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## United Nations Development Programme

Country: Jordan

### Project Document

**Project Title:** EU support to the existing Syria crisis response coordination framework established by the Government of Jordan

**UNDAF/CPD Outcome:** Jordan has institutionalised improved social protection and poverty alleviation mechanisms for vulnerable people at national and sub-national levels.

#### Expected Output(s):

- MOPIC capacity to lead and coordinate government of Jordan response to Syria crisis strengthened and sustained.
- MOPIC capacity to coordinate and manage foreign aid Enhanced.
- Relevant line ministries' M&E capacity strengthened, ensuring timely monitoring and reporting of results against expenditures and targets.
- MOPIC capacity to ensure synchronization and complementarity between Syria crisis related planning and Jordan's regular developmental planning Enhanced.

#### Implementing Partner: Ministry OF Planning and International Cooperation

##### Brief Description

This project builds on the current support UNDP provided by UNDP and other UN agencies to the Jordan Response Platform to the Syria Crisis and its Secretariat to enable MOPIC to identify the long-term direct and indirect consequences of the refugee crisis, and help devise strategies for the country to strengthen its resilience and ensure that its development trajectory is not derailed.

This project responds to government priorities to effectively respond to the needed support at the policy, technical and operational levels, and is fully aligned with, and will directly support national objectives and priorities. In particular the project will support MOPIC's effort to strengthen synergies between Syria crisis related planning and Jordan's regular developmental planning, thereby increasing transparency, facilitating tracking of aid flows and supporting more coherent donor engagement.

Strategic Plan Output: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings  
 Atlas Project ID: 00097446  
 Management Arrangements: Full support to NIM  
 Start Date: 5 November 2015  
 End Date: 5 August 2017

Total resources required: EUR 1,050,000  
 Total allocated resources: EUR 1,050,000  
 Donor: EU 1,050,000  
 In-kind Contributions: UNDP will provide a car, office space at the Country Office, and Office equipment, of EUR 22314 value.

Agreed by (Government): \_\_\_\_\_ Date: \_\_\_\_\_

Agreed by (Implementing Partner): \_\_\_\_\_ Date: \_\_\_\_\_

Agreed by (UNDP): \_\_\_\_\_ Date: 6/4/2016

## EU support to the existing Syria crisis response coordination framework established by the Government of Jordan<sup>1</sup>



**Duration:** 22 months (Nov 2015 – August 2017)

**Budget:** EUR 1,072,314

**Managing agent:** UNDP

### I. Background and Situation Analysis

#### Impact of the Syria crisis on Jordan

With the Syrian conflict in its fifth year, Jordan is hosting an unprecedented number of Syrian nationals. Their number currently exceeds 1.4 million, including over 647,000 refugees, living mainly in host communities in some of the poorest areas of the country. In some Jordanian municipalities, refugees outnumber residents, affecting inflation, employment opportunities, and access to public and social services, and community resources. However, the scope and longevity of the crisis has created a situation that exceeds the parameters of an exclusively refugee crisis. Jordan's economic growth, fiscal health, and ability to provide basic services have all been affected, threatening to undermine the country's recent development progress and stability. In addition to the direct impact of the crisis, its indirect impact which was calculated over the period 2012-2015 is estimated at JD 964.0 million, or an annual average of JD 241.0 million<sup>2</sup>.

#### Ministry of Planning and International Cooperation

The central actor in the management of Jordan's development process is the Ministry of Planning and International Cooperation (MoPIC), which has a broad mandate for the planning of the country's development policies and direction, as well as in monitoring and evaluating development outcomes. MoPIC is responsible for coordinating monetary, financial and trade policies with development strategies and programmes, and is in charge of the country's MDGs

<sup>1</sup> EU Commission implementing decision document can be found here:

<http://ec.europa.eu/enlargement/neighbourhood/pdf/key-documents/sm-2014-jordan-syria-crisis-financing-commission-decision-20141204.pdf>

<sup>2</sup> [Measuring the Indirect Impact of the Syrian Crisis on the Country, United Nations Development Programme, 2015.](#)

process and the Post 2015 development agenda. As the responsible institution for coordinating and overseeing the new Jordan 2025 vision, MoPIC is also the key institution entrusted for alignment of external aid with the country's development priorities and policies – and thus the key stakeholder in ensuring aid effectiveness.

In the context of a crisis such as current spillover from Syria, it is MoPIC's mandate to ensure that the overall response is effectively designed, managed, coordinated and monitored. Specifically, it is the Humanitarian Relief Coordination Unit (HRCU) – which reports directly to the MoPIC Secretary General - that is responsible for the coordination of the Syria crisis response in the country. However, the HRCU was not initially designed to respond to multiple, complex and protracted crisis response needs. Established in 2004 as the "Coordination Office for the Reconstruction of Iraq", later renamed "Iraqi Affairs Coordination Unit", its role was originally to promote and coordinate Jordanian organizations' efforts in the reconstruction of Iraq and organize the provision of assistance for Jordan to cope with the burden of hosting Iraqi refugees. With the onset of the Syria crisis, the Unit was requested, in addition to its normal responsibilities, to take charge of the overall coordination of the response. However, while its mandate has considerably evolved, its structure and staffing have not changed, thereby overstressing its capacities. The HRCU is currently composed of a Director, a Senior Coordinator, three portfolio officers – two of which are juniors - and an administrative assistant.

#### Establishment of the JRPSC, its Task Forces and Secretariat

The Government of Jordan took a leadership role in seeking to mitigate the consequences of the crisis on the Kingdom by establishing, in September 2013, the Host Community Support Platform (HCSP) as a multi-partner convening body to mobilize resources and coordinate support to strengthen the resilience of Jordanian host communities and basic service delivery. The HCSP was chaired by MOPIC, and with UNDP support a secretariat was established to facilitate the HCSP work. The GOJ led the development of the 2014-2016 National Resilience Plan (NRP)<sup>3</sup>, where the secretariat, provided support through five resilience sectoral Task Forces (Local Governance and Municipal Services, WASH, Education, Social Protection, and Livelihoods), with support from different UN agencies, INGOs and development partners, while refugee support was provided through the Regional Response Plan (RRP), led by UNHCR<sup>4</sup>.

In May 2014, in line with the aid coordination principles established in the Paris Declaration (2005) and subsequently in Accra (2009) and Busan (2011), the Government of Jordan decided to pioneer a new approach that combined the existing refugee, resilience-strengthening and development responses to the Syria crisis in Jordan under one national planning and coordination structure: the Jordan Response Platform for the Syria Crisis (JRPSC). The JRPSC, which replaced the HCSP, became the strategic partnership mechanism between the Government of Jordan, donors, UN agencies and NGOs for the development of an integrated

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<sup>3</sup> The NRP aimed to assist Jordan and its people, particularly in host communities to cope with the impacts of the Syria crisis, thereby sustaining Jordan's human development gains.

<sup>4</sup> The RRP aimed to provide assistance to both camp and non-camp Syrian refugees

refugee, resilience-strengthening and development response to the impact of the Syria crisis on Jordan: the Jordan Response Plan (JRP).

Eleven Task Forces (TFs) have also been established through the JRPSC with the responsibility to provide a forum for sector strategic decision-making to develop and implement a coherent refugee and resilience-strengthening sector specific response to the impacts of the Syria crisis in the country. They are composed of representatives from the Government, the UN system, the donor community and NGOs, with delegated power to take decisions on behalf of their institution/organization. They are chaired by the Secretary General (SG) of the line ministry responsible for that sector, or his/her appointee, and supported by one UN entity acting as TF Secretariat. TFs are the only formal sector coordination mechanism under the JRPSC. This includes the following sectors: Education, Energy, Environment, Health, Justice, Livelihoods and Food Security, Local Governance and Municipal Services, Shelter, Social Protection, Transport, and WASH.

In order to support MOPIC's crisis coordination role in the context of the Syria crisis, a dedicated JRPSC Secretariat was established using the functionalities of the HCSP Secretariat. Its responsibilities were also expanded in accordance with the revised mandate of the JRPSC to provide MOPIC in general and its HRCU in particular with (i) policy advice and technical assistance to MOPIC in its functions as the chair of the JRPSC; (ii) capacity development to MOPIC to lead the functioning of the JRPSC and its Task Forces; (iii) technical assistance to MOPIC to (a) set-up and operationalize an integrated information management system; (b) a monitoring and evaluation mechanism to improve aid tracking, accountability and coordination; and (c) capacity development to enhance public awareness on challenges, progress and achievements in responding to the crisis. The JRPSC Secretariat is hosted in MOPIC within the HRCU and is staffed with seven professionals, including four internationals and three nationals: a Senior Coordinator, a Coordination Specialist, an M&E Officer, an IM Officer, a Communication Officer, a Technical Assistant and an Administrative Assistant. It reports to the Minister of Planning and International Cooperation and the UN RC/HC, both of whom are Chairs of the UN funded Joint Project Document (JPD) which financially supports the work of the JRPSC Secretariat. The JPD has a budget of US\$1,304,000 for twelve month duration from January to December 2015<sup>5</sup>. Further extension of the project beyond this date is currently unfunded.

