



United Nations Development Programme

Country: Jordan

Project Document

Project Title : Acceleration of MDG 1 Through Legal Empowerment of the Poor Initiative in Jordan

UNDAF Outcome(s): Outcome 19: Strengthened institutions, systems and processes to promote, coordinate and implement pro-poor gender sensitive national development objectives based on good governance principles

Expected CP Outcome(s): Institutions, systems and processes to promote, coordinate and implement pro-poor gender sensitive national development objectives based on good governance principles

Responsible Party: Economic and Social Council

Lead Implementing Partner: Ministry of Planning and International Cooperation

Secondary Implementing Partners National Centre for Human Rights, Department of Statistics, Social Security Directorate, Ministry of Social Development.

Brief Description

This project document is developed in response to Jordan's acceleration to MDG 1, particularly in assisting Jordan to analyse and diagnose the obstacles to improving the lives of those in the informal¹ economy (indicator 1.7) and develop solutions to address these obstacles. This project document is an instrument to promote collective action to improve livelihoods and state accounts. It will draw on UNDP's established governance portfolio and vast network of experts and partners, and will build on the achievements and lessons learned from the work of UNDP's Regional Cairo Centre (RCC) Initiatives.

This project is inspired by the concrete progress that has been enabled through the Commission on Legal Empowerment of the Poor (CLEP) in 2008, the regional efforts of RCC in 2009 regarding the need for strong partnerships in the field of legal empowerment, improved knowledge exchange and documentation, and enhanced advocacy and dialogue. This project is driven by the need to further reinforce Jordan's commitment to social and economic rights, which has begun in 2008, but remains in need of concrete assistance in many areas.

¹ "The informal sector is defined as a part of the economy that results in the production of legal goods and/or services (legally tradable and non-criminal), however, the enterprise in which it is produced is not registered, and does not pay taxes. It could also be an enterprise in which goods are being produced legally (registered, paying taxes) but does not provide social benefits for employees and/or owners." **Al-Budirate, A. 2008.** " Jordanian Experience in Measuring Employment in the Informal Sector," Department of Statistics, Jordan. "They, therefore, cannot borrow or use their collateral and success to leverage future expansion, thus remaining small." **World Bank. 2000.** "The importance of MSMEs in Developing Economies," World Bank Report

Accordingly, the project will work to generate a coherent body of specialised knowledge and to transfer key skills to policymakers and practitioners with a view to enabling the identification of priority challenges and possible responses at the country-level, while supporting the effective engagement of Arab countries in LEP efforts. Implementation will focus on four inter-related areas of work that have been identified based on the results of national consultations. These areas are (i) Panoramic analysis of the informal economy; (ii) a survey on the informal economy; (iii) policy workshops to share findings from the survey; and (iv) downstream interventions by sector regions.

This project will adopt a participatory approach driven by the principle of “national ownership”, and knowledge sharing as fostered by Teamworks, which is UNDP’s web-based knowledge bank. This approach will ensure a more practical, and prospectively sustainable and scalable engagement of various state institutions and non-governmental actors including businesses, civil society, and independent media, academic and research institutions.

The project will also promote adherence to the principles of aid effectiveness, through a proactive and far-reaching partnership strategy that seeks to foster linkages with relevant initiatives at the country, regional and global levels.

Programme Period:	2008-2012	2011 AWP budget:	\$100,000
Key Result Area (Strategic Plan):	Democratic Governance	Total resources required	\$316,500
Atlas Award ID:	_____	Total allocated resources:	
Start date:	01/08/2011	• Other:	
End Date	31/12/2012	○ DGTF	\$200,000
PAC Meeting Date	_____	○ Donor	_____
Management Arrangements	NEX	○ Donor	_____
		○ Government	\$50,000 (MOPIC)
			▪ \$66,500 (ESC) through AECID (Exchange rate \$1.40=1€)
		Unfunded budget:	_____

Agreed by Lead Implementing Partner / MOPIC:

Agreed by UNDP:

Agreed by responsible Agency:

Contents

I.	Situation Analysis	5
	A. Acceleration of MDG 1 and Legal Empowerment.....	5
	B. Legal Empowerment of the Poor and informal economy in Jordan.....	6
II.	Strategy	7
III.	Results and resources framework	9
	A. Annual Work Plan.....	16
IV.	Management Arrangement	21
V.	Monitoring and Evaluation	26
VI.	Legal Context	28
VII.	Budget	29

List of Abbreviations and Acronyms

AECID	Agencia Española de Cooperación Internacional para el Desarrollo (Spanish Agency for International Development Cooperation)
AWP	Annual Work Plan
CDR	Combined Delivery Report
CPAP	Country Program Action Plan
ESC	Economic and Social Council
HACT	Harmonized Approach to Cash Transfers
DGTTF	Democratic Governance Thematic Trust Fund
IP	Implementing Partner
IPU	Inter Parliamentary Union
ISS	Implementation Support Services
LEP	Legal Empowerment of the Poor
MDGs	Millennium Development Goals
MOPIC	Ministry of Planning and International Cooperation
NEX	National Execution
PB	Project Board
PR	Progress Report
PSD	Policies and Strategies Department (MOPIC)
RCC	Regional Cairo Centre
SBAA	Standard Basic Assistance Agreement
TRAC	Target for Resources Assignment from the Core (UNDP Country Offices UNDP-core budget for the development programme)
UNDAF	United Nations Assistance Development Framework
UNDP	United Nations Development Programme
WB	World Bank

I. SITUATION ANALYSIS

“It is the government's duty, therefore, to be committed to maintaining economic and social justice and equality. The government's policies will seek to . . . protect and support the poor.”

