

Executive Summary

The situation of children in Jordan evolved dramatically in 2013, with up to 2,000 Syrian child refugees crossing daily into Jordan during the first months of the year. By the end of 2013, some 311,000 children and 265,000 adults are registered as refugees in the country.

UNICEF Jordan Country Office (JCO) responded by increasing its country programme budget from US\$4 million at the beginning of 2012 to US\$150 million in 2013; and its staffing from 40 in 2012 to 90 in 2013 to enable it provide critical emergency assistance in education; health; nutrition; child protection; and water, sanitation and hygiene. This included the provision of lifesaving services to 120,000 families in Za'atari refugee camp, and the preparation of essential facilities at the yet to be opened Azraq camp.

The massive number of refugees also resulted in an immense strain on public services. The Government of Jordan (GoJ), jointly with UNICEF, supported the enrolment of some 140,000 school-aged refugee children, providing a lifeline to their future. Through safe and protective spaces, UNICEF and its partners helped to re-engage 130,000 children and adolescents in normal everyday activities, in camps and alongside vulnerable Jordanians in host communities.

With water such a scarce resource, UNICEF supported the rehabilitation of boreholes and water systems in the north, improving the efficiency of the water network. Providing 4 million litres of water daily to Za'atari camp was made safer and more cost effective through the construction of two boreholes. The October 2013 polio outbreak inside Syria provided yet more challenges. In response, UNICEF worked with GoJ and partners to vaccinate some 3.5 million young people against polio, measles and rubella. A strong Communication for Development (C4D) campaign facilitated the 95 per cent coverage.

The scale-up of emergency work coincided with the start of the new five-year Country Programme 2013-17. JCO invested time and effort in linking emergency work with the regular programme to ensure effective use of resources and access to relevant and quality services by all vulnerable children. GoJ's agreement to revise the conditionality of the Zakat (cash assistance) fund was important in this regard. JCO is increasingly looking at sustainability and cost effectiveness of programming through its inputs to the Syrian crisis Regional Response Plan 6 (2014) and the Government's National Resilience Plan -2014-16.

UNICEF further strengthened its unique relationship with GoJ in 2013, having active partnerships with the Ministry of Planning and International Cooperation, Education, Health, Social Development and Labour Ministries. Alongside, partnerships with local NGOs, such as the Jordanian Women's Union, and the growing number of international organisations in the country were developed and consolidated. Partners in Za'atari camp were involved in all of the over 300 visits organised by the office for donors, Nat Coms, UN colleagues and media.

With the continuing Syria crisis, the programming environment remained unpredictable and Jordan's situation as the neighbour of several countries in tumult was delicate yet critical to regional stability. These conditions required continuous high-level preparedness for a wide variety of possible developments in addition to the intensive response.

Country Situation as Affecting Children & Women

Jordan is an upper middle-income country with a population of 6.4 million and per-capita GNI of US\$4,340. Around 80 per cent of the population is urban, with a predominantly young population of 38 per cent under the age of 14.

Jordan has limited natural resources, agricultural land and is the world's fourth poorest country in water resources. The country is moving towards a free market economy; currently the government still controls most community services accounting to more than 70 per cent of the Gross Domestic Product (GDP) and over 75 per cent of jobs [\[1\]](#).

About 14.4 per cent of the population lives below the poverty line [\[2\]](#) and child poverty is at 17 per cent.

Jordan ranks well on the human development index (HDI) – in 2012, Jordan is ranked 100 out of the 187 countries. It is on track to meet four of the eight Millennium Development Goals including Goals 1, 4, 7, 8 [\[3\]](#).

Syrian Crisis: As a country hosting Syrian refugees, the situation in Jordan is moving towards stagnation and some of the advances made are endangered. Approximately 576,000 Syrian refugees are registered in Jordan (53.3 per cent are children, UNHCR, December 2013). The massive number of refugees increased pressures on Jordan's economy and public services primarily water, health, education, energy and service delivery. According to the Ministry of Planning and International Cooperation (MOPIC), GoJ incurred over US\$251 million additional expenditures during 2012, and up to US\$ 493 million in 2013. Jordan's trade balance was negatively affected due to decline in exports and closure of Syrian transit routes. Its GDP growth deteriorated by 2 per cent points in 2013 reaching 3-3.5 per cent. [\[4\]](#) GoJ implemented strategies to respond to the challenges including elimination of price subsidies on petroleum products with fuel and electricity prices increasing 24 per cent year-on-year. [\[5\]](#)

Jordanians livelihoods were negatively impacted [\[6\]](#), unemployment reached 14 per cent on average with highest rates among age groups 15-19 and 20-24 years reaching 37.9 per cent and 34.9 per cent respectively. [\[7\]](#)

Jordan faces an enduring imbalance between the demand and available water supply which is based on a rationing system. Simultaneously, pressure has grown on sanitation services; 98 per cent of Jordanians have access to improved sanitation while 62 per cent are covered by sewage. [\[8\]](#)

Health: The Under-five mortality rate has declined during the past years reaching 21 deaths per 1,000 live births in 2012. [\[11\]](#) The infant mortality rate is 17 deaths per 1,000 live births while the Neonatal mortality rate stands at 14 deaths per 1,000 births. The Supply determinant related to access to quality and professional health services has positive effects on the decrease of child mortality rates. Full vaccination coverage reached 93 per cent in 2012. [\[12\]](#)

Education: Gross Enrolment Rates in primary schools is almost 98 per cent for girls and boys; Enrolment rates of over 13 year old children is lower (90 per cent) [\[9\]](#). Moreover, there is no real action plan for an inclusive education programme targeted at children with disabilities.

Enrolment rates for kindergarten are still low reaching 22 per cent (for children aged 36-59 months) primarily in rural areas due to inaccessibility or high cost. Though the enabling environment is supportive to the importance of Early Childhood Development (ECD) and in spite of efforts exerted by the Government to establish ECD facilities in rural areas, their availability is still limited. [\[10\]](#)

Child Protection: Punishment of children is considered an accepted practice to instil discipline or enhance learning. About 66 per cent of children aged 2-14 years are exposed to at least one form of physical punishment by a parent or another adult family member. About 89 per cent of children are subject to violent physical discipline, and 87 per cent subject to verbal violence. [\[13\]](#)

Around 38 per cent of ever-married women (15-19 years) experienced either physical or sexual violence from their spouse. Women's economic status and education level are linked to the incidence of domestic violence [\[14\]](#).

The Birth Registration Rate is over 97 per cent. The law stipulates a fine if children are not registered within 30 days after birth. [\[15\]](#)

There are 4,747 juvenile cases recorded/ processed in 2011 compared to 6,234 in 2010. [\[16\]](#) The Juvenile Law was developed as per international standards, endorsed by Cabinet and a version of the Childhood Act was submitted to the Legislative Bureau. However, the enabling environment is a critical barrier to expediting the process, as legislative reform is lengthy and adversely affected by frequent Cabinet changes.

According to a 2007 study of the Department of Statistics (DOS) , 33,190 children aged 5 - 17 were labourers (1.9 per cent employment rate in that age category); 90 per cent of child labourers were are males, 32.4 per cent are in Amman and 90 per cent are 10-17 years old.

The prevalence of child marriage is 12.6 per cent at national level. Dominant social beliefs, norms and accepted traditions are the main reasons behind early marriage.^[17]

Adolescents: Adolescents (15-19 years) constitute around 23 per cent of the population. ^[18] Data on adolescents is outdated and a National Youth Survey is still in the pipeline. There is insufficient recognition that several child protection issues such as child labour, children in conflict with the law, early marriage, are relevant to adolescents.

^[1] WB Report-Jordan Overview (<http://www.worldbank.org/en/country/jordan/overview>)

^[2] Briefing Note: Comprehensive Regional Strategy, SHARP 2014 and RRP6 - Amman, 12 December 2013

^[3] 2010 MDG Report

^[4] Needs Assessment Review: Impact of Syrian Crisis on Jordan - November 2013

^[5] GIEWS, Oct 1st 2013, Country brief-Jordan

^[6] ACTED/AMEU, (July 2013) Food Security Situation and Livelihood Intervention Opportunities for Supporting Syrian Refugees and host Communities in North Jordan

^[7] DOS: Unemployment rate of 14 per cent during third quarter of 2013

^[8] Needs Assessment Review: Impact of the Syrian Crisis on Jordan

^[9] DHS 2012, p. 26

^[10] Ibid

^[11] Ibid

^[12] Ibid (WHO: children are considered fully vaccinated when they received a vaccination against BCG, 3 doses of DPT (against diphtheria, pertussis, and tetanus), 3 doses of polio, and one dose of measles by age 12 months.

^[13] Ibid

^[14] Ibid

^[15] NCFA, UNICEF, 'Children in Jordan. SITAN, 2006/7

^[16] UNICEF : Cost-benefit Analysis of the Implementation of the Proposed Juvenile Law for the year 2013, p. 14. September 2013

^[17] UNICEF: Assessment of Status of Early Marriages in Jordan, p.21. December 2013

^[18] State of the World's Children, UNICEF 2012

Country Programme Analytical Overview

JCO has substantially increased its human and financial support to the Government; it has mobilised additional human resources from about 40 staff in 2012 to over 90 staff in 2013; and additional financial resources from US\$ 57 million in 2012 to about US\$ 150 million yearly budget. Level 3 emergency response

on the Syria refugee crisis has kept on engaging the majority of staff, while they also managed to expand some components of the regular programme and to allow strong programmatic coherence. JCO has invested in strengthening capacities of the Government of Jordan to collect and use evidence based information on vulnerable children. Support to key surveys and assessments such as the Population and Family Health Survey, Assessment of Status of Early Marriage, costing of Foster Care and Juvenile Law, has allowed the programmatic response to target the neediest and apply the equity approach.