## **II. Project Justification**

There is no foreseeable end to the crisis in Syria, and even in the unlikely event of a prompt resolution, conditions will not be conducive to a swift return of refugees to their homes. This means that Jordan will continue hosting a large number of Syrian refugees in the medium term. Also, the deterioration of the security and humanitarian situation in Iraq and, more generally,

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<sup>5</sup> Joint Project Document signed on 21 December by MoPIC Minister and the UN Resident and Humanitarian Coordinator. It is currently supported by the following UN agencies: UNWOMEN, UNFPA, UNICEF, OCHA, UNESCO, WHO, UNOPS, ILO and UNRCO.



the risks of enduring regional instability are also likely to impact negatively on Jordan for a number of years.

This means that MOPIC's crisis response coordination responsibilities are not likely to decrease in the medium term. Moreover, the type of support needed for Jordan to overcome this protracted crisis should go beyond crisis response coordination. Specific policy advisory support is needed, especially on crisis response in the context of a resilience-based approach, to enable MOPIC to identify the long-term direct and indirect consequences of the crisis, and help devise strategies for the country to strengthen its resilience and ensure that its development trajectory is not derailed. Additionally, the potential role of MOPIC in coordinating Jordan's role in the planning of Syria's reconstruction should not be neglected.

Finally, the large number and wide range of actors involved in the response to a protracted crises such as Syria, necessitate great multi-stakeholder facilitation and coordination in planning and needs assessment as well as close follow-up on project approval, monitoring and information management.

MOPIC is currently facing a heavy workload to effectively respond to these challenges. For this reason, it continues to require external policy, technical and operational support. This support should be part of an agreed transition path with the Government from external to national capacity based on clearly established timelines and benchmarks.

The HRCU, or any future evolution of the Unit, will need to adopt a sector-wide approach (SWAP) where a programme-based approach operating at the level-of entire sector comprising the Government, donors and other stakeholders. SWAP is an operating principle rather than a specific package of activities or policies. It entails: Government leadership, single sector policy and common expenditure programme, formal process of donor coordination and harmonization of donor procedures and efforts to increase use of local systems. Based on the commitments of Paris, Accra and Busan, the key starting position is that the aid coordination system (i) is led by the Government, (ii) is serving the national development process whilst simultaneously meeting the needs of Syrian refugees and Jordanian host communities, and (iii) is based on transparency and mutual accountability.

At the level of line ministries, in order to prepare for full sector-wide coordination, a comprehensive set of capabilities, functions and internal mechanisms should be in place. While this may not be the situation at the outset, the objective should be to strengthen the line ministries during the process so that they can gradually assume the responsibility for sector planning and alignment. Considering the limited budget and time-frame of the project, a selected number of sectors should be identified and piloted.

The most important criteria for selecting pilots for sector-wide coordination are:

- (1) Importance of the sector within national development priorities and the extent to which it has been affected by the crisis
- (2) Existing good inter-ministerial and agency collaboration

- (3) Concentration of donors – high number of donors providing assistance to the sector
- (3) Good practices in either sub-sector or donor/lender coordination
- (4) Strong capacity of sector line ministry in policy development and management – sector-wide approach likely to function

Also sector-specific aid management and capacity reviews – to start with selected sectors – should be conducted for the purpose of developing a capacity building programme for the sector participants (including training in programme-based and sector-wide approaches, project management cycle and results-based management). Reviews of selected sectors should also take account of other existing and proposed support from the international community outside the scope of this project, seeking synergies. Important for a successful change process is to adequately pace and sequence the steps taking into consideration the existing capacities and limitations of the environment. For this reason, a gradual approach has to be adapted to rolling out sector-wide coordination whereby pilots should be used to introduce and test the mechanism with the intention to learn and to improve while rolling the system out to new sectors and sub-sectors.

All the above implies another responsibility for MOPIC in relation to its role as crisis response coordinator: facilitate the work of line ministries to develop, implement and monitor their sector response strategies. In this context, the project should focus on developing MOPIC's capacity to effectively provide line ministries and TFs with the required specialized technical and practical knowledge of humanitarian, recovery and reconstruction policies and best practices, to ensure optimal integration of humanitarian and post-crisis issues with national development issues. In planning for its crisis response needs, the Government of Jordan thus needs to plan for long-lasting institutional solutions. These institutional solutions need to ensure sufficient in-house capacity for MOPIC to effectively manage the multi-faceted and long-term challenges of man-made crises in the areas of:

- **Policy advisory:** provision of continuous advisory support to the Minister and the Secretary General on policy and strategic issues, including on humanitarian, resilience recovery and reconstruction matters, policies and best practices, including provision of technical advice on funding gaps and needs.
- **Coordination:** design, setting-up and implementation of coordination arrangements; preparation, coordination and revision of strategic plans and annual plans and appeals; carrying out secretarial functions for high-level and inter-sector coordination meetings; and support coordination with international and national partners.
- **Aid information management:** strengthening and maintenance of aid information management tools and database including on aid flows, project approval and project progress and financial tracking.
- **Monitoring and evaluation:** development of adequate planning and prioritization tools; ensure smooth functioning of project approval and monitoring processes; follow-up on plan implementation.
- **Partnership building, communication and advocacy:** organization and participation in donor conferences support and meetings with donors, preparation of briefings and communication materials, development and roll-out of communication strategy,

contribution to the preparation of position papers, meeting notes, speeches, and press articles. This includes supporting A “ Resilience Development Forum”; an event designed and convened to stimulate long-term visioning within the Syrian crisis context and to provide a suitable platform to a wide range of partners, particularly national counterparts in the region to draft, agree on, support and invest in the implementation of a resilience roadmap.

UNDP will provide in kind contribution to the project, through provision of a car, office space at the Country Office, and Office equipment.

### **III. Project Strategy**

Coordinating the response to crisis thus necessitates a fully staffed, funded and operational national structure within MOPIC with specialized personnel, strong policy advisory capacity, clear chain of command and efficient internal coordination and information sharing arrangements. This structure, which might be developed by strengthening the capacity of the current MOPIC unit in charge of the Syria-crisis response, needs to provide a conducive working environment for staff, including career development opportunities. All this is key to ensure MOPIC’s reactivity, flexibility and follow-up to unexpected challenges.

In view of the cross-sector and multi-stakeholder nature of the work involved, this structure needs also to be invested with an adequate level of decision power and authority that will facilitate its interaction with TF members, specifically the line ministries, donors, UN agencies, and NGOs.

Furthermore, TFs should be supported and facilitated in their responsibility to lead the development, implementation and monitoring of a coherent refugee and resilience-strengthening sector specific response for the JRP 2016-18, under the government’s leadership.

Although it is suggested that all TFs been supported in this endeavor through ad-hoc officers, financed by this project and hosted within MOPIC, the Steering Committee should identify at least two/three crisis-affected sectors whose Task Forces will be piloted with ad hoc technical and policy support. The piloting, which will be performed during the course of 2016 and 2017, will be based on a detailed analysis of the challenges and capacity gaps of the TFs in performing their work, and on the sector selection criteria listed in the previous section. The knowledge and lessons learned gained through the piloting will allow the project to produce methodologies (scalable toolkit) that explains and illustrates ways to support government-led structures as part of a resilience based approach. In addition, for the selected sectors, sector Project officers should support relevant line ministries and TFs to build the capacities of the concerned staff at the ministries, and to provide technical advice on policy, project formulation, monitoring and reporting on progress and results. They will also work with piloted line ministries and MOPIC to ensure alignment of sector policies and strategies with the 2016-2018 JRP and the Jordan 2025 Vision, including its Executive Development Plan 2016-18. MOPIC’s decision to elaborate a three-year response plan to the Syria crisis is a first step in this direction.

The new response plan also aims to further break down development and humanitarian silos to meet identified needs.

The project will be fully aligned with, and will directly support national objectives and priorities. In particular the project will support MOPIC's effort to strengthen synergies between Syria crisis related planning and Jordan's regular developmental planning, thereby increasing transparency, facilitating tracking of aid flows and supporting more coherent donor engagement.

In this context, the project should also provide support to the Aid Coordination Unit (ACU) at MOPIC International Cooperation Department, which plays a major role in preparing and coordinating foreign assistance committed to Jordan to ease the impact of the crisis on the country. The project should therefore facilitate clear linkages and joint activities between the HRCU and the ACU on the Syria crisis related assistance. For this to be achieved, the ACU could be supported with 3 project staff. They would be hired with the responsibility to ensure that aid flow information in relation to the Syria crisis is fully captured and shared with the HRCU and the JRPSC Secretariat. Also some funds should be considered for Syria crisis related coordination activities and training.

Moreover, expertise will also be provided to assist the Government to further strengthen its aid coordination architecture in accordance with the recommendations of the February 2013 assessment report through establishing a National Aid Information monitoring System at the ACU where international standards, OECD DAC and IATI, would be followed.

