



3RP Partners Support to Public Institutions in Jordan

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Foreword

I am pleased to introduce this publication, which presents the complementary efforts of partners of the 3RP in Jordan in supporting public institutions and municipalities in the refugee response to the Syria crisis.

The Government of Jordan, backed by the international community, has led response to the protracted refugee situation by promoting resilience through systems strengthening and enabling self-reliance among refugee and hosting communities.

The COVID-19 crisis in Jordan has rendered a sense of urgency to tackle the root causes of fragility and has put ‘resilience’ back at the core of the crisis response; emphasizing the importance of addressing vulnerabilities at individual, community as well as at local and national institutional levels.

A crisis of the magnitude of COVID-19 calls for a moment to reflect and to recognize the interdependency of people and institutions. ‘Building back better’ will need to underscore the key priorities of the post COVID-19 recovery process to build more resilient systems, with a focus on the recovery of institutions and strengthening of institutional capacities/ local systems and municipalities, which are on the ‘front line’ of providing for refugees and host communities.

Support to public institutions is the cornerstone not only of the 3RP support to Jordan’s response but also of the operationalization of the global development and humanitarian agenda on the ground. Investing in existing national and local systems as well as strengthening the capacities of key institutions are important components of the refugee and resilience response strategy.

As the lead agency on the resilience component of the 3PR, UNDP has supported national capacities to plan and deliver the response, and also facilitated coordination of international efforts to strengthen resilience of host countries and communities. The response to the Syria crisis in Jordan demonstrates how such principles can be put into practice, given the strong capacity demonstrated by Jordan and its institutions to provide services and assistance to refugees while supporting affected communities.

This report highlights the overall added value of the UN support under the 3RP, notably the important range and depth of support provided to public institutions by UN agencies under the 3RP and the integrated nature of the support.



Ministry of Education’s “Learning bridges” programme, supported by UNICEF, created an innovative blended learning approach to support one million students from Grades 4 to 9 to catch-up on their learning, following the disruption caused by the COVID-19 pandemic, with the proactive involvement of their parents.

I would like to thank all the partners and 3RP coordinators that made this exercise possible. We now have a solid evidence base to undertake joint analysis for improved planning related to institutional capacity to address needs, to help inform and coordinate the international approach to government support, and to support integrated strategic planning with other development partners.

It remains critical to continue working together to operationalize the humanitarian-development nexus and the implementation of the global commitments made in the Grand Bargain, the Global Compact on Refugees, and the Sustainable Development Goals, particularly the commitment to leave no one behind.

Sara Ferrer Olivella
UNDP Resident Representative - Jordan

Executive Summary

Long-term Resilience building is enshrined in the JRP 2020-22 Vision. The Government of Jordan (GoJ) has been generously hosting Syrian refugees for over a decade and continues to demonstrate a strong commitment to ensure provision of public services to registered Syrian refugees. The 2015 Decentralization Law and the Municipality law reflect the GoJ's commitment towards inclusive participation at the subnational levels of the government.

The 2020 update of the Jordan Response Plan to the Syria Crisis re-emphasized the need for international support to not only alleviate the pressure on the host community, but also to contribute to strengthening the government's institutional capacity to respond to the crisis.

The United Nations (UN) and Non-Governmental Organization (NGO) partners under the Regional Refugee and Resilience Plan (3RP) have been playing a key role to support strengthening public systems by developing public institutions' capacity to develop, plan, and manage their response to refugees and host communities' needs. 3RP partners have been supporting public institutions in the delivery of assistance, by providing material support in terms of equipment and infrastructure, or additional support channeled through public institutions to vulnerable groups.

UNDP in coordination with 3RP partners have initiated a more detailed and regular tracking of funding flows and investments made to and through public institutions to provide a solid basis for the 3RP to continue scaling up its efforts in the area of support to public institutions. This will help increase coordination with other international stakeholders to ensure the most effective assistance to Jordan in implementing an integrated refugee-resilience response to the Syria crisis.

This report presents the key findings from the first tracking round. Overall, 3RP partners have secured and delivered nearly USD 100 million worth of support to and through public institutions in 2020 and 2021.

This support has been implemented by eight UN agencies through more than 100 different interventions targeting twelve different ministries and public institutions. Important support was provided in particular to the Ministry of Health and the Ministry of Public Works and Housing, as well as to Municipalities. The Ministry of Social Development, the Ministry of Interior's Syrian Refugee Affairs Directorate and the Ministry of Planning and International Cooperation received support for their cross-cutting planning and coordination role of the overall response. The Ministries of Education, Youth, Agriculture, Water, Local Administration and the Department of Justice have also been supported.



UNDP team implementing On-Job Training programme for the staff of the Solid Waste Management directorate of Ministry of Local Administration (MoLA).

The 3RP ability to work jointly with all key institutions of the JRP to deliver both short term and long-term assistance speaks volume to the effective partnerships built by 3RP partners with Jordan institutions. These partnerships were in turn critical to enable a rapid response to COVID-19 health, social and economic impact and will help pave the way to an inclusive recovery.



Provided with the financial support of the European Union, WHO supported Ministry of Health with the procurement of seasonal influenza vaccines and distribution to Syrian refugee camps

Introduction

Support to national systems and institutions as a key element of the 3RP/JRP integrated approach

Jordan has been one of the main refugee hosting countries shouldering the impact of the Syrian crisis, which has just marked its tenth anniversary. Jordan is currently hosting 664,000 Syrian refugees.¹ The Jordan response has consistently stood out for its generosity and national ownership and leadership, with 3RP partners playing a supportive role to the Government of Jordan assistance to its Syrian refugee population.²

The need for more equitable and predictable burden- and responsibility sharing and international support to host countries such as Jordan is one of the commitments underlined in ground-breaking global agreements, notably the Global Compact on Refugees (GCR) which emphasizes easing support to host countries as one of its key objectives.³ The Global Compact recommends for this support to include additional financial resources, but also to encompass political support, technical assistance and capacity-development support, and emphasizes the need to work primarily through local and national systems.⁴

