

Protracted Relief and Recovery Operation - Jordan PRRO 200537

Assistance to food-insecure and vulnerable Jordanians affected by the protracted economic crisis aggravated by the Syrian conflict	
Number of beneficiaries	160,000
Duration of project	18 months (August 2013 - January 2015)
Food tonnage	8,169 mt
Cost (United States dollars)	
WFP food transfers	US\$ 4,530,205
WFP cash/voucher transfers	US\$ 11,440,678
Total cost to WFP	US\$ 24,026,884



EXECUTIVE SUMMARY

The consequences of the protracted economic and financial crisis in Jordan have exposed weaknesses in the seemingly robust national food security and social protection mechanisms and revealed limited capacities of the Government to invest in priority areas, including safety nets, livelihoods and self-reliance. This situation has been further aggravated by the Syrian conflict which resulted in massive inflows of refugees into Jordan, placing additional pressure on national public services and triggering cuts in government subsidies and safety nets. An on-going economic crisis and the arrival of more than 500,000 Syrian refugees – equivalent to 10 percent of the population – have put Jordan’s safety net system under strain. The country is working to phase out costly blanket subsidies in favour of targeted interventions for the neediest. WFP has been requested to provide support to vulnerable Jordanians during this transition period, as a way of sharing the considerable burden the Government of Jordan is undertaking in meeting the ongoing needs of refugees as well as its own vulnerable population.

Working with the Government of Jordan and operationally present non-governmental organizations, WFP will deploy a flexible toolbox of both unconditional food and cash assistance, as well as food for assets and food for training programmes, focusing on the neediest populations. This support is intended to contribute to preventing further deterioration of food security. In addition, many of the targeted population are living in communities that are hosting refugees. This assistance will enable the host communities to continue to support the refugees and contribute to social cohesion between the two groups.

The socio-economic conditions in poor and food-insecure areas are not expected to improve in the short or medium term and could deteriorate with the prolongation of the crises. This situation is compounded by the serious natural resource and environmental challenges, as well as the unfolding political situation characterized by heightened domestic and regional political tensions.

In line with the Government’s strategies, policies and request for assistance, this protracted relief and recovery operation aims to address the short-term food needs of more than 160,000 targeted vulnerable and food-insecure beneficiaries and to protect their livelihoods. During implementation, WFP will explore and design a more integrated and robust set of interventions to contribute to improving the resilience of households and communities to socio-economic and climate-related shocks.

Unemployment is high, and socio-economic conditions are poor in Jordan, particularly in the food-insecure communities. To address this challenge, opportunities will be assessed to move from unconditional assistance to conditional, labour-based activities for those who can work in urban areas. A capacity development component will build on the on-going technical assistance provided to the Government, which includes support to enhancing national food security analysis, mapping, targeting and coordination.

This project is fully in line with the Government’s strategies and policies, and brings WFP’s



comparative advantages of knowledge of food assistance and targeting to assist the Government in meeting urgent needs as well as transitioning to longer term, sustainable approaches. The project supports vulnerable populations in Jordan in order to mitigate the negative repercussions of the global economic crisis and contribute to stabilizing the socio-economic conditions in the country. It is consistent with the poverty alleviation strategies of the Government, including the National Agenda (2006-2015). The operation is aligned with the United Nations Development Assistance Framework (2013-2017) and with WFP's Strategic Objectives 1 and 3, with a strong focus on capacity augmentation. It will also support the achievement of Millennium Development Goals 1 and 3.

The preparation of this protracted relief and recovery operation included extensive consultations with government ministries and other national institutions, potential partners, non-governmental organizations, United Nations agencies and donors.



SITUATION ANALYSIS AND SCENARIO

The overall context

1. Jordan is a middle-income country with a population of 6.3 million (48.5 percent female). In 2011 it ranked 95 of 187 countries on the human development index¹ with the prevalence of poverty² and unemployment at 14.4 percent and 12.9 percent³ respectively. Gender equality is not yet achieved in all areas: female participation in the labour market is 23 percent compared to 74 percent for men.⁴ Most Jordanians (83 percent)⁵ reside in urban areas and are mainly concentrated in the governorates of Amman, Irbid and Zarqa. However, poverty incidence is higher in rural areas than in urban areas.⁶
2. The country has taken significant steps towards economic liberalization during the last decade. Privatization, promotion of foreign investments and price liberalization underpin Jordan's economic policy. The economy is dominated by the service sector (mainly tourism, transport and finance), accounting for over 67 percent of the gross domestic product (GDP). Industry and agriculture make up 31 and three percent of GDP respectively,⁷ underlining the high interdependence between food imports and income sources. However, the global economic crisis has affected the country's emerging economy and revealed the fragility of the seemingly robust economic gains and encouraging indicators. GDP growth declined from 7.2 percent in 2008 to 2.6 percent in 2011.⁸ In 2012, external debt reached an alarming 71.9 percent of GDP.
3. Jordan's economic reform path has entailed a reduction of expenditures on safety nets and untargeted subsidies. These mechanisms have been stretched by the large influx of Syrian refugees: the national school feeding programme was reduced by 80 percent between 2008 and 2012;⁹ the fuel subsidy was lifted in November 2012; and the government is also considering withdrawing or reducing other subsidies (most notably bread), which could potentially trigger social discontent and further economic deterioration.
4. The conflict in Syria is severely disrupting business activities, trade movements and tourism revenues. Exports from Syria to Jordan were cut by more than 50 percent by August 2011 and this trend continues due to regional instability. As Jordan is one of Syria's top trade partners - including food - the price of food in Jordanian markets has been affected by this decrease in trade. The northern border areas of Ramtha and Irbid have closer economic links with Syria and are more affected by the conflict. Growing numbers of Syrian refugees in the border areas are impacting the labour market, where Syrians are competing for the limited labour opportunities at lower wages, thus raising already growing unemployment rates in border areas.

¹ Ministry of Planning and International Cooperation & United Nations Development Programme (UNDP). 2011. Jordan Human Development Report 2011.

² The "absolute poverty level" is determined at 56 Jordanian Dinar (JOD) per person per month (US\$79 per person per month). "Abject poverty" is determined at 24 JOD per person per month (US\$34 per person per month). The absolute poverty level is defined by the Department of Statistics, based on data collected in the 2008 Household Expenditures and Income Survey (HEIS), as the minimum requirements (food and non-food) needed by a person to guarantee a decent life. The abject poverty threshold considers the food requirements only.

³ Department of Statistics. 2010/2011.

⁴ UNDP. 2011. Human Development Report.

⁵ Department of Statistics. 2011. Estimated population by end-year 2011.

⁶ WFP. 2012. Food-Insecure and Vulnerable People in Jordan, December 2012.

⁷ World Bank, 2011.

⁸ World Bank data.