On the regular programme, JCO has continued strengthening its upstream work and has attained the following main achievements: (i) It started up the first diversion and foster care programme in Jordan and obtained budgetary and child well-being analysis, which will be used to advocate with the Government on abandoning institutionalization and applying a foster care system; (ii) It has also successfully drafted the report for the Convention of Right of Children (CRC) and supported the submission of the CRC Youth report, the first of its kind in the region; (iii) JCO discussed with the CRC Committee in Geneva the main challenges on the implementation of child rights; and (iv) It is preparing a targeted advocacy strategy for 2014 on the CRC list of issues.

JCO has also invested in supporting the Violence in Schools campaign (tracking system now implemented in most public schools) and is dedicating more resources to expand the intervention to domestic and other forms of violence. JCO continued its support to the adoption of monitoring mechanisms to ensure the adherence of the Family Protection Department (FPD) to GBV and VAC guidelines. The Juvenile Police Department is receiving constant support to accommodate the increasing need of children in conflict with the law. On social protection, JCO has supported the restructuring of the Zakat Fund including governance structure, re-targeting and information management system. JCO is also finalizing a study on the impact of subsidies removals on children and designing a targeting mechanism for the national social protection institutions.

On child friendly budget, with UNICEF's support, the government budget allocations for children distinguished in the Budget Law (table No. 22); four ministries are applying Child Budget approach in planning and budgeting and a second child budget analysis started in two additional ministries.

Under the Adolescents and Youth Programme, the qualitative part of the National Youth Survey' has been completed and a youth network ("U-CAN") was initiated and provided with social mobilization tools. Through its Health and Nutrition Programme, JCO has finalized the implementation plan of the Integrated Management of Childhood Illnesses (IMCI). A national technical coordination committee was established to formulate an action plan for the reduction of maternal and child mortality based on the neonatal mortality study.

Humanitarian Assistance

In 2013, JCO has scaled up its humanitarian assistance to Syrian refugee children. UNICEF continued to lead three major sectoral working groups: WASH, Education and Child Protection to better formulate sectoral strategies on the ground. With UNICEF Jordan's humanitarian programme fully integrated within JCO country programme, significant results were achieved in four emergency areas of WASH, education, child protection and health/nutrition. About 109,282 Syrian children (53 per cent girls) were supported with psychosocial support; over 3.2 million children were vaccinated against measles and over 1 million against polio; over 106,000 refugee children enrolled in schools (of which 20,000 in camps - 78 per cent are eligible for formal education); WASH services provided to 120,000 people in camps and projects in host communities covering over 400,000 people; WASH facilities were rehabilitated in over 100 Jordanian schools benefiting 23,000 Jordanians and 8,000 Syrian children.

With the crisis entering its third year, UNICEF Jordan has been shifting assistance towards refugees in host communities (80 per cent vs 20 per cent in camps) supporting both refugees and vulnerable Jordanians. By mid-2013, discussions on creating synergy and linkage between humanitarian and developmental assistance in the country resulted in initiating a National Resilience Plan in the coming years and several integrated programmes within UNICEF were initiated. A major concern remains the high infrastructure and operational cost for services in Za'atari refugee camp, especially with regard to WASH infrastructure. Finding sustainable and cost-efficient mode of service delivery has been an ongoing effort in 2013 and will continue in 2014. Accelerating evidence based programming, UNICEF collaborated with ACTED/REACH to generate

comprehensive mapping to identify the most vulnerable Syrian refugees and Jordanian children in the poorest areas of Jordan.

Effective Advocacy

Partially met benchmarks

Capacity Development

Mostly met benchmarks

Communication for Development

Fully met benchmarks

- Throughout 2013, UNICEF with its partners worked on promoting hand-washing, personal hygiene, clean and safe water collection, storage and appropriate use of WASH facilities in Za'atari camp. A range of C4D strategies (capacity development, IPC and community mobilization) reached parents and caretakers, children and youth with key messages on WASH. Information and communication materials were produced and distributed.
- In April 2013, UNICEF, MOH, WHO and UNHCR conducted a measles outbreak response campaign in Za'atari camp and vaccinated 60,051 persons from 6 months to less than 30 years old regardless of previous vaccination status (estimated population was 107,173 persons). The measles and polio vaccination, Vit A supplementation campaign mobilized a huge number of workers and volunteers to conduct tent to tent visits with brochure and posters on the importance of vaccination.
- In August and September 2013, UNICEF and Save the Children Jordan (SCJ) launched a **Back to School campaign** to educate, engage and empower parents, children, teachers and religious leaders about the importance of continuing education in Za'atari and Emirates camps and host communities. The campaign's key message of '**Knowledge is Light. Go Back to School to get educated**' utilized various C4D tools and techniques (peer education, IPC, edutainment, community mobilization) and reached **9,968 people** in Za'atari camp, 1,065 in Emirates camp and **105,252** in host communities. About **11,562 children were registered** in schools in Za'atari camp following the campaign. According to the Ministry of Education, the number of children enrolled in schools was over 65,000 children in host communities after the campaign (from 44,000 last year to 107,000 this year). The campaign also created demand to expand number of double shifted schools in host communities. Back to School campaign later changed to 'Stay in School' campaign.
- In November 2013, UNICEF, MoH, MoE, Ministry of Religious Affairs, WHO and UNHCR conducted national measles, rubella and polio vaccination campaign to vaccinate 3,381,000 children and young people. The message was '**Vaccination Save Lives. Protect Your Community**'. A Media strategy with two TV stations and a radio station to increase national coverage, and social mobilization with 20 NGOs worked on community based mobilization activities to distribute flyers and posters. U-CAN - UNICEF Change Agents Network- and other youth organizations contributed to vaccinate 1,138,285 U5 children with polio; 3,367,762 children and young people from 6 months up to 20 years old with measles and rubella; and 683,038 six to less than 60 months old children received a vitamin A dose in country.

- In December 2013, UNICEF with the MoH, WHO and UNHCR started a third round of polio vaccination campaign in Za'atari followed by a second round of national polio vaccination campaign for U5 children in Jordan. Media strategy and social mobilization activities were conducted and contributed to vaccinate 877,525 U5 children (98 per cent) in the country.
- C4D provided support to Child Protection section and the technical working group on CP and GBV to plan behaviour change communication interventions, including child marriage and violence against children for Syrian refugees in Za'atari camp and host communities.

Service Delivery

Mostly met benchmarks

Strategic Partnerships

Mostly met benchmarks

Knowledge Management

Partially met benchmarks

Human Rights Based Approach to Cooperation

Mostly met benchmarks

Gender Equality

Mostly met benchmarks

Environmental Sustainability

Partially met benchmarks

South-South and Triangular Cooperation

The coordination and the collaboration between countries in the region have set a good example of South South cooperation. JCO has been a major player in the Syrian crisis. Immediate action in response to the escalation of the Syrian crisis and the need to scale-up interventions to meet urgent humanitarian needs of Syrian refugees pre-empted the need to share experiences among countries through joint planning, coordinated response and reporting of effective interventions. There were specific lessons learned related to designing joint hygiene promotion, ensuring access to safe drinking and domestic water, adequate sanitation disposal facilities and provision of WASH services.

South-South cooperation was further manifested through the conference which was conducted by JCO and the Regional Office "Addressing Social and Economic Vulnerabilities of Children through Social Protection. The role of Social Transfers and Social Safety Nets". The conference aimed at raising political interest and share knowledge around the importance of improving social transfers and social safety nets for children, as part of the overall reform of social protection mechanisms for policy makers from Jordan and Iraq. This has been done through a mix of international experiences and experts' presentations including dedicated country based working groups, facilitated by international experts, to discuss around areas where to strengthen national social transfers and social safety nets for children in Jordan and Iraq.

As a result, participants identified country specific initiatives/follow up actions to improve the supply and quality of social protection for the most vulnerable children, adolescents and youth. The conference also focused on having in-depth technical and deep discussion on specific aspects related to the functioning of social transfers and social safety nets mechanisms with high level experts in the field.

Another example of mutual exchange and South-South cooperation that took place in 2013 was JCO's participation in the Regional Workshop on "Early Childhood in Emergencies: Global Trends and Regional Agenda" which was conducted by the United Arab Emirates UNICEF Office and UNESCO. The conference aimed at sensitising stakeholders and partners on the necessity of positioning the ECD agenda on top of the national priorities and advocate for developing policies and programmes related to young children living in Emergency situations. It also aimed at establishing a core group of Early Childhood Development leaders and advocates in the region. To this effect, JCO conducted a session on Measurement of School Readiness Tool (Education for All Development Index) and the Early Childhood Indicators of MICS – the experience of Jordan which highlights the importance of policy making supported by evidence based data.

