

# UNITED NATIONS

## SUSTAINABLE DEVELOPMENT FRAMEWORK IN JORDAN

2018 - 2022



JORDAN



# Declaration of Commitment

The United Nations Sustainable Development Framework (UNSDF) 2018-2022 articulates the United Nations System's leadership role in coordinating the international community's support for Jordan's national priorities in close partnership with the Government of the Hashemite Kingdom of Jordan for the coming five years. It translates the comparative advantage of the United Nations System into a strategic and meaningful programme to ensure maximum impact across Jordan's broad and integrated development, humanitarian, human rights, political and security agenda.

The UNSDF represents a continued pledge to work in support of the Government of Jordan in improving the lives of all Jordanians and those whom Jordan seeks to protect, especially the weakest and most vulnerable, ensuring that no one is left behind. The document has been formulated through extensive consultation with the Government of Jordan, civil society organizations, the private sector, international finance institutions, academia and international bilateral partners. Its normative framework is anchored in the United Nations Charter of 1945 and other internationally agreed frameworks, in particular, the 2030 Agenda for Sustainable Development.

By signing the below, the Government of the Hashemite Kingdom of Jordan and the United Nations System in Jordan approve this UNSDF as the basis of cooperation between our two entities for the period through 2018-2022 and affirm our commitment to the realization of its objectives.

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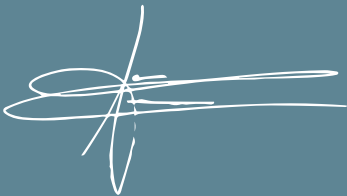
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# List of acronyms

<b>ARDD</b>	Arab Renaissance for Democracy and Development	<b>IFAD</b>	International Fund for Agricultural Development
<b>AWLN</b>	Arab Women Legal Network	<b>IFH</b>	Institute for Family Health
<b>BOS</b>	Business Operations Strategy	<b>IHR</b>	International Health Regulation
<b>CAT</b>	Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	<b>ILO</b>	International Labour Organization
<b>CBF</b>	Common Budgetary Framework	<b>IMF</b>	International Monetary Fund
<b>CCA</b>	Common Country Assessment	<b>IOM</b>	International Organization for Migration
<b>CED</b>	Convention for the Protection of All Persons from Enforced Disappearance	<b>JEDCO</b>	Jordan Enterprise Development Corporation
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination Against Women	<b>JHASI</b>	Jordan Health Aid Society International
<b>CERD</b>	International Convention on the Elimination of All Forms of Racial Discrimination	<b>JNCW</b>	Jordanian National Commission for Women
<b>CMW</b>	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families	<b>JOHUD</b>	The Jordanian Hashemite Fund for Human Development
<b>CRC</b>	Convention on the Rights of the Child	<b>JONAP</b>	Jordan National Action Plan on Women, Peace and Security
<b>CRPD</b>	Convention on the Rights of Persons with Disabilities	<b>JPG</b>	Joint Programming Group
<b>DaO</b>	Delivering as One	<b>JRP</b>	Jordan Response Plan for the Syria Crisis
<b>DoS</b>	Department of Statistics	<b>JSC</b>	Joint Steering Committee
<b>ECD</b>	Early Childhood Development	<b>JUST</b>	Jordanian University of Science and Technology
<b>EDP</b>	The Executive Development Program	<b>JWP</b>	Joint Work Plans
<b>FCTC</b>	Framework Convention of Tobacco Control	<b>JWU</b>	Jordanian Women's Union
<b>FAO</b>	Food and Agriculture Organization	<b>M&amp;E</b>	Monitoring and Evaluation
<b>GCC</b>	General Cooperation for Cooperatives	<b>MEAs</b>	Multilateral Environmental Agreements
<b>HDI</b>	Human Development Index	<b>MoA</b>	Ministry of Agriculture
<b>HPC</b>	Higher Population Council	<b>MoC</b>	Ministry of Culture
<b>IAEA</b>	International Atomic Energy Agency	<b>MoE</b>	Ministry of Education
<b>ICCPR</b>	International Covenant on Civil and Political Rights	<b>MoEn</b>	Ministry of Environment
<b>ICESCR</b>	International Covenant on Economic, Social and Cultural Rights	<b>MoF</b>	Ministry of Finance
		<b>MoFA</b>	Ministry of Foreign Affairs and Expatriates
		<b>MoH</b>	Ministry of Health
		<b>MoHE</b>	Ministry of Higher Education and Scientific Research
		<b>MoI</b>	Ministry of Interior
		<b>MoIA</b>	Ministry of Awqaf and Islamic Affairs
		<b>MoJ</b>	Ministry of Justice
		<b>MoL</b>	Ministry of Labour

<b>MoMA</b>	Ministry of Municipal Affairs	<b>UNDP</b>	United Nations Development Programme
<b>MoPIC</b>	Ministry of Planning and International Cooperation	<b>UN Environment</b>	United Nations Environment Programme
<b>MoPWH</b>	Ministry of Public Works and Housing	<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Programme
<b>MoSD</b>	Ministry of Social Development	<b>UNFPA</b>	United Nations Population Fund
<b>MoTA</b>	Ministry of Tourism and Antiquities	<b>UN-Habitat</b>	United Nations Human Settlements Programme
<b>MoWI</b>	Ministry of Water and Irrigation	<b>UNHCR</b>	The Office of the United Nations High Commissioner for Refugees
<b>MoY</b>	Ministry of Youth	<b>UNIC</b>	United Nations Information Centres
<b>MTR</b>	Mid-Term Review	<b>UNICEF</b>	United Nations Children's Fund
<b>NCDs</b>	Noncommunicable Diseases	<b>UNIDO</b>	United Nations Industrial Development Organization
<b>NCFA</b>	National Council for Family Affairs	<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>NCHR</b>	National Centre for Human Rights	<b>UNOPS</b>	United Nations Office for Project Services
<b>NET</b>	National Employment and Training Company	<b>UPR</b>	Universal Periodic Review
<b>NGO</b>	Non-governmental Organization's	<b>UNSCR</b>	United Nations Security Council Resolution
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs	<b>UNSDF</b>	United Nations Sustainable Development Framework
<b>ODA</b>	Official Development Assistance	<b>UNV</b>	United Nations Volunteers Programme
<b>OHCHR</b>	Office of the United Nations High Commissioner of Human Rights	<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>OMT</b>	Operations Management Team	<b>UPR</b>	Universal Periodic Review
<b>PMT</b>	Programme Management Team	<b>USAID</b>	United States Agency for International Development
<b>PSD</b>	Public Security Directorate	<b>VAF</b>	Vulnerability Assessment Framework
<b>RBM</b>	Results Based Management	<b>VTC</b>	Vocational Training Corporation
<b>RC/HC</b>	United Nations Resident and Humanitarian Coordinator	<b>WFP</b>	World Food Programme
<b>RG</b>	Results Group	<b>WHO</b>	World Health Organization
<b>SDGs</b>	Sustainable Development Goals	<b>WB</b>	World Bank
<b>SMEs</b>	Small and Medium Enterprises		
<b>SRAD</b>	Syrian Refugee Affairs Directorate		
<b>TBD</b>	To Be Defined		
<b>TVET</b>	Technical and Vocational Education and Training		
<b>UNAF</b>	United Nations Assistance Framework 2015-2017		
<b>UNCG</b>	United Nations Communications Group		
<b>UNCT</b>	United Nations Country Team		

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## Overview

At a defining moment in Jordan's development history, the United Nations and the Government of the Hashemite Kingdom of Jordan have agreed to a new partnership to support the country towards a more sustainable path to development, prosperity, peace and security. This will be focused particularly on benefiting young people, women and the most vulnerable groups, such as the poor, who still comprise at least 1 in 7 people in this middle-income country; the more than 1.4 million Syrians in the country; host communities; persons in remote or more disadvantaged areas of Jordan, including pockets of urban poverty; persons with disabilities; and migrant workers, among other groups. Further, this is to be achieved through a human rights-based approach that stresses more active social inclusion encompassing these groups, engagement at all levels, and, critically, a strong emphasis on multi-sectoral approaches to development challenges.

As a strategic planning framework for cooperation at country level, the United Nations Sustainable Development Framework (UNSDF) 2018-2022 thus provides a basis for increased collaboration, coherence and effectiveness of United Nations initiatives and support in Jordan. Under the UNSDF, the United Nations Country Team (UNCT)<sup>1</sup> will "Deliver as One (DaO)" and will undertake an overarching, integrated approach for the next five years intended to "leave no one behind." In turn, the aim will be to help ensure that every person in Jordan enjoys inclusive, equitable and sustainable prosperity, with dignity, security and freedom from fear and violence.

The core priorities of the UNSDF 2018-2022 are to:

- Deepen peace, stability, protection of human rights, social cohesion and the social contract, by strengthening institutional capacities and systems, empowering people, and expanding opportunities for women, youth and the most vulnerable
- Pursue balanced, sustainable and inclusive economic growth, through support to a more diversified and competitive economy
- Secure a stronger and more equal stake for women in the political, economic and social spheres, without discrimination or fear of violence

<sup>1</sup> The UNCT comprises 18 resident Agencies, including FAO, ILO, IOM, OCHA, UNDP, UNESCO, UNFPA, UN-Habitat, UNHCR, UNICEF, UNIDO, UNODC, UNOPS, UNV, UN Women, WFP, WHO and World Bank. It also encompasses five non-resident Agencies, IAEA, IFAD, OHCHR, UN Environment and UNIC.





Most important, the United Nations will employ a “new way of working” to ensure no one is left behind: complementary approaches of delivering predictable assistance and protection to those in need especially women and children, while increasingly fostering resilience-based and sustainable responses that reduce people’s levels of need. With people at the centre, building resilience and sustainability will be key to effectively addressing the multidimensional causes of vulnerability and poverty. However, increased resilience can only be achieved if the Government, with United Nations support, can not only ensure people can get what they need for themselves today, but also can look even beyond tomorrow, taking into consideration the different levels of long-term vulnerability among all people in the country.

For example, while the United Nations will respond to the immediate health needs of individual Jordanians and Syrian refugees alike, it will simultaneously work on strengthening the overall health system to achieve Universal Health Coverage for all. And while it is essential to continue providing cash assistance to refugee families and vulnerable host communities, the United Nations at the same time will work toward more inclusive and sustainable economic opportunities that will ensure decent jobs and new sustainable livelihoods for all Jordanians and refugees. Similarly, the United Nations will need to ensure access to water and energy to refugees and affected host communities, while at the same time addressing Jordan’s chronic water scarcity challenges and supporting more sustainable and greener energy systems.

The UNSDF will align fully with the Government’s overall strategy for the coming years, Jordan Vision 2025, and with other key policy documents. These include the Jordan Response Plan for the Syria Crisis (JRP), successive Executive Development Programmes (EDP), the Economic Growth Plan, and numerous national strategies (e.g., National Strategy for Human Resources Development 2016-2025, Education for Prosperity: Delivering Results). For its part, the Vision 2025 articulates four interlinked pillars as instruments

# Overview

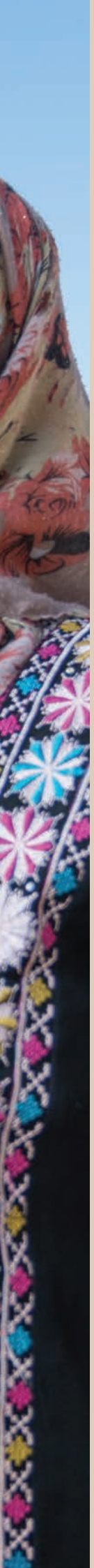
intended to lead to a “prosperous and resilient Jordan”: (1) Citizen: Active citizens with a sense of belonging; (2) Society: Safe and stable society; (3) Business: Dynamic and globally competitive private sector; and (4) Government: Efficient and effective Government.

The UNSDF reflects a very similar structure – focused on institutions, people, and opportunities – and supports specific components of each Vision 2025 pillar under each of three UNSDF Outcomes. For example, it offers linkages in such key areas as support to the poor and underprivileged, rule of law, active citizenship, and Jordan communities; workforce participation, employment, health and education; business environment; and public sector performance. In this regard, it aims for transformative change, while also demonstrating the United Nations’ strengths as a thought leader and the partner of choice.

At the same time, the UNSDF will effectively and efficiently support the Government to deliver on the ambitious and complex global 2030 Agenda and its 17 Sustainable Development Goals (SDGs)<sup>2</sup>, which articulate the principle of leaving no one behind. Further, within this principle, the United Nations will put the imperative of addressing inequalities and discrimination at the heart of its efforts to support SDG implementation in the country. Jordan continues to be a regional champion for the SDGs, for which an action-oriented national road map of implementation has been developed. The United Nations also will assist Jordan in adhering to the United Nations Charter, universal human



2 List of the 17 Sustainable Development Goals can be found in this weblink: <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>



rights Conventions<sup>3</sup>, and other internationally agreed frameworks and treaties. The latter include the Paris Agreement on Climate Change, the Sendai Framework for Action on Disaster Risk Reduction, the Framework Convention on Tobacco Control, the International Health Regulation, and, in particular, the Agenda for Humanity, adopted at the World Humanitarian Summit 2016 in Istanbul, which adopted a “New Way of Working” for the international community as a whole.

Altogether, the New Way of Working stimulates both Governments, as in Jordan, and the United Nations to come up with even more creative solutions, bringing diverse actors together across mandates, sectors and institutional boundaries, to achieve collective outcomes for people affected by crises. Leaving no one behind thus will require that the United Nations go “the last mile” in Jordan, addressing economic, social and political factors of exclusion. Further joined-up analysis of drivers, root causes and underlying determinants of inequalities and marginalization will be undertaken. Critically, all this will particularly require coherent United Nations interventions linking humanitarian assistance and development in support of national priorities, which is central to the UNSDF and, more broadly, to the United Nations’ forward-looking role as a strategic and more coordinated partner in the country. In so doing, the United Nations will support Jordan in fulfilling its humanitarian obligations, particularly toward refugees.

Pursuing such a path makes it essential to further promote a hybrid of supply-driven humanitarian flexibility and the deeper thinking of the demand-driven, more developmental approach that has evolved in Jordan during the last five years, underpinned by a firm commitment to human rights principles. Among other measures, Jordan has adopted a National Plan of Action for Human Rights that aims at mainstreaming the country’s human rights obligations in all aspects of Government planning and programmes. In addition, linking humanitarian and development initiatives calls for complementing shorter action plans such as the JRP with a longer-term perspective that prioritizes not only resilience, but also a broader approach to vulnerability that reaches the furthest behind first, and that is more responsive to the people being served. At the same time, Jordan continues to work on implementing its second-cycle Universal Periodic Review commitments on human rights, and a third review is expected during mid2018-, entailing taking on a group of new pledges and commitments for the period 2018-2023. In this regard, relevant United Nations Agencies will continue to support Jordan in fulfilling its voluntarily adopted commitments before the Human Rights Treaty bodies and other procedures.

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<sup>3</sup> In particular, the UNSDF will follow up or will build on conclusions emanating from international review processes; these include the Universal Periodic Review (UPR), Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Convention on the Rights of the Child (CRC), Convention on the Rights of Persons With Disabilities (CRPD), and Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT). Altogether, Jordan has signed seven of nine core human rights treaties. The former include not only CEDAW, CRC, CRPD and CAT; International Covenant on Civil and Political Rights (ICCPR); International Convention on the Elimination of All Forms of Racial Discrimination (CERD); and International Covenant on Economic, Social and Cultural Rights (ICESCR); it has yet to sign the Convention for the Protection of All Persons from Enforced Disappearance (CED) and the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (CMW). Jordan also has signed 18 UNESCO Conventions (<http://en.unesco.org/countries/jordan/conventions>) and has ratified seven of eight fundamental ILO Conventions. In addition, the Framework Convention of Tobacco Control (FCTC) and International Health Regulation (IHR) will be important.