⁹ WFP school feeding development project (DEV) 200478 starting in January 2013 will provide food assistance to 300,000 school children through the Ministry of Education and enhance government capacity.



The food security and nutrition situation

5. Food insecurity in Jordan is related to economic access to food, and closely correlated with poverty linked to illiteracy, unemployment, low wage rates, insufficient assets and large family size. According to the 2010 Household Expenditures and Income Survey (HEIS), while Jordan's population is largely food secure, pockets of food insecurity and vulnerability remain. At the national level, only 2.4 percent have 'poor' or 'borderline' food consumption, yet this rises up to 25 percent in certain poverty pockets. One third of Jordanians who are food-insecure or vulnerable to food insecurity live in rural areas and two thirds in urban areas (especially in the three main cities: Amman, Irbid and Zarqa).
6. The 2010 HEIS survey, the most recent and comprehensive analysis of food security available at the national level, indicates that 21 percent of households use coping strategies such as: resorting to less preferred foods or foods that cost less; depending on food assistance or food borrowing; buying food on credit; skipping meals or reducing meal size; adults giving their food to children; or avoiding food consumption all day. Based on these estimates, approximately 1.2 million people are borderline food secure and any shock can lead to decline of their food security.
7. Analysis of the HEIS 2010 data suggests a range in numbers of food insecure; from the more conservative estimate of 160,000 using the food consumption indicator, to an estimate of 1.2 million using the coping strategy indicator, the latter being more of an estimate of stress than actual food insecurity. However, there have been a series of events, including price increases and the Syria crisis, that suggest a worsening of household food insecurity across the country. Consequently, analysts estimate the number of food insecure to be somewhere between the two figures. A household survey would be the only way to calculate prevalence of actual food insecurity today. In the absence of such data, for the purpose of this project, the more conservative estimate has been adopted with an understanding that the actual number of food insecure is far higher and that the 160,000 figure targets the most needy of a much larger food insecure population.
8. Inadequate food consumption is attributed mostly to lack of purchasing power and food price inflation. Female-headed households are twice as vulnerable to food insecurity than those headed by males. Due to high poverty prevalence in areas where Syrian refugees are concentrated, the government sent a written request to WFP to assist these vulnerable populations.
9. Chronic malnutrition among children is relatively low and has decreased over the last decade: in 2009, eight percent of children under 5 years were stunted, compared with 12 percent in 2002. Two percent of children under 5 years are underweight. Undernutrition is highest in rural areas and in the poorest sub-districts.
10. Anaemia affects 34 percent of children under 5 years and is strongly correlated with poverty, with the highest prevalence in rural areas and the south (41 percent). Similarly, the highest anaemia prevalence for women of child bearing age is found in the south (30 percent) whereas at the national level, one in four women is anaemic (25 percent). Anaemia prevalence is the same for boys and girls; however, it tends to have more negative health impacts on girls.¹⁰ The Government of Jordan adopted a national strategy for combating anaemia in 2002.

¹⁰ Department of Statistics and ICF Macro. 2010. Jordan Population and Family Health Survey 2009. Calverton, Maryland, USA.



11. Under this strategy, a flour fortification programme was launched in June 2002 by the Ministry of Health (MoH). Flour was initially fortified at the milling stage with iron and folic acid. The program expanded in 2006 to include zinc, niacin, and vitamins A, B1, B2, B6, and B12, and the level of iron was slightly increased. In June 2010, MoH added vitamin D to the existing premix supplied to wheat flour millers. Since the launching of the flour fortification program, the Government has been allocating an annual budget to provide premix at no cost to all wheat flour mills in Jordan in support of the national strategy for combating anaemia.
12. Save the Children launched its Combating Anaemia Campaign in October 2011, which targets women of child bearing age (15-49 years) and children (0-59 months) around the country with special emphasis on poverty pockets. Screening and provision of supplements are undertaken by a professional group of nutritionists, lab technicians and pharmacists. The project is implemented jointly with MoH, the Ministry of the Environment and the Noor Al Hussein Foundation (NHF).
13. Desertification is a pronounced problem in Jordan, largely due to the expansion of dryland farming in marginal areas (the primary driver of desertification in the ecologically fragile steppe), water erosion and urbanization (in the highlands), and increasing salinity in irrigated areas of the Jordan Valley.
14. The agricultural sector is challenged by land fragmentation, high opportunity costs of the agribusiness sector, recurring droughts and unpredictable frosts. Droughts (annual average rainfall decreased by 18 percent between 1994 and 2004) highlight the vulnerability of Jordan's agriculture to water availability and climate-related shocks. The domestic utilization of most agricultural products suggests a subsistence pattern.
15. There are three main groups of rural poor households, each with a different livelihood strategy:
 - i) Current or former nomads who keep livestock. Poverty in this group results from reduced range for their animals due to drought and border closures. They are also adversely affected by the removal of fodder subsidies. Because of the significant decline in herd sizes, many nomads have withdrawn from livestock altogether and now depend on public assistance.
 - ii) Households who in the past relied on mixed farming, but today have few livestock and derive most of their income from cereal cropping. The landholdings of these people are small and they cultivate olive trees in addition to cereals. Like the first group, they traditionally draw some income from salaries in the civil or military service and from pensions. Many of these households use their domestic water supply to irrigate home gardens for vegetables, and some are involved in market gardening.
 - iii) Landless rural poor who essentially rely on wage labour and also on pensions and remittances.¹¹
16. Jordan's markets are well-functioning and are highly integrated; despite global food price increases, the open market policy and the efficiency of the supply chain guarantee sufficient food in local markets. Jordan is a net food importing country that depends on imports for most basic food items such as cereals, red meat and some dairy products, yet it is self-sufficient in a number of agricultural products, especially fresh fruits, vegetables and poultry. Import of all food commodities, with the exception of wheat, is liberalized and some basic food commodities such as rice, sugar, cooking oil, and pulses are exempted from taxes to ease the economic hardship on consumers. The Government is the sole

¹¹ International Fund for Agricultural Development (IFAD).



importer of wheat grain and ensures the stable and sufficient supply of fortified wheat flour¹² for the highly subsidized bread production.¹³

17. Prices of key commodities have risen sharply and are at risk of further increases. According to the national Department of Statistics, the food consumer price index increased by 33 points between January 2008 and December 2012. As of October 2012, monthly food price inflation (year-on-year) reached almost 6 percent, fuelled by vegetable prices which had increased by over 32 percent. In contrast, cereal prices declined by 0.29 percent. Meat and poultry prices, usually a significant contributor to the overall food price inflation, have stabilized.
18. Since the lifting of subsidies on fuel in November 2012, the food consumer price index has increased by 3.5 points, while all commodities in the consumer price index have increased by six points as of the end of April 2013. A further increase of food and other prices of up to five to seven points is expected in 2013, especially with the government's recent decision to lift electricity subsidies.