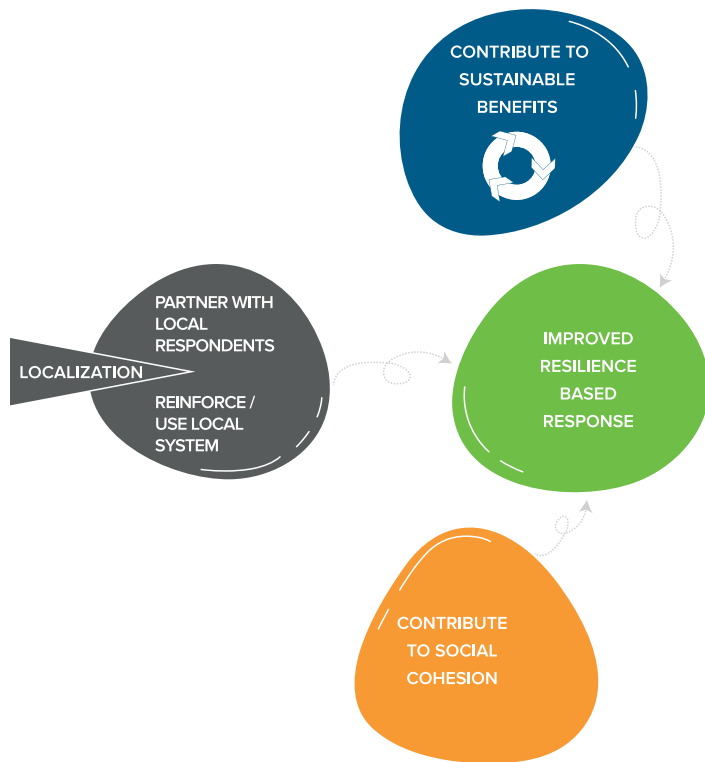
1. UNHCR data portal, Syria Regional Refugee Response, <https://data.unhcr.org/en/situations/syria/location/36>

2. JRP2020-2022

3. United Nations, Global Compact on Refugees, New York, 2018.

4. UNHCR, The Global Compact on Refugees, UNHCR Quick Guide, (September 2018). Available at: <https://www.unhcr.org/uk/events/conferences/5b6d574a7/global-compact-refugees-unhcr-quick-guide.html?query=UNHCR%20Quick%20Guide>

The GCR echoes previous calls for action from the international community to improve crisis responses by operationalizing the humanitarian - development nexus. The Grand Bargain⁵ for instance, includes a work stream to provide greater support and funding to local and national responders, while the New Way of Working⁶ approach recommends reinforcing and strengthening national and local capacities. In the Syria crisis response, the Dead Sea agenda anchored commitments to ‘Strengthen local capacities by responding with and through local systems, institutions, and structures’ as early as 2015, establishing the link with resilience building.⁷



Against this backdrop, the 2020 update of the Jordan Response Plan to the Syria Crisis re-emphasized the need for international support to not only alleviate the pressure on the host community, but also to contribute to strengthening the government’s institutional capacity to respond to the crisis. More specifically, the JRP introduced in 2020 a new component of ‘Infrastructure and Institutional Capacity Development Needs (IC)’ as part of its overall strategy: “The plan will aim to respond to three components: Refugee Needs, Host community Needs, and Infrastructure and Institutional Capacity Development Needs which is a new component that is vital to Jordan’s vision in ensuring long term, developmental, and tangible support”.

Figure 1 - Pillars of Resilience-Based Programming

This in line with the overall objective and top priority of the plan to ‘support national systems to maintain providing quality services’. Four of the eight strategic objectives of the JRP directly focus on various aspects of institutions strengthening (see box 1).

5. The Grand Bargain is an agreement launched at the 2016 World Humanitarian Summit between some of the largest donors and aid providers, which aims to get more means into the hands of people in need.

6. The New Way of Working (NWOW) calls on humanitarian and development actors to work collaboratively together, based on their comparative advantages, towards ‘collective outcomes’ that reduce need, risk and vulnerability over multiple years. <https://www.un.org/jsc/content/new-way-working>

7. https://www.undp.org/content/dam/rbas/doc/SyriaResponse/RDF/DeadSeaResilience%20Agenda_05Nov2015.pdf

Box 1 – Strategic Objectives of the JRP (objectives related to institutional support in bold)

The overall strategic objective of JRP is to support Jordan as a host country through:

- 1. Enhance self-reliance and living conditions of Syrian refugees and vulnerable Jordanian impacted by Syria crisis.*
- 2. Meeting the humanitarian and resilience needs of Syrian refugees and vulnerable Jordanians impacted by Syria crisis.*
- 3. Upscale critical capacities of the central, regional and local authorities to plan, program, coordinate and implement the development response in order to manage and mitigate the impact of the crisis in a timely, efficient and effective manner.**
- 4. Enabling public institutions to maintain the same quality of services provided for Syrian refugees.**
- 5. Support the government budget to cope with the financial burdens resulting from Syria crisis.**
- 6. Advancing more cost effective and sustainable solutions to municipal services and infrastructure in areas critically affected by demographic stress, including solid waste management, housing, and energy sectors.**
- 7. Mitigate the impact resulting from the consumption and pressures on natural resources and eco system services.*
- 8. Support durable solutions that are aligned with Jordan’s policies and Global Compact on Refugees.*

This increased focus on institutional support further confirms the transition of the regional response to the Syrian crisis from a predominantly humanitarian response into an integrated refugee and resilience one, embedded in the Regional Refugee and Resilience Plan (3RP). The 3RP emphasizes that vulnerable refugees and host communities in need of assistance are best supported by strengthening existing systems and government institutions, as illustrated in Figure 1.⁸

Partners of the Regional Refugee and Resilience Plan (3RP) have consistently focused on playing a supporting role to public institutions as one of the three key levels of resilience building, alongside the individual and community level.