# Overview



The issues of working together across the global United Nations pillars of peace and security, development and humanitarian interventions, and human rights have been around for many years, but have come to the forefront under the new Secretary-General, who defines prevention of crisis “as not merely a priority, but the priority” for sustaining peace. As the Secretary-General has noted, the causes of crisis around the world, whether country-specific or regional/transnational, are deeply interlinked: They are fueled by competition for power and resources, by inequalities, marginalization and exclusion, by poor governance and weak institutions, and by sectarian divides. They also are exacerbated by climate change, population growth, global health security, and the globalization of crime and terrorism. Yet even as the causes of crisis are deeply interlinked, the United Nations’ response is often fragmented – and this is where the UNSDF aims to make a difference in Jordan.

Putting human rights in general, and particularly gender equality and women’s economic empowerment, at the core of all Outcomes of the UNSDF will provide a normative basis to address the situation of individuals and groups who are, or are at risk of, being left behind. This will aim at eliminating entrenched inequalities or discrimination that prevents people from accessing services or resources; it will involve being gender-responsive, with robust gender-sensitive sectoral plans and budgets that fully take into account the differentiated needs of women and men, girls and boys, including at sub-national levels. A human rights-based

approach to the UNSDF also will entail ensuring meaningful participation by all stakeholders, including civil society organizations, women's rights activists, children and vulnerable groups in the design, implementation and monitoring of the development agenda. Similarly, principles of accountability will underlie the strengthening of national systems and mechanisms to monitor progress in empowering those who are left behind or at risk of falling behind.

Building capacities for resilience under all UNSDF Outcomes also will recognize the need to protect ecosystems and biodiversity as the basis for livelihoods and employment for many of the poor and those left furthest behind. This also will need to include, for example, tying emergency preparedness work for recurrent disasters resulting from climate change and for "black swan" events into development planning. Specifically, promoting the principle of leaving no one behind will include advocacy and other programmatic interventions, which may be undertaken jointly by the UNCT or by individual Agencies, based on their specific mandates.

Under the UNSDF, leaving no one behind also implies results-focused and risk-informed programming to achieve the greatest impact (e.g., social safety nets, pre-planning for evacuations), along with (1) coherent policy support; (2) capacity development, particularly for planning and implementation of resilience-based, gender-responsive and environmentally sustainable programmes and policies; and (3) strengthened strategic partnerships, including with the World Bank, International Monetary Fund (IMF), and European Union, maximizing synergies across core programmatic and operational areas. Partnerships with private sector, as well as with civil society, will be strongly emphasized.

Given the private sector's crucial role in the job creation and expansion of opportunities for engagement, especially for women, this will further align the UNSDF with Vision 2025 and the SDGs, and will help to uphold the "Ten Principles"<sup>4</sup> of the UN Global Compact for corporate values and operations that meet fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption. Leaving no one behind likewise necessitates (4) strengthening disaggregated data to support targeted policy interventions (see also section on UNSDF Key Strategies for Implementation).

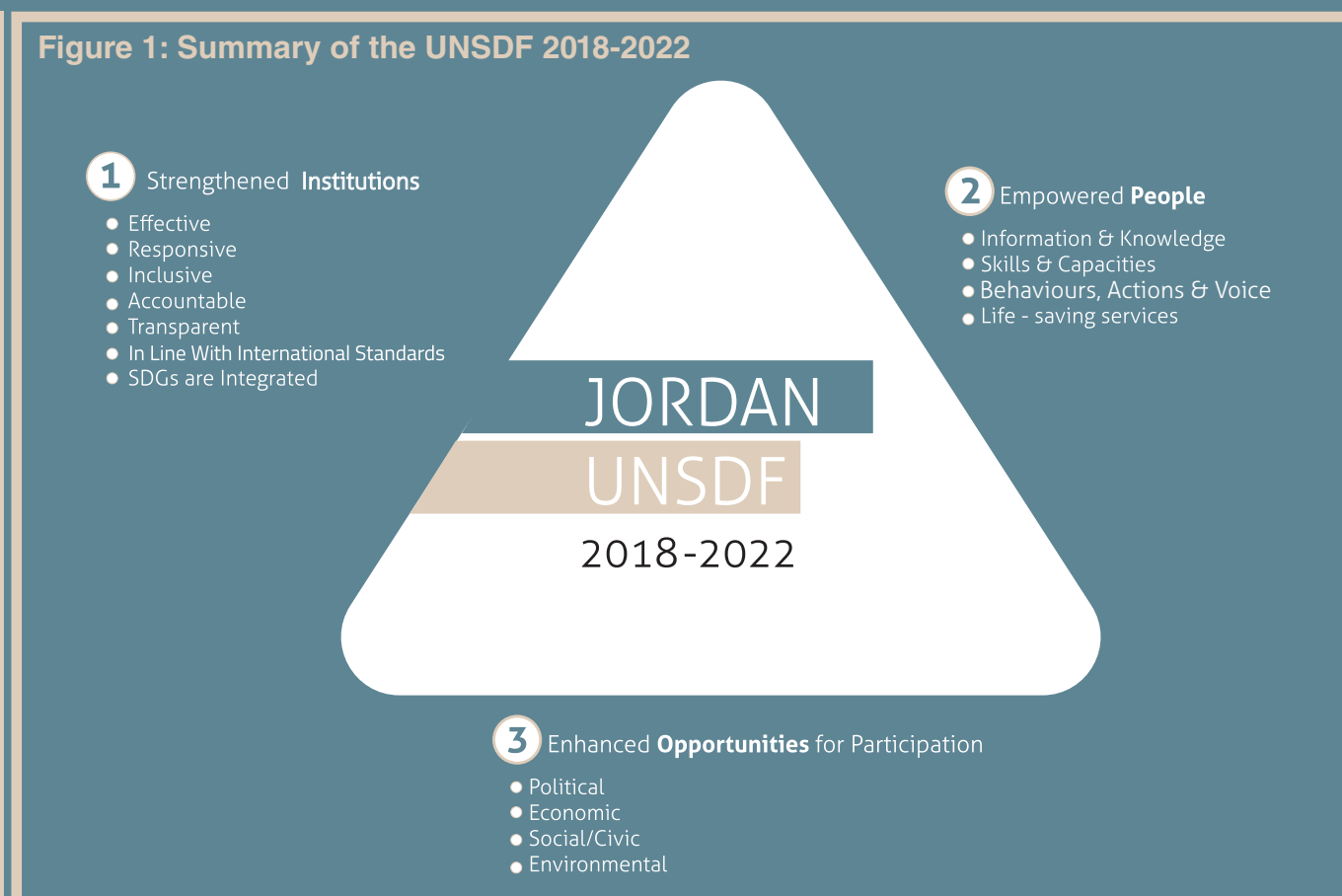
Special attention will continue to be given to mitigating the profound impact of the Syrian refugee crisis, for which Jordan has been at the cutting edge in an innovative, effective humanitarian response under the exemplary leadership of the Ministry of Planning and International Cooperation. In this effort, support by the international community, national and international

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<sup>4</sup> The UN Global Compact's Ten Principles are derived from the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

non-Government organizations (NGOs), and the private sector also has been vital, deepening the early identification of risks and addressing them in a timely manner. Yet despite remarkable responses by the country, the crisis has had a significant impact on Jordan’s development gains, young people, women and vulnerable groups, in pursuit of Jordan’s development objectives (see Figure 1); all these are detailed in the section on The UN Programme 2018-2022. Among other overarching approaches to achieve these Outcomes, the United Nations will promote national leadership, ownership, transparency and accountability, as well as coordination for results, aligned with the principles of the Paris (2005), Accra (2008) and Busan (2011) declarations on aid effectiveness.

**Figure 1: Summary of the UNSDF 2018-2022**



Quantifying the financial resources needed to implement the SDGs is especially complex, and global estimates vary widely, from US2.5\$ trillion to more than US5\$ trillion a year. In comparison, Official Development Assistance (ODA) reached US131.4\$ billion in 2015. While ODA remains important, particularly in the least developed countries, it will not be sufficient to achieve the SDGs and ensure no one is left behind. Drawing on all sources of finance – public and private, domestic and international – in all countries, including in Jordan, will be essential. In line with the Addis Ababa Action Agenda, which highlights the need for “nationally owned development strategies supported by integrated financing frameworks,” a key objective of the UNSDF therefore also is to catalyze finance for the SDGs<sup>5</sup>. This will require the United Nations to shift from the funding of individual projects to the financing of transformative change, structuring different financial flows to achieve a common result.

5 Governments may mobilize resources domestically, for example, while taking steps to reduce the burden of non-communicable diseases; Paragraph 32 of the Addis Ababa Agenda reads: “We note the enormous burden that non-communicable diseases place on developed and developing countries. These costs are particularly challenging for small island developing States. We recognize, in particular, that, as part of a comprehensive strategy of prevention and control, price and tax measures on tobacco can be an effective and important means to reduce tobacco consumption and health care costs, and represent a revenue stream for financing for development in many countries.”



Beyond this, however, achieving Vision 2025 and the SDGs, as well as the UNSDF, is not just about financing: It is about the strengthened partnerships highlighted above, to improve domestic resource mobilization. It is about investment promotion; advocacy; promoting international trade as an engine for development; access to science and clean technologies; capacity building to mainstream the SDGs in national plans; and data monitoring. In all, the United Nations will strongly act as a partner, not an implementer, mobilizing and sharing the most up-to-date knowledge, expertise and clean technologies among multiple stakeholders in Jordan, including through promoting North-South, South-South and Triangular Cooperation for enhanced results.

Not only does the UNSDF provide a framework for future collaboration, but it also results from a yearlong consultative, comprehensive and dynamic strategic priority-setting process. Comprehensive analysis, which included a Common Country Assessment<sup>6</sup>, national consultations, and strategic prioritization exercises, involved partners from the Government, civil society, private sector, International Financial Institutions and academia. In this regard, the continuing support of the Ministry of Planning and International Cooperation has been essential, as has that of other key Government entities. The UNSDF thus has been finalized in consultation with the Government and all United Nations Agencies working in the country; at the same time, it remains a living document, flexible enough to respond to Jordan's evolving socioeconomic, political and environmental contexts.

The United Nations is not the only development actor in Jordan. But as the anchor of multilateralism with universal membership, the United Nations has most impact when truly enabling others, always



<sup>6</sup> The CCA document is available on the UN Jordan website.

being truthful to its mission as the guardian of international human rights and other norms. The ultimate goal, therefore, is not to expand the United Nations' remit, but to make a real difference for all people in Jordan, especially the most vulnerable, while being better focused and inspiring. In this context, the United Nations will offer high-end, value-added interventions that generate and complement national knowledge – and deliver results. (See also sections on Outcomes 1, 2 and 3 for brief descriptions of results and activities to be undertaken by the United Nations in Jordan; the Results and Resources Framework is detailed in Annex A.)

## Jordan's Development Challenges in Brief

Jordan's status as a middle-income country has been consolidated by the solid economic growth rates achieved in recent years, combined with considerable human development gains. The country ranks 86th out of 188 countries on the Human Development Index (HDI) 2016, in the "high human development" category, and 63<sup>rd</sup> out of 138 in the World Economic Forum's Global Competitiveness Report 2016-2017.

However, three broad development areas in Jordan where key issues are emerging or deepening are increasingly critical and prioritized by Vision 2025 as well as the CCA conducted as part of the UNSDF process: (1) effectiveness and accountability of institutions, particularly related to services for vulnerable people; (2) strengthening the voice and rights of women, youth and the vulnerable; and (3) opportunities for enhanced and meaningful participation for all. These are examined in turn below.

### **Effectiveness and Accountability of Institutions**

First, while there has long been a strong social contract in Jordan, it risks being strained by institutions that are perceived as requiring further effectiveness and accountability when responding to vulnerable segments of the population. Overall, Jordan has been a lead nation in the region in striving to have its national legislation in line with global standards<sup>7</sup>. A gradual succession of constitutional refinements have brought the various social, economic, environmental and political laws closer to the principles of the central human rights Conventions, declarations and treaties.

Even so, increased efforts are needed to support the Government in the revision of a number of key laws and regulations to make these consistent with international human rights obligations. Jordan also faces challenges in fully implementing frameworks on climate change, disaster risk reduction, urban management, protection and safeguarding of cultural and natural heritage and resources as well as their management. Nonetheless, Jordan performs relatively well compared to its Arab peers.

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<sup>7</sup> See also, 'United Nations Common Country Assessment of Jordan', 2018, for a list of the Conventions that Jordan has ratified and implemented.



Government institutions, policies and programmes also have encountered strongly increased responsibilities with the waves of immigration, resulting from regional turbulence, that have contributed to the country's population growth; non-Jordanians now total about 3 million, including nearly 675,000 foreign workers, comprising about 31 percent of the people. In turn, the sizable and complex bureaucracy that was necessitated has generated a large share of public expenditure within the economy, reaching some 31.3 percent.

The central challenge is to implement laws and regulations equally, fairly and transparently; enhanced rule of law in a consistent and institutionalized manner is critical for citizens and investors to have confidence that fair and efficient dispute resolution exists. Yet in some cases, informal relationships may take precedence over formal procedures and constrain even routine decision making.

This is reflected in engagement in the democratic process as well, as demonstrated at the September 2016 parliamentary elections in which there was a relatively low level of voter turnout (36.1 percent of the electorate)<sup>8</sup>. Too few youth participate in the political process. Critically, representation of women in the political sphere also remains one of the lowest in the region, as does their participation in private-sector institutions such as trade unions, all of which has broader implications for women's low participation in the labour market (see also "People" below).

Following the recent passage of a law of decentralization, local council elections were held in August 2017. A crucial need exists to prepare local councils as well as broader local governments to assess their needs and to effectively prepare plans and set budgets.

Within the context of ongoing regional instability, the Jordanian policy towards broadening participation and deepening democratic institutions is a vital bulwark for preventing violent extremism and other social violence.

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8 United Nations Country Assessment for Jordan, 2018

In terms of public sector performance, public overemployment and low levels of productivity have been singled out in Vision 2025 for urgent addressing, despite restructuring of some public sector institutions in 2014; public institutions also often require strengthened capacity, with departments or staff insufficiently incentivized to provide peak performance and overcome bottlenecks to effective service delivery. According to the global government effectiveness indicators, Jordan's overall performance has declined since the beginning of the century, leaving Jordan ranked lower than comparable countries. Accountability and transparency challenges exist in the judicial sector, as do those related to the complete independence of the judiciary. The effectiveness of the judiciary in terms of case management (delays), correctional facilities and the enforcement of court decisions all have been highlighted in Vision 2025 as needing attention.

Further, conflicts in neighbouring countries have added an additional burden to the rule of law and security sectors in Jordan. Foreign fighters continue to be recruited from all over the Arab region and the world, and Jordan is no exception. The implications of this phenomenon are potentially dangerous, as Jordanians recruited among these ranks are also a likely deterrent to peace and stability in their own country, regardless of whether they return or not. It is critical to work with the population at home in order to support efforts to address the causes of radicalization in the first place.

In all, delivery of key services remains a major part of the Government's activities and an important form of connection to the people. Decentralization is a prime area where accelerated implementation can yield ready impact among local populations, and will particularly require additional methodological work in such areas as gender-responsive planning and budgeting at governorate levels, as indicated above. Further, the upscaling of local capacities, effective planning, coordination and revenue generation could lead quickly to improved service delivery, resilience and fiscal sustainability. In addition, heavy reliance on foreign aid and high levels of public debt will need to be tackled.





However, discrepancies also exist in the quality and effectiveness of services, for example, health and education, depending on location; some Jordanians, including the poor and vulnerable in host community areas, have been particularly affected. Public dissatisfaction due to risk of poverty, lack of job market dynamism, and the cost of living has been reported<sup>9</sup>. One of the main challenges confronting the public sector is that of agility<sup>10</sup>. Public institutions struggle to innovate, synergize, link across Ministries, adopt clean technologies, digitize and automate, and to enter new partnerships for accelerated development results. Some efforts have been particularly successful in Jordan, however: These include the move to e-governance and a number of notable public-private partnerships in operation.