Narrative Analysis by Programme Component Results and Intermediate Results

Jordan - 2340

PC 1 - Young Child Survival and Development

 On-track

PCR 2340/A0/04/001 PCR 1: National Institutions provide improved health and neonatal care services and quality early childhood care with a focus on disadvantaged groups

Progress:

UNICEF is following up with the MoH and partners to finalize the guideline related to Neo-natal and maternity mortality for the second half of the programme cycle. UNICEF and partners reached 100 per cent measles- rubella vaccination coverage for Syrian refugees and Jordanians aged between 6 months and young adults 20 years as well as 100 per cent oral polio vaccination coverage for children 0-5 years old, in Za'atari, EJC camps and all host community during the November national immunization campaign. In addition to that 100 per cent vitamin A supplementation was reached for all Syrian refugee children and Jordanians aged between 06-59 months in Za'atari and EJC camps and host community.

UNICEF jointly with Save the Children Jordan (SCJ) and Medair Infant and Young Child Feeding (IYCF) caravans reached 100 per cent Pregnant and Lactating women (PLW) in Za'atari and EJC camps and host community through one-to-one counselling sessions on breastfeeding, nutritional support and guidance, which includes breastfeeding promotion, complementary child feeding, and health awareness and hygiene education. In addition, key messages on new born health care, importance of hand washing, diarrhoea prevention, how to use ORS, child and CBAs women immunization were also disseminated. Only one training workshop on IMCI was conducted and eight Oral Rehydration Therapy (ORT) corners were established. A Nutrition assessment is planned in the first quarter of 2014.

In line with UNICEF's Core Commitments to Children (CCC) in humanitarian emergency contexts, UNICEF will work to ensure that affected refugee boys and girls, men and women have access to safe drinking and domestic water, adequate sanitation/disposal facilities, hygiene promotion and communication. This includes provision of WASH services to schools in host communities and other child friendly spaces in camps. With support from Ministry of Water and Irrigation, UNICEF worked towards reducing water shortages in selected host community areas jointly benefitting the local population and Syrian refugees through bore holes and network repair. UNICEF remains the WASH working group lead.

 Constrained

IR 2340/A0/04/001/005 IR 1.1: By 2017, national policies, strategies, guidelines and programmes include quantified targets towards the reduction of peri and neonatal deaths, improved quality of anti and perinatal care services and a national monitoring system based on disaggregated data is in place.

Progress:

UNICEF is following up with the MoH and partners to finalize the guideline related to Neo-natal and maternity mortality for the second half of the programme cycle. Two consultations with the MoH and stakeholders (including UN agencies and NGOs) were conducted to discuss the neonatal death study results and develop a plan for next steps. A draft work plan was developed; in addition a TORs for a consultant was developed to support the review exercise of the existing guidelines for neonatal death monitoring and reporting, towards building a neonatal death audit system. The MOH upon UNICEF's request has established a Committee within "A Promise Renewed" initiative but its leadership on the Government's side has been weak and no regular proceedings have been ensured.

 Constrained

IR 2340/A0/04/001/006 IR 1.2: By 2017, national ECD policies, standards and strategies have quantified targets and a national monitoring system on learning readiness is in place

Progress:

The License for the Education Development Index (EDI) instrument and a contract for the Learning Readiness were finalized; the training package of field data collectors is being developed in preparation for the fieldwork scheduled in February, the study report will be completed in 2014. A Demographic and Health Survey report including a component on Early Childhood Development (ECD) and child discipline has been reviewed and launched. The ECD work on establishing a regular monitoring system on key indicators has been shared with the Gulf area in a regional conference.

 On-track

IR 2340/A0/04/001/007 IR 1.3: Relevant Core Commitments on WASH are met in all humanitarian settings

Progress:

Although UNICEF through its implementing partners have been able to provide WASH services in Za'atari camp but strict Government standards (i.e. no waste water in ground) had tremendous cost implications (provision of water and waste water collection through trucks every day) and thus less funding and focus on the refugees in the host communities. In addition, different layouts/design in various parts of the camp, vandalism and fluctuation in refugee population had been the major challenges. The construction of boreholes (two already constructed in 2013 and two more planned) and the waste water treatment plants (supporting the Ministry of Water and Irrigation (MWI)) will likely reduce the long term cost of WASH services. Similarly approaches including cash for work, Operation and Maintenance through WASH committees and supporting households had been adopted to meet the challenges. As highlighted, UNICEF had not been able to significantly focus on the host communities.

WASH facilities in 170 schools have been established along with hygiene promotion activities. In addition boreholes have been repaired and the Ministry of Water and Irrigation (MWI) supported through provision of trucks and other equipment. Furthermore, UNICEF had been able to play an active role by leading the WASH Working group. In the host communities, lack of a comprehensive planning from the Government, conflicting information from the national and local authorities and non-effective sectoral donor coordination are the major challenges. UNICEF will actively support the MWI through a UNICEF seconded staff to develop a comprehensive plan, mapping and an effective coordination mechanism through active engagement with the donors.



Met

IR 2340/A0/04/001/008 IR 1.4: Relevant Core Commitments on Health & Nutrition are met in all humanitarian settings

Progress:

UNICEF and partner reached 100 per cent measles- rubella vaccination coverage for Syrian refugees and Jordanians aged between 6 months - young adults 20 years as well as 100 per cent oral polio vaccination coverage for children 0-5 years old, in Za'atari, EJC camps and all host community during the Nov national immunization campaign. In addition to that, 100 per cent vitamin A supplementation for all Syrian refugee children and Jordanians aged between 06-59 months in Za'atari and EJC camps and host community was reached. UNICEF/Save the Children Jordan (SCJ) and Medair Infant and Young Child Feeding (IYCF) caravans in Za'atari and EJC camps and host community reached 100 per cent PLW through one-to-one counselling sessions on breastfeeding, nutritional support and guidance, which includes breastfeeding promotion, complementary child feeding, and health awareness and hygiene education as well as key messages on new born health care, importance of hand washing, diarrhoea prevention, how to use ORS, child and CBAs women immunization. Centralized decision making, lack of motivation among service providers, high turnover of service providers and shortage of skilled providers to support EPI programme expansion were among some of the challenges of the programme. After long negotiations with the MoH, they finally agreed to allow NGOs to provide EPI services in the camp.

IR 2340/A0/04/001/009 IR 1.5: Technical Assistance

IR 2340/A0/04/001/010 IR 1.6: Support to the water and Sanitation sector under the National Resilience Plan

PC 2 - Adolescent Development and Participation

On-track

PCR 2340/A0/04/002 PCR2. National, community based organizations/groups and schools offer quality active civic engagement programmes for adolescents to learn, develop and participate

Progress: The main achievements of the Adolescents and Youth Programme included national knowledge generation of key data on adolescents across Jordan, where the National Youth Survey (NYS) will be conducted by the Government of Jordan for the second time in 2014. The survey's purpose is to collect information, identify problems affecting youth and to guide interventions aimed at addressing their particular needs. A survey tool has been developed in 2013 and there have been delays on the part of the GOJ and other partners regarding their cost-share portion and the delay from the higher council for youth on coordination of the steering committee meetings. While a cost-sharing option is optimal, UNICEF plans to move forward with the survey to ensure that there is no delay in implementation.

UNICEF also supported CBOs efforts to engage adolescents in recreation, sports and volunteering activities through designing and implementing campaigns targeting adolescent's participation in addition to working on developing partnerships and building the capacity of organizations working in this field.

Initiatives for civic engagement through existing life skills and peer education programmes strengthened. UNICEF's Basic Life Skills (BLS) manual employs a youth-to-youth approach and is currently being updated to provide information and material that takes the needs of youth and adolescents into consideration in light of the current context in Jordan. The updated version of the manual is expected to be ready for use by the end of 2014. It will be used with Syrian youth in refugee camps and host communities in addition to Jordanian youth. Use of this manual will be linked with supporting joint youth actions and activities that promote social cohesion and resilience in host communities. UNICEF plans to roll out the manual through a training of trainers in Child and family protected places in both camps and in communities with an emphasis on inclusion of adolescent girls.

Support was provided to the National Council for Family Affairs (NCFA) to institutionalize the Convention on the Rights of the Child. This

support was directed to the NCFA's children team to provide opportunities for youth to influence policies that affect their lives with the plan to expand the implementation of Child Friendly Cities/Child Municipal Council to two additional municipalities providing adolescents with opportunities to influence youth centred policies using the existing youth networks (UCAN). UNICEF Change Agents Network (UCAN) is a platform for youth to engage in projects and interventions that create opportunities for social cohesion for Jordanian, Palestinian, and Syrian youth by empowering them with skills and tools needed and link them with other existing networks to generate community projects.

The primary challenge in 2013 was the limited capacity and financial resources within UNICEF and its national partners (higher council for youth's capacity, cost –sharing with other agencies for the National Youth Survey). To overcome this challenge, plans were finalized for implementation in 2014 and fundraising efforts are underway to cover some of the funding gaps. This impacted all aspects of the programmes implementation.

 On-track

IR 2340/A0/04/002/001 IR 2.1.: By 2017, adolescents and young people, especially girls, are participating actively in civic engagement and leadership opportunities in and outside schools.

