

## A. COVER PAGE

**1. Fund Name:** Joint SDG Fund

**2. MPTFO Project Reference Number**

**3. Joint programme title:** Accelerating Jordan’s Progress towards SDGs by Establishing Building Blocks of an Integrated Financing Framework

**4. Short title:** Enabling SDG Financing Ecosystem

**5. Country and region:** Jordan

**6. Resident Coordinator** Anders Pedersen ([anders.pedersen@un.org](mailto:anders.pedersen@un.org))

**7. UN Joint programme focal point** Michaela Prokop, UNDP ([michaela.prokop@undp.org](mailto:michaela.prokop@undp.org))

**8. Government Joint Programme focal point**

Anas Abu Ghunmi, Ministry of Planning & International Cooperation (MoPIC)

[Anas.AbuGhonmy@MOP.GOV.JO](mailto:Anas.AbuGhonmy@MOP.GOV.JO)

**9. Short description:**

The socio-economic impact of COVID-19 on Jordan is expected to be massive, compounded by persistent regional instability, years of low growth and fiscal crisis. To meet its SDG priorities in the context of these challenges, Jordan needs to ensure that scarce resources are used efficiently and effectively, align existing investments to the SDGs and catalyze additional financing. Over the past two years, a joint UNCT SDG financing initiative, UNDP’s flagship SDG Impact initiative, UNICEF’s engagement on climate change, child-friendly budgeting and social protection, UN Women’s gender smart investment initiative, tested many levers based on which we have identified key entry points. The JP will build on this momentum, scale existing activities and partnerships.

Enabling SDG Financing Ecosystem – a joint UN offering led by UNDP in partnership with UNICEF and UN Women – aims to accelerate progress towards the SDGs through establishing the key building blocks for an integrated, gender responsive SDG financing framework. The Joint Programme (JP) will focus on strengthening linkages between planning, budgeting and financing for climate, a key priority for Jordan with the potential to have a transformative impact on all other SDGs. Strengthened institutional capacity on integrating climate change in budgeting and planning and SDG budgeting will ensure sustainability and facilitate scaling the climate pilot to an INFF and advance SDG financing for all sectors. The JP will work with the largest investment vehicles in Jordan, such as the Social Security Investment Fund (SSIF) and support the Government’s PPP Unit in aligning existing investments and investment pipelines to national SDG priorities leveraging cooperation with IFIs and development partners. This has the potential of shifting significant resources towards SDG acceleration and for new financing to be catalyzed. Capacity building on impact measurement and management (IMM) and the Women’s Economic Empowerment Principles (WEP) for small and medium enterprises (SME) and companies listed on the Amman Stock Exchange (ASE) will help create an investment-ready pipeline. Support to developing innovative financing instruments and catalytic investments and partnerships proposed under Component II will help catalyze financing towards these.

**10. Keywords:** Climate Change, Gender, Public Finance, Public Private Dialogue, Innovative and Catalytic Financing, SDG Impact and Alignment, Private Investment

**11. Overview of budget**

<b>Joint SDG Fund contribution</b>	<b>USD 1,000,000</b>
Co-funding by PUNOs	USD 268,000
<b>TOTAL</b>	<b>USD 1,268,000</b>

## 12. Timeframe:

Start date	End date	Duration (in months)
15/06/2020	14/06/2022	24

## 13. Gender Marker:

The proposal's total score is 17/18 with an overall score of 3 in the gender marker (see Annex 3).

The proposal exceeds minimum requirements in 5 indicator areas and meets minimum requirements in one indicator (3.1). The JP has mainstreamed gender throughout the programming cycle from the planning stage, coordination among agencies and stakeholders, design of the theory of change and expected results, and monitoring and evaluation. In the situation analysis, the proposal uses disaggregated data and gender analysis of the country context, SDG achievement and impact investing potential for accelerating progress. All the JP outputs clearly and explicitly mainstream gender in the design and one output is gender targeted. This is also reflected in the JP's monitoring framework across the outcomes and outputs close to 60% of indicators are designed to measure changes in gender equality and the empowerment of women.

The JP was developed in close collaboration with key stakeholders including with UN Women's close partner the Jordanian National Commission for Women (JNCW), which is the national gender equality mechanism of the Government of Jordan. Women's civil society organizations and women parliamentarians were also engaged in consultation meetings and are targeted with capacity building on financing for SDGs and advocating for a gender responsive social impact investment ecosystem. Finally, under the resources section, where the gender mainstreamed analysis and planning is quantified to allocations, the indicator depicts that 64% of the budget is allocated for gender equality. The JP is committed to support the development of financing strategies and enabling innovative financing with clear and explicit accountability towards a positive impact on gender equality and women's empowerment which will allow for acceleration across not only SDG 5 but all other SDGs.

## 14. Participating UN Organizations (PUNO) and Partners:

### 14.1 PUNO

Convening agency:

- UNDP: Sara Ferrer Olivella, Resident Representative  
[sara.ferrer.olivella@undp.org](mailto:sara.ferrer.olivella@undp.org)  
 Tel: +962 5 10 0430; Mobile: +962 7 98 38 1614

Other PUNOs (receiving funds):

- UNICEF: Tanya Chapuisat, Country Representative  
[tchapisat@unicef.org](mailto:tchapisat@unicef.org)  
 Tel: +96265502402; Mobile: +962 7 95550753
- UN Women: Mr. Ziad Sheikh, Country Representative, UN Women Jordan  
[Ziad.sheikh@unwomen.org](mailto:Ziad.sheikh@unwomen.org)  
 +962 6 520 0060

## 14.2 Partners

<b>Partners of Joint Programme</b>	
<b>National Authorities</b>	
Ministry of Planning and International Cooperation (MoPIC)	Anas Abu Ghunmi, Head of Division, Aid Coordination & UN Agencies Division <a href="mailto:Anas.AbuGhonmy@MOP.GOV.JO">Anas.AbuGhonmy@MOP.GOV.JO</a>
Ministry of Finance (MOF) General Budget Department (GBD)	Firas Al-Mallah, Director, Studies Directorate <a href="mailto:Firas.mallah@gbd.gov.jo">Firas.mallah@gbd.gov.jo</a>
National Center for Security & Crisis Management (NCSCM)	Saleh Alsheyab, Chief of Risk Assessment and Plans Section; <a href="mailto:nfp@ncscm.gov.jo">nfp@ncscm.gov.jo</a>
Ministry of Environment, Climate Change Directorate	Engineer Bilal Shaqarin, Director <a href="mailto:shqareen@yahoo.com">shqareen@yahoo.com</a>
Jordan Investment Commission (JIC)	Khaled Wazani, Chairman <a href="mailto:Chairman@JIC.GOV.JO">Chairman@JIC.GOV.JO</a>
Public Private Partnership Unit, Prime Minister's Office	Mahmoud Khoshman, Advisor to Prime Minister & Head of National PPP Program <a href="mailto:Mahmoud.Khoshman@PM.GOV.JO">Mahmoud.Khoshman@PM.GOV.JO</a>
Social Security Investment Fund (SSIF)	Amani Musleh Elkayed, Acting Manager, Public Relations and Media Unit <a href="mailto:Amani.ELkayed@SSIF.GOV.JO">Amani.ELkayed@SSIF.GOV.JO</a>
Amman Stock Exchange (ASE)	Mazen Najib Wathaifi, CEO <a href="mailto:Ceo.wathaifi@ase.com.jo">Ceo.wathaifi@ase.com.jo</a>
Jordanian National Commission for Women (JNCW)	Dr. Salma Nims, Secretary General <a href="mailto:salma.n@johud.org.jo">salma.n@johud.org.jo</a>
<b>Parliament</b>	
Finance and Economy Committee (Senate)	Senator Omayah Touwan, Chair of Committee
Economic and Investment Committee (House of Representatives)	MP Khair Abu Saalik, Chair <a href="mailto:khair100@hotmail.com">khair100@hotmail.com</a>
House Finance Committee (House of Representatives)	MP Khaled Bakkar, Chair of Committee
<b>Private Sector Associations/ Civil Society</b>	
Jordan Chamber of Industry	Dr Maher Mahrouq, Executive Director, Jordan Chamber of Industry; <a href="mailto:M.mahrouq@jci.org.jo">M.mahrouq@jci.org.jo</a>
Jordan Chamber of Commerce	Senator Nael Al Kabariti, Chairman, Jordan Chamber of Commerce, <a href="mailto:info@jocc.org.jo">info@jocc.org.jo</a>
Rasheed Transparency International	Abeer Mdanat, Executive Director <a href="mailto:amdanat@rasheedti.org">amdanat@rasheedti.org</a>
Environmental NGOs Union	Omar Shoshan, Chairman <a href="mailto:omar.shoshan11@gmail.com">omar.shoshan11@gmail.com</a>
UN Global Compact, Network Jordan	Raji Hattar, Chairman <a href="mailto:Raji.hattar@aramex.com">Raji.hattar@aramex.com</a>
EDAMA (business association focusing on environment)	Dr. Dureid Mahasneh, Chairman <a href="mailto:chairman@edama.jo">chairman@edama.jo</a>
Jordan Forum for Business and Professional Women (BPWA)	Thanaa Khasawneh, Director <a href="mailto:thenaa_khasawneh@hotmail.com">thenaa_khasawneh@hotmail.com</a>
<b>International Financial Institutions</b>	
European Bank for Reconstruction and Development (EBRD)	Esther Griffies Weld, Principal Banker <a href="mailto:GriffieE@ebrd.com">GriffieE@ebrd.com</a>
World Bank	Saadia Refaat, Senior Country Economist (Jordan) <a href="mailto:srefaat@worldbank.org">srefaat@worldbank.org</a>
International Financial Corporation (IFC)	Ayman El Tanbouly, Public Private Partnerships <a href="mailto:aeltanbouly@ifc.org">aeltanbouly@ifc.org</a>
<b>Development Partners including Joint SDG Fund Donors</b>	
European Union (EU)	Corinne Andre, First Counsellor, Head of Cooperation <a href="mailto:Corinne.andre@eeas.europa.eu">Corinne.andre@eeas.europa.eu</a>
Canada	Amal El Atifi, First Secretary (Development) <a href="mailto:Amal.El-Atifi@international.gc.ca">Amal.El-Atifi@international.gc.ca</a>
Department for International Development (DFID)	Jan Wimaladharm, Private Sector Advisor <a href="mailto:j-wimaladharm@dfid.gov.uk">j-wimaladharm@dfid.gov.uk</a>

## SIGNATURE PAGE

### Resident Coordinator

*Anders Pedersen*  
*UN Resident & Humanitarian Coordinator in Jordan*  
*31 March 2020*



### National Coordinating Authority

*H.E. Dr. Wissam Rabadi*

*Ministry of Planning and International Cooperation*

*Date*  
*Signature and seal*

### Participating UN Organization (lead/convening)

*Sara Ferrer Olivella*  
*UNDP Resident Representative*  
*31 March 2020*



*Kindly revert to the below letter to the note on obtaining government signature*

### Participating UN Organization

*Tanya Chapuisat*  
*UNICEF Representative*  
*31 March 2020*



### Participating UN Organization

*Ziad Sheikh*  
*UNWomen Representative*  
*31 March 2020*



31 March 2020

To Whom it may concern,

The participating UN Organizations, UNDP, UNICEF and UN Women held extensive consultations with the Government of Jordan to design the Joint Program document. We also met with the Secretary General and the Minister of Planning and International Cooperation early in the process and the Minister assured me of his support for the initiative. However, due to the current COVID-19 emergency response, the lock-down and closure of government departments, we could not obtain the endorsement on the final draft on time. We will submit the endorsement letter as soon as possible. I understand that my team has already been in touch with you and alerted you of this delay.

Thank you for your flexibility and understanding,

Sincerely,



**Anders Pedersen**  
**UN Resident & Humanitarian Coordinator**

## ABBREVIATIONS

ASE	Amman Stock Exchange
COVID-19	Coronavirus Disease 2019
EBRD	European Bank for Reconstruction & Development
EU	European Union
FDI	Foreign Direct Investment
GBD	General Budget Department
GoJ	Government of Jordan
GIZ	German International Cooperation
IFC	International Finance Corporation
IMF	International Monetary Fund
IMM	Impact Measurement and Management
INFF	Integrated National Financing Framework
JCC	Jordan Chamber of Commerce
JCI	Jordan Chamber of Industry
JEF	Jordan Environment Fund
JFBPW	Jordan Forum for Business and Professional Women
JIC	Jordan Investment Commission
JNCW	Jordan National Council for Women
JP	Joint Programme
MoEnv	Ministry of Environment
MoF	Ministry of Finance
MoPIC	Ministry of Planning and International Cooperation
MTEF	Medium Term Expenditure Framework
NAP	National Adaptation Plan
NCSCM	National Center for Security & Crises Management
NDC	Nationally Determined Contribution
NWS	National Women’s Strategy
ODA	Official Development Assistance
PPP	Public Private Partnership
PUNO	Partner UN Organisation
SDG	Sustainable Development Goals
SME	Small Medium Enterprise
SSIF	Social Security Investment Fund
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Fund
USAID	United States Agency for International Development
VNR	Voluntary National Review
WEP	Women’s Economic Empowerment Principles

## **B. STRATEGIC FRAMEWORK**

### **1. Call for Concept Notes:** SDG Financing (2/2019) – Component 1

### **2. Programme Outcome [pre-selected]**

Additional financing leveraged to accelerate SDG achievement (Joint SDG Fund Outcome 2)

### **3. UNDAF Outcomes and Outputs**

#### **3.1 Outcomes**

- Outcome 1: Institutions in Jordan at national and local levels are more responsive, inclusive, accountable, transparent and resilient.
- Outcome 3: Enhanced opportunities for inclusive engagement of all people living in Jordan within the social, economic, environmental, and political spheres.

#### **3.2. Outputs**

- Output 1.1: Strengthening Institutions to improve performance: National and local public institutions are better able to perform their core functions giving attention to needs of vulnerable groups.
- Output 1.4: Implementation of UN Conventions and the Global Development Agenda: Government and relevant institutions have enhanced capacity to address gaps, monitor, and report on progress in meeting Jordan's commitments in human rights and development such as the 2030 Agenda for Sustainable Development.
- Output 1.5: Gender Equality and Women's Empowerment: National and local public institutions adopt/better implement policies and programmes that promote gender equality and women's empowerment.
- Output 1.6: Ensuring Environmental sustainability: Public institutions have enhanced capacities on sustainable approaches to natural resource management, climate change adaptation and mitigation, and disaster risk
- Output 1.7: Fostering Partnerships and Innovation: The Government of Jordan is better able to strengthen its partnerships with the private sector, civil society organizations, humanitarian actors, and bilateral partners towards national priorities and international development goals.
- Output 3.1: Strengthening Political Opportunities: People, especially the vulnerable groups, have greater access to information and opportunities to participate in political processes.
- Output 3.2: Strengthening Economic and Investment Opportunities: Vulnerable groups have increased access to decent work and livelihood opportunities.
- Output 3.4: Strengthening Sustainable Environment Opportunities: More platforms and opportunities for engagement of people, especially vulnerable groups, on sustainable environment are created.

#### **4. SDG Targets directly addressed by the Joint Programme**

The JP directly addresses the following SDGs but indirectly facilitates progress across a range of other SDGs through our support on the impact investment ecosystem, IMM and WEP. The aim of the JP is to facilitate the efficient and effective use of resources and the catalyzation of additional resources with a focus on climate change and gender, both cross-cutting areas that affect progress on many other SDG targets not listed here.

##### **4.1. List of Goals and Targets**

###### **SDG 5 Achieve gender equality and empower all women and girls**

Target 5c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

Indicator 5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment.

###### **SDG 6 Ensure availability and sustainable management of water and sanitation for all**

Target 6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.

Indicator 6.2.1 Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water

###### **SDG 12 Ensure sustainable consumption and production patterns**

Target 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

Indicator 12.6.1. Number of countries publishing sustainability reports.

###### **SDG 13 Take urgent action to combat climate change and its impacts**

Target 13.2 Integrate climate change measures into national policies, strategies and planning.

Indicator 13.2.1. Number of countries that have communicated the establishment and operationalization of an integrated policy/ strategy/ plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other).

###### **SDG 17 Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development**

Target 17.3 Mobilize additional financial resources for developing countries from multiple sources.

17.3.1 Foreign direct investment (FDI), official development assistance and South-South cooperation as a proportion of total domestic budget.

Target 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

17.17.1. Amount of United States dollars committed to (a) public-private partnerships and (b) civil society partnerships.



## 4.2 Expected SDG impact

The JP supports the establishment of key building blocks of an INFF with an initial focus on climate change and gender equality, both cross-cutting issues requiring integrated approaches that can trigger progress across a range of SDG goals and targets. Strengthening the linkages between planning, budgeting and financing and working with public and private investors on aligning their business models and investments to the SDGs will lead to more effective resource allocation and catalyze additional financing for national SDG priorities. It also provides the ground for sustained and systemic change. Investing in adapting to and mitigating climate change has the potential to accelerate progress on many other SDGs while also improving crisis preparedness and resilience of the economy, essential in the context of the COVID-19 crisis. Gender equality is central to the achievement of all 17 SDGs and to ensure that no one is left behind. Targeting gender equality and women's empowerment can be a useful strategy to reach immediate gains and progress on many SDG targets. We are also engaging with youth, particularly impacted by climate change and its repercussions on intergenerational equity, as well as other key stakeholders and target groups.