POLICIES, CAPACITIES AND ACTIONS OF THE GOVERNMENT AND OTHERS

Policies, Capacities and Actions of the Government

19. Alleviation of poverty and food insecurity is placed at the top of the Government's priorities. The National Agenda (2006–2015) encompasses a wide variety of political, social and economic policies and sets the goal of reducing poverty and combating food insecurity. The Executive Development Programme (2011-2013), launched by the Government, builds on the National Agenda and serves as an action plan for those three years. It is geared towards enhancing the agriculture sector's competitiveness and productivity, generally reducing poverty and unemployment, expanding social services, and developing water resources.
20. The new five-year food security strategy, initiated by the Government several years ago, is under preparation with support from the United Nations Development Programme (UNDP), the United Nations Industrial Development Organization (UNIDO), the United Nations Children's Fund (UNICEF), WFP and other partners. The updated Poverty Reduction Strategy Paper has been prepared, and is based on five main pillars: social welfare; health and education; production initiatives and increased employment; and agricultural and infrastructure development in rural areas.
21. The national social safety net system is comprised of: i) cash-based assistance programmes;¹⁴ ii) a bread subsidy; iii) targeted free health insurance; and iv) school feeding. The fuel subsidy was withdrawn in November 2012. The National Aid Fund (NAF) is the country's most significant safety net, in which unconditional cash transfers support 250,000 people annually through 76 centres across the country.

¹² Following the price hikes of 2007/08, Jordan increased its strategic reserve of wheat from 3 to 10 months as a precaution against future increases in food prices.

¹³ Bakeries sell subsidized bread at US\$0.22 per kg. The Government provides the bakeries with wheat flour at US\$80 per mt, while the actual cost for this flour can exceed US\$500 per mt. To maintain this subsidized pricing whenever there is an increase in a related component price (e.g. fuel) the government lowers the flour price to meet that increase.

¹⁴ Mainly implemented by the NAF, the Ministry of Social Development, the National Zakat Fund and the Ministry of Education.



22. In view of a difficult financial situation and national budget constraints, the government is exploring the potential for a more targeted social safety net system while examining ways to ensure that social benefits reach the most vulnerable people. Through this PRRO, WFP will pilot targeted food assistance in support of the overall reform and streamlining of national safety nets.

Policies, Capacities and Actions of other Major Actors

23. The United Nations Development Assistance Framework (UNDAF) for 2013-2017, aligned with national priorities, is seen by the government as an important tool to realise the National Agenda for 2006-2015 and to sustain the country's economic and social gains. The UNDAF focuses on four priority areas, including 'Ensuring Social Equity,' which contains mechanisms for improved social protection and poverty alleviation for vulnerable Jordanians.
24. In 2012, the World Bank launched its new four-year Country Partnership Strategy. It is geared towards increasing the efficiency of the Government's social protection system, supporting the national Social Security Corporation, and building local social and economic assets through community-based approaches. The objective is to reduce poverty with a focus on overall social inclusion, particularly of youth and women. In August 2012, the International Monetary Fund approved a US\$2 billion loan for Jordan, which includes supporting the government to make policies more pro-poor and improving social safety nets to better target the most needy and vulnerable Jordanians.
25. Local non-governmental organizations (NGOs) traditionally play an active role in national efforts to fight poverty and hunger by implementing various projects that complement the policies and strategies of the Government.
26. The NGO National Alliance Against Hunger and Malnutrition (NAJMAH), a member of the International Alliance Against Hunger, is a long-standing partner of WFP. The Alliance is an umbrella for various partnering NGOs.
27. *Tkiyet Um Ali* (TUA - a place of shelter and comfort), one of the largest local NGOs fighting hunger, provides direct food assistance to 6,000 food-insecure households across the country using a targeting methodology based on food expenditure level and other socio-economic criteria. TUA has recently launched a nation-wide survey to identify families vulnerable to food insecurity, based on home visits to some 50,000 households. The survey was launched in May 2013 and families identified as food insecure or vulnerable to food insecurity will receive food assistance once cleared through TUA criteria. Accordingly, the list of beneficiaries will build up gradually starting May 2013 for a period of 12 months until the survey is complete.
28. Several United Nations agencies have been providing support to Jordanian communities hosting Syrian refugees. This assistance is focused on urban areas with the highest concentration of Syrian refugees, mainly near refugee camps and transition centres such as Ramtha, Irbid and Zarqa. UNHCR is implementing small-scale, quick-impact projects designed, for example, to reconstruct wells, collect garbage, and refurbish bus stations. UNICEF is installing new classrooms to alleviate overcrowded schools and providing psychosocial support to Syrian students through awareness-raising and child protection activities.

Coordination

29. In the framework of the UNDAF, WFP will chair the food security and nutrition working group to support the Government's post-2015 development agenda. WFP is also co-leading with UNDP the development of the food security strategy for Jordan. This strategy will be



finalized by the end of 2013. WFP, with other United Nations agencies, is supporting the Government's efforts to both streamline assistance programmes for the neediest, and ensure that investments in these programmes contribute to longer-term development objectives, including youth, employment and resilience to climate change.

30. The inter-agency task force on Syria also provides a forum for discussion on assistance to host communities and to other vulnerable Jordanians. WFP is chairing the food assistance sector working group within the task force.
31. WFP will coordinate with the major partners providing food assistance to the most vulnerable, including NGOs and government institutions, to assure proper streamlining of support.

OBJECTIVES OF WFP ASSISTANCE

32. This PRRO will assist vulnerable Jordanians in rural and urban areas affected by the protracted economic crisis, the degraded and scarce natural resource base, and those whose situation has been aggravated by the Syrian conflict. It aims to improve access to food, protect livelihoods, and restore productive capacity through asset creation.
33. In line with the government's strategies and policies, the UNDAF, WFP's Strategic Objectives 1, 3 and with a strong focus on capacity augmentation,¹⁵ the specific objectives of the PRRO are to:
 - meet and improve food consumption and quality of diet, and protect the livelihoods of affected communities and families (WFP Strategic Objective 1);
 - restore or strengthen livelihoods through asset creation where opportunities for complementary partnerships are leveraged (WFP Strategic Objective 3);
 - contribute to enhancing national institutions' to address food insecurity through strengthening food security monitoring systems (FSMS) and establishing a Government-led multi-stakeholders Food Security and Nutrition Partnership for policy dialogue on productive and social safety nets.

It will also support the achievement of Millennium Development Goals 1 and 3.¹⁶

¹⁵ Strategic Objective 1: Save lives and protect livelihoods in emergencies; Strategic Objective 3: Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations; Strategic Objective 5: Strengthen the capacities of countries to reduce hunger through hand-over strategies and local purchase.