*His Majesty King Abdullah II ibn Al Hussein's inaugural speech
of the first ordinary session - 16th Parliament*

A. Acceleration of MDG 1 and Legal Empowerment

The last three years have witnessed a critical transformation in the Arab region. In 2008, Arab States called for joint programming to address poverty and employment challenges. Subsequent Arab Summits in Kuwait (2009) and Egypt (2011) realized that greater emphasis on inclusion and equity is necessary when addressing youth unemployment and poverty reduction because of their effect stability and national security of states.² In January 2011, Arab Leaders met at the Social and Economic Summit in Sharm El Sheikh and stressed that there is a need to accelerate the achievement of the Millennium Development Goals,³ and that **Arab States are required to improve their laws, policies, and regulatory framework to achieve the MDGs**. These law and policy making processes will be monitored and evaluated in an Arab MDG summit by end of 2012.

As acknowledged by the Arab MDG Report 2010, much needs to be done to improve standard of living in terms of reducing poverty and improving employment. In relation to halving the proportion of those people living below \$1.25-a-day, Arab countries are considered on track of Achieving Goal 1. However, when using the international threshold of two-dollars-a-day, 20.3 % of the population in the Arab world was living in poverty and 35.6% were living in extreme poverty. When using the Human Poverty Index, the rates vary across the regions, however human poverty rates average 22.7% in 2007 according to the same report. At the sub-national level, poverty in the Arab region is heavily concentrated in rural areas.⁴ The Arab MDG report also acknowledges that **unemployment and decent work remain the most serious development challenge as Arab countries face the highest unemployment rates (particularly amongst the youth) worldwide.**

Aside from lack of employment opportunities in the Arab region, the poor are challenged with difficult working conditions such as casual workers. The risk of poverty for a person engaged in irregular work is almost double the rate in the population as a whole, and of regularly employed individuals. When most Arab Countries reduced employment in the public sector, the ‘informal sector’ became a “dumping ground” for the ‘surplus’ urban workforce, composed mostly of

² See Recommendation 9/a <http://www.arabeconomicssummit.org/Declar2List.aspx?ID=3>

³ See speeches on Egypt, Kuwait, and UNDP administrator.

⁴ MDG Arab report, http://204.200.211.31/Update_Dec/AMDGR/Third%20Arab%20report%20on%20the%20MDGs%202010%2030-09-2010_.pdf

unskilled and unprotected labourers.⁵ Gender disparity is also obvious in the share of vulnerability of employment (measured as the share of own-account and contributing family workers). **ILO projections show that the disparity between men and women in terms of engagement in vulnerable employment, is highest in Arab countries (North Africa and Western Asia) compared to any other developing region.**

B. Legal Empowerment of the Poor and informal economy in Jordan

The Commission of the Legal Empowerment of the Poor (LEP) was established in 2008 as the first global initiative focusing on the link between exclusion, poverty and the law. The Commission asserted that **labour rights, rights to livelihood and entrepreneurship and property rights rely on equitable and inclusive law and policy.** The final report of the Commission “Making the Law Work for Everyone,” found that half the people in urban areas worldwide work in the informal economy and that they operate outside the law by entering into informal labour contracts. The Commission noted that people who are trapped in poverty usually exist outside the realm of law and the law is not working for them. Hence, **legal Empowerment is fundamental for effective and meaningful poverty reduction and that participatory governance is about bringing the real knowledge to produce better solutions for building law, policies and regulations.**

UNDP’s Regional Centre in Cairo (RCC) held national Arab consultations which highlighted the prevalence and relevance of the informal economy, and that the informal economy requires further analysis. **The LEP national consultation in Jordan highlighted the importance of Legal empowerment in Jordan and stressed the relationship between poverty and informality.** Consequent meetings on the topic underscored the connection between exclusion, deprivation of social capabilities and deficits in human dignity. In conclusion, legal empowerment of the poor will have a direct impact on productivity, human dignity, acceleration of Goal 1 and national security.

The recently published Jordan Human Development Report 2010 admits that **accurate statistics on the informal sector are not available,** given the difficulties in assessing the registration status of the firms in this sector. It has been estimated by the World Bank that the size of the informal economy (economic activities that are not properly registered and regulated, therefore, not taxed) in Jordan amount to 19.4% of national GNP.⁶ While data on formal enterprises can be drawn from the Department of Statistics, estimates regarding informal sector employment are still pre-mature. However, some studies estimate informal sector employment at approximately 25% of the labour force.⁷

In Jordan, more actors have been interested in extending formal opportunities and protection to those living in the informal economy. The Ministry of Planning and International Cooperation (MOPIC) and the Economic and Social Council (ESC) are aiming for an agenda that is calling for policy reform and social activism to improve the living conditions of those who are in the informal

⁵ MDG Arab report, p 16-17

⁶ MDG report

⁷ Al-Sundus, I, Kamel, N, Hourani, H, and Abu Rumman, H. 2005. “The Informal Sector in Jordan, Empirical Study,” Al-Urdun Al-Jadid Research Center. The 2008 study “Labor Rights in Jordan” touched on the characteristics of the informal economy and noted that the informal economy in Jordan includes youth, prevalence of family-owned enterprises, in addition to the resilience of families on heads of households employed in the informal economy.

economy. **As agreed by MOPIC and ESC, the first step to advancing legal empowerment of the poor in Jordan, is to engage in an intellectual effort to research and analyse the realm of informal economy.**

Quantitative and qualitative understanding of such a considerable sector is needed in order to address some fundamental questions:

1. What explains the discrepancy between GDP and employment?
2. What explains high rates of unemployment?
3. What explains low rates of women economic participation?
4. How far can formalization help expand Jordan's domestic fiscal space?
5. What are the tradeoffs of formalization on livelihoods?
6. How do existing laws (property, social protection, labor) affect those in informal sectors?
7. What are the existing channels of voice and representation to protect rights of those in informal economy, especially the youth?
8. Examining and investigating the credit needs and access of the informal economy?