## 5. Relevant objective(s) from the national SDG framework

While Jordan does not currently have a national SDG framework, there are several entry points for the UN and the JP to ensure stronger integration of the 2030 Agenda and the SDGs into planning, budgeting and financing processes and create momentum for systemic change. Jordan's Voluntary National Review (VNR) submitted in 2017 articulates several national SDG priorities<sup>1</sup> and Vision 2025: A National Vision and Strategy<sup>2</sup> provides a blueprint for the country considering economic, social and environmental dimensions of sustainable development. The Government, in partnership with the UNCT, has recently started to determine baselines and initiate steps towards developing targets.

In addition to the VNR and Vision 2025, several national planning frameworks are currently guiding resource allocation: the Renaissance Plan (2019-2020), the London Initiative: Jordan's Path to Growth and a Five Year Reform Matrix<sup>3</sup> supported through a series of development policy loans by the World Bank and partners. These frameworks focus heavily on macroeconomic stability and structural reforms to support economic growth and job creation with limited linkages to sustainable and inclusive economic growth, gender equality and the SDGs. However, there is increasing momentum and interest in Jordan, from the Government as well as development partners, to integrate SDGs into its strategic frameworks and policies and to align investments, a momentum this JP seeks to seize building on the following existing relevant government objectives:

- **Financing for Sustainable Development.** The VNR notes the criticality of financing for development in light of declining domestic revenues and a rise in public debt which threatens to undermine progress towards the SDGs. The importance of improving the ecosystem for impact investment was highlighted in a report commissioned by the MoPIC on the potential for attracting impact investors to Jordan<sup>4</sup> and in discussions following the London Conference in February 2019. In the context of COVID-19 and its socio-economic implications, financing for sustainable development will become an even more important priority for Jordan to meet its national SDG priorities.
- **Accelerated Action on Climate Change.** Jordan's commitments to addressing climate change include the Nationally Determined Contributions (NDC) of 2015 which include a national target to lower greenhouse gas emissions by 14% by 2030, with 12.5% conditional upon Jordan receiving international financing and assistance while the remaining 1.5% would be achieved through national means. The NDC estimates a financing requirement of USD 5.7 billion to address Jordan's mitigation actions. Updated costing of adaptation actions is expected to be addressed through Jordan's forthcoming NDC Action Plan, an updated NDC and National Adaptation Plan (NAP) to be issued in 2020. Furthermore, Jordan's Ministry of Environment (MoEnv) is leading

<sup>1</sup> MoPIC, Jordan's Way to Sustainable Development: First National Voluntary Review on the Implementation of the 2030 Agenda <https://sustainabledevelopment.un.org/content/documents/16289Jordan.pdf>

<sup>2</sup> MoPIC, Jordan 2025 - A National Vision and Strategy <http://inform.gov.jo/Portals/0/Report%20PDFs/0.%20General/jo2025part1.pdf>

<sup>3</sup> <https://jordankmportal.com/resources/turning-the-corner-jordans-path-to-growth-london-2019>

<sup>4</sup> USAID (for MoPIC), July 2019 Impact Investment in Jordan.

the coordination of a National Green Growth Plan (NGGP) which creates a pipeline of socially inclusive, environmentally friendly projects and investments in key economic sectors.

- **Gender and Women’s Economic Empowerment.** The VNR clearly indicates that the National Roadmap to achieve SDGs prioritizes mainstreaming gender in all national development plans. On 8 March 2020 the Government approved the National Women’s Strategy (NWS) 2020-2025 fully in alignment with SDGs, in particular SDG 5. The NWS is currently undergoing a costing exercise supported by UN Women and the Jordan National Council for Women (JNCW), after which a financing strategy will be developed. The Gender Mainstreaming Policy was adopted by the government in recognition that previous national women’s strategies failed to achieve their ambitions in part due to low institutional capacity on gender planning and budgeting and lack of financing. The goal of these two documents is to ensure that all necessary actions for achieving gender equality and women’s empowerment in Jordan are planned for, aligned with sectoral and national budgets, financing gaps identified, and actions implemented. The identification of financing gaps will be a useful evidence base also for the joint programme efforts under both outcomes.
- **Strengthening National Systems for Social Protection and Disaster Risk Management.** The Government has recently expressed strong commitment on strengthening the social protection system to accelerate results for the most vulnerable, a priority particularly important in mitigating the impact of COVID-19. It recently developed a National Social Protection and Poverty Strategy (NSPS 2019-2025) under the leadership of MoPIC and the Ministry of Social Development (MoSD) with support from UNICEF and development partners. The strategy calls for an integrated approach by considering the following pillars: social assistance, social services, social insurance, and labour market policies. In parallel, the Government has initiated the expansion of the National Aid Fund with support from World Bank and UN agencies to include an additional 85,000 families by 2021 based on a new and improved targeting criterion. These national frameworks emphasize that ensuring better results for the most vulnerable, including those impacted by climate change, requires improved targets, strengthened institutional capacity, and enhanced coordination.
- **A National Disaster Risk Reduction Strategy (2019-2022)** has been developed by the National Centre for Security and Crises Management (NCSCM) with the broad objective of inclusion of disaster risk reduction into development policy, programmes and projects by government, development partners and stakeholders. The center is leading the national response to COVID-19 across different sectors. The JP will ensure close coordination with NCSCM through emphasizing the linkages between vulnerabilities caused by climate shocks and disasters, shock-responsive social protection systems, progress toward SDGs, and the wider financing and planning frameworks.
- **Youth Engagement:** Youth engagement is critical to the achievement of the SDGs and one of the priorities of the Government. Increasing youth economic participation is a priority in several national guiding frameworks including the Renaissance Plan (2020-2021). The need to enhance the role of youth in planning processes is also emphasized. Jordan recently launched its National Youth Strategy (2019-2025), with a focus on seven thematic areas: education and technology, active citizenship, active participation, economic empowerment, law and local governance, peace and community peace, health and physical activity with full mainstreaming of the SDGs.

Taking into consideration the above-mentioned policy frameworks and objectives and by engaging youth, women and vulnerable groups in the programme design and implementation, the JP will ensure alignment with national SDG priorities.

## 6. Brief Overview of the Theory of Change of the Joint Programme

In the context of fiscal crisis and the significant socio-economic impact of COVID-19, Jordan has to ensure that scarce resources are invested where they have a multiplier effect and help mitigate the impact on the most vulnerable. The objective of the JP is therefore to establish, by 2022, key building blocks of an integrated, gender-responsive SDG financing framework. The JP focuses on aligning planning, budgeting and financing and on ensuring that public and private investments increasingly address SDG priorities. This will allow for more effective and efficient use of existing resources and for new financing to be catalyzed. The JP will focus on strengthening linkages between planning, budgeting and financing for climate, a key priority for Jordan with the potential to have a transformative impact on all other SDGs. Strengthened institutional capacity on SDG budgeting will ensure sustainability and facilitate scaling the climate pilot to an INFF able to advance SDG financing for all sectors. The JP will work with public and private sector stakeholders to increase alignment of existing investments and investment pipelines with national SDG priorities, leveraging cooperation with IFIs and development partners. Capacity on SDG impact screening, IMM and the WEPs, and on designing catalytic innovative financing instruments will be strengthened, complemented by public-private dialogue to improve the impact investment ecosystem for priority sectors thereby enabling new investments and partnerships.

## 7. Trans-boundary and/or regional issues

Regional instability, in particular the Syrian conflict, has had a profound impact on Jordan. As of March 2020, 656,501 Syrian refugees are registered with the United Nations High Commissioner for Refugees (UNHCR) in Jordan. However, according to the Government, Jordan has provided refuge to more than 1.3 million Syrians,<sup>5</sup> with the majority of Syrian refugees living in urban and peri-urban areas. Jordan also hosts refugees from Iraq, Yemen, Sudan and other countries, in addition to the 2.2 million Palestinian refugees already registered with the United Nations Relief and Works Agency (UNRWA). Overall, the significant refugee population in Jordan has placed strain on the country's economy, infrastructure and public services across all sectors, including education, health, housing, water, municipal services, and electricity supply. In the context of high unemployment, sluggish growth and limited fiscal space, creating sustainable livelihoods and responding to the refugee crisis have been particularly challenging for the resource-constrained country.

The region is also heavily impacted by climate change, where many of these impacts have trans-boundary implications and require concerted action. According to the Intergovernmental Panel on Climate Change (IPCC), "the Mediterranean is an example of a region with high vulnerability" citing "consistent climate model projections of increased precipitation deficit amplified by strong regional warming". The study also highlights the "important risk of extreme drought conditions for the Middle East under 1.5°C of global warming"<sup>6</sup>. Therefore, regional water scarcity, impacts on regional food and agricultural value chains, extreme weather events and desertification risk further destabilizing the region.

The evolving COVID-19 pandemic has underscored the regional and global implications of health emergencies. Countries of the region are facing significant impacts on their economies, healthcare systems, societies and natural resources (many of which are already vulnerable to climate change, in particular water scarcity). As a result of this crisis, the Economic and Social Commission for Western Asia (ESCWA) estimates that the Arab States' GDP is expected to decline by at least USD 42 billion, with a loss of more than 1.7 million jobs and increasing unemployment rate by 1.2% in 2020.<sup>7</sup> Fiscal space in Jordan for stimulus packages and widespread support to the private sector is very limited. The WHO recommends that countries invest more in preparedness and emergency response capacities, establish proper coordination mechanisms, and reinforce information sharing.<sup>8</sup> All these issues have systemic implications for planning, budgeting and financing systems on national and regional levels and make the development of integrated financing frameworks crucial for countries to achieve the SDGs despite the multiple challenges they are facing.

<sup>5</sup> Hashemite Kingdom of Jordan, Ministry of Planning & International Cooperation (MoPIC), Jordan Response Plan 2018-2020 / Executive Summary <http://www.jrp.gov.jo/Files/JRPExecutiveSummaryFinal.pdf>

<sup>6</sup> IPCC, Special Report: Global Warming of 1.5°C, Chapter 3: Impacts of 1.5°C of Global Warming on Natural and Human Systems, 2018

<sup>7</sup> ESCWA, COVID-19 Economic Cost to the Arab Region, E/ESCWA/CL3.SEP/2020/Policy Brief.1, <https://www.unescwa.org/sites/www.unescwa.org/files/escwa-covid-19-economic-cost-arab-region-en.pdf>

<sup>8</sup> WHO/Eastern Mediterranean Regional Office (EMRO), COVID-19 Weekly Situation Report 03 (19 March 2020) <http://www.emro.who.int/images/stories/coronavirus/covid-19-sitrep-3.pdf?ua=1>

## C. JOINT PROGRAMME DESCRIPTION

### 1. Baseline and Situation Analysis

#### 1.1 Problem statement

Over the past two decades, Jordan has faced a series of shocks which had severe impacts on the country. The conflict in Syria and regional instability disrupted important trade routes, and resulted in a decline in exports, foreign direct investment (FDI) and tourism in Jordan. Remittance levels slowed as falling oil prices caused economic restructuring in Gulf countries, where large numbers of highly skilled Jordanian workers have traditionally found employment, amounting to USD 3.7 billion in 2019.<sup>9</sup> According to MoPIC, as of late 2019 ODA totaled USD 3.35 billion.<sup>10</sup> Dependent on Official Development Assistance (ODA), remittances and FDI, Jordan has been described as a rentier state with no oil.<sup>11</sup> Jordan's debt-to-GDP ratio rose from 70.7% in 2011 to a projected 94.1% in 2020.<sup>12</sup> The COVID-19 pandemic is likely to have significant impacts on Jordan's economy exacerbating its fiscal deficit and affecting its policy space to mitigate the socio-economic impact, particularly on the most vulnerable. The country also just agreed a follow-up USD 1.3 billion Extended Fund Facility (EFF) programme with the IMF.<sup>13</sup>

Growth has averaged 2.4% between 2010-2018<sup>14</sup> but per capita income experienced a significant reduction by 12.9% over the period 2010-2018 (constant 2010 US\$). No recent poverty estimates are available. By end 2019 unemployment stood at 19% (17.7% males, 24.1% females) with a particularly high rate among youth (37.2% male, 39.5% female).<sup>15</sup> Unemployment is expected to rise significantly as a result of the impact of COVID-19. Despite gender parity in education,<sup>16</sup> Jordan has one of the lowest female labour force participation rates in the world (13.5%) with 80.2%<sup>17</sup> women with tertiary education not in employment. It ranks 138/149 by the World Economic Forum<sup>18</sup>. To address the significant gender gap and increase women's labour force participation, gender responsive planning and budgeting and increasing investments in gender equality are critical.

In order to mitigate the socio-economic impact of COVID-19 and other challenges on the achievement of the 2030 Agenda, Jordan needs to increase and prioritize public and private investment that move the needle on the SDGs. This requires aligning existing investments and economic development with the wider development needs of the country, working directly with investors and development partners to improve the ecosystem for impact investing so that additional financing can be catalyzed.

Achieving the SDGs will require a greater role for the private sector, and significant transformation in how economic growth is generated and enterprise activities undertaken. While there is growing recognition of the SDGs as a driver of long-term financial performance and business success, the absence of widely adopted standards for SDG investments hinders mainstreaming. There is increasing evidence that investing in gender equality generates good return on investment. In recent years the number of social impact investments for gender equality has increased by 50%, however the IFC estimated that there is still a USD 320 billion gap to finance women entrepreneurs in developing countries.

<sup>9</sup> Translation of Central Bank News announcement , 3 February 2020  
[https://www.zawya.com/mena/en/wealth/story/2019\\_expatriate\\_remittances\\_reached\\_37bln\\_Central\\_Bank\\_of\\_Jordan-SNG\\_166168071/](https://www.zawya.com/mena/en/wealth/story/2019_expatriate_remittances_reached_37bln_Central_Bank_of_Jordan-SNG_166168071/)

<sup>10</sup> This includes grants and soft loans. MoPIC, Signing of USD 745 million grant from US: 15/12/2019, <https://www.mop.gov.jo/DetailsPage/NewsDetails.aspx?NewsID=1346> (Arabic), Jordan ODA figures for 2019 up to October 2019: <https://www.mop.gov.jo/DetailsPage/NewsDetails.aspx?NewsID=1333> (Arabic)

<sup>11</sup> Erica Harper, Sean Thomas, and Mays Abdel Aziz, 'Forging New Strategies in Protracted Refugee Crises: Syrian Refugees and the Host State Economy', WANA Institute, October 2015.

<sup>12</sup> IMF, [https://www.imf.org/external/datamapper/GGXWDG\\_NGDP@WEO/OEMDC/ADVEC/WEOWORLD/KOR/JOR?year=2020](https://www.imf.org/external/datamapper/GGXWDG_NGDP@WEO/OEMDC/ADVEC/WEOWORLD/KOR/JOR?year=2020)

<sup>13</sup> IMF, IMF Reaches a Staff-Level Agreement with Jordan on a Four-Year Extended Fund Facility, source: <https://www.imf.org/en/News/Articles/2020/01/30/pr2026-jordan-imf-reaches-a-staff-level-agreement-on-a-four-year-extended-fund-facility>, Jan 30, 2020

<sup>14</sup> World Bank Development Indicators

<sup>15</sup> Department of Statistics (DoS), Unemployment Rate during the 4th Quarter 2019, March 2020

<sup>16</sup> Female tertiary enrolment has increased from 20% in 1995 to almost 50% in 2015. Hausmann, Ricardo et al, Jordan: The Elements of a Growth Strategy, CID Faculty Working Paper No.346, Revised April 2019

<sup>17</sup> DoS, Unemployment Rate during the 4th Quarter 2019, March 2020

<sup>18</sup> World Economic Forum Global Gender Gap Report (2020)

According to a recent study commissioned by MoPIC,<sup>19</sup> only 2% of overall impact investments are reaching the Middle East and North Africa (MENA). Super funds, which dominate much of the impact investment landscape, are unlikely to invest in emerging / frontier markets such as Jordan due to small size and mandates. Most impact investments in such markets are done by Development Finance Institutions (DFI). The study identified several investment platforms with a high potential to raise private capital for Jordan-focused funds. The study, as well as UNDP's SDG investor mapping exercise, identified potential investment opportunity areas, capacity building needs of the government and suggested improvements in the ecosystem for impact investment, some of which will be addressed by the JP. Both studies also highlighted the lack of an investment-ready, impact-focused pipeline. Proposals for Component I as well as Component II of the SDG financing call aim to address this challenge in partnership with other key players including EBRD and IFC. Meeting the demand for investment-ready, impact-focused SMEs and projects targeting impact investors would also catalyze and attract commercial investors, including domestic institutional investors such as the Social Security Investment Fund (SSIF), to SDG-aligned opportunities.

To date, particularly in light of the multiple crises, much of the attention of the Government, as evidenced in its key strategies (see section above) and the majority of its key development partners have been focusing on responding to the refugee crisis, ensuring macroeconomic stability, reigniting growth and addressing unemployment. The integration of SDGs into key strategies, policies, the budget and M&E frameworks and the development of a national SDG framework with clear prioritization and sequencing of actions and investments has yet to take place. Poor linkages between planning, budgeting and financing and fragmentation amongst government actors and development players remains a key bottleneck for SDG acceleration. Establishing key building blocks of an INFF are therefore key to more systemic changes.