8. UNDP, The state of resilience programming in the Syria crisis response: strengthening resilience capacities, February 2021, https://www.arabstates.undp.org/content/rbas/en/home/library/crisis-response0/the-state-of-resilience-programming-in-the-syria-crisis-response.html?cq_ck=1613403937479

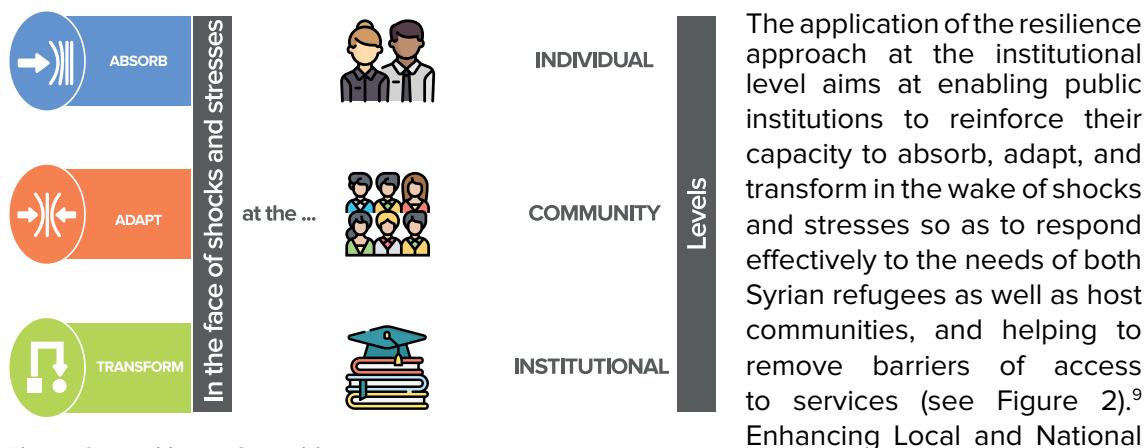


Figure 2 - Resilience Capacities and Levels

Capacities is now one of the four strategic directions of the 3RP at regional level (see Figure 3).¹⁰

The capacity demonstrated by the Jordanian Public Institutions to respond to refugees and host communities needs provides a strong reference on how to operationalize the global development and humanitarian nexus by supporting national systems.

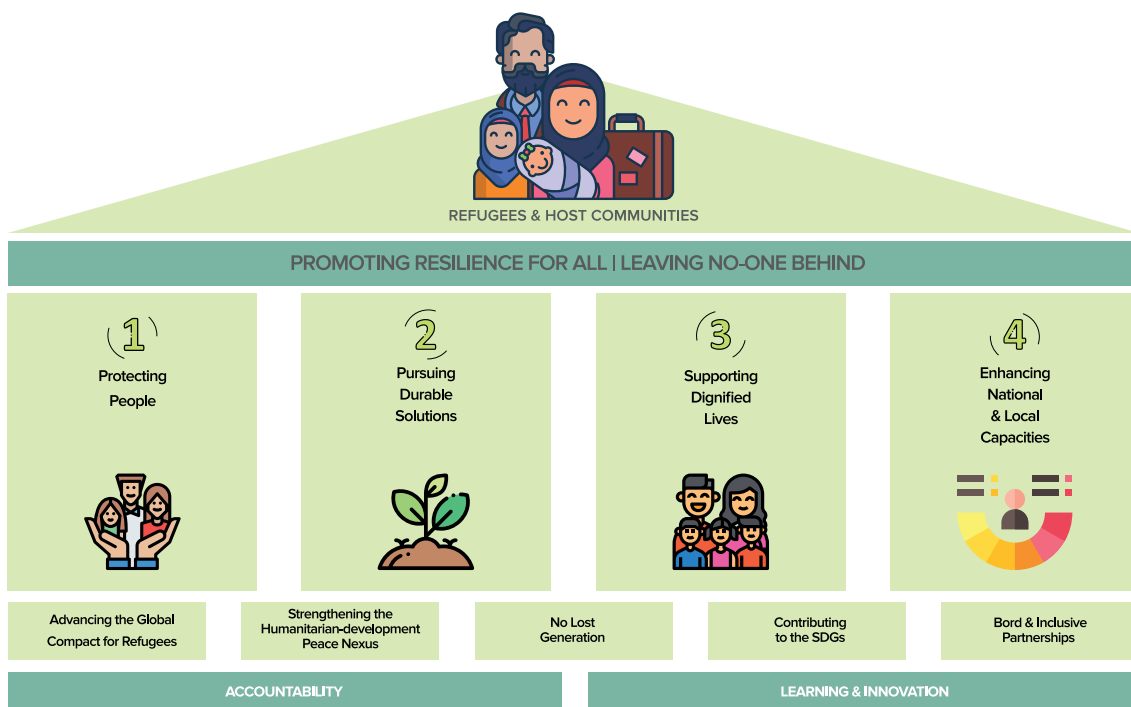


Figure 3 – 3RP 2021-2022 Regional Strategic Directions

9. Ibid.

10. 3RP 2021-2022 Regional Strategic Overview, December 2020 – Strategic Directions: 3rpsyriacrisis.org/wp-content/uploads/2021/01/strat_dir.pdf



Date bars are a source of essential vitamins and minerals for 420000 school children in Jordan during the school semester. Each child receives two date bars amounting to around 300 calories to help them focus during school hours. Photo: WFP/Mohammad Batah

Objective and methodology of the Public Institution Support Tracking

The Jordan 3RP partners have initiated a more detailed and regular tracking of funding flows and investments made to and through public institutions, replicating similar efforts undertaken in other 3RP countries, Lebanon and Turkey respectively.¹¹ The overall objective of the exercise and of this report is to provide accurate analysis on the state of the 3RP support to public institutions in order to inform the response strategy and decision making. This report aims to do so by:

- Documenting the use of public systems by 3RP actors as a key element of the resilience lens.
- Highlighting the scope of support provided to the Government of Jordan.
- Monitoring the transition of the response towards national systems.

The public institutions support tracking process also serves as a basis for enhancing and coordinating 3RP initiatives to strengthen relevant institutions with similar support provided outside the 3RP by International Financial Institutions (IFIs - such as the World Bank) and bilateral donors, in order to identify synergies, potential gaps and needs for additional support.