II. STRATEGY

This project is **aligned with the priorities and entry points that have been identified in consultation held locally,⁸ and the recommendations of the meetings convened by UNDP-RCC in Cairo, Amman, and Algiers.** It is further justified by the increased interest on the side of the GOJ, as well as on the side of UNDP, to engage in a theoretic, albeit illuminating, start that will be instrumental in framing, advancing and building knowledge and understanding of poverty traps of Jordanians who live and work in the informal economy. The project has been premised on UNDP's 2008-2011 strategic plan with regard to poverty reduction and facilitating democratic governance through fostering inclusive participation. The project is aligned with the Legal Empowerment of the Arab Poor Platform and UNDP LEP Guidance note.

The findings of legal and economic exclusion will reveal the conditions of the most vulnerable in Jordan and accelerate the Achievement of MDG 1. This is particularly related to Target 1B which requires governments to achieve full and productive employment and decent work for all including women and youth, while focusing on sub target 1.7 which refers to own accounts workers who are predominant in the informal economy.

The overall aim of this project is to capitalize on the commitment that has been done in the area of analysing the informal economy in Jordan in order to promote supporting and refining policy reforms and participatory governance interventions. Accordingly, **the main output of this project will be knowledge produced on the depth and breadth of the informal economy in Jordan and the main regions and occupational groups that trapped in poverty.** Naturally, a specific focus will be put on the cross-cutting themes such as gender, age, and youth. Once achieved, the output will directly contribute to the progress on economic, social and cultural rights, better reporting on ICESR and target 1B and 1.7 of the MDGs.

On the short term, the developmental impact of this project: (1) are Increased sensitivity to costs/benefits of informality, (2) Increased knowledge of alternative tradeoffs of fiscal space, social security, and access to justice policies, (3) Guiding political process to enhance representation/collective action through unions, lawyers, judges, CSOs. While the long term

⁸ Consultation meetings with ESC and MOPIC 11-13 January 2011.

impact; (1) Better accounting of employment and more informed poverty reduction efforts; (2) Enhanced inclusiveness & accountability of socio economic policies.

The guiding principles of this project include:

- ▶ **Consultative** desktop and focus groups with key stakeholders, such as Ministries (e.g. finance, social dev. & women aff.), Governors, mayors, local councils, Area Development Economic Agencies, CSOs either individually or through NCHR, Jordanian Think Tanks
- ▶ **Participative** survey design (household or enterprise)
- ▶ **Comparative** knowledge on modalities of representation, collective bargaining, judicial activism to enhance accountability of socio economic policies (link to regional initiative)
- ▶ **Gender mainstreamed** gender mainstreaming will be an issue of consideration during the planning of all activities. In addition, all activities will consider gender implications for all outputs and all knowledge materials developed will encompass a gender component.
- ▶ **Attentive to youth in design and research**⁹
- ▶ Benefitting from and contributing to **comparative experience**

This project highlights the partnership with UNDP's regional LEP project. While emphasizing the principle of "national ownership", this project will seek to maintain and expand UNDP CO strong partnership with RCC, building on the exemplary cooperation between UNDP-RCC. The strategy will also seek to deepen existing cooperation other concerned UN agencies, as well as regional and global actors who bring added value to the various activities designed and implemented under this regional project. The partnership will also draw on the resources within UNDP (i) at the global-level; (ii) at the cross-regional-level (iii) and certainly at the level of the Arab region through benefiting from the regional LEP initiatives, (iv) other UNDP Country offices in the Arab region, and (iiv) web base knowledge bank (teamworks). The project will also seek to support synergies with UNDP governance initiatives at the country-, regional- and global-levels, including joint activities, whenever possible.

Outputs of the project:

- a. **Output 1: A consultative panoramic Analysis on informal economy in Jordan is developed**
- b. **Output 2: The size of the informal economy estimated and a quantitative database on informality established.**
- c. **Output 3: Qualitative, gender-sensitive and youth-sensitive, understanding of informality established**
- d. **Output 4: Nation-wide Policy Dialogues conducted**
- e. **Output 5: Based on the findings of the outputs 1 through 4, downstream policy interventions developed**

⁹ For the purpose of this project, the age of youth is 15-29.

III. RESULTS AND RESOURCES FRAMEWORK

<p>UNDAF Outcome(s): Good Governance mechanisms and practices established towards poverty reduction, protection of human rights and gender equality in accordance with Millennium Declaration.</p>			
<p>Expected CP Outcome(s): Outcome 19: Strengthened institutions, systems and processes to promote, coordinate and implement pro-poor gender sensitive national development objectives based on good governance principles</p>			
<p>Project Title: Acceleration of MDG Goal 1 through legal empowerment of the poor initiative in Jordan</p>			
EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBILITY	INPUTS
<p>Output 1: A consultative panoramic Analysis on informal economy in Jordan is developed</p> <p>Baselines: (1) existing studies (al Urdun Al Jadid 2005, National Consultation Papers 2008, Greater Amman Municipality Analysis on informality and gender 2008, NHDR 2010, and WB 2011). (2)Lack of comprehensive and thorough assessments of the informal economy and informal employment in Jordan. (3) Lack of gender desegregated data on information economy. (4)Commitment and interest of MOPIC and ESC to analyze the informal economy. (5) Management arrangements not established.</p>	<p>1.1. Develop Terms of Reference for a consultative panoramic study on informal economy and informal employment</p> <p>1.1.1 Conduct desk top reviews of what is known or unknown about the informal economy and informal employment in Jordan</p> <p>1.1.2 Hold focus groups with key stakeholders to understand reality of informality</p>	<p>ESC</p> <p>AECID</p> <p>MOPIC</p> <p>UNDP</p>	<ul style="list-style-type: none"> • Translation • Travel (local) • Cost of Meetings • Cost of 2 Workshops • Cost of focus groups • Cost of database • Media and Communication • Regional consultants • Travel • Misc • Recruit one staff • IT equipment

