



United Nations Development Programme

Country: Jordan

Project Document

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

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

Expected CP Outcome(s): Increased communities' (esp. women and youth) productivity, empowerment and participation in local development initiatives

Expected Output(s): Increased employment skills and work opportunities for women, youth, food insecure farmers, and persons with disabilities in underserved areas

Implementing Partner: UNDP Country Office in Jordan

Responsible Parties: Ministry of Youth and Sports, Private sector, National Youth and Sports Fund. Ministry of Labour, Ministry of Planning and International Cooperation,

Brief Description

This multi-country programme has been developed to respond to the escalating need to provide tools addressing the unemployment challenge in a number of Arab Countries, including Jordan. As such, the Jordanian component is structured through three principle components to be implemented by the Jordan CO: (i) a national implementation plan designed to define the priorities, capacity gaps and technical assistance requirements for the project at the national level; (ii) increased opportunities for internships in private companies and other institutions for youth (women and men); and (iii) youth employment generation policies formulated through the provision of high-calibre advisory services to concerned public and private institutions. The Project will mainly focus on 3 governorates; Mafrqa, Madaba, and Ma'an

Table with 2 columns: Programme details (Period, Key Result Area, Atlas Award ID, Start date, End Date, PAC Meeting Date, Management Arrangements) and Budget details (2012 AWP budget, Total resources required, Total allocated resources, Donor, UNDP CO GMS (7%), Total Budget).

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

Handwritten signature and date: Nerveen B. Alkhatib April 23, 2012

Agreed by UNDP

Handwritten signature and date: [Signature] 24/04/2012

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## I. SITUATION ANALYSIS

Jordan's population is currently about 6.1 million, with a male/female ratio of 102:100. More than 70% of the population is under 30 years of age, which suggests that an investment in youth can be an instrument for national development. Those between the ages of 15 and 24 comprise 22% of the population; 48% of them being women.

Attention to youth issues in Jordan surfaced as early as 2000 when the first National HDR was dedicated to youth. The first Arab Human Development Report (2002) drew further attention to their needs and perspectives though subsequent actions were more at the level of discussion and debate. Recent 'Arab Spring' related developments have signalled the need for urgent attention to both the potential of young people, and also the implications of neglecting their needs.

Jordan is currently experiencing a youth bulge and, though the ratio of children below 15 of age has been decreasing over recent decades,<sup>1</sup> the population will remain predominantly youthful for several years, with obvious implications for health, education and employments needs. Population projections indicate that Jordan is approaching a demographic transition, whereby the dependency ratio will decrease significantly and reach its lowest rate between 2030 and 2035.

This means that the size of the working age population (15-64 ) will be significantly higher than the dependent population (children and the elderly). The Ministry of Planning and International Cooperation (MoPIC), and the Higher Population Council<sup>2</sup> have developed a policy document on the demographic transition and a framework to ensure monitoring of its implementation within the Executive Development Programme<sup>3</sup>.

According to predictions appearing in Jordan's National Agenda<sup>4</sup>, under current conditions by the year 2015 unemployment could reach 20%.<sup>5</sup> High unemployment can be attributed to a range of causes, including inability of the economy to provide job opportunities for all new entrants, mismatch between the education outputs and job market requirements, and the shrinking number of available or newly created vacancies in the public sector. Other causes include a lack of social and health insurance in the informal sector.

Unemployment rate among young people reached high levels—up to 27% in 2008 and 2009. Unemployment among young people is more than twice the national unemployment rate. This leaves youth vulnerable to poverty, or failing to provide for their families. Although females outmatch males in terms of academic qualifications, data indicates that unemployment among women is twice as high as the national average unemployment rate (21.7% for women versus 10.4% for men in 2010). It is worth mentioning that more than 78% of unemployed females are educated (holding an intermediate college diploma or higher) vis-à-vis only 23% of unemployed males who hold the same university certificates.

Unemployment rates for women are particularly high. Their participation in the labor market is much lower than that of men. Urban unemployment rates were 10.1% for men and 23.3% for women in 2009, and have been relatively constant in the last three years. In rural areas, female unemployment reaches 28.1%, compared to 23.3% in the urban areas. The overall unemployment rate in rural areas was an estimated 14.8% in 2009, compared to 12.5% in urban areas. The heavy reliance of rural areas

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<sup>1</sup> DoS, "Jordan Population and Family Health Survey 2009"

<sup>2</sup> The Higher Population Council promotes development programs designed to achieve an equitable balance between the country's resources and people's needs. Ultimately, it is by enhancing human capabilities that the overall goals of progress and development can be achieved.

<sup>3</sup> <http://www.mhplants.gov.jo/uploads/Executive%20Development%20Program%202011-2013.pdf>

<sup>4</sup> <http://www.nationalagenda.jo/Portals/0/EnglishBooklet.pdf>

<sup>5</sup> The National Agenda 2006-2015, page 25.

on public sector employment, combined with declining public sector, helps to explain why recent protests often originates there.<sup>6</sup>

Unemployment remains high, 13.1 in 2011, according to official figures, hovering around the same rates irrespective of the growth rates registered for the GDP. Youth, including educated youth, experience high unemployment, with those aged 20-29 making up nearly 61% of the total unemployed. In absolute numbers this constitutes an estimated 105,000 unemployed in this age group, 43 % males and 63 % females.