In this context, the private sector is increasingly seen as able to perform some basic public-sector functions, thereby delivering better-quality services on a more sustainable financial basis, while still being accountable to the people. In all, the acceleration of public-private partnerships and modernization of public services and systems is urgently needed. Greater leverage of digital opportunities and unlocking new forms of development financing through partnerships also are required to advance the reform process to the next level.

Overall, the private sector still needs to become the primary engine for economic activity and growth to create new job opportunities (see also “Opportunities” below). At the same time, a significant need exists to improve the competitiveness of the country’s business environment, despite advances; for example, Jordan ranks 118th out of 190 countries in the World Bank’s Doing Business 2017 report. This and other comparative international assessments indicate the areas in need of reform include the cost of starting a business, access to credit, the tax system, and contract enforcement, among others. In turn, small and medium enterprises (SMEs) have experienced only modest recent growth.

Lastly, environmental institutions and governance requires particular attention in light of the country’s severe environmental challenges. Critically, Jordan is highly vulnerable to climatic change, arable land is in short supply, and it is one of the most water-scarce country on Earth. The Kingdom is highly urbanized, but still requires a strong national strategy to direct, regulate and control development. A need for improved coordination among sectoral, physical and environmental planning has resulted in the improper location of development sites that negatively impact heritage, water resources and precious agricultural land. Water and wastewater networks remain incomplete and in need of investment. Jordan also is highly energy-dependent, importing more than 95 percent of its energy requirements, of which only 3 percent is sourced from renewables<sup>11</sup>.

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9 The World Bank Group, Jordan Systematic Country Diagnostic, February 2016, p.1

10 Jordan 2025 A National Vision & Strategy, p. 57

11 United Nations Common Country Assessment of Jordan, 2018



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## Strengthening the Voice and Rights of Women, Youth and the Vulnerable

Second, people demand responsive institutions, both public and private. They have a right to universal quality public social services and decent jobs. Jordan is part of the Open Government Partnership, a multilateral transparency initiative, which provides an independent way of assessing current outcomes on transparency and accountability of Government performance. The media also play a vital role by using publicly available information to stimulate national debate and dialogue about major issues facing the country.

Yet individuals may still lack the information, knowledge or drive to be able to exercise their rights or make informed choices as to how to better themselves and their families; these deficits represent key barriers to individuals being able to improve their lives. Women, youth and vulnerable groups are at particular risk of not fully belonging or having a sufficient voice or stake in society, and particularly are challenged to network effectively at local and regional levels. Whole population segments are thus unable to fulfil their potential and make their contribution to Jordan's development. Further, out-migration of educated or talented individuals is a deepening issue.

In particular, tangible and hidden difficulties still constrain women's full participation in the life of the community and nation, the most prominent of which are prevalent social and cultural norms, mindsets and value systems in Jordan. These social norms mean that women carry a disproportionate burden of unpaid home and family care work, also limiting women's freedoms and mobility. In addition, religious and social belief systems deem political work particularly inappropriate for women<sup>12</sup>. Overall, Jordan ranks 99th among 146 countries in the global Gender Inequality Index<sup>13</sup>, and 140th among 145 countries in the global Gender Gap index, falling steadily from 92<sup>nd</sup> in 2006.

12 United Nations Common Country Assessment of Jordan, 2018

13 Executive Development Plan 2018-2016, p. 22

High rates of violence against women require urgent attention, as highlighted above<sup>14</sup>. Women and girls' ability to access justice to obtain accountability for perpetrators of violence against women is challenged by structural issues within the legal system and social norms, including stigmatization. Some laws and policies, such as administrative detention, also remain an obstacle<sup>15</sup> in protecting the rights of vulnerable women, particularly in cases when used against women and girls who are victims of violence. Moreover, as refugee vulnerability increases, refugees – and in particular, female refugees – face greater risks of violence, abuse and exploitation, most commonly in the form of domestic violence and early marriage.

In addition, the CCA reported that the rate of economic participation by Jordanian women, at only 12.6 percent (compared to 59.7 percent for males)<sup>16</sup>, represents one of the lowest rates in the world and is considered a massive lost opportunity for Jordan. The formal labour market is segmented along gendered lines, rooted in educational preferences and in society's traditional perceptions of women's roles and employment. Women (including refugees and migrant workers) continue to be disproportionately represented in the informal labour market, without safety and social security protections. Even if women are formally employed, they face considerable pay gaps<sup>17</sup> that further impact their ability to provide for themselves and their families. To successfully achieve the national target of 27 percent female participation in the labour market, policies will need to address the cultural, legal and institutionally discriminatory practices.

The Government has historically taken an expansive role in caring for citizens, primarily by trying to mitigate external impacts on households' cost of living, especially through subsidies. Promotion of the social protection floor now will need to shift to achieving greater coordination and integration towards the sharpened targeting of the poor and vulnerable groups to ensure the elimination of overlapping benefits and that no one who is eligible for a benefit is left behind.

14 Gender-based violence has been significantly mounting, according to statistics provided by Family Protection Department. The reported cases have doubled during the period -2007-2011. United Nations Country Assessment for Jordan, 2018.

15 According to the United Nations Committee Against Torture.

16 United Nations Common Country Assessment of Jordan, 2018.

17 A Study on the Gender Pay Gap in the Private Education Sector in Jordan, ILO Geneva, October 2013







Despite Jordan's middle-income status, poverty remains a national challenge for families and their children, and becomes more pronounced the farther a governorate is from the capital, Amman. If relatively large and more prosperous governorates such as Amman, Zarqa and Irbid are excluded, the poverty rate reaches up to 20 percent; disparities are wide, ranging from 11.4 percent poor in Amman to 26.6 percent in Ma'an, according to the CCA. Further, the 2017 Vulnerability Assessment Framework (VAF) baseline survey found that more than 80 percent of refugees live below the national poverty line of JOD 68 per person per month<sup>18</sup>. A need also exists to continue to address the issue of the children of refugees and asylum seekers who lack birth certificates<sup>19</sup>. Critically, a significant proportion of people struggle just above the poverty line, underscoring the importance of focusing on the development of lower-middle-income groups to prevent them from falling into poverty; up to 50 per cent of Jordanians work in the informal sector, further underscoring their vulnerability.

At the same time, Jordan's large proportion of young people – with more than half the population younger than age 24 – will expand the labour force for the next two decades in a "demographic dividend." As a result, this means that educational attainment and training, as well as workforce participation for both women and men, must be strengthened to improve the well-being of all and leave no one behind, including through operationalization of an inclusive education policy, particularly for children with disabilities. Trends for children of lower income groups, particularly boys, who drop out of school and enter child labour also will need to be tackled and reversed; this may include, for example, integrating the Framework Convention for Tobacco Control into relevant frameworks. Many of these issues already are being addressed through the National Human Resources Development Policy 2016-2025, Education for Prosperity: Delivering Results, which provides an integrated, comprehensive and strategic framework for all sectors involved with education, from early childhood to the level of higher education, in line with the country's -10 year economic blueprint (2015-2025) and the National Employment Strategy's Executive Plan.

At the same time, however, available evidence suggests that at least some aspects of Jordan's public education system, overstretched in recent years by population growth and in-migration, have begun to decline<sup>20</sup>. Critically, some one-third of youth are unemployed. In the worst instances, young jobless males become disenfranchised, disenchanting and marginalized, and may even turn to violent extremism and other social violence. In this regard, it will be important to emphasize United Nations synergies with the Jordan National Action Plan on Women, Peace and Security (JONAP) 1325, which is expected to soon be

18 In February 2016, livelihoods commitments were made by the Government of Jordan at the London Conference. By September 2017, some 55,000 work permits had been issued free of charge to refugees, and the figure is expected to rise in coming years.

19 Birth certificates provide access to education and health services, establish family links and legal identity. A birth certificate is a key element in the prevention of statelessness.

20 United Nations Common Country Assessment of Jordan, 2018, p. 56

endorsed by the Government, and which has a specific outcome focusing on the role of women and youth in preventing violent extremism and other social violence.

More broadly, semi-skilled and skilled-level job opportunities particularly will require emphasis, and will require addressing gender issues in tertiary and technical education, moving beyond an ingrained and stereotyped educational path for girls that limits their options for participation in the labour market. Similarly, it will be critical to address decent work deficits to attract more Jordanians into jobs; the private sector will need to be closely involved in advising on the design of skills-based training to best meet the needs of the economy.

At the same time, the Kingdom lays claim to one of the best private health care systems in the region, which is effective in attracting health tourism, but which struggles to meet the needs of its own population. Health insurance coverage stands at 55 per cent among the population as a whole, and at 68 per cent among Jordanian citizens<sup>21</sup>. Critically, health service coverage is not yet universal and remains fragmented.

Thus, despite achievements in health outcomes such as increased life expectancy and sharply decreased infant mortality, a number of health challenges in the country continue to increase. These include one of the world's highest rates of non-communicable diseases<sup>22</sup> (NCDs, e.g., cardiovascular disease, diabetes, cancer, and chronic respiratory diseases), which account for 80 per cent of deaths as well as contribute to lower workforce participation and higher costs to public health care through lower productivity. Communicable diseases also remain a public health concern and pose a threat to the global health security agenda, with the resurgence of some diseases in Jordan and neighboring countries (e.g., polio) exacerbated by the significant population increase brought about by the Syria crisis. In all, it is estimated that more than 30 per cent of average healthy life years in Jordan is still lost as a result of early mortality, sickness and disability, particularly tobacco-related disease, which is the single most preventable cause of death and disability worldwide.

Geographic and socioeconomic disparities also exist, particularly in maternal, newborn and child health, resulting in a need to produce further disaggregated data and effectively utilize data generated from demographic surveys. At the same time, quality of health care, as well as adolescent/youth health care, require further strengthening, as do institutional capacities to achieve Universal Health Coverage. Critically, however, health outcomes also are determined by factors outside the health system, resulting in the overall need for a multi-sectoral approach to health.

Linked to the challenges of environmental sustainability and resilience highlighted above, Jordan's people also still face formidable challenges to maintaining and improving food and nutrition security. This is due to the rapidly growing population, the scarce and fragile natural

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21 Census for the Population and Housing in 2015

22 Jordan 2025: A National Vision & Strategy, p.24



resource base, and a very limited supply of arable land. Jordan imports 81 percent of its food requirements<sup>23</sup>, much of it from its near neighbours. Again, insecurity in those countries has contributed to commodity price fluctuations, and compounded people's vulnerability to climate change and related risks.

### **Opportunities for Enhanced and Meaningful Participation for All**

Third, it is vital for Jordan's youthful and rapidly increasing population to have an increasing range of opportunities made available, including through strengthened institutions and increased competitiveness of the economy to create inclusive and sustainable prosperity. Opportunities, spaces, avenues and platforms are needed to ensure people's participation in the economic, political and social life of society.

Yet the space for engagement across many walks of life is relatively limited, including with regard to social dialogue. As highlighted above, the job market also is saturated with inadequately skilled labour suited for modern, inclusive, innovation- and clean technology-driven economic growth. In addition, Jordan's economic potential has not been fully exploited; cultural industries, hospitality and tourism sectors are examples where considerable potential still exists. Formal and

<sup>23</sup> Jordan 2025: A National Vision & Strategy, p.44

informal creative platforms for local communities to express themselves in the media do not appear to be expanding. The next generation, to whom all look for vision, hope, inspiration and creativity, are too frequently at risk of being unemployed, underemployed, under-skilled and unable to compete. As also indicated above, low levels of women's economic participation act as a significant brake on national economic growth.

Stronger incentives will be needed for businesses to hire Jordanians over low-cost, low-skilled non-Jordanians, many of whom work in construction, agriculture and manufacturing, which also represent three of the fastest-growing sectors. Jordanians already working in the informal economy will need to be motivated to move to the formal economy, where they can be covered by social security and health insurance. Overall, creating a culture of personal merit and equal opportunity will be crucial to overcome perceptions of favoritism or social relations as the defining factor in securing a job.

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Clearly, all three prioritized issues are closely inter-related, and speak to issues of fundamental rights, from the perspective of both duty bearers (institutions) and rights holders. Outcomes of the Universal Periodic Review (UPR) process<sup>24</sup> will be fully utilized, as will follow up on recommendations of the 2017 Concluding Observations of the CEDAW Committee and the Committee on the Rights of Persons with Disabilities (CRPD); the 2016 Concluding Observations of the Committee Against Torture (CAT); and the 2014 Concluding Observations of the Committee on the Rights of the Child (CRC), among others. Collaboration will continue with valued partners such as the National Centre for Human Rights, the Jordanian National Commission for Women (JNCW), and the Higher Council for the Affairs of Persons with Disabilities.



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<sup>24</sup> Jordan's latest UPR was in January 2014; as highlighted above, the next review is expected in July-August 2018.



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The areas of people and opportunities particularly encompass issues of empowerment through expansion of access to economic, social and environmental opportunities. Within the people domain, for example, the challenge is thus to reach out to individuals, especially the vulnerable or at risk of being marginalized, from being passive recipients of services or aid to being provided with the information, knowledge, rights, access to services, skills, voice and jobs necessary to effect a change in their behaviours, such that they become empowered agents of their own development. Within opportunities, meanwhile, the central need is to open spaces, avenues and platforms for all, and especially for women and youth, to better engage in the economic, social, political and environmental life of the country. In turn, this will serve to strengthen the social contract and contribute to the sense of belonging, tolerance and social cohesion.

# Strengths of the United Nations in Jordan

With its emphasis on equity and sustainability, the United Nations in Jordan, including resident and non-resident Agencies, offers numerous strengths to help ensure a better future for all people in the country. These comparative advantages are based on analyses of strengths, weaknesses, opportunities and threats identified within the Mid-Term Review (MTR) of the United Nations Assistance Framework (UNAF) 2017-2012, conducted in June 2014; the UNAF evaluation of August 2016; and consultations with Government and development partners in October 2016 during the formulation of the CCA, as well as the November 2016 UNSDF Strategic Prioritization Retreat, involving all major development stakeholders. The comparative advantages of the United Nations in Jordan include:

- A strong and longstanding partnership of trust and mutual accountability with the Government of Jordan, based on the United Nations' unique position of impartiality, neutrality and independence
- Support to Jordan's world lead in forging a broad and comprehensive approach aimed at preserving peace and stability, and which integrates humanitarian and development/resilience programming
- Unique placement to provide lead support and coordination for implementation of the 2030 Agenda and achievement of the SDGs in Jordan, with effective targeting aimed at meeting the priority needs of particular groups, leaving no one behind



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- Leadership in the design, adoption and implementation of universal normative frameworks across a wide range of inter-connected political, civil, cultural, social, economic and environmental standards, including human rights and gender equality as well as multilateral environmental agreements (MEAs), and particularly those aimed at women, children and refugees. In this respect, the United Nations will support Jordan to retain its preeminent position among countries in the region in line with global norms, Conventions and treaties
- Increasingly innovative, catalytic and transformative pursuit of integrated development solutions, while also ensuring that United Nations-supported programmes will not cause harm to the environment or result in conflict among communities (“do no harm”)
- Credibility in convening and coordinating resource mobilization in support of national plans of the Government, such as the JRP
- A strong global network and facilitation of effective South-South and Triangular Cooperation across all sectors
- Consistently high-quality technical assistance and knowledge products, and systematic national capacity development integrated into all major programmes
- A longstanding commitment to transparency, accountability, inclusivity and partnership with Government, civil society and the private sector.



# UNSDF Key Strategies for Implementation

As also highlighted in the Overview, the UNSDF has been developed within the framework of the four inter-related principles that apply to United Nations programming at all times, that give a basis for reasoning and action, and that have helped to identify possible strategies and programme responses: (1) leave no one behind; (2) human rights, gender equality and women's empowerment; (3) sustainability and resilience; and (4) accountability. All four are necessary for effective United Nations-supported country programming, which must balance the pursuit of international norms and standards with the achievement of national development priorities. The principles are universal, applying equally to all people; based in law, internationally agreed development goals and treaties, as well as national laws and commitments; and relevant to government-UN cooperation, everywhere and always.