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBILITY	INPUTS
<p>Targets: (1) a national consensus on informality parameters established (2) TOR for panoramic analysis developed. (3) Panoramic analysis conducted. (4) findings of panoramic discussed by stakeholders Indicators: (1) minutes of consultative meetings. (2) approved TOR of panoramic analysis by stakeholders involved. (3) focus groups reports. (4) workshop reports. (5) final panoramic analysis (5) No. of gender related information in panoramic analysis.</p>	<p>1.1.3 Hold consultative workshops to agree on a Terms of Reference (TOR) for conducting the panoramic study on the informal economy and informal employment that covers, inter alia, the following :</p> <ul style="list-style-type: none"> - Defining informality/ shades of informality - Defining the factors that drive and/or motivate informality - Defining those who are most affected - Defining how informality and vulnerability interact - Agree on sectors that are most affected - Identifying looming issues - Define the regions/municipalities that demonstrate high rates of informality - Utilize regional experiences in designing the TOR of the panoramic study 		
	<p>1.2 Conduct panoramic analysis based on TOR developed under (activity 1.1)</p>	<p>ESC AECID MOPIC</p>	<ul style="list-style-type: none"> • TOR for consultant to facilitate developing the TOR for the panoramic analysis • Cost of consultant
	<p>1.3 Hold workshop to discuss findings of the panoramic analysis</p>	<p>ESC MOPIC</p>	<ul style="list-style-type: none"> • Local consultants • Workshops • Travel • Regional workshops
<p>Total Output 1</p>			<p>\$119,000</p>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBILITY	INPUTS
<p>Output 2: The size of the informal economy estimated and a quantitative database on informality established.</p> <p>Baselines: (1) two household surveys on informal economy in Jordan conducted by DOS. (2) regional experiences in designing and conducting surveys exists. (3) no sufficient indicators on informality are available in Jordan (4) no estimates on gender participation in informal economy exists. (5) No estimates on youth participation in the informal sector</p> <p>Targets: (1) indicators on informality established.(2) survey results on informality developed (3) a gender and youth sensitive data base is established</p> <p>Indicators: (1) sample size and representation. (2) workshops conducted and workshop reports well documented (3) Workshops conducted are gender sensitive (4) TOR of survey is gender and youth sensitive. (5) feedback from political parties, women, youth and and civil society.</p>	<p>2.1 Procure two consultants to analyse the two household surveys conducted by DOS and issue a report to match between the panoramic analysis and the outcomes of the survey</p> <p>2.2 Hold a consultative workshop to design a supplementary survey of the informal economy based on the findings of the panoramic analysis and analysis conducted by DOS. The survey design should be:</p> <ul style="list-style-type: none"> • Consultative • Participative • Benefiting from comparative experiences • Gender sensitive • Attentive to youth • Applicable to upstream and downstream interventions 	<p>ESC</p> <p>DOS</p> <p>MOPIC</p>	<ul style="list-style-type: none"> • Cost of workshop • Media and communication • Regional consultants • travel

	2.2. Conduct Survey according to the approved design in activity 2.1	DOS MOPIC	<ul style="list-style-type: none"> • Cost of survey
Total Output 2			\$70,000
EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBILITY	INPUTS
<p>Output 3: Qualitative, gender-sensitive and youth-sensitive, understanding of informality established</p> <p>Baselines: 0</p> <p>Target: (1) real life stories on informality documented through investigative journalism and documentaries. (2) An assessment on organization of collective voice of informality developed. (3) challenges to access to justice for those in the informal sector are identified.</p> <p>Indicators: (1) # of documentaries and movies. (2) # of documentaries tackling youth and gender in the informal economy.</p>	<p>3.1. Document real life stories by the media and investigative journalism:</p> <p>3.1.1 conduct sessions with journalists about informality based on findings of the panoramic analysis and/or survey</p>	<p>ESC</p> <p>UNDP</p>	<ul style="list-style-type: none"> • Logistical costs • Supplies • Translation • Cost of training and workshops • Regional/Local consultants • Travel • Cost of production of movies and documentaries
	<p>3.2 Conduct an assessment on the organization of collective voice of informality</p> <p>3.2.1 Hold a consultative meeting to define the TOR of the assessment</p> <p>3.2.2 Conduct the assessment according to the TOR defined in 3.2.1</p> <p>3.2.3 Hold a second consultative meeting to disseminate the findings for discussion</p>	<p>NCHR</p>	<ul style="list-style-type: none"> • Local workshops • Cost of study • Local consultants • Communications and media

<p>(3) report on the organization of collective voice of informality. (4) experts recommendation concerning the organization of collective voice of informality. (5) report on access to justice challenges for those in the informal sector.</p>	<p>3.3 Conduct an assessment of the access to justice challenges for those in the informal sector</p> <p>3.3.1 Hold a consultative meeting to define the TOR of the assessment</p> <p>3.3.2 Conduct the assessment according to the TOR defined in 3.2.1</p> <p>3.3.3 Hold a second consultative meeting to disseminate the findings for discussion</p>	<p>NCHR</p>	<ul style="list-style-type: none"> • Local workshops • Cost of study • Local consultants • Communications and media
<p>Total Output 3</p>			<p>\$50,000</p>
<p>EXPECTED OUTPUTS</p>	<p>PLANNED ACTIVITIES</p>	<p>RESPONSIBILITY</p>	<p>INPUTS</p>
<p>Output 4: Nation-wide Policy Dialogues conducted</p> <p>Baselines: 0</p> <p>Targets: (1) awareness about informality increased. (2) dialogues are taking place in various geographies of the country. (3) women are participating at equal numbers in these dialogues.</p> <p>Indicators: (1) No.of workshops (2) No. of media coverage (3) No. of women participants.</p>	<p>4.1. Conduct nation-wide meetings to discuss possible policy interventions to improve livelihood and state accounts</p>	<p>RCC</p> <p>UNDP</p> <p>ESC</p>	<ul style="list-style-type: none"> • logistical costs • Workshops • Travel
	<p>4.1. Conduct workshop to compare findings with the region and compare models of dealing with informality</p>	<p>RCC</p> <p>UNDP</p> <p>ESC</p>	<ul style="list-style-type: none"> • Regional Workshops • Travel • Media and Communication • Regional/ international consultants
			<ul style="list-style-type: none"> •
	<p>4.3 Conduct nation-wide policy workshops to share knowledge on modalities of representation, collective bargaining, judicial activism to enhance accountability of socio economic policies, advocacy for interventions.</p>	<p>RCC</p> <p>UNDP</p> <p>ESC</p>	<ul style="list-style-type: none"> • logistical costs • Workshops • Travel • Communications and media

