



United Nations Development Programme

Country: Jordan

Project Document

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Project Title: Youth Employment Generation Programme in Arab Transition Countries– Jordan Component – Phase II

UNDAF Outcome(s): Jordan has institutionalized improved social protection and poverty alleviation mechanisms for vulnerable people at national and subnational levels.

CPAP Output(s): Output 2: Women and youth in targeted poor communities have improved knowledge and skills to access financing and other resources for improved livelihoods.

Output 4: Youth employability programs are well developed.

Project Output(s) : Output 1: Increased opportunities for internships in private companies and or other institutions for youth (women and men).

Output 2: A comprehensive Youth Employment Portal is established and offers a wide array of employment and career services to assist young women and men in securing decent jobs and self-employment.

Output 3: Innovative and entrepreneurial initiatives are strengthened within local communities.

Output 4: Vocational training designed and supported according to the needs of each governorate.

Implementing Partner: UNDP

Responsible Parties: Higher Council for Youth, King Abdullah Fund for Development, Ministry of Labour, Ministry of Planning and International Cooperation, Ministry of Interior.

Brief Description
This project is the second phase of a multi-country program that has been developed to address the complexity of youth employment challenge to contribute to poverty reduction and social stability in Arab countries, including Jordan. This second phase of the project will build on the experience and lessons learned from Phase I of the project. The project will be implemented in 6 governorates in Jordan, characterized with high levels of poverty and/or unemployment, targeting youth employment creation. The project will contribute to job creation through internships, vocational training, and developing businesses based on entrepreneurial business ideas, and SMEs establishment. All components will be demand driven focusing on the different partner companies and market needs.

Table with 2 columns: Programme details (Period, Key Result Area, Atlas Award ID, Start/End dates, PAC Meeting Date, Management Arrangements) and Budget details (Total budget, Total resources required, Total allocated resources, Donor, GMS, Total Budget).

Agreed by Ministry of Planning and International Cooperation (Government of Jordan)

Agreed by UNDP

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I. SITUATION ANALYSIS

Jordan is one of the most youthful countries of the world, with nearly 70% of the population below the age of thirty, and nearly 38% in the age of economic activity. A country with very limited natural resources, Jordan counts on its human capital as a major source to support the country's economy. The poverty rate is relatively high with around 14.4% of the population below the relative poverty line. Economic participation rates are among the lowest in the world, and most of the economically inactive are females. Most unemployed males are unskilled, while unemployed females are university graduates.

Unemployment has grown by 28.6 per cent since 2000. Unemployment among young people (15-24 years) reached 27.7 per cent in 2010. This was more than twice the national unemployment rate (12.5 per cent). Women make up only 15 per cent of the workforce, and of the women who are actively looking for work 21.7 per cent are unemployed, as compared to 10.4 per cent of men. The Government employs half of all employed women, along with one third of all employed men. Mainly in rural areas the government is the main provider of jobs.

Vocational training initiatives have gone undeveloped, and there has been insufficient support of small and medium-sized enterprises. The mismatch between the quality of jobs offered and the expectations of highly educated individuals has resulted in "voluntarily unemployed" people and emigration to the Gulf. This has also led to a reliance on foreign workers to do low-paid service jobs. (According to 2009 figures, foreign workers make up 20 per cent of the labour force.) While efforts have been made to improve the private investment environment, it needs to be strengthened at the local level in order to promote economic growth.

Population projections predict a 'demographic window of opportunity' in anticipation of the possible substantial reduction of the ratio of its dependent population compared to the adult productive age groups. This implies positive longer-term prospects of higher economic productivity. This will also constitute a major challenge for advance preparedness to ensure both the availability of enough gainful employment options for the growing workforce, and capacity development of young people, to effectively meet future market demands. 'Arab Spring' related developments have also highlighted the need for a sharpened and holistic focus on developing the human capital of adolescents and young people. Jordan has the ability to play a pioneering role in this respect.

Creating jobs is a critical priority for Jordan - even periods of strong economic growth have not translated into the creation of jobs for Jordanians. The new jobs created by the growing economic sectors, such as manufacturing and construction, tend to be low-skilled and low-wage. In addition, as migrant workers accept many of these jobs, there is increased downward pressure on national wages, and a corresponding increase in both inactivity rates and 'voluntary' unemployment of Jordanian workers. This is attributed to several factors, including a mismatch between the education outputs and job market needs, the shrinking number of available jobs in the public sector, lack of social and health insurance in the informal sector, and the dependency of some sectors on non-national workers. The Jordanian economy is dominated by micro and small enterprises employing less than ten workers, representing more than 90% of all registered enterprises and employing 47% of private sector workers. Access to finance is a major constraint experienced by small, medium, and large enterprises.

High unemployment rates leave youth and women vulnerable to poverty and social disturbances, and hinder the economic and social development of Jordan. The Government of Jordan tried to address the challenge of unemployment and enacted the National Employment Strategy (2011-2020). The strategy was developed through extensive dialogue and consensus between different stakeholders; it articulates the following main components:

- Gradually Replacing Foreign Workers with Jordanians;
- Supporting Employment Projects and Programmes;
- Enhancing Training of Jordanians according to the Needs of the Labour Market;
- Supporting Vocational Education and Training;
- Enhancing Investment in Employment;
- Supporting an Entrepreneurship Culture;
- Supporting People with Special Needs;
- Decreasing Restructured Employment;
- Supporting Labour Market Employment Projects;
- Supporting Workers' Rights (social security, insurance, etc.) ; and
- Supporting Tripartite Dialogue.

The government of Jordan has also identified micro-enterprise development as a major strategy to combat poverty and unemployment, launching several initiatives, some domestic and some with international cooperation partners. A Strategy for Micro-Finance has been launched in 2011, to increase access to a range of inclusive financial services to the poor and low-income population groups; support innovation in new product development and alternative delivery channels; encourage collaboration between service providers (MFIs, banks and insurance companies) to develop complementary services; and ensure the efficient and responsible growth of the industrial sector, as part of the formal financial sector. Some subsidized credit providers exist in the country.