¹⁶ MDG 1: Eradicate extreme poverty and hunger; MDG 3: Promote gender equality and empower women.



WFP RESPONSE STRATEGY

Nature and effectiveness of food security related assistance to date

34. WFP has been active in Jordan since 1964. Development and emergency projects have focused on agricultural development, public works, environment and education, with emergency support for displaced persons, refugees and drought victims valued at over US\$230 million.
35. WFP has complemented the Government's strategy to improve food security and reduce poverty, particularly in increasing agricultural and forestry land productivity and strengthening capacity for sustainable land management in poor areas.
36. WFP phased out from direct food assistance in Jordan in 2007, transitioning to development-focused technical assistance to support the Government. Specifically, WFP's country strategy 2010-2012 focused on: i) improved targeting of assistance modalities through food security mapping; ii) enhanced supply chain and oversight of international markets by the government for basic food commodities; and, iii) enhanced institutional performance through an improved results-oriented national Food Security Strategy.
37. A WFP-designed FSMS has been put in place at the Department of Statistics under the Ministry of Planning and International Cooperation. The system is providing timely statistics on the food security status at the district level. The recommendations of the food supply chain assessment were aligned around improving international food price monitoring to enhance wheat procurement and maximize cost effectiveness. The FSMS will be integrated into the formulation of the food security strategy, and also enhance area prioritization, and targeting of PRRO beneficiaries.
38. At the government's request, in December 2012, WFP resumed direct food support for primary school children in vulnerable areas, through the national school feeding project. WFP's support aims to pre-empt the negative impact of the significant cuts to national social protection programmes, including school feeding, and to prevent a reversal of the country's significant achievements in education. Technical support also aims to improve sustainability and the efficiency of the national programme.
39. The on-going Syrian conflict has resulted in a massive cross border movement of refugees seeking asylum in Jordan. At the Government's request, WFP initiated an immediate response emergency operation, bridging into the regional emergency operation (EMOP) 200433 supporting Syrian refugees in Jordan, Turkey, Lebanon and Iraq. Through the regional EMOP, WFP is providing Syrian refugees with food vouchers in urban areas, and distributing food in refugee camps. This PRRO will foster synergies with the on-going EMOP in terms of staff, assessments and technical support.

Strategy outline

40. The PRRO aims to address the short-term food needs of targeted vulnerable populations, and enhance their resilience through the creation of sustainable household livelihoods as well as community assets to complement the national social protection and safety net systems. The modalities will include both cash and food, bringing a flexible set of tools to a very dynamic situation.
41. Activities will include:
 - food assistance for assets (FFA) in rural areas;
 - food assistance for training (FFT) in rural areas - a small component of which will be directly linked to the rural FFA activities as a means of building the capacity of targeted vulnerable households to better manage their assets and natural resources;



- targeted food assistance (TFA) in rural and urban areas; and
- national capacity development.

Food assistance for assets (FFA) and food assistance for training (FFT)

42. FFA will be the main activity of the PRRO in rural areas. Community and household works will be organized to generate short-term income for food-insecure and vulnerable rural households, to restore community assets and natural resources, and, where complementary partnerships and resources are leveraged, to strengthen livelihoods.
43. Rural FFA interventions will concentrate on forestry projects, rangeland improvement projects, maintenance of water infrastructures and where possible – pending complementary resources for the materials and/or more mechanized and skilled labour – construction of water harvesting infrastructures.
44. Some of the rural FFA interventions will be dedicated to protect or create productive household assets, such as land reclamation and improvement, especially where the Ministry of Agriculture or partner NGOs such as NAJMAH can provide the additional materials and equipment. Such income-generating activities could be complemented through FFT to improve household livestock management, dairy product processing and marketing, kitchen gardening, vegetable production, olive production, alfalfa production, water management, and others.
45. The FFA activities will allow vulnerable households among different rural livelihood categories to access WFP food assistance. The project will pay special attention to encourage women's involvement in community works, including preferential access for vulnerable female-headed households.¹⁷ Specific activities will be defined with the Ministry of Agriculture and NGO partners, in close consultation with community-based organizations and community representatives.
46. Rural FFA activities will be implemented through the Ministry of Agriculture and NGOs such as NAJMAH who have demonstrated a good capacity and experience in implementing such activities. NGOs will also implement rural FFT. This activity will strengthen the Government's social safety net programme.

Targeted food assistance (TFA) in rural and urban areas

47. Vulnerable disabled households living in the FFA targeted areas will receive assistance through the rural TFA activity. The most vulnerable households living in urban areas will be assisted through an urban TFA activity implemented for a period of nine months. During this period WFP will assess potential work (e.g. paved roads, sanitation, etc.) and vocational training opportunities (in line with the market demand) that could be developed with specific partners in urban areas as a set of FFA/T interventions.
48. TFA (rural and urban) activities will be implemented through NGOs such as TUA who have an on-going similar program in the country.
49. WFP will use in-kind food assistance and cash transfers to address the needs of targeted vulnerable beneficiaries.
50. An in-kind food assistance modality will be used for implementation of TFA in urban areas. The in-kind modality is selected particularly for TFA beneficiaries in urban areas to distinguish between WFP assistance and the governmental social assistance schemes

¹⁷ e.g. activities in the Ministry of Agriculture tree nurseries, tree planting, participation in income generation activities, etc.



provided by NAF. Providing cash for beneficiaries eligible for the NAF's support will place pressure on the government, and will be more difficult to phase out. In addition, the potential inflationary impact on the purchasing power of Jordanian households may be noticeable, rendering in-kind food assistance a more favourable option over cash. WFP will have the opportunity to amplify its food value, especially if it is streamlined through one of the local NGOs, such as TUA, which provides diversified food parcels.

51. WFP food will complement the NGO food parcels by providing reduced amounts of basic food commodities, covering approximately 50 percent of caloric requirements, while the NGO will provide the rest of the food parcel items. This modality will enable WFP to synergize its assistance with NGOs, particularly TUA's which is the largest local NGO working in this field.
52. The cash transfer modality will be used to implement FFA and FFT activities, as well as for rural TFA beneficiaries. Activities of the FFA component will build on Ministry of Agriculture's (MoA) existing project plans (forestry, rangelands and water harvesting). Such activities depend heavily on casual labour, which is usually hired by the Ministry according to the season and needs. The Ministry pays for labour in cash, and WFP will use the same modality in transferring food assistance, in order not to create any tensions in the same locality. In addition, beneficiaries will be able to purchase preferred food commodities based on their local consumption habits, including fresh food on a daily basis, from neighbouring farmers and at lower prices than in shops, thus improving dietary diversity, saving money and benefiting local producers. Cash is also the current and preferred transfer modality under the government social protection system, which WFP aims to build upon with this PRRO. Jordan has efficient cash delivery mechanisms with wide geographic coverage and competitive service fees which will facilitate implementation. TFA beneficiaries in rural areas will also receive cash transfer due to their limited number scattered throughout all Governorates of Jordan, rendering cash support a more practical.
53. Cash and food will enable the programme to be resilient to price fluctuations, and ensure that the most appropriate modality for the situation is available to assist the vulnerable population.
54. Advocacy will be carried out to ensure that households balance and diversify their diets, and purchase appropriate complementary foods, i.e., fresh fruits and vegetables, dairy products, eggs, fish, meat, etc.