Several key strategies for effective UNSDF implementation have been identified, as also emphasized in the Overview, and will be mainstreamed throughout the process to support all three Outcomes. At the same time, current programmes and projects implemented by other international bodies in Jordan that are in parallel to the UNSDF will be identified to extract lessons learned and conduct impact assessment, and to build one current programmes while avoiding overlap.

**First** is a focus on strengthening institution building, systems development and policy implementation as a fundamental for bolstering national capacity



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development and a continuing prerequisite for equitable, inclusive and sustainable development overall. This is implicit in all capacity development work outlined in the Results and Resources Framework and will be centred on results-based development Outcomes, support to more effective management of human resources (e.g., through the National Human Resources Development Strategy 2016-2025, Education for Prosperity: Delivering Results), and adequate tools and financial resources to achieve such results. For example, institutional capacity development will strategically address issues relating to policies, procedures and frameworks that allow organizations to deliver on their mandates, from improving public service delivery to strengthening overall governance for greater development impact.

**Second**, the national capacity development paradigm that represents the heart of the United Nations' mandate will be heavily emphasized. This gives tangible expression to national ownership, and enables more informed choices and decisions at both organizational and individual levels. Capacity development also will be linked with Jordan's overall need for effective strengthening at sub-national level to address human development inequities, underscoring the goal of equitable regional development. Critically, capacity development will be customized to each sector or Ministry based on sector-specific gap analysis and using evidence to engage in policy dialogue. Complementarities, ability to scale up initiatives, and impact and cost effectiveness also will be taken into account in capacity strengthening collaborations across sectors. For example, efforts to provide development solutions at scale will use prototypes and pilots to leverage innovations, minimize risks and maximize effectiveness, and demonstrate concepts; this strategy for scaling up will be through ensuring national ownership of prototypes/pilots and systematically establishing practice-to-policy links.

**Third**, promoting better distribution of development benefits to ensure social inclusion and meaningful participation, especially by women, youth and children, in programming outcomes is imperative, given that inequities in access to delivery of quality services are often among the root causes of lower-than-expected human development results in some parts of the country. In all, this will involve more effective targeting of programme activities. As noted above, opportunity exists for the United

Nations to strengthen the human rights-based approach to development, specifically empowering women, youth, children and vulnerable groups and including the use of evidence and innovative tools to infuse their voices and views into decision making. For example, the greater outreach of employers and worker organizations to young people will allow for the strengthening of social dialogue mechanisms at company and sectoral levels alike.

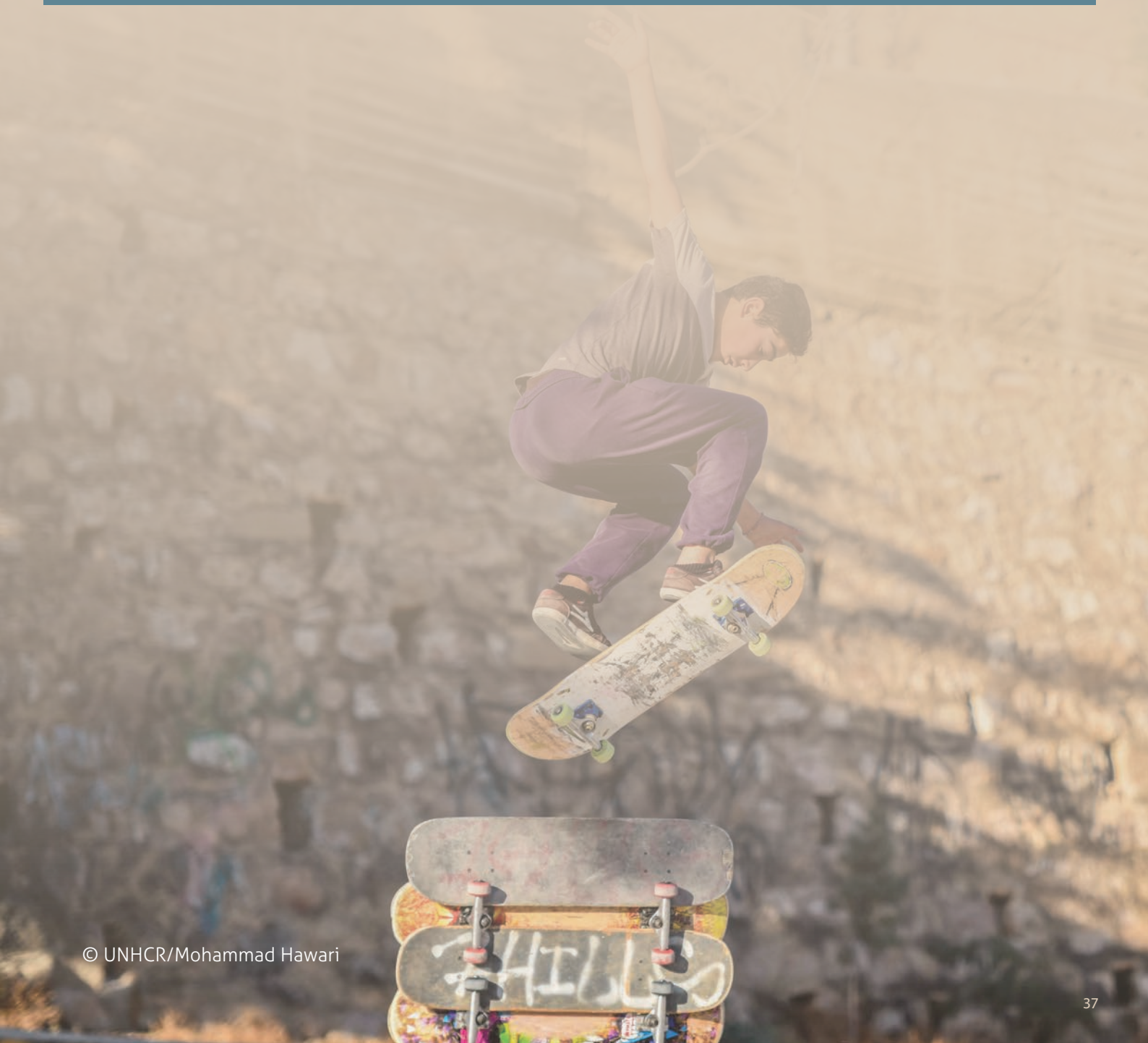
**Fourth**, developing the capacity of the Government and other stakeholders in obtaining, analyzing and utilizing quality data, including on excluded populations, will be crucial to ensure sound policy and budgetary decisions to deliver effective policy implementation and accountability. This will be achieved through improved and innovative knowledge management, employing new mechanisms based on the findings of evaluation and impact approaches, as well as access to regional and global United Nations expertise and databases. In so doing, United Nations Agencies will indeed work to re-position themselves in the role of thought leaders in Jordan, as highlighted above. This will be achieved through, among others, the development of evidence-based knowledge products that address emerging development issues in the country (equity, youth unemployment, ecosystem conservation), as well as the proposal of strategic approaches that can be taken up by the Government. Specific focus will be given to enhancing national statistics capacities in the area of sustainable development. In this regard, the Department of Statistics will be a primary partner in the provision of development indicators, and its multisectoral strategy for 2018-2022 will play a key role; likewise the preparation of administrative records within institutions also will continue to be strengthened, which will further enhance the availability of indicators for development.

**Fifth**, the UNSDF also reinforces the United Nations' obligation to support, promote and monitor implementation of international agreements and obligations of Jordan, and to practically contribute to the reform and wider application of effective social policies and programmes to increase social cohesion and reach the most vulnerable groups. Likewise, it can effectively promote inclusive development and socially and environmentally sustainable economic growth through its considerable analytical capacities, including among non-resident Agencies.

The United Nations System's wide experience in strategic development visioning, with a focus on crosscutting themes and multi-sectoral issues, is underpinned by a set of effective accountability mechanisms. In particular, sixth, this UNSDF seeks to build and expand strategic partnerships with national and regional institutions, the private sector, non-Government and civil society organizations, think tanks, academia, and the media to push forward the development agenda, while also leveraging political will. In this regard, efforts will capitalize on different Agencies' expertise to deepen both horizontal linkages (between national-level institutions) and vertical linkages (between national and sub-national levels).

Fundamentally, the United Nations will foster deepened trust as the basis of the partnership with Government, the private sector, civil society and other stakeholders at all levels. Moreover, the UNSDF shall foster collaboration to bring the world to Jordan and take the achievements of Jordan to the world, particularly through an emphasis on South-South Cooperation to promote learning, knowledge exchange and foster collaboration for more equitable social services.

All these key means of implementation will be further refined during UNSDF implementation (see also section on Implementation Arrangements), while Delivering as One, for which Jordan will be the first country in the Arab region to adopt this business model. The UNCT will particularly strive for robust joint programming and inter-Agency cooperation, and will explore opportunities for more “joined-up” approaches, applying the most appropriate and feasible elements of the Delivering as One Standard Operating Procedures.



# The United Nations Programme in Jordan for 2018 - 2022

## Outcome 1: Strengthened Institutions

Institutions in Jordan at national and local levels are more responsive, inclusive, accountable, transparent and resilient.

### Main Challenges to Be Addressed<sup>25</sup>

Under this Outcome, the United Nations will focus on challenges of (1) public confidence, citizen satisfaction, transparency and accountability of public institutions; (2) delivering universally available, high-quality public services, including through inclusive economic growth and private sector development; (3) rule of law and justice; (4) implementing universal Conventions and the global development agenda; (5) gender equality and women's empowerment; (6) environmental sustainability and resilient ecosystems; and (7) partnerships and innovation.

### Strategies of the United Nations

The United Nations will support the Government of Jordan by strengthening national capacities and systems to enhance the performance of public institutions and services. Particular emphasis will be placed on supporting the Government to implement key strategies set out in Vision 2025. These will include: public sector effectiveness, efficiency, resilience and performance; transparency and accountability; decentralization; rule of law<sup>26</sup>; the quality and universality of public services<sup>27</sup>, including education, health, social protection and TVET<sup>28</sup>; food security, energy, water and the environment<sup>29</sup> (urban and rural); and supporting the Government grow the economy through economic diversification, competitiveness and inclusion<sup>30</sup>. The SDGs will be fully integrated at the national and local

25 The 'main challenges to be addressed' sections for outcomes 2, 1 and 3 of this UNSDF are respectively drawn chiefly from the United Nations Common Country Assessment (CCA) and the Government's own assessment of challenges as contained in Chapter 1, pages 46 – 20 of Jordan 2025 – A National Vision & Strategy.

26 Jordan 2025: A National Vision & Strategy' p. 29

27 Jordan 2025: A National Vision & Strategy' p. 42-38

28 Jordan 2025: A National Vision & Strategy' p. 26-23

29 Jordan 2025: A National Vision & Strategy' p. 44-42

30 Jordan 2025: A National Vision & Strategy' p. 34





levels, in accordance with the Government's SDG Roadmap. The United Nations will pursue the following lines of action:

### **Strengthening Institutions**

The United Nations prioritizes institutional strengthening aimed at improving the performance of central Government institutions, systems and processes, as emphasized in SDG16 (Peace, Justice and Strong Institutions). Through this overarching strategy, which also is encompassed in all other strategies for this Outcome, the United Nations will systematically invest with Government in areas that impact the effectiveness, resilience, responsiveness, accountability and inclusiveness of core public institutions and services. The United Nations will support institutions adopt measures that provide citizens with greater access to information and opportunities to engage in the policymaking process, including through e-governance and digitized systems. The United Nations also will support the Government to uphold the high standards of public integrity through a range of measures to help combat corruption. The United Nations will provide policy and technical support, capacity development and implementation assistance for a number of high-priority cross-cutting reforms.

### **Enhancing Service Delivery for Human Capital Development and Poverty Reduction**

All people have a right to health and education, and each person must have a safe environment in which to live. Because human development and sustainable economic growth are underpinned by the realization of human rights, the United Nations will support the Government to ensure that women, youth, children and vulnerable groups have access to the full range of health, education, TVET and social protection services.

To achieve SDG3 (Good Health), and to improve service delivery in health, education, TVET and social protection, the United Nations will lead the drive to achieve Universal Health Coverage, as in Vision 2025, with a focus on primary health care strengthening and health financing reform. The United Nations will work with the Government in strengthening systems for registry for mortality surveillance and reproductive health in particular; and will develop human resource capacities and improve quality standards of primary health care services. Special efforts will be made to end preventable maternal, newborn and child deaths and malnutrition. Further, addressing NCDs and their related risk factors (e.g., tobacco use, unhealthy diet, physical inactivity) can act as an accelerator for implementation of all SDGs in the Jordan context. The



Government will receive targeted technical, policy and programming support from the United Nations on NCDs and implementation of the articles of the Framework Convention for Tobacco Control. Furthermore, the global health security agenda remains prominent in the country, and will be supported.

To achieve SDG4 (Quality Education), the United Nations will design and implement an integrated intervention in support to the National Human Resources Development Strategy -2016 2025, Education for Prosperity: Delivering Results, covering all aspects from Early Childhood Development (ECD) to TVET and tertiary education. The United Nations will support the expansion of training, apprenticeship and volunteerism schemes. Efforts will be made to enhance the quality of education at all levels, which includes the need for increasing the number of prepared and qualified teachers, expanding and rehabilitating learning spaces in highly vulnerable areas, and ensuring a child-friendly, gender-sensitive learning environment. Because system strengthening is key for sustainability of all the interventions made by the United Nations, relevant efforts will be made through support to the Education Strategic Plan 20- 20 being drafted by the Ministry of Education. Continuous capacity building efforts will be made to increase the absorptive capacity of schools and mitigate the added pressure placed on the education system by Jordan's hosting of a very large cohort of refugees.

The United Nations will support the Government in its implementation of an integrated social protection system and in the social protection floor as an integral component of the poverty reduction strategy. As part of the package of measures, support will be provided for improved




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social policies and social transfer targeting that reaches all children, including those working, living with disabilities and from marginalized minority groups. The United Nations will work with the Government to promote increased budgetary allocations to vulnerable groups, consistent with the commitment to leave no one behind.

In terms of food and nutrition security, the United Nations will support the Government in the formulation and implementation of a national food security strategy. The strategy will seek to better address issues of food resilience and security risks. In turn, it will act as an important policy instrument towards a multisectoral approach to enhancing food security and nutrition across the Kingdom.

### **Support to Inclusive Economic Growth and Private Sector Development**

The United Nations will support the institutional and policy enabling environment for the private sector in Jordan to flourish, in support of SDGs 8 (Decent Work and Economic Growth) and 9 (Infrastructure and Industrialization). Promoting the acceleration of public-private partnerships for modernization of public services and systems is urgently needed. The United Nations will undertake research in competitiveness, diversification, innovation and clean technologies to strengthen policy instruments and job creation prospects in sectors that advance sustainable development, equitable economic growth and tourism. Support to partnerships between TVET providers and the private sector will sharpen the functioning of the labour market, with a focus on young people, women and vulnerable groups. Labour market analysis also will inform policy options for inclusive and sustainable economic growth, as well as for health-harming practices

A woman wearing a blue headscarf is focused on her work, handling a piece of fabric with a vibrant floral pattern in shades of orange, yellow, and green. Her hands are visible as she works on the material. In the background, another person's hands are seen working on a similar piece of fabric. The setting appears to be a workshop or a textile factory.

(e.g., tobacco use). The United Nations will support the implementation of the National Employment Strategy (2011-2020) and Action Plan and assist in addressing decent work deficits<sup>31</sup>. The United Nations likewise will provide analysis and advisory services on trade and “green industry” sector information systems to facilitate the monitoring of the state of the country’s “green industry” development, including its impact on women’s and youths’ economic inclusion. The United Nations will support women’s economic empowerment and entrepreneurship, and will promote economic opportunities and livelihoods, especially in areas affected by the Syria crisis.