In addition, there are government and other programmes that were founded to address the unemployment and poverty challenge among young people and other age groups. This includes the Development and Employment Fund (DEF), and the Governorates Development Fund. Voluntary savings, deposit services, insurance and technical assistance are generally not offered.

Past Experience and Lessons Learned

Overview of Youth Employment Generation Programme in Arab Transition Countries– Jordan Component – Phase I

Phase I of this project is scheduled between March 2012 to March 2013. The project has achieved its outputs successfully and enjoys a significant recognition at the national and sub-national levels.

The project was carried out at the national and sub-national levels, with special focus on three governorates that are characterised by high poverty and unemployment rates; namely, Ma'raq in the North East, Maa'n in the South, and Madaba in the Middle. The Project tackled the policy (national), and the operational levels (local). A national implementation plan was designed to define priorities, address capacity gaps and elaborate technical assistance requirements for the project.

An Inception workshop took place with the participation of 45 key stakeholders (e.g. ILO, IYF and IRADA). Discussions mainly focused on apprenticeship in Jordan. The workshop facilitated experience sharing, lessons learnt, and the recommendations of the workshop were integrated in the national implementation plan.

In coordination with the project stakeholders a media plan was prepared and implemented during the project cycle.

The Internship programme included two rounds in 2012. In the first round, 25 young interns in Ma'an, 29 in Al Ma'raq and 21 in Madaba started their internship programme. Interns were selected based on documented criteria. 76% of the interns were young females, and one is a person with disability. Memorandums of Understanding (with private sector companies) and Codes of Conduct (with interns), were prepared and signed. Prior to internships, youth underwent specialized training on employability skills, computer skills

and English language, in their Governorates. As a result of the first round, 20 interns were hired and retained in hosted companies, which represents 26% of total interns. The second round included 65 interns in the target governorates (Madaba, Mafarq and Ma'an), with three training workshops in the 3 Governorates. In addition, private sector needs assessments were undertaken to explore available job opportunities.

Employability skills were identified based on the needs of the private sector companies, and a matching between interns' specialisations and employers' needs was undertaken. Sixty five internships in the second round were finalized.

The project website (www.undp-youthjo.com) was launched in both English and Arabic, and a Facebook page on the project was created to facilitate discussions with the interns. Several activities were conducted with potential stakeholders in the three target governorates to ensure smooth coordination and collaboration.

At the close of the first phase of the implementation, a series of meetings were held in the governorates (town hall meetings) to facilitate dialogue among stakeholders, identify challenges and best practices, and to draw recommendations on the way forward.

To ensure coordination among key players in the field of youth employment, ILO and UNDP elaborated a mapping survey on policies and programmes regarding youth employment in Jordan. The mapping aimed at identifying common areas between different stakeholders working on youth employment, addressing similarities, identifying relevant gaps, and providing recommendations to the public and private sector organizations leading to create a more holistic approach to enhancing youth access to services and employment. The project also prepared manuals for the interns, and conducted awareness campaigns on lessons learned.

National conference on youth employment: Within the context of the Project first phase, UNDP Jordan organized in December 2012 a National Conference titled 'Youth Employment: Challenges and Opportunities'. The key objectives of the conference were to raise awareness on youth employment opportunities in Jordan, identify youth employment challenges and opportunities at the local level, address the main issues hindering legal and organizational reform related to youth employment, and to agree on key steps to interpret conference conclusions into practical action.

This national event was supported by the government of Japan, in cooperation with the Ministry of Planning and International Cooperation, Ministry of Labor, and the Higher Council for Youth. This event provided a platform to initiate policy dialogue on youth employment at the national and local levels. With 80 participants from different constituencies, constructive discussion took place in the conference over several sessions exploring issues around youth employability.

II. STRATEGY

Investing in youth is one of the main pillars of the UNDAF. The UNDP Country Programme Action Plan aims at enhancing its efforts to empower women and youth, and promote them as agents of positive change. One of the specific Country Programme components is socio-economic development, through which UNDP will continue to support youth empowerment, through employment and civic engagement, with a focus on providing employability skills and internship programmes within the private sector and other national entities. The aim of UNDP's engagement in this area is two-fold (a) Improving knowledge and skills of Women and youth in targeted poor communities to access financing and other resources for improved livelihoods (b) Well developed Youth employability programmes. (CPAP 2013-2017).

The Jordanian Government has been responding to the unemployment challenge, and youth employment has figured prominently in the national policy documents. Examples are, the Jordan's Executive Development Plan (2011-2013), the Governorates Development Programme, the Poverty Reduction Strategy (2013-2020), the National Employment Strategy, which was formally endorsed in May 2011, and the Jordan National Agenda 2006-2015. All of these major initiatives addressed the structural employment problems in Jordan, calling for policies and programmes to amplify job creation, with focus on youth employment, and enhanced social protection coverage for all. They all call to the gradual reduction in the number of migrant workers and their replacement with Jordanian labour.

The Jordan National Agenda (2006-2015) advocates for "workforce development" and increasing employability¹. It also emphasizes the urgency of increasing women's participation in work and production through training, and providing support to help overcoming obstacles that impede it. In relation to this, the Executive Development Programme (2011-2013) identified key priorities such as the "promotion of economic and social productivity for citizens, local organizations, and NGOs". Major projects are to include those with "productivity improvement" components. Policies include "raising institutional capacities of local development institutions and departments; promotion of individuals' and local institutions' economic and social productivity; promoting the private sector and civil society organizations to set up development and investment projects...; and raising the capacities of non-governmental organizations and the private sector to contribute to the provision of social welfare for targeted groups²."

UNDP Response to address youth unemployment

This Project is designed taking into account the following UNDP strategic documents:

- Strategic Action Plan on Young People by the United Nations Development Group (UNDG) for the MENA Region (June 2010)
- UNDP Strategy of Response to Transformative Change Championed by Youth in the Arab Region (April 2011)
- Aiming Higher: Strategic Priorities for a Stronger UNDP, June, 2011.
- Regional United Nations Development Group (UNDG) (Arab States/MENA) Response Strategy & Framework for Action: Towards an Inclusive Development Path within a New Arab Social Contract between State and Citizen 14 October 2011.