Young people, women, and people with disabilities are not well represented in Jordan's labour force. Root causes of unemployment in Jordan are of a structural nature and result from economic growth strategies that were not well-thought. Little emphasis was put on the agricultural sector, which resulted into migrations from rural to urban areas, leading to inability to channel the educated youth towards the labour market requirements. Vocational training initiatives were mostly underdeveloped and job seekers were reluctant to acquire more «specialized» skills. Private sector was not integrated into economic activity, and government failed to sufficiently support SME's through providing better business environment. SMEs are considered an important employment contributor.

Government focused in recent years to create new jobs, and reduce unemployment to 6.8% by 2017. Between 2000 and 2005, the economy did create jobs but this did not reduce unemployment among nationals. This shows the mismatch between the quality of jobs offered and the expectations of highly educated individuals, which lead them to remain "voluntarily unemployed" or migrate, where they could get high quality jobs and high salaries. In 2010 Jordanian migrants were around 12% of the Jordanian population. Households receiving remittances are less reluctant to get employed because they have a higher «reservation wage» making them less willing to accept low quality jobs. In 2009, 20% of the country's labor force was composed of foreign workers.

large numbers of expatriate workers are employed in low paid jobs that are not attractive to nationals because of the working conditions. Despite the ambitious targets of the Employment Policy, it is questionable whether this will lead to a significant rise in work force participation rates. If employment figures do not rise, it is likely to pose a major challenge over the long term.

The demographic characteristics of the Jordanian population show that the Jordanian economy faces a challenge of absorbing the large numbers of people entering in the labour market. These attributes also show the incapacity of the economy to provide decent jobs for all employment-making the achievement of the MDG more difficult. Jordan's open labour market policy seems geared to the needs of big businesses which benefit from cheap labor, and the desire of the middle and upper classes desiring cheap domestic help.<sup>7</sup> Continuing to keep wages at low levels also helps the largest, labour-intensive businesses rather than Jordanian workers. Jordanians are at a disadvantage when compared to expatriate workers who are willing to work longer hours, could be more productive, and often accept lower wages.<sup>8</sup> At the same time, remittances and foreign aid help to cushion the effects of low-wage imported labor, allowing Jordanian workers (and their families) to avoid feeling the pain of these policies.<sup>9</sup>

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<sup>6</sup> MoPIC/UNDP, "Jordan Human Development Report: 2011: Small Business and Human Development"

<sup>7</sup> MoPIC/UN, "Keeping the Promise and Achieving Aspirations: Second Millennium Development Report -Jordan", 2010

<sup>8</sup> CSS survey for the MoL presented to the PM of Jordan. (full reference will be provided )

<sup>9</sup> MoPIC/UN, "Keeping the Promise and Achieving Aspirations: Second Millennium Development Report -Jordan", 2010

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## II. STRATEGY

As stated in the current cycle UNDP Country Programme Action Plan, CPAP, the aim of UNDP's engagement in this area (Youth empowerment and participation) is two-fold (a) to strengthen pro-poor gender sensitive participatory planning, implementation and monitoring, and (b) to support entrepreneurship and the growth of micro, small, and medium enterprises, focusing on young men and women in local communities.

Specifically foreseen is the provision of "non-conventional skills", enabling the unemployed to find work opportunities, assisting micro and small enterprise owners (male and female) to access business support services and funding, and utilizing IT tools to enhance business processes.<sup>10</sup> Matching the outputs of the higher education system to the labour market is recognized as a major challenge, one that calls for curricula improvement and strengthening.<sup>11</sup> The Second National MDG report, 2010<sup>12</sup> showed that Employment-to-population (15 years+) ratio was slightly more than one third of the population during 1991-2009—quite a low ratio when compared to the international rates. One of the characteristics of the Jordanian labour market is the low-averaged economic activity of the total population (employed and unemployed to total population). The report also shows that the average of economic activity rate (MDG indicator) ranged between 38.2% and 41.5% during 1991-2009; in other words two quintiles of the population aged 15 years and more either work or are ready to join the workforce, while the remaining three quintiles neither work nor are ready for employment. Achievement on this indicator is thus very low even when it is compared to the country's counterparts in the Arab world.

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.

The Jordanian Government has been responding to this challenge, and youth employment has figured prominently in the national policy documents. For example, the Jordan's Executive Development Plan 2011-2013, the National Employment Strategy, which was formally endorsed in May 2011, and the Jordan National Agenda 2006-2015 all address 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.

Jordan's National Agenda 2006-2015 advocates for "workforce development" and increasing employability<sup>13</sup>. 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 a related vein, the Ministry of Planning and International Cooperation's Executive Development Programme 2011-2013 identifies key priorities as the "promotion of economic and social productivity for citizens as well as local organizations and NGOs." Major projects are to include those for "productivity improvement". Policies include "raising institutional capacities of local development institutions and departments; promotion of individuals' and local institutions' economic and social productivity; promotion by the private sector and civil society organizations of setting up development and production investment projects...; [and] raising the capacities of non-governmental

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<sup>10</sup> UNDP CPAP 2008-2012, page 7

<sup>11</sup> UNDP CPAP 2008-2012, page 9.