### **Strengthening Rule of Law and the Justice Sector**

The United Nations will support the Government in formulating coherent policies for implementation that promote peace, justice and long-term stability, again in line with SDG16. The United Nations will undertake to support the judicial sector and criminal justice system in line with recent steps by the Government to achieve greater independence of the judiciary and the implementation of reforms to enable greater compliance with international standards.

Specific United Nations programmes will be tailored, according to Jordan’s human rights obligations and their respective treaty monitoring bodies<sup>32</sup>, to safeguarding equal access to

<sup>31</sup> ILO’s Jordan Decent Work Country Diagnostic, July 2016

<sup>32</sup> For example, under the ICCPR and CAT.



justice and the rule of law in order to guarantee the protection of human rights and equality. The United Nations will invest in capacity development measures to assist the judicial sector to raise performance and service delivery standards, including support to implementing alternatives to imprisonment in the penal code and juvenile law. The United Nations will support the provision of legal aid, especially in issues of access to justice for women. Capacity strengthening also will take place for justice service providers. All United Nations Agencies with a potential impact in the justice sector will collaborate closely to maximize results. The United Nations also will support public independent institutions that can monitor and promote human rights in Jordan, such as the National Centre for Human Rights.

The United Nations will support freedom of expression and access to information, which are pivotal for accountability and transparency and are pillars of democracy, rule of law and good governance alike. Capacity building for media professionals will ensure professionalism and a free flow of information in the country. Likewise, support for reforms for media law and association law will help to strengthen transparency and enhance democratic values in Jordan.

The United Nations will capitalize on the existing assets of Jordanian society to ensure young people are equipped with the tools to actively and successfully mobilize against violent extremism and other social violence through education, media and culture. The United Nations will focus on raising public awareness and promotion of moderation, social cohesion, religious tolerance and preventing violent extremism, in line with UNSCR 2250 and the 2015 Amman Declaration. Work will be undertaken with different layers of society, especially youth, who will be a priority.

The United Nations also will ensure its support to the security sector to further enable the security institutions to deliver the security services needed for the prevention and deterrence of crime in Jordan, in line with human rights and international standards.

### **Support to Implementation of Universal Conventions and the Global Development Agenda**

The United Nations will provide leadership, advocacy, capacity development and technical assistance to the Government for the implementation of universal Conventions and treaties, as well as in the realization of the 2030 Agenda for Sustainable Development. This will include, for example, assisting the legislative implementation and monitoring processes associated with all major international agreements and with standards such as international human rights standards, including women's rights and gender equality; social development; tobacco control and international health regulations; climate change and disaster risk management; illicit trafficking of cultural

property, and protection and safeguarding of cultural and natural heritage; urban development and management; and SDG integration, implementation, data and reporting, among other initiatives. It will also support implementation of the National Climate Strategy and the Nationally Determined Contributions climate strategy under the Paris Agreement. In all, the United Nations will support Jordan to maintain its advanced and progressive status among other countries in the region with regard to implementing its treaty obligations, and as a close partner under the auspices of the Universal Periodic Review and the follow-up to the UPR recommendations. It will support the country implement its roadmap to achieve the 2030 sustainable development agenda in Jordan, including enhancing national capacities to monitor and report on the SDGs.

### **Strengthening Gender Equality and Women's Empowerment**

The United Nations will continue to be closely aligned with the Government in attaching high priority to gender equality and the empowerment of women. The United Nations will support the achievement of significantly better outcomes for women, within national and local Government institutions, within all elected assemblies, within the workplace, and within Jordanian society at large. The United Nations will seek to “ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life<sup>33</sup>,” as well as to “adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels<sup>34</sup>.” The United Nations will increasingly champion legislative reform to ensure the complete parity of rights and opportunities for women and girls in Jordan. A key measure by which the success of this UNSDF will be judged will be indicators relating to women’s increased participation in the political, technical and administrative machinery of Government, and the extent to which the United Nations has been able to effect a change in attitudes and behaviours towards eliminating discrimination and violence against women.

### **Ensuring a Sustainable Environment**

Given the country’s severe environmental challenges, which risk the resilience of the nation, the United Nations will strengthen public institutions and national capacities to enable greater leadership in sustainable approaches to natural resource management, particularly in line with SDG 6 (management of water and sanitation), SDGs 9 (Infrastructure and Industrialization), 12 (Responsible Consumption and Production) and 15 (Life on Land). This will include Jordan’s agriculture and forests, “green industrialization” processes, land use planning, and management of the scarce water supply, including its distribution network as well as wastewater, distribution networks and waste management systems.

Aligned with SDG13 (Climate Action), the United Nations will continue to provide leadership support for climate change adaptation and mitigation policies and measures across key sectors, alongside the integration of disaster risk management planning. Allied to these efforts, the United Nations will assist Jordan in the implementation of multilateral environmental agreements such as the Montreal Protocol, on substances that deplete the ozone layer, and Stockholm Convention, on persistent organic pollutants. The United Nations will support the full integration of the

<sup>33</sup> Sustainable Development Goal 5.5

<sup>34</sup> Sustainable Development Goal 5.c

environmental SDGs and assist the Government to identify and accelerate drivers of sustainable production and consumption, in line with SDG12<sup>35</sup>.

### **Fostering Partnerships and Innovation**

The United Nations will support the Government to lead in the coordination of partnerships that are inclusive and transformative, particularly promoting public-private partnerships, as highlighted above. Critically, this also will involve coordination support to bring humanitarian and development partners and programming together under one strategic and unified coordination mechanism. Partnerships with the private sector and civil society will be fostered to find new institutional arrangements in strategic and systematic ways, guided by the partnership principles of the Global Compact. This will leverage the untapped resources and wherewithal that civil society and private enterprise bring to the implementation of the 2030 Agenda in Jordan. Initiatives related to innovation will be driven by interdisciplinary teams of individuals, to the extent possible, who will be tasked with identifying, prototyping and scaling up clean technologies and practices that strengthen efficiency and service delivery; such innovations may range from new ways to structure programmes (e.g., strengthened e-Government) to new products and clean technologies, including protection of intellectual property rights.

To create these solutions, the United Nations may work with networks of problem solvers who can find new ways to accelerate results that reduce inequalities and empower women, youth and vulnerable groups in the country. The United Nations also will pursue an integrated “whole of Jordan” approach to ensure critical linkages are realized among strengthened institutions under Outcome 1, empowered people under Outcome 2, and enhanced opportunities under Outcome 3.



<sup>35</sup> Sustainable Development Goal 12



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## Outcome 2: Empowered People

People, especially the vulnerable, proactively claim their rights and fulfil their responsibilities for improved human security and resilience.

### Main Challenges to Be Addressed<sup>36</sup>

Under this Outcome, the United Nations will focus on challenges of (1) poverty, inequality and vulnerability; (2) food and nutrition security; (3) gender equality, women's empowerment and violence against women; and (4) challenges confronting refugees. These challenges are particularly aligned with SDGs 1 (No Poverty), 2 (Zero Hunger), 3 (Good Health), 4 (Quality Education), 5 (Gender Equality), 6 (Access to Water and Sanitation for All); 8 (Decent Work and Economic Growth), 10 (Reduced Inequalities) and 13 (Climate Action), among other goals.

### Strategies of the United Nations

The United Nations will support the thrust of Government priorities as set out in Vision 2025, all in line with the Vision's overarching aim of "active citizens with a sense of belonging." In addition, to diversify the job market, Vision 2025 promotes the necessary 'that attitudes and mindsets ... change<sup>37</sup>.' It also acknowledges that "our greatest asset is our people<sup>38</sup>." The United Nations

<sup>36</sup> The 'main challenges to be addressed' sections for outcomes 2, 1 and 3 of this UNSDF are respectively drawn chiefly from the United Nations Country Assessment, 2018 and the Government's own assessment of challenges as contained in Chapter 1, pages 46 – 20 Jordan 2025: A National Vision & Strategy.

<sup>37</sup> Jordan 2025: A National Vision & Strategy, p.64

<sup>38</sup> Jordan 2025: A National Vision & Strategy, p.64



will support these efforts by (1) enhancing individuals' knowledge of rights, as well as their access to information, education, skills, capacities and services, which will (2) empower them to change patterns of behaviour and (3) lead directly to improvements in their circumstances and development.

As highlighted throughout this UNSDF, deliberate focus will be given to women, youth and vulnerable groups, as well as to civil society organizations and rights defenders, consistent with the overarching aim of leaving no one behind. United Nations interventions will be tailored to implementing the vulnerability approach to the particular circumstances of each sector, for example, health, education and TVET, social protection, justice, the productive sectors, and the environment. The programme also aims to have a measurable impact on issues of social cohesion. Important linkages will be made between empowered people under this Outcome and the other two Outcomes.

### **Promoting Enhanced Information and Knowledge**

This United Nations strategy will respond to critical information and knowledge gaps that exist among vulnerable groups, women and young people with regard to rights and access to universal basic services and entitlements.

The United Nations will work to support national and local institutions and partners to design and implement communication campaigns and outreach activities that enhance knowledge and information to these populations. This may entail initiatives to claim basic rights and access to services, conditions, choices, engagement, training and employment.

The United Nations will work directly with local populations, as well as through building the capacities of national and local institutions to educate target populations on issues of public health, education (e.g., TVET), legal and social protection, access to finance, and environmental issues such as sustainable water and energy usage, and recycling. In turn, local populations are expected to become more knowledgeable and benefit more fully from humanitarian and development assistance that deepens their resilience.

### **Strengthening Skills and Capacities**

The UN strategy will build on the provision of information, knowledge, rights and access outlined above, and will work to enhance the skills, experiences, insights and capacities of individuals and vulnerable groups, especially women and youth, including fresh graduates. As also highlighted, this will empower them to be able to contribute to their own development as well as to the development of those immediately around them.

The United Nations will support national and local capacities across a range of sectors to empower individuals and communities to work toward fulfilling the national objective of a healthy, educated, skilled and innovative population. This will entail strengthening core life skills for personal development and resilience, which will impact household capacities, assets and incomes. In the areas of health, education, TVET and employment, vulnerable groups, young people and women will be empowered to take greater control and responsibility for life and family planning choices that improve their own situation. Individuals will gain new skills and insights for entrepreneurship and livelihood opportunities and be able to advance to the stage of being able to engage more productively in the economic, social, environmental and political life of their communities.

### **Support to Changing Behaviours and Deepening Action and Voice**

Building as a whole on access to information, knowledge, rights, services, skills and opportunities above, this segment of the United Nations strategies for empowering people will promote real change in the behaviours of these populations. For example, in the health sector, the United Nations will support women, young people and vulnerable populations to arrive at better decision-making in matters affecting their own and their families' lifestyle preferences, including with regard to family planning, tobacco use, unhealthy diet, poor water, sanitation, and hygiene practices, and physical inactivity.

Overall, having been informed, empowered and skilled, people will possess the necessary insights, experiences, tools and techniques to think and act differently and constructively. They also will be able to better articulate, or give voice to their needs, concerns and

aspirations. In multiple sectors, the United Nations also will support change in behaviours with respect to patterns of consumption, in line with SDG12 (Responsible Consumption and Production), and particularly with regard to Target 12.8 (“By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature”).

Refugees and individuals from vulnerable Jordanian hosting communities, being informed and trained, will be able to exercise their rights and access legitimate jobs under the provisions of the Jordan Compact<sup>39</sup>. They will transition from the ranks of the unemployed or underemployed, or from the informal job market, into the formal job market, thereby affecting their own sense of belonging, behaviour and attitudes and assisting them to secure decent jobs. Local farmers, informed and trained in aspects of agriculture and forestry, will adjust their behaviours and practices to mitigate against climate change by harvesting more resilient crops; local tobacco farmers in particular will be assisted to shift to higher-value, more sustainable and non-harmful crops.

Young people, women and vulnerable groups, having gained access to a range of skills, insights and capabilities, including the use of social tools and techniques, will be enabled to develop a sense of belonging, community tolerance, resilience and social cohesion. Women in vulnerable communities and urban poverty pockets, by accessing information, skills and micro-finance, will develop the skills necessary for local entrepreneurship or capabilities to engage in civil society provided via expanded opportunities under Outcome 3. In each of these instances, people’s behaviours will pass from the stage of being a passive beneficiary of services to becoming a protagonist able to affect positive change their own lives, as well as being of constructive influence in the lives of others.

## **Provision of Life-saving services**

The UN will continue to support the implementation of the Jordan Response Plan (JRP) in the provision of life-saving services to refugees and asylum-seekers; ensuring that their rights are protected, and host communities are assisted as a shared international responsibility. Within this outcome the UN will continue to support the Government of Jordan in leading and coordinating efforts and assistance for the delivery of specific services directly to refugees. All other activities involving refugees have been integrated across the other two outcome areas of the UNSDF.

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<sup>39</sup> The Jordan Compact, endorsed at the London Conference of 4 February 2016, opens a path for job creation and livelihood opportunities for Syrian refugees. This is regarded as a turning point for restoring dignity, self-reliance and hope to the lives of hundreds of thousands of Syrian refugees in Jordan. The international community also agreed to increase grant financing, introduce new concessional lending facilities, increase private investment in Jordan, and extend preferential trade terms in Europe to support jobs and manufacturing in Jordan. Jordan also committed to continuing structural reforms as defined in the IMF Extended Fund Facility.



## Outcome 3: Enhanced Opportunities

Enhanced opportunities for inclusive engagement of people living in Jordan in the economic, social, environmental and political spheres.

### Main Challenges to Be Addressed<sup>40</sup>

Under this Outcome, the United Nations will focus on challenges of (1) broadening participation and inclusion, and deepening the democratic process; (2) diversifying the economy and supporting job creation; (3) responding to the impact of the Syria crisis; and (4) engaging young people in society.

### Strategies of the United Nations

The United Nations will support the creation of opportunities, platforms and spaces for engagement and participation of people, especially women and youth, in the political, economic, environmental and social life of society, as highlighted above. In this regard, the United Nations will support implementation of key Government strategies set out in Vision 2025, which includes creating an enabling environment<sup>41</sup>, in particular for women and young people<sup>42</sup>. To do this, the active citizens spoken of under the empowered people Outcome require opportunities to engage in debate and dialogue related to Government decision making. Workers require platforms to consult on improving

<sup>40</sup> The 'main challenges to be addressed' sections for outcomes 2, 1 and 3 of this UNSDF are respectively drawn chiefly from the United Nations Common Country Assessment (CCA) and the Government's own assessment of challenges as contained in Chapter 1, pages 46 – 20 of Jordan 2025: A National Vision & Strategy, p.64.

<sup>41</sup> Jordan 2025: A National Vision & Strategy, p.67

<sup>42</sup> Jordan 2025: A National Vision & Strategy, p.64



working conditions, both with Government and the private sector. The United Nations will involve support to freedom of association to ensure citizens are represented by organizations of their choice and adequate accountability mechanisms are in place for improved service delivery. The following political, economic, social and environmental avenues of action will be pursued:

### **Strengthening Political Opportunities**

The United Nations strategy will support and encourage people, especially women and youth, to participate in public consultations and activities that directly influence policy choices and decision making. Building on the strengthened institutions work pursued under Outcome 1, democratically elected bodies and electoral processes and systems will be supported to make information and opportunities available to secure greater inclusion and participation.

The United Nations will work with nationally and locally elected bodies and their committees, independent commissions, political parties, civil society, academia, the private sector, trade associations, local community-based organizations and the media to promote an increasingly diverse range of opportunities and platforms for engagement. In particular, the United Nations will work with women's and young people's communities of interest to empower them to take up their rights and opportunities in the political realm, and to support them in such positions. Awareness raising and capacity building support will be provided to those who give consideration to, and participate in, political processes and opportunities.

