



HASHEMITE KINGDOM OF JORDAN
MINISTRY OF PLANNING AND INTERNATIONAL COOPERATION



NATIONAL RESILIENCE PLAN

2014 - 2016

EXECUTIVE SUMMARY

Proposed priority responses to mitigate the impact of the Syrian crisis on Jordan and Jordanian Host Communities

1 June 2014

HCSP
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Host Community Support Platform

EXECUTIVE SUMMARY

This National Resilience Plan (NRP) provides a three year programme of high priority investments by the Government of Jordan (GOJ) in response to the impact of the Syrian crisis on the Kingdom of Jordan.

Now into its fourth year, the crisis in Syria continues to adversely impact Jordan in a variety of ways. The NRP represents an attempt by the GOJ to take initial stock of its consequences in the primary sectors, locations and communities most affected. In doing so the GOJ has reached out to its national, regional and international partners for assistance, both in its preparation, as well as for its financing and implementation. The NRP will help mitigate the potentially destabilizing political, demographic, social, economic, and fiscal effects of the crisis.

The total cost of response interventions contained within the NRP is in the region of US\$2.48 billion. Respectively, US\$704.7 million in 2014, US\$984.4 million in 2015, and US\$796.4 million in 2016.

Critical investments are needed in Education US\$538.5 million; Energy US\$117.7 million; Health US\$468.9 million; Housing US\$5.3 million; Livelihoods & Employment US\$136.6 million; Municipal Services (including Solid Waste Management) US\$205.9 million; Social Protection US\$341.9 million, and; Water & Sanitation US\$670.8 million. In addition to these investments supplementary budget support totaling US\$758 million, US\$965.4 million, and US\$187.5 million is sought to compensate for additional subsidies, security costs as well as transport and aviation income losses borne by the government as a direct result of the Syrian crisis. The complete budget breakdown of annual sector requirements is illustrated in Table 1 below.

Table 1: NRP Overview of Investments, all sectors, 2014 – 2016.

Sector	2014 (USD)	2015 (USD)	2016 (USD)	All Years (USD)	% of total budget
Education	157,230,000	175,050,000	206,200,000	538,480,000	
Energy	35,800,000	45,290,000	36,600,000	117,690,000	
Health	138,623,600	177,834,000	152,469,000	468,926,600	
Housing	1,042,000	2,632,000	1,582,000	5,256,000	
Livelihoods & Employment	43,477,500	49,775,000	43,350,000	136,602,500	
Municipal Services	79,112,157	72,761,888	53,979,721	205,853,766	
Protection & Social Protection	111,854,711	116,073,211	113,933,211	341,861,133	
WASH	137,550,000	344,998,000	188,240,000	670,788,000	
Sub Total: NRP Programmatic Response	704,689,968	984,414,099	796,353,932	2,485,457,999	56.5
Sub Total: Subsidies for Syrian Refugees	208,000,000	250,000,000	300,000,000	758,000,000	17.2
Sub Total: Security Support	291,650,000	320,815,000	352,896,500	965,361,500	22
Sub Total: Aviation and Transport Support	62,500,000	62,500,000	62,500,000	187,500,000	4.3
Grand Total	1,266,839,968	1,617,729,099	1,511,750,432	4,396,319,499	100

The Ministry of Planning and International Cooperation (MOPIC) has provided the leadership for the overall crisis response. It established the Host Community Support Platform (HCSP) in September 2013 - a strategic consultative body comprised of government line ministries, donors, UN agencies and INGOs to ensure coordination and provide advice to the Jordanian Government's response to the crisis. In consultation with donors, MOPIC also created five task forces and later three additional reference groups in the highest priority sectors, each led by a government ministry and supported by donors, UN agencies, and international/national NGOs. Hence, the two stage process through which the NRP has been prepared was conducted within a highly participatory and extremely constructive environment:

1. A Needs Assessment Review (NAR) was undertaken in October and November 2013. The NAR was validated in a workshop with all partners on 28 November 2013. The NAR provides the core baseline of needs for the NRP.
2. The NRP preparatory process commenced immediately upon conclusion of the NAR. The five task forces and three reference groups each developed strategies to respond to the crisis. All major stakeholders were engaged in a collaborative process which sought to tap the knowledge and expertise of all partners. Attention was purposely placed on the identification of concrete priority responses to address the critical needs into which additional funds could be channeled quickly and effectively.