<sup>12</sup> [http://www.undp-jordan.org/uploads/publications/UN\\_1292424706.pdf](http://www.undp-jordan.org/uploads/publications/UN_1292424706.pdf)

<sup>13</sup> The National Agenda 2006-2015, pages 20 and 25.

organizations and the private sector to contribute to the provision of social welfare for targeted groups<sup>14</sup>.”

### **Employment Strategy**

The government will soon launch the National Employment Strategy”. In 2011 the government officially launched the Employment Action Plan. The Action Plan comprises of three parts; Institutional and regulatory framework, Supply, and Demand.

### **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.

Under employment, employability, and inclusive growth, the strategy addressed 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.

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:

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<sup>14</sup> Ministry of Planning and International Cooperation *Overview: Jordan’s Executive Development Program (2011-2013)*, December 2010, pp 7 & 13-14.

- 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**

The UNDP Administrator and ILO Director-General signed a partnership 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.

Youth: Considerable work is required to develop a holistic policy and improved and enhanced services for youth, which take into account the needs of different age cohorts and maintains an adequate focus on gender concerns as well as those of vulnerable and marginalized sub-groups among youth. Such planning will be constrained if a comprehensive knowledge base on youth related issues is not in place. Major challenge relate to integration of the concerns of youth into mainstream health policies and services, enhance the relevance and quality of education, fostering gender sensitivity and promoting healthy lifestyles and responsible citizenship among them. The Government and some CSOs have begun to address several of these issues recently. These efforts need to be taken to scale. The Jordan CO will benefit from ILO expertise in providing employability skills short trainings to the selected interns.

## **Jordan CO, Embassy of Japan, and JICA**

The Jordan CO coordinated with the Embassy of Japan in Jordan while preparing this document. A meeting was held with Embassy staff, where the projects outputs were discussed, and a proposal by the Embassy to include a third target governorate (Madaba) with the highest unemployment rate in the 3<sup>rd</sup> quarter of 2011. The Embassy is also keen to see the private sector taking part in the employability skills trainings as part of their social responsibility. The Embassy informed UNDP their official agreement on the proposal. The project will try to coordinate some of the activities undertaken by JICA's in Jordan. The Japanese Embassy was informed that as part of the management arrangements of the project a Steering Committee will be formed, and that a representative of the Embassy will be in the Steering Committee. The Embassy will give feedback on this.

### **Programme/Project Components (Outcomes/Outputs):**

The project will be carried out at both the national and sub-national levels, with special focus on three governorates with high poverty and unemployment rates; Mafraq in the North East (Poverty Rate 31.9, Unemployment Rate 13.9%), Maa'n in the South (Poverty Rate is 24.2, Unemployment rate is 19.0%), and Madaba in the Middle (Poverty Rate 14.9, Unemployment Rate 21.0%). The Project will focus at the policy level (outputs 1 and 3), and at intervention level (output2).

### **Beneficiaries:**

The targeted beneficiaries of the Project will be unemployed young people aged 15 to 24, with a special focus on, new graduates, school leavers or those without university diplomas.

**Jordan UNDAF Outcome:** Quality of and equitable access to social services & income generating opportunities are enhanced with focus on poor and vulnerable communities.

**Output 1:** A national implementation plan designed to define the priorities, capacity gaps and technical assistance requirements for the project at the national level.

#### **1. Preparation of the inception conference:**

- a) Ensure participation of key stakeholders;
- b) Draft agenda and background documents, including formulation of country-specific analysis.
- c) provide good facilitation, and document workshop outcomes.

#### **2. Formulation of national implementations plans:**

- a) Incorporation of the discussions and decisions into the national implementation plan;
- b) Translation of the implementation plans into Arabic.

#### **3. Awareness on the Project activities:**

- a) Set up a Project website;
- b) Use UN TEAMWORKS (knowledge sharing platform), social and conventional media.
- c) Set up a social media group to reach out to the stakeholders, and link with other target countries participating in the *Youth Employment Generation Programme in Arab Transition Countries*.
- d) A publication on the project success stories, and South-South solutions with other target countries participating in the *Youth Employment Generation Programme in Arab Transition Countries*.

**Output 2:** Increased opportunities for internships in private companies and or other institutions for youth (women and men).

**Identify private companies and other entities interested in taking on young interns**



- a) At least 75 young people (women and men) in Jordan will be given the opportunity to complete their eight months internships by the end of the year, and provided over at least 5 workshops (training) for participants on basic employability skills. The candidate interns will be selected according to a transparent selection criteria, to be approved by the steering committee.
- b) Advocate for the internship initiative in cooperation with local business support organizations, local Global Compact networks and other entities;
- c) Formalize internship arrangements with interested companies through the signing of ad-hoc MOUs;
- d) Solicit applications by young men and women to the internship initiative in cooperation with educational and workers' entities.
- e) Organize basic employability skills workshops with private sector, NGOs, and ILO.
- f) Follow up on satisfaction by both participants and organizations.
- g) Transfer the internship arrangement to the Ministry of Labor to guarantee continuity and ownership.