11. The replication of the PIST exercise in Jordan has been supported by UNDP Sub-regional Facility thanks to UNHCR regional 3RP office assistance. Reports from Lebanon and Turkey can be found through the following links: <https://data2.unhcr.org/en/documents/details/64658> and <https://data2.unhcr.org/en/documents/details/74118>

This report takes stock of the support to Jordanian public institutions by 3RP partners delivered in 2020 and secured for 2021, provides a perspective for the future commitments of the partners, and enables regular tracking the evolution of the 3RP towards strengthening the resilience of public institutions in the Syrian crisis response.

The report achieves this by looking at the 3RP support provided across sectors and agencies TO and THROUGH public institutions.

Support THROUGH institutions refers to programming where the beneficiaries are individuals and communities, but which is channelled and delivered through public systems (for example children accessing education through public schools, or cash transfers disbursed through national safety nets).

Support TO institutions refers to support which main beneficiaries are public institutions themselves - i.e., cases where institutions themselves retain the support provided, whether in the form of additional resources (equipment, facilities, infrastructure, staffing, etc.) or in the form of system strengthening (capacity building or policy development).

Table 1 outlines the different types of support covered by the report and their link with the different dimensions of resilience mentioned above:




-  Support through institutions is very much aligned with the capacity to absorb the impact of the crisis, as the provision of temporary support to enable refugees and host communities to access public services.
-  Material support to institutions refers directly to the capacity of institutions to adapt to the increased demand for services by helping them to expand their delivery capacity to additional beneficiaries.
-  System strengthening support speaks to the transformative element of resilience as it provides long-term, sustainable benefits to institutions to cater to specific demand by a new refugee population in needs of services, but also to improve and expand the range of services provided to host communities.

Table 1 – Conceptual framework of support to public institutions

Resilience capacity	Type of support	Definition	Example of activities included
Absorptive capacity	Support THROUGH Public Institutions	The support is channelled through a public institution to individual beneficiaries (host communities, refugees). The PI delivers the support to beneficiaries who are the final beneficiaries of the support	Enrolment fees of children in schools, stipends & associated costs for (skills/ vocational) training of beneficiaries, scholarships
			Cash Transfers through public safety nets
			Coverage of costs of healthcare consultations in public health centres
			Coverage of costs of Protection Services in public system
Adaptive capacity	Support TO Public Institutions	Material capacity support to institutions: The Public Institution is provided with additional capacity to expand services: human and financial capacity, infrastructure, equipment. This includes tangible ('hard') support which generally remains with the institutions once programme ends.	Provision of Equipment (computers, stationery, vehicles, machinery etc...)
			Construction/Rehabilitation of Public Facilities (schools, hospitals, social/ community centres)
			Covering of Staff Costs and Secondments
			Infrastructures – roads, water/waste water networks, waste facility, public spaces...
Transformative capacity	Support TO Public Institutions	System Strengthening: The Public Institution systems are strengthened and the necessary institutional capacity are built to deliver new/better services. This support is more intangible ('soft') but key to guarantee the long-term capacity of public institutions to be resilient	Assessment to inform Public Institutions' policies and programmes
			Support to Policy Development
			Strengthen internal procedures and mechanisms (referral systems, curricula, SoPs)
			Training, capacity building of civil servants and technical support

Public institutions cover both central level ministries and public agencies, as well as local authorities such as municipalities, as detailed in table 2.

UN agencies active under the 3RP in Jordan provided input on the type and estimated value of support provided to various government institutions across both the refugee and resilience pillars of the JRP.¹² This includes both support provided in 2020, and support planned for 2021 for which funding has been secured already. As part of the tracking scope a total of 100 interventions have been mapped, with key findings presented in the following sections. It is important to note that figures related to the financial value of support presented below are often based on estimates by the respective agencies, and that some agencies have not been able to provide planned 2021 support yet. Furthermore, support provided by International NGOs to public institutions has not been included yet in this first edition of the public institutions support tracking.

12. The agencies who provided input for this report include: FAO, ILO, UNDP, UNICEF, UNHCR, UNWOMEN, WFP and WHO. The value provided should be considered estimates aimed at providing a scale of support and trends rather than exact dollar value of programmes. These figures are valid as of end of January 2021.



A Syrian refugee woman works on a baby suit at the UN Women Oasis centre, established in partnership with MoSD, in Azraq refugee camp. Photo: UN Women/Ye Ji Lee

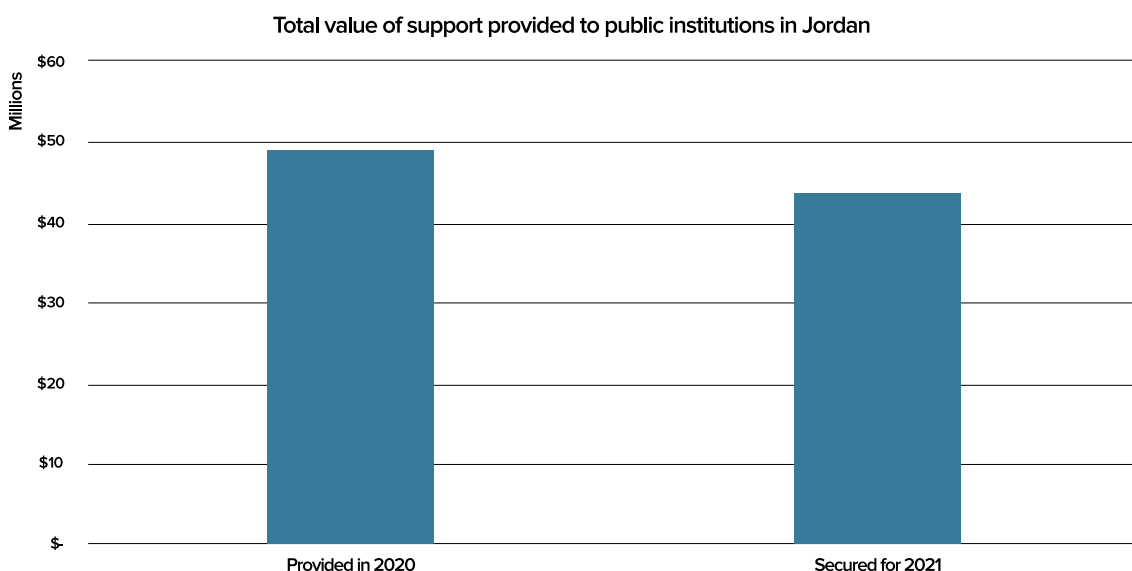
Table 2: List of public institutions covered in this report