As a result, the projects included in the NRP are only those that can be realistically implemented by the end of 2016. A full listing of projects proposed for detailed development, financing and implementation to deliver the results sought by the NRP (see table 2 below) can be found as Annex 1. The main geographic target for assistance of the NRP are the governorates of Irbid, Mafrq, Amman and Zarqa in which the majority of the Syrian refugee population is hosted, with special attention placed on supporting vulnerable groups within these communities.

Projects proposed within the NRP have been designed through a resilience-based development approach. Emphasis has been placed on projects that help households, communities and institutions to ‘cope’ and ‘recover’ before attention turns towards ‘sustaining’ the effects of the project over the longer-term. The majority of projects proposed within the NRP fulfill that requirement. A large number build on existing programmes where implementation capacity is present or can quickly be ramped-up to accelerate delivery.

The figures in Table 1 above represent the sum total of additional financing that is sought from the international community for the implementation of the NRP for 2014 - 2016. It is a statement of the gap in funds needed to ensure a realistic, proportionate and deliverable response to the crisis in the affected areas of Jordan and through which the NRP results set out in Table 2 below will be attained. The HCSP led by MOPIC and supported by donors, UN agencies, and national and international NGOs will continue to provide oversight of the progress of the NRP through its implementation via the work of the task force and reference groups, supported by the HCSP Secretariat. A Results Monitoring Framework at the project level has been developed (see Annex 2) to support the assessment and reporting of progress.

Donors wishing to make a financial contribution to any of the priority projects of the NRP are invited to make direct contact with the Ministry of Planning and International Cooperation. The GOJ encourages donors to make use of national treasury systems by providing direct budget or programme support. Alternatively donors can select the most appropriate financial and implementation modality, such as via line ministries, UN agencies, the World Bank, NGOs (national or international), or other entities including the private sector, subject to their comparative advantage/proven expertise in the particular sector and their adherence to the principles of transparency, accountability and aid effectiveness.

In undertaking the NRP efforts have also begun to incorporate existing/ongoing donor financed programmes within the scope of the NRP where it can be argued that these projects

also contribute to mitigating the impact of the crisis on Jordanian host communities and where they are relevant to the sector specific objectives of the plan. Donor projects per sector that were completed, ongoing or pipelined at the time of NRP formulation are attached as Annex 3. Further work is required between the Secretariat and donors to complete and align this mapping to the priorities of the NRP.

The NRP has also been developed alongside the humanitarian support package of the Regional Response Plan (RRP6). Through the NRP process the HCSP Secretariat has facilitated a multi-disciplinary team of focal points drawn from UN agencies appointed to each sector to ensure that overlap and duplication with the RRP was minimized. In the relatively few number of projects where overlap previously existed at the draft NRP stage, these projects have now been reconciled one way or the other at the NRP Finalization Dead Sea Retreat organized by MOPIC on 9-10 March 2014. Where projects still appear in both plans they appeal for differentiated aspects of same intervention.

The underlying principle is that the NRP is oriented towards bridging the gap between immediate and more sustained assistance provided to Syrian refugees and Jordanian host communities most affected by the crisis, whereas the RRP focuses primarily on emergency support for Syrian refugees. MOPIC, technical ministries, donors, UN agencies, NGOs and the HCSP Secretariat will continue to work closely together through the detailed project design, implementation, monitoring and reporting phases of the NRP to ensure coherence at all levels between humanitarian and development oriented projects. This will lay the foundations for a comprehensive response framework, plan, and process to be initiated by MOPIC in consultation with all partners.