### **Strengthening Economic and Investment Opportunities**

As with other strategies, the United Nations strategy for promoting economic growth and inclusion runs across all three Outcomes of the UNSDF. Under the enhanced opportunities Outcome, the United Nations will specifically target the poor and vulnerable, young people, women, persons with disabilities, migrant workers and refugees. This will be achieved through creating and extending opportunities for their participation in TVET, livelihoods and productive economic activity, all in pursuit of helping Jordan to transform its national model of economic development in light of the increasing challenges of globalization (e.g., trade, competitiveness). This will be provided through programmes providing economic opportunities, entrepreneurship, microfinance, and support to SMEs and larger companies for job creation, all





tailored to the specific needs and requirements of individuals and communities involved. In turn, this will reach the furthest first, whether in rural areas or in pockets of urban poverty.

Overall, the United Nations recognizes that women and youth represent a dynamic economic opportunity upon which Jordan should seek to capitalize. On the supply side, under Outcome 1, the United Nations will support women and young people to receive relevant high-quality education, clean technology and vocational skills, combined with life skills, quality health care and life-long learning. On the demand side, under this Outcome, the United Nations will support the creation of diverse opportunities for women, youth and vulnerable populations, including refugees. Initiatives will be supported to address issues that hinder women's participation in trade unions, which currently stands at very low levels and the underlying causes preventing women from joining the labour market such as maternity benefits, insurance, wage gaps, etc. In so doing, the United Nations will promote dialogue among Government, employers and workers' organizations to address key challenges of the labour market and decent work deficits. The United Nations also will draw on its considerable experience of generating decent jobs and sustainable livelihoods opportunities. The most successful programmes will be scaled up to magnify impact. The United Nations will fully support the Government in implementing the Jordan Compact arrangement, whereby opportunities for legitimate jobs are enabled to Syrian refugees and affected Jordanian hosting communities.

### **Strengthening Social Opportunities**

The United Nations strategy will encourage creative, cultural and community development opportunities for all people. This will entail the expansion of mechanisms that promote involvement in cultural, artistic and creative endeavours to enrich the life of the individuals and communities across Jordan, as well as the raising of awareness on the importance of local culture and heritage. Altogether, these efforts will strengthen the local social contract and social cohesion. They will complement additional

formal opportunities to influence change through public policy dialogue and reforms, political parties, civil society and the electoral process outlined above. Special efforts will be made to conduct outreach to and attract youth, women, persons with Disabilities, and other vulnerable groups .

The United Nations will place even greater emphasis on communications and platforms that condemn violence against women and girls and child marriage, including through engaging men and boys in related programmes. Moreover, the United Nations will support the previous positive efforts<sup>43</sup>, that explicitly prohibit discrimination on the basis of disability in legislation, through mainstreaming the provisions of the draft law on the rights of persons with disabilities in harmony with the CRPD Convention.

The United Nations will support the expansion and coordination of volunteerism with Volunteer Involving Organizations at the national and local levels alike, through partnerships with Government, civil society and community-based organizations. Support also will be provided to expand community and voluntary-sector organization memberships with women and youth, including through opportunities for volunteerism, training and capacity development.

### **Strengthening Sustainable Environment Opportunities**

The United Nations will work with Government and non-Government policy and research organizations in the Kingdom to enhance the understanding of the critical role that a sustainable environment plays in development. Expanding renewable energy and other “green” solutions as a new high-tech valued-added sector is a realistic prospect. The United Nations will continue to advocate for integration of the environment and issues of climate change/ disaster risk reduction into all political, economic and social activities; by developing outreach and advocacy programmes, participation and decision making with regard to natural resources can be strengthened. The United Nations will specifically support the development of community initiatives to find local solutions to issues, through strong citizen engagement to complement the institutional and policy frameworks developed by the Government under the strengthened institutions in Outcome. These efforts will build on the important cooperation that has occurred in recent years with the Parliament, the private sector, civil society and community-based groups.

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<sup>43</sup> According to the May 2017 CRPD Concluding Observations for Jordan.



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## Delivering as One and UNSDF Implementation Mechanisms

### Delivering as One (DaO)

Following an official request from Government of Jordan in 2016 to the UN System in Jordan to adopt a fully-fledged DaO approach for the next programming cycle, a detailed roadmap for establishing a DaO structure for UN system in Jordan will be implemented. The roadmap identifies the systems and mechanisms to be in place under the five DaO pillars (One Programme, Common Budgetary Framework, One Leader(ship), Operating as One and Communicating as One) constituting the DaO initiative in Jordan. As such, the UN System in Jordan commits to ensuring that all components of five pillars constituting the DaO initiative are established in full accordance with the Standard Operating Procedures (SOPs):

- One Programme brings all UN Agencies together under one strategy that draws on the full range of UN expertise and ensures a fully integrated country team approach to delivering development results coherently. For Jordan, the One Programme component is realised through this UNSDF 2018-2022.
- The Common Budgetary Framework (CBF) provides a comprehensive overview of the financing envelop needed to deliver the results of this UNSDF. The CBF will be updated on an annual basis as part of the annual joint work planning process. The CBF guides the preparation of a joint Resource Mobilization Strategy in order to finance any budgetary shortfalls. The CBF is an integral part of the RRF at Annex A.

- One Leader(ship) ensures that the UN Resident Coordinator/ Humanitarian Coordinator (RC/HC) provides leadership of the UNCT and that the UNCT speaks with one voice.
- Operating as One covers strategic and operational support for implementation of the UNSDF. For Jordan, the Operating as One will be used to further increase the efficiency and quality of the UN's operations in the country. A UN Business Operations Strategy (BOS) for the UNSDF 2018-2022 period will be formulated, approved and implemented. This will be overseen by the Operations Management Team (OMT).
- Communicating as One will be implemented through the UN Jordan Communication and Advocacy Strategy 2018–2022, supported by the joint UN Communication Group (UNCG).

## Implementation Mechanisms

The programme will be nationally executed under the overall coordination of the Government of Jordan. The Government coordinating authority in Jordan is the Ministry of Planning and International Cooperation (MOPIC). Government Ministries, NGOs, INGOs and UN system agencies will implement programme activities.

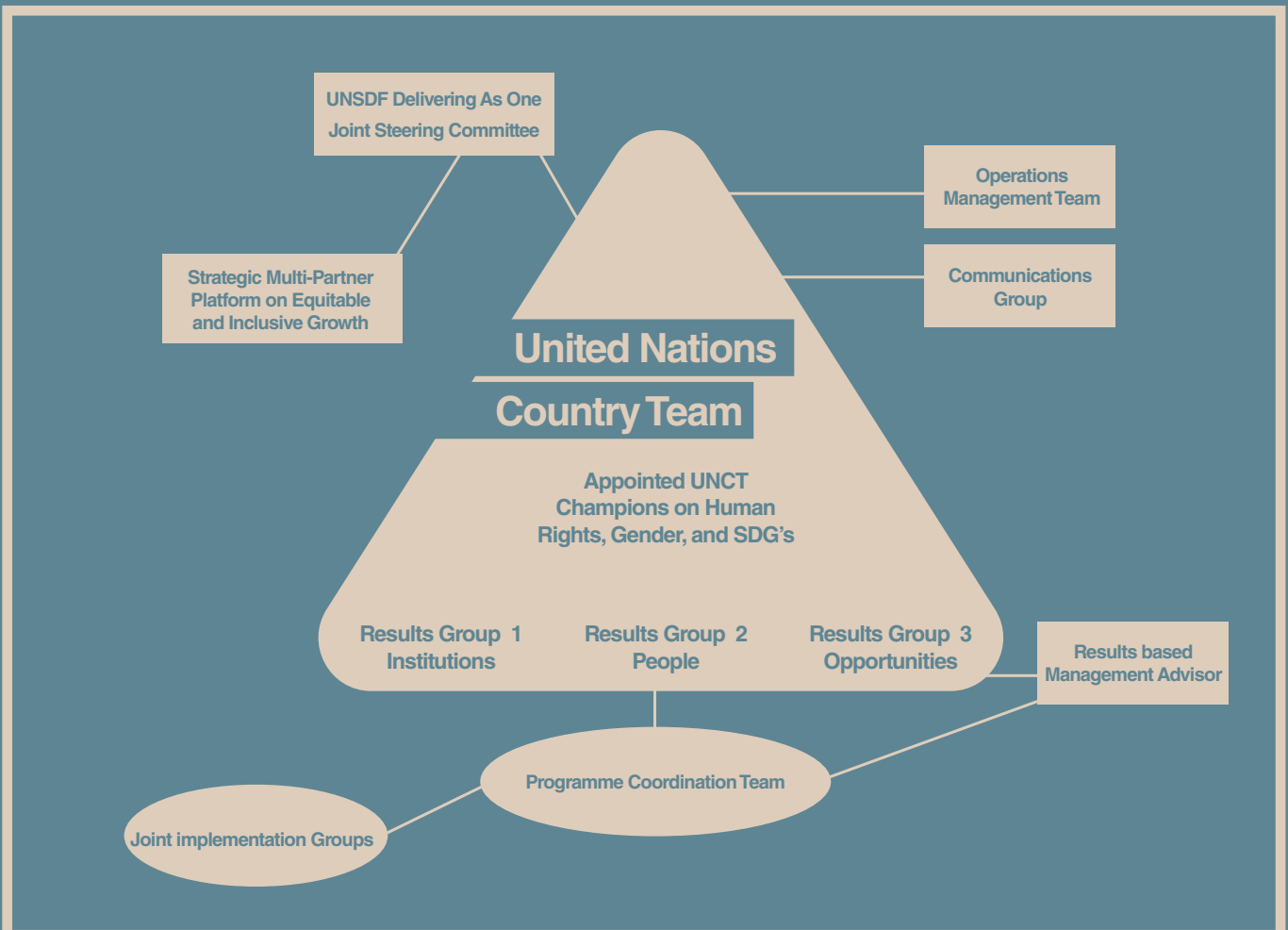
The UNSDF will be made operational through the development of joint work plans (JWPs) and/or agency-specific work plans and project documents which describe the specific outputs and results to be achieved. Each project and programme will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources. To implement the UNSDF, the UN system in Jordan has established roles, responsibilities and processes for oversight, coordination, management, partnership arrangements, planning, monitoring and evaluation. The UN system in Jordan commits to allocate adequate financial and human resources to ensure that management arrangements including the provision of strategic guidance and monitoring of planned results takes place.





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Figure 2: UNSDF management and accountability – organigram



## **UNSDF 2018-2022 Delivering as One Joint Steering Committee (JSC)**

is co-chaired by the Minister of Ministry of Planning and International Cooperation (MOPIC) and the Resident Coordinator. Membership will consist of representatives of key line ministries and rotating UNCT members. Additional participants from both Government and the UN (including chairs of UN Results Groups) will have observer status will be determined on the basis of the priorities of the agenda. The JSC has responsibility for reviewing and guiding the overall direction of the DaO initiative in Jordan with a specific focus on the strategic direction of the UNSDF 2018-2022, providing high-level oversight and support, including deciding on risk mitigation strategies. The JSC meets at least once per year to review and discuss progress made against targets set in the UNSDF 2018-2022 and for all pillars of the DaO initiative. Data and evidence will be collected during monitoring for assessing progress against the UNSDF Results Matrix indicators, horizon-scanning, updating risk analysis, and assessing performance in forming partnerships, resource mobilization and delivery. The Secretariat for Steering Committee is the Office of the UN Resident Coordinator.

**The UN Country Team (UNCT)** is composed of the heads of all resident and non-resident UN agencies, funds and programmes and is the UN's highest inter-agency coordination and joint decision-making body in the country, providing internal oversight of the implementation and monitoring of the UNSDF 2018-2022. UNCT members are accountable to each other for the responsible use of resources, achievement of results, adherence to the UN programming principles of UN development assistance, and progress with the DaO initiative. This includes making available the financial, human and other resources needed for the realization of the commitments related to achievement of the UNSDF 2018-2022 results. The UNCT is supported by the OMT for guidance on operational effectiveness and the UN Communication Groups on matters related to communication and advocacy. In order to strengthen the UN's work in human rights and gender, the UNCT will appoint Heads of Agency as champions on gender and human rights who will have the delegated authority from the UNCT to hold it accountable to adhere and work to promote gender and human rights. In addition, there will be an SDGs champion in the UNCT who will advise the UNCT on more effective and







coherent work on the SDGs. The UNCT and champions will be backed-up with the formulation of ad hoc groups, whenever necessary, to assist in the UN's work on specific deliverables such as for the UPR. Finally to support the UNCT to ensure adherence to results-based management (RBM) principles in the management of the UNSDF, especially in monitoring, review, and evaluation, the UNCT will appoint an in-house expert as its RBM Advisor.

**A Results Group (RG) will be established for each of the three Outcome areas** in the UNSDF 2018-2022. The Results Groups will be composed of Heads of UN agencies engaged in the Outcome and will be responsible for providing the strategic overall direction for the implementation of the UNSDF 2018-2022 through the development of a high-level work plan that will include a listing of the engagement of all UN Agencies at output level for the 3 years (2018-2022). This high-level plan will serve as the basis for identifying joint programming initiatives and reporting on the UNSDF as a whole. The RG will meet on a quarterly basis to assess progress made and provide guidance to the PCT on implementation of the UNSDF -2022 2018. The RGs will report to the UNCT at least on an annual basis.

**The Inter-Agency Programme Coordination Team (PCT)** coordinates technically across Outcomes of the UNSDF 2018-2022 and will be the implementing body of the three RGs. Membership comprises of Deputies, Senior Programme Officer level or equivalent across all UN agencies, resident and no resident in the country. The Chair of the PCT will be appointed by the UNCT among the PCT members. To ensure the seamless flow of information, the PCT Chair will be sitting in the UNCT. The PCT will promote the DaO principles in the implementation of the joint programming initiatives to which they will have oversight. The PCT will promote standardization in programming as well as suggest strategies for engagement with partners.



**The Joint Programming/Implementation Groups (JIGs)** will be formed according to the joint programming initiatives identified by the RGs. Membership will consist of technical staff from the agencies involved with the implementation of the joint programming initiatives. The JIGs enable the UN system in Jordan to advance coherence, coordinate work around the delivery of several of the UNSDF 2018-2022 Outputs, and support transparency and accountability. The JIGs will develop detailed Joint Workplans and corresponding budgets to be approved by the PCT. UN Agency specific work plans complement the joint work plans of the JIGs. The JIGs will be responsible for annual reporting against the planned targets and indicators in the workplans and provide inputs to the annual UNSDF 2018-2022 reporting as coordinated by the Office of the UN Resident Coordinator. JIGs will be established continuously throughout the implementation of UNSDF 2018-2022 when a new joint initiative is identified by the RGs. The performance of the JIGs will be reviewed annually by the PCT and may be discontinued if decided by the PCT in consultation with the RG.

**Strategic Multi-partner Platform on Equitable and Inclusive Growth** will be established. It will serve as a platform to demonstrate how the UN, Delivering As One, contributes more significantly in the realization of equitable and inclusive growth which is a key priority of the country. It translates the comparative advantage of the United Nations System into strategic and meaningful contribution towards the achievement of a single most important objective of the Government in the next five years across Jordan's broad and integrated development, humanitarian, human rights, political and security agenda. The Platform will be underpinned by a financing mechanism such as the current Jordan Resilience Fund adopted to the Platform's



specific requirements. It will be reporting directly to the JSC to ensure full accountability to the Government and the UNCT. The structure, composition and other details of the functioning of the Platform will be discussed further between the Government and the UNCT.

**The Operations Management Team (OMT)** is an inter-agency team comprising operations specialists from all UN agencies. The OMT is responsible for development, implementation and monitoring of the Business Operations Strategy (BOS) and for liaison with the UNCT on operational issues requiring high level decision making and policy guidance. The OMT is chaired by a head of agency giving delegated responsibility for ongoing coordination of the OMT to a senior operation professional. The BOS and its annual work plans are supported by interagency common service/OMT groups and through cost share contributions from UN agencies made to the common services budget of the OMT.