In the context of multiple crises, longer term challenges, such as climate change, and the costs of inaction require specific attention. There is a sense of urgency for better alignment of climate in national planning and resource allocation given that climate change impacts (in the form of desertification, water scarcity, extreme weather events and loss of biodiversity) threaten to undermine overall SDG achievement. This is particularly pressing in light of the COVID-19 pandemic, which is placing additional pressures on Jordan's already vulnerable healthcare, water and other areas. Without urgent action and additional financing to mitigate the impacts will undermine progress towards the SDGs. The crisis also presents an opportunity of investing in resilience measures, emergency response and preparedness to better adapt to health emergencies and negative climate impacts alike.

---

<sup>19</sup> Prepared by DAI through Expectation State under the USAID Jordan Competitiveness Program (JCP), Impact investment in Jordan, July 2019

## 1.2 SDGs and targets

The JP is focusing on two key entry points – climate change and gender equality – which are both cross-cutting issues requiring integrated, multi-sectoral approaches. Investing in climate change, both adaptation as well as mitigation, has the potential to accelerate progress on many other SDGs while also improving crisis preparedness and resilience of the economy. Gender equality is central to the achievement of all 17 SDGs. UN Women is currently preparing a Country Gender Equality Profile for Jordan that focuses on the gender gaps of key SDG indicators at national and sub-national level.<sup>20</sup> Targeting gender equality and women’s empowerment can be a useful strategy to reach immediate gains and progress on SDG indicators in contexts that have a wide gender gap such as Jordan. Strengthening the linkages between planning, budgeting and financing and building the institutional capacity ensures systemic and sustained change with more effective and efficient resource allocation. The JP will ensure a whole of government and whole of society approach.

<b>SDG 1: End poverty in all its forms everywhere</b>	
<b>Target 1.5.</b> By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.	
<b>Indicators:</b>	
1.5.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population	
1.5.2 Direct economic loss attributed to disasters in relation to global gross domestic product (GDP)	
1.5.3 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030	
<b>Baseline</b>	<b>Method/ Data Source</b>
Cumulative figures are available for information related to indicators 1.5.1 and 1.5.2 (1981 to 2019)	Jordan Database (Country Profile- United Nations Office for Disaster Risk Reduction) As part of the PER we will be reporting data available on social assistance and climate responsive social protection mechanisms
Jordan has recently developed a National Disaster Risk Reduction Strategy (2019-2022)	Yearly Progress Report on Jordan National Social Protection Strategy 2019-2025 Data made available on the impact of the COVID-19 crisis.
<b>SDG 5 Achieve gender equality and empower all women and girls</b>	
<b>Target 5c.</b> Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.	
<b>Indicator 5.c.1</b> Proportion of countries with systems to track and make public allocations for gender equality and women’s empowerment.	
<b>Baseline</b>	<b>Method/ Data Source</b>
Fully meets requirement (2018 and 2019) from country reporting collected through the Global Partnership for Effective Development Cooperation	<a href="https://data.unwomen.org/data-portal/sdg">https://data.unwomen.org/data-portal/sdg</a> National Women’s Economic Empowerment action plan (adopted by Government in 2019, developed with UN Women’s support) Gender Based Violence Information Management System Taskforce Analytical Reports (UNFPA is leading)
<b>SDG 6 Ensure availability and sustainable management of water and sanitation for all</b>	
<b>Target 6.2</b> By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.	
<b>Indicator 6.2.1</b> Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water	
<b>Baseline</b>	<b>Method/ Data Source</b>

<sup>20</sup> This profile is based on the methodology of UN Women’s SDG report *Turning Promises into Action: Gender Equality in the 2030 Agenda for Sustainable Development*.

Yearly figures are available for Jordan disaggregated for Urban/rural, Water/Sanitation, and type of service provided.	<a href="https://washdata.org/data/household#!/">https://washdata.org/data/household#!/</a> Data is reviewed and verified by DoS and Ministry of Water and Irrigation every two years. Compiled and published by the Joint Monitoring Program team
<b>SDG 12 Ensure sustainable consumption and production patterns</b>	
<b>Target 12.6</b> Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	
<b>Indicator 12.6.1.</b> Number of countries publishing sustainability reports	
<b>Baseline</b>	<b>Method/ Data Source</b>
This is a Tier III indicator.	We will be monitoring the number of companies that publish sustainability reports/ introduce IMM as part of JP.
<b>SDG 13 Take urgent action to combat climate change and its impacts</b>	
<b>Target 13.2</b> Integrate climate change measures into national policies, strategies and planning	
<b>Indicator 13.2.1.</b> Number of countries that have communicated the establishment and operationalization of an integrated policy/ strategy/ plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other).	
<b>Baseline</b>	<b>Method/ Data Source</b>
Tier III indicator. Jordan has already developed a NAP, NDC and biennial updates. NDC is currently being updated.	JP will collect data on relevant proxy/ Jordan specific measures based on activities under Outcome 1.
<b>SDG 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</b>	
<b>Target 15.a</b> Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.	
<b>Indicator 15.1.1</b> Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems.	
<b>Baseline</b>	<b>Method/ Data Source</b>
Data is currently not collected. Baseline to be established by JP.	Analysis under Outcome 1 will contribute to getting a better picture on public expenditures on climate change covering some aspects related to biodiversity and ecosystems.
<b>SDG 17 Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</b>	
<b>Target 17.3.</b> Mobilize additional financial resources for developing countries from multiple sources.	
<b>Indicator 17.3.1</b> Foreign direct investment (FDI), official development assistance and South-South cooperation as a proportion of total domestic budget.	
<b>Baseline</b>	<b>Method/ Data Source</b>
N/A	PER will collect some of this data
<b>Target 17.17</b> Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.	
<b>Indicator 17.17.1.</b> Amount of United States dollars committed to (a) public-private partnerships and (b) civil society partnerships.	
<b>Baseline</b>	<b>Method/ Data Source</b>
N/A	JP will collect related data.

### 1.3 Stakeholder mapping and target groups

Entity	Involvement, Interest and Engagement in JP
<b>Government</b>	
Ministry of Planning and International Cooperation (MoPIC)	<ul style="list-style-type: none"> <li>• Co-leads (with RC) implementation of JP</li> <li>• Government focal point on 2030 Agenda implementation and on financing for development</li> <li>• Department of Statistics (part of MoPIC) to provide key data</li> </ul>
Ministry of Finance (MoF), Budget Department (GBD)	<ul style="list-style-type: none"> <li>• Lead agency for climate public expenditure review and follow-up/ institutionalization of climate budget tracking</li> </ul>
Ministry of Environment (MoENV)	<ul style="list-style-type: none"> <li>• Coordination on planning and assessment of financing needs for climate change adaptation and mitigation</li> </ul>
Other line ministries	<ul style="list-style-type: none"> <li>• Engagement on public expenditure review, data inputs and follow-up</li> <li>• Engagement in public private dialogue on financing ecosystem</li> </ul>
National Center for Security & Crises Management	<ul style="list-style-type: none"> <li>• Coordinating and decision-making body for national COVID Response</li> <li>• Analysis of JP will inform strategic planning, response, and budgeting</li> </ul>
Jordan Investment Commission (JIC)	<ul style="list-style-type: none"> <li>• JP to engage improvements in investment environment and promotion of impact investments</li> </ul>
Public Private Partnership (PPP) Unit	<ul style="list-style-type: none"> <li>• JP to support prioritization criteria and IMM of pipeline for selected PPP projects</li> </ul>
Social Security Investment Fund (SSIF)	<ul style="list-style-type: none"> <li>• JP will engage with SSIF (board members, investment committee) on shifting towards sustainable investment</li> <li>• JP to provide IMM to SSIF and companies, and to institutionalize gender lens investing criteria</li> </ul>
Amman Stock Exchange (ASE)	<ul style="list-style-type: none"> <li>• Introduction of impact disclosures and follow-up to Sustainable Stock Exchange Initiative (jointly with Global Compact Network)</li> <li>• Support to ASE listed companies on IMM</li> </ul>
Jordanian National Commission for Women	<ul style="list-style-type: none"> <li>• Guide JP to ensure alignment with national priorities and commitments on gender equality and women's empowerment</li> </ul>
National Higher Committee for Sustainable Development	<ul style="list-style-type: none"> <li>• Coordinating body to guide and oversee implementation of 2030 Agenda.</li> <li>• Committee (once re-activated) will provide guidance to JP/ be part of steering group (it includes membership of civil society)</li> </ul>
National Climate Change Committee	<ul style="list-style-type: none"> <li>• Analysis generated by JP (public expenditure review, costing and analysis of financing flows) will inform work of committee</li> </ul>
<b>Parliament</b>	
Economic and Investment Committee	<ul style="list-style-type: none"> <li>• JP to engage committee on PPP investment criteria and moving towards sustainable investment and IMM practices</li> </ul>
Finance Committee (Senate and House of Representatives)	<ul style="list-style-type: none"> <li>• Support to follow-up on public expenditure review, institutionalization of/ integration of climate budget tracking and support to climate and gender citizen budget</li> <li>• Support expansion of activities to other SDG priorities and INFF</li> </ul>
<b>Private Sector Associations/ Civil Society</b>	
Jordan Chambers of Industry/ Commerce	<ul style="list-style-type: none"> <li>• Engagement in public private dialogue on impact investment ecosystem</li> <li>• Outreach on IMM training to membership</li> </ul>
Jordan Economic Forum	<ul style="list-style-type: none"> <li>• JP engagement on roll-out of IMM, sustainable and gender lens investing</li> </ul>
Rasheed Transparency International	<ul style="list-style-type: none"> <li>• Engagement on findings of PER, climate citizen budget, transparency and accountability</li> </ul>
UN Global Compact, Jordan Chapter	<ul style="list-style-type: none"> <li>• Joint engagement on follow-up to Sustainable Stock Exchanges Initiative with Amman Stock Exchange</li> <li>• Support to rolling out of IMM to network</li> </ul>



NDC Partnership	<ul style="list-style-type: none"> <li>• Coordination on NDC Action Plan and support to Jordan Environment Fund</li> </ul>
EDAMA (business association focused on environment, water, energy)	<ul style="list-style-type: none"> <li>• Joint policy dialogue on investment ecosystem (incl. co-financing of public private dialogue related to energy/ water sector)</li> <li>• EDAMA to contribute to mapping of private sector contributions to climate change financing</li> </ul>
Jordan Forum for Business and Professional Women	<ul style="list-style-type: none"> <li>• Joint policy dialogue on gender lens investing ecosystem in Jordan</li> <li>• Identify gender gaps/ entry points for IMM training and investment criteria</li> </ul>
<b>International Financial Institutions</b>	
European Bank for Reconstruction and Development (EBRD)	<ul style="list-style-type: none"> <li>• EBRD is providing assistance to PPP Unit, JIC and ASE – engagement on JP to focus on ensuring impact focus/ SDG alignment</li> <li>• Partnership on IMM training for SMEs supported by EBRD</li> </ul>
World Bank (WB)	<ul style="list-style-type: none"> <li>• JP to coordinate on findings of public expenditure review</li> <li>• JP to leverage existing WB investments to apply SDG /gender lens</li> </ul>
International Finance Corporation (IFC)	<ul style="list-style-type: none"> <li>• JP to coordinate IMM training roll out</li> <li>• Joint engagement on impact investment ecosystem</li> </ul>
European Investment Bank (EIB)	<ul style="list-style-type: none"> <li>• EIB key investor into climate change related project/ SMEs</li> <li>• JP to coordinate IMM training roll out</li> </ul>
<b>Development Partners including Joint SDG fund donors</b>	
European Union (EU)	<ul style="list-style-type: none"> <li>• Engagement in policy dialogue on findings</li> </ul>
Canada	<ul style="list-style-type: none"> <li>• JP to continue strong engagement with Canada to roll-out IMM, gender lens and sustainable investing</li> </ul>
USAID	<ul style="list-style-type: none"> <li>• Engagement on JP with USAID projects (Jordan Competitiveness Programme (follow-up) and fiscal reform programme)</li> </ul>
Germany	<ul style="list-style-type: none"> <li>• JP to coordinate on outcome 1 with climate change team of GIZ</li> </ul>

This JP supports the establishment of key building blocks of an INFF with an initial focus on climate change and gender empowerment. The program interventions therefore target directly the line ministries involved in climate change, development policy, and public budgeting (MoEnv, MoPIC and MoF, respectively) as well as the JNCW.

The Project engages UN agencies, IFIs, civil society and the private sector with the overall objective to strengthen capacities and create an enabling environment for aligning public spending and private financing to support national SDG targets. These groups are targeted through different mechanisms including support with evidence generation to inform policy and planning, strengthening capacities to integrate climate change in national planning and public budgeting, support with creating mechanisms and platforms for public-private dialogue, and technical assistance for project appraisal and applying SDGs impact criteria.

The JP will target youth and female leaders and affected populations through active engagement in climate action, policy dialogue, awareness raising and advocacy in all stages of the project. The engagement of youth in climate action is critical to tackle this issue innovatively for Jordan, especially given its implications for current and future generations. Jordan has one of the youngest populations in the region, with 63% of the population under 30 (DoS, 2019). Hence, investing in young people, enabling their active engagement in development and public life, would help Jordan accelerate its progress towards the SDGs. There is also a rich body of evidence on the impact of female participation on development outcomes for society as a whole.

By focusing on the policy level and institutional capacity, the program indirectly impacts and targets all resident and affected populations. When the conditions are created for better alignment between planning, budgeting and financing, existing resources can be used more effectively and can catalyse new investments to meet SDG priorities, ensuring the inclusion of the most vulnerable groups and regions.

## Programme Strategy

### 2.1. Overall Strategy

**A flexible approach.** In the context of a rapidly evolving COVID-19 crisis, the JP will adopt a flexible approach. In designing the programme and its activities, the JP team conducted extensive engagements with key stakeholders from the government, IFIs/DFIs, development partners, civil society and private sector representatives. However, at the time of writing the full socio-economic implications of the spread of the pandemic on Jordan were not clear and adjustments to the scope may need to be made and timelines of some of the proposed activities may need to be revisited depending on how the crisis and the government response unfolds. The UNCT is already jointly supporting the government in responding to the crisis. This response and ongoing surveys on the socio-economic impact of the crisis will inform our activities.

**Testing levers and entry points.** Over the past two years, a joint UNCT SDG financing initiative, UNDP's flagship SDG Impact, UN Women's WEP initiative and UNICEF's engagement on climate change and child-friendly budgeting, tested many levers based on which we have identified key entry points. Ongoing activities are raising awareness on the business case of the SDGs including on how businesses can contribute to the COVID-19 response and focus on strengthening the foundations for an impact investment ecosystem. As a result of our engagements, the first private sector led SDG aligned blended finance deal, the Jordan Growth and Impact Fund, is being launched by 17 Ventures and SEAF. Our proposal for Component II of the SDG financing call aims to make catalytic investments and provide technical assistance on IMM and the WEP to this fund.

**Laying the groundwork for an INFF.** The JP will establish key building blocks of an INFF. The strategy of the JP focuses on aligning planning, budgeting and financing to address Jordan's climate change priorities in a gender responsive way. Following the successful implementation of a gender-responsive, climate focused pilot, the approach will be scaled to other SDG priorities.

**Government ownership and leadership to ensure sustainability.** The JP strives to ensure sustainability of its interventions through building institutional capacity on SDG-aligned budget tagging and tracking, with an initial focus on climate, gender and youth. Focusing on climate change and gender empowerment, two cross cutting issues the approach will be to engage the whole-of government and encourage a whole of society approach to create systemic change.

**Building on our strong track record and lessons learnt.** The JP will draw lessons from previous efforts on supporting the best possible use of public resources for social policies and programmes. With support of UN Women, Jordan included gender responsive coding in its budget circular for the first time in 2015. UNICEF in partnership with the National Council of Family Affairs (NCFA), initiated a collaboration in 2012 with GBD and line ministries. Since then, child friendly budgeting has been institutionalized as part of the annual budget process and circular instructions. Lessons learnt from these efforts, current collaboration with WB on their planned public expenditure review work for different social sectors, and UN experience with conducting similar exercises globally - will play an important role in the process and expected outcomes of the public expenditure review, and the planned system strengthening activities.

**Focusing on climate change to test approach.** In line with Jordan's Climate Change Policy and NDCs, mainstreaming climate across sectors is a national priority, with ever increasing urgency particularly on the adaptation front. Now more than ever, instituting an integrated, SDG-aligned financing system with transparent, climate-gender budget tracking can help Jordan mobilize much-needed climate financing for critical sectors like water, health and agriculture; all of which face mounting pressures due to worsening socioeconomic conditions, significant refugee populations, negative climate impacts, and health emergencies such as the most recent COVID-19 outbreak. For the first time, Jordan will have data on climate

budget expenditures that can capture its contribution to its NDC climate mitigation target of 1.5% (and therefore better assess the gap in relation to the remaining 12.5% target for which it requires international assistance).

**Building on gender and women’s economic empowerment and child-centered action.** UN Women will build on its experience and partnerships in promoting gender equality and women’s empowerment with the government (including the GBD), private sector, and civil society to enhance and support leadership in financing for SDG 5. UNICEF promotes child-centred climate action in order to strengthen the resilience of children, families and communities to shocks and stresses relating to natural hazards, climate change. This is evident through their support to the NCCM.