To further develop the Jordan Response Information System for the Syria Crisis (JORISS), linkages between the two systems and other related national monitoring system (i.e. EDP monitoring System) will be also established, and the project will support further development and maintenance of JORISS. The project is also framed within the United Nations Assistance Framework (UNAF), which has been recently reviewed to ensure improved synergies between UN humanitarian action and development assistance, hence the current project falls under the UNAF outcome 5 "Syrian refugees and host communities have improved access to quality services (including protection and humanitarian assistance) to sustain the impact of the Syria crisis in a resilient manner.

#### **IV. Project objectives**

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

The **specific objective** of the programme is to strengthen MOPIC capacity to lead Jordan's response to the Syria crisis through policy advice, strategic planning, aid coordination, monitoring and evaluation, information management and advocacy. This will be delivered by:



- (1) Policy, technical, operational and capacity-building support to MoPIC, primarily through support to MOPIC/HCRU in the fulfilment of its mandate, until it is fully capable and operational based on commonly agreed benchmarks and timelines;
- (2) Technical, operational and capacity-building support to MoPIC, through support to MOPIC/ACU in the fulfilment of its mandate;
- (3) Support coordination between Syria crisis and national Aid coordination and national planning, through ensuring full coordination between MOPIC HRCU, ACU and other MOPIC departments (Policies and Strategies, and Projects Departments).
- (4) Capacity development support to selected line ministries as a pilot project to ensure they and their associated Task Forces have the necessary means to assume the responsibility for sector planning and alignment.

## **V. Exit strategy and sustainability of results**

From a sustainability perspective and within the overall and specific objectives of the project, there are four key end state elements to be achieved by end of the project in July-2017:

- (1) The HCRU is staffed, funded and operational under national arrangements, capable of undertaking its remit, and incorporating functions currently entrusted to the Secretariat;
- (2) Required structures, mechanisms and processes are in place to ensure that planning and implementation of the Jordan response to the Syrian crisis is aligned with, and complimentary to, other national planning frameworks;
- (3) Pilot capacity development projects have been conducted in 2-4 selected line ministries to (a) ensure the selected ministries and associated TFs have the necessary means to assume responsibility for sector planning and alignment, and (b) provide a benchmark for consideration of further capacity building support to other line ministries;
- (4) Advocacy, outreach, financial tracking and donor coordination mechanisms and fora are in place to ensure Jordan's response to the Syria crisis is understood, supported and resourced by the international community through transparent and cost efficient coordination of aid flows.

The EU funds will be used to achieve the above. The project will work on a transition from external to national capacity in 2016 and 2017 based on commonly agreed timelines and benchmarks, with MoPIC, which will be developed by December 2015, with an emphasis on a gradual shift in support over the agreed period.

This will imply a gradual integration of Secretariat functions within the HRCU, or any other organizational structure that might be established within MOPIC to coordinate the overall response to the Syria crisis. This decision will have to be taken by the Project Steering Committee in March/April 2017, i.e. six months before the official ending of the Project, based on project progress and availability of funds.

The transition will be managed in a way that ensures the functions currently entrusted to the Secretariat are maintained through national capacity, results achieved under this project and the JPD are sustained, and that, more generally, the capability of selected line ministries to assume responsibility for sector planning and alignment is enhanced. Pending final decisions on the future of the HCRU and its expansion, there is an immediate requirement to recruit a small number of additional national staff into the Secretariat, primarily to support the pilot capacity building activities for line ministries.

## **VI. Project Personnel**

The project should continue to be staffed with mainly national staff below, with the exception of the Senior Coordinator and the Coordination Specialist.

Not all of these posts will have to be funded for the entire project duration since the gradual integration of JRPSC Secretariat functions within the HRCU is expected to begin in the second half of 2016. Furthermore some of the posts listed-above are already funded till mid 2016 by the current project budget financed by the UN. (Annex III - Budget).

The project will support the Aid Coordination Unit at MOPIC with 3 staff members; two technical officers to undertake tasks. A more senior position at the ACU is a unit coordinator post, who will have more of a supervisory and coordination role. An international consultant to support the Ministry of Planning and International Cooperation to develop a clear framework for aid management will be hired (Appendix 2-a, Appendix 2-c).

The Project will support the Humanitarian and Relief Coordination Unit (HRCU) with a communication officer to communicate project results and ensure project and partners visibility.

A M&E officer will be hired to work with all task forces, line ministries, and different projects under the JRP to monitor progress (milestone and target indicators) and to update and further develop quality of data in JORISS.

A Policy Officer will be hired to draft assessment analysis, reports, surveys and response plans. The Officer will provide technical support in the preparation of guidelines, templates and methodology for the coordination and the preparation of needs assessments and crisis response plans; and to conduct research and analyses and prepare analytical briefs in support of JRPSC strategic priorities and work plan.

Two project support officers will work with the HRCU to assist in the preparation of ToRs for national and international consultants, draft inception report, project annual work plans, progress reports, and to assist in the review of humanitarian and crisis response projects, programmes, agreements and protocols. They will also assist in the organization and carry on of meetings, including through note taking and follow up;

As indicated and elaborated in section III, and as TFs should be supported and facilitated in their responsibility to lead the development, implementation and monitoring of a coherent refugee and resilience-strengthening sector specific response for the JRP 2016-18, under the government's leadership. It is proposed to have three Task Force Officers working with the HRCU to strengthen coordination among sectors, and to focus on developing MOPIC's capacity to effectively provide line ministries and TFs with the required specialized technical and practical knowledge of humanitarian, recovery and reconstruction policies and best practices, to ensure optimal integration of humanitarian and post-crisis issues with national development issues. The TF officers will attend task force meetings, liaise with line ministries and strengthen contacts to ensure open lines of communication with MOPIC and the JRPSC Secretariat, facilitate effective partnership with national and international task force members, support in the coordination with donors, UN agencies and NGOs on status of humanitarian and crisis response. (TORs, Appendix 2-b).

Position Title	No. of staff members	National /International	Status
Senior Coordinator	1	International	Hired under current project
Coordination Specialist	1	International	Hired under current project
ICT Officer	1	National	Newly hired
M&E Officer	1	National	Newly hired
Communication Officer	1	National	Newly hired
Policy Officer	1	National	Newly hired
Support Officers	2	National	Newly hired
TF Officer	3	National	Newly hired
Unit Coordinator (ACU)	1	National	Newly hired
Technical Officer (for ACU)	2	National	Newly hired
International Consultant (for ACU)	1	International	Newly hired

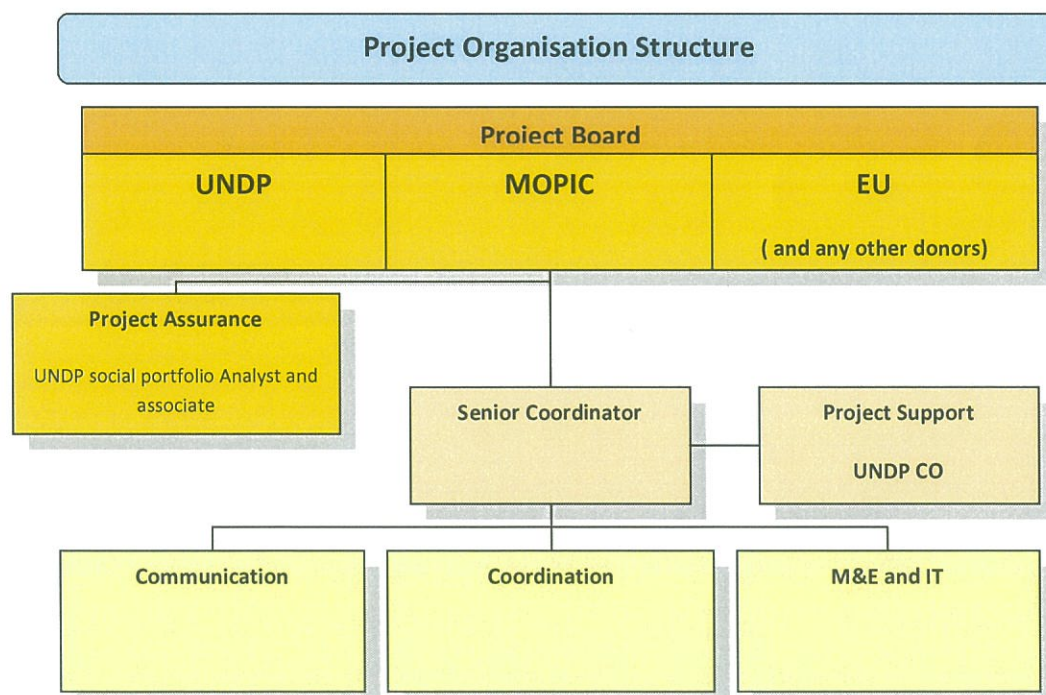
## VII. Management arrangements

This project will be a standalone output/project implemented by UNDP, through the modality of Country Office Support to NIM. It will coordinate closely with the already-ongoing project supported by UN Agencies that will be finalized by mid-2016. The project will be implemented from November 2015 to August 2017.

The proposed organizational structure of the project is based on strong Government ownership and alignment with the existing Government institutional arrangements. The project will be implemented with the Ministry of Planning and International Cooperation, and the Project implementation shall follow the full CO support to NIM modality.