Acronym	Ministry Name
MoPIC	Ministry of Planning and International Cooperation
MoLA	Ministry of Local Administration
MoSD	Ministry of Social Development
MOE	Ministry of Education
MODEE	Ministry of Digital Economy and Entrepreneurship
MOH	Ministry of Health
WAJ	Water Authority of Jordan
MOL	Ministry of Labour
GDCD	General Directorate of Civil Defence
MoWI	Ministry of Water and Irrigation
MoJ	Ministry of Justice
MoPWH	Ministry of Public Works and Housing
MoA	Ministry of Agriculture
Mol	Ministry of Interior
MoEnv	Ministry of Environment
MoITS	Ministry of Industry and Trade and Supply
MoY	Ministry of Youth
Chambers	Chambers of Commerce and Industry
SEZ	Special Economic Zones
Municipalities	Municipalities (direct support)

Key Findings

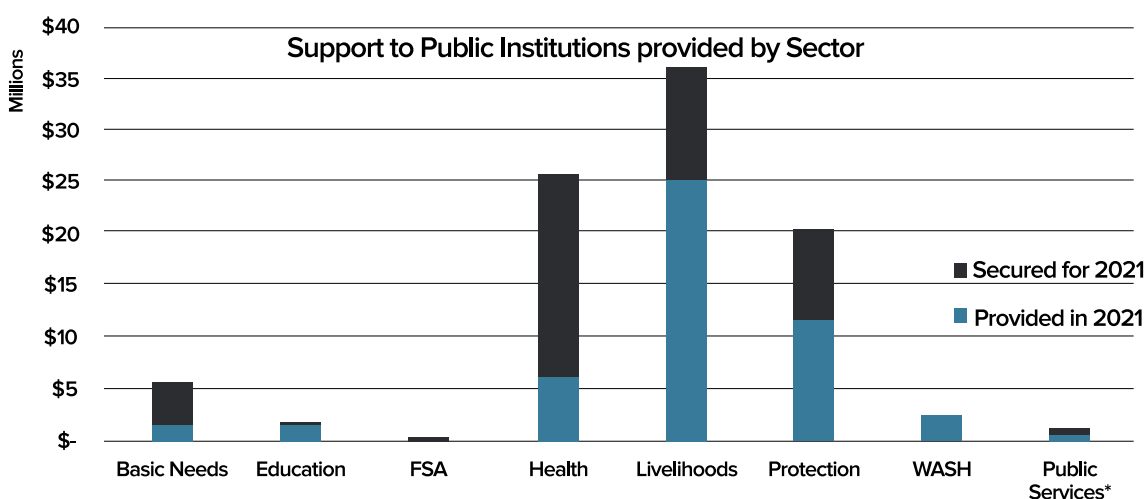
Overview of the support provided to public institutions under the 3RP

Overall 3RP partners have been providing USD 93 million worth of support to and through public institutions in Jordan between 2020 and 2021.



USD 49.1m worth of support has been provided in 2020, and USD 43.8m secured (i.e. already received and being delivered) throughout 2021. While the 2021 forecast is currently lower than the 2020 results, this is likely to increase during the course of the year, particularly as some large projects are secured only till early 2021, and as some agencies are still finalizing plans for the rest of 2021.

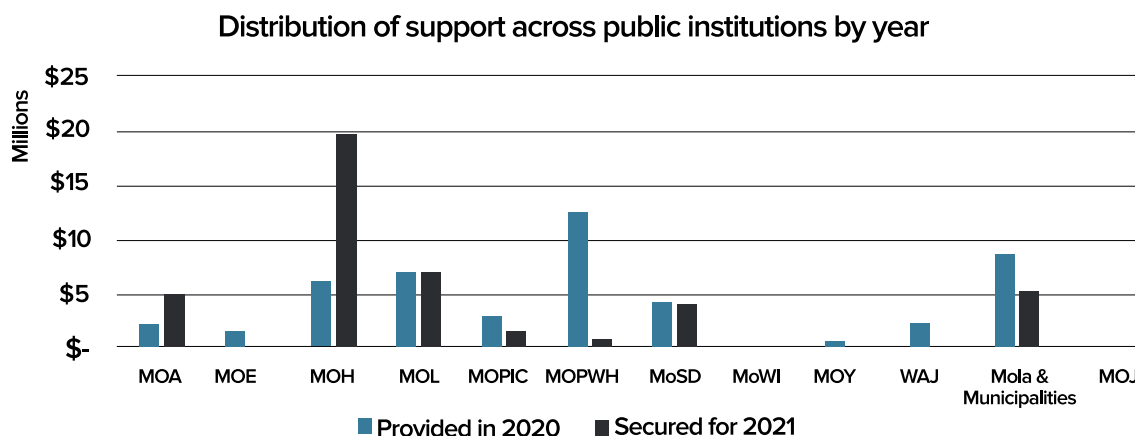
It is also worth highlighting that the support to public institutions has been provided across the different sectors of the 3RP. Support to institutional capacity is being mainstreamed throughout the response.



*the Public Services Sector is a JRP sector but not included under the 3RP. It is chaired by MoLA and regroups local governance and municipal services, transportation, energy, and environment.

Support received by institution

The main added value of the tracking of public institutions is to take a new perspective on the 3RP support by looking beyond sectors and pillars and focus on the institutions through which the support is channelled. In this respect, the findings of the exercise highlight a number of important trends.