**Shifting existing and new investments to align with national SDGs priorities.** The JP will provide tools and capacity building for public and private financing to increasingly align with the SDGs while strengthening the ecosystem for impact investing to attract new financing. The Government recently set up a PPP Unit as part of the Prime Minister’s Office and published its list of priority projects. The Unit is keen to use SDGs as a criteria for prioritizing investments and to introduce IMM to maximize impact and to be able to attract impact investments. SSIF represents the largest investment vehicle in the country with over USD 11 billion in assets under management. Building IMM capacities, as well as integrating SDG impact screening criteria and the WEP will go a long way in increasingly aligning the existing investment pipeline with the SDGs. The JP will build on existing efforts by the Amman Stock Exchange (ASE) and the UN Global Compact in mainstreaming IMM in Jordan’s SME sector. The JP is well placed to leverage the UN’s Business Call to Action in this effort.

**Creating an enabling environment for impact investment.** To attract investments, the government needs to be seen to be committed to having a supporting and enabling environment for businesses who are intentional about their societal and environmental impact and one that it incentivizes and appeals to impact investors. Building on the extensive preparatory work of SDG Impact and the WEPs, this includes working with relevant government agencies such as the Jordan Investment Commission (JIC) and other key players such as ASE, SSIF to implement an SDG lens in their reporting and investment promotion activities and in the case of the SSIF in its investment activity.

**Leveraging resources and partnerships from multiple partners.** The JP is innovative in nature, both in terms of the policies, tools, methodologies and systems it will introduce, leveraging all the resources available to it through the UN system, relevant country experience and ongoing programmes of PUNOs, partnerships with IFIs/DFIs and development partners active in this space (including the World Bank and IMF). As part of the JP, we will also look to build internal capacity within these entities to transfer the needed skills and tools to carry on the work on a sustainable basis.

**Engaging key stakeholders with a focus on youth and women.** The JP will actively engage with national leaders and stakeholders from different backgrounds - women, youth, refugees, civil society, government, private sector, and the parliament. Engaging actively with stakeholders and the parliament (Women’s caucus, the budget and finance committee and the economic and investment committee of the House of Representatives) through a climate citizen budget will support accountability and transparency.

## 2.2 Theory of Change

In the context of fiscal crisis and the significant socio-economic impact of COVID-19, Jordan has to ensure that scarce resources are invested where they have a multiplier effect and help mitigate the impact on the most vulnerable. The objective of the JP is therefore to establish, by 2022, key building blocks for an integrated, gender-responsive SDG financing framework.

The JP focuses on aligning planning, budgeting and financing and on ensuring that public and private investments increasingly address SDG priorities. This will allow for more effective and efficient use of existing resources and for new financing to be catalyzed. The JP will focus on strengthening linkages between planning, budgeting and financing for climate, a key priority for Jordan with the potential to have a transformative impact on all other SDGs. Strengthened institutional capacity on SDG budgeting will ensure sustainability and facilitate scaling the climate pilot to an INFF able to advance SDG financing for all sectors.

The JP will work with public and private sector stakeholders to increase alignment of existing investments and investment pipelines with national SDG priorities, leveraging cooperation with IFIs and development partners. Capacity on SDG impact screening, IMM and the WEPs, and on designing catalytic innovative financing instruments will be strengthened, complemented by public-private dialogue to improve the impact investment ecosystem for priority sectors thereby enabling new investments and partnerships.

Considering the COVID-19 pandemic, economies in the Middle East, including Jordan's, will suffer from multiple economic shocks due to drop in demand, a steep decline in commercial activities, disruption in production and services, cautious expenditure and investment behaviour, and worsening fiscal situation, in addition to the drop of oil prices and associated impact on remittances and investment. To ensure that public and private financing is allocated to achieve the best possible return on investment, Jordan needs to develop a coherent financing framework.

SDG financing is a key enabler for achievement of the SDGs, and is an area which requires a holistic, long-term view of aligning national planning, budgeting and financing frameworks (as building blocks of an INFF). The JP will accelerate SDG achievement by strengthening the ecosystem to better align public expenditure and existing investment pipelines with SDGs, introduce innovative financing instruments, as well as attract new resources of impact investment to Jordan

The JP will lay the groundwork for systemic development towards an INFF. Following successful implementation of the gender-responsive, climate approach as a test case, the approach will be scalable and replicable to address other national SDG priorities through building institutional capacity and policy advocacy including through a climate citizen budget.

The expected change created by the JP will result from a two-pronged approach addressing both system-level institutional strengthening and capacity building, as well as focused interventions with key public & private sector players to increase alignment of existing as well as new investments with the SDGs.

The JP's proposed activities will have a long-term, sustainable impact on the national planning, budgeting and financing framework by supporting institutional capacities and policies to integrate, track and monitor public expenditure on climate. As a cross-sectoral issue, impacting on multiple SDGs, climate change is a strategic pilot and entry point for an INFF. The JP will leverage PUNO experiences and capabilities in relevant areas to include instructions on gender and child-friendly coding. The transformative nature of the JP will pave the way for mainstreaming of tracking and planning expenditures across all priority SDGs, including health, poverty and education, in the future. Ultimately, more transparent and SDG aligned national budgets will provide Jordan with the data needed to map progress and gaps towards financing the SDGs.

The JP will strengthen the capacities of key stakeholders in the public and private sector on IMM as a key tool towards SDG alignment of current and future investments. The JP will leverage complementary tools and methodologies like the WEPs and the Business Call to Action to further align screening criteria for investments and businesses in Jordan, as well as partnerships with IFIs and development partners active in this space. Supporting SSIF, the largest investment vehicle in Jordan, companies listed on the ASE and other SMEs with IMM and WEPs and by developing SDG aligned screening criteria for the PPP unit, the JP will help shift significant resources to support SDG achievement.

The JP leverages the UN's comparative advantage and credibility in connecting stakeholders and fostering public private dialogue and partnerships that are integral to achieve country buy-in, leadership and sustainability. The JP will have a particular focus on strengthening public-private dialogue on the opportunities and barriers to SGD-aligned investment in Jordan. The JP will also proactively engage with leaders from parliament and women and youth groups, particularly in relation to the climate citizen budget developed by the JP. In line with the Leaving No-one Behind principle, the JP will ensure that the interests of the most vulnerable, particularly youth and women, are considered at all stages.

### **Key Assumptions:**

- Continued government leadership to actively promote integrated approaches for financing SDGs, particularly in the context of the emergency response to COVID-19.
- Key stakeholders use generated evidence to influence national resource allocation with a focus on greater allocations on climate and gender. Key stakeholders include the parliament, civil society, in particular youth and women's organizations, the government at national as well as at sub-national level, the private sector and development partners, in particular IFIs/DFIs.
- Leadership and commitment in public and private sectors to move towards SDG aligned impact approach
- Key IFIs are aligning behind the SDG with a stronger impact focus of their investment strategies, programmes and projects.

Below is a graphic representation of the Theory of Change.

<b>Impact</b>	<b>Resources are effectively and efficiently leveraged and used to meet Jordan's national SDG priorities</b>	
<b>Goal</b>	<b>By 2022, Jordan has in place key building blocks for an integrated, gender-responsive, SDG financing framework</b>	
<b>Goal TOC</b>	If (1) planning, budgeting and financing are better aligned, with a pilot focus on climate change; and if (2) public and private investments are increasingly addressing SDGs priorities; (3) then there will be progress on Jordan's SDG priorities (4) because existing financing will be more effectively and efficiently used, and new resources catalyzed.	
<b>Outcomes</b>	<b>1. Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable</b> <i>% of national budget allocated to climate related expenditures is made publicly available</i>	<b>2. Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships</b> <i># of funds and companies adopting impact measurement and management including gender impact screening</i>
<b>Outcome TOC</b>	If (1) data and evidence on planning, budgeting and financing on climate is available; and if (2) institutional capacity, incentives and partnerships are strengthened (3) then linkages between planning, budgeting and finance will be stronger, and can serve as an example for scaling it to an INFF; (4) because fragmentation can be reduced, influence leveraged, resources more effectively used and additional financing mobilized.	If (1) key stakeholders have strengthened capacity to adopt SDG aligned impact management and measurement; and if (2) the ecosystem for impact investment in key sectors is strengthened; and if (3) capacity is strengthened to create innovative financing instruments; (4) then increasing investments will be catalyzed towards SDGs; (5) because key stakeholders will have tools and incentives to align to and invest in SDGs.
<b>Outputs</b>	<b>1.1. Increased availability of data and gender responsive analysis on public budgeting, financing needs, and public &amp; private flows to meet Jordan's SDG priorities including gender equality</b> <i>% of key line ministry budgets dedicated to climate change, Budget performance indicators for key sectors reflect climate change and gender</i> <b>1.2. Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting</b> <i>2022 budget circular includes instructions on SDG priority coding incl. climate, gender, child-friendly coding</i>	<b>2.1. Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender</b> <i># partnerships established to address impact management and measurements for SDGs with a focus on gender and women's economic empowerment</i> <b>2.2. Strengthened capacity to develop and implement innovative financing solutions for SDG priorities with a particular focus on cross-cutting issues such as gender</b> <i># of blended and innovative financing solutions for SDG priorities mobilizing resources</i> <b>2.3. Improved ecosystem for SDG impact investing for priority sectors including climate and gender</b> <i># of public and private fora organized to create incentives and to unlock bottlenecks for SDG aligned investments</i> <b>2.4. Enhanced leadership on financing for gender equality and women's empowerment</b> <i>Establishment of a national platform on financing for gender equality</i>
<b>Key Assumptions</b>	<ul style="list-style-type: none"> <li>Continued government leadership to actively promote integrated approaches for financing SDGs</li> <li>Key stakeholders use generated evidence to influence national resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>Leadership and commitment in public and private sectors to move towards SDG aligned impact approach</li> <li>Key IFIs are aligning behind the SDG with a stronger impact focus</li> </ul>
<b>Risks &amp; Barriers</b>	<ul style="list-style-type: none"> <li>Public expenditure prioritizes COVID-19 response</li> <li>Changes in government leadership</li> <li>Detailed public expenditure, administrative data not made available</li> </ul>	<ul style="list-style-type: none"> <li>Businesses and funds are affected by economic downturn, additional pressures by COVID-19, and regional instability</li> <li>Investor interest in Jordan declines as a result of COVID-19 and regional and global downturn</li> </ul>

## 2.3 Expected results by outcome and outputs

The main objective of the JP is to establish key building blocks for an integrated, gender-responsive, SDG financing framework by 2022. This will contribute to ensuring that Jordan's national SDG priorities are adequately and effectively financed. The programme consists of two main outcomes areas:

### **Outcome 1. Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups**

The outcome is achieved through the following key outputs and expected results.

#### **Output 1.1 Increased availability of data and climate responsive analysis on public budgeting, financing needs, and public & private flows to meet Jordan's SDG priorities including gender equality**

**Method and expected results:** This output will generate analysis on strategic and institutional frameworks on climate change, related public expenditure, financing needs as well as map existing public and private financing flows. A systematic analysis of public expenditures and how they relate to climate change across ministries and sectors, establishing linkages with national plans and targets and quantifying climate-related expenditures will be conducted. The review will build on extensive stakeholder consultations, pay specific attention to gender issues and draw on related work by UNDP, UNICEF and the 2009 World Bank environmental assessment.<sup>21</sup> An assessment of the cost effectiveness of selected gender responsive climate action will demonstrate the business case of investing in gender aware actions. Based on the findings, a citizen climate budget will be developed with the engagement of a broad range of stakeholders, parliament, youth, female leaders and civil society to ensure continuous advocacy on implementation of findings. Building on existing studies, and an ongoing update of the NDC project pipeline financing needs related to NDCs will be analyzed complemented by a mapping on financing flows related to climate change building on existing analyses. EDAMA, a business association representing companies in the environment sector, is keen to partner and explore co-financing to map private sector contributions to climate change.

#### **Indicators:**

- % of key line ministry budgets dedicated to climate change
- Budget performance indicators for key sectors reflect climate change and gender

#### **Activities include:**

- Climate Public Expenditure Review
- Assessment of cost effectiveness of selected gender responsive climate actions
- Mapping of financing needs and financing flows
- Development of a citizen climate budget and awareness and advocacy sessions

#### **Output 1.2. Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting**

**Method and expected results:** Institutional capacity will be built including on integrating climate change into budget circulars and planning processes. A training manual on "budgeting for climate change" targeting GBD and staff from related ministries will be developed. Technical assistance will be provided to extend the climate change example to other priority SDGs. Follow up will include engaging with the budget and finance committee of the House of Representatives to ensure sustainability, advocate for greater allocations on climate change and expansion of budget tracking to other priority SDGs. The work will build on UNICEF's child friendly budgeting work with GBD and line ministries described earlier. It will also benefit from UN Women's work with the GBD which, since 2015, has focused on strengthening capacity on gender responsive budgeting.

**Indicator:** 2022 budget circular includes instructions on SDG priority coding incl. climate, gender, child-friendly coding

<sup>21</sup> See <https://www.climatefinance-developmenteffectiveness.org/about/what-cpeir> with examples from different countries and methodologies. The World Bank as part of the Country Environmental Analysis for 2009 conducted a public expenditure review focusing on the environment and a costing of environmental degradation. World Bank, Country Environmental Analysis, 2009 available under <http://documents.worldbank.org/curated/en/315631468284337239/pdf/478290ESW0JO0P11C0disclosed09131101.pdf>

**Activities include:**

- Development of a "Budgeting for Climate Change" Training Manual.
- Capacity Building on budgeting for climate change for the GBD and key line ministries.
- Review of Budget Key Performance Indicators (KPIs) to reflect and accentuate visibility of climate change related expenditures and targets for key related line ministries.
- Technical assistance to support budget tagging and integration of climate change into budget circulars and budgeting process.
- Technical assistance on SDG budgeting/ expanding climate change tracking to other SDGs
- Engagement with parliament on findings of public expenditure review

**Partners and Ownership for Outcome 1:** Responsible partners for Outcome 1 are: UNICEF (lead), UNDP and UN Women. Main government partners: MoF, in particular GBD, JNCW, Ministry of Environment, line ministries, DoS. Other stakeholders include: World Bank (leading on other public expenditure reviews), development partners supporting the climate change agenda including GIZ, USAID, European Investment Bank and EBRD. Youth activists, female leaders, civil society groups, budget and finance committee, economic and investment committee and the women’s caucus of the parliament. Private sector stakeholders include EDAMA, Chambers of Commerce and Industry, the Jordan Economic Forum and other private sector platforms.

**Outcome 2. Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships**

Outcome 2 focuses on developing tools, strengthening capacities and sharing best practices for IMM to drive capital – public as well as private – towards the SDGs. It builds on UNDP’s SDG Impact initiative which aims to drive capital to investment opportunities that can advance the SDGs. SDG Impact has focused on raising awareness on sustainable investment practices including investor convenings, a workshop on sustainable investing for SSIF board members, investment committee and board representatives. In close coordination with JIC, UNDP developed an SDG investor map highlighting SDG aligned investment opportunities and policy bottlenecks to impact investment. SDG Impact is also developing tools for companies and investors to measure and manage impact. A first IMM training for SMEs was held in early 2020. Activities also build on UN Women’s efforts to leverage the WEP for private sector impact working with WEP partners through the Gender Equity Seal initiative. The JP will build on UN Women’s partnership with SSIF to provide technical advice to SSIF to promote national priorities on gender equality and women’s empowerment and the SDGs. UN Women will build capacity on gendered impacts of investments, develop and implement a tool to measure the gendered impact of investments and to systematize the tool within the fund’s existing investment assessment process. Outcome 2 will be achieved through the following three key outputs:

**Output 2.1. Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender**

**Method and expected results:** The JP will leverage existing partnerships and activities to encourage key investors, public and private, to shift their portfolio towards sustainable investing and introduce IMM including WEP both at fund and enterprise level. Focus will be on supporting SSIF, the largest investment vehicle in Jordan. IMM training will, in partnership with the UN Global Compact, also focus on companies listed on the Amman Stock Exchange (ASE) following up on recommendations of the Sustainable Stock Exchange Initiative. The PPP Unit will be supported with technical assistance to design SDG screening criteria to support the prioritization of the pipeline and to introduce IMM practices. This could not only result in a significant shift in the existing pipeline of investments towards greater alignment with the SDGs but could also help attract additional financing flows to priority projects.

**Indicator:** # of partnerships established to address impact management and measurements for SDGs with a focus on gender and women’s economic empowerment.

**Activities will include:**

- Development of IMM training curriculum based on SDG Impact work (including partnership of SDG Impact with Social Value UK), Business Call to Action and WEP tools.
- Development of gender responsive SDG impact criteria based on WEPs tailored to the Jordan.



- IMM training including on gender impact investing for SSIF and SMEs in partnership with EBRD, IFC (and companies listed on ASE in partnership with UN Global Compact).
- Technical assistance and networking for private sector on WEPs for impact management.
- In partnership with EBRD and IFC, develop SDG screening criteria and IMM framework for PPP Unit and support roll out to key PPP projects.

