



**United Nations Development Programme**

**Country: Jordan**

**Project Document**

**Project Title:** Phase II. "Support to Poverty Analysis and Monitoring at MOPIC and DOS: Thinking Differently about Poverty and the Poor"

**UNDAF Outcome(s):** 1. Quality of and equitable access to social services and income generating opportunities are enhanced with focus on poor and vulnerable groups.

**Expected CP Outcome(s):** 1.2 Improved Government capacity in the design and implementation of consultative, evidence-based gender-sensitive poverty alleviation policies and plans

**Expected Output(s):** 1.2.1 Strengthened national capacities to generate information for evidence based policy making

**Implementing Partner:** Ministry of Planning and International Cooperation, Policies and Strategies Directorate (PSD)

**Lead UN agency:** UNDP

**Responsible Parties:** Department of Statistics, Ministry of Planning and International Cooperation (Policies and Strategies Directorate, Programmes and Projects Directorate), Ministry of Social Development, Coordination Commission for Social Solidarity, National Aid Fund, Zaka Fund

**Brief Description**

The main objectives of this project are to assist the Ministry of Planning and International Cooperation, the Department of Statistics, and their social sector partners to develop the definitions, the measurement and information tools, the analytical and technical capacity, and the coordination mechanisms that will be needed to respond to the challenges of the next decade created by the rising "social risks" of vulnerability and exclusion that are likely to confront the Kingdom. Phase II initiatives are designed to provide direct support to the National Agenda 2006 – 2015 poverty alleviation initiatives 2, 3, 4 and 6 as follows: 2. Develop a comprehensive national social policy with a focus on social development and productivity enhancement; 3. Strengthen human resource capacities to implement poverty alleviation programs; 4. Develop a clear understanding of poverty root causes and characteristics; 6. Provide assistance to the unemployed poor to integrate into the workforce.

Programme Period: 3 years

Key Result Area (Strategic Plan): Poverty Alleviation

Atlas Award ID: 00057351

ATLAS Project ID: 00079806

Start date: 1 October 2011

End Date: 31 December 2014

PAC Meeting Date: 7 August 2011

1st year AWP budget: \$ 369,100

Total resources required \$ 823,100

Total allocated resources:

- Regular: UNDP \$ 400,000
  - Other:
    - Donor: UNFPA \$ 70,000
    - Donor: UNICEF \$ 10,000
    - Government: Offices, furniture, cars
- Unfunded budget: \$ 343,100

**Ministry of Planning and International Cooperation:**

Date:

**The United Nations Development Programme:**

Date:

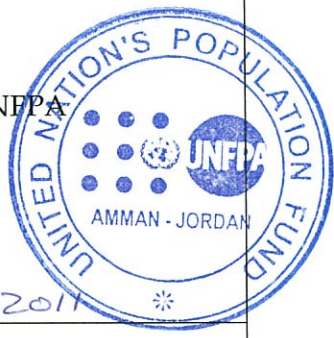
Names and signatures of participating UN organizations

UN organizations:

Name of Representative:  
Muna Idhis

Signature:  
Muna Idhis

Name of Organization: UNFPA



Date & Seal: 5<sup>th</sup> Sep. 2011

Name of Representative:  
Dominique Hyde

Signature:  
DHyde

Name of Organization: UNICEF

Date & Seal: 12-09-2011

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## I. SITUATION ANALYSIS

The Jordan Poverty Report published by the Department of Statistics in July 2010,<sup>1</sup> showed an increase in poverty rates in the Kingdom from 13.0% in 2006 to 13.3% in 2008, indicating that the Jordanian social safety net was able to buffer, but not reverse the effects of the global economic crisis. The report also showed a substantial increase in the number of poverty pockets (sub-governorates with 25% population or more below national poverty line) from 22 pockets to 32 pockets over the same period. In analyzing the geographical distribution of the poor in the Kingdom, the Report reveals a complex picture indicating that while higher concentrations of poor families live in the poverty pockets, the overwhelming majority of the poor live outside of them. While only 8.3% of the population of Amman governorate lives under the poverty line, 24.5% of the total poor population of Jordan live within Amman governorate. The Report shows that Amman, Irbid and Zarqa, the three most densely populated governorates in Jordan, are home to 57% of persons living under the poverty line. Given the continuing pressures which drive rural-to-urban migration in Jordan, this pattern is likely to persist.

In addition to the trend of poverty becoming more concentrated in urban and densely populated areas, the global economic crisis is reflected in an increasing depth of poverty. A comparative analysis of the Household Expenditure and Income Survey (HEIS) 2006 and 2008 in the Jordan Poverty Report 2010 shows that between 2006 and 2008, households experienced a shift in consumption patterns driven by the rising cost of fuel and transportation.<sup>2</sup> As a result, average household consumption of meat and poultry declined by 42%, and of vegetables declined by 20%, suggesting a rising trend in food insecurity. This decline in household expenditures on essential food items was accompanied by a decline in the share of household expenditures on school-related expenses. Within the same period, the real incomes of the poorest quartile declined by 8.5%, while those of the richest quartile declined by only 0.9%, indicating an increasing gap in real income between the well-off and poorest segments of Jordanian society between 2006 and 2008.

The 2010 Jordan Poverty Report applies poverty line of JD 680 (approximately USD960) per capita annually, based on the 2008 HEIS. This monetized caloric intake-based poverty line follows previous national poverty lines of JD 315 per person per annum in 1992, followed by JD 392 and JD 556, for 2002 and 2006, respectively. In order to survive, the HEIS 2008 indicated an average person would need JD 32 (approximately USD 45) to purchase sufficient food products to maintain a minimum caloric intake and JD24 (approximately USD34) for non-food products, for a total per person per month minimum necessary income of around JD56 (approximately USD79). This figure, applied to an average household size of 5.4 persons, amounts to JD 306 (USD 432) as the minimum necessary monthly income for a family of five to survive. The current minimum wage is set at JD 150 (USD 212). Even if two adult members of an average household were to hold full-time minimum wage jobs, household income would still remain below the poverty line. These factors, together with a regressive (sales) tax, suppress effective demand in high poverty areas, creating a negative environment for micro-credit and small-business enterprise-based employment generation schemes, among other problems.

Given continuing rural-to-urban migration, the world market-price driven shift in household consumption patterns away from food and education, and the growing wedge between the

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<sup>1</sup>The 2010 Poverty Report is based on the Household Expenditure and Income Survey (HEIS) of 2008.

<sup>2</sup> The shift in consumption was driven by the phasing out of oil subsidies in 2007 combined with significant increases in world energy prices. The resulting cut-back in nutritional intake illustrates the absence of any compensatory buffering margin in the household budgets of the poor. Although the subsidies have recently been partially restored, high current food and energy prices largely cancel any net positive effect.

poverty line and the minimum wage, poverty constitutes a key challenge facing socio-economic policy makers in Jordan today.

In recognition of this challenge, the government of Jordan included a theme on poverty alleviation in the National Agenda 2006-2015, and proposed a number of policies and initiatives aimed at reducing poverty to be addressed through executive programmes and action plans. The National Agenda identified the following initiatives to achieve poverty reduction:

1. Create a National Council for Development and Poverty Alleviation.
2. Develop a comprehensive national social policy with a focus on social development and productivity enhancement.
3. Strengthen human resources capacities to implement poverty alleviation programs.
4. Develop a clear understanding of the poverty root causes and characteristics.
5. Restructure the National Aid Fund.
6. Provide assistance to the unemployed poor to integrate in the workforce.
7. Upgrade social skills of welfare workers.
8. Increase penetration of microfinance services in poor communities.
9. Expand village cluster programs and services in rural areas.

The Ministry of Planning and International Cooperation and the Ministry of Social Development then embarked on a joint initiative to formulate a new poverty alleviation strategy based on the previous strategy, the National Agenda, and the National Executive programme.

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## II. STRATEGY

The main objectives of this project are to assist the Ministry of Planning and International Cooperation, the Department of Statistics, and their social sector partners to develop the definitions, the measurement and information tools, the analytical and technical capacity, and the coordination mechanisms that will be required to respond to the challenges of the next decade created by the rising “social risks” of vulnerability and exclusion that are likely to confront the Kingdom.

Phase I of the project achieved a solid base of outputs, which include:

- The establishment of a Poverty Statistics Division at the Department of Statistics (DOS), which is now part of the permanent organizational structure of DOS with six staff members, including a head of the division.
- The introduction of multidimensional poverty measurement to move beyond simple indicators of economic deprivation by applying the “unmet basic needs” approach to develop a “Living Standard Index” (LSI) for Jordan. The resulting LSI indicators were introduced in the 2010 Household Expenditure and Income Survey.
- The creation of a computerized Management Information System (MIS) in the Programmes and Projects Directorate (PPD) for Monitoring and Evaluation of the Ministry of Planning and International Cooperation to consolidate Line Ministry administrative input/output and budget data to monitor implementation of the National Executive Programme at the sector, program and project level.

Phase II of the project proposes to build upon this foundation as follows:

- Support the Poverty Statistics Division of the Department of Statistics and the Policies and Strategies Directorate of the Ministry of Planning and International Cooperation in conducting and carrying out the statistical analysis of a supplementary social data pilot module survey to measure vulnerability risk and social exclusion and add relevant indicators to complement the Living Standards Index (LSI) created under Phase I; support a shift from the current money-metric caloric-intake based poverty line to a more differentiated poverty line or lines which are more compatible with the LSI and the concepts of risk, vulnerability, and social exclusion and Jordan’s future development path as a middle income country.
- Broaden the potential of the Management Information System by creating a separate, fully compatible database of social sector Ministry administrative data to provide outcome and impact monitoring to complement the current National Development Plan input/output monitoring system. Support the development of a set of MIS-based “sensitive indicators” to provide the Ministry of Planning and International Cooperation, Monitoring with early warning system to support rapid assessment of emerging risks.
- Support the Ministry of Planning and International Cooperation Social and Economic Productivity unit in the comparative analysis of multi-factor poverty risk and vulnerability; the Programme and Projects Directorate (PPD) in policy outcome and impact monitoring techniques; the Policies and Strategies department and its Line Ministry counterparts in improved methods of statistical literacy for evidence-based policy-making; as well as supporting the Ministry as a whole in its coordinating function in cooperation with the social sector Ministries, Agencies, charitable Funds and non-governmental actors in improving the design and delivery of social services.

These proposed Phase II initiatives are designed to provide direct support to the following National Agenda 2006 – 2015 poverty alleviation initiatives: 2. Develop a comprehensive national

social policy with a focus on social development and productivity enhancement; 3. Strengthen human resource capacities to implement poverty alleviation programs; 4. Develop a clear understanding of poverty root causes and characteristics; 6. Provide assistance to the unemployed poor to integrate into the workforce; as well as the National Executive programme 2011-2013 themes listed above.