**Output 3:** Youth employment generation policies formulated through the provision of high-calibre advisory services to concerned public/private institutions.

**Further Develop National Employment Strategies, with special focus on the youth:**

- a) Set up stakeholders' teams on youth employment; with special focus on the Madaba, Mafrqa, and Maa'an governorates, making sure that females and males are equally represented.
- b) Conduct a mapping of youth employment policies and programmes to provide a clear and detailed picture of the current situation in terms of the scope of all these youth employment programmes. This mapping will provide indicators for programme development- least of all - in addressing gaps and avoiding duplications. Overall, it will help in outlining a clear strategy for developing an innovative programme.
- c) Identify possible gaps in the policy, legal and regulatory frameworks, market structures related to youth employment opportunities in Jordan and outline the necessary activities that can be taken to overcome these gaps.
- d) Identify bottlenecks facing the different sectors of the economy, with specific focus on promising sectors such as tourism, trade, and ICT in supplying jobs for youth especially for the new graduates. Outline possible activities that can be taken to overcome these gaps in collaboration with Small, Medium Enterprises, (SMEs).
- e) Identify skill gaps needed by the tourism, trade, and ICT sectors, and identifying training programmes to provide such skills in collaboration with Small, Medium Enterprises, (SMEs).
- f) Identify potential new job opportunities, and possible geographical locations, for youth with special focus on vulnerable groups such as people with special needs, and women.
- g) Organize town hall meetings in the two pilot governorates on youth employment.
- h) Organize a national consultation on youth employment.
- i) Revisit the town hall meetings, to update stakeholders on youth employment consultations.
- j) Organize periodic meetings of the teams, and assist them in improving national employment strategies;
- k) Facilitate participation of the teams in knowledge sharing events and exchange programmes;
- l) Organize national conference on youth employment.

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome:</b> as stated in the Country Programme Results and Resource Framework: Increased communities (especially women and youth) productivity, empowerment and participation in local development initiatives</p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b> Baseline: Low economic participation (38.8%) especially among women (11.6%) and high unemployment rate (12.5% total, 24.6% for women)</p> <p><b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> Poverty eradication and achievement of internationally agreed development goals, including the MDGs</p> <p><b>Partnership Strategy:</b> Engage with national partners (public and private), UN agencies, 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><b>Project title and ID (ATLAS Award ID):</b> Youth Employment Generation Programme - Jordan Component, 00065095</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (2012)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p><b>Output 1</b></p> <p>A national implementation plan designed for each of the target country to define the priorities, capacity gaps and technical assistance requirements for the project at national level.</p> <p><b>Baseline:</b> National youth strategy (2011-202015) Current employment strategy and Action Plan. 2010 Household income and Expenditure Survey background studies. Data collection.</p> <p><b>Indicators:</b> a) Number of youth-supporting organizations participating in the conference. b) Number of bilateral donors as well as regional and international bodies participating in the conference. c) Number of UN agencies participating in the conference. c) A project website. d) Media coverage (no. of articles, a space on TEAMWORKS. e) A social media group. f) At least one publication on the project success stories.</p>	<p>Priorities, capacity gaps and technical assistance requirements identified and consolidated in a national implementation plan. All youth supporting organizations participated in the conference. Donors working with UNDP participated in the conference. UNICEF, ILO, UNFPA, UNWOMEN, WHO, in addition to UNDP, participated in the conference. A project website. Media coverage 1 article/month, a space on TEAMWORKS. A social media group. At least one</p>	<p><b>1. Preparation of the inception conference:</b> a) Ensure participation of key stakeholders; b) Draft agenda and background documents, including formulation of country-specific analysis. c) provide good facilitation, and document workshop outcomes.</p> <p><b>2. Formulation of national implementations plans:</b> a) Incorporation of the discussions and decisions into the national implementation plan; b) Translation of the implementation plans into Arabic.</p> <p><b>3. Awareness on the Project activities:</b> a) Set up a Project website; b) Use UN TEAMWORKS (knowledge sharing platform), social and conventional media. c) Set up a social media group to reach out to the stakeholders, and link with other target countries participating in the <b>Youth Employment Generation Programme in Arab Transition Countries.</b> d) A publication on the project success stories, and South-South solutions with other target countries participating in the <b>Youth Employment Generation Programme in Arab Transition Countries.</b></p>	<p>UNDP Jordan Country Office</p> <p><b>Regional Project Coordinator (Cairo office):</b> 17,000 <b>Project Manager:</b> 46,000 <b>Project Assistant:</b> 12,000 <b>Audit:</b> 2,000 <b>Training workshops &amp; Conference: (2 workshops: inception and validation):</b> 12,000 <b>Vehicle:</b> 15,000 <b>Audio visual and printing cost</b> 8,539.72 <b>Contractual services -companies</b> 2,000 <b>Total output 1:</b> 114,539.72</p>