***Output 2.2. Strengthened capacity to develop and implement innovative financing solutions for SDG priorities with a particular focus on cross-cutting issues such as gender***

**Method and expected results:** Currently, there is limited awareness on how to leverage public resources by blending it with private investments and other innovative findings tools. In November 2019 UNDP organized an executive Impact Investment and Blended Finance training on how to use public funds to attract private investment for high-impact enterprises addressing the SDGs. Building on this training, the JP will run a series of trainings and provide hands-on training on how to develop catalytic financing tools. Target audiences include the Jordan Environment Fund (JEF), selected line ministries, the PPP Unit and UN agencies.

**Indicator:** # of blended and innovative financing solutions for SDG priorities mobilizing resources

**Activities include:**

- Training series and TA on developing blended finance/ innovative financing solutions.

***Output 2.3. Improved ecosystem for SDG impact investing for priority sectors including climate and gender***

**Method and expected results:** UNDP's SDG investment mapping exercise has identified policy and implementation bottlenecks for private sector investments with a specific focus on energy, gender and water – key to climate change, energy-water nexus and gender related issues. Other assessments currently being undertaken such as the IFC's private sector assessment will be informing this work to identify key policy reforms and incentives needed to improve the ecosystem for impact investment in SDG priority sectors. This dialogue will link and inform the 5-year reform matrix and new IMF program and other strategic discussions.

**Indicator:** # of public and private fora organized to create incentives and to unlock bottlenecks for SDG aligned investments

**Activities include:**

- Public-private dialogue, partnering with EDAMA and other private sector associations, key stakeholders and relevant government stakeholders such as the JIC.

***Output 2.4. Enhanced leadership on financing for gender equality and women's empowerment***

**Method and expected results:** The chronic underinvestment in businesses that address gender inequality is one significant reason for limited progress in gender equality. A Financing for Gender Equality discussion series will convene concerned individuals including in the financing sector, investors, government and legislators to discuss financing for gender equality, raise awareness regarding women's empowerment through finance, gendered impacts of investments in Jordan, and leverage professional skills and expertise for the benefit of all working women and professionals.

**Indicator:** Establishment of a national platform on financing for gender equality.

**Activities:**

- Advocacy by women's organizations for public investment in climate and gender
- Awareness raising campaign of gender impact champions from public and private sector
- Financing for Gender Equality discussion series.
- Training of women parliamentarians to participate in finance and economic and investment committee

**Partners and Ownership for Outcome 2:** Responsible partners for Outcome 2 are: UNDP (lead) and UN Women (co-lead). Main government partners: SSIF, ASE, PPP Unit of Prime Minister's office, JNCW, parliament. Other stakeholders include women's civil society organizations including Jordan Forum for Business and Professional Women and EDAMA. Private sector stakeholders: WEPs network, SMEs, Chambers of Commerce and Industry.

## 2.4 Budget and value for money

The UN agencies will leverage existing streams of funding to reinforce the JP efforts and objectives. The JP has been designed to build on the synergies and results of previous results and ongoing efforts. This includes existing funding UN Women has to work on gender responsive budgeting, utilizing WEPs to drive more capital to be invested in gender equality and women’s empowerment, and SDG gender related indicators data collection. Annex 1 on related initiatives gives an overview of related programmatic resources the JP will draw upon.

**The project design has been constructed carefully to ensure sustainability and best use of the available resources through the SDG Joint Fund and existing funds allocated for related activities by UNDP, UN Women, and UNICEF. The value for Money is demonstrated through the following:**

**Policy Focus with elements of system strengthening and engagement of key stakeholders:** With the overall objective to support the development of an Integrated Financing Framework, this project ensures better and wider impact compared to direct service delivery interventions with the same amount of resources. By default, interventions at the policy level have better outreach and more sustainable results when geared toward enhancing coordination, addressing gaps in coverage, and ensuring alignment of planning with budgeting and financing. Gains are enhanced by building on existing efforts and ensuring alignment with existing national targets and priorities.

**Timeliness and Relevance:** Jordan is currently in the process of updating its National Climate Change Policy (2013-2020) and NDCs, which provides an important entry point to engage in effective policy dialogue and understand implications of climate change for budgeting and financing. The joint program can both inform and benefit from the ongoing development of the climate change policy framework through coordination and creating mechanisms that guarantee implementation, monitoring and sustainability of efforts. For example, there is paucity of studies and data on climate vulnerability, climate-related expenditures, and financing needs- by making this data available through the joint program activities, this enables the development of the national climate policy based on updated evidence and analysis. By supporting the tracking and integration of climate change in the public budgeting process, gaps are identified and potentially more support and resources are allocated to translate the policy into concrete measures.

**Efficiency Gains:** the JP will have immediate efficiency by bringing together UNDP, UNICEF, and UN Women to engage in a coordinated manner to achieve common objectives by also involving a wide range of critical enablers and policy makers. The three agencies have already existing programs directly related to the scope of the fund, the joint program will enable them to coordinate responses and exchange experiences and enhance knowledge management and reporting. Having existing funds and related programing means that SDG fund resources will be leveraged mainly to the new activities listed in the program, senior technical and managerial staff costs will be financed by the three agencies. Building on existing efforts and alignment with national targets and utilizing the SDG Fund for new activities under unified targeted objectives, minimizes costs and magnifies long-term gains.

**Sequence and Complementarity of Activities:** The activities have been designed in a way that ensures complementarity and logical sequence to support gradual progress and addressing different types of needs and gaps. For example, the PER and related activities on evidence generation under output 1.1 supports the development or form the base for designing KM products and training manuals – that are used to enhance the institutional capacity for climate budgeting (output 1.2). These activities along with identifying financing needs under outcome 1.2 also pave the way to and support the set of activities of the second outcome around enabling new investments and partnerships aligned with national SDG priorities through engaging public and private actors

**Government Ownership and Active Engagement of local actors:** the program design ensures government including national women’s machinery, ownership and engagement in

all stages. To enhance sustainability and value for money, the program approach is to provide entry points and initial financing to support knowledge generation, institutional capacity building aimed at integrating such systematic interventions within their policy frameworks, work culture and strategies. In addition, engagement of children, youth, and female leaders is facilitated and emphasized enhancing voice and accountability, this is aligned with the concept of sustainability and maximizing long-term development outcomes and SDGs in term of investing in future generation and addressing their needs.

Below a quick snapshot of the budget per outcome and output. For further details please see Annex.

<b>Outcome 1</b>		<b>Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups</b>					
<b>Output</b>	<b>PLANNED BUDGET (USD)</b>						
	<b>Overall budget description</b>	<b>Joint SDG Fund</b>	<b>UNDP Contribution</b>	<b>UN Women Contribution</b>	<b>UNICEF Contribution</b>	<b>PUNOs Contribution</b>	<b>Total Cost</b>
<b>Output 1.1 Increased availability of data and gender responsive analysis on public budgeting, financing needs, and public &amp; private flows to meet Jordan's climate change priorities.</b>	Consultancy fees for public expenditure review, mapping of financing flows and gaps, UN Women technical expert on cost-efficiency of gender and climate change, consultation workshops, communication material for citizen budget	400,000	10,000		58,000	68,000	<b>468,000</b>
<b>Output 1.2. Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting</b>	UN Women co-financing contribution through current GRB expert working with Ministry of Finance on Budget Circulars; other technical experts/ consultants including on SDG budgeting, workshop related costs	110,000		30,000	20,000	50,000	<b>160,000</b>
<b>Subtotal Outcome 1</b>		<b>510,000</b>	<b>10,000</b>	<b>30,000</b>	<b>78,000</b>	<b>118,000</b>	<b>628,000</b>
<b>Outcome 2</b>		<b>Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships</b>					
<b>Output</b>	<b>PLANNED BUDGET</b>						
	<b>Overall budget description</b>	<b>Joint SDG Fund (USD)</b>	<b>UNDP Contribution</b>	<b>UN Women Contribution</b>	<b>UNICEF Contribution</b>	<b>PUNOs Contribution</b>	<b>Total Cost (USD)</b>
<b>Output 2.1. Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender</b>	Consultancy/ staff resources on IMM training development and roll-out, workshop related costs, expert fees on SDG aligned investment screening, UN Women co-financing contribution through current WEPS expert; UN Women gender and IMM expert to be recruited; travel and workshop costs	260,000	80,000	30,000		110,000	<b>370,000</b>
<b>Output 2.2 Strengthened capacity to develop and implement innovative financing solutions for SDG priorities with a particular focus on cross-cutting issues such as gender</b>	Consultancy/ expert fees, workshops and related costs (incl. travel)	60,000					<b>60,000</b>
<b>Output 2.3 Improved ecosystem for SDG impact investing for priority sectors including climate and gender</b>	Workshop related costs (in partnership and co-financed by private sector associations and other partners)	60,000	20,000			20,000	<b>80,000</b>
<b>Output 2.4 Enhanced leadership on financing for gender equality and women's empowerment</b>	Workshop related costs, technical expertise (consultancies and staff)	40,000		20,000		20,000	<b>60,000</b>
<b>Subtotal Outcome 2</b>		<b>420,000</b>	<b>100,000</b>	<b>50,000</b>	<b>0</b>	<b>150,000</b>	<b>570,000</b>
<b>Joint programme management</b>	Consultancy fees for evaluation communication related expenses (social media, printing, etc.)	70,000					<b>70,000</b>
<b>Subtotal JP management</b>		<b>70,000</b>					<b>70,000</b>
<b>Total</b>		<b>1,000,000</b>	<b>110,000</b>	<b>80,000</b>	<b>78,000</b>	<b>268,000</b>	<b>1,268,000</b>

## **2.5 Partnerships and stakeholder engagement**

This programme will leverage strategic contributions from many stakeholders with the aim of connecting dots and limit fragmentation. Annex 1 includes a list of related initiatives. To ensure government ownership and leadership, systematic national capacities will be built ensuring sustainability of results.

The key Government partner for this JP will be the MoPIC and the Ministry of Finance, in particular the GBD. Other important government players include the JIC, the PPP Unit of the Prime Minister's Office.

Our partnerships build on the UNCT's engagement with key financing for sustainable development stakeholders and the private sector as part of the 17 Jordan initiative, a joint initiative with the Good Capital Project launched in August 2018 with an aim to catalyze private sector investment for SDG aligned opportunities in Jordan. UNDP is leveraging the partnerships from its SDG Impact initiative and long track record in supporting the Government of Jordan on issues related to national planning, supporting SDG monitoring and evaluation.

UN Women will leverage its partnerships and other streams of work with JNCW and the GBD in MOF on gender responsive budgeting; with DOS on SDG gender statistics; with WEPS private sector partners; and with SSIF on gender impact investing.

UNICEF will utilize its long-term partnerships with different key stakeholders and ongoing work involving Government partners, development partners, civil society, and the private sector. Related work includes supporting the Government with development of national policy and frameworks ( e.g. the National Social Protection Strategy led by MoSD and MoPIC), support with national data and evidence generation ( e.g. Jordan Population and Family Health Survey 2017-18 with DOS), initiatives to support youth entrepreneurship and sustainable business practices ( with the Ministry of Youth, Ministry of Labour, Ministry of Digital Economy, and private actors), public finance for children and social sectors ( sectoral budget briefs with Jordan's Economic and Social Council (ESC), Child Friendly Budgeting with GBD, specific investment cases and costing exercises with different line Ministries such as the costing of the draft childhood law). technical assistance and provision of both humanitarian and development services through work with different stakeholders including the Ministry of Water, Center for Security and Crisis Management, Ministry of Environment, Ministry of Education, Ministry of Health, among others. Technical assistance to specific sectors such as social protection policies and public finance for social sectors is also being coordinated, engaging IFIs including the World Bank and IMF.

### 3. Programme implementation

#### 3.1 Governance and implementation arrangements

##### Steering Committee

A multi-stakeholder governance arrangement will be set up to guide and oversee the implementation of the JP building on existing national frameworks such as the Higher Committee for Sustainable Development and the National Climate Change Committee.

The Steering Committee will be co-chaired by the RC and a senior representative of MoPIC.

The kick-off meeting will take place within two months of the start of the JP, subsequent meetings will take place every six months. During the kick-off meeting any adjustments to the JP in terms of scope, activities and timelines as a result to the rapidly evolving COVID-19 crisis will be discussed.

The main task of the Steering Committee will be to provide overall strategic direction and guidance to the initiative. The Steering Committee will also:

- Ensure proper communication and coordination of the initiative at country level and support a participatory implementation, in alignment with national priorities and the UNSDF.
- Approve annual work plans, review output level results and approve adjustments (if required).
- Review and approve periodic and annual JP narrative reports submitted by the PUNOs.
- Approve any programmatic or budgetary (revisions of less than 25 percent of the value of the budget) programme revisions within the limits of the approved program document.
- Review risk management strategies and ensure the programme is proactively managing and mitigating risks.
- Manage stakeholder relationships at the country level and support advocacy on the analysis generated as part of the JP in key strategic discussions and policy dialogues.

The Steering Committee in close coordination with the Technical Working Group (see below) will also prepare a sustainability plan to ensure that results achieved will be sustained and scaled.

A **Technical Working Group** of the JP, consisting of technical experts from the PUNOs will meet monthly to ensure timely follow-up, to discuss progress and explore synergies and areas for collaboration.

**Lead Agency:** UNDP is responsible for technical leadership, coordinating programmatic activities and ensuring technical coordination between participating agencies.

**Participating Agencies:** UN Women and UNICEF will implement specific activities based on the proposed work plan.

**Resident Coordinator:** The RC holds the ultimate responsibility for the implementation of the JP. The RC leads and oversees the JP in partnership with the steering committee. The RC also plays a crucial role in leveraging technical expertise from the broader UN Development System.

## Technical Working Group

**Outcome 1:** Lead: UNICEF Co-lead: UNDP and UN Women.

**Outcome 2:** Lead and co-lead: UNDP and UN Women.

The Technical Working Group will be convened to coordinate activities, plan for adjustments and provide technical inputs and quality assurance to proposed activities. The Technical Working Group will also coordinate with other stakeholders to ensure we leverage resources and partnerships.

Monthly meetings will be convened by PUNOs and Implementing Partners. These meetings will also ensure the active engagement of key partners such as IFIs/DFIs, development partners, private sector representatives, government and civil society.

On a bi-monthly basis all three participating agencies will meet to ensure coherence across outcomes and outputs and the broader programs and interventions of their respective agencies. They will also ensure timely communication and knowledge sharing with other UNCT members (see also Annex 7 on knowledge sharing plan).

### 3.2 Monitoring, reporting, and evaluation

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- *Mid-term progress review report* to be submitted halfway through the implementation of Joint Programme<sup>22</sup>; and
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

The Convening/Lead Agent will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat, through the Resident Coordinator.

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. As a minimum, joint programmes will prepare, and submit to the Joint SDG Fund Secretariat, 6-month monitoring updates. Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint SDG Fund Secretariat. Joint programme will allocate resources for monitoring and evaluation in the budget.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis, in order to allow the Fund Secretariat to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

---

<sup>22</sup> This will be the basis for release of funding for the second year of implementation.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

In addition, regular updates on financial delivery might need to be provided, per request of the Fund Secretariat.

After competition of a joint programmes, a final, *independent and gender-responsive*<sup>23</sup> *evaluation* will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

The JP will be subjected to a joint final independent evaluation. It will be managed jointly by PUNOs as per established process for independent evaluations, including the use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on Joint Evaluation and relevant UNDG guidance on evaluations. The management and implementation of the joint evaluation will have due regard to the evaluation policies of PUNOs to ensure the requirements of those policies are met and the evaluation is conducted with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst government, development partners, civil society, and other stakeholders. A joint management response will be produced upon completion of the evaluation process and made publicly available on the evaluation platforms or similar of PUNOs.

### **3.3 Accountability, financial management, and public disclosure**

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each Participating UN Organization (PUNO) shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

Funding by the Joint SDG Fund will be provided on an annual basis, upon successful performance of the joint programme.

---

<sup>23</sup> [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund.

PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

Each PUNO will take appropriate measures to publicize the Joint SDG Fund and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organization and partners in all external communications related to the Joint SDG Fund.