**The Communications Group (UNCG)** is an inter-agency body comprising agency communication and advocacy focal points. The UNCG is responsible for development of the UN Jordan Communications and Advocacy Strategy 2018-2022, and its implementation through the priorities identified in annual work plans. The UN Jordan Communication and Advocacy Strategy is reviewed and endorsed by the UNCT. The UNCG is chaired by a head of agency delegating responsibility for ongoing coordination of the UNCG to a communications professional and reports periodically to the UNCT, with the budget of annual work plans supported through agency cost share contributions to the UN Communications budget. The UN Jordan Communication and Advocacy Strategy 2018-2022 is informed by the priorities of the UNSDF 2018-2022 and uses the lens of the SDGs to establish and theme work plan priorities in any one year.

## Risks and Assumptions

### *RISKS*

<b>Political</b>	<ul style="list-style-type: none"> <li>• Frequent change of priorities due to ministerial re-shuffles.</li> <li>• Lack of public confidence and engagement in political processes.</li> <li>• Limited access to information and freedom of expression.</li> <li>• Limited space for civil society.</li> <li>• Shrinking spaces of dialogue and segregation of advocacy efforts among the civil society.</li> </ul>
<b>Security</b>	<ul style="list-style-type: none"> <li>• Deteriorating security situation in Jordan.</li> <li>• The situation surrounding Jordan continues to be unpredictably unstable.</li> <li>• Jordan's instability remain high in wake of the issues in the region.</li> </ul>
<b>Institutional</b>	<ul style="list-style-type: none"> <li>• The protracted and repeated sub-regional crisis will continue to place strains on the social protection and social service systems.</li> <li>• High turnover of government staff.</li> <li>• Shortage of a well-educated and highly skilled staff at national and local levels</li> </ul>
<b>Administrative</b>	<ul style="list-style-type: none"> <li>• Unable to monitor/capture achievements towards set targets due to unavailability of updated records/data within some agencies.</li> </ul>
<b>Humanitarian</b>	<ul style="list-style-type: none"> <li>• Increased vulnerabilities due to populations from neighboring countries.</li> <li>• Potential restriction on refugee access to territory and services.</li> </ul>
<b>Financial</b>	<ul style="list-style-type: none"> <li>• The Government may not have adequate financial resources to meet competing demands and priorities envisaged in UNSDF.</li> <li>• The risk of capacity and budgetary constraints at the local levels.</li> <li>• The Government of Jordan will have adequate financial allocations to sustain the legislative reform process.</li> <li>• Budgetary constraints limiting poverty alleviation efforts</li> <li>• Uncertainty of the international economic development global funds</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>• Environment for entrepreneurship remains insufficiently supportive</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• Risks of young people staying politically, socially and economically marginalized.</li> <li>• Increase in population from natural growth and refugee intake.</li> <li>• Persistence of social norms and behaviours which discriminate against women.</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>• Further deterioration of Jordan's already meagre natural resource base, for example through climate change, including desertification, deforestation, increased water scarcity and a loss of bio-diversity. All of these factors, and others related, present a formidable to SDG attainment.</li> </ul>

<b>Partnership</b>	<ul style="list-style-type: none"> <li>• Donor commitments to Jordan have been encouraging, yet external variables are expected to influence the availability of financial resources.</li> <li>• Commitments made by the Government and international community as set out in the JRP and Jordan Compact may not be met/fully met.</li> <li>• Agencies/implementing partners are unable to manage finances effectively, i.e. transactions high costs, ineffective financial systems, etc.</li> <li>• Challenges in coordination between UN Agencies, Government entities, leading to duplication of efforts and gaps.</li> </ul>
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<b>Programmatic</b>	<ul style="list-style-type: none"> <li>• Demand for legal aid greatly outstripping supply.</li> <li>• Lack of adequate financial allocations to pursue legislative reforms in the field of women's rights (and consequent delay).</li> </ul>
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## **ASSUMPTIONS**

<b>Political</b>	<ul style="list-style-type: none"> <li>• The government of Jordan is fully supportive of the UN mandate in general and its development efforts in the country in particular. It is therefore anticipated that UNSDF implementation will run smoothly with full buy-in and ownership by the government.</li> </ul>
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<b>Economic</b>	<ul style="list-style-type: none"> <li>• Stable security and economic situation will provide entry points for women's economic empowerment.</li> </ul>
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<b>Financial</b>	<ul style="list-style-type: none"> <li>• Availability of Funds: Jordan remains on the radar of international development assistance and continues to receive adequate funding to undertake initiatives that are developmental yet contribute to improved resilience of the people of Jordan.</li> <li>• Appropriate use of Funds: It is anticipated that the government, authorities, civil society, private sector, international organizations will be accountable to the funds provided for the implementation of the UNSDF.</li> </ul>
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<b>Partnership</b>	<ul style="list-style-type: none"> <li>• The Government will continue to cooperate closely and effectively with national and international actors to address refugee and host community needs impacted by the crisis.</li> <li>• Commitments made by the international community to support the Jordan Response Plan will be fulfilled.</li> <li>• Commitment of Civil Society and Private Sector: The non-governmental partners, civil society and private sector is actively involved in contributing to post-2030 agenda, the SDGs and remains committed to partnering with the UN in pursuit of UNSDF outcomes.</li> </ul>
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<b>Programmatic</b>	<ul style="list-style-type: none"> <li>• Policy makers and National and local institutions are committed to protecting the planet from degradation.</li> </ul>
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<b>Administrative</b>	<ul style="list-style-type: none"> <li>• Availability of accurate data.</li> </ul>
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# Annex A. UNSDF Results & Resources Framework, 2018-2022<sup>44</sup>

## STRATEGIC PRIORITY 1: Strengthened Institutions

National Development Priorities or Goals: Jordan Vision 2025 – Efficient and Effective Government; Safe and Stable Society

Sustainable Development Goals: All 17 SDGs

Outcome	Indicators	Baseline	Targets	Means of Verification/ Data Source
<b>Outcome 1:</b> Institutions in Jordan at national and local levels are more responsive, inclusive, accountable, transparent and resilient.	1.1 Proportion of population satisfied with the last experience of public services	25% (based on 2016 Independent Republican survey)	28%	Perception Survey supported by UNDP
	1.2 Existence of functional systems to track and make public allocations for gender equality and women's empowerment	System exists to track at national level 2016	System exists to track at decentralized (governorate) level	Ministry of Finance/ General Budget Department Circular
	1.3 Ranking of Jordan on the corruption perception index and the open budget system	Corruption- 57/176 (2016)	Maintain at 57	Corruption Perceptions Index
	1.4 Existence of national and local disaster risk reduction strategies	0 - only an early draft strategy exists and will be considerably reviewed and modified	3- One national strategy and Two local strategies	National Disaster Commission
	1.5 Number of laws and policies which are adopted and/or modified in line with international/UN standards and conventions	2 laws - Juvenile Law & Domestic Violence Law; 6 Bylaws (Juvenile Law)	Additional 1 law (childhood law & penal code), 8 bylaws (4 domestic violence law & 4 childhood law)	UNICEF on CRC
		Labour ministerial level decrees (7 within last 12 months)	TBD	ILO on Labour conventions
		2 – Memorandum of Understanding between the Hashemite Kingdom of Jordan and the UNHCR in 1998 and amended in 2014;  Administrative instructions from the Ministry of Interior	3- National legislation addressing the status of refugees and asylum seekers in Jordan	UNHCR on Convention on Status of Refugees
		3 Laws and by-laws - Amendments of Penal Code, Domestic Violence Protection Law, Flexible working hours by-law	5- Domestic Violence Law, Protection Order bylaw, Penal Code, Citizenship Law and Personal Status Law	UN Women on CEDAW

44 Specific targets and indicators contained in the RRF insist that all indicators are disaggregated by gender, age, location, vulnerable groups in order to gauge progress specifically in these areas. Where appropriate other levels of disaggregation will be applied, including by sector. This is consistent with the 'vulnerabilities approach' of the UNSDF and the 2030 Agenda 'leave no one behind' and 'reaching the farthest first' prerogatives. Where possible the UN has sought to adopt indicators and targets in national plans or those contained in the universally available SDG monitoring framework.

Potential Partners	Medium Term Common Budgetary Framework (USD \$)		
	TOTAL	Projected to be available	To be mobilized (funding gap)
Ministry of Planning and International Cooperation (MOPIC); Ministry of Foreign Affairs (MoFA); Ministry of Agriculture (MoA); Ministry of Water and Irrigation (MoWI); Ministry of Environment (MoEn); Ministry of Labour; (MoL) Ministry of Social Development (MSD); Ministry of Youth (MoY); Ministry of Interior (MOI); Ministry of Awqaf and Islamic Affairs (MOIA) - Ifta'a Department; Ministry of Finance (MOF); Ministry of Municipal Affairs (MOMA); Ministry of Culture (MOC); Ministry of Tourism and Antiquities (MOTA); Ministry of Education (MOE); Ministry of Higher Education and Scientific Research (MOHE); Ministry of Health (MOH); Ministry of Public Works and Housing (MOPWH); Ministry of Justice (MOJ); NCARE, General Corporation for Cooperatives (GCC); Jordan University of Science and Technology (JUST); National TB Programme and National HIV Programme; Jordanian Armed Forces, Counter Trafficking Unit; Department of Statistics (DoS); Jordan National Commission on Women (JNCW); The Jordanian Hashemite Fund for Human Development (JOHUD); Princess Basma Youth Centers; Information and Research Center of the King Hussein Foundation, Arab Women Legal Network (AWLN), Jordanian Women's Union (JWU); National Center for Human Rights (NCHR)	<b>USD 774,927,996</b> FAO- 22,800,000 ILO- 13,550,000 IOM- 1,389,335 UN Women – 17,302,311 UNDP- 60,000,000 UNESCO- 25,726,350 UNFPA – 3,500,000 UN-Habitat – 500,000 UNHCR- 70,000,000 UNICEF- 369,000,000 UNIDO- 3,000,000 UNODC- 6,000,000 UNOPS- 123,000,000 WFP- 8,560,000 WHO- 50,000,000	<b>USD 189,074,764</b> FAO-4,400,000 ILO-8,100,000 IOM- 889,335 UN Women- 4,499,079 UNDP- 10,000,000 UNESCO- 12,606,350 UNFPA- 500,000 UN-Habitat – 300,000 UNHCR – 11,000,000 UNICEF- 58,000,000 UNIDO- 0 UNODC- 2,500,000 UNOPS- 42,000,000 WFP- 4,280,000 WHO- 30,000,000	<b>USD 585,853,232</b> FAO- 18,400,000 ILO- 5,450,000 IOM- 500,000 UN Women- 12,803,232 UNDP- 50,000,000 UNESCO- 13,120,000 UNFPA-3,000,000 UN-Habitat- 200,000 UNHCR- 59,000,000 UNICEF -311,000,000 UNIDO- 000,000, <sup>s</sup> UNODC- 3,500,000 UNOPS- 81,600,000 WFP- 4,280,000 WHO- 20,000,000

## Continuation of Annex A UNSDF Results & Resources Framework, 2018-2022

Outcome	Indicators	Baseline	Targets	Means of Verification/ Data Source
		1- Law on Anti-human trafficking; Law nr. 9, 2009. In line with the Palermo protocol, adopted in 2009 and currently under revision	Ratification and translation into national law of the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families	IOM on International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
		Public Health Law	<p>Mental Health articles of public health law modified</p> <p>Tobacco Control articles of public health law modified</p> <p>Health Security articles of public health law modified</p>	<p>Mental Health convention, UN Convention for the Right of People with Disability (UNCRPD) (Jordan signed the convention on 2007 and ratified on 2008)</p> <p>Framework Convention of Tobacco Control - Jordan signed the convention on 2004 and ratified on 2005</p> <p>International Health Regulations (IHR) (Jordan adopted in 2005)</p>



Potential Partners	Medium Term Common Budgetary Framework (USD \$)		
	TOTAL	Projected to be available	To be mobilized (funding gap)
Independent Elections Commission; Integrity and Anti-Corruption Commission; Inter-Ministerial Committees for Decentralization; Department of Antiquities; Petra Archaeological Park; Aqaba Special Economic Zone Authority; Institute of Family Health (IFH); Jordan Health Aid Society International (JHASI); National Council for Family Affairs (NCFA); Syrian Refugee Affairs Directorate (SRAD) High Health Council, Higher Population Council (HPC); Public Security Directorate; National Aid Fund Zakat Fund; Judicial Council; relevant Security and Border Institutions and Customs; Parliament; Parliamentary Women’s Caucus; Governorate Councils; Municipalities; Greater Amman Municipality; Private sector; NGOs; INGOs; USAID			

## STRATEGIC PRIORITY 2: Empowered People

National Development Priorities or Goals: Jordan Vision 2025 – Active Citizens with a Sense of Belonging; Safe and Stable Society

### Sustainable Development Goals:

- **SDG 1: End poverty in all its forms.**
- **SDG2: End hunger, achieve food security and improve nutrition and promote sustainable agriculture**
- **SDG3: Ensure healthy lives and promote well-being for all at all ages**
- **SDG4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**
- **SDG 5: Achieve gender equality and empower all women and girls**
- **SDG 6: Ensure availability and sustainable management of water and sanitation for all**
- **SDG 10: Reduce inequality within and among countries**
- **SDG 12: Ensure sustainable consumption and production patterns**

Outcome	Indicators	Baseline	Targets	Means of Verification/ Data Source
<b>Outcome 2:</b> People especially the vulnerable proactively claim their rights and fulfil their responsibilities for improved human security and resilience.	2.1 Youth Development Index	0.586 ranking as the 114th (2016)	TBD	Global Youth Development Index and Report
	2.2 Women's labour force participation	14% (2017)	18%	Department of Statistics (DOS)
	2.3 Life expectancy	73.5 (2016)	75	DOS
	2.4 Early marriage rate	3.7% of 13-17 year old girls; 2% of Jordanian girls; 13% of Syrian girls in the age group (2015)	TBD	Department of Statistics
	2.5 Child labor rate	75,982 children are engaged in economic activities (2016)	TBD	National Child Labor Survey
	2.6 Maximum number of refugees benefitting from partners' programmes	Target to be set according to 2017 baseline data soon available	TBD	UNHCR database
	2.7 Perception of people (including refugees) that domestic violence is acceptable			TBD

Potential Partners	Medium Term Common Budgetary Framework (USD \$)		
	TOTAL	Projected to be available	To be mobilized (funding gap)
MOPIC, MoA; MoWI; MoEn; MOI MOSD; MOH, MOL; Mol; JNCW; Arab Renaissance for Democracy and Development (ARDD); REACH; ASK; Jordan Education for Employment, Galaxy Foundation; Business Development Center; Network for CHW and Mobile Team; GCC; JUST; Institute of Family Health (IFH); JHASI, HPC; NCFA; NCHR; Higher Population Council; Department of Statistics; Vocational Training Corporations (VTC); National Employment and Training Company (NET); Municipalities; Governorates; Parliament; NGOs; INGOs; Private Sector; Academia; USAID	<b>USD 2,467,222,664</b>	<b>USD 635,008,016</b>	<b>USD 1,832,214,648</b>
	FAO- 11,000,000	FAO1,000,000-	FAO-10,000,000
	ILO- 13,600,000	ILO- 8,150,000	ILO- 5,450,500
	IOM- 4,058,327	IOM- 577,227	IOM- 3,481,100
	UN Women – 17,440,872	UN Women – 5,171,645	UN Women – 12,269,227
	UNDP- 35,000,000	UNDP- 5,000,000	UNDP- 30,000,000
	UNFPA – 45,000,000	UNFPA – 580,000	UNFPA – 44,420,000
	UNHCR- 1,211,945,955	UNHCR- 142,868,889	UNHCR- 1,069,077,066
	UNICEF- 146,000,000	UNICEF- 1,500,000	UNICEF- 144,500,000
	UNIDO- 443,000	UNIDO- 443,000	UNIDO- 0
	UNOPS- 49,900,000	UNOPS800,000-	UNOPS-49,100,000
	WFP – 917,834,510	WFP – 458,917,255	WFP- 458,917,255
	WHO- 15,000,000	WHO- 10,000,000	WHO- 5,000,000

