



MINISTRY OF PLANNING AND INTERNATIONAL COOPERATION

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Date .....28/12/2014.....



Mr. Edward Kallon  
Humanitarian Coordinator  
UN Resident Coordinator and UNDP Resident Representative  
United Nations  
Amman, Jordan

Dear Mr. Kallon,

In refer to the "UN Joint Support to the Jordan National Response to the Syria Crisis" Project document, kindly find attached two duly signed copies of the above-mentioned document for your counter-signature. Please retain one copy for your records and return one signed copy at your earlier convenience.

Please accept my high esteem and consideration.

Sincerely,

Dr. Ibrahim Saif  
Minister of Planning and  
International Cooperation



# UN Joint Support to the Jordan National Response to the Syria Crisis, Phase I

## Joint Programme Document

The Government of Jordan is taking a leadership role in bringing development and humanitarian responses to the Syria crisis in Jordan under one integrated planning and coordination framework. To this purpose, the Ministry of Planning and International Cooperation (MOPIC) is seeking to establish a nationally-led coordinated Platform for humanitarian and development assistance. This Platform will constitute the strategic partnership mechanism between the Government and the international community for the preparation, implementation and monitoring of an integrated response to the Syria crisis and its implications on Jordan. The UN Country Team in Jordan is committed to strongly support this initiative and to further assist MOPIC in building its capacities to address the impact of the crisis on the country. The present programme document represents **the first phase** of the articulation of the collective support that the UN System, under the leadership of its Resident and Humanitarian Coordinator, aims to provide to MOPIC.

Programme Duration:	12 Months
Planned Start Date:	1/1/2015
Planned End Date:	31/12/2015
Fund Management Option:	DIM
Managing Agent:	UNDP

Total Estimated Budget	US\$ 1,304,000
Out of which:	
Funded (Cash)	<u>US\$1,304,000</u>
Funded (In-kind)	<u>US\$335,000</u>
Funding gap:	-
<small>* Total estimated budget does not include indirect support costs</small>	

UN Agencies Endorsing the Project:  
UNDP (Managing Partner), UN-OCHA, UNESCO, UNWOMEN, FAO, WFP, UNFPA, WHO, UN-HABITAT, UNICEF, UNOPS, ILO, UNRCO

Sources of Funded Budget:	
Government:	-
UN Organization:	US\$1,304,000
Donor:	

In kind support		In Cash	
UNICEF	\$70,000	UNDP	\$800,000
UNRCO	\$66,000	UN Women	\$200,000
UN Women	\$60,000	UNFPA	\$163,000
UN-HABITAT	\$54,000	OCHA	\$60,000
UNOPS	\$40,000	UNICEF	\$50,000
ILO	\$30,000	UNESCO	\$24,000
WHO	\$15,000	ILO	\$7,000
<b>Total in-kind contribution</b>	<b>\$335,000</b>	<b>Total cash contribution</b>	<b>\$1,304,000</b>

Agreed on behalf of the Government

Agreed on behalf of the United Nations

28/12/2014

## 1. Situation Analysis

### a) Impact of Syria crisis on Jordan

With the Syrian conflict in its fourth year, Jordan is hosting unprecedented numbers of Syrian nationals. Their number currently exceeds 1.3 million, including 600 thousand registered refugees. Around 80 percent of Syrian refugees have settled in urban areas, and the remaining 20 percent live in camps. This number is expected to increase; the extent depending on the level of degradation of the social-economic-political sphere in Syria

The Government of Jordan (GoJ) has shown high sensitiveness to refugee and human rights issues. It has maintained, throughout the past years an open border policy and granted to Syrian refugees free access to services, such as health and education.

Hosting displaced people, and accommodating their needs, is putting critical pressure on the ability of the Jordanian social, economic, institutional and natural resources systems to cope. Many Jordanians residing in the communities hosting Syrian refugees have been detrimentally affected in their livelihoods, opportunities, and rightful access to quality public services. In particular, schools and hospitals are running well beyond capacity, with 79 schools currently double-shifting in order to accommodate Syrian children<sup>1</sup>. Jordanians have also found themselves confronted with additional competition from Syrians in local job markets, with a worrisome increase in child labour among the Syrian refugee population. This has put downward pressure on local wages and caused food, fuel, rent and in some cases water price inflation.

Economic opportunities for refugees are also limited and linked primarily to engagement by humanitarian agencies or informal trade. Only 10 per cent of urban refugee households report having at least one family member formally employed<sup>2</sup>. Refugees rely on humanitarian assistance, personal savings and remittances as income sources. For the few refugees who have been able to find more regular casual work, these opportunities tend to be insufficient to support their livelihoods<sup>3</sup>. The above mentioned situations, which are detrimental for both Jordanian people and Syrian refugees, are also driving towards the exacerbation of vulnerabilities and the rising of community tensions.

### b) Programme Justification

The GOJ has taken a leadership role in seeking to mitigate the consequences of the crisis on the Kingdom by establishing, in September 2013, the Host Community Support Platform (HCSP) as a multi-partner convening body to mobilize resources and coordinate support to strengthen the resilience of Jordanian host communities and basic service delivery. Through the HCSP, which is chaired by the Ministry of Planning and International Cooperation (MOPIC), the GOJ has developed the 2014-2016

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<sup>1</sup> MOPIC, Needs Assessment Review of the Impact of the Syrian Crisis on Jordan, 2013

<sup>2</sup> UNHCR, *Syrian Refugees in Jordan: Needs, Targets, Gaps*, September 2013 (based on ACTED/REACH household assessment).

<sup>3</sup> UNHCR & WFP, *Joint Assessment Mission of Syrian Refugees in Jordan*, June 2013. See WFP, *Food Security Desk Review*, October 2013

National Resilience Plan (NRP) to provide a three year programme of high priority investments in response to the impact of the Syrian crisis on Jordanian host communities. It has also instilled a collaborative spirit among all concerned parties, based on mutual accountability principles, and renewed its commitment to further greater aid coordination in Jordan.

Humanitarian assistance has been provided by the UN, led by UNHCR, and supported by the international community under the Regional Response Plan (RRP), which has ensured that refugees could be sheltered, fed and supported with essential assistance.

Whilst donors have been active in supporting the response to the Syrian crisis in Jordan, current levels of funding are insufficient and there is a growing gap between what is needed and what is provided. There are also concerns about the limited coordination, both among and between humanitarian and development initiatives, as well as with the GOJ. Furthermore, given the scale and complexity of the crisis, the GOJ's existing capacity to effectively convene and coordinate the wide range of humanitarian and development partners, and track and follow-up on a large number of humanitarian and development interventions needs to be complemented by efforts to build capacity for policy, technical and coordination functions. This support is to be provided primarily to MOPIC, which is the governmental entity responsible for coordinating GOJ's response to the Syrian crisis.