The recently released UNDP Response Strategy is built around six main and inter-related policy and programme axes of implementation at country and regional levels:

1. Youth, as a positive force for change;
2. Employment and Decent Work;
3. UN Strategic Re-Positioning in MICs, which involves addressing issues of governance (including local, sector and economic governance) and socio-economic inequalities and inequities;
4. The Nexus of Food Security and Climate Change;
5. Gender Equality and Women's Empowerment; and
6. Human Rights.

¹ The National Agenda 2006-2015, pages 20 and 25.

Under employment, employability, and inclusive growth, the strategy addresses the demand and supply sides of the employment challenge. It emphasised the fact that it is linked to the macroeconomic policy choices to be made, and to poverty reduction and food security, governance reforms, environmental sustainability (for greening brown economies), gender equality and women's empowerment, and to stability based on social justice and equity, including a fair redistribution of wealth.

The strategy deals with young people as a driving force for transformational change. The events in the region demonstrate clearly that Arab youth are a driving force for transformational change. Support for developing the potential of Arab youth was already recognized by the Regional UNDG as a strategic priority. It had previously endorsed a Strategic Action Plan for Young People to guide the implementation of UNDG programming and advocacy, particularly at country level. The Strategic Action Plan was recently revisited to ensure that it is sufficiently responsive to and aligned with the priorities emerging from the new dynamics, challenges, and opportunities in the region. It has been endorsed, and now needs to be implemented.

While the conventional wisdom is that a large youth population represents an immense resource for countries, and can enable countries to seize a demographic bonus, without productive employment that bonus will be illusory.

The proposed priority programme areas for Joint UNDG Action Youth include voice, participation, responsible citizenship and employment. The strategy calls for immediate/short activities (6-24 months), in the different programming areas. For the youth components activities include:

- Implementation of the Regional UNDG Strategic Action on Young People, concentrating on: employment/employability (school-to-work transition), emerging health risks, apprenticeships and vocational training, civic engagement, advocacy, including organizing a panel during the IYY event in New York.
- Develop joint Framework for Co-operation with the League of Arab States (LAS) to empower young people, drawing on Sharm El-Sheikh Arab Summit decisions, including SME youth employment.
- Organize High-Level Donor Conference on Investment in Young People in Arab States/MENA region hosted by Regional UNDG Directors to shape dialogue, stimulate aid targeting, donor co-ordination, and on-the-ground action.
- Organize a series of dialogue/roundtable policy discussions (regional , country clusters, or country-level) on youth, bringing together policy makers, youth and key stakeholders to examine innovative and evidence-based policy and programming solutions to key issues affecting young people. Topics include: youth employment and employability, civic engagement, social media, young people in national policy and development plans, macro-economic policies, education, health, gender equality.
- Strengthen youth voice and space (Pan-Arab and South-South).

ILO-UNDP partnership

UNDP and ILO signed a partnership agreement and joint Plan of Action in 2007, aimed at strengthening the Decent Work Agenda in UN programmes. This partnership encapsulates a strong commitment by both organizations to actively seek opportunities for enhanced collaboration at all levels by leveraging their relative strengths, in an effort to bolster UN actions designed to reduce poverty and create more decent work.

The 2011 Regional UNDG Strategy of Response and Framework for Action reiterated the importance of a common strategy of response for the UN in the Arab region in response to the Arab Spring. The UNDG Strategy Response placed "socially explosive levels of youth

unemployment, widespread regional disparities and inequalities within and between countries" at the heart of recent waves of mass mobilisations across the region. Youth empowerment, employment and decent work, socio-economic inequalities and gender equality subsequently featured at the forefront of proposed focus areas at country and regional levels.

Recognizing the significance and potential of Arab youth as a strategic priority, the UNDG further endorsed a Strategic Action Plan for Young People, advocating youth participation as a positive force for change, to guide the implementation of UNDG programme and advocacy, particularly at country level. UNCTs across the region were subsequently tasked to revisit their strategic and programme planning to ensure that they more rigorously reflect and adequately address the emerging priorities in the region. UNDP and ILO were specifically designated as the co-lead agencies to promote "Inclusive growth, economic diversification and job creation, with social justice and equity."

It is against this background that the ILO and UNDP are seeking to consolidate a partnership around youth employment in Jordan. Indeed, the UNDP and ILO have a long standing partnership and which combines ILO's specialized expertise in employment and labour markets and UNDP's expertise in poverty alleviation and presence and impact at the national level.

Cooperation with JICA

UNDP realises the technical assistance provided by the Japan International Cooperation Agency in Human resources development through "Human Resource Development for Industry and Employment Development" and other initiatives in the field of vocational training, therefore, the project will establish a cooperation mechanism to share knowledge and expertise.

III. PROJECT COMPONENTS (OUTCOMES/OUTPUTS)

This project is designed to address the complexity of youth unemployment bottlenecks and contributes to poverty reduction and social stability in Jordan. It builds on the experience and lessons learned gained from the implementation of phase I of the UNDP implemented project, and is in alignment with and supports the objectives and approaches of the Government of Jordan plans and initiatives related to unemployment challenge; the National Agenda (2006-2015), the Employment Strategy (2011-2020), the Poverty Reduction Strategy (2013-2020), the Micro Finance Policy 2011, the Governorates Development Program (2012-2014) and the recent National Employment Campaign launched in 2013 among others, in addition to Jordan Job Compact (JJC).

The project will be carried out at both the national and sub-national levels, with special focus on six governorates distributed equally in the North, Middle and South of Jordan and characterized with high poverty and/or high unemployment rates; Ajloun in the North (Poverty Rate 25.6, Unemployment Rate 11.4%), Jerash in the north (Poverty Rate 20.3, Unemployment Rate 11.2%), Maa'n in the South (Poverty Rate is 26.6 Unemployment rate is 19.0%), Karak in the South (Poverty Rate is 13.4% Unemployment rate is 17.7%), Tafleeh in the South (Poverty Rate 17.2, Unemployment Rate 19.6%), and Albalqa in the Middle (Poverty Rate 20.9, Unemployment Rate 14.2%).