Total Output 4	\$47,500
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EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBILITY	INPUTS
<p>Output 5: based on the findings of the outputs 1 through 4, downstream policy interventions developed Baseline: 0</p> <p>Target: (1) building on the findings a new project document that aims at implementing downstream intervention with various stakeholders. (2) No evaluation conducted</p> <p>target will be working with informal sector enterprises / workers in at least one locality to discuss policy options from their perspective, define short and medium term solutions to improve their livelihoods and engage the legal profession and CSOs in that locality.</p> <p>Indicator: (1) PAC meeting minutes for the new project document. (2) evaluation report of this project.</p>	<p>5.1 Conduct three consultative rounds of discussions featuring the findings of the study and identifying locality and interventions accordingly</p> <p>5.2 recruit a consultant to design a new project document to implement the recommendations of stakeholder meetings</p> <p>5.3 conduct an evaluation of the project</p>	<p>MOPIC</p> <p>ESC UNDP</p>	<ul style="list-style-type: none"> • Workshops • Regional/ international consultant • Travel • Miscellaneous
Total Output5			\$30,000
Total OUTPUTS: \$316,500			

A. ANNUAL WORK PLAN

Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1: A consultative panoramic Analysis on informal economy in Jordan is developed</p> <p>Baselines: (1) existing studies (al Urdun Al Jadid 2005, National Consultation Papers 2008, NHDR 2010, and WB 2011). (2)Lack of comprehensive and thorough assessments of the informal economy and informal employment in Jordan. (3) Lack of gender desegregated data on information economy. (4)Commitment and interest of MOPIC and ESC to analyze the informal economy. (5) Management arrangements not established.</p>	<p>1.1. Develop Terms of Reference for a consultative panoramic study on informal economy and informal employment</p> <p>1.1.1. Conduct desk top reviews of what is known or unknown about the informal economy and informal employment in Jordan</p> <p>1.1.2. Hold focus groups with key stakeholders to understand reality of informality</p> <p>1.1.3. Hold consultative workshops to agree on a Terms of Reference (TOR) for conducting the panoramic study on the informal economy and informal employment that covers, inter alia, the following :</p> <ul style="list-style-type: none"> - Defining informality/ shades of informality - Defining the factors that drive and/or motivate informality - Defining those who are most affected - Defining how informality and vulnerability interact - Agree on sectors that are most affected - Identifying looming issues - Define the regions/municipalities that demonstrate high rates of informality <p>1.1.4. Utilize regional experiences in designing the TOR of the panoramic study</p>			X	X	<p>ESC</p> <p>MOPIC</p>	AECID	Focus groups and meetings	4,000
	AECID	Local consultants (facilitator)	10,000						
	AECID	Trainings, workshops, conferences	3,600						
	DGTTF	International consultant	5,600						
	AECID		5,600						
	AECID	Travel	6,800						
	AECID	Audiovisual and printing production costs	5,400						
	DGTTF	Equipment	3,000						
	DGTTF	Advertising for procurement	1,200						
	DGTTF	Service Contract	4,800						

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	1.2 Conduct panoramic analysis based on TOR developed under (activity 1.1)		X	X		MOPIC ESC	DGTF	Contractual services – individuals	17,000
							DGTF	Trainings, workshops, conferences	3,000

<p>Output 2: The size of the informal economy estimated and a quantitative database on informality established.</p> <p>Baselines: (1) analysis of survey on informal economy conducted in Jordan already conducted by DOS. (2) regional experiences in designing and conducting surveys exists. (3) no sufficient indicators on informality are available in Jordan (4) no estimates on gender participation in informal economy exists. (5) No estimates on youth participation in the informal sector</p> <p>Targets: (1) indicators on informality established.(2) survey results on informality developed (3) a gender and youth sensitive data base is established</p> <p>Indicators: (1) sample size</p>	<p>2.1 Procure two consultants to analyse the two household surveys conducted by DOS and issue a report to match between the panoramic analysis and the outcomes of the survey</p>					MOPIC		Advertisement for procurement	\$20,000
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<p>and representation. (2) workshops conducted and workshop reports well documented (3) Workshops conducted are gender sensitive (4) TOR of survey is gender and youth sensitive. (5) feedback from political parties, women, youth and and civil society.</p>						<p>ESC MOPIC</p>			
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EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Indicators: (1) No. of public surveys conducted (2) No. of survey results quoted in annual work plans of Ministries. (3) workshops conducted and workshop reports well documented (3) Workshops conducted are gender sensitive (4) TOR of regular meetings are gender sensitive. (5) feedback from political parties.</p>	<p>2.2. Conduct Survey according to the approved design in activity 2.1</p>						<p>MOPIC</p>		<p>\$30,000</p>

IV. MANAGEMENT ARRANGEMENT

All signatories to this project document are committed to Paris Declaration on aid effectiveness which promotes the five principles of: (a) Ownership; (b) Alignment; (c) Harmonization; (d) Results; and (e) Mutual Accountability. Therefore both MOPIC and ESC are committed to owning the outputs of this project.