### **c) The Syrian Crisis Response Platform**

To respond to these concerns, the UN Resident and Humanitarian Coordinator (RC/HC), in a strategic compact with the UN Country Team (UNCT) in Jordan, is committed to support the GOJ in its effort to lead the coordination of an integrated response to the Syrian crisis and to improve its crisis response and aid coordination and management systems to this effect. As per the letter from the Minister of Planning to the RC/HC, dated 5 May 2014, the RC/HC's proposal "reflects very well our common vision as relates to the Syrian Crisis response in Jordan (both humanitarian and development assistance)" and the Minister "counts on UN support" to implement it, as a continuation of the support currently provided to the HCSP Secretariat. In the same letter, the Minister also informs that the "GOJ (through the Ministry of Planning and International Cooperation) will establish the Syrian Crisis Response Platform (SCRP) using the functionalities of the HCSP as its backbone. The SCRP will provide oversight to the preparation, implementation, information management system, monitoring and evaluation of an integrated response to the Syrian crisis. It will also facilitate the mobilization and coordination of foreign assistance and improve aid coordination".

The Minister of MOPIC will lead the SCRP, which will be composed of representatives from relevant line ministries, development partners, UN Agencies, and other national and international stakeholders. The Minister has also reiterated that MOPIC will revise the structure of the Task Forces established under the HCSP to reflect both humanitarian and development aspects, to serve as the future foundation for sectoral coordination. They will be responsible for the preparation, implementation and monitoring of the sectoral pillars of the integrated response plan.

The establishment of the SCRP is also the embodiment of a strong commitment on the part of the GOJ to improve its aid coordination system. As highlighted in the UNCT aid effectiveness assessment report of February 2013, the aid coordination system in Jordan has not been generating optimal aid effectiveness, nor has it enabled the full engagement of all stakeholders – internal and international, particularly at the policy and decision making levels. By moving towards the setting-up of a multi-partner convening body, of nationally-led sectoral coordination groups, and of aid information management, monitoring and evaluation systems for an integrated response to the Syrian crisis in

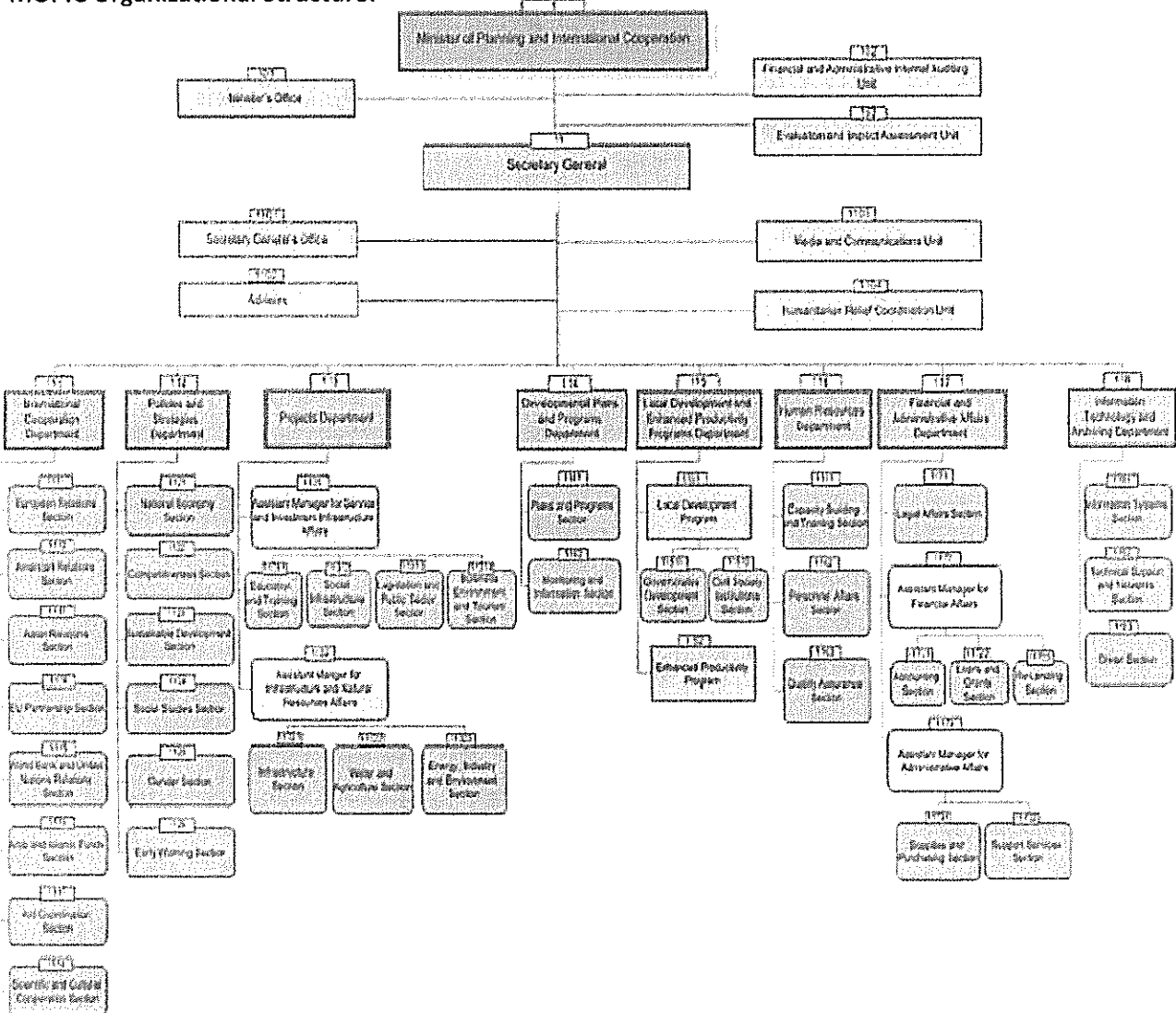
Jordan, the GOJ is taking bold steps in the direction of the recommendations brought forward in the assessment report. While this is currently done within the context of the Syrian crisis, the GOJ is committed to seize this opportunity as a basis to strengthen its capacity for donor coordination and aid effectiveness in the country in general.

**d) The Secretariat of the SCRP**

According to the Minister of Planning’s letter to the RC/HC “the functions of the HCSP Secretariat will be expanded in accordance with the revised and expanded mandate of the SCRP. Yet, it will retain its planning, policy advice, information management, and advocacy role.” In this context, the SCRP Secretariat will be the main vehicle for the provision of assistance to the Platform.