Beneficiaries:

The targeted beneficiaries of the Project will be unemployed young people aged 15 to 26 years, with a special focus on, recent graduates, school drop-outs or those without university diplomas.

The project aims at contributing to the UNDAF Outcome: "Jordan has institutionalized improved social protection and poverty alleviation mechanisms for vulnerable people at national and subnational levels".

The project has four main outputs:

Output 1: Increased opportunities for internships in private companies and or other institutions for youth (women and men)

Activities:

- a) Hire project staff.
- b) Establish project steering committee.
- c) List all available private companies, and NGOs present in each governorate.
- d) Discuss the internship programme with the companies and NGOs, and list their needs in terms of no. of interns, education background and skills needed.
- e) Advocate for the internship initiative in cooperation with local business support organizations, local Global Compact networks and other criteria, and get SC approval.
- f) Design internship arrangements with interested companies, based on the companies' needs (demand driven), through the signing of MOUs.
- g) Solicit applications by young men and women to the internship initiative in cooperation with educational and workers' entities.
- h) Organize basic employability skills workshops with private sector companies, NGOs, and ILO.
- i) Place interns within companies for at least 4 months, internship period.
- j) Follow up on satisfaction by both participants and organizations.
- k) Transfer the internship arrangement to the Ministry of Labor to guarantee continuity and ownership.
- l) Design and implement media campaigns on the output.
- m) Plan and implement awareness and visibility campaigns.

Output 2: A comprehensive Youth Employment Portal is established providing a wide array of employment and career services to assist young women and men in securing decent jobs and self-employment.

Activities:

- a) Design and operate the portal.
- b) Host the established portal at the Ministry of Labour to sustain it.
- c) Train the ministry staff on using and maintaining the portal.
- d) Link the portal to labour directorate in the six governorates.
- e) Design an awareness campaign on the portal.
- f) Organize workshops in the targeted governorates on the utilization of the portal.
- g) Link the portal to private sector companies in the targeted governorates to facilitate matching their needs with job seekers at the local level.
- h) Organise awareness campaigns on the portal targeting companies, job seekers, universities, and high schools.

Output 3: Innovative and entrepreneurial initiatives identified and strengthened within local communities.

Activities:

- a) Survey the targeted governorates to identify innovative business ideas.
- b) Identify business incubators, private sector companies, CBO's that can further develop the business ideas..
- c) Link business plans to venture capitals, and other funding opportunities.
- d) Assist in marketing the business plans and link them to microfinance initiatives and the government SMEs fund.
- e) Conduct trainings on KAB (Know About Business).
- f) Plan and implement awareness campaigns on small grants.
- g) Provide Small grants to developed business plans and feasibility studies, and start new businesses.
- h) Support the establishment of new SMEs.
- i) Design and implement media campaigns on the output.

Output 4: Vocational training designed and supported according to the needs of each governorate.

Activities:

- a) Conduct national dialogue with companies to identify the vocational needs in each governorate (demand driven).
- b) Develop with Vocational Training Corporation customized vocational training programmes to meet the needs of the companies, and/ or support the comparative advantage of each governorate as identified in the governorates' development plans.
- c) Set selection criteria for candidates (unemployed young men and women in the age group 15-26).
- d) Select the candidates.
- e) Assist in finding jobs for trainers or support initiation of small businesses through grants and /or tools required.
- f) Plan and implement awareness and visibility campaigns.
- g) Design and implement media campaigns on the output, and to address "attitude change" towards skilled labor based jobs.

IV. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome: as stated in the Country Programme Results and Resource Framework Jordan has institutionalized improved social protection and poverty alleviation mechanisms for vulnerable people at national and subnational levels.</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Baseline: Low economic participation (38.8%) especially among women (11.6%) and high unemployment rate (12.5% total, 24.6% for women)</p> <p>Applicable Key Result Area (from 2008-11 Strategic Plan): Poverty eradication and achievement of internationally agreed development goals, including the MDGs</p> <p>Partnership Strategy: Engage with national partners (public and private), UN agencies, and International donors active in country in social sector and poverty reduction. The Jordan CO will also coordinate with JICA in Jordan, and try to integrate some activities with its programmes.</p> <p>Project title and ID (ATLAS Award ID): Youth Employment Generation Programme - Jordan Component_00065095</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (2013)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS US \$
<p>Output 1: Increased opportunities for internships in private companies and or other institutions for youth (women and men)</p> <p>Baseline: Limited number of youth participating in internships. Limited number of private companies, NGOs, and Gov. institutions offering internships.</p> <p>Indicators: # Internships successfully completed in private sector companies and other institutions participating in the project. Retention rate (No. of interns employed after completion of the internship) % Females participating in the internship programme. % Private companies, NGOs, and Gov. Institutions offering internships for the first time. # Employability skills workshops.</p> <p>Targets: 300 Internships successfully completed in private sector companies and other institutions participating in the project. 80% Retention rate.</p>	<p>600 young people (women and men) in Jordan have successfully completed their internships by the end of the year. At least 6 workshops (training) for participants on basic employability skills are held. At least 50 per cent of the interns are young women.</p>	<p>Identify private companies and other entities interested in taking on young interns</p> <p>a) Hire project staff. b) Establish project steering committee. c) List all available private companies, and NGOs present in each governorate. d) Discuss the internship programme with the companies and NGOs, and list their needs in terms of no. of interns, education background and skills needed. e) Advocate for the internship initiative in cooperation with local business support organizations, local Global Compact networks and other criteria, and get SC approval. f) Design internship arrangements with interested companies, based on the companies' needs (demand driven), through the signing of MOUs. g) Solicit applications by young men and women to the internship initiative in cooperation with educational and workers' entities. h) Organize basic employability skills workshops with private sector companies, NGOs, and ILO. i) Place interns within companies for at least 4 months, internship period. j) Follow up on satisfaction by both participants and organizations.</p>	<p>UNDP CO</p>	<p>Project Management: - Project Manager - Project CTA - Project assistant (2) - Field Officer (3)</p> <p>Office Staff supporting implementation: (Finance Analyst 10%, Operations officer 10%, Social portfolio associate 50%). Trainings, workshops, conferences Audio-visual and publications Consultants Transportation fees Interns stipends Total output 1: \$ 560,000</p>