	<p>publication on the project success stories, and promotional materials produced</p>	<p>At least 75 young people (women and men) in Jordan have successfully completed their internships by the end of the year.</p> <p>At least 5 workshops (training) for participants on basic employability skills are held.</p> <p>At least 50 per cent of the interns should be young women.</p>	<p><b>Output 2</b></p> <p>Increased opportunities for internships in private companies and other institutions for youth (women and men)</p> <p><b>Baseline:</b></p> <p>Limited number of youth participating in internships.</p> <p>Limited number of private companies, NGOs, and Gov. institutions offering internships.</p> <p><b>Indicators:</b></p> <p>Number of internships successfully completed in private sector companies and other institutions that are adhering to the project.</p> <p>Gender and distribution (Among target governorates) of graduates who participated in internships</p> <p>Number of private companies, NGOs, and Gov. Institutions offering internships for the first time.</p> <p>Number of workshops on employability skills.</p> <p>Feedback from private companies, NGOs and Gov on their internship experience</p>	<p><b>Identify private companies and other entities interested in taking on young interns</b></p> <p>a) At least 75 young people (women and men) in Jordan will be given the opportunity to complete their eight months internships by the end of the year, and provided over at least 5 workshops (training) for participants on basic employability skills. The candidate interns will be selected according to a transparent selection criteria, to be approved by the steering committee.</p> <p>b) Advocate for the internship initiative in cooperation with local business support organizations, local Global Compact networks and other entities;</p> <p>c) Formalize internship arrangements with interested companies through the signing of ad-hoc MOUs;</p> <p>d) Solicit applications by young men and women to the internship initiative in cooperation with educational and workers' entities.</p> <p>e) Organize basic employability skills workshops with private sector, NGOs, and ILO.</p> <p>f) Follow up on satisfaction by both participants and organizations.</p> <p>g) Transfer the internship arrangement to the Ministry of Labor to guarantee continuity and ownership.</p>	<p>UNDP Jordan Country Office</p>	<p><b>Trainings, workshops, conferences (5 employability trainings):</b></p> <p>200,000</p> <p><b>Audio-visual and printing production, printing material):</b></p> <p>18,000</p> <p><b>Consultancies:</b></p> <p>40,000</p> <p><b>Travel for employability skills trainers and trainees transportation fees):</b></p> <p>33,750</p>	<p><b>Total output 2:</b></p> <p>291,750</p>
	<p>By the terminal year of the project at least 2 public/private organizations are involved in further development of the youth employment policies.</p>	<p><b>Further Develop National Employment Strategies, with special focus on the youth:</b></p> <p>a) Set up stakeholders' teams on youth employment; with special focus on the Mafraq, Maa'an, and Madaba governorates, making sure that females and males are equally represented.</p> <p>b) Conduct a mapping of youth employment policies and programmes to provide a clear and detailed picture of</p>	<p><b>Output 3</b></p> <p>Youth employment generation policies formulated through the provision of high-calibre advisory services to concerned public/private institutions.</p> <p><b>Baseline:</b></p>	<p><b>Consultancies local:</b></p> <p>8,000</p> <p><b>Consultancies international:</b></p> <p>16,000</p> <p><b>IT Equipment:</b></p> <p>6,000</p>	<p>UNDP Jordan Country Office</p>		

<p>Youth Strategy 2011-2015. The 2010 Employment Strategy and Action Plan of Jordan.</p> <p><b>Indicators:</b></p> <p>Linking youth to employment strategy and action plan. A study to identify opportunities for sustainable private-sector investments that increase employment opportunities for the young.</p> <p>Market research in sectors with the potential for employment growth and an inclusive business model.</p>	<p>A mapping document on youth employment policies and programmes.</p> <p>A study on new job opportunities in promising sectors.</p> <p>A national conference on youth employment with concrete recommendations and possible actions by the government and private sector.</p>	<p>the current situation in terms of all these youth employment programmes. This mapping will provide indicators for programme development-least of all-in addressing gaps and avoiding duplications. Overall, it will help in outlining a clear strategy for developing an innovative programme.</p> <p>c) Identify possible gaps in the policy, legal and regulatory frameworks, market structures related to youth employment opportunities in Jordan and outline the necessary activities that can be taken to overcome these gaps.</p> <p>d) Identify bottlenecks facing the different sectors of the economy, with specific focus on Tourism, Trade, and ICT in supplying jobs for youth especially for the new graduates. Outline possible activities that can be taken to overcome these gaps in collaboration with Small, Medium Enterprises, (SMEs).</p> <p>e) Identify skill gaps needed by the Tourism, Trade, and ICT sectors, and identifying training programmes to provide such skills in collaboration with Small, Medium Enterprises, (SMEs).</p> <p>f) Identify potential new job opportunities, and possible geographical locations, for youth with special focus on vulnerable groups such as people with special needs, and women.</p> <p>g) Organize town hall meetings in the two pilot governorates on youth employment.</p> <p>h) Organize a national consultation on youth employment.</p> <p>i) Revisit the town hall meetings, to update stakeholders on youth employment consultations.</p> <p>j) Organize periodic meetings of the teams, and assist them in improving national employment strategies;</p> <p>k) Facilitate participation of the teams in knowledge sharing events and exchange programmes;</p> <p>l) Organize national conference on youth employment.</p>	<p><i>Trainings, workshops, Conferences (consultation meetings, national workshop):</i></p> <p>10,000</p> <p><i>Supplies:</i></p> <p>8,000</p> <p><i>Travel:</i></p> <p>8,000</p> <p><i>Miscellaneous:</i></p> <p>5,000</p> <p><i>Total output 3:</i></p> <p><b>61,000</b></p>
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## IV. MANAGEMENT ARRANGEMENTS