Its immediate institutional counterpart will be the Humanitarian Relief Coordination Unit (HRCU). This unit was initially responsible for Iraqi refugees and for the follow-up, monitoring and evaluation of the delivery of humanitarian assistance, and for advising the Inter-ministerial committee on the approval of humanitarian projects. Its remit has however gradually increased to cover the resilience-based host community response, which added additional work load and responsibility to its mandate.

**MOPIC Organizational Structure:**



The International Cooperation Department is another important counterpart of the SCRП Secretariat as it deals with coordination of external assistance to Jordan through loans, grants and technical assistance, advising its channeling towards the appropriate priorities, programmes and institutions. The Department includes an Aid Coordination Section, whose function is to manage and oversee aid coordination.

The Secretariat is expected to:

- o Provide policy advice and technical assistance to MOPIC in its functions as the chair of the SCRП;
- o Provide capacity development to MOPIC to lead the functioning of the SCRП and its Task Forces;
- o Provide technical assistance to MOPIC to (a) set-up an integrated information management system, which builds on existing systems; (b) set-up a monitoring and evaluation mechanism to improve aid tracking, accountability and coordination; and (c) establish a communication, reporting and advocacy mechanism to enhance public awareness on challenges, progresses and achievements in responding to the crisis.

The SCRП Secretariat will work closely and interface with MOPIC's relevant units to ensure that their capacity to perform the functions currently undertaken by Secretariat's is enhanced.

This will be preceded by capacity diagnostics to identify levels (institutional /organizational/individual), functional and technical capacities required by MOPIC. In addition, expertise will also be provided to review current aid information management, monitoring and evaluation systems to ensure that the key functionalities of the SCRП can be transferred and sustained in operational and manageable national systems. Expertise will also be provided to assist the Government to revisit its aid coordination architecture in accordance with the recommendations of the February 2013 assessment report.

The support provided by the Secretariat to the SCRП will draw upon the collective capacities of the UNCT, which will ensure comprehensive assistance to MOPIC and the SCRП.

## **2. Strategies, including lessons learned and the proposed joint programme**

### **a) Programme alignment with national objectives and UN assistance frameworks**

The programme is fully aligned with and directly supports national objectives and priorities. On 18 May 2014, the HCSP led by the Minister of Planning and International Cooperation officially launched the SCRП and endorsed the move towards an integrated planning and coordination framework for refugee, resilience and development assistance.

The programme is also guided by the Executive Development Programme (2011-2013) and by the strategic objectives of the revision of the National Agenda (2006-2015) being undertaken to produce a country vision for 2025 that takes into consideration the emerging national priorities and the evolving regional context.

The programme is also guided by the United Nations Development Assistance Framework (UNDAF), which is currently under review to ensure better synergies between the UN development and humanitarian assistance. In particular, the programme is built upon the following 5 UNDAF programming principles: human rights, gender equality, environmental sustainability, capacity development and results based management.



## b) Past and current interventions and lessons Learned

The setting-up of a coordination platform was proposed with a view to support the GoJ aid coordination capacity in a context of increasing aid needs and flows for Jordan to better respond to the Syrian crisis. In this context, the design of the platform builds upon international best practices in aid coordination and upon the UNCT donor coordination and aid effectiveness assessment report of February 2013.

Relevant outcomes and/or objectives of key national and UN development and strategic plans

***Related to the overall goal:***

National Development Agenda (2006-2015)

- Strengthen principles of social justice and equal opportunity
- Develop human and economic resources, upgrade the production base and expand development benefits

Executive Development Programme (2011-2013)

- Improvement of the quality of government services
- Contribute to the development of the Jordanian economy to become prosperous and open to regional and global markets
- Improve the quality and safety of health care services
- Reduce the rates of non-contagious diseases
- Reduce fertility rates
- Providing a comprehensive and effective social security system for the poor
- Reducing the poverty rate in Jordan
- Providing social welfare services in line with best international practices
- Provide educational opportunities for all and ensure equality and fairness in education services in terms of quantity and quality
- Prepare students equipped with skills and knowledge needed by the knowledge-based economy
- Provide appropriate living conditions for citizens in all regions of the Kingdom

Jordanian National Strategy for Women (2013-2017)

- Improved human security and social protection for women in education, health and environment
- Increased women's economic empowerment with particular emphasis on highly vulnerable women
- Gender is integrated into legislations ,policies ,plans, national programmes and budgets

UNDAF (2013-2017) UNDAF Outcomes:

- Jordan has undertaken political and institutional reform at national and sub-national levels in a participatory, transparent and accountable manner
- Jordan has improved social protection and poverty alleviation mechanisms for vulnerable people at national and sub-national levels
- Jordan is providing equitable delivery of quality social services for all people
- Jordan has institutionalized necessary policies and mechanisms for effective and inclusive participation of young people in social, cultural, economic and political life

***Related to the immediate objective:***

National Development Agenda (2006-2015)

- Build trust between citizens and institutions and adopt principles of transparency, good governance and accountability

Executive Development Programme (2011-2013)

- Development of an organizational structure for the public sector characterized by transparency, flexibility, effectiveness and harmony
- Orientation of policies, programmes and projects in conformity with national objectives and priorities
- Promotion of good governance in managing local development to contribute to the reduction of development discrepancy between governorates and their municipalities

The programme will also give due attention to the lessons learnt by MOPIC in their effort to operationalize an aid information management system. It will provide technical expertise to ensure that the transfer of the key functionalities of the SCRIP information management system can be sustained by the Government and be used as a foundation for a functional national aid information management system.

The programme builds upon the achievements of the HCSP Platform and of its Secretariat established by UNDP, with UNDP and UN Women funding and in-kind support from OCHA and UNHCR. Key lessons learnt in this regard include the need to place greater emphasis on capacity development and to plan for and implement a clear exit strategy. The programme also strives to foster greater participation of the United Nations System in Jordan to ensure that collective and respective capacities and expertise of different UN Agencies are mobilized for the successful implementation of the joint programme.

The programme has taken into consideration the current capacity limitations of its counterparts and will strive to strengthen these over the course of implementation.

### **c) Partnership strategy**

The reasoning behind the proposed joint programme is to draw upon UN agencies' comparative advantages to ensure high- quality, timely and efficient delivery of support to the SCRIP and MOPIC. The UNDP Support to HCSP Secretariat project has succeeded to develop strong partnerships with UN agencies that have provided key technical expertise for the preparation of the NRP. In addition, UN Women has provided funding for the project in the area of aid coordination and gender mainstreaming, while OCHA and UNHCR have supported the HCSP Secretariat information management and communication capacity by providing timely technical support. In-kind support was received from Canada in the form of a seconded Communication Officer.