Progress:

UNICEF supported the development of 72 national CBOs, youth groups, service providers and schools' workers on gender-sensitive issues, participatory approaches, implementing civic engagement programmes. The better parenting component has been supported to focus on adolescents' development and participation so as to improve the understanding of children's needs, develop parent communication skills, and facilitate inter-generational dialogue. There has been an improvement of the learning environment through Basic Life Skills programme, which aims at preparing adolescents for life, work, and active citizenship. In addition, awareness about the concept of civic values and rights amongst young people have increased through training, discussion sessions, and peer education. The knowledge-based advocacy efforts and social policies in supporting children's rights were also enhanced through the CRC shadow report that was prepared by adolescents. Adolescents were provided with opportunities to influence policies that affect their lives through creating the Child Municipal Council in Greater Amman Municipality and by holding meetings between children and GAM members. Working on the generation of up to date data on the situation of Jordanian youth has been reinforced through supporting the methodology and design of the National Youth Survey.

However, some of the challenges faced include: the delay in the National Youth Survey process due to lack of funds and limited high level support; unavailability of data related to young people in general and on civic engagement in particular which caused a gap in programmatic response effectively; absence of links in school to work transition thus causing challenges for youth employment; few opportunities and approaches available for youth for civic engagement and freedom of expression. On another area, sports for development is not perceived as a priority, and limited sports facilities in schools and youth clubs thus making it hard to promote this area of programming.

 On-track

IR 2340/A0/04/002/002 IR 2.2. : By 2017, capacity of MoE and relevant NGOs to advance inclusive education is strengthened.

Progress:

UNICEF-Jordan refined the IR for the following reasons. First, as stated above, the new language better reflects the Jordan country context and the MoE has demonstrated no commitment to implementing the Child Friendly Schools model. To date, a concept paper related to inclusive education has been drafted by the Country Office and it is awaiting input from UNICEF Headquarters. The Ministry of Education signed an MOU with the Ministry of Social Development (MOSD) and the Higher Council for Disabilities (HCD) in September 2013 at the behest of the US Government as part of their conditions for direct support to the GOJ as debt repayment. This MOU is key to the work that UNICEF expects to implement and will be leveraged as a commitment by all relevant entities to develop a fully resourced plan in 2014. In early 2014, UNICEF met the Minister of Education and obtained agreement to start working on the following areas: categorization of disabilities, screening capacity, drafting an action plan for inclusive education and support the MOE in fundraising for it. In 2013, UNICEF conducted a pilot for inclusive education in three schools. Lessons learned from this pilot will be used to scale up both up-stream and down-stream activities in 2014. One of the biggest challenge is the lack of reliable disaggregated data on the actual number of children with disabilities in Jordan because of the social stigma which still exists. Another major challenge is the lack of coordination among the key government entities (MoE, MOSD, and HCD) combined with poor capacity with each entity. In 2014, UNICEF plans to implement a C4D activities related to access for ALL children to inclusive education.

 On-track

IR 2340/A0/04/002/003 IR 2.3: Relevant Core Commitments on Education are met in all humanitarian settings

Progress:

By December 2013, the total number of students registered reached 108,046. This increase was in part the result of a Back to School campaign that reached 186,547 refugee community members in camps and host communities (HC) of whom 27,705 were referred to schools.

In 2013, the challenges included the poor capacity of newly deployed teachers; the lack of an informal education curriculum within the MoE; the segregation of refugee children in HC schools; lack of vocational training for Syrians in HC; the limited M&E capacity of the MoE; the lack of MoE ownership in camp schools; the lack of adequate learning spaces; and meeting the needs of out-of-school children (OOSC).


To address these challenges, UNICEF trained 2,500 teachers and administrators in HCs and camps; 5,471 OOSC in the camps took catch-up classes so as to bridge back to formal school; 664 Za'atari camp children participated in informal and vocational education activities as an alternative to formal schooling for which they were not eligible. In HC, the number of children receiving catch-up classes and psychosocial activities reached 8,073; and the number of children benefitting from informal education reached 3,497.

Additionally, UNICEF initiated discussions with the MoE regarding formalizing 'catch up' classes as a certified programme; provided direct technical support to the MoE for M&E capacity building; worked with MoE to establish a system for greater oversight and accountability of camp schools; and provided textbooks to both camp and HC schools. Many of these activities will continue through 2014.

To meet the immediate challenge of adequate learning spaces, UNICEF worked with the MoE on a 'school capacity mapping exercise'. As a result, UNICEF supported the establishment of 78 double-shifted schools and provided 65 prefabricated classrooms to 26 schools. 64 schools received school furniture and another 44 schools received small-scale renovations.

IR 2340/A0/04/002/005 IR 2.5: Technical Assistance

PC 3 - Child Protection

 On-track

PCR 2340/A0/04/003 PCR 3: National institutions incorporate the CRC and other child-related international conventions into their improved legal and operational protection frameworks and services including combating GBV and VAC; violence in schools; and Juvenile Justice

Progress:

Juvenile Justice law costing study has been completed and would help to push for the adoption of Juvenile Justice law which is pending with parliament for final review. Ma'An campaign for VAC in schools is on track with regards to planning and implementation of activities. Diversion and foster care programmes have started to show some results with some children benefiting from this. These are landmark changes in Jordan and represents a strategic shift from institutional care to community and family care under MoSD leadership.

In emergency setting, Child protection interventions supported by UNICEF have reached 120,000 children (53 per cent females) with psychosocial support both in camps and host communities through a total 52 operational child friendly spaces (CFSs) in camps and 34 child and family protective places (CFPs) in host communities. Close to 10 per cent children provided with more focused and specialised case management services including over 1500 unaccompanied and separated children. Monitoring and reporting of grave violations regarding children and women happening on systemic basis and three global horizontal notes submitted for SRSG's report on CAAC.

UNICEF has supported the consolidated 4th and 5th Periodic & Shadow Report for CRC and 6th CEDAW periodic report was also supported in coordination with UNWOMEN and UNFPA. Further, UNICEF in partnership with UNHCR and UNFPA supported the establishment of CP/GBV coordination mechanism at the national level based at NCFA. UNICEF continues to co-chair child protection sub-working group. Two Inter-agency CP and GBV assessment conducted and CP and GBV SOP finalized. UNICEF, UNWOMEN and UNFPA are supporting MoSD and FDP through a joint programme to provide services Survivors of GBV. UNICEF and UNHCR also supported a training programme for the police officers of SRCD on child protection and SGBV.

Progress on some of the key issues have been hampered by the lack of specialized staff and high turnover and transition among all involved stakeholders especially government agencies. Socially acceptance of different forms of violence against children and women like corporal punishment continues to be a hurdle. The pending status of Juvenile justice law since 2012 is delaying the expansion of Juvenile Police and Diversion Programme. Lack of urgency on the part of UNHCR is delaying the finalization of SOPs for the BIDs in Jordan.

UNICEF would continue to support key law reforms to speed up development of diversion and foster care arrangement (Juvenile & Childhood laws; Penal code, Nationality law); and expand & strengthen the capacity of MoSD, FDP, JPD and MoE to adopt a case management approach for all cases of violence received by these institutions. Further, UNICEF will use its vintage convening role to bridging the gap between emergency response and regular development programme especially in host communities at the national and sub-national level through National Resilience Plan.

 On-track

IR 2340/A0/04/003/001 IR 3.1: By 2017, completed legislative and policy review informs subsequent reform/development of laws, policies, guidelines and programmes related to children and women's rights

Progress:

The CO has supported the Government in drafting the draft Juvenile Law, which has been submitted in 2012. In 2013, advocacy efforts resulted in amending the law. Costing exercise for Juvenile was completed and will serve as a good advocacy document for pushing the review of Juvenile Justice Law that is under final review with Parliament. Discussion has been initiated with NCFA on the review of other laws but is being delayed due to late arrival of EU funding. However, the Domestic Violence law is being reviewed by a multi-disciplinary committee established by NCFA.

UNICEF has supported the update of the shadow report of CRC, which was submitted to CRC Committee. Additionally, the 6th periodic report for CEDAW committee was supported by UNICEF, UNFPA and UNWOMEN. JCO has developed an advocacy tool to increase lobbying efforts with legislators and decision makers.

Social norms negatively impact legislative changes primarily when it comes to women's right to protection. The Parliament presents an additional challenge due to the backlog of laws that needs to be reviewed. The Juvenile Diversion Programme came as a direct response

to the CRC concluding remarks. Ma'an campaign to reduce violence in schools is faced with multiple challenges related to overcrowdedness of schools due to the Syrian crisis, and the overload on Ministry staff. The Monthly monitoring system is being improved and implemented. Diversion programme is implemented in Irbid however the number of children diverted is less than anticipated since judges prefer to divert on the basis of the law that is not yet endorsed.

Work to build the capacities of the Jordan Police Department (JPD) is progressing though under-funded. There is a dire need to expand UNICEF's support to enable JPD to reach higher number of children in conflict with law.

 On-track

IR 2340/A0/04/003/002 IR 3.2: By 2017, fewer boys and girls in schools are subjected to physical and verbal violence.