<p>50% Females participating in the internship programme.</p> <p>30% Private companies, NGOs, and Gov. Institutions offering internships for the first time.</p> <p>2 employability skills workshops in each governorate.</p>		<p>k) Transfer the internship arrangement to the Ministry of Labor to guarantee continuity and ownership.</p> <p>l) Design and implement media campaigns on the output.</p> <p>m) Plan and implement awareness and visibility campaigns.</p>		
<p>Output 2:</p> <p>A comprehensive Youth Employment Portal is established providing a wide array of employment and career services to assist young women and men in securing decent jobs and self-employment.</p> <p>Baseline:</p> <p>Lack of one unified comprehensive portal where job seekers and employers are linked.</p> <p>Indicators:</p> <p>A portal linked to, governorates and labour directorates and private companies.</p> <p># Ministry staff trained to use and run the portal.</p> <p># Portal users and beneficiaries from the different governorates.</p> <p>Targets:</p> <p>A portal is established at MOL and linked to, governorates and labour directorates and private companies.</p> <p>30 Ministry staff trained to use and run the portal.</p>	<p>Portal established and hosted at MOL.</p> <p>Labour directorates trained on use of portal.</p>	<p>Design and launch an online portal providing job seekers access to available job opportunities.</p> <p>i) Design and operate the portal.</p> <p>j) Host the established portal at the Ministry of Labour to sustain it.</p> <p>k) Train the ministry staff on using and maintaining the portal.</p> <p>l) Link the portal to labour directorate in the six governorates.</p> <p>m) Design an awareness campaign on the portal.</p> <p>n) Organize workshops in the targeted governorates on the utilization of the portal.</p> <p>o) Link the portal to private sector companies in the targeted governorates to facilitate matching their needs with job seekers at the local level.</p> <p>p) Organise awareness campaigns on the portal targeting companies, job seekers, universities, and high schools.</p>	<p>UNDP CO</p>	<p><i>Subcontract/IT company</i></p> <p><i>IT Equipment (hardware, and software)</i></p> <p><i>Trainings, workshops</i></p> <p><i>Media Campaign</i></p> <p><i>Miscellaneous</i></p> <p><i>Printing</i></p> <p>Total output 2:</p> <p>\$ 100,000</p>
<p>Output 3:</p> <p>Innovative and entrepreneurial initiatives are identified and strengthened within local communities.</p> <p>Baseline:</p> <p>Lack of business knowledge.</p> <p>Lack of access to business incubators</p>	<p>By the end of the project at least (20) SMEs are created in each governorate.</p> <p>At least 50% of the beneficiaries are women.</p>	<p>Further Enhance Entrepreneurial capacity building and facilitate funding:</p> <p>a) Survey the targeted governorates to identify innovative business ideas.</p> <p>b) Identify business incubators, private sector companies, CBO's that can further develop the business ideas..</p>	<p>UNDP CO</p>	<p>Consultants</p> <p>Legal expert</p> <p>Strategic planning expert</p> <p><i>Trainings, workshops</i></p> <p>Grants</p>

<p>Lack of access to SMEs funds</p> <p>Indicators:</p> <ul style="list-style-type: none"> # Entrepreneurs identified with sound business ideas. # Business ideas developed and transferred to new businesses. # Total funds provided to entrepreneurs by venture capital and other resources. # Young people benefited from SMEs funds. # Self-employed young people in the 6 governorates. <p>Targets:</p> <ul style="list-style-type: none"> At least 3 Entrepreneurs identified in each governorate, with sound business ideas. 50% of business ideas developed and transferred to new businesses. Funds provided to each developed business idea from different resources. 20 young people benefited from SME fund in each governorate. 20 Self-employed young people in each governorate. 10 SMEs established in each governorate. 	<p>c) Link business plans to venture capitals, and other funding opportunities.</p> <p>d) Assist in marketing the business plans and link them to microfinance initiatives and the government SMEs fund.</p> <p>e) Conduct trainings on KAB (Know About Business).</p> <p>f) Plan and implement awareness campaigns on small grants.</p> <p>g) Provide Small grants to developed business plans and feasibility studies, and start new businesses.</p> <p>h) Support the establishment of new SMEs.</p> <p>i) Design and implement media campaigns on the output.</p>	<p><i>Printing Media communication Incubation fees Equipment Travel Miscellaneous Total output 3: \$ 579,659</i></p>
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<p>Output 4: Vocational training designed and supported according to the needs of each governorate.</p> <p>Baseline: Limited number of youth participating in vocational training. Limited vocational skills among young people.</p> <p>Indicators: # Young people successfully completed vocational training programmes to develop certain skills. # Private companies, NGOs, and Gov. Institutions offering jobs for trainees. Number of vocational programmes conducted.</p> <p>Targets: At least 360 young people successfully completed vocational training programmes to develop certain skills in each governorate. 10 private companies, NGOs, and Gov. Institutions offering jobs for trainees in each governorate. At least 3 vocational training programmes conducted in each governorate.</p>	<p>(60) Young people (women and men) in 6 governorates have successfully completed their vocational training by the end of the year. At least 50 per cent of the trainees are young women.</p>	<p>Support Vocational training and enhance vocational job creation according to governorates needs:</p> <p>h) Conduct national dialogue with companies to identify the vocational needs in each governorate (demand driven).</p> <p>i) Develop with Vocational Training Corporation customized vocational training programmes to meet the needs of the companies, and/ or support the comparative advantage of each governorate as identified in the governorates' development plans.</p> <p>j) Set selection criteria for candidates (unemployed young men and women in the age group 15-26).</p> <p>k) Select the candidates.</p> <p>l) Assist in finding jobs for trainers or support initiation of small businesses through grants and /or tools required.</p> <p>m) Plan and implement awareness and visibility campaigns.</p> <p>n) Design and implement media campaigns on the output, and to address "attitude change" towards skilled labor based jobs.</p>	<p>UNDP CO</p>	<p>Trainings, workshop: Awareness campaigns: Consultants: Travel: Transportation fees: Interns stipends: Miscellaneous: Total output 4: \$ 629,500</p>
<p>TOTAL PROGRAMMABLE RESOURCES</p>				<p>USD 1,869,159</p>
<p>GMS</p>				<p>USD 130,841</p>
<p>TOTAL BUDGET</p>				<p>USD 2,000,000</p>