This new programme will seek to develop further partnerships with UN agencies operating in Jordan. In this regard, the UNCT will be encouraged to extend direct financial support to the programme, based on the requirements set in the present document, based on individual comparative advantages of different agencies.

The programme will also work closely with the humanitarian coordination architecture, to facilitate the coordination of humanitarian and development assistance under the Syria Crisis Response Platform.

The programme will also liaise closely and build partnerships with other relevant national and international stakeholders, in particular in areas related to information management, needs assessments and planning support, based on their respective comparative advantages. It will seek to develop partnerships with donors and the private sector.

### **d) Joint Programme Objectives:**

The overall objective of the programme is to strengthen the capacity of the GOJ to effectively respond to the impact of the Syrian crisis on the country.



The **specific objective** of the programme is to strengthen MOPIC capacity to lead GOJ response to the Syrian crisis through policy advice, strategic planning, aid coordination, monitoring and evaluation, information management and advocacy.

Also, the investments and knowledge gained through the SCRП will be systematically utilized to further strengthen the capacity of MOPIC to lead the coordination of external assistance in a coherent manner and to generally improve aid coordination and transparency, as highlighted in the below description of programme outputs and indicative activities:

<b>Output 1: Enhanced MOPIC capacity to lead the response to the Syrian crisis</b>	
Activity result 1.1	Capacity development, policy advice and technical assistance provided to strengthen MOPIC capacity on planning and crisis response.
Activity result 1.2	Policy and technical advisory services provided for the establishment and implementation of MOPIC internal organizational arrangements for an efficient response to the Syrian crisis.
Activity result 1.3	Policy and technical support provided to MOPIC to lead the elaboration and implementation of an efficient response plan in a participatory manner.
Activity result 1.4	Technical support provided to MOPIC for aid coordination and mainstreaming of cross cutting issues, especially gender

<b>Output 2: MOPIC's information management is strengthened enabling tracking of donor commitments, and implementing partners' interventions through a comprehensive information management system</b>	
Activity result 2.1.	Technical support provided to set up a transparent, project-tracking and gender-sensitive aid coordination system, able to track and report donor commitments and agency interventions against plan objectives
Activity result 2.2.	Capacity development support provided to strengthen MOPIC's information management and capacity to sustain the System

<b>Output 3: MOPIC's M&amp;E capacity is strengthened , ensuring timely monitoring and evaluation of results</b>	
Activity result 3.1.	A comprehensive gender-sensitive M&E strategy in place, with ensuing procedures, and systems
Activity result 3.2.	Capacity development support provided to strengthen MOPIC's M&E system, and to sustain it

<b>Output 4: Enhanced MOPIC capacity for public outreach on the needs of Jordanian vulnerable host communities and Syrian refugees</b>	
Activity result 4.1.	Technical advisory services provided to enable MoPIC to launch a communication and advocacy strategy focusing on vulnerable Jordanians and Syrians, including women and children.
Activity result 4.2.	Technical support to provide regular progress updates by MoPIC, based on sector wide monitoring reports and data processing on funding gaps and geographical and programmatic imbalances, including on women targeting.

#### **e) Guiding principles and cross-cutting issues:**

##### **Human rights**

The Programme will strive to ensure that the support provided for planning, implementation and monitoring and evaluation will further the realization of human rights, including gender equality, as laid down in the Universal Declaration of Human Rights and other international instruments. Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments will guide the programme in all its aspects.

##### **Humanitarian principles**

The Programme will give full consideration to the need of humanitarian agencies to preserve their space and abide to the humanitarian principles of humanity, neutrality, impartiality and operational independence.

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

The programme gives particular attention to the principle of national ownership, by enabling Government leadership and ensuring alignment with Government national policies and priorities and harmonization with national systems for planning, programming and implementation.

##### **Capacity development**

Through this initiative, the Government of Jordan will be supported in improving its performance in a number of areas, such as aid coordination, participatory planning, information management, communication, advocacy, accountability, access to information and transparency, among others. Capacity development is thus the main component of the strategy underpinning the present programme, whose outputs include key capacity development components. In particular, capacity development will be provided to the programme beneficiaries through a number of means as stipulated in the programme outputs and activities

##### **Results-based Management**

Results-based Management (RBM) helps to ensure accountability by offering a process and structure to formulate results and to manage for their achievement. It focuses time and resources on the achievement of programme results, planned together with stakeholders, and on the basis of the country analysis. The application of RBM requires: engagement with stakeholders, joint formulation of SMART results to address the desired outcomes, and mechanisms and processes for regular monitoring and reporting about performance.

##### **Cross-cutting issues**

The programme will support the inclusion of cross-cutting issues related to human rights, gender equality and environmental sustainability. This will be achieved by the provision of expertise and by liaising closely and tapping on the expertise of the relevant partners and UN agencies, such as UNDP, UN Women, UNICEF, UNHCR, UNOCHA, and others and by advocating for the mainstreaming of these issues in the sectoral Task Forces response plans. The programme will further ensure that information on cross-cutting issues is collected and processed so that data can be disaggregated according to a set of agreed criteria (gender, age, etc.).

##### **Sustainability of results**

The present programme aims at supporting GOJ to better lead and coordinate the response to the impact of the Syrian crisis in Jordan. The exceptional magnitude and complexity of the crisis, the

numerous partners involved and the large number of interventions on the ground has made it necessary for the GOJ to put in place specific coordination mechanisms and to seek support from the UN in their operation. While these mechanisms may not be fully needed once the crisis subsides and the situation normalizes, the expertise acquired by the GOJ and some key functionalities of the systems developed are of great relevance for national counterpart capacity to deal with a similar crisis in the future. This includes, among others, expertise in policy advisory support, strategic planning, aid coordination, aid effectiveness, monitoring and evaluation, information management, communications, advocacy, multi-stakeholder coordination, gender mainstreaming, etc. This includes also the systems developed by the programme for aid information management, monitoring and evaluation and communication.

The programme will ensure sustainability of results through its embedded capacity development approach that will unfold in a gradually incremental manner throughout implementation. The programme will also ensure that all partners strive towards compatibility of systems developed to respond to the crisis with national systems and processes. It will also provide for the sustainability of the achieved results in MOPIC through training of personnel on usage and maintenance of systems. This is the case, in particular, for the SCRP aid information management system that should provide the foundation for the re-initiation of MOPIC's JAAMS. Moreover, expertise will also be provided to assist the Government to revisit its aid coordination architecture in accordance with the recommendations of the February 2013 assessment report.