First, the Ministry of Health is the institution receiving the highest value of support (from several agencies), with a marked increase for 2021. This support focused both on COVID-19 response (distribution of Personal Protective Equipment, laboratory equipment for testing, and provision of COVID-19 vaccines) and on regular health services, for example related to routine vaccination.

The Ministry of Public Works and Housing and municipalities have received substantive support for Employment Intensive Investment Projects, which is channelled primarily through them to pay the wages of daily workers involved in such projects. MoLA is receiving additional support at central level.

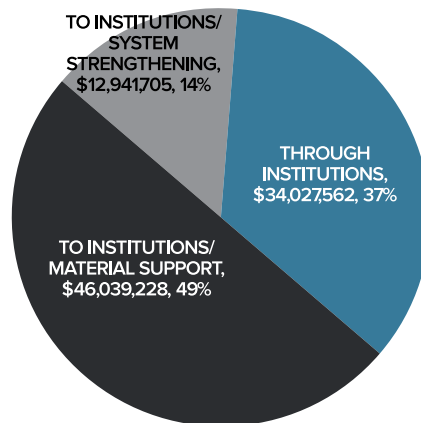
The other key institutions in terms of support received are the institutions playing a key cross-cutting role in planning and coordinating the overall response, namely the Ministry of Social Development, and particularly its National Aid Fund, as well as the Ministry of Interior's Syrian Refugee Affairs Directorate, and the Ministry of Planning and International Cooperation, including its Department of Statistics. These three institutions are supported by multiple UN agencies under the 3RP, whereas the support provided to MoPWH and Municipalities is delivered by a single agency.

Finally, the above graph illustrates the integrated nature of the support provided by the 3RP partners, which benefits a total of 15 different institutions, demonstrating the broad range of partnerships built by 3RP partners, ranging from agriculture, water, to youth and education.

Type of support provided

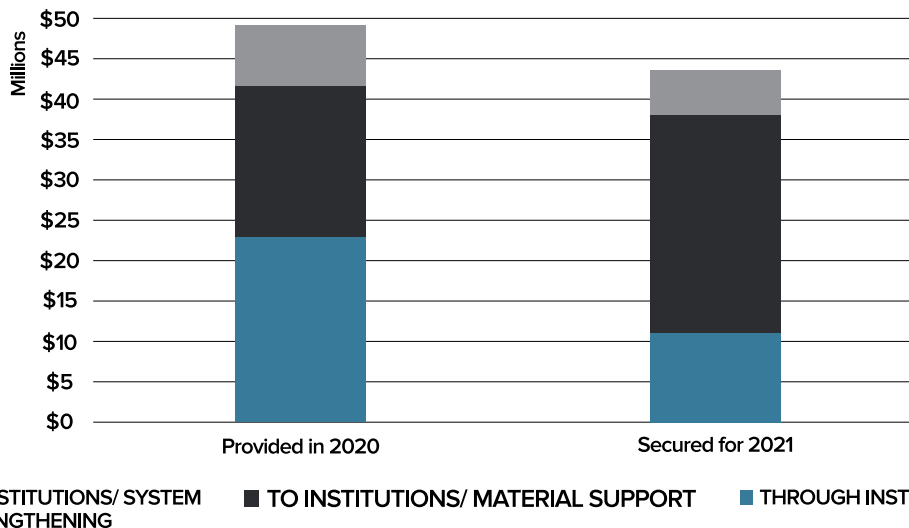
Overall, around two third of the assistance provided – nearly USD 60 million - targets public institutions, i.e., aiming at strengthening and enhancing their capacity to deliver services to refugees and host communities.

Type of support provided to public institutions



This is critical to achieve the JRP overall objective to strengthen national systems. Furthermore, it is also particularly encouraging to note that the support to institutions will increase in 2021, with USD 32.7m already secured compared to USD 26.2m delivered in 2020.

Evolution of the type of public institution support



Some examples of the type of activities delivered under each support category can be illustrated as follows:

- Support THROUGH institutions includes amongst other: wages of workers of Employment Intensive Investment Projects (EIIP), Covid-19 assistance to host communities, Informal Education programmes with MoE, support to farmers through MoA, livelihoods and protection support to women through MoSD.
- Material support TO Institutions includes amongst other: health equipment and supplies including PPE, tests, and vaccines as part of COVID-19 response, equipment to DoS, material and staff support to frontline institutions, WASH in schools, Za’atari Wastewater Treatment Plant operational costs.



UNHCR officials meet with SRAD in Zaatari Refugee Camp to discuss coordination and support efforts to respond to refugees needs and issues, inside and outside camps.