### **3.4 Legal context**

Agency name: **UNDP**  
Agreement title: AGREEMENT BETWEEN THE GOVERNMENT OF THE HASHEMITE KINGDOM OF JORDAN AND THE UNITED NATIONS DEVELOPMENT PROGRAM  
Agreement date: 12 January 1976

**UN Women** works under the umbrella of UNDP's Standard Basic Assistance Agreement. II.

Agency name: **UNICEF**  
Agreement title: The Basic Cooperation Agreement between the United Nations Children's Fund and The Government of the Hashemite Kingdom of Jordan  
Agreement date: 30 June 1999



## D. ANNEXES

### Annex 1. List of related initiatives

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contract person (name and email)
SDG Impact Jordan (part of a global UNDP flagship initiative with Jordan as one of 11 pilots globally)  <a href="http://www.sdgi.mpactjordan.org">http://www.sdgi.mpactjordan.org</a>	The initiative has the following main pillars/ outcomes: <b>Impact awareness</b> (business case of investing in the SDGs) <b>Impact Intelligence SDG</b> investor maps in coordination with JIC <b>Impact Facilitation</b> (impact facilitation events, roadshows, support to JIC, blended finance/ innovative financing trainings, IMM)	JP builds on many of ongoing activities and partnerships of SDG Impact Jordan in the four areas of impact awareness, intelligence, facilitation and IMM	UNDP	JIC, MoPIC, SSIF, Ministry of Digital Economy and Entrepreneurship PPP Unit of Prime Minister Canada, DFID, EBRD, IFC Private sector associations, businesses, investors	USD 500,000 (UNDP own resources, Canada, DFID and private sector sponsors)	Michaela Prokop, Senior Economic Advisor, UNDP  <a href="mailto:Michaela.prokop@undp.org">Michaela.prokop@undp.org</a>
Development of Fourth National Communication Report	Develop 4 <sup>th</sup> National Communication report and 2 <sup>nd</sup> Biennial Update under UNFCCC to: <ul style="list-style-type: none"> <li>Enhance understanding of sources of greenhouse gases, potential impacts of climate change, and effective response measures</li> <li>Raise general awareness on climate change</li> <li>Strengthen capacity for climate change adaptation and mitigation projects</li> </ul>	Public expenditure review and strengthening linkages between planning, budgeting and financing for climate change will build on analysis generated in 4 <sup>th</sup> National Communication report an 2 <sup>nd</sup> Biennial Update	UNDP	Ministry of Environment	USD 500,000	Dr. Nedal Al-Ouran, Team leader, Environment, DRR and Climate Change  <a href="mailto:nedal.alouran@undp.org">nedal.alouran@undp.org</a>
National Implementation	Gender-responsive policies, plans and budgets institutionalized	Efforts under this initiative will align and	UN Women	Jordanian National	USD 500,000	Ana Lukatela

<p>of Gender-Responsive Budgeting</p>	<p>Enhanced capacity of key national partners to plan, budget and deliver gender-responsive outcomes</p> <p>Accountability and monitoring mechanisms established for tracking gender-sensitive performance of plans and budgets</p> <p>Gender-responsive budgeting institutionalized as a tool for budget planning and expenditure in all national financial institutions</p>	<p>reinforce Outcome 1 of the JP on gender responsive expenditure reviews and financial tracking systems of national and international financing. UN Women will leverage synergies between this initiative and the JP to co-finance aspects of the JP implementation.</p>		<p>Commission for Women, Ministry of Finance General Budgeting Department</p>	<p>UK, Norway, Spain, Finland, Canada, Sweden</p>	<p>UN Women Head of Programmes <a href="mailto:Ana.lukatela@unwomen.org">Ana.lukatela@unwomen.org</a></p>
<p>Supporting gender responsive private sector that attracts, retains and promotes women</p>	<ul style="list-style-type: none"> <li>• Evidence-based knowledge material provided that examines private sector's gender responsive institutional and investment policies and practices</li> <li>• Nationally tailored guidelines developed for private sector companies to commit to Women's Empowerment Principles in institutional and investment policies</li> <li>• Women's Empowerment Principles signatories' network expanded in Jordan</li> </ul> <p>Women's Empowerment Principles' signatory's technical knowledge advanced on applying WEPs' tools in institutional and operational policies and practices</p> <ul style="list-style-type: none"> <li>• Women's Empowerment Principles institutionalized at employers' organizations as the technical tool to advance gender</li> </ul>	<p>Efforts under this initiative will contribute to and reinforce gender dimension in outcome 2 of the JP on developing and providing institutional capacity development on social impact management and measurement of policies, procedures and products incorporating the WEPs in the impact measurement criteria for stakeholders</p>	<p>UN Women</p>	<p>Chamber of Industry, Chamber of Commerce, Jordan Forum for Business and Professional Women, Jordanian National Commission for Women, Ministry of Labour</p>	<p>USD 1,030,000 Sweden</p>	<p>Ana Lukatela UN Women Head of Programmes <a href="mailto:Ana.lukatela@unwomen.org">Ana.lukatela@unwomen.org</a></p>

	equality in the workplace, marketplace, and communities					
Mainstream gender in Social Security Investment Fund institutional and Investment policies and procedures	<ul style="list-style-type: none"> <li>Women's Career and Professional Development Programme for Social Security Investment Fund female staff Institutionalized</li> <li>A corporate gender-sensitive evaluation and impact measurement tool developed for SSIF</li> <li>A platform for dialogue on women's economic empowerment and financing for gender equality institutionalized</li> </ul>	Efforts under this initiative will contribute to outcome 2 of the JP regarding building institutional capacity on impact measurement management including a particular focus on gender impact and blended financing models, adopting pilot investment pipeline projects and screening criteria, developing and implementing innovative financing solutions, supporting and institutionalizing policy dialogues on incentives and ecosystem improvements for impact investing in key SDG priority sectors including SDG 5	UN Women	Social Security Investment Unit, Prime Ministry, Ministry of Planning and International Cooperation	USD 250,000 Sweden	Ana Lukatela UN Women Head of Programmes <a href="mailto:Ana.lukatela@unwomen.org">Ana.lukatela@unwomen.org</a>
Making Every Woman and Girl Count: UN Women Global Flagship on Gender Statistics	<ul style="list-style-type: none"> <li>Enabling environment strengthened to produce gender data and statistics for gender related SDG indicators</li> <li>Increased production of gender statistics and data and analysis against gender related SDG indicators</li> </ul>	Establishing the gender gaps in Jordan's SDG data and evidence and leveraging data and evidence for policy planning and budgeting.	UN Women	DOS, JNCW, MOPIC, academia, women's civil society organizations	USD 1,000,000 Al Waleed Philanthropies Sweden	Ana Lukatela, UN Women Head of Programmes <a href="mailto:Ana.lukatela@unwomen.org">Ana.lukatela@unwomen.org</a>

	Increased use of gender data, statistics and analysis for policy planning and budgeting					
Development of Jordan's Roadmap for Achieving the Sanitation SDG	A conceptualized road map to identify substantive and sustainable progress toward meeting the SDG 6.2 2030 targets and set clear milestones for reaching the sanitation and hygiene targets and highlighted key findings and recommendations in relation to the national context that brings the country closer to achieving the SDG goals.	Several initiatives by UNICEF WASH below cover different areas (SDG targets) and climate-related issues that are relevant to the JP program through multiple approaches: evidence generation, system strengthening, capacity building, service provision, Communication for Development (C4D), and advocacy.	UNICEF	Ministry of Water and Irrigation	USA	Benjamin Smith, Chief of WASH, <a href="mailto:besmith@unicef.org">besmith@unicef.org</a>
Climate Risk Assessment	WASH high-level risk assessment for Jordan identifying the impact of all possible risks on the WASH sector from climate-related hazards	This initiative supports vulnerable communities and areas to be targeted by water and sanitation projects, thereby advancing SDG 6.1 and 6.2 and SDG 13 Climate Action through addressing the impacts of water scarcity.	UNICEF	Ministry of Water and Irrigation, Ministry of Environment	UNICEF (Completed in house)	Benjamin Smith, Chief of WASH, <a href="mailto:besmith@unicef.org">besmith@unicef.org</a>
Development of Water and Wastewater vulnerability maps	Water and wastewater vulnerability maps identifying the areas in most need of water and sanitation networks interventions (highlighting disparities at a sub-district level) to assist in prioritizing projects in unserved areas	This initiative supports vulnerable communities and areas to be targeted by water and sanitation projects, thereby advancing SDG 6.1 and 6.2 and	UNICEF	Ministry of Water and Irrigation	UNICEF (Completed in house)	Benjamin Smith, Chief of WASH, <a href="mailto:besmith@unicef.org">besmith@unicef.org</a>

		SDG 13 Climate Action through addressing the impacts of water scarcity.				
Development of Climate Landscape Analysis for Children (CLAC)	a Climate Landscape Analysis for Children, examining the baseline situation of climate, energy and environment-related issues affecting children and how they relate to UNICEF's priorities.	This initiative directly links to SDG 13 Climate Action by examining Climate Change linkages with children.	UNICEF	Ministry of Water and Irrigation, Ministry of Environment	Approx. USD 20,000 UNICEF	Benjamin Smith, Chief of WASH, <a href="mailto:besmith@unicef.org">besmith@unicef.org</a>
Support in construction and rehabilitation of networks SDG 6.1 and 6.2 in vulnerable communities	Connection of unserved areas for improved access to safe water and safely managed sanitation services in unserved areas	This initiative directly links to SDG 13 Climate Action by addressing the impacts of water scarcity.	UNICEF	Ministry of Water and Irrigation	Approx. USD 1.5M USA, UK	Benjamin Smith, Chief of WASH, <a href="mailto:besmith@unicef.org">besmith@unicef.org</a>
Piloting Climate Resilient Water Safety Plans	A pilot for the country's first Climate Resilient Water Safety Plan (WSP) in Wadi Hidan in Madaba. The pilot is expected to serve both as a practical tool to support the WSP development and implementation while also further supporting the integration of the risks posed by climate variability, and the changes in available resources and capacities.	This initiative directly links to SDG 13 Climate Action by addressing the impacts of water scarcity and reliability of water supply systems	UNICEF	Ministry of Water and Irrigation, Jordan Utility companies	Approx. USD 100,000 USA, UNICEF	Benjamin Smith, Chief of WASH, <a href="mailto:besmith@unicef.org">besmith@unicef.org</a>
Development of Water/Wastewater leakage mobile application	A mobile application that enables the public to report locations of water leakage and wastewater overflows across the country. The application aims at increasing efficiency in response to leakages through community engagement.	This initiative directly links to SDG 13 Climate Action by addressing the impacts of water scarcity and reliability of water supply systems	UNICEF	Ministry of Water and Irrigation, Jordan Utility companies	Approx. USD 25,000 UK, USA	Benjamin Smith, Chief of WASH, <a href="mailto:besmith@unicef.org">besmith@unicef.org</a>

Establishment of WASH Innovation Hubs at Universities	Two WASH innovation hubs in two universities supporting innovative technologies to strengthen the sustainability and efficiency of water management, reducing water demand through introducing technologies that enhance productivity, efficiency and control of losses and leakage.	This initiative directly links to SDG 6 water and Sanitation for all and SDG 13 Climate Action by fostering research and innovation in Climate Change, Environment, Water and Wastewater.	UNICEF	Ministry of Water and Irrigation,	Approx. USD 500,000 UK, USA, Kuwait	Benjamin Smith, Chief of WASH, <a href="mailto:besmith@unicef.org">besmith@unicef.org</a>
Promote safe and healthy learning environment (SDG 4) through the construction or rehabilitation of WASH facilities	WASH facilities in schools meet the National WASH in Schools providing students and staff with adequate water and sanitation facilities reserving dignity and privacy.	This initiative directly links to SDG 13 Climate Action by addressing water scarcity in school settings.	UNICEF	Ministry of Water and Irrigation, Ministry of Education	Approx. USD 1M Japan, Korea	Benjamin Smith, Chief of WASH, <a href="mailto:besmith@unicef.org">besmith@unicef.org</a>
Youth Economic Engagement (Amaluna)	Provides vulnerable youth with demand driven technical and vocational training, supports women and youth led social enterprises, and establishes an impact sourcing platform to increase access for job opportunities related to digital economy	Project supports youth and women through partnerships with government and private sector (target groups)	UNICEF	Ministry of Labor, Ministry of Digital Economy and Entrepreneurship , Private Sector, civil society	USD 1 M UNICEF Donors	Giorgia A. Varisco Chief of Youth and Adolescent Development  <a href="mailto:gvarisco@unicef.org">gvarisco@unicef.org</a>
Girls Leadership Program	Holistic programme aimed at increasing girls and young women's access to skills development civic, social and economic engagement opportunities to practice leadership and support positive transition to adulthood, empowering girls at family, community and national levels to enable their full and equal participation in social, civic and economic life.	Initiatives focused on promoting gender equity, and is aligned with objectives of the JP program	UNICEF	Ministry of youth, local partners	USD 200,000 UNICEF Donors	Giorgia A. Varisco Chief of Youth and Adolescent Development  <a href="mailto:gvarisco@unicef.org">gvarisco@unicef.org</a>

Financial Inclusion and financial literacy for vulnerable young people – particularly young women	The program links emerging home-based businesses in camps with digital banking and e-wallets, supporting vulnerable young people in accessing financial inclusion and literacy services.	Initiatives focused on promoting gender equity and youth engagement, and is aligned with objectives of the JP program	UNICEF Jordan	Ministry of youth, Ministry of Labor, Private Sector, Makani and youth Implementing Partners	USD 100,000 UNICEF Donors	Giorgia A. Varisco Chief of Youth and Adolescent Development  <a href="mailto:gvarisco@unicef.org">gvarisco@unicef.org</a>
Youth Engagement in Climate Action	Program builds the capacity of youth to engage in climate action., Capacity building on youth engagement in climate action, raises awareness on youth engagement climate action through youth-led nation-wide social media campaign on climate, creates climate change related contents on the internet and social media, develops key communication messages around youth climate action and their key asks, and give opportunities for youth to engage with policy makers on climate issues.	The target group and the activities under this initiative are aligned width JP scope	UNICEF Jordan	Ministry of youth, Private Sector, Makani and youth Implementing Partners	USD 75,000 UNICEF Donors	Giorgia A. Varisco Chief of Youth and Adolescent Development  <a href="mailto:gvarisco@unicef.org">gvarisco@unicef.org</a>
Development of a Comprehensive and child-sensitive risk assessment to guide national preparedness and response efforts led by the National Centre for Security and Crises Management (NCSCM)	Build the capacity of the NCSCM regarding their understanding of vulnerability as an integral part of the risk equation, and support adaptation of national social protection system to ensure coordination among key identified stakeholders	To achieve the Jordan Sustainable Development Goals (SDGs) targets would require targeted investment in building capacities in key sectors to integrate disaster and climate risk reduction measures from national to local levels in key sectors including construction, Infrastructure, Tourism and Cultural	UNICEF	Several local stakeholders and development partners	USD 50,000 DFID	Manuel Rodriguez Pumarol Chief of Social Protection and Policy  <a href="mailto:mrodriguezpumarol@unicef.org">mrodriguezpumarol@unicef.org</a>

		Heritage, Environment, Water and Agriculture, Education, Health, and WASH.				
Budget Briefs for Social sectors	Budget briefs covers the education, health, and Social Protection sectors: The briefs describe the relevant institutions working in each sector, important trends in each sector's public spending patterns, and how these trends compare to similar countries. The analysis also examines the impact of budgeting decisions on equity, particularly for vulnerable groups, and Jordan's progress toward the SDGs. Finally, key advocacy messages and recommendations are developed that can lead to improved alignment of public budgeting with strategic priorities.	Budget briefs analyze and monitor public allocations to social sectors, and examine impact of budgeting decisions on equity, particularly for vulnerable groups. By considering the adequacy, efficiency and effectiveness (equity) of public expenditure, briefs generates evidence and provides recommendations that can lead to improved alignment of budget decisions with sector priorities and Jordan's progress toward SDGs"	UNICEF and Jordan's Economic & Social Council	Local stakeholders and line ministries	UNICEF's own resources. (USD 75,000)	Manuel Rodriguez Pumarol Chief of Social Protection and Policy  <a href="mailto:mrodriguezpumarol@unicef.org">mrodriguezpumarol@unicef.org</a>



## Annex 2. Results Framework

### 2.1. Targets for Joint SDG Fund Results Framework

**Joint SDG Fund Outcome 2:** Additional financing leveraged to accelerate SDG achievement

Indicators	Targets	
	2020	2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope <sup>24</sup>	Not relevant	
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale <sup>25</sup>	Not relevant	

**Joint SDG Fund Output 4:** Integrated financing strategies for accelerating SDG progress implemented

*(set the targets, if relevant)*

Indicators	Targets	
	2020	2021
4.1: #of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	Not relevant	
4.2: #of integrated financing strategies that have been implemented with partners in lead <sup>26</sup>	Not relevant	
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	Not relevant	

#### Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country<sup>27</sup>
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
- Annual % of financial delivery
- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure

<sup>24</sup>Additional resources mobilized for other/ additional sector /s or through new sources/means

<sup>25</sup>Additional resources mobilized for the same multi-sectoral solution.

<sup>26</sup> This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners

<sup>27</sup> Annual survey will provide qualitative information towards this indicator.

- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)
- Joint programme included addressing inequalities (QCPR) and the principle of “Leaving No One Behind”
- Joint programme featured gender results at the outcome level
- Joint programme undertook or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities
- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

## 2.2. Joint Programme Results framework

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
<b>Outcome 1 Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups</b>					
% of national budget allocated to climate related expenditures is made publicly available	N/A (Data on climate-related expenditures is not available)	Climate Public Expenditure Review Initiated  Climate Citizen Budget Brief Initiated	Public spending on climate related issues as % of total Government spending and as % of GDP is made available	Planned Climate PER Climate Citizen Budget Brief National Budget Law & Budget Functional Classification and Public Finance data published by GBD, DOS, and CBJ	UNICEF
<b>Output 1.1 Increased availability of data and climate responsive analysis on public budgeting, financing needs, and public &amp; private flows to meet Jordan's SDG priorities including gender equality</b>					
% of key Line Ministries budgets dedicated to climate change	N/A Data on (climate-related expenditures not available)	Climate Public Expenditure Review Initiated	% of key Line Ministries budgets allocated to climate change is made available	Planned Climate PER Climate Citizen Budget Brief National Budget Law & Budget Functional Classification Public Finance data published by GBD, DOS, and CBJ	UNICEF
<b>Output 1.2 Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting</b>					
2022 budget circular includes instructions on Climate responsive coding and budgeting	Similar work done as part of "Child Friendly Budgeting" Annual budget circular includes instructions on child-friendly budgeting	Work on developing Manual of "Budgeting for Climate Change" is initiated  Capacity building and technical	2022 budget circular includes instructions on budgeting for climate change	Budget documents and budget circular issued by the Ministry of Finance and the General Budget Department	UNICEF

	Main Table No. 24' in annual Budget shows (apportioned) allocation for children in key line ministry's budgets	assistance provided to GBD and Key line Ministries  Mapping financing flows and gaps related to climate change initiated	Completion of mapping		
Budget performance indicators for key line Ministries reflect climate change	Similar work done as part of the "Child Friendly Budgeting" to review budget law performance information and to reflect results for children	Capacity building and technical assistance provided to GBD and Key line Ministries	Budget performance indicators for at least two line Ministries reflect climate change	Budget documents and budget circular issued by the Ministry of Finance and the General Budget Department  Policy briefs/ case studies documenting work with GBD and Key line Ministries	UNICEF
2022 budget circular includes instructions on climate specific budget for gender and SDG budget Tracking		Activities will start only in late 2020	Guidelines for SDG budget tracking developed and GBD and key line ministries trained		UN Women & UNDP
<b>Outcome 2. Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships</b>					
# of funds and companies adopting IMM including gender impact screening	n/a baseline data will be collected by JP	IMM training rolled out to at least 30 SMEs	At least 50 SMEs adopt IMM at least 4 PPP projects include SDG criteria	Sustainability reports/ IMM strategies of SMEs and PPP projects	UNDP & UN Women
<b>Output 2.1 Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender</b>					

# partnerships established to address impact management and measurements for SDGs with a focus on gender and women's economic empowerment	n/a baseline data will be collected by JP	SSIF partnership on IMM and gender impact plus at least one other partnership	At least 2 additional partnerships established	Partnership agreement or MoUs	UNDP & UN Women
<b>Output 2.2 Strengthened capacity to develop and implement innovative financing solutions for SDG priorities with a particular focus on cross-cutting issues such as gender</b>					
# of blended and innovative financing solutions for SDG priorities mobilizing resources	n/a baseline data will be collected by JP	Partnerships with training institutions established	Training on blended finance held, and at least 2 innovative financing solutions under development	Training material, financing deals being set up (monitored by JP team)	UNDP & UN Women
<b>Output 2.3 Improved ecosystem for SDG impact investing for priority sectors including climate and gender</b>					
# of public and private fora organized to create incentives and to unlock bottlenecks for SDG aligned investments	n/a	At least one workshop organized focusing on a priority sector	At least an additional 2 fora organized	Workshop reports	UNDP
<b>Output 2.4 Enhanced leadership on financing for gender equality and women's empowerment</b>					
Establishment of a national platform on financing for gender equality	N/A	1	1	National platform on financing for gender equality endorsed TOR by at least 2 government agencies and 2 civil society organizations	UN Women

### Annex 3. Gender Marker Matrix

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrate gender analysis	3	<p>Exceed Minimum Requirement</p> <p>A) The context analysis assessed implications, facts and effects for women and men across all sectors as it addressed country and local level gender inequalities, gender power dynamics, legal rights and status, women’s priorities restraints and motivations, and customary and traditional beliefs and alignment with SDG priorities including SDG 5;</p> <p>B) Throughout the context analysis, all relevant evidence used sex disaggregated data. The context analysis included an analysis for women furthest behind in particular women in the poorest decile in the Jordanian population. In addition, it analyzed the expected effect of the project’s outcomes and outputs on those who are furthest behind</p>	Proposal Baseline and Situation analysis
1.2	Gender Equality mainstreamed in proposed outputs	3	<p>Exceeds minimum requirement</p> <p>A) All proposal outputs explicitly mainstream gender in alignment with national SDG priorities including SDG 5</p> <p>The proposal includes one output specifically targeting gender equality and in alignment with national SDG priorities, specifically SDG 5. The output is in full alignment with the programme’s TOC and strengthens its coherence and building on the other outputs.</p>	Theory of Change output 2.4
1.3	Programme output indicators measure changes on gender equality	3	<p>Exceeds minimum requirement.</p> <p>A) 4 out of 7 (57%) of output indicators are gender mainstreamed and track progress towards GEWE.</p>	Expected results by outcome and outputs section.
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	3	<p>Exceed minimum requirement</p> <p>A) Joint Programme PUNOs consulted with 10 government agencies that will contribute to fostering gender equality within the proposed project. The list includes:</p> <ul style="list-style-type: none"> <li>• The Jordanian National Commission for Women</li> <li>• General Budget Department/ Ministry of Finance</li> <li>• Ministry of Environment</li> <li>• Ministry of Planning and International Cooperation</li> </ul>	<p>Stakeholder mapping and target groups in proposal;</p> <p>JNCW website: <a href="http://www.women.jo">www.women.jo</a></p> <p>Theory of Change</p>

			<ul style="list-style-type: none"> <li>• Social Security Investment Fund</li> <li>• Jordan Investment Commission</li> <li>• Public Private Partnership Unit</li> <li>• House of Senate / Finance and Economy Committee</li> <li>• House of Representative/ Parliamentary Finance Committee</li> <li>• House of Representatives Economic and Investment Committee</li> </ul> <p>B) The national government gender equality mechanism (JNCW) contributed to the development of the proposal in particular through providing input on its work on gender responsive budgeting and collaboration with the private sector as a key stakeholder in developing the newly adopted National Women’s Strategy 2020-2025 and its close collaboration with UN Women and the World Bank on the Mashreq Gender Facility for women’s economic empowerment.</p> <ul style="list-style-type: none"> <li>• JNCW participated in the drafting and completing of the country’s context analysis</li> <li>• JNCW participated in the development of the project’s thesis and theory of change and in the development of the indicators</li> <li>• JNCW was consulted when the project’s work plan was developed to plan the implementation and prioritization of the programme</li> </ul> <p>C) The project will substantially strengthen the government participation and engagement in SDGs localization and implementation including SDG 5 through supporting all stakeholders in the government, private sector and civil society with evidence and capacity in turning the aspirations of the SDGs to a reality for households and individuals especially for women and particularly for those who are most vulnerable. This will be achieved through:</p> <ul style="list-style-type: none"> <li>• Making gender sensitive data and evidence on planning, budgeting and financing available to strengthen and institutionalize the linkage between gender responsive planning, budgeting and financing on climate change;</li> </ul> <p>Build the capacity of the private and public sectors to adopt SDG aligned impact management and measurement by supporting the impact investment ecosystem and to develop innovative financing solutions that enable the realization of the SDG nationally and locally.</p>	
2.2	PUNO collaborate and engages with	<b>3</b>	<p>A) PUNOs have consulted with 2 CSOs on the project’s strategy, scope of work, and theory of change. GEWE CSOs consulted are:</p> <ul style="list-style-type: none"> <li>• Jordan Forum for Business and Professional Women</li> </ul>	Stakeholder mapping and target groups attached

	<p>women's/gender equality CSOs</p>	<ul style="list-style-type: none"> <li>• EDAMA</li> <li>• Shada El Sharif, independent sustainability and climate expert</li> </ul> <ul style="list-style-type: none"> <li>• GEWE CSO consultations undertaken in regard to the current proposed project directly addressed the domestication and implementation of SDGs: 5, 10, 12, 14, 13, 15, and 17, which contribute to the implementation of 8 targets and will report against 8 SDG indicators.</li> </ul> <p>Unfortunately, currently in Jordan there is no framework for the localization nor the implementation of SDGs. That said, the Department of Statistics is leading the national efforts with UN agencies support including UNDP and UN Women to report against SDG indicators.</p> <p>B) GEWE CSOs took part in consultation meetings with stakeholders and project meeting among PUNO. The project's proposal was shared with CSOs for review and to provide input and comments, which were incorporated within the project's context analysis, overall strategy, theory of change including monitoring indicators, strategic prioritization and implementation in the expected results by outcomes and outputs, stakeholder mapping, partnerships and stakeholders engagement.</p> <p>C) The proposed project will enhance GEWE CSO contribution substantively in the gender responsive localization and implementation of SDGs by:</p> <ul style="list-style-type: none"> <li>• Joining efforts with other stakeholders in regard to strengthening the linkages between gender responsive planning, budgeting, and financing in what would serve the localization and implementation of SDGs including SDG 5.</li> <li>• GEWE CSO will contribute to the impact assessment of cost-efficiency of gender aware climate change interventions and to climate citizen budget.</li> <li>• GEWE CSOs will support PUNO in mapping the existing data on financing flows both in the public and private sectors related to climate finance in what support the localization and implementation of the SDGs</li> <li>• GEWE CSOs contribution will be significant in supporting leadership among stakeholders on financing for gender equality and women's empowerment by participating and promoting the platform among leaders of social impact investment in Jordan in public and private sectors, and policy makers.</li> <li>• GEWE CSOs will advocate and mobilize for gender and social impact investment with a focus on climate change as an entry point. Their mobilization and advocacy</li> </ul>	<p>List of SDG targets directly addressed by the Joint Programme</p>
--	-------------------------------------	--	--



			efforts will support the transition towards social impact investment mindset and strengthen the culture of social impact investment, particularly gender impact investment in the public and private sector	
3.1	Program proposes a gender-responsive budget	<b>2</b>	Meets Minimum Requirements:64% of the programmable budget goes towards gender equality	Budget attached with a column explaining the amount allocated for gender equality and the second the is the amount allocated for gender equality. At the end of the table you can find the final percentage of the total budget allocated for gender equality
<b>Total scoring</b>		<b>17</b>		

## **Annex 4. Budget and Work Plan**

### **4.1 Budget per UNSDG categories**

The total programme costs USD 1,268,000 of which USD 1,000,000 are requested from the UN Joint SDG Fund and the remaining represents contributions by the PUNOs (UNDP, UN Women, and UNICEF). The JP has been designed to build on the synergies and results of previous and ongoing efforts. Therefore, the UN Joint SDG Fund resources will be leveraged mainly for the new activities listed in the JP program. For example, no UN Joint SDG Fund resources will be allocated to purchasing equipment, vehicles, or furniture. Personnel and staffing costs are mainly absorbed by the PUNOs, including overall technical and managerial support. Within the allocation from the UN Joint SDG Fund the bulk of the budget is dedicated to contractual services and consultancy fees. These represent more than 48% required from UN Joint SDG Fund. Other budgets are allocated for travel, stationary, workshop-related costs, communication, and M&E. UNDP as the leading agency for the JP is allocated around 41% of the total budget, with overall responsibility for coordination, and associated communication and reporting activities. UNICEF is leading on outcome 1 focused on strengthening alignment of climate responsive planning, budgeting and financing. The nature of this outcome requires investing in evidence generation, capacity building/technical assistance activities. Hence, more than 72% of UNICEF's budget under the UN Joint SDG fund is allocated for contractual services. Gender equality is mainstreamed across all outcomes and activities which requires specialized technical contribution that will be provided and led by UN women.

UNDG BUDGET CATEGORIES	UNDP		UN Women		UNICEF		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	94,000	<b>110,000</b>	120,000	<b>80,000</b>	30,300	<b>78,000</b>	244,300	<b>268,000</b>
2. Supplies, Commodities, Materials	13,000		15,000		10,000		38,000	
3. Equipment, Vehicles, and Furniture (including Depreciation)	0		0		0		0	
4. Contractual services	155,000		40,000		270,000		465,000	
5. Travel	30,000		15,000		20,000		65,000	
6. Transfers and Grants to Counterparts	0		0				0	
7. General Operating and other Direct Costs (1)	30,523		20,000		15,500		66,023	
Total without Com & M&E	<b>322,523</b>		<b>196,262</b>		<b>345,800</b>		<b>934,579</b>	
Communication and M&E	70,000							
<b>Total Direct Costs</b>	<b>392,523</b>		<b>196,262</b>		<b>345,800</b>		<b>934,585</b>	
8. Indirect Support Costs (Max. 7%)	27,477	13,738	24,200	65,415				
<b>TOTAL Costs</b>	<b>420,000</b>	<b>110,000</b>	<b>210,000</b>	<b>80,000</b>	<b>370,000</b>	<b>78,000</b>	<b>1,000,000</b>	<b>268,000</b>
<b>1st year</b>	<b>170,000</b>		<b>110,000</b>		<b>175,000</b>			
<b>2nd year</b>	<b>250,000</b>		<b>100,000</b>		<b>195,000</b>			

(1) For UNDP this includes any applicable Administrative Agent related fees.

## **4.2 Budget per SDG targets**

With the overall objective of establishing the building blocks of an INFF with a focus on climate change and gender empowerment and considering the target groups described earlier, the JP contributes to the achievement of several SDGs. The interlinkages between SDGs and the focus on cross-cutting issues such as climate change and gender equality make it difficult to estimate the precise budget dedicated for each SDG target. However, we used the following assumption:

The proposed budget will contribute directly to SDG targets 5c (Gender Equality) and 13.2 (Climate change) with around 43% of the total program budget to support outputs under these two targets. We assumed that activities to mainstream gender equality across different activities and outcomes will directly contribute to SDG target 5c (USD 290,000 out of the total USD 1,268,000).

For SDG 13.2, the estimated budget is USD 269,143 (around 21% of total budget) based on the following assumption: Activities under output 1.2 focus on capacity building and technical assistance to integrate climate in the national budgeting and planning (\$100,00) excluding related activities focused on gender tagging assumed to support target 5 C as the prime focus (to avoid double counting). Activities under output 1.1 focus on producing climate citizen budget and follow up advocacy to support institutionalization (USD 48,000). The rest of the program activities will both directly and indirectly support this SDG target and the rest of SDG targets indicated (the total remaining program budget divided by the seven SDGs target excluding SDG target 5c): USD 121,143.

Around 37% of the budget will be dedicated to support catalyzing resources, promoting partnerships toward financing SDGs and encouraging companies to adopt sustainable practices (SDG targets 12.6, 15 a, 17.3 & 17.7). By focusing on the policy level and institutional capacity and leveraging additional resources for SDGs and vulnerable groups, the program indirectly impacts and targets all resident and affected populations – supporting SDG targets 1.5 & 6.1 (around 19% of the total budget)

SDG TARGETS		%	USD
	Target 1.5. By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters. Indicators 1.5.1, 1.5.2, 1.5.3	9.4	121,143
	Target 5c. Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels. Indicator 5.c.1	22.6	290,000
	Target 6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all. Indicator 6.1.1	9.4	121,143
	Target 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle. Indicator 12.6.1	9.4	121,143
	Target 13.2 Integrate climate change measures into national policies, strategies and planning. Indicator 13.2.1	20.9	269,143
	Target 15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems. Indicator 15.1.1	9.4	121,143
	Target 17.3. Mobilize additional financial resources for developing countries from multiple sources. Indicator 17.3.1	9.4	121,143
	Target 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships. Indicator 17.17.1	9.4	121,143
<b>TOTAL</b>		<b>100%</b>	<b>1,286,001</b>

### 4.3 Work plan

OUTCOME 1: Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups																	
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET			PUNO/s involved	Implementing partner/s involved	
	2020	2021		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Overall budget description	Joint SDG Fund (USD)	PUNO Contribution (USD)			Total Cost (USD)
Output 1.1 Increased availability of data and gender responsive analysis on public budgeting, financing needs, and public & private flows to meet Jordan's climate change priorities.			Conduct climate public expenditure review including institutional/policy review and climate vulnerability assessment with focus on gender and affected groups										250,000	50,000	<b>300,000</b>	UNICEF with inputs from all	Ministry of Finance, General Budget Department, Ministry of Environment, line ministries, parliamentary committees (budget and finance, economic and investment), World Bank, IMF and other IFIs, development partners, EDAMA and other private sector and civil society stakeholders
			Impact assessment of cost-efficiency of gender aware climate change interventions to create evidence base for financing gender equality to achieve SDG impact										70,000	0	<b>70,000</b>	UN Women with inputs from all	
			Development of climate citizen budget										15,000	2,000	<b>17,000</b>	UNICEF with inputs from all	
			Engagement with Children, youth and female young leaders and parliamentary committees on findings and follow-up and institutionalization (linked to Output 1.2.)										25,000	6,000	<b>31,000</b>		
			Map existing data on financing flows (public-private, national-international) related to climate finance and map private sector financing related to climate change and indicate financing gaps											40,000	10,000	<b>50,000</b>	
<b>Sub-total Output 1.1.</b>													<b>400,000</b>	<b>68,000</b>	<b>468,000</b>		
Output 1.2. Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting			Technical assistance and capacity building on budget tagging and integration of climate change into budget circulars and budgeting process										65,000	15,000	<b>80,000</b>	UNICEF with inputs from all	Ministry of Finance, General Budget Department, Ministry of Environment, line ministries, parliamentary committees (budget and finance, economic and investment), World Bank, IMF and other IFIs/DFIs, development partners, EDAMA and other civil society partners in particular youth and women's organizations
			Analysis of climate specific budgets for gender coding requirements										0	15,000	<b>15,000</b>	UN Women with inputs from all	
			Technical assistance to support extension of budget tagging to other priority SDGs (incl. report on how budget contributes to priority SDG achievement)										30,000	0	<b>30,000</b>	UNDP with inputs from All	
			Stakeholder engagements with parliament and civil society on SDG budget tracking										0	15,000	<b>15,000</b>	UN Women with inputs from all	
			Development of "Budgeting for Climate Change" Training Manual											15,000	5,000	<b>20,000</b>	
<b>Sub-total Output 1.2.</b>													<b>110,000</b>	<b>50,000</b>	<b>160,000</b>		

