children who are at risk of dropping out due to poverty. WFP will provide support in the following:

- Food handling and warehousing conditions, in some locations, lacks and does not meet the minimum standards. It was also obvious to notice the lack of capacity to inspect the damaged food by school's staff. Appropriate management and monitoring practices should be adopted to ensure that all food items are safeguarded until distribution to children.
- The current monitoring is focusing only on quantity received and distributed, and number of children received the meals. The intention of a good monitoring system is to gather information that will help program administrators and participants to assess program operation. Such monitoring would ideally lead to the identification of bottlenecks in program operation and to suggestions of areas for improvements.
- Evaluation of the impact of the project lacks. The missing part of the evaluation entails looking at the impact of the program on children's lives, specially learning or school performance, in addition to nutritional status of the children. The purpose of evaluation an on-going program is to explore what the effects of the program have been, to review how things have changed since the program has been in operation and to determine if the program has made a difference.
- Advocacy was identified as another area that requires more attention. A recent survey on food security in the poverty packets revealed that only 30% of the families with children at schooling age reported on receiving school meals, while all schools in the subject areas are under the SFP. This is mainly attributed to lack of information dissemination and advocacy campaigns.

Annex (8)
Risk Analysis

The risk analysis shall be reviewed by the PMA and approved by the National Steering Committee in its second meeting at the latest.

Project Title: Food and Nutrition Security in Jordan Towards Poverty Alleviation	Award ID: : 00060368	Date: July 2010
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	Description	Date Identified	Type	Impact and Probability <i>Enter probability on a scale from 1 (low) to 5 (high)</i> <i>Impact on a scale from 1 (low) to 5 (high)</i>	Countermeasures / Mngt response <i>What actions have been taken/will be taken to counter this risk</i>	Owner	Submitted by	Last update <i>When was the status of the risk last checked</i>	Status <i>e.g. dead, reducing, increasing, no change</i>
1	Lack of funding for the various outputs of the programme	May 2010	Financial	The project has lack of funding for various outputs, certain UN agencies will not be able to start their activities in 2010. P = 4 I = 4	UNDP secured part of the budget to implement its activities over 3 years, more funds are required. Other UN agencies also secured part of what is needed. The joint programme once launched will embark on a fund raising campaign.	UNDP (poverty portfolio) Each UN agency owns its own activities as shown in the RRF: UNICEF UNIDO WFP	UNDP	July 2010	
2	Change in political leadership (i.e., change in government)	July 2010	Political Change in government	Although probability is very high, change in the leadership has little impact on the objectives of the project.	Building a strong relationship with the implementing partner directorates, and implement the activities through	UNDP and MOA (outputs 1,3,4,4.1)	UNDP	July 2010	

				P = 4 I = 2	specific directorate, to ensure ownership and sustainability.				
3	Coordinating the different prog. Activities, due to the big. of IPs and UN agencies involved.	May 2010	Organizational 1 Financial	Different UN agencies have different management modalities, and no project coordinator is hired.	UNDP will coordinate the different activities, until a project coordinator is selected	UN agencies and IPs	UNDP	July 2010	
4	High Staff turnover in ministries and other implementing partners	July 2010	Organizational 1	Senior staff usually leave for better job opportunities P=3 I = 3	A mechanism has to be put in place to ensure that new staff members are given adequate training.	Each UN agency with gov. partner	UNDP	July 2010	
5	New management modality is introduced towards the implementation of Paris declaration, which may cause delay in deliverables.	May 2010	Organizational 1 Governance	This is the first time a project is implemented through a directorate within the IP structure, with no PIU.	PMA is to be hired to work with the directorate(s) to ensure smooth transition.	UNDP	UNDP	July 2010	