V. MANAGEMENT ARRANGEMENTS

As part of the Regional Project:

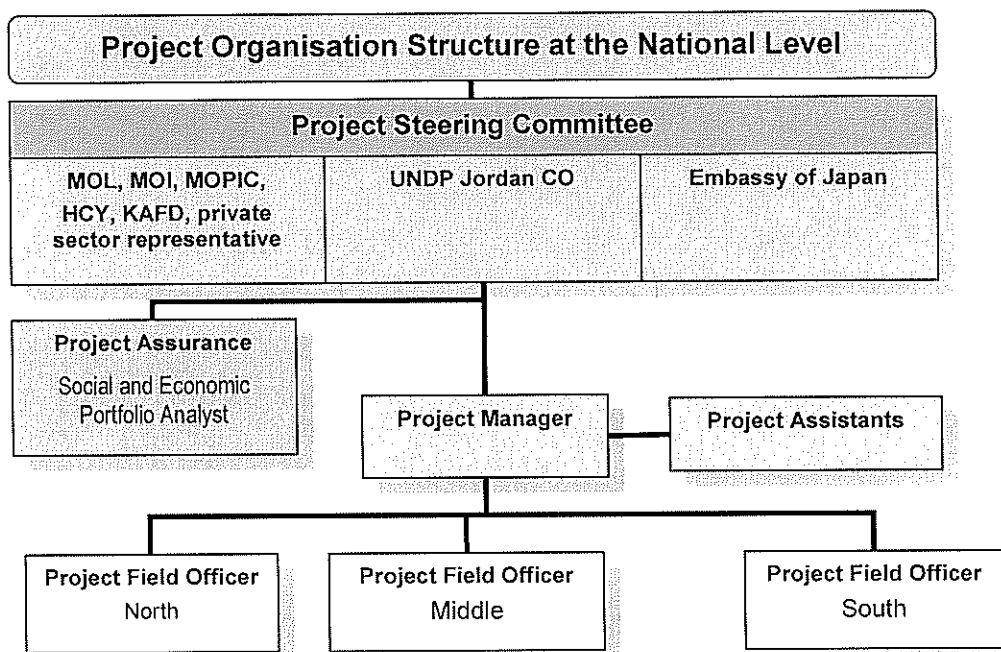
This project will be implemented by the UNDP country office under a DIM modality. The project will be managed by the Jordan Country through a team composed of one national project manager, one training coordinator, two project assistants, and three project field officers, designated by the country office, located in three regions (North, Middle, and South). The team will be responsible for the day-to-day management. The Project manager will be responsible for coordinating the implementation of all project activities, developing action plans and reporting progress to UNDP poverty analyst. He/she will also be responsible for coordinating the project activities and ensuring the participation of all concerned institutions. The Project Manager will be responsible for identifying risks and suggesting corrective measures when necessary. The TOR for the Project Manager, assistant, and coordinators are annexed to this document.

Project assurance, monitoring and decision making will be the responsibility of the Social and Economic Portfolio analyst at the CO. The UNDP CO will be responsible for achieving the project outputs. The Regional Bureau for Arab States (RBAS)/Country Operations Division (COD) will ensure the overall oversight on the project.

At the National level:

In terms of roles and responsibilities, a Steering Committee will be set up chaired by the UNDP Country Director. The Country Office will set up a steering committee in accordance with standard practices. The steering committee members will agree in their first meeting on the frequency of their meetings. The committee will have a representative from:

- The Embassy of Japan
- Ministry of labour
- Higher council of Youth
- Ministry of Planning and International Cooperation
- Ministry of Interior
- King Abdullah Fund for Development
- The Private sector



The steering committee will be responsible for:

- Making strategic decisions by consensus, including the approval of project revisions (i.e. changes in the project document);
- Providing overall guidance and direction to the project.
- Addressing project issues as raised by the project manager;
- Providing guidance on new project risks and agree on possible countermeasures and management actions to address specific risks;
- Reviewing the project progress and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Reviewing the project Quarterly Progress Reports and Quarterly Financial Reports.
- Approving the internship, and vocational training candidates' selection criteria (under outputs 1 and 4), and the selection criteria for grants beneficiaries (under output 3).
- Approving the communication (visibility) and outreach plan of the project.

Specific activities under this Project may be conducted in coordination and collaboration with internal (e.g. other UN agencies) or external partners, or outsourced to independent experts, NGOs or other partner organizations following UNDP's contracting rules and regulations.

The Project will benefit from fast track procedures.

Project assurance: The Project Assurance which will be the responsibility of the Social and Economic Portfolio Analyst will include:

- ✓ Ensuring that funds are made available to the project;
- ✓ Ensuring the project is making progress towards intended outputs;
- ✓ Performing regular monitoring activities;
- ✓ Ensuring that resources entrusted to UNDP are utilized appropriately;
- ✓ Ensuring that critical project information is monitored and updated in Atlas;
- ✓ Ensuring that financial reports are submitted to UNDP on time, and that combined delivery reports are prepared and submitted to the steering committee;

- ✓ Ensuring that risks are properly managed, and that the risk log in Atlas is regularly updated;

UNDP Country Office will submit a written request to the Government of Japan for the prior approval in case of the:

- (1) Extension of the project is required, and/or
- (2) Re-deployment of funds between approved project budget components is required; if more than 20% increase or decrease is expected.

VI. MONITORING AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures (POPP), the project will be monitored through the standard formats presented in the present section. The description below will refer to UNDP's Enterprise Resource Planning (ERP) system called "Atlas" (this system will be used for financial and operational management of the project).

Monitoring

Implementation of the project will be monitored quarterly (i.e., within annual cycle) and at end of the project.