Progress:

The Ma'an campaign to tackle violence in schools is on track with regards to planning and implementation of activities. Work plan with MoE for 2013-2014 is being implemented. The online survey for monitoring violence rates and trends is functional, operational and is being filled by all government schools. As of Dec 2013, 3,575 schools (79.4 per cent) implemented the monthly survey and have plans to address VAC in schools. A pilot project on school transformation is being implemented in six schools (2 with Syrian refugees, 2 regular MOE schools and 2 UNRWA). Over 4,000 school teachers in four pilot districts were provided training to strengthen skills building, leadership training, community mobilization and engaging older children through sports.

The mandate of the sub district Educational Councils is being amended to promote and facilitate dialogue between schools and communities. The Media Committee is being restructured to include prominent experts on communication for behaviour change. A criteria for selecting schools that have succeeded in reducing violence are being developed to introduce a system of incentives. UNICEF provided continuous technical support to MoE. Ma'an website is being improved and will be re-launched.

 On-track

IR 2340/A0/04/003/003 IR 3.3: By 2017, national Child Protection system and coordination mechanisms are strengthened to provide improved services and better access to gender sensitive community based approaches for their rehabilitation and re-integration into society, especially for children victims of violence, those deprived of parental care or in conflict with the law

Progress:

The Diversion and foster care programme represents a strategic shift from institutional care to community and family care. The findings of an evaluation conducted by Columbia University, which focused on cost-benefits and child development aspects indicated that most youth do not re-offend and that there is a very low recidivism rate of 11 per cent of diverted youth. This indicates that many children can be safely monitored outside of traditional detention centre system. For the foster care, improved attachment with families has been observed inspite of the short span of placement. Focus is now on the institutionalisation of the two projects within MOSD strategic plans.

The programme that covers Irbid and Zarqa has expanded to Amman. The process of embedding the programme with MOSD is underway to be fully managed by the Ministry by July 2014. The programme was partially included in the MoSD annual budget. Geographical expansion of Juvenile Police Department and an agent was supported (Zaatari Camp, Mafraq city, Central Amman area) in order to accommodate the increasing need to support children in conflict with the law. UNICEF continues to support building the capacity of JPD.

Lack of commitment by MoH's top management to issues of GBV and VAC has negatively affected the ministry's response to violence. Monitoring mechanisms need to be in place.

The tracking system is adopted and implemented by 10 institutions; the evaluation of the system is guiding its amendment and expansion. About six UN agencies are looking at options for expansion through funding from EU and CIDA.

Shortage of funding and the need to respond to the Syrian crisis are major limitations to the implementation of the programme. Furthermore, weak commitment of policy makers, frequent change of ministers and delays by parliament in passing crucial laws related to children also reduced UNICEF and government partners' ability to plan and implement programmes.

 On-track

IR 2340/A0/04/003/004 IR 3.4: Relevant Core Commitments on Child Protection are met in all humanitarian settings

Progress:

Child protection interventions have reached 120,000 children (53 per cent girls) with psychosocial support both in camps and host communities through 52 operational child friendly spaces in camps and 34 child and family protective places in host communities. Overall, around 12,000 children still attend child friendly spaces and playgrounds on daily basis.

Over 8,000 children (51 per cent girls) have received more focused and structured child protection, mental health, psychosocial and case management services in camps and host communities. Around 1,600 unaccompanied and separated children (UASC) in camps and host communities were identified, registered and provided with case management services. 155 UASC (61 Girls) and 156 UASC (66 Girls) have been reunited with their families inside and outside the camp. Another 256 UASC (121 Girls) are placed in family based/ kinship/ foster care and are receiving regular follow up. Monitoring and reporting of grave violations regarding children and women is being conducted on a systemic basis and three global horizontal notes were submitted for SRSG's report on Children Affected by Armed

Conflict (CAAC).

UNICEF continues to co-chair the child protection sub-working group. Two Inter-agency Child Protection (CP) and Gender Based Violence (GBV) assessment were conducted and Standard Operating Procedures were finalized. Common inter-agency reporting tools were made available and key inter-agency CP and GBV messages have been finalized.

UNICEF and UNHCR have developed a joint action plan and a communication strategy to prevent child recruitment. They collaborate closely on the case management for UASC and other children at risk within the scope of their broader LOU. Furthermore, both agencies have supported the training of 300 police officers from SRCD.

Despite the LOU with UNHCR, significant challenges are still delaying the finalization of SOPs for BIDs, common tracking sheet for UASC and rolling out of CP IMS. Identification of UASC outside of the camp is a significant challenge in addition to finding appropriate alternative care mechanisms for those who have been identified.

IR 2340/A0/04/003/005 IR 3.5: Technical Assistance

PCR 2340/A0/04/800 PCR Support

IR 2340/A0/04/800/001 Governance and Systems

IR 2340/A0/04/800/002 Financial Resources and Stewardship

IR 2340/A0/04/800/003 Human Capacity

PC 4 - Social Policy and Evidence for Equity



On-track

PCR 2340/A0/04/004 PCR4. Targeted national institutions carry out data analysis, knowledge management, and evidence based research for decision making support.

Progress:

Work has been done towards strengthening the M&E systems of targeted institutions, including coaching the MoE in mapping of schools (Schools IDs, metadata, GPS coordinates) as well data analysis and sharing; piloting databases with implementing partners in refugee camps to collect education data on Syrian refugees (schools, students, teachers, shifts etc.). Seven planned studies and surveys were completed and widely disseminated; including studies on Child Marriage, Out of School Children, Syrian refugee women and children in Jordan (called 'Shattered Lives') Costing of the Juvenile Justice Law, Process Assessment of the Zakat Fund, and Assessment of Psychosocial Wellbeing of Children, Violence against Children.

The research process, however, often took more time than anticipated, especially when multiple partners were involved. UNICEF developed its Humanitarian Performance Monitoring System (HPM), supporting emergency programme partners to set parameters for monitoring, providing key insights into implementation, feeding bi-weekly UNICEF situation reports – shared with other agencies, donors, and GoJ – to ensure accuracy of information and enhance humanitarian coordination, and providing regular info to UNHCR's sector working groups under Syrian Regional Response Plan. The CO also developed a visual HPM component to monitor not only partners' achievements (monthly basis) but also unit costs across partners and planning levels against targets, given the variable refugee influx. Overall limited availability of data at sub-national level restricts achieving equity. However, there is a need to improve evidence base, and to harmonize UN/NGOs data with government ones. In 2014, the CO will develop a Child Info database initially as an internal tool and then handed over to Government institutions.



On-track

IR 2340/A0/04/004/001 IR 4.1: By 2017, key partner institutions have a strengthened capacity to manage M&E, research and evaluation functions focusing on child and gender vulnerabilities and disparities

Progress:

2013 saw improved monitoring capacities within JCO through the recruitment of two additional monitoring and field monitoring staff reporting directly to the M&E team; the development of additional indicators linked to the Humanitarian Performance Monitoring (HPM) for tracking implementing partners' contributions towards emergency targets; and the institutionalisation of regular field monitoring systems. The capacities for improving M&E within JCO and partners have been strengthened through conducting two training sessions on developing Project Cooperation Agreement (PCAs) and results framework. About seven out of the 11 planned studies and surveys were completed; four are ongoing and will be completed in 2014, while two (Child Budget Analysis and National Youth Survey) were delayed due to lack of funding. Work has started towards strengthening M&E systems among UNICEF partners to help them better perform Information Management functions, including coaching the MoE in mapping of schools and their absorption capacity (Schools IDs, metadata, GPS coordinates) and data analysis and sharing; and piloting databases with partners in refugee camps to collect education information on Syrian refugees. Inter-agency Activity Info was established to track the achievements of the Regional Response Plan (RRP) and the WASH Working Group has developed its own monitoring tool to link humanitarian and development work

of UNICEF and partners.

Challenges: Quality of data provided by implementing partners in the emergency Syrian refugee response programme remains an issue and affects the confidence and reliability of data fed into the Humanitarian Performance Monitoring (HPM) system; the level of disaggregation (e.g. sex/age/geographic) of the data depends heavily on the M&E capacity of implementing partners impacting UNICEF's ability to focus on equity. Current systems for collection and reporting of data from partners are too varied and static requiring extensive manual work to update, which impacts UNICEF's ability to rapidly adapt programmes accordingly. The current EMIS system used by the MoE is struggling to meet challenges related to the influx of Syrian children in schools. Harmonizing the UN/NGO data with that from relevant government entities remains a challenge.

IR 2340/A0/04/004/002 IR 4.2. Technical Assistance

PC 5 - National institutions implement child sensitive social protection programmes in Jordan

 On-track

PCR 2340/A0/04/005 PCR5: National institutions implement child sensitive social protection programmes in Jordan

Progress:

Since 2012, four Ministries have been applying the Child Budget approach in planning and budgeting (MoH, MoSD, MoE, MoL). In 2013, and building on this success, UNICEF expanded the project to Ministries of Justice, Awqaf and Islamic Affairs, through initiating additional Child Budget Analysis (CBA). CBA of budget structure and figures through the lens of the Convention for the Rights of the Child shall further inform advocacy, and support government in monitoring and tracking its social budget, protecting it from reductions, and enhancing quality of spending for better outcomes in children's best interest.