Accordingly, the project will be nationally executed (NEX) in accordance with the established UNDP procedures, including UNDP's corporate gender strategy and human rights based approach, for the duration of three years. The Ministry of Planning and International Cooperation will be responsible for the supervision of the Executing Agency's performance, assessment of progress, technical quality and achievement of objectives.. The executing agency will be responsible for the implementation of the activities assigned to it and working in close coordination with AECID. While the the Government Coordinating Authority retains ultimate responsibility on behalf of the Government.

1.2 Responsible Parties

The Ministry of Planning and International Cooperation (MOPIC) will be responsible for ensuring that the production of outputs of the project, the goals of the project, usage of resources were done according to best practices and in atimely and efficient manner. MOPIC will be accountable to the Steering Committee and to UNDP for the production of outputs, the achievement of project objectives, best management of project funds and the use of programmes' resources. ESC, MOPIC, with United Nations Development Programme (UNDP), will be responsible for the recruitment and contracting of all staff to be hired for this programme including the technical advisors/consultants through competitive recruitment processes.

United Nations Development Programme (UNDP): UNDP will assist ESC and MOPIC to build partnerships, coordinate between the various parties involved, obtain knowledge from global sources and experiences, and raise funds when needed. UNDP will also be the budget holder under the National Execution modality and will provide training to concerned individuals at MOPIC (where the project bank account will be established) , if needed, on the execution modality. UNDP will also provide overall policy and technical advice to the programme.

Economic and Social Council/ AECID: will ensure that AECID funds are utilized for the purpose they were assigned for monitor the overall performance of the project outputs

1.3 Daily Management of Finance, Procurement, and Recruitment, and Project Assurance of this Project

Finance: The Harmonized Approach to Cash Transfers Assessment (HACT, which assesses the processes of finance, HR, procurement, and accounting, was carried out for MOPIC. Based on the results of the HACT assessment, the decision on whether MOPIC will be eligible for cash transfers will be decided. If the HACT findings demonstrated that no cash transfers are to be dispersed for the MOPIC, UNDP and MOPIC will design a special activity for developing the capacity of MOPIC based on the recommendations of the HACT findings. Until the HACT is carried out, the project will adopt the method of direct payment. Payments shall be made directly to vendors and consultants based on duly signed FACE forms submitted to UNDP.

Procurement: The purchase of non-expendable equipment and services will be done by UNDP and it is agreed that an Implementation Support Service (ISS) fee will be charged to the project according to the nature of services offered as requested by the MOPIC.¹⁰ These fees will be charged based on the latest update of the UNDP Universal Price List Attached.

Recruitment: The recruitment of various consultants, advisors, and other senior short or long-term consultants shall be done by United Nations Development Programme (UNDP) together with the ESC and MOPIC according to UNDP standard recruitment rules and procedures. The MOPIC, ESC and AECID, together with UNDP, will follow UNDP recruitment procedures for the recruitment of advisors, and those recruited shall be awarded a UNDP contract. The recruitment process shall ensure, at all times, that the process is in fact competitive and transparent.

Project Assurance: The Project Assurance role 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. The assigned UNDP Programme Officer holds the Project Assurance role for the UNDP Board member. UNDP may also assign a consultant to carry out this function.

6.3. Daily Management of Project Outputs

¹⁰ According to UNDP Rules and Regulations ISS are provided mostly by Country Offices (COs) in the implementation of Regular and Other Resource-funded programmers and projects (i.e. costs directly related to the delivery of programmers), and include: (1) Payments, disbursements and other financial transactions; (2) Recruitment of staff, project personnel, and consultants, (3) Procurement of services and equipment, and disposal/sale of equipment (3) Organization of training activities, conferences, and workshops, including fellowships (4) Travel authorizations, visa requests, ticketing, and travel arrangements (5) Shipment, custom clearance, vehicle registration, and accreditation

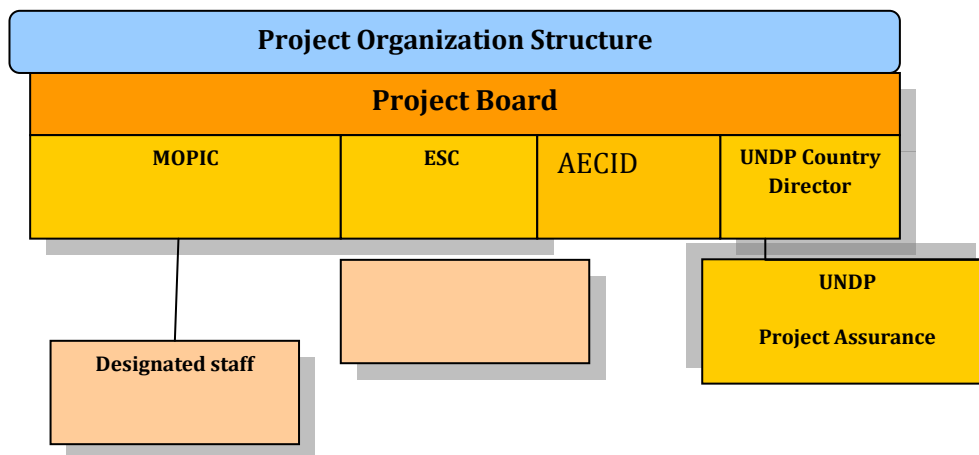
The day-to-day management, decision-making, planning, identifying advisory inputs for the various outputs of the project shall be done by the Project Coordinator. The reporting and preparing and submitting progress reports to UNDP, DGTTF and AECID shall be coordinated by the Project Coordinator in close consultation with the Technical Board.

The Project Coordinator will produce the results specified in the project document to the required standard of quality and within the specified constraints of time and cost. The Project Coordinator will define with the relevant parties as defined in the RRF, an action plan for the outputs listed in this project document and incorporate these outputs into their overall MOPIC and ESC plans annual/quarterly action plan. Accordingly, the Project Coordinator is expected to develop a yearly/ quarterly plan of advisory support required. The Project Coordinator is also expected to – manage closely the contracts of the consultants recruited to assist the ESC in delivering the outputs. The Project Coordinator is expected to have regular meetings with UNDP governance team to timely identify any support required from UNDP to meet targets within the specified deadlines.