National capacity development

55. Building on WFP's on-going capacity development efforts under development project 200478, WFP will explore the potential for a more targeted national social safety-net system to ensure social benefits reach the most vulnerable people. Specifically, technical assistance will review options to (i) enhance the utility of the FSMS rolled out by WFP to allow its integration with the current operation as well as with the government's targeting tools to enhance its coverage and reduce inclusion errors under the social protection programmes; (ii) enhance the geographic targeting of the Government's assistance and provide a food security dimension to the existing selection criteria; (iii) strengthen the Ministry of Agriculture's monitoring and evaluation performance in the areas of process management through WFP led M&E workshops for the government and partners; (iv) augment the Ministry's capacity in managing food security projects, including the PRRO; and (v) complete the national food security strategy in partnership with government and United Nations agencies which will support the Government with the move to targeted and conditional safety nets. WFP will collaborate with relevant ministries, including the Ministry of Social Development.



56. In addition, WFP will conduct a capacity assessment in collaboration with its partners at the onset of this PRRO to identify further priority areas.

Handover strategy

57. During this PRRO, WFP will engage stakeholders and partners to explore and design a collaborative, integrated and robust set of interventions for a subsequent phase of support that will aim to build or strengthen livelihoods through human, physical, natural and capital asset creation in order to contribute to improved resilience of targeted households and communities to socio-economic and natural disasters/climate-related shocks. The PRRO's national capacity development activities will provide a platform to support national institutions and maintain a focus on expanding and strengthening food-related social protection. Collaboration and training workshops will be held with line ministries and partners for the development of WFP's subsequent strategy for support.

BENEFICIARIES AND TARGETING

58. For all PRRO activities, WFP will seek to assist the poor food-insecure and vulnerable households with little or no other income and for whom the government's social assistance is not available, or not sufficient to lift them above the national poverty threshold. Accordingly, WFP will utilize the existing databases available through the NAF and DoS as well as the databases of active NGOs, such as TUA for effective targeting of beneficiaries.

59. The PRRO will target 160,000 food-insecure and vulnerable Jordanians in rural and urban areas, including, but not limited to, the so-called "poverty pockets." Host communities with a high concentration of Syrian refugees in impoverished urban and rural areas of the governorates of Amman, Irbid, Mafraq and Zarqa will also be assisted.

Activity	Men/boys	Women/girls	Total
Rural FFA/T	20,000	22,000	42,000
Rural TFA	1,000	2,000	3,000
Urban TFA	57,000	58,000	115,000
Total Beneficiaries*	78,000	82,000	160,000

* No overlap between activities.

60. FFA¹⁸ participants in community works will be self-targeted, as the daily wage rate will be below the labour market wage. In case of higher than expected numbers of community works participants, the following prioritisation criteria will be used: large household (five or more members); female-headed households; landless households or small landholding (less than four *dunums*);¹⁹ and poor households with disabled/handicapped persons.

61. Vulnerable households - especially female-headed and/or large households - owning a small plot of land and/or a few animals will be prioritised for the FFA interventions carried out at household level and related FFT interventions in the framework of the Ministry of Agriculture and NAJMAH income-generating activities.

¹⁸ FFA interventions can be undertaken throughout the year however specific activities will take place between February and April.

¹⁹ 1 hectare equals 10 *dunums*.



62. Vulnerable and food-insecure families with no able-bodied members living in the areas of implementation of the rural FFA activity will be assisted through the rural TFA activity.
63. The urban TFA beneficiaries will be selected among the most vulnerable and food-insecure households (i.e. households living below the poverty line including large household size, especially female-headed households, with disabled members, with one or more handicapped/disabled member).

Beneficiary selection criteria will be further refined in close consultation with the Ministry of Agriculture, NAF, TUA, NAJMAH and other partner NGOs. Workshops and joint field missions with partners will be organised at the beginning of the PRRO in order to establish the targeted areas, beneficiary targeting criteria and clarify the beneficiary selection process.

NUTRITIONAL CONSIDERATIONS AND RATIONS / VALUE OF TRANSFERS

64. In-kind food commodities of rice, bulgur wheat, pulses, vegetable oil and sugar will be distributed to urban beneficiaries of TFA. WFP will cover 50 percent of the daily caloric requirements since these commodities will supplement the family rations. The five commodities are considered essential items in the local dietary habits. Wheat flour was not considered as bread is available at subsidized prices.

Commodity	Daily ration (grams)	Energy (Kcal)
RICE, POLISHED	133	479
BULGUR WHEAT	50	175
LENTILS	50	169
SUGAR	10	40
OIL, VEGETABLE (WFP SPECS.)	20	177
Total	263	1,040

65. The daily conditional or unconditional cash transfer value represents 50 percent of the monetary value of a balanced food basket taking into account the local dietary habits and consumption patterns and is intended to augment the support provided through existing government safety-net transfers.

		Rural FFA/T	Rural TFA
Daily cash transfer per person (US\$)		0.56	0.56
2013	Number of working days per person per year	38	n/a
	Number of feeding days per person per year	150	150
2014	Number of working days per person per year	90	n/a
	Number of feeding days per person per year	360	360
2015	Number of working days per person per year	8	n/a
	Number of feeding days per person per year	30	30

	Cash (US\$)	Rice (mt)	Bulgur Wheat (mt)	Lentils (mt)	Sugar (mt)	Veg oil (mt)
Rural FFA/T	10,677,966					
Rural TFA	762,712					
Urban TFA		4,131	1,553	1,553	311	621

66. WFP will provide for FFA/T and rural TFA an average cash transfer of 0.4 Jordanian dollars (JOD, approximately US\$0.56) per beneficiary per day, based on the project appraisal mission's recommendations.²⁰
67. The urban TFA activity will only be implemented for a period of nine months. The in-kind commodity transfer will cover 50 percent of the daily caloric requirements.
68. Rural FFA interventions will start once the selection of interventions and participants is complete. The cash transfer value will be based on an average family size of five.
69. Rural TFA activity beneficiaries will receive support for the same number of feeding days as FFA beneficiaries; however, the transfer value will be calculated according to actual family size.
70. Based on the established wage rate under the PRRO of 8 JOD per day (US\$11),²¹ each FFA participant will be offered work for 38 days in 2013, 90 days in 2014 and 8 days in 2015, to cover 50 percent of their food expenditure requirements.