### **Proposed Outputs:**

Please note that Activities 1.1, 1.2, and 1.3 in Output 1 described below are designed as direct follow-up to the social data pilot survey developed and conducted prior to approval of this project. While the Outputs proposed in this project document have been designed as a set of inter-related and mutually supportive interventions, it should be emphasized that each Output and each Activity within the Outputs also function as a stand-alone and none (other than 1.1, 1.2, and 1.3) require the adoption of the social data pilot module to make a valuable contribution to the effort to eradicate poverty in the Kingdom.

### **Output 1: Poverty Pockets Survey is analysed and results are followed-up**

**Rationale:** An analytical review of the current system for the collection and analysis of poverty data in Jordan was undertaken prior to developing a social data pilot survey module. This review revealed that supplementing the current HEIS survey with an additional social data module could provide a better understanding of poverty, vulnerability and social exclusion risks and the coping strategies of the poor. Potentially significant efficiency gains can be achieved through more effective targeting of benefits, improved design of social services, and better coordinated delivery to beneficiaries based on analysis of the resulting combined HEIS and social data surveys.

The activities in this output build upon the institutional capacity, measurement techniques and information management tools created in Phase I. A set of low-cost add-ons including: a social data module to supplement the HEIS questionnaire; adding to the current Management Information System National Economic Programme input/output monitoring a set of sensitive indicators to provide early warning of emerging risks, and a consolidated social sector database to provide complimentary social outcome and impact indicators; and a feasibility study to develop over the next decade a set of complimentary tools to follow the dynamics of poverty and employment will better prepare MOPIC and the Government of Jordan to address the challenges of today and of the future.

**Activity 1.1 Analyse Social data survey results: MOPIC/PSD and DOS/Poverty Statistics Division.**

Level 1: Statistical analysis of pilot module survey results for comparison across persistently poor, fluctuating poor, and non-poor sub-districts to develop an index of similarity and dissimilarity in the responses of those surveyed. (See output tables provided in pilot survey training manual). When HEIS 2010 data becomes available, analysis of the consolidated HEIS and pilot module for the 15 pilot survey districts will provide a broad set of statistical descriptors for the identification of common characteristics shared by poverty pockets which distinguish them from non-poor or non-persistent sub-districts.

Level 2: Technical support to the combined analysis of physical and social infrastructure (resource availability) and population characteristics and behaviours (resource access and usage): Conduct a cross-comparison of the statistical characteristics drawn from the Level 1 analysis with the MOPIC inventory of infrastructure, service availability and investment and a parallel overview of social welfare services and institutions in the 15 pockets surveyed. (To the degree that they can be disaggregated to the district and sub-district levels, this review should make use of the findings of

other recent reports and surveys on social welfare service provision)<sup>3</sup>, to produce a consolidated overview report on the Social and Economic Situation in Poverty Pockets from the perspectives of the both the providers and of the beneficiaries.

**Activity 1.2** Follow-up to Social data survey: MOPIC/PSD and DOS/Poverty Statistics Division.

Based on the findings of the two levels of analysis in Activity 1.1, conduct a series of focus group discussions (gender and age specific, as needed), on topics identified for further in-depth study in the communities surveyed. Such focus group topics should include: decision-making in the household; parent/child time use; household production – including child labor—an reproductive labor, including care work; education and gender dynamics; domestic violence; multi-generational poverty transmission and attitudes toward labor force participation; informal sector and casual employment; labor migration patterns (internal and external), social networks, social capital formation, and the permeability of social space (generational social mobility).

**Activity 1.3** Evaluate pilot survey for inclusion in HEIS 2012: DOS

Technical support as needed to an evaluation of the suitability of the pilot social data survey instrument for adoption as an additional module in the HEIS 2012 survey round, after revisions and adaptations as needed.

**Activity 1.4** Consolidate social sector administrative database and "sensitive indicator" emerging risk functions: MOPIC/PPD (joint with UNFPA)

The MOPIC Unified Database project is now being rolled out to cover all Ministries and Agencies National Agenda implementation and budget information and National Dashboard for Primary Indicators. Technical support would be provided to construct a fully compatible consolidated supplementary database of Ministry of Education, Ministry of Health, Ministry of Social Development and related agencies administrative records at relatively low additional cost to compliment the current design of the Management Information System. This social administrative data (stripped of client identification characteristics to preserve confidentiality), would provide accurate, geographically specific, and timely information on effects of policy implementation and constitute a valuable, low cost source for monitoring the outcomes and impacts of social sector interventions and budget expenditures. Once established, the social sector administrative database would also support a sensitive indicator-based emerging risk monitoring function. (See Activities 3.1 and 3.2 below)

**Activity 1.5** Conduct a feasibility study on shift in measurement approaches: DOS, MOPIC/PSD.

Poverty analysis in the Kingdom is currently supported by the Household Expenditure and Income Survey, conducted every two years using a large sample population to support disaggregation to the sub-district level. Technical support would be provided to evaluate the advantages and disadvantages of initiating a gradual transition to a mixed method of poverty measurement through a combination of a smaller sample HEIS, complimented by the use of administrative data (data already collected by line Ministries, agencies and registries for administrative purposes and consolidated in the MIS -- see 1.4 above); the introduction of a

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<sup>3</sup>See: UNICEF January 2011 Social Protection Review, Jordan River Foundation report, Community Center Service Association, Economic and Social Council, and Ministry of Agriculture Food Security Project and the Jordan Alliance Against Hunger, among others

longitudinal panel (“integrated multiple purpose household survey”) to provide information on variability in household welfare through time over a 10-20 year life cycle; the Labor Force Survey (LFS) for quarterly labor market information, with supplemental business and consumer sentiment, nutrition, food security, health, child labor, family violence, and similar surveys as needed.

**Output 2: Focus is shifted from monetized poverty to “social risk” of vulnerability and exclusion.**

**Rationale:** The definition of poverty and the poverty line currently in use in the Kingdom is based on a monetized estimate of the cost of the minimum caloric intake needed to support human life (two-thirds), plus the additional cost of non-food essentials (one-third). Calorie-based poverty lines were first developed to support famine response in the 1960s.<sup>4</sup> While calorie-based lines are useful in less developed countries as well as crisis situations, they are less appropriate in more developed and middle income countries, as they tend to produce high volatility in poverty rates in the face of market price fluctuations, among a number of other shortcomings. Although as noted above, food security remains an issue in the Kingdom, its poverty profile shows that the majority of the poor are clustered just above and just below the poverty line, with only a small proportion of the poor significantly and chronically below it. This suggests that Jordan consider the utility of reconceptualising poverty in terms of the level and types of risk experienced by the population and evaluate the appropriateness of the policy mixes applied in other a middle income countries to reduce vulnerability among the near poor and those at risk of poverty, to buffer poverty among the poor, and to address the multiple needs of the chronically poor and those at risk of social exclusion.

**2.1 Conduct a Feasibility study to move to more differentiated poverty lines to support differentiated policy responses:** MOPIC/ PSD, and DOS/Poverty Statistics Division.

Technical support to an assessment of the applicability of moving away from the current income and expenditure defined, monetized caloric intake-based poverty line to the use of differentiated poverty lines, such as a consumer-basket approach and/or a relative poverty line, either of which would better fit with the introduction of the Living Standards Index, currently under development and which could be supported with a less resource intense calculation. Support to public discussion of the issues with University-based social sector researchers, representatives of NGOs active in the social-welfare sector and social sector practitioners in the Ministries and Agencies.

**2.2 Use vulnerability risk-reduction and social inclusion approaches to poverty analysis:** MOPIC/PSD, MOSD (potential collaboration with UNDP Environment, Disaster Risk Management portfolios)

Technical support to produce a study of poverty definitions in countries at comparable levels of development to assess the applicability of a shift from the current focus on monetized poverty to the application of measures of the risk of “vulnerability” – the 30% of the population clustered around the poverty line (15% above, 15% below), who fluctuate in and out of poverty due to exogenous (economic) and endogenous (life-course) shocks as well as the portion of the population at risk of “exclusion” the 5% of the population who experience persistent poverty (the chronic, extreme, and multiple-factor poor). The study would include an assessment of the

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<sup>4</sup>See: Lanjouw, Jean Olson (1996) “Demystifying Poverty Lines” World Bank, Washington, D.C., Reddy, Sanjay G. and Thomas W. Pogge (2005), “How not to count the Poor” [www.socialanalysis.org](http://www.socialanalysis.org).



applicability and feasibility of different techniques of risk analysis and evaluation of the different policy mixes applied by comparable countries to address vulnerability and exclusion.

Support to presentation of the resulting study for public discussion with University-based social sector researchers, representatives of NGOs active in the social-welfare sector and social sector practitioners in the Ministries and Agencies.

### **2.3 Formulate a Poverty Reduction Strategy: MOPIC, DOS, and MOSD**

To provide technical support to the MOSD and MoPIC in drafting the National Poverty Alleviation Strategy. This will include:

1. Preparing the groundwork for work on drafting a National Poverty Alleviation Strategy that will incorporate all previous similar efforts and existing programs and will result in direct and clear policies and guidelines for poverty alleviation. This phase will include assisting MoPIC in designing the outline for the intended poverty alleviation strategy.
2. Drafting the National Poverty Alleviation Strategy. This phase will build on findings of the first phase to produce the National strategy. Identifying roles and responsibilities of stakeholders will be concluded throughout first stages of this phase. The final product will include; policies, linkages between stakeholders, mechanism of implementation and a way forward.

Main activities will include:

- Review the 2002 Poverty Alleviation Strategy and the National Agenda 2006-2015, National Executive Program 2011-2013, Poverty Status in Jordan Report, etc.
- Study and provide analysis of socio-economic situation in Jordan, including poverty trends.
- Review relevant studies that feed in poverty such as; the National Employment Strategy, the Middle class study and poverty pocket survey findings amongst others.
- Review and Study the Household Expenditure and Income Survey, and other poverty related surveys conducted by the department of Statistics, in order to evaluate input from surveys into poverty studies and poverty strategies.
- Identify unavailable studies, data or input needed to compliment and complete strategy, in order to work on obtaining them, or preparing them for future use for poverty matters.

### **Output 3: Social Sector Planning is supported and implementation is monitored**

**Rationale:** The current system of data collection is highly developed, but fragmented such that existing data resources are not being shared and applied to their full potential. The Monitoring Information System (MIS) now being rolled out by MOPIC offers a flexible platform which can support more effective use of administrative data currently collected by the Line Ministries. Once consolidated into a single database, access to Line Ministry administrative data will offer MOPIC a powerful information management tool to support analytical cross-checking with survey based data, input/output as well as outcome/impact monitoring of the National Executive Programme, and the basis for a key-indicator system for early warning of emerging risks (see Activity 1.4 above), with the potential to enhance the effectiveness of all of its planning and coordination functions.

**3.1 Introduce Statistical literacy package to policy-makers:** DOS, MOPIC/PSD, MOPIC/Social & Economic Productivity Programs Unit, MOSD and social sector line Ministries (ESCWA, potential coordination/collaboration with UNDP Governance and Environment portfolios).