Policy level decision-making within the Project will be entrusted to a Project Steering Committee. The SC will be co-chaired by the Minister of Planning and International Cooperation and the Resident Coordinator/UNDP Resident Representative, a representative from the EU delegation, and any other donors who have provided funds to the project.

The SC will normally meet twice a year and will review progress, and approve annual Project budgets and Annual Work Plans, as well as provide recommendations and guidance for activities of the project.



The agreement between UNDP and the European Union will be based on the Pillar Assessed Grant Agreement PAGODA. A Third-Party Cost Sharing Agreement will be signed between UNDP, and other donors who will wish to contribute to the project, as appropriate.

### VIII. Monitoring and Evaluation Framework

In accordance with the programming policies and procedures outlined in the UNDP’s National Implementation Modality Manual, the programme will be regularly monitored through the following:

- **A quarterly quality progress report** using a UNDP provided template shall be prepared by the Senior Coordinator towards the completion of key results, outputs and targets as per the result framework. The latest Progress reports shall be submitted by the Senior Coordinator to the SC meetings through UNDP quality Assurance.
- **An Annual Progress Report** using a UNDP provided template shall be prepared by the Senior Coordinator and shared with the Project SC.
- **Project Steering Committee.** Based on the above report, an annual SC meeting shall be conducted twice a year including one meeting 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. The PB may involve other stakeholders as observers as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes/results.
- **Mid-term and Final Evaluation:** A mid-term evaluation will be organized after one year by UNDP, in cooperation with MOPIC and the EU. A final evaluation will be organized following the same procedures in the final three months of the project. Project-related evaluations will be undertaken in line with UNDP rules and regulations and relevant provisions of the EU-UNDP agreement.
- **Audit:** The Project shall be also subject to the internal and external auditing procedures in accordance with the Financial Regulations, Rules and directives of UNDP.

This table summarizes the key M&E activities for the Project:

Type of activity	Responsible Parties	Time frame
Quarterly Progress Report	<ul style="list-style-type: none"> <li>▪ MOPIC</li> <li>▪ UNDP</li> </ul>	Quarterly
Annual Progress Report	<ul style="list-style-type: none"> <li>▪ MOPIC</li> <li>▪ UNDP</li> </ul>	Annually
Project SC Meeting	<ul style="list-style-type: none"> <li>▪ SC members</li> </ul>	Twice a year or upon request
Mid-term Evaluation	<ul style="list-style-type: none"> <li>▪ MOPIC</li> <li>▪ UNDP</li> <li>▪ External Consultants</li> </ul>	Within one year after start of project implementation.

Type of activity	Responsible Parties	Time frame
Final Evaluation /	<ul style="list-style-type: none"> <li>▪ MOPIC</li> <li>▪ UNDP</li> <li>▪ External Consultants</li> </ul>	At least three months before the end of implementation
Audit	<ul style="list-style-type: none"> <li>▪ UNDP</li> </ul>	Risk-based
Spot checks	<ul style="list-style-type: none"> <li>▪ UNDP</li> </ul>	Yearly and/or Risk-based
Technical Field Monitoring Visits	<ul style="list-style-type: none"> <li>▪ Technical Rep of PB</li> <li>▪ MOPIC</li> </ul>	Twice a year

### **IX. Communication and Visibility**

Communication and visibility measures have been included in the budget and will be specified in annual work plans. The exact timing and content of communication and visibility activities will be included in annual work plans, and take into account the relevant provisions of the General Conditions, the Communication, and the Joint Visibility Guidelines of the EC-UN Actions in the field, and UNDP commits to acknowledge the EU Delegation contributions in this Project and will organize a joint signing ceremony with the Government and the EU.

A communications and visibility Plan, is annexed this proposal and will be annexed to the EU-UNDP agreement. (Annex VI).



### Annual Work Plan October 2015-July 2017

	Results/outputs and Indicative Activities	Implementing Partner	Year 1				Planned Budget (EUR)	
			Q1	Q2	Q3	Q4	Description	Amount
			Source of Fund				EU	
<b>1.1</b>	<b>MOPIC capacity to lead and coordinate government of Jordan response to Syria crisis strengthened and sustained.</b>							379309
1.1.1	Hire HRCU new staff		↑				Senior Coordinator	
1.1.2	Develop HRCU staff capacities on policy advice, strategic planning, aid coordination, crisis response, monitoring and evaluation, information management and advocacy.	MOPIC/JRPS		↑			Coordination Specialist	
1.1.3	Provide policy and technical advisory services for the establishment and implementation of MOPIC/HRCU internal organizational arrangements for an efficient response to the Syrian crisis.	MOPIC/JRPS	↑				ICT Officer	
1.1.4	Strengthen Jordan Response Information System for the Syria Crisis (JORISS) to facilitate the compilation, sharing and effective use of critical data and information resources to support joint analysis, integrated programming, effective coordination and M&E/Reporting, in accordance with international standards.	MOPIC/HRCU/JRPS			↑		M&E Officer	
1.1.5	Provide technical support to MOPIC/HRCU in the development of a digital atlas for the Syria crisis.	MOPIC/JRPS			↑		Communication Officer	
1.1.6	Support MOPIC/HCRU in the fulfilment of its mandate, to become fully capable and operational based on commonly agreed benchmarks and timelines.	MOPIC/JRPS			↑		Travel	
1.1.8	Develop MOPIC's HRCU capacity to effectively provide line ministries and TFs with the required specialized technical and practical knowledge of humanitarian, recovery and reconstruction policies and best practices, to ensure optimal integration of humanitarian and post-crisis issues with national development issues.	MOPIC/JRPS			↑		DSA and Transportatio, workshops and Seminars (HRCU)	
1.1.9	Provide technical support to MOPIC/HRCU for aid coordination and mainstreaming of cross cutting issues, especially gender, human rights based approach, and environment.	MOPIC/JRPS			↑		Office staff time	

1.1.10	Strengthen MOPIC HRCU capacity for public outreach on the needs of Jordanian vulnerable host communities and Syrian refugees.	MOPIC/JRPS							
1.1.11	Strengthen JRP advocacy and targeted outreach to support fundraising against the plan, in tandem with addressing areas in the JRP of concern to the international community to increase donor confidence.	MOPIC/HRCU/JRPS							
1.1.12	Support MOPIC/HRCU in the elaboration of regular sector progress updates in close cooperation with other relevant MOPIC units, line ministries and TFs.	MOPIC/JRPS							
1.1.13	Support the Resilience Development Forum	MOPIC/HRCU/JRPS							
<b>1.2</b>	<b>MOPIC/ACU capacity to coordinate and manage foreign aid enhanced</b>							EU	169520
1.2.1	Hire needed staf	MOPIC/ACU							Unit Coordinator (SC10)
1.2.2	Hire an International Consultant	MOPIC/ACU							Technical Officer (SC5) (ACU)
1.2.3	Purchase the Aid Management System Software, install, and train staff to operate the system	MOPIC/ACU							Technical Officer (SC5)(ACU)
1.2.4	Strengthen MOPIC/ACU's capacity to prepare and coordinate foreign assistance related to the Syria crisis, in close cooperation with MOPIC/HRCU.	MOPIC/ACU							Coordination System
1.2.5									International Consultant ), Workshops/ conferences



1.3		Relevant line ministries' M&E capacity strengthened, ensuring timely monitoring and reporting of results against expenditures and targets.				EU	51917	
1.3.1	Identify at least two/three crisis-affected sectors whose Task Forces will be piloted with ad hoc technical and policy support.	MOPIC/HRCU/JRPS		↑		Trainings		
1.3.2	Support capacity development in selected line ministries as a pilot project to ensure they and their associated Task Forces have the necessary means to assume the responsibility for sector planning and alignment.	MOPIC/HRCU/JRPS		↑		Travel		
1.3.3	Develop a capacity building programme for the sector participants (including training programme-based and sector-wide approaches, project management cycle and results-based management).	MOPIC/HRCU/JRPS		↑				
1.3.4	Support selected sectors relevant line ministries and TFs to build their capacities and to provide technical advice on policy, project formulation, monitoring and reporting on progress and results, by sector Project officers.	MOPIC/HRCU/JRPS		↑				
1.3.5	Provide support to all TFs through ad-hoc officers, financed by this project and hosted within MOPIC.	MOPIC/HRCU/JRPS		↑				
1.4	<b>MOPIC capacity to ensure synchronization and complementarity between Syria crisis related planning and Jordan's regular developmental planning Enhanced.</b>				EU		31739	
1.4.1	Strengthen synergies (coordination and harmonization) between Syria crisis related planning and Jordan's Vision 2025 and its EDP.	MOPIC/HRCU/JRPS		↑		Evaluation		
1.4.2	Link JORISS to the EDP monitoring System.	MOPIC/HRCU/JRPS			↑	Trainings		
1.4.3	Enhance cooperation and Facilitate clear linkages and joint activities between the MOPIC/HRCU and MOPIC/ACU on issues related to the Syria crisis.	MOPIC/JRPS/ACU/HRCU		↑		workshops		
Total								632485