### As part of the Regional Project:

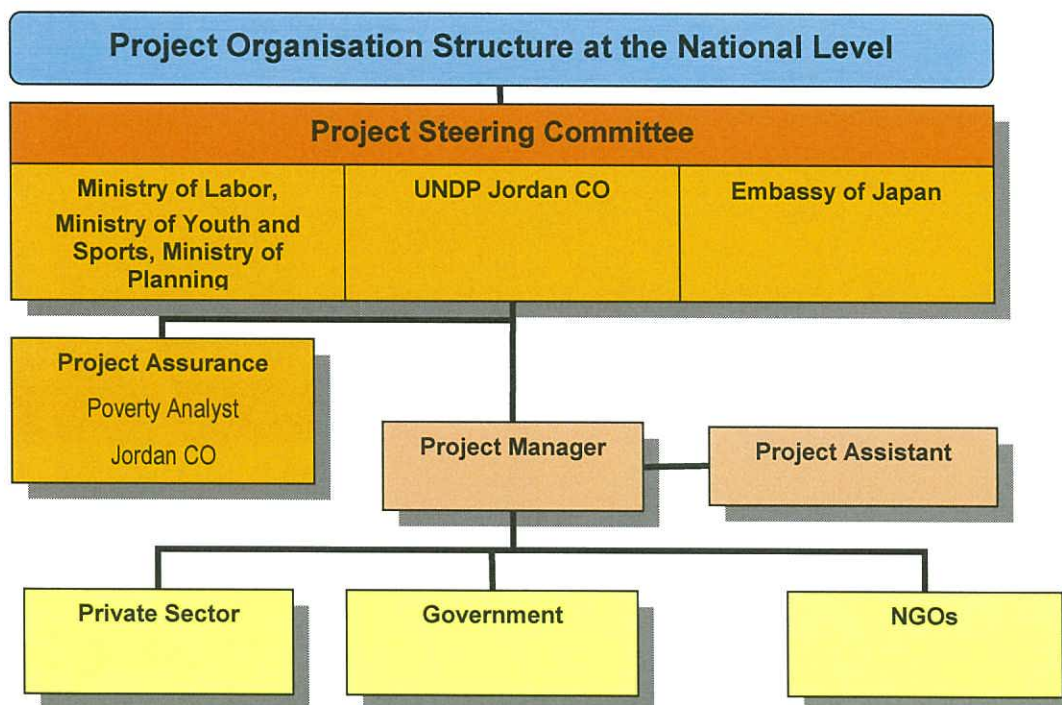
This is a multi-country project and it will be implemented by the UNDP country office under a DEX modality. The project will be managed by the Jordan Country through a team composed of one national project manager and one project assistant, designated by the country office, located in Jordan. The team 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 are annexed to this document.

Project assurance, monitoring and decision making will be the responsibility of the poverty 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. The Programme Coordinator in Cairo will be responsible for providing advice, and regional reporting.

### 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 will have a representative from:

- The Embassy of Japan
- Ministry of labour
- Ministry of Youth and Sports
- Ministry of Planning and International Cooperation
- A private sector organization
- A civil society organization.



**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, ensuring it remains within any specified constraints;
- 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;
- Appraising the project Quarterly Progress Reports and Quarterly Financial Report, and inform the Programme Coordinator about the results of the review.

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. Given the multi-country nature of this project, the project assurance role will be guaranteed by the RBAS Regional Centre in Cairo. Its policy advisors under the poverty reduction and capacity development teams will be expected to provide advisory services, when required.

**Project assurance: The Project Assurance which will be the responsibility of the Programme Coordinator at Regional Centre/Cairo. Responsibilities 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;

	Country Office(s)	RBAS New York	Regional Centre Cairo
Implementation project activities: a) Programming b) Operations	✓		
Relations with national partners	✓		
Reporting to RBAS in accordance with the agreed monitoring modalities	✓		
Provision of advisory services			✓
Regional Reporting			✓
Project assurance: monitoring compliance of the project activities with annual work plan(s) and project objectives	✓		
Sharing knowledge and lessons learnt from the project implementation		✓	
Monitoring and oversight at regional level		✓	
Ensuring communication and liaising with development partners		✓	

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.

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## V. 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.

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## VI. 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 the partner countries (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.

Furthermore, due attention will be paid in developing cooperation arrangements with some of the several Foundations which are active in supporting youth in the Arab countries.

To find complementarities and/or avoid overlapping with the initiatives carried out by other international organizations, as well as bi-lateral donors working in the target countries, coordination will be essential. Synergies will also be sought with regional organization bodies such as the League of Arab States and the Arab Labour Organization.

It is expected that all these players will be invited to the national conferences which will take place in each of the target countries at the project inception to define the project priorities. This will ensure their involvement since the early stage of project implementation.

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.

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## VII. 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 (organisations 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 is 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 Programme Coordinator 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*

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.