Parallel support to evidence-based policy making will be provided to enable policy-makers to make effective use of the tools and concepts described in Outputs 1 and 2 above. Improved data

collection, statistical analysis and policy outcome and impact monitoring are only useful in the service of policy-makers and their technical support staff who are well acquainted with their meaning and reliability. Capacity building support will be provided to improve the understanding of statistical concepts and the use of statistics in the design, implementation, and monitoring of social sector policy over time through a short introductory course for key decision-makers and an in-depth training for technical staff trainers (TOT), who will then be supported in disseminating the new or improved techniques to the staff of their home Ministries or agencies.

Awareness campaigns and workshops, will be held to educate parliamentarians, journalists, students,..etc. on poverty analysis and measurement methodologies.

**3.2 Monitor Policy Impact:** MOPIC/PSD, MOPIC/PPD, (potential cooperation with UNDP Disaster Risk Reduction portfolio and UNFPA).

Provide technical support to the MOPIC PPD staff to improve their ability to use the MIS system to its full potential to support the work of other MOPIC units. In particular, to support the design of a supplementary MIS monitoring function to assess policy outcomes and evaluate the impact of policy changes through cross-comparison of social sector administrative data with Line Ministry National Agenda implementation monitoring indicators to support periodic policy revision and correction. Provide capacity building to PPD staff on outcome and impact monitoring methods and the analysis of monitoring information to serve different MOPIC department's functional needs.

Provide technical support to add a rapid feedback emerging risk monitoring function to the MIS and support consultations with social sector Ministries and agencies, social sector NGOs and agencies working with vulnerable population groups, and development partners to define a set of "sensitive indicators"<sup>5</sup> as the basis for generating a monthly emerging risk monitoring report to provide real-time early signalling of incipient health, employment, or other social issues. This activity will also contribute to building an advocacy foundation for the activities included in Output 4 below.

**3.3 Develop Social Analytical Matrix (SAM):** DOS/National Accounts Directorate and MOPIC/PSD

The SAM is a **database** that provides a snapshot picture of the **economy in one year**, showing, among other things, how income is generated, how it is distributed among different households, and how different households spend their income. SAM is used to build economy-wide macroeconomic models explicitly designed to analyse the distributional impacts of policy change, that is, the **effects on employment, incomes** and poverty of different household groups. It promotes sustainable economic development and growth, lowering income inequalities, and reducing poverty. This activity will provide MOPIC/PSD with the technical assistance needed for the compilation of the SAM.

**Output 4: Poverty is alleviated through more effective use of resources and improved social service delivery.**

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<sup>5</sup>Sensitive indicators are drawn from social sector case records that are compiled for administrative purposes which can be regularly sampled to show variations from established trends (usually with a 30 day time lag). These include school, clinic and hospital, social insurance, and social welfare client records. Initial proposed indicators include: applications for unemployment insurance benefits, applications for emergency aid, applications for NAF benefits, under-five infectious disease treatment rates, public sector job applications, middle school drop-out rates.

**Rationale:** The Jordanian labor market is characterized by relatively low labor force participation rates (67% for males; 14% for females). While an estimated 25% of the total labor force works abroad, the inability of domestic labor market to absorb a large percentage of the new entrants each year is reflected in the fact that almost 50% of the unemployed are in the 15-24 age group. Of a total population of 5.8 million, 38% are under the age of 15, suggesting that youth unemployment will continue to represent a significant challenge for the foreseeable future.

Through a steady expansion of its investments in infrastructure and social services, Jordan has achieved good indicators in health and education. However, after declining from 1999 to 2005, the poverty rate has fluctuated around 13% for the past five years. With the exception of a relatively small proportion of households suffering from chronic, multi-factor poverty, a large share of the population lives just above or just below the poverty line.

Despite significant resources dedicated to poverty alleviation, the population just above the poverty line remains vulnerable to internal or external shocks. Private sector employment may not be sufficient to maintain a household above the poverty line, as about 26% of poor adults are employed<sup>6</sup>. In addition the informal economy, which does not provide job security, steady incomes, or social insurance benefits, plays a significant role absorbing an estimated 55% of women workers and a large proportion of younger workers<sup>7</sup>. Currently, social insurance, including pension, unemployment and health insurance protection provide coverage to a large share of the population. However, the lower and lowest quintiles of the population are the least likely to have adequate or reliable social insurance coverage. This suggests that at relatively low-cost, the extension of universal basic social insurance coverage<sup>8</sup> could protect a significant share of the vulnerable near poor from falling into poverty. A complementary set of well-designed social policy interventions and targeted job training could help to move and keep a significant share of these families out of poverty. A large body of research indicates that even a small predictable income stream has a significant effect on household savings and investment behaviour.

Despite the steady increase in National Aid Fund beneficiaries and the near doubling of real average benefits between 1998 and 2009, NAF cash transfers currently reach only 15% of the poor, while Zakat reaches only 1% of the poor<sup>9</sup>. A programme of social transfers to household members who, due to age, disability or care responsibilities, are unable to participate in the labor force combined with labor-market demand targeted training programs for school-leavers, would reduce dependency pressures on household wage earners and stabilize vulnerable poor and near-poor families. A complementary narrowly targeted programme of coordinated, long-term social counselling and social welfare support to chronically poor, multi-factor poverty households could break the pattern of inter-generational transmission of poverty. An additional benefit of small, stable income transfers to poor and vulnerable households is a positive spill-over on the demand environment for small local producers of goods and services.

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<sup>6</sup> World Bank Department of Statistics (2009) Hashemite Kingdom of Jordan, Poverty Update, Washington, D.C. (cited from UNICEF (January 2011) Draft Social Protection Review.

<sup>7</sup> Cited from: Draft Social Protection Review, MOSD and UNICEF, January 2011, pp. 5-6.

<sup>8</sup> At present, approximately 87% of the population is covered by health insurance, including the Civil Health Insurance Programme (CHIP), the Royal Medical Service (RMS) and several small private insurance companies and associations, *Ibid.*, p.28. Approximately 50% of the pension aged population is covered by old age or disability pension. (Source: interview with Social Security Corporation, 31 January 2011, see also Draft Social Protection Review, MOSD and UNICEF, January 2011, p. 40).

<sup>9</sup> World Bank Department of Statistics (2009) Hashemite Kingdom of Jordan, Poverty Update, op.cit.

**4.1 Introduce Policy instruments to reduce vulnerability and prevent social exclusion:** MOPIC/PSD and Social Security Corporation/MOSD (joint with UNICEF).

**Level 1 prevention of social exclusion:** Conduct a feasibility study to evaluate the costs (budget transfers for uninsured) versus benefits (reduced overhead, targeting and monitoring costs), of a move to a system of a guaranteed minimum social pension for all pension aged citizens, universal basic health insurance, and education stipends for all qualified students. Consider the costs and benefits of introducing a universal child benefit (with or without income cut-off ceiling) to reduce the financial stress on multiple-dependent working poor low-wage household to improve nutritional levels, food security and family living standards.

**Level 2 vulnerability risk reduction:** Conduct a feasibility study (technical support available from ILO), of the costs and benefits of developing a system to match training programs for graduating students and young workers (18-26) to projected labor market growth sector demand, based on the national economic development strategy and targeted growth sectors. Institute educational tracking and subsidized training or study opportunities to move middle school graduates from lower-middle and lower-income households into better paying and more secure employment. Consider continuing education and adult learning centres for retraining unskilled and older workers to upgrade their skills to match current and future demand. The analysis will be conducted at the national level, however subsequent implementation should take place at the local level in pilot districts in cooperation with the social sector agencies (VTC, DEF and other Ministry of Labor affiliates), and NGOs working in the field.

**4.2 Improve coordination to raise efficiency and close gaps:** MOPIC/PSD, MOSD (Coordinate with Integrated Social Service Centres Pilot project), NGOs and Voluntary funds and charities.

Conduct a set of consultations and a cross-country study of comparable systems to improve coordination among social welfare service providers and social sector actors. Support social sector actors in designing a mechanism to reduce fragmentation, improve the continuity of services for multiple-needs households, coordination interventions per household and focus the system of service delivery to include outreach, and/or a single access entry point to manage a single coordinated intervention per family, tailored to individual household member characteristics. Support consultations with representatives of beneficiaries and NGOs working with multiple-need families to design a mechanism to monitor the impact of these interventions over the medium and long-term and to promote experience sharing of sustainable approaches across the full range of government and non-governmental actors and beneficiaries.

**4.3 Improve Services to People with Disabilities (PWD), and mainstream PWD:** MOPIC, MOSD, NGOs (potential joint with UNICEF)

People with disabilities constitute an especially vulnerable sub-group among the population. Despite organizations of PWD and funds targeted to them, at present, the large majority of children with disabilities do not receive educational services, resulting in social exclusion and life-long dependency for the disabled as well as their care-givers. This activity would provide support to a national advocacy campaign to de-stigmatize disability and support a national dialogue focusing on the risk that any member of society can become disabled to create awareness of the physical and social barriers to the participation of the disabled. Working with the stakeholders identified in the activities above, including beneficiaries and their caregivers, as well as practitioners in agencies and social sector NGOs, it would support the creation of a coalition of

advocates for and service providers to the disabled and contribute to pilot mainstreaming initiatives. a specialised survey for PWD will also be conducted.