## Logframe Matrix

Project Description	Indicators	Source of Verification	Assumptions
<p><b>Overall objective</b>            Syrian refugees and host communities have improved access to quality services (including protection and humanitarian assistance) to sustain the impact of the Syria crisis in a resilient manner.</p>	<ul style="list-style-type: none"> <li>- Increase in health and education facilities relative to increase in population in comparison to 2011 at the host community level.</li> <li>- Social services available and accessible for refugees inside camps.</li> <li>- Municipal service delivery performance in host communities improved.</li> <li>- No. of jobs secured for vulnerable Jordanians in host communities, 2013-2015.</li> <li>- Poor and vulnerable Syrian WGBM refugees and Jordanian host community households' access to quality basic food improved.</li> </ul>	<ul style="list-style-type: none"> <li>- JRP</li> <li>- JORISS</li> <li>- UN reports</li> <li>- I/NGOs reports</li> <li>- Line ministries annual reports</li> </ul>	
<p><b>Purpose</b>            1. Strengthen and sustain the capacity of the GOJ to effectively respond to the impact of the Syria crisis on the country.</p>	<ul style="list-style-type: none"> <li>- Aid Coordination Structure in place at the policy and technical levels.</li> <li>- JRPSC functional secretariat.</li> <li>- All government task forces members trained on JRP formulation, reporting, and M&amp;E.</li> <li>- JRP document prepared through a participatory process involving line ministries, UN agencies, I/NGOs.</li> <li>- Effective online JRP reporting System.</li> <li>- Effective transparent JRP financial tracking system.</li> </ul>	<ul style="list-style-type: none"> <li>- MOPIC Annual Reports</li> <li>- JRPSC secretariat online reports</li> <li>- JORISS reports</li> <li>- JRP</li> <li>- UN reports</li> </ul>	<ul style="list-style-type: none"> <li>- Stability at the national and local levels.</li> <li>- Technical assistance.</li> <li>- Availability of Financial resources.</li> <li>- Good governance.</li> </ul>



<p><b>Results/outputs</b></p> <p>1.1 MOPIC capacity to lead and coordinate government of Jordan response to Syria crisis strengthened and sustained.</p>	<ul style="list-style-type: none"> <li>- Functional HRCU with clear functions and qualified Human resources.</li> <li>- Functional JRPSC secretariat.</li> <li>- Functional ACU with at least 3 qualified staff members.</li> <li>- M&amp;E strategy in place.</li> <li>- Clear linkages established between ACU&amp; HRCU and line ministries on specific sectors strategies monitoring.</li> <li>- National Aid Coordination monitoring system in place.</li> <li>- JORISS fully developed to enable JRP approval process, reporting and financial tracking.</li> <li>- National ATLAS developed with GIS maps/layers on the JRP 11 sectors.</li> <li>- 4Ws system developed.</li> </ul>	<ul style="list-style-type: none"> <li>- MOPIC Annual Reports</li> <li>- JRPSC secretariat online reports</li> <li>- JORISS reports</li> <li>- JRP</li> <li>- UN reports</li> </ul>	<ul style="list-style-type: none"> <li>- MOPIC stays authorised to lead the government response planning and oversight.</li> <li>- Good communications between MOPIC and relevant line ministries.</li> <li>- Qualified and trained staff at MOPIC HRCU and ACU</li> </ul>
<p>1.2 MOPIC capacity to coordinate and manage foreign aid Enhanced</p>	<ul style="list-style-type: none"> <li>- qualified staff members hired</li> <li>- Aid Management computerized system in place, and functional</li> <li>- Staff trained and acquired needed skills and knowledge on Aid coordination and management</li> </ul>	<p>MOPIC reports</p> <p>MOPIC website</p>	<ul style="list-style-type: none"> <li>- International consultant hired and undertaking on the job training for the staff</li> <li>- Good communications between ACU and donors.</li> </ul>
<p>1.3 Relevant line ministries' M&amp;E capacity strengthened, ensuring timely monitoring and reporting of results against expenditures and targets.</p>	<ul style="list-style-type: none"> <li>- M&amp;E sector strategies developed.</li> <li>- JRP Task Forces line ministries representatives trained on sector assessments, monitoring, and reporting.</li> <li>- JRP Task Forces line ministries representatives trained on JORISS, 4Ws.</li> <li>- Outreach and communication plan in place.</li> <li>- Task Force Officers hired and trained.</li> </ul>	<ul style="list-style-type: none"> <li>- Line ministries annual reports.</li> <li>- JORISS</li> </ul>	<ul style="list-style-type: none"> <li>- Qualified staff within M&amp;E line ministries.</li> <li>- Systems and procedures established within line ministries to link with MOPIC systems</li> </ul>

<p>1.4 MOPIC capacity to ensure synchronization and complementarity between Syria crisis related planning and Jordan's regular developmental planning Enhanced.</p>	<ul style="list-style-type: none"> <li>- JRP projects and indicators included in the EDP.</li> <li>- JRPSO representatives in all EDP committees.</li> <li>- Clear linkages between JORISS and EDP monitoring system.</li> </ul>	<ul style="list-style-type: none"> <li>- EDP monitoring system.</li> <li>- JORISS</li> </ul>	<ul style="list-style-type: none"> <li>- Relevant MOPIC units and departments share knowledge and information.</li> <li>- Clear reporting lines within MOPIC Relevant departments and units, and between different departments</li> </ul>
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Ref no.	Results and Indicative Activities	Responsibility	Year 1				Year 2						
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
1.1	<b>MOPIC capacity to lead and coordinate government of Jordan response to Syria crisis strengthened and sustained.</b>												
1.1.1	Hire HRCU new staff												
1.1.2	Develop HRCU staff capacities on policy advice, strategic planning, aid coordination, crisis response, monitoring and evaluation, information management and advocacy.	MOPIC/JRPS											
1.1.3	Provide policy and technical advisory services for the establishment and implementation of MOPIC/HRCU internal organizational arrangements for an efficient response to the Syrian crisis.	MOPIC/JRPS											
1.1.4	Strengthen Jordan Response Information System for the Syria Crisis (JORISS) to facilitate the compilation, sharing and effective use of critical data and information resources to support joint analysis, integrated programming, effective coordination and M&E/Reporting, in accordance with international standards.	MOPIC/HRCU/JRPS											
1.1.5	Provide technical support to MOPIC/HRCU in the development of a digital atlas for the Syria crisis.	MOPIC/JRPS											
1.1.6	Support MOPIC/HCRU in the fulfilment of its mandate, to become fully capable and operational based on commonly agreed benchmarks and timelines.	MOPIC/JRPS											
1.1.7	Support MOPIC/ACU in the fulfilment of its mandate, to become fully capable and operational based on commonly agreed benchmarks and timelines.	MOPIC//JRPS											
1.1.8	Develop MOPIC's HRCU capacity to effectively provide line ministries and TFs with the required specialized technical and practical knowledge of humanitarian, recovery and reconstruction policies and best practices, to ensure optimal integration of humanitarian and post-crisis issues with national development issues.	MOPIC/JRPS											
1.1.9	Provide technical support to MOPIC/HRCU for aid coordination and mainstreaming of cross cutting issues, especially gender, human rights based approach, and environment.	MOPIC/JRPS											

1.1.10	Strengthen MOPIC HRCU capacity for public outreach on the needs of Jordanian vulnerable host communities and Syrian refugees.	MOPIC/JRPS	↑
1.1.11	Strengthen JRP advocacy and targeted outreach to support fundraising against the plan, in tandem with addressing areas in the JRP of concern to the international community to increase donor confidence.	MOPIC/HRCU/JRPS	↑
1.1.12	Support MOPIC/HRCU in the elaboration of regular sector progress updates in close cooperation with other relevant MOPIC units, line ministries and TFs.	MOPIC/JRPS	↑
1.1.13	Support the Resilience Development Forum	MOPIC/HRCU/JRPS	↑
<b>1.2 MOPIC capacity to coordinate and manage Foreign Aid Enhanced</b>			
1.2.1	Hire needed staf	MOPIC/ACU	↑
1.2.2	Hire an International Consultant	MOPIC/ACU	↑
1.2.3	Purchase the Aid Management System Software, install, and train staff to operate the system	MOPIC/ACU	↑
1.2.4	Strengthen MOPIC/ACU's capacity to prepare and coordinate foreign assistance related to the Syria crisis, in close cooperation with MOPIC/HRCU.	MOPIC/JRPS	↑
<b>1.3 Relevant line ministries' M&amp;E capacity strengthened , ensuring timely monitoring and reporting of results against expenditures and targets.</b>			
1.3.1	Identify at least two/three crisis-affected sectors whose Task Forces will be piloted with ad hoc technical and policy support.	MOPIC/HRCU/JRPS	↑
1.3.2	Support capacity development in selected line ministries as a pilot project to ensure they and their associated Task Forces have the necessary means to assume the responsibility for sector planning and alignment.	MOPIC/HRCU/JRPS	↑
1.3.3	Develop a capacity building programme for the sector participants (including training programme-based and sector-wide approaches, project management cycle and results-based management).	MOPIC/HRCU/JRPS	↑
1.3.4	Support selected sectors relevant line ministries and TFs to build their capacities and to provide technical advice on policy, project formulation, monitoring and reporting on progress and results, by sector Project officers.	MOPIC/HRCU/JRPS	↑
1.3.5	Provide support to all TFs through ad-hoc officers, financed by this project and hosted within MOPIC.	MOPIC/HRCU/JRPS	↑