Quarterly monitoring will be based on Quarterly Progress Reports and Quarterly Financial Report. Quarterly Progress Reports shall be submitted by the project manager to the steering committee, and shall be composed of five sections as described below.

- a. A technical narrative part (including progress monitoring and quality management based on quality criteria and methods). The minimum format for the text includes: the extent of achievements of results; carrying out of activities; delivery of means; possible changes within the sector and in the project environment in general and their effects on the project; and proposal for changes in the planned activities.
- b. Issue Log update (activated in Atlas to facilitate tracking and resolution of potential problems or requests for change);
- c. Risk Log update (activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation);
- d. Lesson-learned Log update (activated in Atlas and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project); and
- e. Monitoring Schedule Plan update (activated in Atlas and updated to track key management actions/events).

Quarterly Financial Reports shall be submitted by the project manager to the steering committee and shall contain an executive summary, a comparison of planned budget with actual expenditures, explanation of differences between budget and expenditures, cumulative expenditures by the beginning of the year.

Final monitoring will be based on quarterly Review Reports. An Annual Review Report shall be prepared by the project manager and approved by the steering committee. The Final Review Report (at minimum) shall consist of the Monitoring Report Format and the Final Financial Report based on recorded expenditures in Atlas. The minimum Monitoring Report Format includes the following sections:

- a. Summary;
- b. Proposals for changes in the project (if any) and justification;
- c. Assessment of the intervention;
- d. Risk Log and Issue Log updates (i.e. possible changes in the project environment, including materialization of assumptions and risks, and their effects on the project).

The final report will be submitted to the Government of Japan together with the financial report. A Mid-term report capturing the progress of activities and disbursements shall also be submitted to

the Government of Japan. Reports are to include relevant photographs, and all media coverage articles and press releases.

Implementation modalities and lessons learned

Based on the report described above, a Final Project Review (assessment) shall be conducted by the end of the project or soon after, to assess the performance of the project. This assessment is driven by the Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which outputs have been achieved, and their alignment to appropriate outcomes.

Audit Arrangements

According to UNDP Financial Rules and Regulations, each UNDP programme is audited "at least once in its lifetime". Therefore, a project audit will be undertaken.

VII. PARTNERSHIP STRATEGY

This project represents an integral part of the Regional UNDG *strategy "Towards a new development path within a new social contract between state and citizens"* which has been recently agreed in Beirut in June 2011. As such UNDP will cooperate with all the relevant UN agencies to develop synergies and complementarities as identified in the strategy such as UNIDO, UNESCO and ILO. The Regional Bureau for Arab States and the concerned Country Offices will also liaise closely with institutions in countries with similar projects (national and local administrations which are involved in youth employment issues). The Project will be implemented in cooperation with national and local government agencies, workers and employers' organizations, private enterprises, NGOs, schools and communities.

To find complementarities and/or avoid overlapping with the initiatives carried out by the government and other international organizations, as well as bi-lateral donors working in the target countries, coordination will be essential.

The project might also benefit from the newly established Istanbul International Centre for Private Sector Development, jointly supported by UNDP and the Government of Turkey, especially in the area of promoting public-private partnership and transfer of South-South experience on similar initiatives.

VIII. COMMUNICATION PLAN

The initiatives supported through this project have a direct impact on the individuals (young people) who take part in these activities, as well as an indirect impact on those civil society and government actors (organizations and other bodies that benefit from the multiplier effect of this project). Furthermore, the large number of areas of intervention of this project constitutes a critical mass enabling it to potentially have an impact on policymaking processes affecting young people.

Based on these considerations, it essential for the project to address the visibility of its actions and disseminate information on their impact. As such, at the inception of the project, the Country Office will prepare an appropriate communication strategy which should contain at least the following deliverables:

- ✓ *A project website*
- ✓ *Quarterly project newsletters*
- ✓ *A project leaflet*
- ✓ *At least three presentations in conferences, seminars and workshops on the project in each of the target countries*
- ✓ *At least three interviews or media related articles*

- ✓ *A publication on the project success stories*
- ✓ *A documentary on project activities*

Full acknowledgement of the donor (Government of Japan) will be given in all of communication products and other relevant materials through the display of logo.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Government of Jordan and the United Nations Development Programme.

Special Clauses

1. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
2. All financial accounts and statements shall be expressed in United States dollars.
3. The interest income should be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from Japan-UNDP Partnership Fund.
4. For any fund balances at the end of the project, the Country Office shall consult with the Government of Japan on its use.

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

The contribution shall be charged:

- (a) [7%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
5. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
 6. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

X. ASSUMPTIONS AND RISKS

Description	Type	Impact & Probability (1-5)*	Countermeasures/Management response
Willingness to collaborate by key stakeholders	Organizational Strategic	I:5 P:33	Current partnership by local COs with key stakeholders Consensus building activities
Lack of commitments from donors	Financial	I:5 P:3	Early involvement of key donors (forerunners) Consensus building activities
Low capacity of training institutions	Organizational Strategic	I:5 P:1	Capacity-building assessment Early identification of partner institutions
Commitment of private companies	Organizational Strategic Financial	I:4 P:3	Early identification of partner companies Use of current UNDP/UN private sector networks
Interest by young women and men in learning employability skills	Organizational Strategic	I:4 P:5	Current surveys and baseline studies strongly support the need by young women and men to receive adequate support
Ineffective donors and international agencies coordination	Operational	I:4 P:3	Clarify objectives and responsibilities in advance Good communication
Duplication with other donors' initiatives	Operational Strategic	I:4 P:2	The inception conference(s) and participation of concerned parties in the steering committee will minimize duplications

In case of unexpected incidents affecting the implementation of the project, UNDP CO will report and consult with Embassy of Japan immediately.

3 The number 5 corresponds to the highest impact and likelihood of the outcome; 1 corresponds to the lowest.

XI. ANNEX I:

PROJECT MANAGER TORs

Tasks and Expected Outputs

The Project manager will be responsible for coordinating the implementation of all project activities, developing action plans and reporting progress to UNDP poverty analyst. He/she will also be responsible for coordinating the project activities and ensuring the participation of all concerned institutions. The Project Manager will be responsible for identifying risks and suggesting corrective measures when necessary.