### III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: 1.2 Improved Government capacity in the design and implementation of poverty alleviation policies and plans					
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:					
Strengthen national capacities to generate information for evidence based policy making					
Applicable Key Result Area (from 2008-11 Strategic Plan):					
Partnership Strategy Engage with national partners, UN agencies, International donors active in country in social sector and poverty reduction					
Project title and ID (ATLAS Award ID): Phase II. "Support to Poverty Analysis and Monitoring at MOPIC and DOS:					
Thinking Differently about Poverty and the Poor"					
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)	
<p><b>Output 1: Poverty Pockets Survey is analysed and results are followed-up</b></p> <p>Baseline: Survey conducted and data available</p> <p>1 Indicators:: Statistical analysis completed</p> <p>2 Combined analysis completed</p> <p>3 Focus group interviews conducted</p> <p>4 MIS social sector database functioning and populated</p> <p>5 MIS Risk monitoring software created and functioning</p> <p>6 Feasibility study of new measurement approaches completed</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> <li>- Both levels of analysis and focus group interviews completed</li> <li>- Both MIS software functions populated</li> </ul> <p>Targets (year 2)</p> <ul style="list-style-type: none"> <li>- Feasibility of new measurement approaches conducted and presented for discussion</li> </ul>	<p>Recruit Project Management Advisor, project support staff and appoint Project Board</p> <p>1.1 Analyse Social data survey results:</p> <ul style="list-style-type: none"> <li>▪ Statistical analysis of pilot module survey</li> <li>▪ Combined analysis of physical and social infrastructure</li> <li>▪ Production of overview report</li> </ul> <p>1.2 Follow-up to Social data survey:</p> <ul style="list-style-type: none"> <li>▪ Identify focus groups topics</li> <li>▪ Conduct focus groups and consolidate results</li> <li>▪ Analyze results and produce overview report</li> </ul> <p>1.3 Evaluate pilot for inclusion in HEIS 2012</p> <ul style="list-style-type: none"> <li>• Revision and adaptations as needed</li> </ul>	<p>MOPIC, DOS, UNDP and UNFPA</p>	<p>Project Management Advisor Salary</p> <p>Vehicle/equipment</p> <p>National IT Specialist consultant to produce MIS software and populate database (fee)</p> <p>National statistician to analyse survey data (fee)</p> <p>National or international technical specialist to combine and analyse inventory and social survey data (international travel and fee)</p>	<p>108,000 (12 M*3 Y*3000)</p> <p>21,600</p> <p>60,000 (12 M*5,000)</p> <p>UN: 8,000 (20 D*300 DSA*2000 travel)</p> <p>International: 26,000 (20 D*800fees*4000 travel*300 DSA)</p>

	<p>1.4 Consolidate social sector administrative database and "sensitive indicator" emerging risk functions.</p> <ul style="list-style-type: none"> <li>• Create software functionality and populate</li> <li>• Create synchronicity across MIS databases</li> <li>• Create list of sensitive indicators</li> <li>• Create emerging risk report function</li> </ul> <p>1.5 Conduct a feasibility study on shift in measurement approaches.</p>		<p>National facilitators to conduct focus group interviews (fee and domestic travel)</p> <p>National: 28,000 (2 facilitators*500 fees*20 days*4000 travel)</p> <p>National or international technical specialist to analyse focus group results and produce overview report (fee and international travel)</p> <p>International: 17,200 (4000 Travel*800 fees*12 D*300 DSA)</p> <p>National technical specialist for pilot survey adaptation prior to adoption for HEIS 2012 (fee)</p> <p>UN: 6,200 (14 days*300 DSA*2000 Travel)</p> <p>National facilitator to support sensitive indicator identification (fee)</p> <p>National: 3,000 (600 fees*5 days)</p> <p>International consultant ESCWA to conduct feasibility study (international travel)</p> <p>UN:6,200 (14 days*300 DSA*2000 Travel)</p> <p>Workshop and meeting costs (venue and catering)</p> <p>Workshop: 13,500 (15 days*30 USD*3years*30 persons)</p> <p>Printing and layout 12,000</p> <p>Audit 4,000</p> <p>Miscellaneous 10,000</p> <p><b>Total: 323,700</b></p>
<p><b>Total Output 1:</b></p>			

<p><b>Output 2: Focus is shifted from monetized poverty to “social risk” of vulnerability and exclusion.</b> Baseline: Monetized poverty line</p> <ol style="list-style-type: none"> <li>Indicators: differentiated poverty lines adopted</li> <li>Vulnerability and exclusion definitions introduced and monitored</li> </ol>	<p><b>Targets (year 1)</b> - Studies completed - Public discussion of study results</p> <p><b>Targets (year 2)</b> - Indicators developed - Poverty Reduction Strategy Finalized</p> <p><b>Target (year 3)</b> - Vulnerability and exclusion indicators are being monitored</p>	<p><b>2.1. Conduct a Feasibility study to move to more differentiated poverty lines to support differentiated policy responses</b></p> <ul style="list-style-type: none"> <li>Conduct feasibility study</li> <li>Present study results for discussion and response</li> </ul> <p><b>2.2. Use vulnerability risk-reduction and social inclusion approaches to poverty analysis</b></p> <ul style="list-style-type: none"> <li>Conduct study of poverty definitions in comparable countries</li> <li>Present study results for public discussion</li> </ul> <p><b>2.3 Formulate a Poverty Reduction Strategy</b></p>	<p>MOPIC, DOS, MOSD UNDP</p>	<p>International consultants to conduct feasibility studies on differentiated poverty lines and on definitions and indicators of social exclusion and vulnerability (fee and international travel)</p> <p>National consultant to adapt vulnerability and exclusion indicators to country context (fee)</p> <p>International Consultant to develop the poverty reduction strategy</p> <p>Workshop and meeting costs (venue and catering)</p> <p>Printing and layout</p> <p>Miscellaneous</p>	<p>Two International: 74,000 (30 days*800 fees*300 DSA*4,000 travel* consultants) 2</p> <p>UN: 6,200 (14 days*300 DSA*2000 Travel)</p> <p>70,000</p> <p>13,500</p> <p>12,000</p> <p>10,000</p> <p><b>Total: 185,700</b></p>
<p><b>Output 3: Social Sector Planning is supported and implementation is monitored</b> Baseline: MIS rolled out March 2011</p> <ol style="list-style-type: none"> <li>Indicator: Key decision-makers regularly review emerging risk reports.</li> </ol>	<p><b>Targets (year 1)</b> - Introductory course completed - In-depth TOT completed</p> <p><b>Targets (year 2)</b> - TOT graduates train staff in home units</p>	<p><b>3.1 Introduce Statistical literacy package to policy-makers</b></p> <ul style="list-style-type: none"> <li>Conduct introductory course for key decision makers</li> <li>Conduct in-depth training for technical staff TOT</li> <li>Conduct Awareness campaigns for Parliamentarians, Journalist, students.</li> </ul>	<p>MOPIC, DOS, MOSD, UNDP, UNESCWA, UNFPA</p>	<p>UNESCWA Regional Advisor to provide statistical literacy training for key decision makers and for technical staff TOTs (international travel)</p>	<p>UN(45 days) 43,500 (15 times travel*2000) (45 days training*300 DSA)</p>



<p>2 Indicator: policy-makers cite outcome monitoring results in annual reports on Strategy implementation.</p>	<p>- Emerging risk monitoring reports produced monthly Targets (year 3) - outcome monitoring conducted annually, impact monitoring introduced</p>	<p><b>3.2 Monitor Policy Impact</b></p> <ul style="list-style-type: none"> <li>• Technical support to MOPIC PPD unit on full potential of MIS system</li> <li>▪ Capacity building for M&amp;E unit staff on outcome and impact monitoring methods</li> <li>▪ Capacity building for M&amp;E unit staff on analysis of monitoring information</li> <li>▪ Technical support for risk monitoring function</li> </ul> <p><b>3.3 Develop Social Analytical Matrix (SAM)</b></p>		<p>International consultant to introduce and train on outcome and impact monitoring methods (fee and international travel)</p> <p>International consultant to introduce and train on emerging risk monitoring (fee and international travel)</p> <p>International Consultant to develop SAM Matrix</p> <p>Workshop and meeting costs (venue and catering)</p> <p>Miscellaneous</p> <p><b>Total: 203,200</b></p>	<p>International 15,000 (10 D*800*4000 travel*300 DSA)</p> <p>International 17,200 (12 D*800 fees*4000 travel*300 DSA)</p> <p>50,000</p> <p>67,500</p> <p>10,000</p> <p><b>Total: 203,200</b></p>
<p><b>Output 4: Poverty is alleviated through more effective use of resources and improved social service delivery</b></p> <p>Baseline: Current social insurance system coverage fragmented and low coverage of lowest income quintiles</p> <p>Indicators:</p> <p>1 Cost/benefit study conducted</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> <li>- Cost benefit analysis and skill matching feasibility study conducted</li> <li>- Coordination discussions initiated</li> <li>- PWD awareness campaign kicked off</li> </ul> <p>Targets (year 2)</p> <ul style="list-style-type: none"> <li>- Mainstreaming pilots for</li> </ul>	<p><b>4.1 Introduce Policy instruments to reduce vulnerability and prevent social exclusion</b></p> <ul style="list-style-type: none"> <li>▪ Conduct cost/benefit analysis of universal social insurance and child benefit</li> <li>▪ Conduct study of skill matching and labor market demand and training for targeted growth sectors</li> </ul> <p><b>4.2 Improve coordination to raise</b></p>	<p>MOPIC, MOSD, SSS, UNDP, UNICEF</p>	<p>ILO Social Security Department study team, ILO Youth Employment Department study team (fee and international travel)</p> <p>National consultant to design advocacy campaign materials (fee)</p> <p>Fees 6,000</p>	<p>52,000 (4 consultants+30 days+ 300 DSA+ Travel 2000*4*twice)</p>

<p>and presented for discussion</p> <p>2 Skill matching with labor market demand study conducted and presented for discussion</p> <p>3 Inclusive consultations on social service design and coordination mechanism conducted</p> <p>4 PWD awareness campaign conducted and mainstreaming pilots initiated</p>	<p>PWD initiated in 3 sub-districts</p> <ul style="list-style-type: none"> <li>- Beneficiaries and care givers incorporated into coordination mechanism design group</li> </ul> <p>Target (year 3)</p> <ul style="list-style-type: none"> <li>- Coordination committees functioning in all pilot sub-districts</li> </ul>	<p><b>efficiency and close gaps</b></p> <ul style="list-style-type: none"> <li>• Support consultations among providers to develop an improved coordination mechanism</li> <li>▪ Support consultations with beneficiaries and NGO representatives on service design and delivery</li> </ul> <p><b>4.3 Improve Services to People with Disabilities (PWD), and mainstream PWD</b></p> <ul style="list-style-type: none"> <li>• Advocacy campaign</li> <li>• Support consultations between beneficiaries and care givers and service providing practitioners</li> <li>• Pilot mainstreaming activities</li> <li>• PWDs Survey</li> </ul>	<p>National education consultant to design and facilitate PWD education mainstreaming pilots (fee)</p> <p>NGO staff to support PWD mainstreaming initiatives and pilots (fee and domestic travel)</p> <p>Workshop and meeting costs (venue and catering)</p> <p>Printing and layout</p> <p>Miscellaneous</p>	<p>Fees: 6,000</p> <p>31,500 (3 staff*15 day*600 fees*travel/ 300)</p> <p>5,000</p> <p>5,000</p> <p>5,000</p> <p>5,000</p> <p><b>Total: 110,500</b></p>
<p><b>Grand Total: 823,100</b></p>				