**Outcome 2: Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships**

Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET			PUNO/s involved	Implementing partner/s involved
	2020	2021		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)		
Output 2.1. Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender			Development of IMM training curriculum (based on SDG Impact, Business Call to Action and WEP tools) - UNDP component									30,000	20,000	50,000	UNDP and UN Women	Social Value UK, Business Call to Action, SSIF, PPP Unit of Government, ASE, UN Global Compact, EBRD, IFC other IFIs, private sector and private sector associations
			Development of IMM training curriculum and gender impact investing - UN Women component									20,000	0	20,000	UNDP and UN Women	
			Roll out of IMM training including on gender impact investing to Social Security Investment Fund									20,000	10,000	30,000	UNDP with inputs from UN Women	
			IMM training to SMEs in partnership with key ecosystem players (linked also to Component II) including companies listed on Amman Stock Exchange (in partnership with UN Global Compact)									40,000	30,000	70,000	UNDP and UN Women	
			IMM training to SMEs - UN Women Component									20,000	0	20,000	UN Women with inputs from all	
			Develop SDG impact criteria based on WEPs									20,000	0	20,000	UN Women with inputs from all	
			Develop SDG impact criteria/ screening criteria for PPP pipeline of government and support implementation in partnership with other key TA providers to PPP Unit (EBRD and IFC)									70,000	20,000	90,000	UNDP with inputs from UN Women	
			Technical assistance and networking for private sector on using WEPs for impact management									40,000	30,000	70,000	UN Women with inputs from all	
<b>Sub-total Output 2.1.</b>											<b>260,000</b>	<b>110,000</b>	<b>370,000</b>			
Output 2.2 Strengthened capacity to develop and implement innovative financing solutions for SDG priorities with a particular focus on cross-cutting issues such as			Training series and TA on developing blended finance/ innovative financing solutions									60,000	0	60,000	UNDP, UN Women and interested UNCT members	Jordan Environment Fund, PPP Unit of Prime Minister's Office, UN agencies and development partners
<b>Sub-total Output 2.2.</b>											<b>60,000</b>	<b>0</b>	<b>60,000</b>			
Output 2.3 Improved ecosystem for SDG impact investing for priority sectors including climate and gender			Public private dialogue sessions on ecosystem for impact/ sustainable investing (follow-up to SDG investor maps)									60,000	20,000	80,000	UNDP, UN Women and other UN partners (FAO, UNIDO, UNESCO, etc.)	Private sector associations, private sector players, UN Global Compact, MoPIC, respective line ministries, EBRD, IFC, EIB, KFW and other key investors, development partners
<b>Sub-total Output 2.3.</b>											<b>60,000</b>	<b>20,000</b>	<b>80,000</b>			

		<b>Sub-total Output 2.3.</b>								<b>60,000</b>	<b>20,000</b>	<b>80,000</b>		
Output 2.4 Enhanced leadership on financing for gender equality and women's empowerment		Advocacy by women's organizations for public investment in climate and gender								10,000	0	<b>10,000</b>	UN Women with inputs from all	JNCW, women's civil society organizations, women parliamentarians, SSIF, Inter-ministerial Committee on Women's Empowerment, Global Compact, WEPs Partners in Jordan, Gender Equality Seal Partners in Jordan
		Awareness raising campaign of gender impact champions from public and private sector							10,000	0	<b>10,000</b>			
		Financing for Gender Equality discussion series							10,000	0	<b>10,000</b>			
		Training of women parliamentarians to participate in Finance committee on budget and in economic and investment committee							10,000	20,000	<b>30,000</b>			
		<b>Sub-total Output 2.4</b>								<b>40,000</b>	<b>20,000</b>	<b>60,000</b>		
Joint programme management		Monitoring and reporting, gender responsive evaluation of JP								50,000	0	50,000	All PUNOs, RCO	
		Communication								20,000	0	20,000		
		<b>Sub-total Joint Programme Management</b>								<b>70,000</b>	<b>0</b>	<b>70,000</b>		
		<b>Total</b>								<b>1,000,000</b>	<b>268,000</b>	<b>1,268,000</b>		

Note: annual targets are included in results framework due to space constraints.



## Annex 5. Risk Management Plan

Risks	Risk Level: (Likelihood x Impact)	Likelihood Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
<b>Contextual risks</b>					
Growth slows significantly as a result of COVID-19 with severe implications on public finances. The government will therefore not prioritize gender responsive climate planning, budgeting and financing and improvements in the impact investment ecosystem.	15	3	5	<ul style="list-style-type: none"> <li>• JP will build case for on how integrated, gender-responsive, SDG financing framework can contribute to mitigating socio-economic impacts of COVID-19 and build long term resilience.</li> <li>• Adaptive approach engaging government throughout programming cycle to ensure JP responds to government priorities</li> <li>• Financing framework and acquired skills are valuable tools for the government to replicate that would ensure evidence-based policy making and cost efficiency.</li> <li>• Continue public private dialogue on improving impact investment ecosystem with key players, IFIs/DFIs (to incentivize government reform measures)</li> </ul>	RC/ PUNOs
Private sector shows limited interest in aligning to SDGs, particularly in context of economic crisis and struggle of survival for many SMEs	9	3	3	<ul style="list-style-type: none"> <li>• Capacity building and outreach on business/ investment case of SDGs</li> <li>• Policy dialogue to improve impact investment ecosystem with government, development partners including introduction of incentives</li> </ul>	UNDP, UN Women
The government of Jordan and national stakeholders demonstrate decreasing political commitment to achieving the SDGs, particularly in context of emergency response of COVID-19; reduced space for transparency of national and sectoral budgets; and limited capacity of national stakeholders to absorb technical expertise.	9	3	3	<ul style="list-style-type: none"> <li>• Convene national stakeholders, both government and non-government, and international partners in policy dialogues and engage in intergovernmental processes related to SDGs.</li> <li>• Maintain and strengthen regular opportunities of dialogue with civil society, especially at the sub-national level, and initiatives to build their capacity.</li> <li>• Continue investments in strengthening and supporting national capacity and ownership of government,</li> </ul>	RC/UNCT

				including through political actors and their interface with key international partners.	
Changes in government leadership	15	5	3	<ul style="list-style-type: none"> <li>• Institutionalization through capacity building</li> <li>• Engagement of senior civil servants and champions</li> </ul>	PUNOs
Regional and national insecurity increases, posing increased safety and security concerns for UN staff and operations.	12	3	4	<ul style="list-style-type: none"> <li>• Remain compliant with UNDSS protocols.</li> <li>• Remain up to date with new developments through UN SMT.</li> <li>• Mainstream security analysis within joint programme planning.</li> </ul>	RC/UNCT
<b>Programmatic risks</b>					
JP objectives and plans are adversely affected by the impact of COVID-19 on the Jordanian economy and national priorities	16	4	4	<ul style="list-style-type: none"> <li>• JP action plan will build on UNCT data and analysis and response to COVID-19 to ensure activities are remain relevant.</li> <li>• Continuous engagement with stakeholders – government, private sector, civil society and development partners to ensure JP response to national priorities.</li> <li>• Promote the role of integrated, gender-responsive, SDG financing framework in helping the government in setting the national priorities among all stakeholders</li> </ul>	RC/UNCT
JP's objectives are adversely affected by the lack of delivery of both Government of Jordan and international partners on commitments to Jordan's sustainable development agenda in context of regional crisis, conflict and instability that have led Jordan to focus on humanitarian response at expense of sustainable development.	12	4	3	<ul style="list-style-type: none"> <li>• Strengthen evidence base and policy dialogue on business case for SDGs and how addressing and investing in the SDGs can promote resilience and a sustainable economic recovery</li> <li>• Promote SDGs in line with commitments made in the Jordan Vision 2025, the Jordan Executive Development Plan, Addis Ababa Action Agenda of the Third International Conference on Financing for Development, 2019 London Investment Conference, 2019 Brussels Conference</li> </ul>	RC/UNCT
Status quo in Syria continues and prevents return of refugees present in Jordan, while the government is not able to successfully implement its plans to transition from humanitarian	11	3	4	<ul style="list-style-type: none"> <li>• Continue to support an integrated national planning approach that brings together humanitarian and development planning and budgeting and the evidence base to support such an approach.</li> </ul>	RC/UNCT

response to resilience and development. The presence of refugees, including through their natural population growth, leads to continued and increasing need for resources to provide humanitarian response, while increasing vulnerability among Jordanians leads to increasing need for resources for a resilience and development response, which may cause increase in social tension, radicalization and violent extremism.				<ul style="list-style-type: none"> <li>• Increase UNCT focus on prevention of violent extremism and promotion of social cohesion.</li> </ul>	
Detailed public expenditure and administrative data is not made available	12	3	4	<ul style="list-style-type: none"> <li>• UN agencies have strong relationship with DoS and GBD to ensure data availability</li> </ul>	PUNOs
<b>Institutional risks</b>					
JP's objectives are not achieved due to weak coordination within the UN and lack of adequate technical expertise within UN agencies.	9	3	3	<ul style="list-style-type: none"> <li>• Strengthen engagement of the UNSDF Results Subgroup on Innovative Financing</li> <li>• Leverage existing expertise and interventions by agencies for implementation of JP</li> <li>• Recruit required technical expertise during inception period of Joint Programme.</li> </ul>	RC/PUNOs and UNCT
Due to COVID-19 and travel restrictions international experts may not be able to travel to Jordan to carry out activities requiring international expertise	12	4	3	<ul style="list-style-type: none"> <li>• Programme will meet with specialized national entities/experts that/who carry out similar activities in Jordan to discuss possible alternatives</li> <li>• Consult with all stakeholders for innovative solutions</li> <li>• Extend the possibility for consortium between national and international agencies to undertake tasks</li> </ul>	RC/UNCT
<b>Fiduciary risks</b>					
Lack of compliance by UN partner organizations and contractors results in reputational loss and fiduciary risks to the organization.	12	3	4	<ul style="list-style-type: none"> <li>• Regular briefings with partners on compliance with UN rules and procedures</li> <li>• Regular field monitoring and reporting by partners</li> <li>• Diligent financial oversight of partner organizations and contractors.</li> </ul>	UNCT

## Annex 6. Communications Plan

The Communication Plan of the JP will be closely linked to UNCT priorities, both the global and local ones and the activities implemented by the United Nations Communication Group (UNCG). It also links to the communication plans of the PUNOs and specific related initiatives. The Communication Plan will draw heavily on the communication material developed by SDG Impact Jordan ([www.sdgimpactjordan.org](http://www.sdgimpactjordan.org)) and the Business Call to Action ([www.businesscalltoaction.org](http://www.businesscalltoaction.org)) which includes a lot of material on the business case for SDGs. Similarly, communications for the JP will draw on UN Women’s WEP network and communication materials and channels as well as UNICEF’s communication material and channels related to climate change, social protection, youth and public finance.

The target audience is classified based on their ability to influence and promote activities within the JP:

Internal Audience	External Audience
UN Staff in Jordan in particular those working on climate change, gender, women’s economic empowerment and financing for sustainable development UNCT members Regional UNCTs UN HQ UN Staff Globally	The Government of Jordan, various ministries and agencies, national and sub-national level, semi-governmental entities such as SSIF Parliament (various committees) Private Sector (businesses and investors) and private sector associations Civil Society Development Partners in particular IFIs/DFIs Youth and youth leaders Women and women leaders General public Media

Communicating as **ONE** is essential for ensuring UN’s strategic internal and external communications. Communicating as **ONE** will improve the efficiency of our communications to be an added value towards the successful implementation of the JP as **ONE**. Communications of the JP will include a focus on:

- Promote the Decade of Action campaign - Agenda 2030 and the SDGs as the overarching global vision for a better world and the UN as fit for purpose to support its delivery at the local level, particularly in relation to financing for sustainable development, climate action and gender equality and women’s economic empowerment.
- Provide the UNCT with strategic and effective communications that will support the implementation of the programmatic priorities.
- Promote a coherent and professional image of the United Nations, ensuring quality and consistency of messages on key issues.
- Highlight the development support provided and results achieved by the UN in Jordan in support of the Gov’t and the people of Jordan with a focus on the development impact.

In addition to these generic objectives, specific JP related objectives are:

- Share and advocate findings of climate change public expenditure review and other analyses generated by JP, in particular the climate citizen budget.
- Raise awareness of the importance of an INFF for accelerating progress against the SDGs.
- Ensure the involvement of youth and women as well as other groups affected by climate change.
- Raise awareness amongst the private sector on the business case for the SDGs and gender equality. This includes advocating for IMM and WEPs.

## INTERNAL AUDIENCES

**Objectives:** To create awareness among UN colleagues in Jordan and elsewhere on the activities implemented under this project and ensure their full engagement to contribute to the programme's success and to ensure the JP leverages programmes across the UN family.

- **UN staff** – to ensure they are aware of activities and results of the JP; engage in policy advocacy on analysis of the JP particularly on citizen climate budget and business case for the SDGs and gender equality and women's economic empowerment.
- **UN Staff and UNCT Members** – to understand the importance of developing an INFF and of financing for sustainable development for the achievement of the 2030 Agenda and the SDGs and to support in the policy advocacy. UN colleagues working on or interested in climate change, gender and financing will be regularly updated and invited to provide feedback on the activities through existing coordination platforms.

UN colleagues will be reached through the following communication channels:

- Social media platforms of UN agencies
- Posts and stories on the UNCT website
- Other relevant platforms

## EXTERNAL AUDIENCES

### Objectives:

- To mobilize relevant stakeholders to support policy advocacy and policy dialogue in support of the objectives of the JP
- To raise awareness on the SDGs and the importance of financing for the SDGs to accelerate progress, to raise awareness of the importance of a triple bottom line – people, planet and profit
- To mobilize stakeholders in support of the findings of the climate public expenditure review and engaging them around the climate citizen budget
- To engage with youth on the issue of climate change, an issue of particular relevance to their generation and with other key stakeholders including women leaders and women civil society organizations.

**The Government of Jordan (GBD, MoPIC, line ministries, JIC, JNCW, etc.), the Parliament with a specific focus on the women's caucus, the budget and finance committee and the economic and investment committee:** Materials to communicate policy recommendations on climate change and gender-responsive SDGs financing with a focus on equality and inclusivity can be communicated through for instance the climate citizen budget which will be developed as part of the JP. Engagement on the importance of SDG budgeting and developing an INFF.

**Private Sector:** Material on the business case for SDGs building on ongoing work of UNDP and UN Women will be developed and widely disseminated through various platforms.

**Civil Society:** Through engaging them in the awareness activities, social media and online platforms particularly on the climate citizen budget.

**Media:** Through sharing press releases, stories and media notes about the programme and engaging them in the awareness activities, as well as approaching the media for sharing stories from companies and private sector leaders participating and benefiting from activities of the JP.

**Youth, women and general public:** Through social media, online platforms, Radio. The JP will highlight the climate citizen budget – how much the government is currently spending on climate change and highlight the importance of investing in climate change and gender equality.

**Main Activities include:**

Material will be made available in English and Arabic. Material will be shared also with other countries to share lessons learnt and the approaches pioneered in Jordan.

Channel	Activities/Products	When
<b>UNCT Website</b>	Success stories, human-interest stories including showcasing good examples of businesses investing in and aligning their business models to the SDGs	Ongoing/ when relevant
<b>Social Media</b>	Highlights of success, impact stories and news worthy events Push-out information/ infographics on climate change citizen budget	Ongoing
<b>Influencer marketing</b>	Popular figures explain usually sophisticated issues to specific audiences	Ongoing/ when relevant
<b>Video and letterbox videos</b>	Explain success stories visually with a focus on problem-solving methodologies	Ongoing/ when relevant
<b>Media</b>	Joint press releases	Whenever needed

## **Annex 7. Learning and Sharing Plan**

Learning and sharing is an integral part of all activities under the JP and the responsibility of all involved PUNOs as well as the RCO which will facilitate knowledge sharing through existing coordination mechanisms, particularly those related to financing for sustainable development and climate change. Sharing lessons learnt ensures that the activities of the JP are sustained and owned. The JP will share good practices, tools and approaches being pioneered by this JP so that they can inform other programmatic activities and strategic policy dialogues.

The objectives of the learning and sharing plan include:

- Exchanging best practices and examples on how businesses introduce IMM and the WEPs to scale their impact and how they manage the triple bottom line of people, planet and profit. This will allow for others to follow.
- Sharing the budget tracking tools piloted for climate so they can be expanded to other SDGs.
- Sharing the lessons learnt from the public expenditure review so the approach can be scaled to other areas.
- Sharing lessons learnt on the importance of linking planning, budgeting and financing and of developing an INFF so that resources can be utilized more effectively and efficiently.

The learning and sharing will be ongoing and happen through small workshops, sharing of analysis and reports developed and lessons learnt as part of the JP.

Learnings will be shared with multiple stakeholders, internal with UN, development partners and external with government, civil society, parliament and the private sector. Since Jordan is pioneering some of the approaches in the region material will be shared with other UNCTs in the region.