6.4. The Project Board

A Project Board (PB) shall be established to oversee the implementation of the project. The PB will be chaired by the Secretary General of MOPIC , and the membership of Secretary General of ESC, the Coordinator General of AECID in Jordan and the country director of UNDP(or whomever they designate). A designated staff member from MOPIC (or the project coordinator) shall serve as a secretary of the board. It may be decided at a later stage to include other donors with financial contributions to this project in the PB.

The PB is responsible for making management decisions concerning the project including approval of annual work plans, budgets and any revisions to the plans and budgets. The PB shall convene bi-annually during the running of a project, or as necessary when issues are raised by the parties. Project tolerances (i.e. constraints in terms of time and budget) will be agreed upon by the Board during the first PB meeting. Decisions are made on majority basis of members provided that such decisions do not violate the rules and regulations of UNDP.



Composition

1. Chairman or Secretary General of MoPIC
2. Secretary General of ESC
3. Country Director from UNDP
4. General Coordinator of AECID
5. Project Coordinator or designated staff of MOPIC to serve as secretary of the board

Frequency of Meetings

- The first PB Meeting shall be held within 3 months from signing of the project document to decide on the following: to finalize the annual work plan, risk log, and monitoring and evaluation of the project, and approve a budget revision, if necessary.
- In all cases, the PB shall hold at least two meetings annually.

Overall responsibilities:¹¹ The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards¹² that shall ensure best value to money, fairness, integrity transparency

¹¹ Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

¹² UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

and effective international competition. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the ESC designated staff. The MOPIC designated staff consults the board for decisions when project tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Designated Staff and any delegation of its Project Assurance responsibilities.

Specific overall responsibilities:

- Review and approve the first year plan.
- Agree on changes, if any, to the responsibilities of members of the project team;
- Delegate any Project Assurance function as appropriate;
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan. This shall be approved at the second ordinary PB meeting in 2011.
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on project's tolerances in the Annual Work Plan, and quarterly plans when required;
- Review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report and make recommendations for the next AWP
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exceptional situations when project's tolerances are exceeded;
- Assess and decide on project changes through revisions;
- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions.

6.4. The Technical Committee

A Technical Committee (TC) shall be established to closely implement the day-to-day activities, the achievement of results and implementation of the plan approved by the Project Board. The TC

shall include in its membership senior staff from MOPIC, ESC, AECID and UNDP and shall meet at least every three months.

The TC shall provide input and finalize TOR, approve reports, studies and deliverables related to the activities of the project. Such decisions may be given electronically or through TC minutes of meeting.

The TC may assign sub-committees or other committees to conduct or be responsible for some of the activities and might invite other members to take part in those sub-committees. Such sub-committees shall be required to provide a progress report to the TC committee on a regular basis.

V. MONITORING AND EVALUATION

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

A. *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. The quality management table shall be reviewed and updated by the project assistant, and based on input from relevant designated directors and approved at the second board meeting after signing the project document.
- An issue log shall be activated in Atlas and regularly updated by the project assistant, and based on input from relevant designated directors, to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted by the project assistant based on input from relevant designated directors within two months from the start of his/her work (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. This project log will be assessed and approved at the second project board (PB) meeting at the latest.
- Based on the above information recorded in Atlas, project progress reports (PR) shall be prepared and submitted by the project assistant based on input of relevant designated directors to the members of the PB 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. The lessons learned log shall be prepared by the project assistant in close consultation and coordination with the designated directors and approved by the PB in its PB meeting.

- A monitoring schedule plan shall be activated in Atlas and updated to track key management actions/events.
- UNDP has the right to conduct spot checks and audits to ensure the project documentation is in order. The frequency of the spot checks and audits vary according to progress of the project.
- The project may be audited at least once in its lifetime, in accordance with NEX/NIM regulations.
- A communication and monitoring plan will be developed at the outset of the project.
- Any other reporting requested by the donors of this project.
- A midterm assessment may take place during the second year of the project in order to assess progress. The project board may decide to carry out an external independent evaluation at the end of the project.

B. *Annually*

- *Annual Review Report.* An annual review report shall be prepared by the designated directors and the project assistant and shared with the PB. As a minimum requirement, the annual review report shall consist of the Atlas standard format for the PPR covering the whole year with updated information for each above element of the PPR 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. In the last year, this review will be a final assessment. This review is driven by the PB 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.

VI. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP in June 2008 which is incorporated by reference constitutes together a Project Document as referred to in the Standard Basic Assistance Agreement SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the (SBAA), the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner 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".

VII. BUDGET

The project will be implemented over 28 months with a total budget of US\$ 316,500 covering outputs 1, 2, 3, 4, and 5. Of the total, US\$ 200,000 is contributed from DGTTF, US\$ 50,000 from MOPIC and 47000€ from AECID via ESC.

TERMS OF REFERENCE

SC 9 – Project Officer

1. Background

In August 2011, UNDP-Jordan formulated a 28 month project in response to Jordan's acceleration to MDG 1, particularly in assisting Jordan to analyse and diagnose the obstacles to improving the lives of those in the informal economy (indicator 1.7) and develop solutions to address these obstacles. This project is an instrument to promote collective action to improve livelihoods and state accounts. It draws on UNDP's established governance portfolio and vast network of experts and partners, and builds on the achievements and lessons learned from the work of UNDP's Regional Cairo Centre (RCC) Initiatives.