#### IV. ANNUAL WORK PLAN

Year: 10/2011 – 9/2012

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET			
		Q1	Q2	Q3	Q4			Account Code	Budget Description	Amount (USD)	
<b>Output 1: Poverty Pockets Survey is analysed and results are followed-up</b> <i>Baseline: Survey conducted and data available</i>  <i>Indicators:</i> -Statistical analysis completed -Combined analysis report completed -Focus group results completed -MIS social sector database functioning and populated -MIS risk monitoring software created and functioning  <i>Targets:</i> -Both levels of analysis and focus group interviews completed -Both MIS software functions populated Related CP outcome: 1.2 Improved Government capacity in the design and implementation of poverty alleviation policies and plans	Recruit project Management Advisor and Board  1. Analysis of social data survey results -Identify consultants - Conduct statistical analysis of pilot module survey -Conduct combined analysis of physical and social infrastructure  2. Focus group interviews -Identify focus group topics -Identify focus group facilitators and rapporteurs - Conduct focus groups - Consolidate focus group results - Analyze results and produce overview report  3. Evaluate pilot for inclusion in HEIS - Conduct evaluation - Make revisions as needed										
		x	x			UNDP, subsequent, Project Management Advisor and DOS	UNDP, UNFPA	71400	PMA Salary	36,000	
								72200	Vehicle	17,000	
								71600	Travel (UN)	8,000	
								71200	Intl. Cons	26,000	
								75700	Workshop	4,500	
								74500	Miscellaneous	3,500	
										<b>Total 95,000</b>	
						Project Management Advisor and MOPIC, Social and Economic Productivity unit		71300	National Cons.	28,000	
								71200	Intl. Cons.	17,200	
										<b>Total 45,200</b>	
						Project Management Advisor and DOS		71300	National Cons.	6,200	
								71600	Travel (UN)	3,000	
										<b>Total 9,200</b>	

	<p>4. Create Social Sector Database in MIS</p> <ul style="list-style-type: none"> <li>- Identify consultants</li> <li>- Create software function and establish synchronicity</li> <li>- Populate social sector database</li> </ul>	x	x	x	x	x	x	x	Project Management Advisor and MOPIC, Monitoring and Evaluation unit	71300	National Cons.	60,000
	<p>5. Create emerging risk monitoring function</p> <ul style="list-style-type: none"> <li>- Conduct consultations to identify sensitive indicators</li> <li>- Establish function and produce report</li> </ul>	x	x	x	x	x	x	x	Project Management Advisor and MOPIC, Social and Economic Productivity and M&E units	71600	Travel (UN)	6,200
	<b>Total Output 1:</b>											<b>215,600</b>
<p><b>Output 2 Focus is shifted from monetized poverty to "social risk" of vulnerability and exclusion.</b>  <i>Baseline: monetized poverty line</i>  <i>Indicators: Differentiated poverty lines adopted</i>  <i>Targets: Report presented and discussion initiated</i>  <i>Related CP outcome: 1.2 Improved Government capacity in the design and implementation of poverty alleviation policies and plans</i></p>	1. Feasibility of move to more differentiated poverty lines	-Identify consultant	-Conduct study	- Present study for public discussion		x	x	x	Project Management Advisor, MOPIC, Social and Economic Productivity unit DOS	71200	Initl. Cons	74,000
			x	x					Productivity unit DOS	75700	Workshop	4,000
	<b>Total Output 2:</b>											<b>78,000</b>

<p><b>Output 3 Social Sector</b>  <b>Planning is supported and implementation is monitored</b>  <i>Baseline: MIS roll-out March 2011</i>  <i>Indicators: Key decision-makers regularly review emerging risk reports</i></p> <p><i>Targets:</i>  - <i>Introductory course completed</i>  - <i>In-depth TOT completed</i>  - <i>Emerging risk reports introduced</i>  <i>Related CP outcome: 1.2 Improved Government capacity in the design and implementation of poverty alleviation policies and plans</i></p>	<p>1. Capacity building for statistical literacy  - Request and schedule training with ESCWA  - Conduct introductory training course for key decision-makers  - Conduct in-depth training for technical staff TOT</p>	<p>X</p> <p>X</p> <p>X</p>	<p>Project Management Advisor, MOPIC, designated units</p>	<p>UNDP UNFPA</p>	<p>71600</p> <p>71200</p> <p>75700</p> <p>74500</p>	<p>Travel (UN)</p> <p>Intl. Cons.</p> <p>Workshop</p> <p>Misc.</p>	<p>14,500</p> <p>15,000</p> <p>13,500</p> <p>3,500</p>
<p><b>Output 4 Poverty is alleviated through more effective use of resources and improved social service delivery</b>  <i>Baseline: Current social insurance system fragmented with low covered of lowest income quintiles,</i></p>	<p>1. Cost/benefit analysis of universal basic social insurance and child benefit  - Contact ILO and schedule analytical team  - Support ILO mission team  - Present report for discussion</p>	<p>X</p> <p>X</p> <p>X</p>	<p>Project Management Advisor and MOPIC Social and Economic Productivity unit</p>	<p>UNDP UNICEF</p>	<p>Total Output 3:</p>	<p>Total Output 3:</p>	<p>46,500</p>

<p><i>low coverage of eligible beneficiaries by cash transfer programs, spotty outreach to vulnerable groups</i></p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Cost/benefit study conducted and presented for discussion</li> <li>- Skill-matching study conducted and presented for discussion</li> <li>- Inclusive consultations on social service design and coordinated delivery mechanism conducted</li> <li>- PWD awareness campaign materials available</li> </ul> <p>Targets:</p> <ul style="list-style-type: none"> <li>- Analysis conducted</li> <li>- Coordination discussions initiated</li> <li>- Awareness campaign kicked-off</li> </ul> <p>Related CP outcome: 1.2 Improved Government capacity in the design and implementation of poverty alleviation policies and plans</p>	<ul style="list-style-type: none"> <li>- Labor-market demand and skill-matching study <ul style="list-style-type: none"> <li>- Contact ILO and schedule analytical team</li> <li>- Support ILO mission team</li> <li>- Present report for discussion</li> </ul> </li> </ul> <p>This section is not mentioned in the narrative?</p>	<ul style="list-style-type: none"> <li>- X</li> <li>- X</li> <li>- X</li> <li>- X</li> </ul>	<p>Project Management Advisor and MOPIC Social and Economic Productivity unit</p>	<p>UNDP</p>	<p>71300</p>	<p>National Cons.</p>	<p>6,000</p>	
<p>2. Support improved coordination among social sector providers and beneficiaries</p> <ul style="list-style-type: none"> <li>- Identify facilitators</li> <li>- Conduct consultations with providers on improving coordination mechanism</li> <li>- Conduct consultations with NGOs and beneficiaries on improved design and delivery or services</li> <li>- Conduct joint consultations with service providers and beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- X</li> <li>- X</li> <li>- X</li> <li>- X</li> </ul>	<p>Project Management Advisor and MOPIC Social and Economic Productivity unit in coordination with MOSD and NGOs</p>	<p>UNDP</p>	<p>71300</p>	<p>National Cons.</p>	<p>19,500</p>		
<p>3. Mainstreaming advocacy and improved services for PWD</p> <ul style="list-style-type: none"> <li>- Identify consultant</li> <li>- Create initial advocacy campaign design and introductory advocacy materials</li> </ul>	<ul style="list-style-type: none"> <li>- X</li> <li>- X</li> <li>- X</li> </ul>	<p>Project Management Advisor, MOPIC and UN Agency partners</p>	<p>UNDP (potential UNICEF funding)</p>	<p>74500</p>	<p>Misc.</p>	<p>3,500</p>		
<p><b>TOTAL 1<sup>st</sup> year</b></p>							<p><b>Total Output 4:</b></p>	<p><b>29,000</b></p>
<p><b>369,100</b></p>								

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## V. MANAGEMENT ARRANGEMENTS

The project will follow the modality of National Execution and the Implementing Partner of the project will be the Ministry of Planning and International Cooperation. Responsible Parties for implementation of each key activity will be the MOPIC Policies and Strategies Directorate, the DOS Poverty Statistics Division, the MOPIC Social and Economic Productivity unit and the MOPIC Programmes & Projects Department. MOPIC will be responsible for planning and overall management of project activities, reporting, accounting, monitoring and evaluation of the project. It will be accountable to UNDP, ESCWA, UNICEF and UNFPA for the production of outputs, the achievement of project objectives and the use of project resources in line with the objectives of this document and the Annual Work Plans. MOPIC in its role as implementing partner will be supported by a Project Management Advisor to ensure the needed support is provided to the Responsible Parties to enable them to carry out the project activities.

MOPIC and DOS will provide their in-kind support with office space and furniture as needed to facilitate implementation of the project activities.

The project management structure will consist of the Project Board, Project Assurance and a Project Management Advisor as in the diagram below (TORs in annex 2). The Project Advisor will be hired through a competitive process led by UNDP and will work primarily from the premises of MOPIC with 1/3 of his/her time to be physically present at DOS. The Project Management Advisor will ensure that day-to-day activities are carried out on behalf of the Project Board within the arrangements (time and budget) laid down by the Project Board. The Project Management Advisor's prime responsibility is to ensure capacity development of the Responsible Partners by providing the needed support to enable them to carry out the project activities and ensure that the project produces the results specified in the project document, and within the specified constraints of time and cost. Any changes in the milestones and outputs of the project will be discussed with and agreed upon by the Project Board. The Project Management Advisor will be responsible for liaising with UNDP, ESCWA, UNICEF, and UNFPA specifically on providing inputs and experts to the project. He/ She will be responsible for preparing a detailed project work plan and budget, reporting the day-to-day activities and progress of the project, and submitting quarterly progress to UNDP and the Project Board. S/he will also be responsible for managing the project's budget and monitoring expenditures according to standard UNDP financial management rules and regulations, for maintaining all financial and other documentation related to the project and for monitoring the project's overall progress. The Project Board will consist of:

- **Executive:** individual representing the project ownership to chair the group. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier – **The Ministry of Planning and International Cooperation – Minister (or as delegated)**
- **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required.- **UNDP, ESCWA, UNICEF, UNFPA- Representative (or as delegated)**

- **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria- MOPIC Policies and Strategies Directorate, Department of Statistics, MOPIC Social and Economic Productivity Unit, MOPIC PPD, MOSD – Director General (or as delegated), Directors of MOPIC's Departments/Unit. The beneficiary role includes the Social and Economic Productivity Unit as ultimate beneficiary of the data and knowledge generated and would therefore be represented in the Project Board.

The Board is responsible for making consensus basis management decisions for the project when guidance is required by the Project Management Advisor, including recommendation for approval of project revisions. Project reviews by the Board are made at quarterly basis during the running of a project, or at milestones when raised by the Project Management Advisor. Project tolerances (i.e. constraints in terms of time and budget) will be agreed upon by the Board during the first meeting. The Board is consulted by the Project Management Advisor for decisions when tolerances have been exceeded. Project Assurance supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Officer will hold the Project Assurance role for the UNDP Board member.