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## VIII. LEGAL CONTEXT

This multi-country 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.

## IX. ASSUMPTIONS AND RISKS

Description	Type	Impact & Probability (1-5)*	Countermeasures/Management response
Willingness to collaborate by key stakeholders	Organizational Strategic	I:5 P:215	Current partnership by local COs with key stakeholders Consensus building activities
Lack of commitments from donors	Financial	I:5 P:4	Early involvement of key donors (forerunners) Consensus building activities
Low capacity of training institutions	Organizational Strategic	I:5 P:3	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:1	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:2 P:2	Clarify objectives and responsibilities in advance Good communication
Duplication with other donors' initiatives	Operational Strategic	I:4 P:1	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.

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

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## X. ANNEX: PROJECT MANAGER TORs

### 1. 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 Regional Centre/Cairo 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 Committees;
- Organize steering committee meetings;
- Prepare Quarterly and Annual Progress Reports; and submit to steering committee and regional office/Cairo, and Embassy of Japan.
- Update Project Risks and issues log; and
- Update Quarterly Lessons learnt log.

## **2. Minimum Qualifications and Experience**

### **Education:**

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

### **3. 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.

### **4. Language requirements:**

Proficiency in English and Arabic Languages spoken and written.

### **5. Computer skills:**

Word processing

### **6. 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.

### **7. Duration of Service**

1 year

### **8. Nationality:**

Jordanian

### **9. Supervisor:**

Supervisor's Name: Majida AlAssaf,

Title: Poverty Analyst, UNDP

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## **PROJECT ASSURANCE TORS**

The Project Assurance role supports the steering committee by carrying out objective and independent project oversight and monitoring functions, which are mandatory for all projects. Project Assurance is the responsibility of the steering committee. It can be carried out by the steering committee itself, or can be delegated, in this case to the Jordan UNDP CO/Poverty Analyst.

Project Assurance has to be independent of the Project Management; therefore the steering committee cannot delegate any of its assurance responsibilities to the Project Manager.

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

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



## 2012 ANNUAL WORK PLAN

EXPECTED OUTPUTS <i>baseline, indicators</i>	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1 J a n	Q 2 F e b	Q 3 M a r	Q 4		Funding Source	Budget Description	Amount US \$
<b>Output 1</b> A national implementation plan designed for each of the target country to define the priorities, capacity gaps and technical assistance requirements for the project at national level. <b>Baseline:</b> National youth strategy (2011-202015) Current employment strategy and Action Plan. 2010 Household income and Expenditure Survey background studies. Data collection. <b>Indicators:</b> a) Number of youth-supporting organizations participating in the conference. b) Number of bilateral donors as well as regional and international bodies participating in the conference. c) Number of UN agencies participating in the conference. d) Media coverage (no. of articles, a space on TEAMWORKS. e) A social media group. f) At least one publication on the project success stories.	<b>Project management and coordination</b>								
	Regional Technical support							54000 (Programme & Support Services)	17,000
	Project Manager							71400 Contractual Services - Individ	46,000
	Project Assistant							71400 Contractual Services - Individ	12,000
	Audit							74100 Professional Services	2,000
	Vehicle							72200 Equipment and Furniture	15,000
	<b>Activity Result 1: inception conference is convened</b>								
	a) Ensure participation of key stakeholders in the two workshops (inception & validation)							75700 Training workshops & Conference (2 workshops, 70 participants each)	12,000
	b) Draft agenda and background documents, including formulation of country-specific analysis.							- Facilitator fees - DSA - Ticket	
	c) provide good facilitation, and document workshop outcomes.							- Facility Rental - Lunch and Coffee breaks	
<b>Activity Result 2: National implementations plans are formulated:</b>									
a) Incorporate the discussions and decisions into the national implementation plan;							74200 Audio Visual & Print Prod Costs	2,539,72	
b) Translate the implementation plans into English.									
<b>Activity Result 3: Project activities are visible to targeted groups</b>									
a) Set up a Project website; produce promotional materials							72100 contractual services-companies	2,000	
b) Use UN TEAMWORKS (knowledge sharing platform), social and conventional media.									

Youth Employment Generation Programme in Arab Transition Countries– Jordan Component- 2012 work plan