This project is inspired by the concrete progress that has been enabled through the Commission on Legal Empowerment of the Poor (CLEP) in 2008, the regional efforts of RCC in 2009 regarding the need for strong partnerships in the field of legal empowerment, improved knowledge exchange and documentation, and enhanced advocacy and dialogue. This project is driven by the need to further reinforce Jordan's commitment to social and economic rights, which has begun in 2008, but remains in need of concrete assistance in many areas.

Accordingly, the project will work to generate a coherent body of specialised knowledge and to transfer key skills to policymakers and practitioners with a view to enabling the identification of priority challenges and possible responses at the country-level, while supporting the effective engagement of Arab countries in LEP efforts. Implementation will focus on four inter-related areas of work that have been identified based on the results of national consultations. These areas are (i) Panoramic analysis of the informal economy; (ii) a survey on the informal economy; (iii) policy workshops to share findings from the survey; and (iv) downstream interventions by sector regions.

This project will adopt a participatory approach driven by the principle of "national ownership", and knowledge sharing as fostered by Teamworks, which is UNDP's web-based knowledge bank. This approach will ensure a more practical, and prospectively sustainable and scalable engagement of various state institutions and non-governmental actors including businesses, civil society, and independent media, academic and research institutions.

The project will also promote adherence to the principles of aid effectiveness, through a proactive and far-reaching partnership strategy that seeks to foster linkages with relevant initiatives at the country, regional and global levels.

This new project is developed within the context of current national priorities and in line with UNDP-Jordan's 2008-2012 Country Programme. The project is anticipated to start in September 2011.

2. Objectives of the Assignment

Under the guidance of the designated directors at the Ministry of Planning and Economic and Social Council, the Project Officer will provide assistance to all project operations. He/She will report to the PB.

3. Key Results Expected and Measurable Outputs

The outputs expected from the Assistant Project Officer (PO) are:

% of Time	Key Results Expected/Major Functional Activities	Measurable Outputs of the Work Assignment
40%	<p>Ensure effective day to day management of planning and implementation of project; focusing on the following tasks:</p> <ul style="list-style-type: none"> ❑ Coordinate, in close coordination with Secretary General and the designated directors, the development and the detailed annual action plan for the implementation of the project and its update on quarterly basis; ❑ Based on the project action plan, coordinate the preparation and update of project Annual Work Plan (AWP) and procurement plan with the MOPIC and ESC; ❑ In close coordination and guidance from UNDP, coordinate the mobilization and management of necessary input to achieve project outputs according to action plan; including development of concept notes and Terms of Reference, recruitment of consultants, organization of workshops and conferences and production of manuals and knowledge products. ❑ In all function activities and drafting of ToRs and RFPs, the Project Officer is to work in close coordination with the designated directors to ensure that gender is mainstreamed into every area of responsibility and/or project/research implementation, and ensure that project reports reflect that. ❑ Manage the day-by-day project operations and coordinate with the responsible parties in ESC and MOPIC to ensure effective implementation of the project activities as described in the project document and its work plans; ❑ Ensure visibility and branding of all stakeholders and contributors to the activities of this project. 	<ul style="list-style-type: none"> ❑ Project planning and implementation processes are well coordinated
15%	<p>Provide monitoring of project implementation, with focus on the following tasks:</p> <ul style="list-style-type: none"> ❑ Draft quarterly narrative and financial reports, annual progress reports, and the final review report; ❑ Control the expenditures and ensure adequate management of the resources provided for the project ❑ Undertake all necessary financial arrangements, processes, requests for authorization, and payments in a view to ensure financial accountability; ❑ Prepare, monitor, and update in close consultation with UNDP Governance Analyst and upon guidance of the Project Board the project logs (risks, issues and lessons learned logs); ❑ Arrange and coordinate the Project Board (PB) meetings and act as Secretariat of the PB; ❑ Report as appropriate to UNDP and Project Board and designated directors regarding project performance, administrative and financial issues; ❑ Keep the representatives of the PB informed on the progress of the project; 	<ul style="list-style-type: none"> ❑ Progress and financial reports are timely and substantive ❑ Adequate support to project monitoring and oversight is in place ❑ Project Board meetings are held regularly, and are documented

30%	Provide administrative support to project implementation, including: <ul style="list-style-type: none"> <input type="checkbox"/> Facilitate assignments of national and international consultants recruited by the project; <input type="checkbox"/> Maintaining records of project resources including project hard copy and electronic files and non-expendable assets; <input type="checkbox"/> Drafting correspondence to national and international partners and stakeholders in relation to project implementation; <input type="checkbox"/> Providing interpretation in meetings and written translation as needed in project implementation; <input type="checkbox"/> Supporting logistical preparations for Project Board meetings; <input type="checkbox"/> Supporting project closure process. <input type="checkbox"/> Attend activities designated for UNDP project staff. 	<input type="checkbox"/> Administrative support to ensure efficient project implementation is in place
15%	Ensure holding the values of UNDP which includes: <ul style="list-style-type: none"> <input type="checkbox"/> UNDP's Gender strategy <input type="checkbox"/> Values enlisted in the UN charter 	

4. Reporting Structure

The Project Officer will work under the guidance of the Project Board and report directly to the Secretary General and whomever he delegates. The project Officer shall work closely with UNDP Governance Unit. The Project officer is evaluated by UNDP and MOPIC.

5. Performance Indicators for Evaluation of Results

Achievement of outputs specified in Section 3.

6. Minimum Qualifications and Experience

Education:	B.A. in a related discipline. MA is a plus.
Experience:	Five years of working experience in the field of public administration and development, including a minimum of 2 years experience in international development projects. Knowledge of UNDP rules and procedures is an asset. Three years experience in labour market issues including informal sector is a plus.
Language requirements:	Fluency in written and spoken English and Arabic
Computer skills	High command of Microsoft Office applications; particularly Word, Excel and Power Point
Nationality	Jordanian

7. Skills and Competencies

- Excellent verbal and written communication skills
- Excellent organizational skills
- Demonstrates initiative and ability and interest in personal and professional growth