²⁰ The value of cash transfers will be adjusted through a budget revision of the PRRO as necessary according to the retail cost of food.

²¹ The casual labor wage rate in rural areas is usually comprised between 10 and 15 JOD (US\$14-21); however, the FFA will use a lower wage – the one usually used by the Ministry of Agriculture - in order to allow a self-targeting approach.



IMPLEMENTATION ARRANGEMENTS

71. **Participation:** The social feasibility of supported activities is promoted by involving and strengthening community-based organizations and involving participants in planning as well as implementation. WFP will involve women to identify their needs, and project feasibility (gender sensitive work norms) and include them in project implementation to enhance their participation. Gender sensitization training will be required to assure men and women fully understand the project's rationale and its gender-sensitive targeting.
72. **Partnerships:** WFP will sign a letter of understanding with the Ministry of Agriculture and a field-level agreement with an implementing NGO for the implementation of the PRRO activities.
5. WFP will also strengthen its cooperation and coordination with NAF and TUA²² on overall coordination, geographical targeting and selection criteria, especially for the rural and urban TFA activities. WFP will partner with TUA to incorporate food security and vulnerability indicators with TUA indicators in the survey questionnaire. The survey results will support identification of the PRRO's beneficiaries and the Government's assessing and targeting system.
73. The rural FFA activity will be implemented through the Ministry of Agriculture and local NGOs, such as NAJMAH, in close coordination with other development partners, specifically the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and UNDP. Particular attention will be made to ensure alignment and complementarity with on-going and planned projects to improve food security and support livelihoods, to leverage technical expertise, and to integrate activities where feasible.
74. WFP will work with the relevant national institutions such as NAF and line ministries including agriculture, social development, and planning as well as other development partners in order to achieve the identified national capacity development objectives.
75. **Delivery mechanism:**
- *In-kind food distribution:* WFP food will be streamlined through local NGOs distributing food parcels. It will be transferred to beneficiaries using existing models of some NGOs, such as TUA. In this case, WFP's basic food commodities will be complemented by NGO food parcels, and distributed by NGOs. Accordingly, WFP will be able to synergize its assistance, thus eliminating duplication and maximizing support for the beneficiaries, as well as reducing the probability of having WFP food sold on the market.
 - *Cash transfer:* The Jordanian banking sector is relatively well developed. The bank penetration rate is one of the highest in the region: on average there is one bank branch to serve 8,000 people and about 90 per cent of adults hold a bank account. At the end of 2011, 26 banks were operating in Jordan through a network of 695 branches and 1,023 automated teller machines (ATM). Despite the presence of numerous bank branches and ATMs nationwide, services are more concentrated in urban areas, leaving a large proportion of the rural population of the country underserved. Hence, the gaps left by banks are filled by Non-Banking Financial Institutions (NBFI) such as micro-finance institutions and the Jordan Post Company (JPC). Out of all the NBFI the

²² WFP has identified the following areas of coordination and cooperation with TUA: i) WFP to select beneficiaries from TUA's list of food-insecure people not assisted by TUA yet; ii) Form partnership, as possible, to synergise WFP food assistance with TUA food parcels in order to provide consolidated support, and avoid any duplication of assistance; iii) WFP and TUA to include TUA's beneficiaries (who will not be covered with the partnership) under the FFA/T activity of the PRRO in order to give these HH a chance to strengthen their livelihoods through asset creation too (during the FFA/T period of assistance these beneficiaries would be temporarily lifted from TUA's food assistance); iv) overall food security and nutrition coordination, capacity development, advocacy and fundraising.



JPC has largest geographic coverage, with 356 branches nationwide, and functions primarily as the fiscal agent of the Government. It delivers social benefits, pensions and other government transfers to the population and accepts utility payments through its branches. The JPC delivers regular benefits to over 100,000 NAF and United Nations Relief and Works Agency for Palestine Refugees in the Near East beneficiary households. Because of its coverage and extensive experience with large-scale cash assistance, WFP will work through JPC in rural areas, while commercial banking institutions will deliver cash assistance to urban beneficiaries. WFP will use an immediate cash distribution model, through which cash will be made available to beneficiaries without necessarily opening an account.

76. **Capacities:** WFP will use a two-pronged approach. WFP will partner with the Ministry of Agriculture and NGOs for all aspects related to sensitization, FFA/T and TFA beneficiary targeting, project design and implementation, and post-distribution monitoring. WFP will form partnerships with NGOs for food distribution, and will contract financial service providers for cash disbursement. At the end of every month or FFA/T work or session cycle, cooperating partners will submit the beneficiary payment list to WFP. Upon verification of the list WFP will submit the detailed beneficiary list to financial service providers and instruct them to pay monthly entitlements. Standard Operating Procedures (SOPs) will be developed by WFP and cooperating partners prior to commencement of the PRRO activities.
77. **Non-food inputs:** Provisions have been made in the budget to ensure that tools are provided on time. Technical experts will assist in the design, implementation and evaluation of the different activities of the PRRO, including cooperating partners' technical strengthening in terms of targeting, and national institutions' performance enhancement.
78. **Logistics:** WFP will deliver food to cooperating partners' warehouses for onward delivery to distribution points. The Jordanian corridor from Aqaba will be used for transporting commodities to the different FDPs in the country. The estimated landside transport, storage and handling rate is estimated to be US\$113.1/mt. WFP has a well-established logistics unit in the Iraq office in Jordan, which will initially support the logistics activities.
79. WFP will use the Commodity Movement Processing and Analysis System to track the activities of cooperating partners at the warehouses, dispatch of food from ports, transport and distribution.

PERFORMANCE MONITORING

80. Cooperating partners (the Ministry of Agriculture and NGOs) will ensure the monitoring of technical implementation standards which will be focused on the adherence to technical specifications and work norms, adherence to household selection criteria, level of attendance and payments. A second level of monitoring (i.e., outputs and outcomes) will be carried out by WFP monitoring staff.
81. A monitoring toolkit for food distribution will be developed and training provided to implementing partners.
82. The existing national market monitoring system implemented by the Department of Statistics will track changes in retail prices in the targeted communities. There will be an initial baseline of market prices with monthly follow-ups.



83. In addition to these traditional monitoring tools, WFP will establish accountability measures through participatory assessments during targeting and project implementation. Both beneficiaries and non-beneficiaries are invited to share feedback with project staff during community meetings. Particular attention will be paid to ensure that women and disadvantaged groups are aware that they are able to share feedback without negative consequences.
84. WFP, along with its partners, will conduct a final self-evaluation before the completion of the project. Both quantitative and qualitative data will be used to demonstrate the results of the project and its effects on beneficiaries and communities.