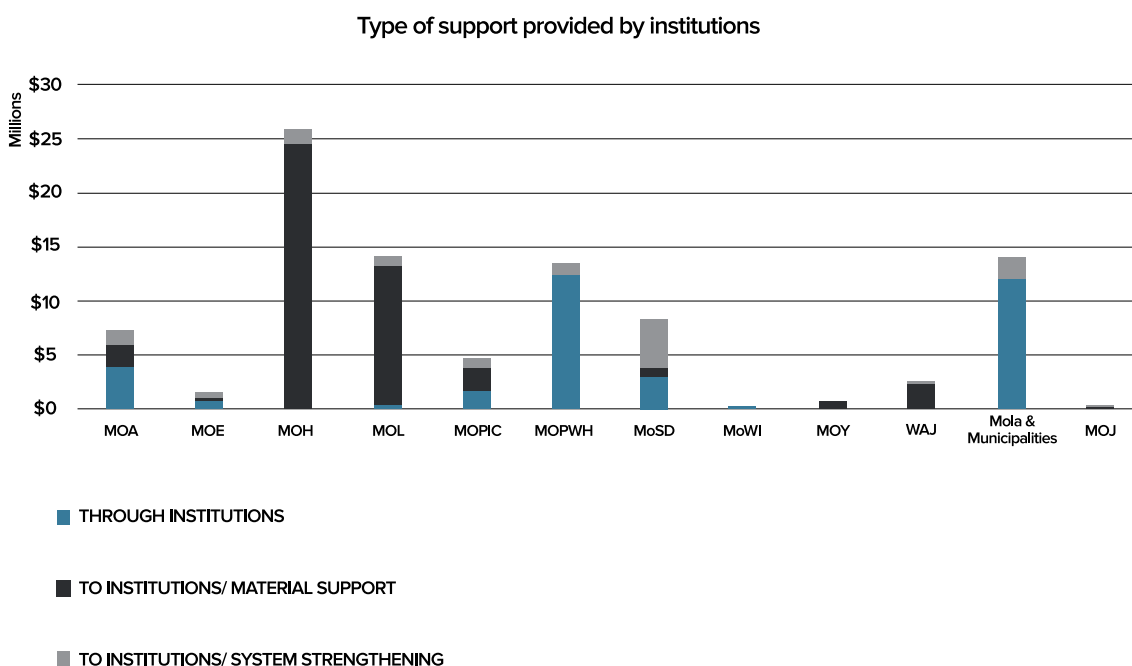
- ▶ The category of system strengthening comprises of 47 different technical assistance provided 3RP partners, such as: technical support to MoH on COVID-19 and routine immunization, capacity development to manage EIIP projects, support to MoLA on solid waste management, institutional capacity for gender equality across ministries, support to MoA on farmers registry, establishment of Makani education programme steering committee, development of online education platform, technical assistance to enrol on digital payments the Jordanian families in the National Aid Fund (NAF) Takaful cash assistance programmes, increasing the knowledge and understanding of refugee issues by civil servants, development of SOPs on case management and support to Tracking System for Family Violence, etc.

Overall, the 3RP support to public institutions is therefore mostly contributed to the fourth objective of the JRP Mentioned above: *“Enabling public institutions to maintain the same quality of services provided for Syrian refugees.”*

Opportunities to build on the 3RP integrated approach strengthening institutional support

It is crucial to highlight the importance of system strengthening efforts put in place by 3RP partners. While system strengthening activities typically involve less budget than material support (as technical assistance, trainings or workshops are less costly than provision of equipment or construction of facilities), they mobilize more technical expertise and require strengthened partnerships between 3RP partners and public institutions. In this respect, it is important to note that system strengthening interventions represent the majority of actual activities implemented to support public institutions. This demonstrates their criticality to the impact and quality of the 3RP approach. Indeed, training of civil servants, development of new targeting systems and databases, improvement of curricula and training guides, support to develop new policies, is key to sustainably improving the capacity of institutions to deliver services and respond to the crisis, in line with the ‘transformative’ element of the resilience approach.

Nine of the 12 institutions supported by UN agencies under the 3RP have benefitted from system strengthening support in addition to material support or temporary support channelled through them towards beneficiaries, as highlighted below.

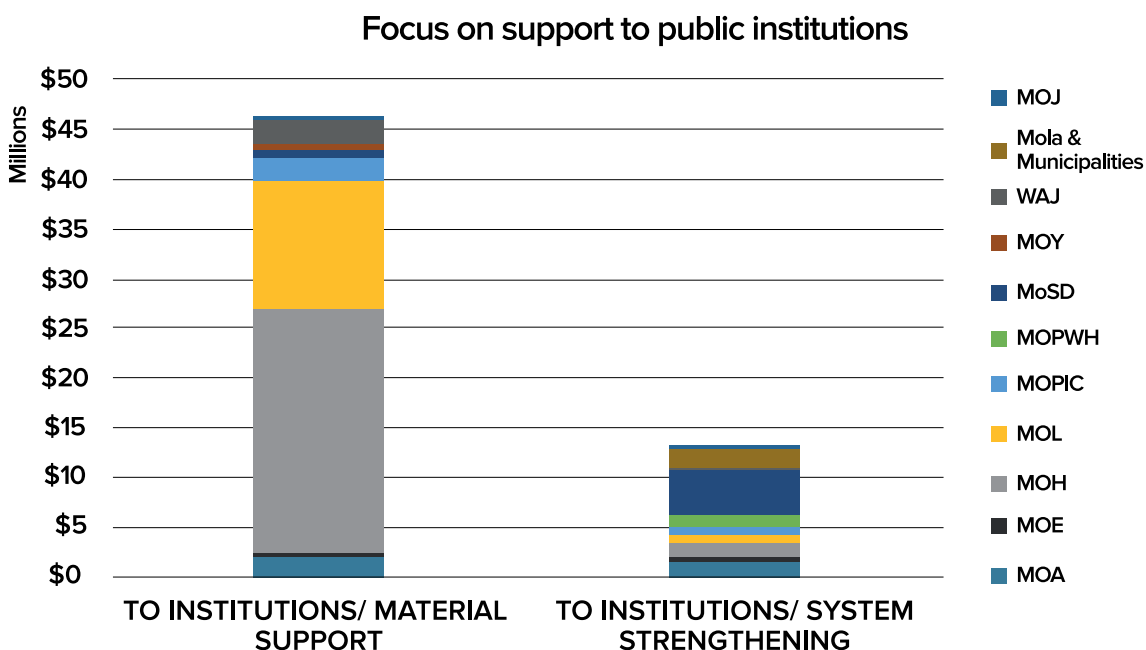


Overall, this strong system strengthening effort is generally combined with material support for Rule of Law/ Protection institutions such as the Ministry of Interior’s Syrian Refugee Affairs Department (SRAD), and institutions involved in basic services related to health (MoH) and water (WAJ), and/or with temporary support delivered through key institutions for social protection and livelihoods programming (MoSD, MoPWH, Municipalities). MoSD receives nearly a third of system strengthening support particularly to support the National Aid Fund ability to design, target and implement social protection programmes. MoH receives over half of the material support (vaccines/immunization plan). SRAD receives similar proportion of the material support (equipment, staffing support).

Whilst this integrated approach is found to be very promising, some shortcomings have also been identified by the analysis.