### 3. Results Framework

Joint Programme Outputs	Activity Results and Indicative Activities	Participating Orgs	Implementing Partners	Budget in USD
<p><b>Output 1: Enhanced MOPIC capacity to lead the response to the Syrian crisis</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>▪ HSCP in place, including Secretariat and Task Forces</li> <li>▪ NRP and RRP6 under implementation</li> <li>▪ Lack of clear delineation NRP and RRP6</li> <li>▪ Insufficient connection between humanitarian and HSCP structures</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>▪ SCRP institutional arrangements endorsed</li> <li>▪ Capacity assessment plan elaborated and implemented</li> <li>▪ No. of Platform and TF meetings</li> <li>▪ No. of policy advisory documents produced</li> <li>▪ No. of civil servants trained (disaggregated by sex)</li> <li>▪ MOPIC aid coordination system operational</li> <li>▪ No. of SCRP Platform meetings held</li> <li>▪ No. of Task Force meetings held</li> <li>▪ No. of inter-Task Force meetings held</li> <li>▪ Cross-cutting issues reports</li> </ul>	<p><b>Activity Result 1.1. Capacity development, policy advice and technical assistance provided to strengthen MOPIC capacity on planning and crisis response.</b></p> <ul style="list-style-type: none"> <li>▪ Deployment of advisory capacities to respond to MOPIC policy advice and technical assistance request</li> <li>▪ Overall capacity assessment on planning and crisis response finalized, targeting men and women</li> <li>▪ Capacity development plan, targeting men and women, in place and approved</li> <li>▪ Supervision of capacity development plan implementation, targeting men and women</li> </ul> <p><b>Activity Result 1.2. Policy and technical advisory services provided for the establishment and implementation of MOPIC internal organizational arrangements for an efficient response to the Syrian crisis.</b></p> <ul style="list-style-type: none"> <li>▪ Consultation with UN agencies and MOPIC on integration process and requirements</li> <li>▪ Design of required institutional arrangements for adoptio and implementation</li> <li>▪ Preparation and provision of guidance, formats and templates for SCRP functioning</li> <li>▪ Preparation of knowledge management products based on similar situations, including lessons learned</li> <li>▪ Support to MoPIC for building strategic partnerships at regional level and regional cooperation and coordination, including support to regional mobilization workshops and conferences</li> </ul> <p><b>Activity result 1.3. Policy and technical support provided to MOPIC to lead the elaboration and implementation of an efficient response plan in a participatory manner.</b></p> <ul style="list-style-type: none"> <li>▪ Development of outline, workplan and methodology for the National Plan</li> <li>▪ Preparation of standard TORs, methodology, templates and formats for Task Forces</li> <li>▪ Provision of induction training and guidance to Task Force Core Teams on working arrangements</li> <li>▪ Secretariat follow-up on Task Force meetings and trouble shooting</li> <li>▪ Mobilization and guidance of Task Forces and additional expertise for required needs assessments and plan formulation</li> <li>▪ Drafting introduction, M&amp;E and management arrangements of the plan</li> <li>▪ Oversight the completion of sectoral contributions</li> <li>▪ Validation and Launching of the National Plan</li> <li>▪ Follow up to Plan implementation</li> </ul> <p><b>Activity result 1.4. Technical support provided to MOPIC for aid</b></p>		<p>SCRP Secretariat, UNDP</p>	<p>700,000</p> <p>300,000</p>

<p><b>Output 2: MOPIC's information management is strengthened enabling tracking of donor commitments, and implementing partners' interventions through a comprehensive information management system</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>Basic HCSP donor flows and project tracking database in place and populated</li> <li>FTS and Activity info operational</li> <li>MCWG in place</li> <li>Lack of common data sets between IM systems</li> <li>Task Force reporting and information sharing requirements to be developed</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>Digital Atlas completed</li> <li>No. of projects tracked in project tracking (4W) system and USD value</li> <li>No. of donor contributions reported and USD value in aid coordination system</li> <li>No. of reports produced by the information management system</li> </ul>	<p>coordination and mainstreaming of cross cutting issues, including gender equality</p> <ul style="list-style-type: none"> <li>Consultation with stakeholders for the elaboration of requirements</li> <li>Organization of inter-Task Force meetings</li> <li>Preparation and provision of guidance for integration of cross-cutting issues in Task Force work (plan preparation and implementation), including gender budgeting</li> <li>Review of draft Plan to check integration of cross-cutting issues;</li> <li>Secretariat follow-up and reporting on integration of cross-cutting issues in Task Force work, especially gender</li> <li>Provision of capacity building to MOPIC on cross-cutting issues, including gender budgeting</li> <li>Support MOPIC in ensuring the alignment of</li> </ul>	
<p><b>Output 3: MOPIC's M&amp;E capacity is strengthened, ensuring timely monitoring and evaluation of results</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>M&amp;E reporting system to be further elaborated</li> <li>MOPIC AIMS system not operational</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>No. of M&amp;E reports produced</li> </ul> <p><b>Output 4: Enhanced MOPIC capacity for public outreach</b></p>	<p><u>Activity result 2.1. Technical support provided to set up a transparent, project-tracking and gender sensitive aid coordination system, able to track and report donor commitments and agency interventions against plan objectives</u></p> <ul style="list-style-type: none"> <li>Provision of technical assistance for setting-up and linking required aid information management, project-tracking and context-based data web based, publically accessible portal</li> <li>Contribute to populate Digital Atlas for Jordan</li> <li>Maintain updated data entry on donor funding and project implementation</li> <li>Produce regular aid flow and project implementation reports and GIS mapping</li> </ul> <p><u>Activity result 2.2. Capacity development provided to strengthen MOPIC's information management and capacity to sustain the system</u></p> <ul style="list-style-type: none"> <li>Training plan elaborated and approved based on overall assessment</li> <li>Training plan implemented, targeting men and women MOPIC staff</li> </ul>	<p>SCRIP Secretariat, UNDP</p> <p>184,000</p>
<p><b>Output 3: MOPIC's M&amp;E capacity is strengthened, ensuring timely monitoring and evaluation of results</b></p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> <li>M&amp;E reporting system to be further elaborated</li> <li>MOPIC AIMS system not operational</li> </ul> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>No. of M&amp;E reports produced</li> </ul> <p><b>Output 4: Enhanced MOPIC capacity for public outreach</b></p>	<p><u>Activity Result 3.1. A comprehensive gender-sensitive M&amp;E strategy in place, with ensuing procedures, and systems Develop partnerships with UN agencies on M&amp;E requirements</u></p> <ul style="list-style-type: none"> <li>Set-up SCRIP M&amp;E reporting system</li> </ul> <p><u>Activity Result 3.2. Capacity development support provided to strengthen MOPIC's M&amp;E system</u></p> <ul style="list-style-type: none"> <li>Provision of capacity building and institutional building to MOPIC on M&amp;E</li> </ul> <p><u>Activity 4.1. Technical advisory services provided to enable MOPIC to launch a communication and advocacy strategy focusing on vulnerable</u></p>	<p>Secretariat, UNDP</p> <p>70,000</p> <p>Secretariat, UNDP</p> <p>50,000</p>