1.4	<b>MOPIC capacity to ensure synchronization and complementarity between Syria crisis related planning and Jordan's regular developmental planning Enhanced.</b>	
1.4.1	Strengthen synergies (coordination and harmonization) between Syria crisis related planning and Jordan's Vision 2025 and its EDP.	MOPIC/HRCU/JRPS
1.4.2	Link JORISS to the EDP monitoring System.	MOPIC/HRCU/JRPS
1.4.3	Enhance cooperation and Facilitate clear linkages and joint activities between the MOPIC/HRCU and MOPIC/ACU on issues related to the Syria crisis.	MOPIC/ JRPS

**Appendix 1: MOPIC and ACU and HRCU organizational chart (attached).**

**Appendix 2-a:**

**International Cooperation Department/Ministry of Planning and International Cooperation  
Aid Coordination Division**

**Job Title:** Full-time Technical Officer (ACU) (2 posts)

**Responsibilities include:**

- Prepare analytical papers and compile data on Jordan's foreign aid requirements.
- Maintain regular contacts with the donors to ascertain their preferences for financing, availability of funds, co-financing opportunities, and project implementation issues.
- Maintain regular contacts with the Ministry of Finance and the Central Bank of Jordan to ensure the timely exchange of aid-related information, which may be used to effectively manage and allocate national development resources.
- Assist in gathering data and conducting analysis and evaluations of aid programs and projects in order to identify bottlenecks requiring further attention.
- Assist in updating and maintaining the Jordan Aid Management Information System (JAIMS).
- Prepare documents and analytical reports concerning Jordan's status in several development programs.
- Coordinate and prepare for donor coordination meetings and meetings of the government-donor sectoral working groups to explore developmental needs and priorities.
- Assist in developing concept papers for new projects ideas.
- Perform any other tasks that are assigned by the head of the Division.
- Produce detailed and up-to-date cooperation and summary reports on Jordan's main bilateral and multilateral donors.

**Qualifications:**

- Holding a Bachelor/Master's degree in Economics, Development Studies, International Relations, Business Administration, or any other relevant area of study.
- At least 1-2 years of relevant experience, with strong research and analytical skills.
- Good knowledge about Jordan's national development policies is an asset.
- Fluent in both Arabic and English.
- Excellent written and verbal communication skills.

**International Cooperation Department/Ministry of Planning and International Cooperation  
Aid Coordination Division**

**Job Title:** Full-time Unit Coordinator (for ACU)

**Responsibilities:**

- Setting up a more effective aid coordination mechanism for Jordan.
- Prepare analytical papers and compile data on Jordan's foreign aid requirements.

- Maintain regular contacts with the donors to ascertain their preferences for financing, availability of funds, co-financing opportunities, and project implementation issues.
- Develop and manage a coordinating mechanism that works on enhancing cooperation with donors and international financing institutions and estimate expected financial and technical needs to finance different priority sectors.
- Assist in conducting analysis and evaluations of aid funded projects/programs to identify bottlenecks requiring further attention.
- Maintain regular contacts with the Ministry of Finance and the Central Bank of Jordan to ensure the timely exchange of aid-related information, which may be used to effectively manage and allocate national development resources.
- Participate in loan/protocol negotiations with donors in coordination with other divisions in the Department, and provide advice on aid requirements, usage, and priorities prior to their negotiation meetings with donors.
- Ensure proper coordination of all relevant issues on foreign assistance within the Department and other departments at the ministry.
- Strengthen the division capacity to upgrade and maintain the Jordan Aid Management Information System (JAIMS) to support their development management functions, and to update and maintain websites to disseminate information on development cooperation activities to all national and international development partners and civil society.
- Conduct analytical studies focusing on key aspects of aid policy and practice in Jordan.
- Prepare documents and analytical reports concerning Jordan's status in several development programs.
- Report on foreign aid to Jordan by producing monthly and annual reports.

**Qualifications:**

- A Master Degree in Economics, Development Studies, International Relations, and Development Economics, or a related discipline.
- At least 5 years of relevant experience with proven record of expertise preferably in a similar position, and have the technical expertise and good knowledge of Jordan's national policies.
- Good knowledge of development assistance systems, and aid coordination and aid effectiveness issues is an asset.
- Strong analytical, organizational, and reporting abilities.
- Fluency in Arabic and English languages.
- Strong leadership, communication and presentation skills.

## Appendix 2-b

### Staffing job description and requirements

#### HRCU

##### 1.1. Policy Officer

###### Job description:

- Review the conduct and drafting of assessment analysis, reports, surveys and response plans;
- Monitor, analyse, and reports on developments in Syria and their direct/indirect impact on Jordan;
- Provide technical support in the preparation of guidelines, templates and methodology for the coordination and the preparation of needs assessments and crisis response plans;
- Conduct research and analyses and prepare analytical briefs in support of JRPSC strategic priorities and work plan;
- Support in the preparation of knowledge products and lessons learned and good practices on issues related to the Syria crisis response;
- Perform any other related duty as required.

###### Job requirements:

- Masters' degree in Economics, Development Studies, International Relations, Law, Social Science, or related fields;
- A minimum of 5 years professional experience in a similar position within a government entity or an international organization;
- Excellent command of research and needs assessment methodologies;
- Excellent knowledge of policies and best practices in humanitarian and post-crisis environments;
- Excellent interpersonal and communication skills;
- Perfect command of English and Arabic;
- Previous experience on issues related to the Syria crisis in Jordan would be an asset.

##### 1.2. Task Force Officer

###### Job description:

- Support the work of task forces as necessary;
- Attend task force meetings;
- Liaise with line ministries and strengthen contacts to ensure open lines of communication with MOPIC and the JRPSC Secretariat;
- Facilitate effective partnership with national and international task force members;
- Support in the coordination with donors, UN agencies and NGOs on status of humanitarian and crisis response projects, programmes and agreements;
- Perform other coordination tasks as requested.



**Job requirements:**

- Masters' degree in Economics, Development Studies, International Relations, Law, Social Science or related fields;
- A minimum of 5 years professional experience in a similar position within a government entity or an international organization;
- Demonstrated negotiation and coordination skills;
- Excellent communication and interpersonal skills;
- Excellent command of English and Arabic;
- Previous experience on issues related to the Syria crisis in Jordan would be an asset.

**1.3. Support Officer (X 2)****Job description:**

- Assist in the preparation of ToRs for national and international consultants, draft inception report, project annual work plans, progress reports, etc.;
- Assist in the review of humanitarian and crisis response projects, programmes, agreements and protocols;
- Monitors and reports on humanitarian and crisis response financial; disbursements and on grants and protocols expenditures;
- Assist in the organization and carry on of meetings, including through note taking and follow up;
- Perform any related duty as required.

**Job requirements:**

- Bachelors' degree or equivalent in Business Administration, Development Studies, Law, Social Sciences, or related fields;
- Good knowledge of results-based management methodologies and project cycle management;
- Demonstrated ability to manage multiple priorities, deadlines and tasks efficiently;
- Excellent time management skills and attention to detail;
- Excellent communication and interpersonal skills;
- Excellent command of Arabic and English.

## Appendix 2-c:

### TERMS OF REFERENCE

For an International Consultant (for ACU)

To work with the Aid Coordination Unit at the International Cooperation Directorate of the Ministry of Planning and International Cooperation (MOPIC)/ Jordan to establish a framework for Aid Coordination and Management of Foreign Aid.

#### I. INTRODUCTION/BACKGROUND

Jordan is a Middle-middle income country. It has a population of 6.6 million (2014), 14.4% of whom live under the national absolute poverty line. Unemployment is 12.5%.

Jordan attains foreign assistance from various donor countries, financing institutions and international organizations. The foreign assistance provided has been directed to finance priority development programmes and projects in order to enhance growth and sustain development in various vital sectors, particularly in the areas of: water and wastewater, education, energy, health, infrastructure, youth and poverty, and microfinance, in addition to budget support. Thus, the impact of foreign assistance was reflected in supporting the development and modernization process on all fronts.

Jordan is a considerably important destination of aid flows. In relation to its size and its economic performance (higher middle-income country) it is a very large aid recipient. In 2010, Jordan ranked 9th in the regional comparison within the Asian region as regards net per capita aid volumes - placing the country between the aid giants Indonesia and Nepal.

In 2011, Jordan started to witness development challenges as a result of the huge influx of Syrian refugees into the country. With the conflict in Syria entering its fifth year in 2015, Jordan is hosting 1.4 million Syrians, of whom 646,700 are refugees. Eighty-five per cent of refugees live outside camps in some of the poorest areas of the country, and a significant proportion are classified as extremely vulnerable.