First, overall, the material support provided by 3RP partners remains relatively limited, and primarily focused on equipment and some staffing support. This is the primary reason behind the apparent gap between the size of 3RP support to institutions and the JRP Infrastructure and Institutional Capacity Development Needs appeal (USD 60m of 3RP support vs. USD 1.2 bn for the JRP 2020-2022 IC component). In particular, most of infrastructure support to the Government of Jordan is being provided by partners outside the 3RP including International Financial Institutions and bilateral donors. A complementary mapping and analysis of IFIs support to the Government of Jordan refugee response is being conducted to facilitate joint analysis and identification of synergies. As such there is limited 3RP involvement into the construction of new health, education or social services' facilities, WASH networks (water, waste water, solid waste) or basic municipal infrastructure (parks, public spaces etc). The latter might become an increasing 3RP focus as some of the work with MoPWH or Municipalities could gradually encompass a heavier infrastructural output. It should also be noted the secured funding for material support to public institutions in 2021 appears limited.

Second, comparing to the results of the public institutions support tracking in other 3RP countries, some areas of support appear to be more limited in Jordan. This is particularly the case for education, active labour market policies, and social protection services, which are delivered at scale in Jordan but primarily through civil society partners or direct implementation by UN agencies. Further alignment of such programmes with public systems will be important for their sustainability.





Workers on the KfW-funded Employment Intensive Investment project (EIIP) in Jordan receiving their site safety briefing and duties description from their supervisor on the eastern bank of the Dead Sea, in cooperation with the Ministry of Public Works and Housing

Conclusions and recommendations

The following **conclusions** can be drawn from the above analysis on the institutional support provided by 3RP actors:

1. This first edition of the public institution tracking in Jordan confirms the **important range and depth of support provided** to public institutions by UN agencies under the 3RP in Jordan.
2. Moreover, the **integrated nature of the support**, covering all key institutions of the response and combining system strengthening and other support **illustrate how the 3RP articulates both short term** (assistance through public institutions) **and long term** (system strengthening so that institutions gradually become able to deliver improved and inclusive services).
3. The **solid partnerships built by 3RP partners** with public institutions **enabled a rapid reaction** to unforeseen circumstances such as the COVID-19 pandemic, with the mobilization of additional resources to support both the health (PPE, vaccines, tests) and non-health (social assistance to vulnerable Jordanians in addition to refugees) components of the response.

4. This partnership constitutes a **clear added value of the UN support under the 3RP in its contribution to the JRP** compared to other forms of support mobilized in Jordan. Indeed, the integrated support provided by 3RP partners across the range of public institutions is critical to turn the crisis into an **opportunity to improve public systems ability to provide services and assistance to the most vulnerable, refugees and host communities alike, and contribute to the longer-term development agenda of the country.**

This provides a solid basis for the 3RP to continue scaling up its efforts in the area of support to public institutions.

The overall support provided remains relatively limited compared to the needs highlighted by the government, with over USD 1.2 bn requested for 2020-2022 under the JRP IC component. As mentioned above, substantive additional support from International Financial Institutions and Bilateral donors is being made available to the Government of Jordan Refugee Response and is being mapped and analysed through a complementary exercise. The support provided by 3RP partners in Jordan is nonetheless more limited than what is done by 3RP partners in other countries of the Syria crisis (USD 248m and USD 179m of support to institutions in Lebanon and Turkey respectively for 2019, against USD 26.1m for Jordan in 2020).

The PIST analysis therefore helps to identify key issues to further operationalize the humanitarian-development nexus in Jordan, **and puts forwards the following recommendations to put in practice the pillars of the New Way of Working:**¹³

1. **Strengthen alignment of humanitarian assistance to national systems** to enable coherent support with a view to mobilizing an integrated pathway for transition.
2. **Undertake joint analysis for improved planning:** The PIST should become a regular JRP/ 3RP reporting tool in order to enhance collective analysis of institutional needs to respond to refugees and host communities' vulnerabilities, in line with the 3RP Regional Strategic Directions Framework and the practice of the Lebanon and Turkey country chapters. Further cross-referencing such as tracking of public institution support with the ongoing vulnerability analysis work of 3RP, such as the Geographical Multidimensional Vulnerability Analysis and the Joint Comprehensive Vulnerability Assessment will be particularly important to jointly identify priority gaps and needs. This will provide an evidence-base to identify synergies, potential gaps as well as areas for additional support and fundraising efforts. It will also inform trend analysis (comparable across the wider region), allow monitoring on quality, best practice and learning examples.
3. **Coordinate approach to government support:** The conclusions stemming from the Public Institutions Support Tracking should be used in engaging with Government counterparts and donors to further discuss how to make sure the 3RP is best placed to support the government capacity to absorb and manage other support. The main area of further development for the 3RP to effectively mobilize and improve support

13. The New Way of Working (NWOW) calls on humanitarian and development actors to work collaboratively together, based on their comparative advantages, towards 'collective outcomes' that reduce need, risk and vulnerability over multiple years. <https://www.un.org/jsc/content/new-way-working>



“Grow more with less”: beneficiary in Mafraq working in the field in the framework of a Swiss Agency for Development and Cooperation project with FAO and in cooperation with MoWI to increase food production in a water scarcity context.

to public institutions is to increase alignment and potential integration of some humanitarian programmes such as social protection and education with national systems,

- 4. Support integrated strategic planning with other development partners:** The public institution support data allows for cross-analysis with data from IFIs and other bilateral sources, which should facilitate collaboration at strategic and technical levels, along with the ability to identify areas for collaboration and gaps. This mapping of refugee-related interventions outside the 3RP is ongoing and will support the different stakeholders to conduct an in-depth analysis of additional support provided by other actors to identify key gaps that would need to be addressed by 3RP partners, particularly in relation to local authorities and infrastructure. While International Financial Institutions and bilateral donors are investing heavily in local and municipal infrastructures, 3RP partners can build on their existing support to the Ministries of Public Works and Local Administration to address remaining priority needs related to solid waste, water services, as well as local infrastructures such as public and recreational spaces.



3 R P

REGIONAL
REFUGEE &
RESILIENCE PLAN

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