RISK ASSESSMENT AND CONTINGENCY PLANNING

Hazard and Risk assessment

85. Contextual risks:

- Social unrest and protests in the region are unfolding and the outlook remains uncertain;
- Increased levels of resentment between Syrians and Jordanians may lead to elevated tensions;
- Increased influx and protracted presence of Syrian refugees would further limit the Government's investments in priority sectors and further decrease national expenditures on social safety nets and subsidies;
- Fiscal consolidation measures, including lifting of the fuel subsidy, may increase inflation and food prices;
- Climatic conditions (e.g., drought/insufficient rainfall) will continue to threaten assets and livelihoods increasing food insecurity;
- Commodity price volatility; and
- Competition over water resources.

86. Operational risks:

- The risk of having the in-kind food sold to the markets remains high especially if large quantities of basic food items are provided. This risk will be managed through: 1) maximizing the number of commodities, and reducing the quantities of the food basket; 2) a strong monitoring system; and 3) partnering with reputable NGOs such as TUA.
- Cash transfer modalities will require continuous market monitoring to ensure that transfer values meet food needs and that markets respond to the demand with increased supply. This monitoring will be undertaken by the government with technical support from WFP.
- There is also a risk that households receiving cash spend it for non-food expenditures. Mitigation strategies include sensitization of beneficiaries on the importance of spending money on a balanced diet, and ensuring that WFP's commitment to putting cash into women's hands remains a priority.
- There is the risk of insufficient FFA participation or attendance and that some citizens may have issues with the selection of beneficiaries, programme sites and types or communities to be targeted. Should serious implementation problems evolve, WFP may consider shifting to alternative sites, or postpone or discontinue activities in particular communities. However, every effort would be made to engage with communities and ensure the benefits of the WFP PRRO are understood. This requires comprehensive training of staff and sensitisation of the involved communities.

87. Institutional risks:

- Funding shortfalls and disruption of activities pose major obstacles to continued participant involvement. The project will ensure that targets and pace of work match available funding and forecasts. To address resourcing constraints and associated pipeline breaks, WFP will foster new relationships and maintain closer engagement with all donors.

Contingency Planning

88. A corporate response exercise (CRX2) held in Amman in early December 2012 recommended a number of preparedness measures to be carried out in anticipation of the activation of a WFP level 3 response (now active) in light of the on-going turmoil in Syria which is affecting Jordan. This PRRO is in line with the regional plan. Temporary support staff has been mobilized to assist the Jordan office in the areas of programme monitoring and evaluation and vulnerability analysis and mapping.

Constraints and Assumptions

89. It is not expected that WFP will have to interrupt or abandon any of the proposed activities because of security problems or lack of access. The risk to beneficiaries receiving a cash transfer is also limited.
90. Lack of implementing capacity is not foreseen to be a problem on the side of the government, and will be supplemented by NGOs who offer the requisite skills and experience. Moreover, WFP will provide the required technical support.
91. WFP will monitor how cooperating partners undertake and record the selection of TFA and FFA/T participants, attendance of FFA/T participants and outputs of the FFA/T activities, in order to prevent possible collusion between cooperating partners and beneficiaries.

SECURITY CONSIDERATIONS

92. Security is covered in the Jordan Security and Risk Analysis by the United Nations Department of Safety and Security (UNDSS). Some regions of Jordan (specifically the northern borders with Syria) have some concerns and report at least 75 percent of all incidents involving WFP. The following threats are taken into account: armed conflict, terrorism, civil unrest, traffic accidents, crime, and natural hazards. Security measures include minimum operating security standards (MOSS) compliance through infrastructure reinforcement, regular security assessment, training and development of SOPs for tracking vehicles and staff. UNDSS radio room in Amman monitors all staff movements across different locations outside Amman with corresponding security clearances for all internal travel. Compliance with the MOSS in WFP ranges from 85 to 90 percent. United Nations security level is uniformly at level 2.

APPROVAL

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Date:.....

Ertharin Cousin
Executive Director
World Food Programme



ANNEX I-A

WFP PROJECT COST BREAKDOWN			
Food ²³	Tonnage (<i>mt</i>)	Value (<i>US\$</i>)	Value (<i>US\$</i>)
Cereals	5,684	2,414,146	
Pulses	1,553	1,087,100	
Oil and fats	621	859,464	
Mixed and blended food	-	-	
Others	311	169,495	
Total food	8,169	4,530,205	
Cash transfers		11,440,678	
Voucher transfers			
Subtotal food and transfers			15,970,883
External transport			815,837
Landside transport, storage and handling			923,926
Other direct operational costs			3,125,990
Direct support costs (see Annex I-B details)			1,618,396
		Total direct project costs	22,455,032
		Indirect support costs (7%) ²⁴	1,571,852
		TOTAL WFP COSTS	24,026,884

²³ This is a notional food basket for budgeting and approval. The contents may vary.

²⁴ The indirect support cost rate may be amended by the Board during the project.



ANNEX I-B

DIRECT SUPPORT REQUIREMENTS (US\$)	
Staff and Staff Related Costs	
International Professional Staff	327,420
Local Staff- General Service	30,325
Local Staff - Temporary assistance	302,838
Local Staff - Overtime	21,600
International Consultants	279,334
Local Consultants	61,750
Staff duty travel	204,591
Subtotal	1,227,858
Recurring Expenses	
Rental of Facility	36,000
Office Supplies and Other Consumables	28,850
Communications and IT Services	114,138
Equipment Repair and Maintenance	3,500
Vehicle Running Cost and Maintenance	33,250
Office Set-up and Repairs	92,500
Subtotal	308,238
Equipment and Capital Costs	
Vehicle leasing	32,300
TC/IT Equipment	50,000
Subtotal	82,300
TOTAL DIRECT SUPPORT COSTS	1,618,396



ANNEX II: LOGFRAME²⁵		
Results	Performance indicators	Assumptions²⁶
STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES		
Outcomes		
Outcome 1.1: Improved food consumption over assistance period for target households	<ul style="list-style-type: none"> ➤ Household food consumption Score exceeded the threshold Target: 80 % 	<ul style="list-style-type: none"> ➤ Government adherence to the poverty strategy ➤ Social and political stability ➤ Sufficient donor support
Output 1.1 Cash transfers distributed in sufficient quantity and quality to target groups of women, men, girls and boys under secure conditions	<ul style="list-style-type: none"> ➤ Number of females and males receiving cash transfers by category, activity, transfer modality and as % of planned Target: 80 % ➤ Total amount of cash transferred to beneficiaries as % of planned Target: 80 %. 	<ul style="list-style-type: none"> ➤ Sufficient, uninterrupted cash flow is maintained ➤ Effective targeting criteria and distribution mechanism agreed and adhered to by cooperating partners
Output 1.2 Food transfers distributed in sufficient quantity and quality to target groups of women, men, girls and boys under secure conditions	<ul style="list-style-type: none"> ➤ Number of females and males receiving food assistance by category, activity, transfer modality and as % of planned Target: 80 % ➤ Total amount of food distributed to beneficiaries as % of planned 	<ul style="list-style-type: none"> ➤ Sufficient, uninterrupted food commodity is maintained ➤ Effective targeting criteria and distribution mechanism agreed and adhered to by cooperating partners
STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS		
Outcomes		
Outcome 3.1: Increased access to assets in fragile, transition	<ul style="list-style-type: none"> ➤ Community asset score 	<ul style="list-style-type: none"> ➤ Government priorities unchanged