## STRATEGIC PRIORITY 3: Enhanced Opportunities

National Development Priorities or Goals: Jordan Vision 2025-Dynamic and Globally Competitive Private Sector;

Active Citizens with A Sense of Belonging

### Sustainable Development Goals:

- SDG 5: Achieve gender equality and empower all women and girls
- SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment
- SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovations
- SDG 13: Take urgent action to combat climate change and its impacts
- SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Outcome	Indicators	Baseline	Targets	Means of Verification/ Data Source
<p><b>Outcome 3:</b> Enhanced opportunities for inclusive engagement of all people living in Jordan within the social, economic, environmental, and political spheres.</p>	<p>3.1 Proportion of seats held by women in national parliament and locally elected councils.</p>	<p>2016 Parliamentary elections- 15.4%</p> <p>2016 Municipal and Governorate elections: Women elected to Mayoral positions: 0%</p> <p>Women elected to Governorate Councils: 10.8%</p> <p>Women elected to Local Councils: 12.9%</p> <p>Women holding seats on Municipal Councils: 41.8%</p>	<p>2020 Parliamentary elections- 30%</p> <p>2020 Municipal and Governorate elections: Women elected to Mayoral positions: 30%</p> <p>Women elected to Governorate Councils: 30%</p> <p>Women elected to Local Councils: 30%</p> <p>Women holding seats on Municipal Councils: 50%</p>	<p>Independent Election Commission</p>
	<p>3.2 Voter turnout in national and local elections</p>	<p>2016 Parliamentary elections: 36.1% of registered voters.</p> <p>Turnout by women: 32.7% of registered women voters</p> <p>Turnout by youth: 37.9% of registered voters aged 18-24</p> <p>2017 local elections: Total Turnout: 31.7% of registered voters.</p> <p>Turnout by women: 28.7% of registered women voters</p> <p>Turnout by youth: 33.3% of registered voters aged 18-24</p>	<p>2020 Parliamentary elections: 45% of registered voters.</p> <p>Turnout by women: 38% of registered women voters</p> <p>Turnout by youth: 42% of registered voters aged 18-24</p> <p>2021 local elections: Total Turnout: 39% of registered voters.</p> <p>Turnout by women: 35% of registered women voters</p> <p>Turnout by youth: 38% of registered voters aged 18-24</p>	<p>Independent Election Commission, Department of Statistics</p>

Potential Partners	Medium Term Common Budgetary Framework (USD \$)		
	TOTAL	Projected to be available	To be mobilized (funding gap)
MOPIC; MoA, MoWI, MoEn; MOL; MOSD; MOI; MOIT; MOENV; MOE; MOMA; MOC; MOH; MOPWH; MOL; MOMA; MOTA; MOC Jordan National Commission for Women; Institute of Family Health (IFH); JHASI; HPC; Department of Statistics; Jordan Education for Employment; Galaxy Foundation; Business Development Center; NCFA, Garment design and training services center; JEDCO; GCC; JUST; Parliament; Municipalities; Local Councils; Private sector; NGOs; INGOs; USAID	<b>USD 709,480,753</b>	<b>USD 162,510,433</b>	<b>USD 546,970,320</b>
	FAO- 14,500,000	FAO- 650,000	FAO- 13,850,000
	ILO-13,600,000	ILO- 8,150,000	ILO- 5,450,000
	IOM- 447,155	IOM- 447,155	IOM- 0
	UN Women – 15,107,728	UN Women – 1,788,501	UN Women – 13,319,227
	UNDP- 10,000,000	UNDP- 2,000,000	UNDP- 8,000,000
	UNESCO- 23,714,830	UNESCO- 8,655,234	UNESCO- 15,059,596
	UNFPA – 5,000,000	UNFPA – 500,000	UNFPA – 4,500,000
	UNHCR- 92,537,080	UNHCR-5,332,563	UNHCR- 87,204,517
	UNICEF- 240,000,000	UNICEF- 6,500,000	UNICEF- 233,500,000
	UNIDO- 2,600,000	UNIDO- 0	UNIDO- 2,600,000
	UNOPS- 35,000,000	UNOPS- 0	UNOPS- 35,000,000
	WFP – 256,973,960	WFP- 128,486,980	WFP- 128,486,980



Outcome	Indicators	Baseline	Targets	Means of Verification/ Data Source
Outcome 3: Enhanced opportunities for inclusive engagement of all people living in Jordan within the social, economic, environmental, and political spheres.	3.3 Press Freedom Index	138/180 (2017)	TBD	World Press Freedom Index
	3.4 Employment rate	30.5% (2016) Women above the age of 15: 10% Share of youth: 16.7%	35% Women – 15% Youth – 18%	Department of Statistics
	3.4 The Proportion of Youth Not in Employment, Education, or Training (NEET)	21.65% (2016)	17%	Department of Statistics Employment and Unemployment Survey
	3.5 Number of Collective Bargaining Agreements at Sector Level	6	12	Ministry of Labour
	3.6 % of registered Syrian youth refugees that are NEET	TBD	TBD	Labour Force Survey
	3.7 Number of beneficiaries of the Jordan Compact initiatives	TBD	TBD	MOPIC



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Potential Partners	Medium Term Common Budgetary Framework (USD \$)		
	TOTAL	Projected to be available	To be mobilized (funding gap)
<b>TOTAL</b>	<b>USD 3,951,631,413</b>	<b>USD 986,593,213</b>	<b>USD 2,965,038,200</b>

## Annex B. Costed Monitoring, Evaluation and Reporting Plan

UNSDF (or equivalent) Outcome and Outputs	Title	Partners	Lead Agency	Type	
UNSDF Outcome 1, 2, 3	Jordan UNSDF Mid-term evaluation: Institution	Ministries of Planning and International Cooperation, UN agencies	RC/HCO	Formative evaluation	
UNSDF Outcome 1, 2, 3	Final UNSDF evaluation	Ministries of Planning and International Cooperation, UN agencies	RC/HCO	Summative Evaluation	
<b>Major Data Gathering Exercises to be undertaken or supported by UN agencies in the period 2018 - 2022</b>					
UNSDF Outcome 1	Health Sector Governance	Ministry of Health	WHO	Study	
UNSDF Outcome 1	Capacity Building in achieving SDGs	MoPIC	TBD	Capacity building	
UNSDF Outcome 1, 2	Micronutrient Survey	Ministry of Health	UNICEF, WFP	Survey	
UNSDF Outcome 2	Longitudinal participatory research with adolescents	ODI/Gender and Adolescent Global Evidence	UNICEF	Research	
UNSDF Outcome 2	Jordan Population and Family Health Survey	Department of Statistics	UNFPA/ UNICEF	Survey	
UNSDF Outcome 1, 2	NCDs Survey	Ministry of Health	WHO	Survey	
UNSDF Outcome 1, 2	FCTC Investment case	Ministry of Health	FCTC/ WHO/ UNDP	Study	
UNSDF Outcome 1, 2	NCDs Investment case	Ministry of Health	FCTC/WHO/ UNDP/ UNICEF	Study	



Planned Completion Date	Estimated Cost	Provisional Source of Funding
February 2020	USD 50,000	
July 2021	USD 100,000	
January 2018	USD 20,000	
December 2030	USD 250,000	
September 2018	USD 1,000,000	
December 2024	None (Technical Contribution)	
September 2018	USD 1,459,000	
September 2018	USD 700,000	
February 2018	USD 50,000	
April 2019	USD 50,000	



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## Annex C. Legal Framework

### 1. Partnerships, Values and Principles

Whereas the Government of the Hashemite Kingdom of Jordan (hereinafter referred to as "the Government") has entered into the following:

a) WHEREAS the Government and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement (SBAA)) which was signed by both parties on 12 January 1976. Based on Article I, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 1/2005 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. In light of this decision this UNDAF together with a work plan (which shall form part of this UNDAF, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.

b) With the United Nations Children's Fund (UNICEF), a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 30 June 1999.

c) The Memorandum of Understanding (MoU) between the Hashemite Kingdom of Jordan and the Office of the United Nations High Commissioner for Refugees (UNHCR) was concluded in 1998 and amended in 2014. This establishes the parameters for cooperation between UNHCR and the Government of Jordan on the issue of refugees and asylum-seekers. This MoU has become the legal framework under which refugees are treated and processed in Jordan.

d) With the World Food Programme, a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on 28 January 1968.

e) The Basic Agreement concluded between the Government and the United Nations Development Programme on 12 January 1976 (the "Basic Agreement") mutatis mutandis applies to the activities and personnel of UNFPA. This UNSDF together with any work plan concluded hereunder, which shall form part of this UNSDF and is incorporated herein by reference, constitutes the Project Document as referred to in the Basic Agreement.

f) With the Food and Agriculture Organization of the United Nations, the Agreement through exchange of letter between the organization and the Government of Jordan for opening of the FAO Office in Jordan on 21 September 2001.

g) With the United Nations Educational, Scientific and Cultural Organization (hereinafter referred to as "UNESCO") a Host Country Agreement was concluded between the Government of the Hashemite Kingdom of Jordan and UNESCO on 27 February 1996 concerning the UNESCO Amman office to serve as a national office and concerning the following articles: I) legal personality of the Organization; II) Headquarters of the Office; III) Access to the Headquarters of the Office; IV) Arrangements for Communication; V) Property, Funds and Assets; VI) Diplomatic Facilities, Privileges and Immunities; VII) Officials and Experts; VIII) Laissez-passer; IX) Government Contribution; X) Settlement of Disputes; XI) Final Provisions.

h) With the International Organization for Migration (IOM) an Agreement between the Hashemite Kingdom of Jordan and IOM on the legal status, the privileges and immunities of the Organization in Jordan of 8 February 1994.

i) With the World Health Organization (herein referred to as "WHO"), a Basic Agreement between the WHO and the Government of the Hashemite Kingdom of Jordan for the provision of technical advisory assistance was signed on 15 September 1960;



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j) With the United Nations Office for Project Services, a Host Country Agreement was concluded by UNOPS and the Government on 10 June 2008.

k) For UN Women, the Standard Basic Assistance Agreement between the Government of the Hashemite Kingdom of Jordan and the United Nations Development Programme, signed by the parties on the 12th of January 1976 also applies mutatis mutandis to the programme activities and personnel of UN Women.

l) The Hashemite Kingdom of Jordan and UNIDO agrees to apply to the present

programme, mutatis mutandis, the provisions of the Standard Basic Assistance Agreement between the United Nations Development Programme and the Government, signed and entered into force on 12 January 1976.

m) For all agencies: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency's governing structures

The UNDAF will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations system agency and the Host Government.

## 2. Programme Management and Accountability Arrangements

The programme will be nationally executed under the overall co-ordination of the Ministry of Planning and International Cooperation (Government Co-ordinating Authority). Government coordinating authorities for specific UN system agency programmes are noted in the Annex. Government Ministries, NGOs, INGOs and UN system agencies will implement programme activities. The UNDAF will be made operational through the development of joint work plan(s) (JWPs)<sup>45</sup> and/or agency-specific work plans and project documents as necessary which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed UNDAF and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the UNDAF and joint or agency-specific work plans and / or project documents<sup>46</sup>.

For UN agencies implementing the Harmonized Approach to Cash Transfers (HACT), the following are mandatory clauses<sup>47</sup>:

Cash transfers for activities detailed in work plans (WPs) can be made by the UN system agencies using the following modalities:

<sup>45</sup> As per the UNDG Standard Operating Procedures (SOPs) for countries adopting the "Delivering as One" approach

<sup>46</sup> In the case of UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP-assisted work plan. The reference to "Implementing Partner(s)" shall mean "Executing Agency(s)" as used in the SBAA. Where there are multiple implementing partners identified in a work plan, a Principal Implementing Partner will be identified as who will have responsibility for convening, co-ordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the work plan to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the work Plan.

<sup>47</sup> Clauses relating to Cash Transfers and the Harmonized Approach to Cash Transfers (HACT)-specific mechanisms and requirements apply only to those UN system agencies which adopted the HACT Framework as sole framework for transferring cash to partners.

1. Cash transferred to the [national institution] for forwarding to the Implementing Partner:
  - A. Prior to the start of activities (direct cash transfer), or
  - B. After activities have been completed (reimbursement).
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner.
3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Where cash transfers are made to the Ministry of Planning and International Cooperation (MOPIC), MOPIC shall transfer such cash promptly to the Implementing Partner.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN<sup>48</sup> Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

### **Resources and Resource Mobilization Strategy**

The UN system agencies will provide support to the development and implementation of activities within the UNDAF, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system agencies' support may be provided to Non-Governmental [and Civil Society] organizations as agreed within the framework of the individual work plans (WPs) and project documents.

Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programmes.

The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the UNDAF . These budgets will be reviewed and further detailed in the work plans (WPs) and project documents. By mutual consent between the Government and the UN system agencies, funds not earmarked by donors to the UN system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

### **For UN agencies implementing the HACT, the following are mandatory clauses<sup>49</sup> :**

In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of

<sup>48</sup> For the purposes of these clauses, "the UN" includes the IFIs.

<sup>49</sup> Clauses relating to Cash Transfers and the Harmonized Approach to Cash Transfers (HACT)-specific mechanisms and requirements apply only to those UN system agencies which adopted the HACT Framework as sole framework for transferring cash to partners.



the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner in [here insert the number of days as per UN system agency schedule].

In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within 10 working days.

The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

Where the UN system agencies and other UN system agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

### Monitoring and Evaluation

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/ contracts with the UN system agencies.
2. Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening

### For UN agencies implementing the HACT, the following are mandatory clauses <sup>50</sup> :

The audits will be commissioned by the UN system agencies and undertaken by private audit services.

### Commitments of the Government

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this UNDAF and will cooperate with the UN system agencies including: encouraging potential donor Governments to

50 Clauses relating to Cash Transfers and the Harmonized Approach to Cash Transfers (HACT)-specific mechanisms and requirements apply only to those UN system agencies which adopted the HACT Framework as sole framework for transferring cash to partners.



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make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies' efforts to raise funds for the programme from other sources, including the private sector both internationally and in Jordan and by permitting contributions from individuals, corporations and foundations in Jordan to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in section one of this annex on Mandatory Clauses [section on Basis of the Relationship]. Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the "General Convention") or the Convention on the Privileges and Immunities of the Specialized Agencies (the "Specialized Agencies Convention") to the Agencies' property, funds, and assets and to their officials and experts on mission. The Government shall also accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. In addition, it is understood that all United Nations Volunteers shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

(a) "Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement".

(b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, or in other agreements relating to privileges and immunities between the Agencies and the Government, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

**For UN agencies implementing the HACT, the following are mandatory clauses<sup>51</sup> :**

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan (WP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that the relevant UN organization will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans (WPs) only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the utilization of all received cash are submitted to the relevant UN organization within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the full utilization of all received cash are submitted to the relevant UN organization within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from the relevant UN organization will provide UN system agency or its representative with timely access to:

- all financial records which establish the transactional record of the cash transfers provided by the relevant UN system agency, together with relevant documentation;
- all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and the relevant UN organization. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the [UN organization] that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI) so that the auditors include these statements in their final audit report before submitting it to the relevant UN organization.
- Undertake timely actions to address the accepted audit recommendations.

Report on the actions taken to implement accepted recommendations to the UN system agencies and to the Supreme Audit Institution, where the Supreme Audit Institution has been identified to conduct the audits, on a quarterly basis (or as locally agreed).

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<sup>51</sup> Clauses relating to Cash Transfers and the Harmonized Approach to Cash Transfers (HACT)-specific mechanisms and requirements apply only to those UN system agencies which adopted the HACT Framework as sole framework for transferring cash to partners.








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