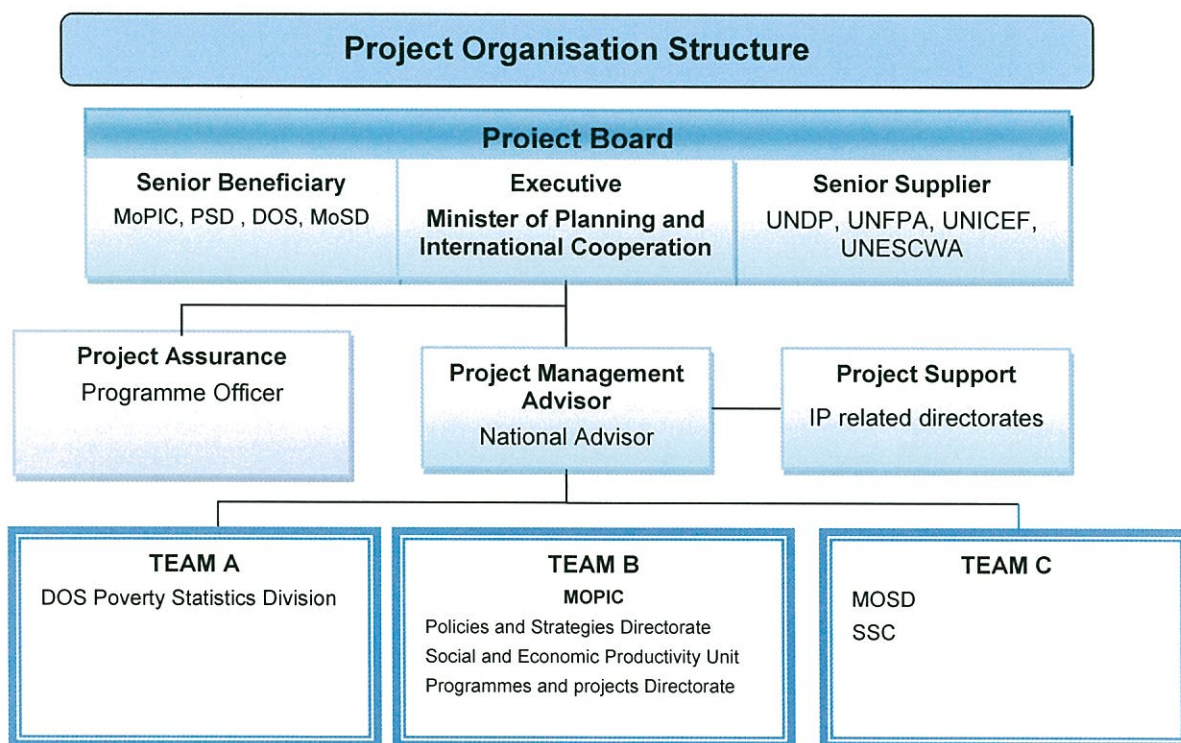
The project duration will be for 3 years after signature of the Project Document. MOPIC will assign a focal point to kick start implementation and hiring of the Project Team. UNDP will provide a contribution of US \$ 400,000 from its own TRAC2 resources, US\$ 70,000 from UNFPA for the years 2011 and 2012 and US\$ 10,000 from UNICEF. UNDP will be the budget holder of the funds under the National Execution modality. These funds will be channelled through the UNDP bank account and disbursed upon receiving a request for payment and copies of invoices by the Project Management Advisor. Additionally, financial advances will be transferred to the project on a quarterly basis upon request of the Project Management Advisor and endorsed by the Implementing Partner. The project must open a separate bank account in order to receive and disburse the funds transferred from UNDP. The Project Management Advisor would be required to submit quarterly financial reports (FACE forms) to UNDP, endorsed by the Implementing Partner. Purchase of non-expendable equipment and services will be done by UNDP at the request of the implementing partner and/or the Project Management Advisor once he/she is in place. The request should be based on a procurement plan submitted along with the work plan and on an agreement to be signed with the government (annex 4). UNDP charges Implementation Support Services fees as per the Universal Price List in annex (3). The project will be subject to audit at least once in its lifetime based on UNDP's financial rules and regulations.

- The project will be supported jointly by UNDP, ESCWA, UNICEF and UNFPA. UNDP will be the lead agency of the project. ESCWA and UNFPA would provide needed expertise in areas of their specialization. ESCWA would support the project with the specialized technical and statistical expertise. UNFPA would provide specialized expertise in monitoring the NEP, focusing on ensuring linkages between NEP monitoring with other related strategies including the National Population Strategy, the National Women's Strategy and the Second Reproductive Health Action Plan (RHAP2). UNFPA will also support using DevInfo for



monitoring national progress. UNICEF will support a PWD survey and a study on Conduct cost/benefit analysis of universal social insurance and child benefit.

Memorandums of Understanding will be prepared and signed by the agencies upon signature of the project document. The MOUs would outline the specific roles of each agency and communication and consultation mechanisms to ensure best services are provided to the government. Additionally it will outline as well any additional financial contribution provided by ESCWA, UNFPA, or UNICEF to the objectives of the project and the mode of management and disbursement of these funds.



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## VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- 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.
- An Issue Log shall be activated in Atlas and updated by the Project Management Advisor to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Management Advisor to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-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 project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Management Advisor and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for 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.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. No later than month 18 of the project, an internal Midterm Review will be conducted to assess progress and performance in consideration of any identified need for revision of project direction or outputs and/or preparation for external review in the case of identification of need for an extension to a Phase III. In the last year, this review will be a final assessment. This review is driven by the Project Board 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.

## Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

<b>OUTPUT 1: Social Data Survey Analysis and follow-up</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Analysis of Social Data Survey results	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	To cross-compare the results of the statistical analysis of the social data pilot survey with the existing MOPIC inventory of infrastructure and a parallel inventory of social welfare services available in the 15 sub-districts to determine whether systematic correlations can be identified among persistently poor sub-districts, between poor and non-poor sub-districts or between persistently poverty and fluctuating poverty pockets. The analysis should also help to clarify whether poverty persistence is related to inadequate service availability, a mismatch between the services being provided and the needs of the sub-district poor and near-poor population, or a lack of awareness of, or access to, available services on the part of the potential beneficiary population, or other asymmetries. The results of the analysis will provide an evidentiary basis for the review and revision of poverty reduction policy approaches in areas of concentrated and persistent poverty.	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Perform statistical analysis of pilot module survey data</li> <li>2. Prepare an infrastructure inventory of the two non-poor sub-districts not yet surveyed.</li> <li>3. Prepare a parallel survey of social welfare services and actors in the 15 sub-districts surveyed,</li> <li>4. Conduct a combined analysis of the characteristics of the sub-district population social data, the available infrastructure and social services and produce overview report of findings.</li> </ol>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1. Statistical analysis meets professional technical standards	Desk review - DOS	
2. Non-poor infrastructure inventory meets established standard of existing inventories	Desk review – MOPIC Social and Economic Productivity unit	
3. Social welfare inventory conducted to equivalent standard as infrastructure inventory	Desk review – MOPIC Social and Economic Productivity unit	
4. Combined survey and inventory	Desk review – UNDP and MOPIC	

analysis and overview report		
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<b>OUTPUT 1: Social Data Survey Analysis and follow-up</b>		
<b>Activity Result 2</b> (Atlas Activity ID)	Focus Group Interviews	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	To provide micro-level qualitative information on a set of key issues affecting persistently poor households to supplement the quantitative information produced by Activity Result 1.	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Identify focus group topics in consultation with MOPIC and UNCT and development partners</li> <li>2. Indentify experienced facilitators and rapporteurs to conduct and record focus group meetings</li> <li>3. Conduct focus group discussions and produce reports</li> <li>4. Analyze focus group reports and produce summaries and overview report</li> </ol>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1. Agreement among stakeholders on relevance of topics	UNDP and MOPIC review	
2. Certified/experienced facilitators	UNDP and MOPIC review	
3. Focus groups conducted professionally	UNDP and/or MOPIC sample observations	
4. Analysis to professional standards	UNDP and MOPIC desk review	

<b>OUTPUT 1: Social Data Survey Analysis and follow-up</b>		
<b>Activity Result 3</b> (Atlas Activity ID)	Evaluation of Pilot for HEIS 2012	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	To determine whether the social data module should be included in the HEIS 2012 and applied nationally, after revisions as needed	
<b>Description</b>	1. Evaluation by DOS of technical feasibility, cost and expected benefit of national application of the social data module	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1. Decision to include or not to	UNDP, MOPIC, DOS desk review	

include supported by relevant DOS and MOPIC departments		
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**OUTPUT 1: Social Data Survey Analysis and follow-up**

<b>Activity Result 4</b> (Atlas Activity ID)	MIS Social Sector database and risk reports	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	To enable MOPIC to compliment current survey-based outcome and impact monitoring with an MIS-function to provide administrative data-based outcome and impact data. In addition, to provide MOPIC with an automated MIS-based system to track a set of sensitive indicators to provide early warning of emerging risks	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Create software function to support a social sector administrative consolidated database</li> <li>2. Populate the social sector database with line Ministry data and synchronize with MIS system data collection</li> <li>3. Create and initialize and emerging risk reporting function in MIS</li> </ol>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1 and 2. Social sector administrative data system functioning smoothly	UNDP and MOPIC close monitoring of progress	
3.. Risk reports generated monthly	UNDP and MOPIC progress and use monitoring	

**OUTPUT 1: Social Data Survey Analysis and follow-up**

<b>Activity Result 5</b> (Atlas Activity ID)	Feasibility study measurement approaches	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	Provide an evaluation of the potential future benefits of reducing the significant cost of the very large sample frame required by the current HEIS, the delays in producing survey results and the static capture of poverty, by gradually making greater use of administrative data and introducing a panel survey to capture poverty dynamics, in addition to other supplementary surveys.	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Conduct feasibility study of the costs, benefits, and technical requirements of a shift in measurements approaches</li> <li>2. Present for public discussion</li> </ol>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>

<i>how/with what indicators the quality of the activity result will be measured?</i>	<i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<i>When will the assessment of quality be performed?</i>
1. Study meets international technical standards	UNDP and MOPIC desk review	
2. Broad stakeholder participation in public discussion of study	UNDP monitors attendance and press coverage	

<b>OUTPUT 2: Shifting the focus from monetized poverty to "social risk" vulnerability and exclusion</b>		
<b>Activity Result 1</b> (Atlas Activity ID)	Feasibility study of differentiated poverty lines	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	To provide evidence as the basis for a future policy decision to move away from a monetized food-plus minimum subsistence poverty line to a line or lines more appropriate to the national level of economic and social development	
<b>Description</b>	1. Carry out a study of the applicability to the Jordanian context of alternative poverty lines currently used in countries at comparable levels of development 2. Present study for public discussion	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1. Study meets international technical standards	UNDP and MOPIC desk review	
2. Broad stakeholder participation in discussion	UNDP monitors attendance and press coverage	

<b>OUTPUT 2: Shifting the focus from monetized poverty to "social risk" vulnerability and exclusion</b>		
<b>Activity Result 2</b> (Atlas Activity ID)	Vulnerability risk and social inclusion study	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	To provide evidence to support a potential future policy decision to move away from the current conceptualization of poverty as a purely economic condition to a broader understanding of poverty as a social phenomenon. Understanding poverty in terms of the social risks vulnerability and exclusion would provide the basis for more differentiated policies and practices than in current use and would appear to be more suited to the national level of economic and social development	
<b>Description</b>	1. Conduct a study of poverty definitions and concepts in comparable countries 2. Present study for discussion	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1. Study meets international technical standards	UNDP and MOPIC desk review	