<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>▪ Active government communication on Syria crisis</li> <li>▪ HCSP communication strategy in place and operational (website, communication products, newsletter, etc.)</li> <li>▪ IATF/HCT communication strategy in place and operational (website, communication products, etc.)</li> <li>▪ UN communication capacity in place</li> <li>▪ Blurred public perceptions on Syria crisis impact and Government and international community responses</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>▪ USD mobilized for the NRP</li> <li>▪ Pledging conference for IRP held</li> <li>▪ USD mobilized against the plan</li> <li>▪ No of regular updates and reports published</li> <li>▪ Public website traffic (No. of visitors to the website)</li> <li>▪ No. of reports/newsletters for general public available</li> <li>▪ No. of media reports produced</li> </ul>	<p><b>Jordanians and Syrians, including women.</b></p> <ul style="list-style-type: none"> <li>▪ Provide technical assistance and build partnerships on design of comprehensive communication strategy for SCRP</li> <li>▪ Build partnerships on communication and liaise with key national and international stakeholders</li> <li>▪ Collection of human interest stories, elaboration and publication of general public multi-media communication products</li> <li>▪ Design and populate website</li> <li>▪ Assist in holding of high-level donor pledging events, develop workplan, communication products and documentation for conference</li> <li>▪ Support holding of workshops and donor meetings with background documentation and communication products</li> <li>▪ Technical assistance to MOPIC on communication, including policy advice and training</li> </ul> <p><b>Activity 4.2. Technical support to provide regular progress updates by MOPIC, based on sector wide monitoring reports and data processing on funding gaps and geographical and programmatic imbalances, including on women targeting</b></p> <ul style="list-style-type: none"> <li>▪ Report on data processed from IMO</li> <li>▪ Produce reporting maps</li> <li>▪ Provide statistical reports upon request</li> <li>▪ Draft and disseminate comprehensive reports</li> </ul>		<b>1,304,000</b>
<b>Total in USD</b>			<b>1,304,000</b>

#### 4. Management and Coordination Arrangements

This programme will be implemented through Direct Implementation Modality (DIM). The national counterpart of the programme will be MOPIC. The programme will be managed by a team composed of the following staff: a Senior Coordinator (Programme Manager), a Coordination Specialist, and an Information Management Specialist. The rest of the team will be composed of local project staff. The team will be responsible for the day-to-day management. Guidance, assurance, monitoring and evaluation of this Joint Programme will be responsibility of the RC/HC.

The Programme will have a Joint Programme Steering Committee, which will be responsible for making consensus basis management decisions for the programme when guidance is required, including recommendation for approval of programme revisions. The Steering Committee will be co-chaired by the Minister of Planning and International Cooperation and the UN RC/HC. Contributing Donors, and UN contributing agencies will act as Steering Committee members.

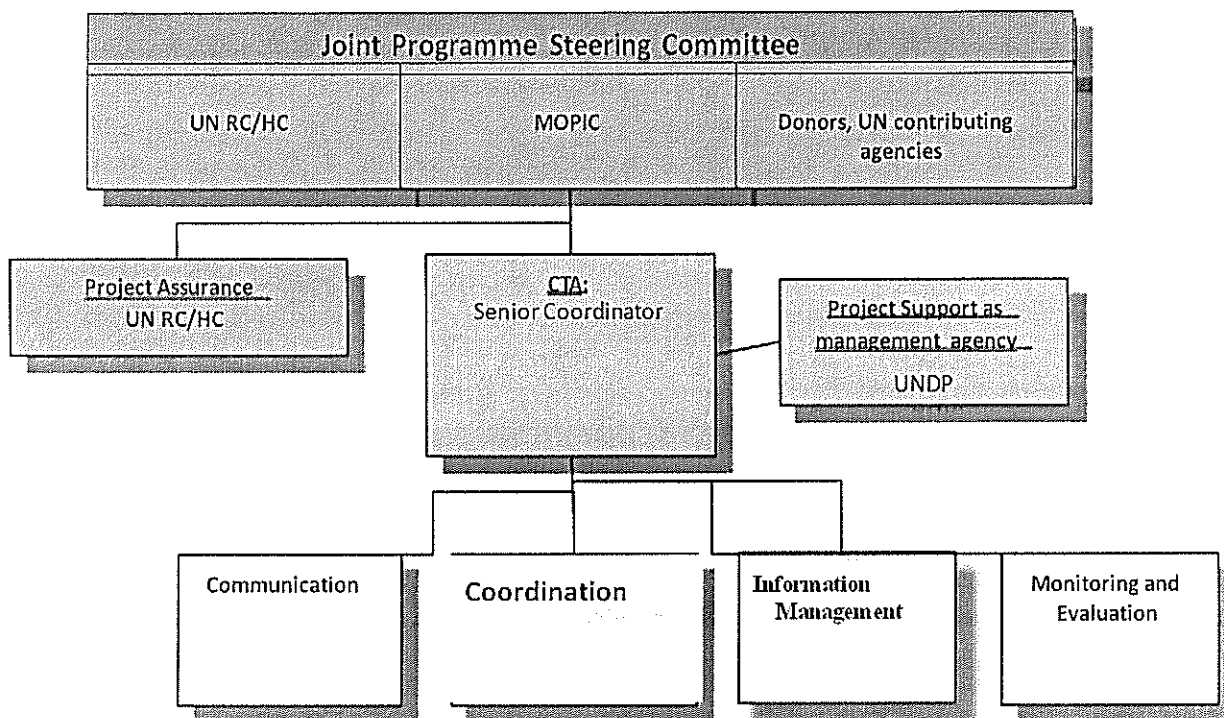
Committee	Main role	Frequency of meetings	Decision-making process	Facilitated by
Joint Programme Steering Committee	Strategic guidance, oversight, and coordination	Half-yearly (Members can convene extraordinary meetings)	Each member has the right to vote and decisions are made by the chairs on a consensual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

The Steering Committee will meet on a half-year basis to review and record progress made towards the completion of key results. The review will be based upon agreed quality criteria and methods. The review will primarily be based on a quarterly progress report and an annual review report, which will be submitted by the Programme Manager to the Steering Committee. The review will be based on an annual workplan and annual progress report.