The General Budget Department (GBD) and National Council for Family Affairs (NCFA) have been reliable partners; the continued positive approach and competent technical support by GBD was a significant factor contributing to the progress of work. Consequently, Government budget allocations for children have become a standard part of Budget Law. Furthermore, the Child Friendly Budgeting approach was imbedded in the new MoH Strategy 2013-2017.

The expansion of the Child Budget approach will further support advocacy work for sustaining or even increasing national budget allocations for the benefit of children. Allocations to social sector programmes have become extremely competent since the outbreak of the Syrian conflict in 2011 and the induced influx of more than half a million Syrians. The next step is to ensure that CO programmatic priorities, where dedicated child budgets are fundamental to ensure Government ownership of the intervention (e.g. better parenting or foster care), are specifically listed in the Ministries' budgets.

A study that looks at the effects of lifting subsidies on poor children and their families is underway with Lavalle University. Once finalised, it will provide three scenarios for introducing child sensitive social protection mechanisms that could be advocated in light of the savings generated by the removal of subsidies.

An SOP for the functions of the Zakat Fund and a recommendation on the review of the governance structure were finalised; and capacity building for all Zakat Fund staff has been undertaken. A system requirement document for the design of an information system was completed and the MISD development is underway. A follow up system should be in place to ensure that the impact of the Zakat operation is evident on poor children since the IMS system is expected to help inform policy makers improve the performance of the Fund. Progress of work with Zakat is slow since the Director position has been vacant for a while resulting in over-stretching the internal capacity.

 Constrained

IR 2340/A0/04/005/001 IR 5.1. By 2017, government's social budget is properly monitored and tracked to ensure increasing quality of child spending, and its translation on better outcomes for children

Progress:

The reporting period covers preparatory work necessary to start up Child Friendly Budgeting (CFB) work in two new ministries (MoJ and MoAIA), proposal writing and follow up with donor. Although funding was delayed, briefing meetings on the project with the related ministries took place; a Project Agreement was signed in the third quarter with the National Council for Family Affairs, the national partner who will coordinate all related activities, and a consultant was contracted in October to carry out the CBA, with the report expected to be available by the first quarter of 2014. The two additional ministries may start applying child friendly budgeting during budget preparations for fiscal year 2015. The current programme partners are competent in implementing their legal mandates, but cannot fill the void of a clear social policy in Jordan, into which elements for the better fulfilment of child rights could be embedded through UNICEF supported advocacy work. The successful cooperation with the Global Burden of Disease (GBD) needs to be used to promote child-sensitive social policy work within the existing budget preparation framework. A key but still under-utilized tool is the

Budget Policy and Priorities Paper the GBD prepares during the first half of every year to guide the overall national budget allocation process.

 On-track

IR 2340/A0/04/005/002 IR 5.2: By 2017, national institutions, with a particular focus on the Zakat Fund and the National Aid Fund, have increased capacity to develop and implement better targeted child/gender oriented social protection interventions

Progress:

A study on the impact of the removal of subsidies on poor children and families is underway with Lavalle University but is dependent on the availability of accurate and updated financial and social data to guide the research. The Steering Committee has revised the methodology to make it more child focused and is in the final stage of the design of the study. Once finalised, it will provide the country with three scenarios for introducing child focused pro-poor social protection mechanisms.

An SOP for the functions of the Zakat Fund and a recommendation on the review of the governance structure were finalised; and capacity building for all Zakat Fund staff has been undertaken. A System requirement document for the design of an information system was completed and the MISD development is underway. A Follow up system should be in place to ensure that the impact of the Zakat operation is evident on poor children since the IMS system is expected to help inform policy makers improve the performance of the Fund.

IR 2340/A0/04/005/003 IR 5.3: Technical Assistance

PC 6 - Cross-Sectoral Programme Support Costs

PCR 2340/A0/04/801 Cross-Sectoral

IR 2340/A0/04/801/001 IR 6.1: Cross-Sectoral

Effective Governance Structure

In order to assist staff in understanding office objectives as well as planning process, the office plans for a PPP training early 2014.

To fulfil managerial responsibility, bi-weekly programme meetings attended by section chiefs continued and served as a forum for information exchange on overall programme execution by reviewing implementation, bottlenecks and integrated programming opportunities. Housekeeping meetings are held at least once a month (or twice depending on need) and are chaired by Deputy Representative and attended by the Operations Manager, section chiefs, senior budget assistant and programme assistants. The objectives of the meetings are to review DCTs, implementation rates, allocations, recruitment status, POs and donor reports status. These meetings feed information into the CMT, which is held once a month. In addition, CMT uses VISION reports from dashboard to monitor CP implementation progress and financial implementation.

Section meetings are held once a week; all sections are instructed to include field staff. During the meetings, programmatic and budgetary reviews are conducted as well as regular discussions on staff welfare in view of the level 3 emergency.

A well-functioning JCC complemented by an organized Staff Association has led to good relationship between the staff and management during the year. Some of the initiatives taken by management during the reporting period to ensure welfare and motivation of staff included: organizing a Staff Welfare workshop, having a staff counsellor available in the office premises (shared with Syria crisis countries and RO) and organizing a listening skills workshop for managers.

To enrich staff knowledge on office processes, four key work processes were reviewed between September and December 2013 and they included procurement, payments, recruitment and PCAs. Training sessions were held for all staff on the four processes, which are now used as guidance. Ad hoc clinics have been put in place in areas like procurement; individual& institutional contracts and RFPs.

Strategic Risk Management

The donor unit and senior budget assistant are constantly working on verifying risks associated to emergency PCAs/interventions by keeping a monthly review of the PCAs through existing funding and pipeline. Reviews are performed to identify potential scale up, extensions and critical funding gaps.

The office has provided inputs to an initial programme criticality exercise led by the UNCT which has not been completed. It is recommended that JCO advocates with UNCT to draft the criticality exercise in 2014 however, if UNCT fails to complete the exercise, JCO should draft its own.

A Quality Assurance Committee was established though some challenges still hinder its full operationalization. Self-assessment of PCAs process and documentation is ongoing (from December 2013 to January 2014); JCO is particularly looking at strengthening its centralization of documentation (PCAs-SSFAs-Protocols files under shared drive, a unified matrix to track information and quality assurance - spot checks and micro-assessments). JCO is also putting in place a PCA check list for sections, Deputy Representative and Representative. Further, a PCA training, including HACT process, has been conducted for partners.

It has been recognized that financial spot checks are still weak. In order to mitigate risks associated with absence of IPs with sound financial capacity, the office is currently outsourcing the spot checks services. Though programmatic spot checks are conducted, relevant documentation and reports are not yet properly stored. JCO is reviewing its programmatic spot checks template so as to strengthen this area in 2014. LTA for micro-assessment is being re-negotiated. In level 3, MAs can be postponed but PCARC is constantly checking the relevant mitigation plans.

Given the fact that over 60 per cent of staff are new to UNICEF, on-boarding documents have been made available. The office is presently looking into creating a special booklet/ timeline to explain the function of each new staff.

JCO maintains its readiness to emergency and risks and ensures that all components of the Country Programme are risk informed. This is ensured through several measures:

- Contingency planning prepared (as needed, including inter-agency level), stock updates and weekly POs tracking regularly prepared and circulated amongst all staff;
- A roster of emergency field mission staff is maintained during critical times of the year and during key holiday periods;
- Funding pipeline is constantly updated by JCO donor unit and made available to enhance the office's readiness to respond and to better plan.

JCO has successfully completed an internal evaluation "Timeline exercise" of its humanitarian response during the period December 2011-June 2013. The timeline has now become a detailed set of recommendations which will be used to inform the Annual Management Plan.

During 2013, the office has organized two "study days" in June and November with the aim of reviewing lessons learnt and best practices, and preparing staff for constant changes occurring due to the emergency situation. The exercise was expected to increase staff's understanding of their responsibilities, but it resulted in raising their apprehension of challenges and enhancing their preparedness and flexibility.

Evaluation

JCO has finalized a self-assessment exercise - 'Syrian Refugee Crisis: JCO Response Timeline' - that served as an internal evaluation aiming at assessing and reflecting on the 19 months of the humanitarian response (December 2011-June 2013). The exercise has managed to summarize key actions/decisions, major successes and challenges.

Main findings indicated that JCO has managed to respond to urgent needs and quickly implement new programmes for the emergency, particularly water, sanitation and hygiene (WASH) interventions. The findings also indicated that JCO faced numerous challenges related to: lack of existing partners/in-country expertise; extent of internal and external coordination required; poor community mobilization from the start; and difficulties of strengthening staff capacity quickly. A number of recommendations have emerged related to personnel and operations including the need to prioritize staff welfare and to develop internal and external capacities; the importance of requesting support and corporate backing in specific areas; and the significance of internal coordination among programme areas. Programmatic areas associated with advocating for a local UNICEF/UNHCR agreement with HQ support was also highlighted; considering WASH programming carefully and improving community mobilization and outreach to the most disadvantaged. Additional recommendations attempted to underscore the need to start simplified business procedures from L2 and establish an online database of Standby Partners (SBP).

Concurrently, JCO Integrated Monitoring, Evaluation and Research Plan (IMEP) progress has been tracked regularly and reported on its actual implementation. Internally, the office has set up mechanisms and committees to review technical aspects of commissioned evaluations and research.