2. Broad stakeholder participation in public discussion	UNDP monitors attendance and press coverage	
<b>OUTPUT 2: Shifting the focus from monetized poverty to "social risk" vulnerability and exclusion</b>		
<b>Activity Result 2</b> (Atlas Activity ID)	Vulnerability risk and social inclusion study	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	To provide evidence to support a potential future policy decision to move away from the current conceptualization of poverty as a purely economic condition to a broader understanding of poverty as a social phenomenon. Understanding poverty in terms of the social risks vulnerability and exclusion would provide the basis for more differentiated policies and practices than in current use and would appear to be more suited to the national level of economic and social development	
<b>Description</b>	1. Conduct a study of poverty definitions and concepts in comparable countries 2. Present study for discussion	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1. Study meets international technical standards	UNDP and MOPIC desk review	
2. Broad stakeholder participation in public discussion	UNDP monitors attendance and press coverage	

<b>OUTPUT 2: Shifting the focus from monetized poverty to "social risk" vulnerability and exclusion</b>		
<b>Activity Result 2</b> (Atlas Activity ID)	Formulate a poverty reduction strategy	Start Date: End Date:
<b>Purpose</b>	To provide technical support to the MOSD and MoPIC in drafting the National Poverty Alleviation Strategy. This will include: <ul style="list-style-type: none"> <li>• Preparing the groundwork for work on drafting a National Poverty Alleviation Strategy that will incorporate all previous similar efforts and existing programs and will result in direct and clear policies and guidelines for poverty alleviation. This phase will include assisting MoPIC in designing the outline for the intended poverty alleviation strategy.</li> <li>• Drafting the National Poverty Alleviation Strategy. This phase will build on findings of the first phase to produce the National strategy. Identifying roles and responsibilities of stakeholders will be concluded throughout first stages of this phase. The final product will include; policies, linkages between stakeholders, mechanism of implementation and a way forward.</li> </ul>	
<b>Description</b>	Main activities will include:	



	<ul style="list-style-type: none"> <li>Review the 2002 Poverty Alleviation Strategy and the National Agenda 2006-2015, National Executive Program 2011-2013, Poverty Status in Jordan Report, etc.</li> <li>Study and provide analysis of socio-economic situation in Jordan, including poverty trends.</li> <li>Review relevant studies that feed in poverty such as; the National Employment Strategy, the Middle class study and poverty pocket survey findings amongst others.</li> <li>Review and Study the Household Expenditure and Income Survey, and other poverty related surveys conducted by the department of Statistics, in order to evaluate input from surveys into poverty studies and poverty strategies.</li> <li>Identify unavailable studies, data or input needed to compliment and complete strategy, in order to work on obtaining them, or preparing them for future use for poverty matters.</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1. Study meets international technical standards	UNDP and MOPIC desk review	
2. Broad stakeholder participation in public discussion	UNDP monitors attendance and press coverage	

<b>OUTPUT 3: Support to improved social sector planning and implementation monitoring</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Capacity building for statistical literacy	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	To support the ability of key decision-makers and MOPIC technical staff to understand, evaluate, and apply statistical evidence, such as survey techniques, indicators, confidence intervals and other basic statistical concepts to help them in assessing what can and cannot be concluded from statistical information, for example: very small changes (decimal point) changes in poverty head counts, for use in policy-making.	
<b>Description</b>	1. Provide capacity building on basic statistical concepts to key decision-makers. 2. Provide in-depth TOT training on statistical concepts to technical staff in non-statistics-based MOPIC units	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1. Monitor changes in the citation	UNDP monitoring of policy-	

of statistical evidence in policy formulation and reports	maker public statements and media reports	
2..Improved non-statistical unit use of statistical evidence	UNDP monitoring of MOPIC unit publications for use of statistical evidence	

<b>OUTPUT 3: Support to improved social sector planning and implementation monitoring</b>		
<b>Activity Result 2</b> (Atlas Activity ID)	Monitoring policy impact	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	To improve the ability of the MOPIC M&E unit to make active use of the full potential of the MIS system created in Phase I of the project by providing capacity building to M&E staff on outcome and impact monitoring techniques and the analysis of monitoring outputs and providing technical support to the maintenance and use of a risk monitoring function to provide early warning of emerging risks.	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Capacity building on outcome and impact monitoring techniques</li> <li>2. Capacity building on the analysis of monitoring results</li> <li>3. Technical support to risk monitoring function</li> </ol>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1. Outcome monitoring reports produced using MIS system by MOPIC M&E unit	UNDP desk review	
2. Analysis of monitoring results meets international quality standards	UNDP desk review	
3. Risk monitoring function maintained and producing accurate early warning reports	UNDP close monitoring of functionality and review of reports produced	

<b>OUTPUT 3: Support to improved social sector planning and implementation monitoring</b>		
<b>Activity Result 2</b> (Atlas Activity ID)	Technical Support to build SAM at MOPIC PSD	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	SAM is used to build economy-wide macroeconomic models explicitly designed to analyse the distributional impacts of policy change, that is, the effects on employment, incomes and poverty of different household groups. It promotes sustainable economic development and growth, lowering income inequalities, and reducing poverty. This activity will provide MOPIC/PSD	

	with the technical assistance needed for the compilation of the SAM.	
<b>Description</b>	The SAM is a database that provides a snapshot picture of the economy in one year, showing, among other things, how income is generated, how it is distributed among different households, and how different households spend their income.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1. Outcome monitoring reports produced using MIS system by MOPIC M&E unit	UNDP desk review	
2. Analysis of monitoring results meets international quality standards	UNDP desk review	
3. Risk monitoring function maintained and producing accurate early warning reports	UNDP close monitoring of functionality and review of reports produced	

<b>OUTPUT 4: Achieving national poverty alleviation through more effective use of resources and improved social service delivery</b>		
<b>Activity Result 1</b> (Atlas Activity ID)	Policy instruments to reduce vulnerability and social exclusion	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	To provide an analysis of the costs and benefits of expanding the current fragmented system of social insurance to provide universal basic coverage, to shift from means tested to categorical social benefit transfers, and to improve targeting of job skills training to reduce administrative costs and improve efficiency.	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Conduct ILO cost/benefit analysis of universal social insurance and child benefit</li> <li>2. Present for stakeholder discussion</li> <li>3. Conduct ILO study of skill matching to future labor market demand for low income school leavers</li> <li>4. Present for stakeholder discussion</li> </ol>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1. Study conducted to international standards	UNDP and MOPIC desk review	
2. Broad stakeholder participation	UNDP monitors attendance and	

	press coverage	
3. Study conducted to international standards	UNDP and MOPIC desk review	
4. Broad stakeholder participation	UNDP monitors attendance and press coverage	

**OUTPUT 4: Achieving national poverty alleviation through more effective use of resources and improved social service delivery**

<b>Activity Result 1 (Atlas Activity ID)</b>	Support to improved coordination of social sector actors	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	To provide support better coordination among currently highly fragmented social sector actors and improve communication between social welfare providers and beneficiaries and their representatives with the goal of providing better and more effective coverage of beneficiaries only a small minority of whom are currently being served.	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Support consultations among providers to develop a more effective coordination mechanism</li> <li>2. Support consultations between providers, beneficiaries and their NGO representatives to improve service design and delivery</li> </ol>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1. Increase in coverage of social transfers and coordinated services to social welfare beneficiaries	UNDP close monitoring of provider reports and consultation with NGOs	
2. Beneficiary reports of improved service delivery	UNDP consultation with social sector NGOs	

**OUTPUT 4: Achieving national poverty alleviation through more effective use of resources and improved social service delivery**

<b>Activity Result 1 (Atlas Activity ID)</b>	Mainstreaming advocacy and services for PWD	Start Date: 1 October 2011 End Date: 31 December 2014
<b>Purpose</b>	To provide a model for improved social support to and public acceptance of highly vulnerable individuals and households at risk of social exclusion.	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Advocacy campaign for mainstreaming PWD into educational facilities and employment</li> <li>2. Support consultations between PWD and their caregivers and service provider practitioners to improve design and delivery of support services.</li> </ol>	

	3. Pilot community-based mainstreaming activities in coordination with actors and stakeholders	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1. Improved public visibility of PWD	UNDP monitor press reporting on PWD	
2. Improved access of PWD to public facilities	UNDP with NGO or Agency actors monitor access to selected public facilities (e.g. elementary schools, job training)	
3. Pilot experience adopted and applied more broadly by State and non-state actors	UNDP monitor subsequent dissemination of practices with NGO stakeholders	

## VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency 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 executing agency'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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

**Agreements.** Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs<sup>10</sup> (where the NGO is designated as the "executing entity") should be attached.

**Terms of Reference:** TOR for key project personnel should be developed and attached

**Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

### Special Clauses

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [ ]above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

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

The contribution shall be charged:

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

VIII. ANNEXES

Annex I. Risk Analysis  
INITIAL RISK LOG



Project Title: Phase II. "Support to Poverty Analysis and Monitoring at MOPIC and D Thinking Differently about Poverty and the Poor"		Award ID: 00057351		Date: 27 February 2011					
#	Description	Date Identified	Type	Impact & Probability	Countermeasure s/ Mngt response	Owner	Submitted/Updated by	Last Update	Status
1	Government unable to contribute the envisaged in-kind contributions (i.e. human resources)	27.01.2011	Organizational	Main deliverables would not be achieved or government would not have necessary capacity to apply delivered outputs  P = 1  I = 5  Total = 6	Extensive advance consultations with MOPIC and DOS partners to ensure clarity and agreement on all proposed outputs. Conduct regular consultations as project proceeds to make any adjustments as necessary	Project Management Advisor		When the status of the risk last checked  (In Atlas, automatically recorded)	e.g. dead, reducing, increasing, no change  (in Atlas, use the Management Response box)

2	The projects deliverables become irrelevant or not accepted by the due changes in government or the political situation	27.02.2011	Organizational/ Strategic	Proposed outputs needed regardless of personnel changes. Political commitment could weaken, but pressure to show measures are being taken likely to increase P =1 I = 4 Total= 5	Maintain regular communication with MOPIC partners and make adjustments in project activities as required by changing political context	Project Management Advisor	
3	UNDP fails to provide or mobilize the full amount of envisioned resources	27.02.2011	Financial	It would limit the scope of the project, However, funding required is relatively modest P = 1	Prioritize the outputs and activities	Project Management Advisor	



4	Certain decision-making activities delayed	27.02.2011	Organizational/Operational	I = 4 Total = 5	Would undermine confidence in the project and have cost implications	Monitor through regular project meetings and consultations with stakeholders	Project Management Advisor			
5	Delay in recruiting key personnel or consultants for core studies	27.02.2011	Operational		Would hinder delivery of planned outputs or activity results	Prepare all necessary documentation (e.g. TOR, ad, etc) in advance; Tap rosters; contact cooperating agencies ESCWA and ILO in advance to ensure availability	Project Management Advisor			