	<p>c) Set up a social media group to reach out to the stakeholders, and link with other target countries participating in the <b>Youth Employment Generation Programme in Arab Transition Countries.</b></p> <p>d) Produce a publication on the project success stories, and South-South solutions with other target countries participating in the <b>Youth Employment Generation Programme in Arab Transition Countries.</b></p>		74200 Audio Visual & Print Prod Costs	6,000
<p><b>Output 2</b> Increased opportunities for internships in private companies and or other institutions for youth (women and men) <b>Baseline:</b> Limited number of youth participating in internships. Limited number of private companies, NGOs, and Gov. institutions offering internships. <b>Indicators:</b> Number of internships successfully completed in private sector companies and other institutions that are adhering to the project. Gender and distribution (Among target governorates) of graduates</p>	<p><b>Sub-total</b></p> <p><b>Activity result 1: Interested and committed private companies and other entities to hire interns identified</b></p> <p>a) Advocate for the internship initiative in cooperation with local business support organizations, local Global Compact networks and other entities, local media.</p> <p>b) Formalize internship arrangements with interested companies through the signing of ad-hoc MOUs.</p>	<p><b>Activity result 2: Young people that will benefit from the internship programme identified with focus on targeted governorates</b></p> <p>a) Set a clear and transparent criteria to select the interns.</p> <p>b) Approve the criteria by the steering committee.</p> <p>c) Solicit applications by young men and women to the internship initiative in cooperation with educational and workers' entities.</p> <p>d) Identify and select at least 75 interns (women and men) based on criteria and applications.</p>	<p>UNDP</p> <p>JPN</p>	<p>114,539.72</p>
	<p><b>Activity result 3: Basic employability skills trainings are identified and conducted</b></p> <p>a) Identify basic employability skills needed for the interns.</p> <p>b) Carry out basic employability skills workshops with private sector, NGOs, and ILO, for the selected interns.</p>	<p>UNDP</p> <p>JPN</p>	<p>72100 contractual services- companies</p>	

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<p>who participated in internships Number of private companies, NGOs, and Gov. Institutions offering internships for the first time. Number of workshops on employability skills. Feedback from private companies, NGOs and Gov. on their internship experience</p>	<p>c) Conduct 5 training workshops (3 DAYS EACH) on basic employability skills.</p>			<ul style="list-style-type: none"> <li>- a contract with a local company (300*75)</li> <li><b>75700 Training Workshops &amp; Conference</b> (5 workshops, 75 participants each)</li> <li>- Facilitator fees</li> <li>- DSA</li> <li>- Ticket</li> <li>- Facility Rental</li> <li>- Lunch and Coffee breaks</li> <li><b>72500 Supplies</b> <ul style="list-style-type: none"> <li>- Manuals, training material</li> </ul> </li> <li><b>71600 Travel</b> <ul style="list-style-type: none"> <li>- Participants(75) travel and partial DSA (30\$/day)</li> </ul> </li> </ul>	<p>40,000  20,000  18,000  33,750</p>
<p><b>Activity result 4: Eight months internships undertaken by selected interns, and intern arrangements are transferred to MOL</b></p>	<p>a) Start the internship programme. b) Follow up on satisfaction by both participants and organizations. c) Transfer the internship arrangement to the Ministry of Labor to guarantee continuity and ownership.</p>		<p><b>75700 Training Workshops &amp; Conference</b> - Stipends (75* 300\$* 8 months</p>	<p>180,000  160,000  50,000</p>	
<p><b>Sub-total</b></p>	<p><b>Activity Result: National Employment Strategies, with special focus on the youth are further developed:</b></p>	<p><b>291,750</b></p>			
<p><b>Output 3</b> Youth employment generation policies formulated through the provision of high-calibre advisory services to concerned public/private institutions. <b>Baseline:</b> Youth Strategy 2011-2015. The 2010 Employment Strategy and Action Plan of Jordan. <b>Indicators:</b> Linking youth to employment</p>	<p>a) Set up stakeholders' teams on youth employment; with special focus on the Mafraq, Ma'an, and Madaba governorates, making sure that females and males are equally represented. b) Conduct a mapping of youth employment policies and programmes to provide a clear and detailed picture of the current situation in terms of the scope of all these youth employment programmes. c) Identify possible gaps in the policy, legal and regulatory frameworks, market structures related to youth employment opportunities in Jordan and outline the necessary activities that can be taken to overcome these gaps.</p>		<p><b>71300 Local Consultant</b> <b>75700 Training Workshops &amp; Conference</b> <b>71200 International Consultant</b> <b>71600 Travel</b></p>	<p>8,000  16,000  8,000</p>	

Youth Employment Programme in Arab Transition Countries– Jordan Component- 2012 work plan

strategy and action plan. A study to identify opportunities for sustainable private-sector investments that increase employment opportunities for the young.	d) Identify bottlenecks facing the different sectors of the economy, with specific focus on Tourism, Trade, and ICT in supplying jobs for youth especially for the new graduates. Outline possible activities that can be taken to overcome these gaps in collaboration with Small, Medium Enterprises, (SMEs).				72800 Equipment 72400 Supplies - Manuals, training material	6,000 8,000 5,000
Market research in sectors with the potential for employment growth and an inclusive business model.	e) Identify skill gaps needed by the Tourism, Trade, and ICT sectors, and identifying training programmes to provide such skills in collaboration with Small, Medium Enterprises, (SMEs).				74500 Miscellaneous	
	f) Identify potential new job opportunities, and possible geographical locations, for youth with special focus on vulnerable groups such as people with special needs, and women.					
	g) Organize town hall meetings in the two pilot governorates on youth employment.		UNDP	JPN		
	h) Organize a national consultation on youth employment.					
	i) Revisit the town hall meetings, to update stakeholders on youth employment consultations.					
	j) Organize periodic meetings of the teams, and assist them in improving national employment strategies;					
k) Facilitate participation of the teams in knowledge sharing events and exchange programmes;						
l) Organize national conference on youth employment.						
<b>Sub-total</b>						<b>61,000</b>
<b>TOTAL</b>						<b>467,289,72</b>