The influx of Syrian refugees necessitated performing field sectorial assessments in JCO's humanitarian action areas such as the Joint Education Needs Assessment, Impact Evaluation of Child Friendly Spaces in Syrian Refugee Response and Shattered Lives Report. Those studies/assessments were conducted either by UNICEF or through support provided to partners.

Two training sessions on M&E for the emergency team were conducted to improve Humanitarian Performance Monitoring (HPM). The sessions were integrated into a broader internal training on developing PCAs with partners, and included technical guidance on developing results frameworks, identification of targets and selection of high frequency indicators, integrating PCAs into JCO HPM framework and UNHCR's Regional Response Plan M&E framework.

Orientation sessions were conducted for Field Monitors to familiarize them with UNICEF's Core Commitments for Children (CCCs), HPM concepts, and their responsibilities in emergency situation, as well as important

monitoring methodologies. JCO also supported emergency programme partners to set parameters for monitoring and improve data collection techniques to provide insights into implementation, feed the biweekly UNICEF situation reports, – shared with other agencies, donors, and GoJ – ensure accuracy of information and enhance coordination. For example, JCO provided coaching and monitoring for school mapping (Schools IDs, metadata, GPS coordinates) in coordination with the Ministry of Education. Also, JCO provided regular information to UNHCR's sector working groups under the Syrian Regional Response Plan (RRP).

Finally, the M&E specialist has attended the Global UNICEF M&E Meeting which was held in New York in April 2013.

Effective Use of Information and Communication Technology

ICT priorities for 2013 were mostly focused on supporting the Syrian crisis and establishing a fully IT equipped new premises where about 40 staff can seamlessly work from. Over 45 new ICT users (staff/non-staff) deployed by JCO on short and long-term basis have been supported. This required enormous efforts to meet their urgent needs in respect to equipment, access to various data and systems as well as helpdesk support. The other goal ICT has been working on is to achieve a seamless extension of the ICT infrastructure (data, voice, and video) to the new office premises.

A number of system/infrastructure improvements have been achieved. A new server (i.e. DHCP) was deployed to automate IP configurations on users' laptops and enhance some security measures of granting access to LAN services. The ICT section has managed to negotiate with the ISPs to increase both primary and secondary INTERNET links from 16MB to 246MB each, with over US\$ 10,000 of yearly saving. Another great saving (more than US\$ 20,000) was on the Dark Fibre to connect the new extension building to the office. The Regional Audio/Video Bridge continues to be vital and cost-effective in JCO's ability to respond to the sub-regional emergency. ICT support to ensure connectivity for staff/non-staff operating from outside the office premises (including the Zaatari Camp) also continues with providing Wireless HSPA router, 13 3G USB Dongles, and Wireless Printers.

"Technology for Programme initiatives" was supported by ICT in 2013. The support to the development of a Management Information System for the Zakat Fund project continued; the Project plan was reviewed and joint meetings were held to thoroughly review the System Requirements Specification Documents and ensure quality-control through all phases of system development for successful implementation.

The initial phase of the Department of Statistics' website redesign and development was also supported; a project TOR was reviewed, potential vendors were identified and the process for a request for a proposal was facilitated.

Fund-raising and Donor Relations

In 2013, the influx of Syrian refugees to Jordan entered its third year. The first half of 2013 witnessed a dramatic increase of refugees between February to May with up to 4,000 refugees crossing into Jordan in one single night. UNICEF's emergency assistance, especially in camps, was scaled up in all sectors to ensure the provision of critical and life-saving assistance. In June 2013, the fifth edition of the Regional Response Plan for Syrians was launched given the rapid developments on the ground. The Regional Response Plan is an appeal, which targets the international community, and under this, UNICEF JCO appealed for US\$ 150.9 million (OR-E) in 2013.

By the end of 2013, UNICEF had successfully mobilized US\$ 21,812,472 under OR and US\$ 127,049,351 under OR-E (equivalent to 84 per cent of the funding appealed for under the RRP5). Child Protection was the most funded sector in 2013, receiving 20 per cent above the budget appealed for in the fifth RRP, while Education was the least funded sector receiving only 55 per cent of the budget appealed for. Overall, JCO was well-funded in 2013, as the RRP budgets and targets were linked to a refugee population of one million, and at the end of 2013, only 576,000 (approximately) refugees had registered with UNHCR in Jordan.

Donors included the Bureau of Population, Refugees, and Migration (BPRM), Canadian International

Development Agency (CIDA), Central Emergency Response Fund (CERF), Cyprus, Department for International Development (DFID), European Community Humanitarian Office (ECHO), European Union (EU), France, Germany and KfW, Iceland, Italy, Korea, Kuwait, Greece, Norway, Swedish International Development Cooperation Agency (SIDA), and SDC. UNICEF also engaged the Private Sector to explore opportunities for cooperation and in-kind donations in support of Syrian refugees and among other things received in-kind donations from e.g. IKEA.

The office has had 31 donor reports due this year of which 67 per cent were submitted on time. Through the mechanisms of the monthly Country Management Team (CMT) meetings, close monitoring of donor reporting, OR expenditures and PBA expiry was conducted.

In 2013, UNICEF MENA Regional Office (MENARO) conducted a Quality Assessment of donor reporting at the regional level. 36 donor reports were reviewed by an independent consultant to assess the overall quality of the reports based on specific guidelines and tools available to offices. Overall, JCO scored 80 per cent based on the reports submitted for the assessment.

Management of Financial and Other Assets

JCO maintained a high implementation rate throughout the year. The Expenditure during 2013 has been recorded as follows:

Regular Resources: US\$ 902,988 (41 per cent)

Other Resources/Regular: US\$ 15,517,957 (71 per cent)

Other Resources/Emergency: US\$ 122,715,248 (85 per cent)

Furthermore, less than 5 per cent outstanding Direct Cash Transfers (DCT) are over 9 months.

Updates of work flow, procedures and processes (Travel, Contracting for services/goods, Payment Processes) to respond to global shifts has started in October 2013 and ended in November. The updates are meant to provide staff with guidance and administrative procedures to process transaction and clearly map up their accountability and responsibility. Periodic trainings for staff are still ongoing.

Jordan is (Harmonized Approach for Cash Transfer) HACT compliant since 2008. HACT implementation continued this year; JCO has conducted Micro Assessment for more than 30 implementing partners for the programme cycle 2013-2017. Programme visits and audits have taken place as planned, while spot checks have not been conducted as planned due to the emergency situation (L3) in JCO.

The office had its last internal Audit in 2010. In 2014, an audit is expected to be carried out and a capacity development will be undertaken simultaneously given the fact that none of the implementing partners are rated as high risk. A new LTA to conduct micro assessment, audit and spot checks is under bidding process.

In 2013, JCO chaired the HACT UN taskforce team where the Micro assessment has been conducted to the implementing partners under one LTA that expired in 2013 as well.

It terms of coordination, the HACT frame work as joint taskforce with Ex Com agencies lacks coordination and follow up.

Supply Management

The Supply team of the Operations Support Centre (OSC) in the UNICEF MENA Regional Office procures a wide range of goods and services for children's programmes on behalf of the Regional Office, as well as for the Jordan, Syria, Lebanon and Libya Country Offices. In 2013, the Centre purchased over US\$ 35 million worth of supplies from regional and global manufacturers and distributors, and procured a further US\$ 10

million in the provision of various services. This support is provided through formal Service Level Agreements (SLAs) with Country Offices customers.

Support to the Syrian emergency was the primary focus of 2013, with US\$ 9.6 million procured for regional contingency stocks, consisting of largely family hygiene kits, supplemental baby hygiene kits, water purification tablets, blankets, tarpaulins, recreations kits and early childhood development kits. These stocks were pre-positioned in two regional warehouses in Mersin, Turkey and Amman, Jordan. During the course of 2013, the management of these warehouses was transferred from the Supply Division in Copenhagen, to the Regional Office. The OSC also provided transactional support for the procurement of goods and services as per the Regional Response Plans (RRP). Additional support was received through in-kind donations of US\$ 400,000, the transactions for which were processed by the OSC.

In support of the Country Offices and the region, the OSC has focused on Long Term Arrangements (LTAs) for essential and frequently required commodities and services, such as family hygiene kits, dignity kits, newborn and mother kits, school furniture, calcium hypochlorite, generators, stationery, warehousing, transport and customs clearance services, venue hire and IT equipment and consumables. At year end, OSC Supply had 80 LTAs in place, of which 32 were established in 2013.

The Supply team of the OSC has also provided an array of technical support to country offices. Most notably, the OSC and Jordan Country Office developed work processes for the procurement of programme goods, institutional services and services from individual contractors and consultants. These work processes were formally introduced in December 2013, through weekly training sessions supported by OSC Supply. Additionally, in September 2013, OSC Supply provided VISION Supply stream training clinics to all staff in Amman.

OSC Supply also developed a revised vendor database for regional suppliers and services providers, totalling more than 800 vendor entries to facilitate the work done by JCO. Additionally, with the assistance of MENA Regional ICT, a new Service Desk tool was introduced, to facilitate incoming work requests and monitoring and evaluation. Since its inception in late July 2013, OSC Supply has processed 779 requests from Regional Office, as well as Jordan, Syria, Lebanon and Libya Country Offices.