## Annex 2. Terms of Reference

### Terms of Reference: Project Board

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

- Ministry of Planning and International Cooperation (MOPIC) as elaborated below
- Department of Statistics (DOS)
- UN Agencies (UNDP, ESCWA, UNFPA, UNICEF)

### **The Project Board's Responsibilities:**

*At the beginning of the project:*

- Approve the start of the project via acceptance of the Project Document
- Agree on Project Management Advisor's responsibilities
- Appraise and approve the project plans submitted by the Project Management Advisor
- Delegate any Project Assurance roles as appropriate
- Commit project resources required by the plan

*As the project progresses:*

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Review each completed project stage and approve progress to the next
- Provide ad-hoc direction and advice for exception situations when tolerances are exceeded
- Assess and decide on project changes
- Assure that all planned deliverables during each stage are delivered satisfactorily

*At the end of the project:*

- Assure that all products deliverables are delivered satisfactorily
- Review and approve the end project report (if required)
- Make recommendations for follow-on actions if required

### **Roles of Members in the Project Board**

**Executive:** individual representing the project ownership to chair the group. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives

value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier – **The Ministry of Planning and International Cooperation – Minister (or as delegated)**

**Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required.- **UNDP, ESCWA, UNFPA UNICEF- Representative (or as delegated)**

**Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria- **Department of Statistics, MOPIC Social and Economic Productivity Unit, MOPIC M&E**

– **Director General (or as delegated), Directors of MOPIC's Departments/Unit**

### Terms of Reference: Project Assurance

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions, which are mandatory for all projects. Project Assurance is the responsibility of the Project Board. It can be carried out by the Project Board itself, or can be delegated.

Project Assurance has to be independent of the Project Management Advisor; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Management Advisor.

The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains consistent with, and continues to meet, the objectives of the project document and that no change to the external environment affects the validity of the project.

- User/Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Business Case (as defined in the PID)
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- Focus on the business need is maintained
- Internal and external communications are working
- Applicable standards are being used
- Adherence to quality assurance standards

### **Terms of Reference: National Project Management Advisor**

The National Project Management Advisor will be responsible for ensuring needed support is provided to DOS and MOPIC to implement the outputs and to monitor and evaluate the project's overall progress. He/She will be accountable for ensuring that DOS and MOPIC report results to Project Board. The Project Management Advisor will focus on capacity development outcomes for DOS and MOPIC by working directly with the DOS and MOPIC staff to ensure they achieve the results of the project. He/she will be supported by other short term advisory inputs and will be responsible for ensuring their timely availability when needed He/ She will sit at MOPIC or DOS as available. The PM will have a dual reporting, line to UNDP the Director General in DOS and the Minister in MOPIC

### **The Project Management Advisor Responsibilities:**

1. Provide leadership and strategic thinking to ensure proper implementation and ownership by DOS and MOPIC of project activities.
2. Support DOS and MOPIC to take on the responsibility of the overall management and planning of the implementation of the project's outputs and activities.
3. Support DOS and MOPIC to manage and administer the day- to-day operations and coordinate with the Responsible Parties to ensure the effective implementation of the activities of above mentioned project;
4. Mobilization of inputs and expertise needed for the project in consultation with the senior supplier
5. Ensure provision of technical/substantive support to the Responsible Parties during implementation of activities
6. Provide solutions to any constraints faced by the Responsible Parties in implementation
7. Undertake all necessary financial arrangements, processes, request for authorizations, payments and ensure financial accountability.
8. Arrange and coordinate the Board meetings and act as Secretariat of the Board.
9. Support DOS and MOPIC to Prepare the work plan, quarterly, progress, annual reports and Terminal Report.
10. Identify, monitor and update the project risks, issues and lessons learned
11. Undertake any other related tasks at the request of the Project Board.
12. Supervise all staff assignment and consulting agreements.

### **Qualifications and Experience**

- 10 years working experience in a field related to social development, poverty reduction, social statistics at the policy level
- 10 years experience in general project management.
- Previous experience in capacity building and institutional development activities.
- Advanced university degree in social science, public administration or other job-related discipline.
- Proficiency in English and Arabic Languages spoken and written.
- Excellent communication skills and maturity in dealing with partners

- Sensitivity to gender issues
- Knowledge of the national social and political situation.
- Capacity to liaise effectively with the media.

## Annex 3. Universal Price List

Valid as of 01 March 2010

### UNDP 2010 Universal Price List For Country Office Services to UN Agencies and Programmes



(For Country Office Cost Bands, refer to page 3 of this document)

Service <sup>1</sup> (see service notes overleaf)	High Cost	Mid-High Cost	Mid-Low Cost	Low Cost
<b>Payment Process <sup>2</sup></b>	26.02	18.18	14.30	10.08
Issue check only (Atlas Agencies)	7.46	5.20	4.09	2.88
Vendor profile only (Atlas Agencies only)	11.89	8.26	6.50	4.55
<b>Staff selection and recruitment process</b>	406.59	275.01	216.11	146.53
Advertising (20%)	81.32	55.00	43.22	29.31
Short-listing (40%)	162.64	110.00	86.44	58.61
Interviewing (40%) <sup>3</sup>	162.64	110.00	86.44	58.61
<b>Staff HR &amp; Benefits Administration &amp; Management <sup>4</sup> (one time fee, per staff. Service incl. contract issuance, UNJPF/MIP enrollment, payroll setup - Starting 2006 this price applies to the separation process as well)</b>	147.40	103.53	81.44	57.76
<b>Recurrent personnel management services: Staff Payroll &amp; Banking Administration &amp; Management <sup>5</sup> (per staff, per calendar year)</b>	368.41	247.48	194.44	130.70
Payroll validation, disbursement (35%)	128.94	86.62	68.05	45.75
Performance evaluation (30%)	110.52	74.24	58.33	39.21
Extension, promotion, entitlements (30%)	110.52	74.24	58.33	39.21
Leave monitoring (5%)	18.42	12.37	9.72	6.54
<b>Consultant recruitment</b>	163.71	114.85	90.34	63.98
Advertising (20%)	32.74	22.97	18.07	12.80
Short-listing & selection (40%)	55.49	45.94	36.14	25.59
Contract issuance (40%)	65.49	45.94	36.14	25.59
<b>Issue/Renew IDs (UN LP, UN ID, etc.)</b>	31.48	22.05	17.34	12.26
<b>Local driver's licenses (full process)</b>	40.58	28.49	22.41	15.88
<b>Accreditation w. government</b>	40.58	28.49	22.41	15.88
<b>Vehicle registration (full process)</b>	40.58	28.49	22.41	15.88
<b>Visa request (excl. government fee)</b>	28.20	19.58	15.39	10.77
<b>Ticket request (booking, purchase)</b>	34.26	23.87	18.77	13.19
<b>Travel authorization</b>	28.20	19.58	15.39	10.77
<b>Hotel reservation</b>	15.17	10.73	8.44	6.04
<b>F10 settlement</b>	18.74	13.03	10.25	7.19
<b>Procurement process involving CAP (and/or ITB, RFP requirements)<sup>6</sup></b>	321.26	219.84	172.81	118.86
Identification & selection (50%) <sup>3</sup>	160.63	109.92	86.40	59.43
Contracting/issue purchase order (25%)	80.31	54.96	43.20	29.71
Follow-up (25%)	80.31	54.96	43.20	29.71
<b>Procurement not involving CAP (low value procurement, local)</b>	97.33	67.74	53.27	37.39
Identification & selection <sup>4</sup> (50%)	48.67	33.87	26.64	18.69
Issue purchase order (25%)	24.33	16.94	13.32	9.35
Follow-up (25%)	24.33	16.94	13.32	9.35
<b>Disposal of equipment <sup>3</sup></b>	135.56	93.53	73.53	51.07
<b>Custom clearance</b>	50.08	34.54	27.15	18.85
<b>Shipment arrangement</b>	83.95	58.79	46.24	32.69
<b>Fellowship package (per participant)</b>	91.80	63.61	50.02	34.92
<b>AR Management Process (create/apply receivable pending item- Atlas Agencies Only)</b>	10.49	7.35	5.78	4.09

#### **Annex 4. LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES**

*00079806 - "Support to Poverty Analysis and Monitoring at MoPIC and DOS: Thinking Differently about Poverty and the Poor"*

Excellency,

1. Reference is made to consultations between officials of the Government of *Jordan* (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government (Implementing Partner) is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the Implementing Partner, the following support services for the activities of the project:
  - (a) Identification and/or recruitment of project personnel;
  - (b) Identification and facilitation of training activities;
  - (a) Procurement of goods and services;
4. The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a project, the annex to the project document is revised with the mutual agreement of the UNDP resident representative and the Implementing Partner.
5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Authorities of the Government of Jordan and the United Nations Development Project (UNDP), signed by the parties on 12 January 1976 (the "SBAA") or the Supplemental Provisions forming part of the project document, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project through its Implementing Partner. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.



6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

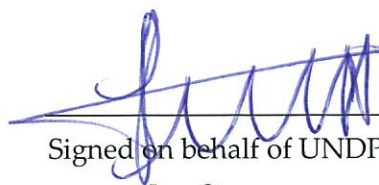
7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,



Signed on behalf of UNDP

*Luc Stevens*

*UNDP Resident Representative*



For the Government

*H.E. Dr. Jafar Hassan*

*Minister of Planning and International Cooperation*

Date:

## Attachment

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### DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between The Ministry of Planning and International Cooperation, the institution designated by the Government of Jordan and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project ID No. 00079806- *Support to Poverty Analysis and Monitoring at MOPIC and DOS: Thinking Differently about Poverty and the Poor*.

2. In accordance with the provisions of the letter of agreement signed on [ ] and the *Project document entitled Support to Poverty Analysis and Monitoring at MOPIC and DOS: Thinking Differently about Poverty and the Poor*, the UNDP country office shall provide support services for the *Project*] as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Hiring the National Project Management Advisor	September-October 2011	As per the UPL- US\$ 216.11	UNDP will directly charge the project upon receipt of request of services from the Implementing Partner (IP)
2. Hiring Consultants	Ongoing throughout implementation of the project when applicable	As per the UPL- US\$ 90.34 each hiring process	As above
3. Purchasing of Equipment	During 2011 and 2012	As per the UPL- US\$ 53.27 for each purchasing process	As above

4. Description of functions and responsibilities of the parties involved:

UNDP will conduct the full process while the role of the Implementing Partner (IP) will be as follows:

- The Implementing Partner will send a timetable for services requested annually/ updated quarterly
- The Implementing Partner will send the request to UNDP for the services enclosing the specifications or Terms of Reference required
- For the hiring staff process: the IP representatives will be on the interview panel,
- For Hiring CV: the IP representatives will be on the interview panel, or participate in CV review in case an interview is not scheduled