The Project Manager is expected to assume the below tasks, and provide the following outputs:

- Plan, manage, implement and monitor progress of the project activities against the approved work-plan;
- Implement **EACH** of the activities listed in the Project Document, work plan (attached) **except** those agreed with the Poverty Analysts that can be implemented by independent consultants.
- Plan for and manage all independent consultants recruited for this project
- Provide leadership and strategic thinking to ensure proper implementation of project activities;
- Mobilize personnel, goods and services, training and grants to initiative activities, including drafting terms of reference and work specifications and overseeing all contractors' work;
- Organize workshops and other required events inside and outside Amman;
- Monitor events as determined in the project monitoring schedule plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, direct payments using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Prepare and submit financial reports to HQ, and the Embassy of Japan on a quarterly basis; and annually basis.
- Manage and monitor the project risks initially identified and submit new risks to the steering committee for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learnt during project implementation – a lessons learnt log can be used in this regard.
- Update the Atlas Project Management module if external access is made available.
- Ensure the formulation of the Steering Committee;
- Organize steering committee meetings;
- Update Project Risks and issues log; and
- Update Quarterly Lessons learnt log.

Minimum Qualifications and Experience

Education:

University degree in public administration, economics, social science or other job-related discipline.

Experience:

- 5 years working experience preferably in the field of economic development, labour market, social work, or any related field.
- Good experience in general project management in the public or private sectors.
- Engagement in youth employment/engagement projects is an asset.

Language requirements:

Proficiency in English and Arabic Languages spoken and written.

Computer skills:

Word processing

Skills and Competencies

In-depth knowledge on development issues with focus on employment and labour issues facing Jordan.

- Strong oral and written communication skills.
- Openness to change and ability to manage complexities.
- Resourcefulness and good networking skills.
- Good knowledge of social media.

Duration of Service

1 year

Nationality:

Jordanian

Supervisor:

Social and Economic Portfolio Analyst, UNDP

Background

This project is phase II of the project has been developed to respond to the needs to provide tools to address the complexity of youth employment issues and contributes to poverty reduction and social stability in many Arab countries including Jordan. Phase I in Jordan has been implemented successfully .Phase II will build on the experience and lessons learned from Phase I, it will be implemented by the UNDP country office in Jordan under a DIM modality. The UNDP country office will be responsible for achieving the project outputs. The project will be implemented in 6 governorates, characterized with high levels of poverty and/or unemployment. The targeted governorates are Jarash, Ajloun (North), Amman, Balqa (Middle), Tafileh, Karak (South).

Objectives of the Assignment

Under the guidance of the Project Manager, the Project Coordinator will provide assistance to all project operations.

Key Results Expected and Measurable Outputs

The outputs expected from the Assistant Project Coordinator (PC) are:

- Ensure effective day to day management of planning and implementation of project at the local level.
- Coordinate, with the project manager at the CO and two governorates staff the implementation of the project activities on the ground.
- Provide monitoring of project implementation at the local level.
- Provide administrative support to project implementation.
- Submit a monthly report to the CO on project progress at the local level.

Reporting Structure

The Project Coordinator will work under the guidance of the Project Manager, and in coordination with the CO.

Minimum Qualifications and Experience

Education: B.A. in social science or other related discipline.

Experience: Five years of working experience in the field development. Knowledge of UNDP rules and procedures is an asset.

Language requirements: Fluency in written and spoken English and Arabic.

Computer skills: High command of Microsoft Office applications; particularly Word, Excel and Power Point

Nationality: Jordanian

Skills and Competencies

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

Background

This project is phase II of the youth employment generation project has been developed to respond to the needs to provide tools to address the complexity of youth employment issues and contributes to poverty reduction and social stability in many Arab countries including Jordan. Phase I in Jordan has been implemented successfully .Phase II will build on the experience and lessons learned from Phase I, it will be implemented by the UNDP country office in Jordan under a DIM modality. The UNDP country office will be responsible for achieving the project outputs. The project will be implemented in 6 governorates, characterized with high levels of poverty and/or unemployment. The targeted governorates are Jarash, Ajloun (North), Amman, Balqa (Middle), Tafileh, Karak (South).

Objectives of the Assignment

In this framework, under the guidance of the Project Manager, the Project Assistant will work closely with the PM to provide assistance to all project operations and reporting activities.

Key Results Expected and Measurable Outputs

The Project Assistant is expected to assume the following tasks:

Provide assistance to the PM to ensure effective management of project planning and implementation; focusing on the following tasks:

- Assist the PM in the coordination and facilitation of the day-by-day operations to ensure the effective implementation of the project;
- Provide assistance for the preparation of the project annual and quarterly work plans and in the follow up of the implementation of the work plans.
- Provide assistance in monitoring the on-going project's activities against the work plan; Prepare face forms and finance documents.

Assist the PM in oversight and monitoring of project implementation, with focus on the following tasks:

- Provide assistance for the preparation of technical reports;
- Provide assistance in the preparation of the quarterly progress report, financial reports and any other required reports;
- Perform data gathering for statistical analysis.
- Plan, prepare and analyze documents.

Assist the PM in implementation of project activities, including:

- Provide all the necessary assistance to the National and International Consultants.
- Provide needed assistance to coordinate the training programme for the target groups as indicated in the project document;
- Prepare initial programme and project's requirements of recruitment of resources.

Reporting Structure

The Project Assistant reports directly to the Project Manager.

Minimum Qualifications and Experience:

Education:

College Diploma in Finance, Accounting, Public Management, or other related disciplines.

Experience:

Minimum 3-4 years working experience in the field of public administration and development.

Previous experience in international development projects is considered an advantage.

Language requirements:

Fluency in spoken and written English and Arabic

Computer skills:

Computer proficiency and knowledge of MS applications

Nationality:

Jordanian

Skills and Competencies:

- Demonstrates strong verbal and written communication skills both in Arabic and English
- Strong organizational, interpersonal, and communication skills as well as the ability to work in a team.
- Dynamic, pro-active and committed to achieving progress in the project
- Ability to handle work pressure and meet deadlines

Duration of Service: 1 year