Table 2: NRP Results Framework 2014-2016

NRP Overall Aim: To successfully mitigate the effects of the Syria Crisis on Jordan and Jordanian Host Communities (US\$ 2,485,457,999)

Sector Overall Objectives

Education

To provide access to quality inclusive education for all children – particularly the most vulnerable – through formal, non-formal and informal opportunities. (US\$ 538,480,000)

Energy

To address the increased demands for energy arising as a result of the arrival of the Syrian refugee population through innovative and sustainable solutions. (US\$ 117,690,000)

Health

To improve the health of citizens residing in the areas most affected by the Syrian crisis. (US\$ 468,926,600)

Housing

Syrian refugees and vulnerable Jordanian households have improved access to affordable and adequate housing within a housing sector that helps meet the housing needs of all Jordanians. (US\$ 5,256,000)

Sector Specific Objectives

1. Strengthening the capacity of the MOEd to respond to emergency situations to ensure the continuous delivery of quality education services.. (US\$ 2,000,000)

1 Rapid sustainable energy solutions to offset incremental energy demand (short-term). (US\$ 51,090,000)

1 Urgent financial support to MOH budget provided to cover the cost of health service delivery incurred as a result of Syrian crisis. (US\$ 418,000,000)

1 Syrian refugees and vulnerable Jordanian households have increased access to affordable and adequate housing. (US\$ 4,506,000)

2 Ensuring access to quality educational services for all, particularly those living in areas that have been most affected and made more vulnerable by the refugee crisis. (US\$ 536,480,000)

2 Solar energy solutions for growing energy supply needs (medium-term). (US\$ 66,600,000)

2 Ensuring that human resources gaps in medical specialties are filled in areas most affected by the crisis (US\$ 23,040,000)

2 Housing-related institutions, regulations and policies enable housing markets to meet the needs of Syrian refugees and all Jordanians, including vulnerable groups (US\$ 750,000)

3 Increasing the absorptive capacity of MoH facilities in areas with a high concentration of Syrians (US\$ 20,900,000)

4 To maintain acceptable functioning level of critical medical equipment, ambulances and vehicles in MoH hospitals and health centres (US\$ 4,060,600)

5 Strengthening MoH non-communicable disease control to cover the sudden increase of population incurred by the Syrian refugee influx (US\$ 2,926,000)

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Sector Overall Objectives

Livelihoods	Municipal Services	Social Protection	WASH
The capacity of the vulnerable households in host communities is strengthened to cope with and recover in a sustainable way from the impact of the Syrian crisis, and mitigate future effects on their employment and livelihoods. (US\$ 136,602,500)	The Jordanian local governance system is responsive to host citizens and communities needs identified in governorates most affected by the Syrian refugee crisis. (US\$ 205,853,766)	Vulnerable groups affected by the crisis have access to improved social protection and improved legal and operational protection frameworks and services in governorates most affected by the Syrian crisis. (US\$ 341,861,133)	To enhance the capacity of the Government of Jordan and the Host communities to meet the increase in demand in the Water & Sanitation services. (US\$ 760,788,000)

Sector Specific Objectives

1 Create more and better job opportunities for the vulnerable (women and young men and women). (US\$ 70,000,000)	1 Municipal service delivery performance is improved in host communities to respond to the crisis. (US\$ 179,507,000)	1 Strengthen and expand national and sub-national protection systems to meet the needs of vulnerable groups. (US\$ 36,716,000)	1 Enhance the GOJ water and sanitation management and implementation capacity (US\$ 37,940,000)
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2 Revive the local economies of the most-affected areas through support to existing and new micro and small enterprises for vulnerable households (women and young men and women). (US\$ 37,000,000)	2 Local development priorities, projects and processes reflect and respond to socio-economic changes and priorities induced by the arrival of Syrian refugees. (US\$ 14,502,766)	2 Improve social protection and poverty alleviation mechanisms for vulnerable people at national and subnational levels. (US\$ 302,978,133)	2 Improving the quantity, quality and efficiency of Water Delivery. (US\$ 233,368,000)
3 Restore and preserve pastoral livelihoods, rangeland and natural resources. (US\$ 10,600,000)	3 Local governance systems become more resilient to crisis over the long term as a result of better performance in core functions and more enabling legal and fiscal framework. (US\$ 11,844,000)	3 Mitigate violence and reduced social tensions through increased coordination between Government of Jordan and Community based mechanisms. (US\$ 2,167,000)	3 Expanding and improving Sanitation services. (US\$ 395,430,000)
4 Improve availability of and access to quality food for Jordanian host communities. (US\$ 19,002,500)			4 Addressing Cross Cutting WASH Issues. (US\$ 4,050,000)