The Senior Coordinator is accountable to the Steering Committee for the JP results and works under the overall supervision of the UN Resident / Humanitarian Coordinator and the Ministry. As the Head of the Secretariat, the Senior Coordinator reports back to the Chairman of the SCR and keeps MoPIC abreast of the day-to-day activities of the Secretariat.

Programme tolerances (i.e. constraints in terms of time and budget) will be agreed upon by the Steering Committee during the first meeting. The Steering Committee is consulted for decisions when tolerances have been exceeded. Programme Assurance supports the Steering Committee by carrying out objective and independent programme oversight and monitoring functions. This role ensures appropriate programme management milestones are managed and completed.





## 5. Fund Management Arrangements

### Project Management

The programme will be implemented through a pooled fund modality with UNDP as the Managing Agent. UNDP will be the budget holder of the funds, which will be channelled through the UNDP bank account and disbursed upon receiving a request for payment and copies of invoices by the CTA/PM.

Additionally, financial advances will be transferred to the programme on a quarterly basis upon request of the CTA/PM in specific cases and for specific purposes. In this case the programme must open a separate bank account in order to receive and disburse the funds transferred from UNDP. The Programme CTA/PM would be required to submit quarterly financial reports (FACE forms) to UNDP.

Purchase of non-expendable equipment and services will be done by UNDP at the request of the Programme CTA/PM once he/she is in place. All procurement will be done by UNDP based on its rules and regulation. UNDP charges Implementation Support Services fees as per its Local Price List. The programme will be subject to audit at least once in its lifetime based on UNDP's financial rules and regulations.

As a general rule, recruitment will be done by UNDP as per its rules and regulations. However, in the case of provision of staff as in-kind support from a UN agency or any other partner, their rules and regulations will apply and recruitment and all financial and administrative requirements will be performed by them. In-kind provision of expertise and staff, however, will be only provided upon the present programme requirements and based on expressed needs of the programme manager who will be closely associated in the selection process. The staff and expertise provided to the programme will be placed under the direct supervision and management of the programme manager.

## Project Personnel

In terms of project personnel, this will consist of the following:

No.	Position Title	International/National
1	Senior Coordinator/Programme Manager	International recruitment
1	Coordination Specialist	International recruitment
1	Information Management Specialist	International recruitment
1	M&E Officer	National
1	Communication Officer	National
2	Technical Assistants	National
1	Administrative Assistant	National

A sizeable share of the programme funding will come from UN agencies. As for the remaining funding, it will be ensured that they are not taken from resources already earmarked for planned or ongoing projects.

## 6. Monitoring, Evaluation and Reporting

### Annual/Regular reviews:

The programme will be monitored through the following:

#### Within the annual cycle

- On a quarterly basis, a Quality Progress Report (QPR) should be prepared by the CTA/PM and submitted to the Steering Committee. It shall record progress towards the completion of key results.
- An Issue Table shall be prepared and updated by the Programme CTA to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a Risk Table shall be prepared and regularly updated by reviewing the external environment that may affect the programme implementation.
- Based on the above information, a Programme Progress Reports (PPR) shall be submitted by the Programme CTA to the Joint Programme Steering Committee through Project Assurance.
- A programme Lesson-learned Table shall be prepared and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of a Lessons-learned Report at the end of the programme

#### Annually

- Review Report. A Review Report shall be prepared by the Programme CTA and shared with the Joint Programme Steering Committee. As minimum requirement, the Annual Review Report shall consist of the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Programme Review. Based on the above report, a programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the programme. This review is driven by the Steering Committee 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.



## Joint Programme Monitoring Framework (JPMF)

Expected Results (Outcomes & outputs)	Indicators	Means of verification	Collection methods	Responsibilities	Risks & countermeasures
Specific Objective: Strengthen MOPIC capacity to lead GOJ response to the Syrian crisis through, strategic planning, policy advice aid coordination, monitoring evaluation, information management and advocacy	Response Plan endorsed	Government	Post-facto	MOPIC	Risk: Unstable political situation in the country Cm: ongoing analysis of political situation and compliance with UNDP security guidelines. Risk: Donor fatigue challenging resource mobilization efforts Cm: Continuous mapping of donor interests and priorities and high level policy discussion ensured through the Platform
	USD mobilized against the plan	SCRIP database	Quarterly	SCRIP Sec	
	USD for direct budget support	SCRIP database	Quarterly	SCRIP Sec	
	National aid coord. system sustained	MOPIC	End of project	MOPIC	
	SCRIP institut. arrangements endorsed	Government	Post-facto	MOPIC	
	Integrated response plan developed	SCRIP	Post-facto	SCRIP Sec	
	No. of policy advisory documents	SCRIP	Half-year	SCRIP Sec	
	No. of experts deployed	SCRIP	Half-year	SCRIP Sec	
	No. of civil servants trained	SCRIP	Quarterly	SCRIP Sec	
	MOPIC aid coord. system operational	MOPIC	End of project	MOPIC	
HAU capacitated for crisis response	MOPIC	End of project	MOPIC		
Output 1: Enhanced MOPIC capacity to lead the response to the Syrian crisis	No. of SCRIP Platform meetings held	SCRIP	End of year	SCRIP Sec	Risk: Lack of strong leadership from GOJ in Task Forces Cm: undertake quick assessment of line ministry capacities and ensure adequate support from UN Task Force member
	No. of Task Force meetings held	SCRIP	Quarterly	SCRIP Sec	
	No. of inter-Task Force meetings held	SCRIP	Quarterly	SCRIP Sec	
	Cross-cutting groups constituted	SCRIP	Half-Year	SCRIP Sec	
	Cross-cutting issues reports	SCRIP	Half-Year	SCRIP Sec	
	Digital Atlas completed	MOPIC	Post-facto	SCRIP Sec	
	No. of projects tracked in project tracking (4W) system and USD value	SCRIP	Quarterly	SCRIP Sec	
	No. of donor contrib. reported and USD value in aid coordination system	SCRIP	Quarterly	SCRIP Sec	
	No. of maps and reports produced by information management system	SCRIP	Quarterly	SCRIP Sec	
	No. of M&E reports produced	SCRIP	End of year	SCRIP Sec	
Output 2: MOPIC's information management is strengthened enabling tracking of donor commitments, and implementing partners' interventions through a comprehensive information management system	USD mobilized against the plan	SCRIP	Quarterly	SCRIP Sec	
	Pledging conference for IRP held	MOPIC	Post-facto	MOPIC	
Output 3: Output 3: MOPIC's M&E capacity is strengthened ensuring timely monitoring and evaluation of results	No. of regular updates and reports published	SCRIP	Quarterly	SCRIP Sec	
	Public website traffic (No. of visitors to the website)	SCRIP	Quarterly	SCRIP Sec	
Output 4: Enhanced MOPIC capacity for public outreach on the needs of Jordanian vulnerable host communities and Syrian refugees	No. of media reports	SCRIP	Quarterly	SCRIP Sec	

## 7. Legal Context or Basis of Relationship

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Programme Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the funds received pursuant to this joint programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN organizations hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml) This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Programme Document".