In responding to the crisis, the government has been assisted by the UN and supported by the international community. A series of annual appeals (Regional Response Plans) were elaborated to ensure that refugees could be sheltered, fed and supported with essential protection services and assistance. But the nature of the crisis has evolved significantly, even as the scope and cost of the operation has continued to expand. What started as a camp management operation with short-term, people-centred humanitarian assistance focusing on a clearly defined refugee target group, has morphed into a protracted systemic crisis in which some of the poorest most vulnerable Jordanians are sharing their scarce local resources, services and infrastructure with a growing population of refugees living among them, and increasingly competing for employment, shelter, schooling, water and other basic necessities.

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

As per the Planning Law No. (68) for the year 1971, the Ministry of Planning and International Cooperation is the "focal point" between the donor community and the line ministries, as well as public and private institutions. Accordingly, by mandate the Ministry is the only governmental entity authorized to seek foreign assistance (grants, soft loans, and technical assistance) to finance priority development programs and projects in accordance with the national development priorities as reflected in the National Agenda, and the Executive Development Programmes.

The International Cooperation Directorate at MOPIC is the entity responsible for Aid/Donor Coordination, and this is being undertaken through the Aid Coordination Unit. The directorate is responsible for:

- Improving aid coordination techniques, managing financing operations for different developmental projects and programmes and, according to protocol monitoring the commitment of financing sources to agreed on aid programmes.
- Collecting information on Jordan needs for aid, and external economic support, and preparing analytical studies in this topic.
- Maintaining external parties' cooperation relationships to provide financial and technical support for developmental projects through setting suitable plans and programs. As well as building and developing mutual relationships with granting parties and countries in order to provide financial and technical support for developmental projects through aid programs and loans from granting parties and countries.

For Jordan to sustain, and possibly to expand, the inflow of foreign aid resources while reducing its debt levels it is critical (a) that Jordan manages to maintain its track record as a country with a good absorption capacity for both development loans and grant assistance, (b) that Jordan's performance as an effective partner in development cooperation efforts remains well-established, (c) that its foreign-funded development programmes and projects are sound and lead to promising results, and (d) that the mechanism put in place for monitoring, evaluation, and reporting on the implementation of foreign funded projects are effective and reliable.

Poor co-ordination of aid increases the cost to both donors and partner countries and significantly reduces the value-added of aid. Harmonisation of aid delivery procedures and adoption of common arrangements help reduce duplication of effort and lower the transaction costs of managing aid. The Paris Declaration focuses on two dimensions of aid as a proxy for assessing overall harmonisation: the

use of common arrangements within programme-based approaches (PBAs) and the extent to which donors and partner countries conduct joint missions and share analysis.

Based on the above, and to continue its efforts in supporting aid coordination, the Ministry of Planning and International Cooperation as the entity responsible for aid coordination, seeks to develop a framework for development cooperation and effectiveness with a particular focus on harmonization of development coordination with donor partners.

## II. OBJECTIVES AND SCOPE OF WORK

### Overall objective

The overall objective of the assignment is to facilitate the Ministry of Planning and International Cooperation to develop a clear framework and action plan for the period 2016-2018 for development coordination and aid effectiveness in Jordan with a particular focus on harmonisation of development effectiveness, fully consistent with the agreed international commitments on human rights, decent work, gender equality, environmental sustainability and disability.

The Framework and Action Plan will be based on the following donors-governments Busan shared principles:

- a) Ownership of development priorities by developing countries. Partnerships for development can only succeed if they are led by developing countries, implementing approaches that are tailored to country specific situations and needs.
- b) Focus on results, investments and efforts must have a lasting impact on eradicating poverty and reducing inequality, on sustainable development, and on enhancing developing countries capacities, aligned with the priorities and policies set out by developing countries.
- c) Inclusive development partnerships. Openness, trust, and mutual respect and learning lie at the core of effective partnerships in support of development goals, recognising the different and complementary roles of all actors.
- d) Transparency and accountability to each other. Mutual accountability and accountability to the intended beneficiaries of our co-operation, as well as to our respective citizens, organisations, constituents and shareholders, is critical to delivering results. Transparent practices form the basis for enhanced accountability.

Tasks: The consultant will work with the International Cooperation Directorate to:

1. Developing the capacities of the ACU through a capacity development plan to the Unit in the areas of aid management, coordination and development effectiveness.
  - o Identify capacity development needs and draw up a capacity development plan for effective aid management; and
  - o Advise on how best to facilitate knowledge exchange with best practices and international and regional initiatives related to aid effectiveness.
  - o Further develop tools for Aid Coordination.

- Strengthening the Unit capacity to ensure that development cooperation activities are nationally owned, are fully aligned with Jordan's development priorities, and are managed by the Unit to achieve targeted development results.
  - Strengthening the Unit capacity to effectively engage in policy discussion on development effectiveness in the OECD/DAC and other international forums; and to lead the process to promote harmonized donor practices, promoting strengthening of national systems, within an environment of partnership, mutual trust and mutual accountability to maximize aid effectiveness.
  - Enabling the Unit to strengthen capacity in line ministries and agencies to play a leadership role to manage their aid coordination and aid management functions.
  - Strengthening the Unit capacity to upgrade and maintain Jordan Aid Management Information System to support their development management functions, and to update and maintain websites to disseminate information on development cooperation activities to all national and international development partners and civil society.
  - Investing more effort in engaging i) civil society ii) sub-national level iii) central agencies around aid effectiveness. This would include identifying alternative modes of engagement as well as capacity strengthening.
2. Establishing an Aid Management System at the ACU

In Jordan, an AMIS system JAIMS (Jordan Aid Information Management System) was operationalised in 2009-2012 with the financing of the EU. The performance of JAIMS, has been patchy and due to technical bugs and problems the system has been periodically out of function, and the system is outdated. There is a need to purchase a new System, and to ensure that it is functional and responds to the needs of the ACU.

The primary purpose of an aid information management system (AIMS) is to bring together project-level information on commitments and disbursements and information on aid-financed expenditures, activities and results in a way that it can be aggregated to generate overall figures on aid flows, or broken down by sector or geographic area and thus serve as tool for a transparency of aid flows. Crucial is that the AIMS functions in a way that it enables to link aid flows with the national budget and to improve the overall alignment of assistance with country priorities and planning system – an effective System is not about tracking donor projects (though an important aspect), but to serve for alignment of aid with national development plans. The System should also link to other existing system at the Ministry and/or relevant within the government, such as JORISS.

3. Putting in place a dialogue mechanism consisting of a dialogue on national development priorities and aid policy, a dialogue on budget support process and/or public financial management and sector-level coordination dialogues.
4. Donor internal dialogue for harmonisation and joint activities.

### III. METHODOLOGY

The Consultant is expected to use a combination of desk research of relevant documents, and consultations with a wide range of stakeholders to complete this assignment. Stakeholders include government, donors, private sector, and civil society. The assignment includes in-country mission for 6 months during which consultant will be located at MOPIC and will work closely with ACU.

### IV. DELIVERABLES AND TIMELINES

The consultancy will be for a total of 6 months, and the rate will be inclusive of fee, DSA and travel. Based on the above objectives and deliverables, below is a table with key deliverables and the respective timelines:

## V. MANAGEMENT ARRANGEMENTS

UNDP will be responsible for the recruitment of the consultant and management of the assignment. Once these Terms of Reference are signed, they are considering binding and will be annexed to the Special Service Agreement signed by the consultant. UNDP and the consultant may agree to amend the Terms of Reference, in which case the amended version will be signed accordingly.

## VI. QUALIFICATIONS AND COMPETENCIES

- Minimum Master Degree in Economics, International Development, International Relations, management or relevant disciplines and at least 10 years of work experience relevant to the assignment;
- International experience of working on development issues;
- At least five years expertise in aid coordination and aid effectiveness issues;
- Strong analytical, organizational, reporting and writing abilities.
- Experience in the monitoring and evaluation of external aid;
- Good knowledge of the development assistance systems;
- Excellent analytical and presentation skills;
- Fluency in English language, Arabic Language is an asset;
- Computer proficiency, including knowledge of MS Office products (Word, Excel, Power Point). And Management Information Systems.