A final highlight of the year was the first anniversary of OSC Supply, celebrated in September 2013. In that time, the Supply team has grown from a single Contracts Assistant, to a team of three Assistants led by a Supply and Logistics Specialist.

Human Resources

Recruitment:

The HR Sub-Unit at the Common Services Unit continued providing HR support to JCO. During the review period, CSU-HR unit strived for timeliness and efficiency in recruitment of national staff, though many challenges and delays were faced either due to unavailability of suitable candidates, candidates declining offers or delays in receipt of medical clearances.

In 2013 and due to the Syrian emergency situation, recruitment has increased tremendously and HR supported with the identification of 27 TA positions - of them 20 candidates were identified - and the recruitment of seven Fixed-Term positions which were either vacated or newly approved positions.

The office kept on applying the competency based interviews and the Recruitment and Staffing in Emergency Situation procedures to ensure filling the vacant positions swiftly. Enhancing gender parity has always been considered in recruitment; 43 females and 24 males were interviewed in 2013.

Starting September 2013, all new vacancies have been posted on UNICEF web so as to save costs which reached US\$1,440 in three months.

Performance Appraisal:

The office continues to use PERs as a performance monitoring tool. As of November 2013, 84 per cent of e/PAS (performance evaluations) were completed within the given time frame per cent, and 63 per cent for PAS key performance objectives. Nevertheless, improvements are needed in the area of performance feedback to ensure clear understanding of the links between individual objectives and results. A Training on Managing People for Results is planned to be conducted in 2014 to equip staff with required knowledge and skills on performance management. [The training was postponed from 2013 to 2014 because of the Syria emergency situation.]

Learning/Staff development:

Through the local training committee (LTC), the office endeavoured to enhance skills, which will result in greater efficiency in attaining results. During 2013, the LTC met twice to review the training plan and the individual training requests. In 2013, nine group trainings were held (in comparison to five trainings in 2012) in addition to a number of individual training requests that were approved and attended - three staff went on external trainings. The office uses a tracking matrix sheet as a live-document and a monitoring mechanism to update new requests and approvals. As around 60 per cent of the staff are new to UNICEF, HR has dedicated extra attention to organize induction meetings, trainings and group trainings. Also, a centralized on boarding set of documents have been made available in the shared drive and efforts are exerted to improve the process further.

Staff wellbeing:

A Peer Support Volunteer (PSV) and staff counsellor have joined the office to support staff when needed. An ethics training has been organized for staff to ensure that the highest ethical standards are upheld so as to achieve better results for children. In 2013, JCO organized a staff well-being workshop through a psycho-social support trainer, and conducted a listening skills training for managers.

This year, the unit also participated in a number of forums and study days organized by JCO in an attempt to raise the awareness of JCO staff in different HR topics.

Efficiency Gains and Cost Savings**Efficiency gains through business Simplification:**

During the last quarter of 2012, an Operations Support Centre was established in MENARO to serve Libya, Lebanon and Syria with the processing of transactions in the areas of Finance, procurement and Human Resources. The centre has helped to foster efficiency and effectiveness for the three countries.

An independent survey was conducted in February and March 2013 to evaluate the effectiveness of the centre. Though many gaps were identified relating to under-staffing and lack of an efficient logging, tracking and monitoring mechanism, yet the following positive aspects have been recognized as contributing to efficiency and effectiveness:

- § The services provided were satisfactory given the actual emergency context.
- § Country offices were grateful to receive the services especially since the banking/communication systems in their own countries were lost or unstable and transaction processing were not possible. The support provided had positive impacts on the offices' credibility with partners and suppliers.
- § The establishment of the centre minimized time and efforts in processing SAP transactions. Staff members have been able to focus more on key strategic and programmatic work.
- § The centre provided an efficient platform for business continuity in the mentioned countries especially in difficult circumstances like the complex Syrian emergency.

Efforts have been utilized to address the weaknesses identified, and the effectiveness of the support centre has certainly improved. The results will be verified after conducting next year's survey.

Cost efficiencies gains:

Several initiatives were undertaken by the Common Services Unit (CSU) to improve the performance and maximize the value for money spent on different service accounts. This includes the LTAs for airline ticket

fares where UNICEF benefits from reduced air fares at different percentages. Also, the office has an agreement with Zain mobile network provider which comprised the following;
 Providing the JCO with 54 mobile devices at no cost resulting in total saving of \$10,986.00;
 Providing the office with a Blackberry users license at no cost with a saving of \$1,900; and
 A 10 per cent discount on the monthly mobile invoices resulting in savings of about \$4,200.

Changes in AMP & CPMP

2013 was the first year of the implementation of the five year Country Programme Management Plan (2013-2017) which focuses on strengthening upstream work in the areas of Child protection and Social Policies. The recent Syrian crisis and subsequent influx of refugees, together with the underserved pockets of previous refugee populations (Iraqis and Palestinians), necessitated an expansion of humanitarian action and continued attention to service delivery.

Summary Notes and Acronyms

ACRONYMS

ACTED - Agency for Technical Cooperation and Development
 BPRM - Bureau of Population, Refugees, and Migration
 CAAC - Children Affected by Armed Conflict
 C4D - Communication for Development
 CCC - Core Commitments for Children
 CERF - Central Emergency Response Fund
 CBA - Child Budget Analysis
 CIDA - Canadian International Development Agency
 CMT - Country Management Team
 CO - Country Office
 CP - Country Programme
 CRC - Convention on the Rights of the Child
 CSU - Common Services Unit
 DCT - Direct Cash Transfer
 DHCP - Dynamic Host Configuration Protocol
 DFID - Department for International Development
 DOS - Department of Statistics
 ECD - Early Childhood Development
 ECHO - European Community Humanitarian Office
 EDI - Education Development Index
 EU - European Union
 FPD - Family Protection Department
 FT - Fixed Term
 GBV - Gender Based Violence
 GDP - Gross Domestic Product
 GNI - Gross National Income
 GOJ - Government of Jordan
 GPS - Global Positioning System
 HACT - Harmonized Approach for Cash Transfer
 HDI - Human Development Index
 HPM - Humanitarian Performance Monitoring
 HQ - Headquarters
 HR - Human Rights
 ICT - Information and Communication Technology
 IMCI - Integrated management of childhood illnesses
 IMEP - Integrated Monitoring, Evaluation and Research Plan
 IP - Implementing Partner
 IPC - Interpersonal Communication

IR - Intermediate Result
 IT - Information Technology
 JCC - Joint Consultative Committee
 JCO - Jordan Country Office
 JDC - Juvenile Detention Centre
 KfW - Kreditanstalt für Wiederaufbau (a German government-owned development bank)
 JPD – Jordan Policy Department
 LoU - Letter of Understanding
 LTA - Long Term Agreement
 LTC - Local Training Committee
 MDG - Millennium Development Goals
 M&E - Monitoring and Evaluation
 MENARO - Middle East and North Africa Regional Office
 MICS - Multiple Indicator Cluster Survey
 MOE - Ministry of Education
 MOH - Ministry of Health
 MOPIC - Ministry of Planning and International Cooperation
 NCFA - National Council for Family Affairs
 OR - Other Resources
 OR/E - Other Resources-Emergency
 OSC - Operations Support Centre
 PAS - Performance Appraisal System
 PCA - Programme Cooperation Agreement
 PCARC - Programme Cooperation Agreement Review Committee
 PCR - Programme Component Result
 PER - Performance Evaluation Report
 PPP - Programme Policy and Procedures
 PO - Purchase Order
 PSV - Peer Support Volunteer
 RFP - Request for Proposal
 RO - Regional Office
 RP - Regular Programme
 RRP - Regional Response Plan
 SBP - Standby Partners
 SCJ - Save the Children Jordan
 SDC - Swiss Agency for Development and Cooperation
 SIDA - Swedish International Development Cooperation Agency
 SLA - Service Level Agreement
 SSFA - Small-Scale Funding Agreements
 TA - Temporary Appointment
 TOR - Terms of Reference
 UCAN - UNICEF Change Agents Network
 UN - United Nations
 UNCT - United Nations Country Team
 UNESCO - United Nations Educational, Scientific and Cultural Organization
 UNHCR - United Nations High Commissioner for Refugees
 UNICEF - United Nations Children’s Fund
 VAC - Violence Against Children
 WASH - Water, Sanitation and Hygiene
 WHO - World Health Organization

Document Centre

Evaluation

	Title	Sequence Number	Type of Report
1	Shattered Lives	2013/001	SitAn
2	Syrian Refugee Crisis: Jordan Country Office Response Timeline - (Internal Review)	2013/002	Review

Other Publications

	Title
1	Shattered Lives
2	Booklet on Health
3	Measles Flyer
4	WASH Hygiene Booklet Illustrated
5	Vaccination Flyer
6	Professional Standards Material Booklet
7	November Vaccination Campaign
8	Back to School Leaflets
9	Flyers on Vaccination

Lessons Learned

	Title	Document Type/Category
1	Syrian Refugee Crisis: JCO Response Timeline	Lesson Learned
2	First National Children's Conference on Child Labour	Lesson Learned
3	Solar Lights for Female Toilets	Innovation
4	Toilets in Camps/Environmental Sensitivities	Innovation