AWP, 2015									
Activities	TIME FRAME				Impl. Partner	Source of Funds	PLANNED BUDGET		
	Q1	Q2	Q3	Q4			Budget Description	Amount USD	
<p><b>Output 1: Enhanced MOPIC capacity to lead the response to the Syrian crisis</b></p> <p><u>Activity Result 1.1.1. Capacity development, policy advice and technical assistance provided to strengthen MOPIC capacity on planning and crisis response.</u></p> <ul style="list-style-type: none"> <li>▪ Deployment of advisory capacity to respond to MOPIC policy advice and technical assistance request</li> <li>▪ Overall capacity assessment on planning and crisis response finalized, targeting men and women</li> <li>▪ Capacity development plan, targeting men and women, in place and approved</li> <li>▪ Supervision of capacity development plan implementation, targeting men and women</li> </ul> <p><u>Activity Result 1.2. Policy and technical advisory services provided for the establishment and implementation of MOPIC internal organizational arrangements for an efficient response to the Syrian crisis.</u></p> <ul style="list-style-type: none"> <li>▪ Consultation with UN agencies and MOPIC on integration process and requirements</li> <li>▪ Design of required institutional arrangements for adoption and implementation</li> <li>▪ Preparation and provision of guidance, formats and templates for SCRIP functioning</li> <li>▪ Support to MOPIC for building strategic partnerships at regional level and regional cooperation and coordination, including support to regional mobilization workshops and conferences</li> </ul>	X	X	X	X			Senior Coordinator	252,000	
		X	X	X				Technical Assistant	24,000
		X	X	X				National Admin Assistant	36,000
		X	X	X				Driver X 2	9,600
		X	X	X				Contractual services	281,000
		X	X	X				Equipment	10,000
		X	X	X				Miscellaneous	20,000
		X	X	X				Training & workshops	67,000
		X	X	X				Total	700,000
						UNDP/SCRIP SEC			





<p>Output 2. MOPIC's information management is strengthened enabling tracking of donor commitments, and implementing partners' interventions through a comprehensive information management system</p>	<p>Activity result 2.1. Technical support provided to set up a transparent, project-tracking and gender-sensitive aid coordination system, able to track and report donor commitments and agency interventions against plan objectives.</p> <ul style="list-style-type: none"> <li>▪ Provision of technical assistance for setting-up and linking required aid information management, project-tracking and context-based data web-based, publically accessible portal</li> <li>▪ Contribute to populate Digital Atlas for Jordan</li> <li>▪ Maintain updated data entry on donor funding and project implementation</li> <li>▪ Produce regular aid flow and project implementation reports and GIS mapping</li> </ul> <p>Activity result 2.2. Capacity development provided to strengthen MOPIC's information management and capacity to sustain the system.</p> <ul style="list-style-type: none"> <li>▪ Capacity development plan elaborated and approved</li> <li>▪ Capacity development plan implemented, targeting men and women MOPIC staff</li> </ul>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>115,000</p> <p>54,000</p> <p>15,000</p> <p><u>184,000</u></p>
<p>Output 3: MOPIC's M&amp;E capacity is strengthened ensuring timely monitor and evaluation of results</p>	<p>Activity Result 3.1. A comprehensive gender-sensitive M&amp;E strategy in place, with ensuing procedures, and systems. Develop partnerships with UN agencies on M&amp;E requirements.</p> <ul style="list-style-type: none"> <li>▪ Set-up SCRPP M&amp;E reporting system</li> </ul> <p>Activity Result 3.2. Capacity development support provided to strengthen MOPIC's M&amp;E system.</p> <ul style="list-style-type: none"> <li>▪ Capacity assessment and provision of capacity building and institutional building to MoPIC on M&amp;E</li> </ul>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>50,000</p> <p>10,000</p> <p>5,000</p> <p>5,000</p> <p><u>70,000</u></p>

Output 4: Enhanced MOPIC capacity for public outreach	Activity 4.1. Technical advisory services provided to enable MOPIC to launch a communication and advocacy strategy focusing on vulnerable Jordanians and Syrians, including women. Provide technical assistance and build partnerships on design of comprehensive communication strategy for SCRP. <ul style="list-style-type: none"> <li>▪ Build partnerships on communication and liaison with UN, media and other relevant stakeholders, etc,</li> <li>▪ Collection of human interest stories, elaboration and publication of general public multi-media communication products</li> <li>▪ Design and populate website</li> <li>▪ Assist in holding of high-level donor pledging conference, develop workplan, communication products and documentation</li> <li>▪ Support holding of donor meetings and workshops with background documentation and communication products</li> </ul>			MOPIC / SCRP SEC		National Comm. Officer	35,000 5,000 10,000 <u>50,000</u>
<ul style="list-style-type: none"> <li>▪ Technical assistance to MOPIC on communication, including policy advise and training</li> </ul>	X	X	X	X	X		
<ul style="list-style-type: none"> <li>▪ Activity 4.2. Technical support to provide regular progress updates based on sector wide monitoring reports and data processing and mapping to the Platform and Task Forces, including information on funding gaps and geographical and programmatic imbalances.</li> <li>▪ Report on data processed from IMO</li> <li>▪ Produce reporting maps</li> <li>▪ Provide statistical reports upon request</li> <li>▪ Draft and disseminate comprehensive reports</li> </ul>	X	X	X	X	X	X	
<b>TOTAL PLANNED BUDGET – YEAR 1</b>							<b>1,304,000</b>
INCLUDING:							
UN ORGANIZATION 1							
UN ORGANIZATION 2							
UN ORGANIZATION 3							
UN ORGANIZATION 4							
UN ORGANIZATION 5							
UN ORGANIZATION 6							
UN ORGANIZATION 7							