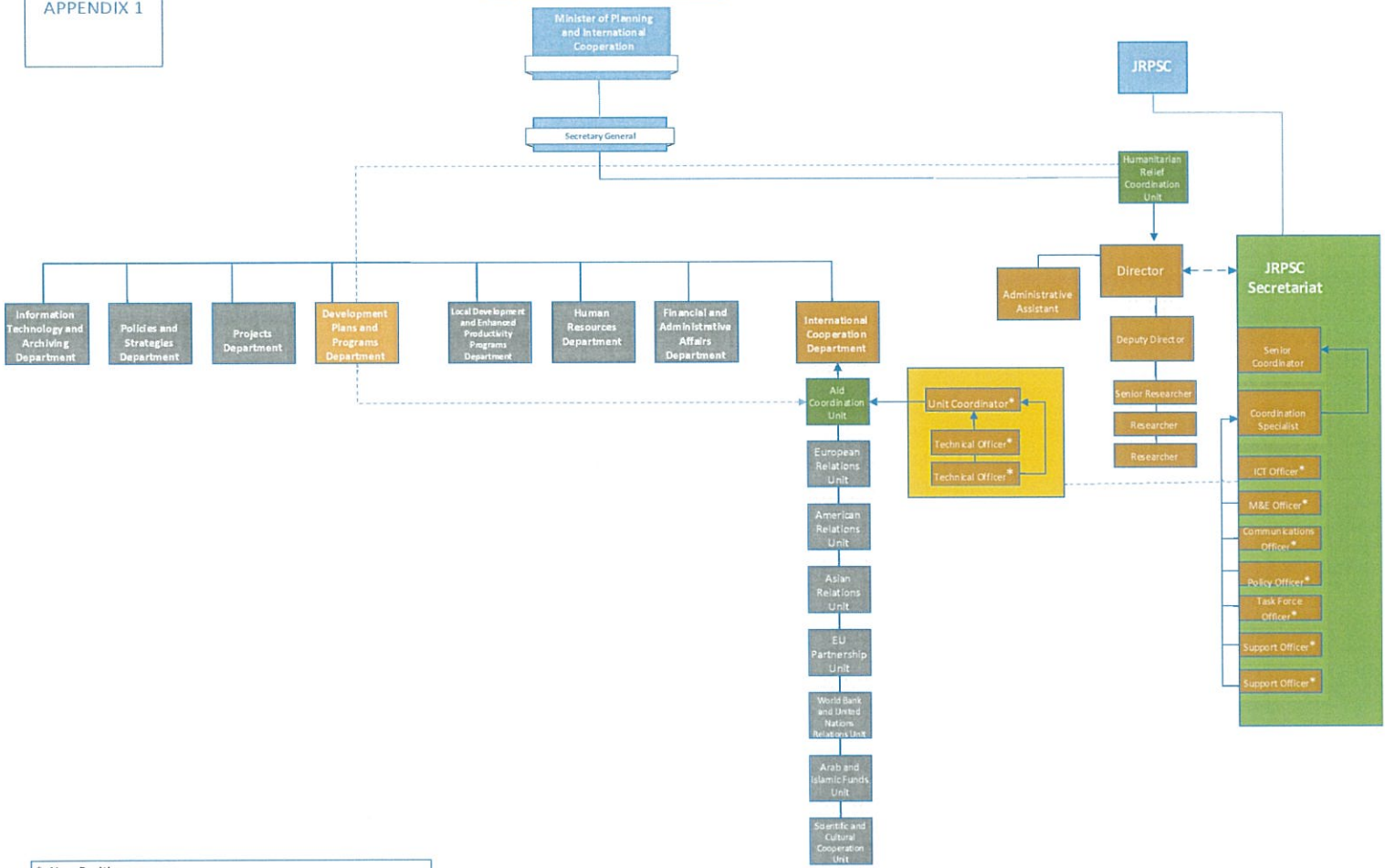
The following additional experiences would be an asset:

- Familiarity with the political, social and economic context of Jordan.
- Working with a variety of different stakeholders, including the private sector.
- Networking, coordination and knowledge management.



APPENDIX 1

ORGANIZATIONAL STRUCTURE of MOPIC HRCU and ACU



\*: New Positions  
 → Reporting Line

## External Communication and Visibility Plan

### 1. Objective

The overall communication objective for the External Communication and Visibility Plan is to provide appropriate visibility to the project and accurately communicate the project's objectives and progress, to a diverse range of groups within Jordan, including the project's support from the European Union Delegation.

For the purpose of this project, the target groups for the External Communication and Visibility Plan have been broadly categorised as follows:

- i. *End Beneficiaries*, with the objective of being informed of the main objectives, progress and outcomes of the project, as well as the EU support;
- ii. *Opinion Makers* (media, key influencing people in the communities, parliamentarians, CSOs), with the objective of being informed of the context, result areas and activities for the project, as well as EU support.
- iii. *Key Stakeholders* (national and International), to be informed of key results and the impact of the EU support together with the successes and best practices emanating from the project; and
- iv. *Development partners and donors* with the intention of highlighting key achievements of the project made possible through the support of the EU.

### 2. Communication Activities

The main set of activities proposed to be carried out under the External Communication and Visibility Plan are:

- a. Press releases: In support of key activities and milestones of the project, i.e. launches and signing ceremonies, the project will issue press releases to mainstream media outlets, which would also be released on the implementing agencies' websites and social media pages which have a strong networking with all the mainstream media outlets that operate at the national and regional level, both in print and broadcast circles. This set of activities will reach a wide-ranging group of people, in and outside Jordan.
- b. Events and Platforms: The project shall seize the opportunity of events (Workshops, Platforms, conferences) to acknowledge the support received from the EU. The Resilience Development Forum to be convened in November 2015 (supported by the project) publications, press releases, documentaries and official documents will highlight the project objectives and the EU support.
- c. Information and Communication Materials: High-resolution imagery will be taken throughout the course of the project to be used in publications and other information material for improved presentation and increased readability. Images will also be used on electronic platforms along with relevant contents. UNDP will showcase events and achievements under the project through their website, success stories and Annual reports with the outreach to the donor community, UN agencies, National and international NGOs and CSOs and their networks; in addition to inclusion in regular UNDP fact sheets, and updates. Key messaging and visibility will be ensured through the use of promotional products.

- d. Website and social media: UNDP will share achievements and events through their website and social media sites. These sites will be used to highlight the project's successes and support from the EU. In addition to press releases, the project will undertake production and dissemination of multiple case studies, including human interest stories from the JRP projects under the different sectors, and success stories of project's beneficiaries through the social media outlets. These case studies would also be available as part of the project's formal reporting process. This particular set of activities will serve international target audiences, including the development partners.
- e. Audio-visual production: The project will also develop a brief documentary film to showcase various stages and successes of the project.
- f. Integration with project implementation: The external communication and visibility will be closely linked with key stages in project intervention so that project activities and initiatives are regularly feeding into its contents and material development.

### 3. Coordination Mechanism

During the course of the implementation of activities, UNDP and project partners will pursue the overall communication objective to give adequate publicity to the successful implementation of the project and to the support from the European Union Delegation. Similarly, project implementation and achievements will be publicised on UNDP and MOPIC social media outlets. High-resolution imagery, relevant to the project and commissioned specifically to cover its activities, will be shared between UNDP and its partners and used in electronic and print publications. The production of several video human-interest stories and a documentary film will cover the entire scope of the project, taking into account role of partners. Publications and other printed material will abide by EU and UNDP branding guidelines.

No	Activity	Output	Key Audiences	Timeline
1.	Issuance of a press release and media coverage at the launch of the project through media, and UNDP websites and Facebook and twitter accounts.	<ul style="list-style-type: none"> <li>• Press release, national press and broadcast media</li> </ul>	<ul style="list-style-type: none"> <li>• General public in Jordan</li> <li>• National and international media</li> <li>• Decision makers in Jordan</li> <li>• Stakeholders</li> <li>• donors</li> </ul>	At the time of the signing of the agreement/launch of the project
2.	Production and dissemination of multiple case studies/success stories of project beneficiaries through websites and social media of UNDP and the implementing partner.	<ul style="list-style-type: none"> <li>• A least 16 postings, on Jordan social media outlets</li> </ul>	<ul style="list-style-type: none"> <li>• Project beneficiaries and general public in Jordan</li> <li>• donors</li> </ul>	At different stages of the project
3.	Production and dissemination of factsheets, success stories, newsletters in project's events' and through UNDP and MOPIC websites.	<ul style="list-style-type: none"> <li>• Two factsheets per year, with physical dissemination inside Jordan</li> </ul>	<ul style="list-style-type: none"> <li>• Development partners</li> <li>• CSOs</li> <li>• Government counterpart</li> <li>• Parliamentarians</li> <li>• I/NGOs</li> </ul>	At different stages of the project
		<ul style="list-style-type: none"> <li>• A total of 5 success stories showcasing stories of achievements/partners</li> </ul>	<ul style="list-style-type: none"> <li>• Development partners</li> <li>• CSOs</li> <li>• Government counterpart</li> <li>• Parliamentarians</li> <li>• I/NGOs</li> </ul>	At different stages of the project
4.	Covering project highlights and achievements in at least two documentaries.	<ul style="list-style-type: none"> <li>• Video</li> </ul>	<ul style="list-style-type: none"> <li>• General public</li> <li>• Donors</li> <li>• Stakeholders</li> <li>• RDF attendees</li> <li>• European Public</li> </ul>	Once the project is fully functional and achievements can be documented

No	Activity	Output	Key Audiences	Timeline
5.	Collection of high resolution images and videos for use with public information material (mentioned above)	<ul style="list-style-type: none"> <li>Throughout the course of project's implementation</li> </ul>	<ul style="list-style-type: none"> <li>General public in Jordan</li> <li>European public / donors</li> <li>Stakeholders</li> </ul>	At various stages of the project implementation