²⁵ Based on WFP's Strategic Results Framework 2012

²⁶ For risks, please refer to risk assessment section

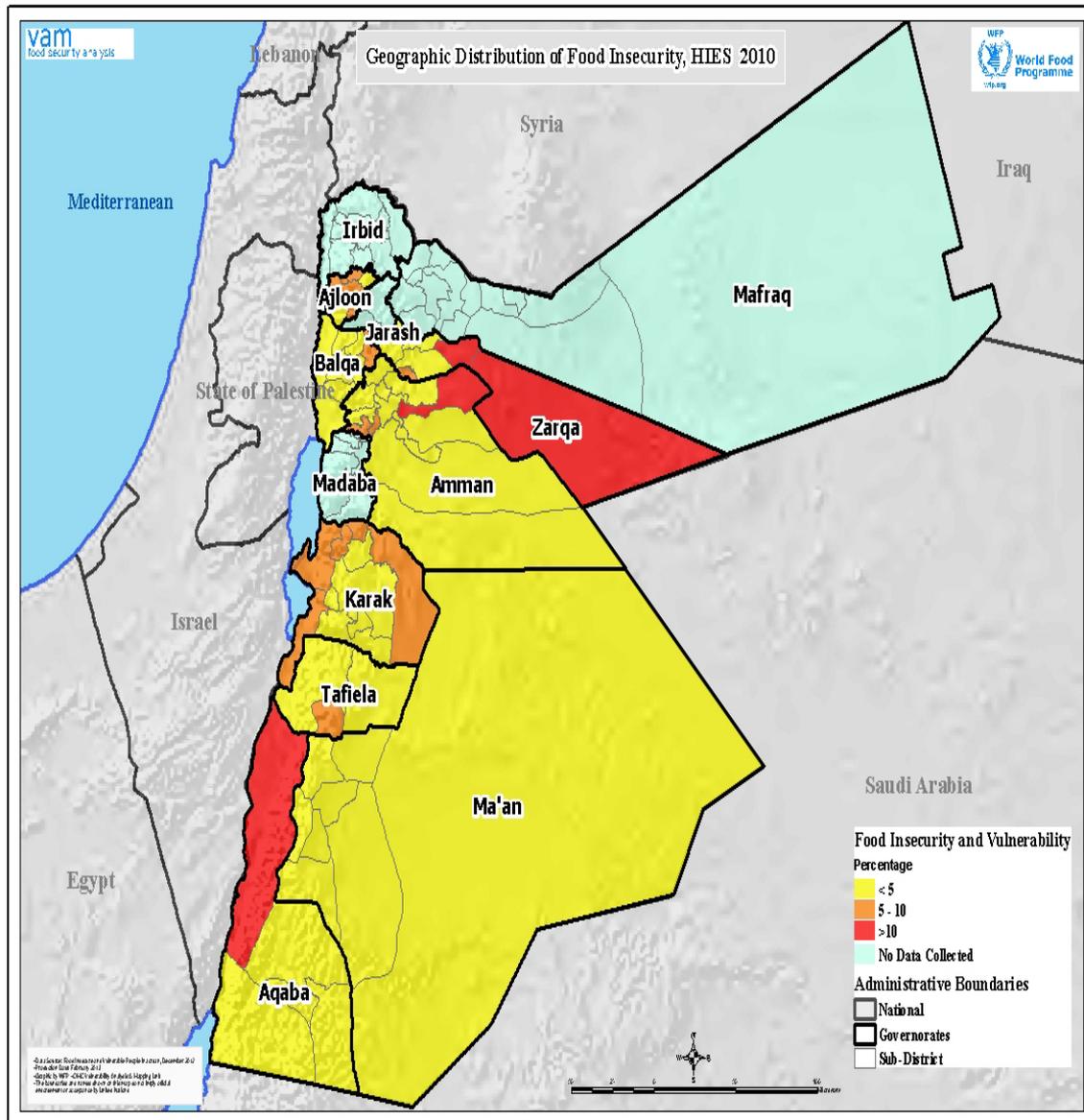


situations for target communities	Target: 80% of productive assets created or supported are functional and productive	➤ Sufficient CP's implementation capacity and inputs
Output 3.1: Developed, built or restored livelihood assets by targeted communities and individuals	➤ Number of community assets created or restored by targeted communities and individuals, by type and unit of measure as % of planned Target: over 70%	➤ Sufficient monitoring capacities at the CP's level - Sufficient number of poor, able bodied labor force available
STRATEGIC OBJECTIVE 5: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE		
Outcome		
Outcome 5.1: Progress made towards nationally owned hunger solutions	➤ National Capacity Index (NCI) ²⁷ , by hunger solution Target: 80% of the projects objectives met the targeted area support	➤ institutional priorities unchanged ➤ sufficient government cooperation and engagement
Output 5.1: Capacity and awareness developed through WFP-led activities	➤ Number of government/national partner staff receiving WFP technical assistance and training Target: over 50 staff. ➤ Number of national food security/nutrition programmes receiving WFP technical assistance Target: over 3 national programmes ➤ WFP expenditures for technical assistance to strengthen national capacity (US\$) Target: over US\$ 450,000	

²⁷ Food security



ANNEX III – MAP OF JORDAN



ACRONYMS USED IN THE DOCUMENT

ATM	automated teller machine
CRX2	Corporate Response Exercise
DoS	Department of Statistics
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
FFT	food assistance for training
FSMS	food security monitoring system
GDP	gross domestic product
HEIS	Household Expenditures and Income Survey
IFAD	International Fund for Agricultural Development
JOD	Jordanian Dinar
JPC	Jordan Post Company
MDG	Millennium Development Goal
MOSS	minimum operating security standards
NAF	National Aid Fund
NAJMAH	National Alliance Against Hunger and Malnutrition
NBFI	Non-Banking Financial Institutions
NGO	non-governmental organization
PRRO	protracted relief and recovery operation
SOP	Standard Operating Procedure
TUA	<i>Tkiyet Um Ali</i> (- a place of shelter and comfort)
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization