

**JORDAN**

**Country Programming Framework**

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## Joint Statement of the Ministry of Agriculture and FAO

The Food and Agriculture Organization of the United Nations (FAO), working closely with the Ministry of Agriculture, has prepared the present Country Programming Framework 2012-2017 document outlining how the Organization can best complement efforts being made by the Government of the Hashemite Kingdom of Jordan to meet its development priorities relating to agriculture, fisheries, forestry, natural resources and rural development objectives including food and nutrition security in the coming six years.

The objective of this framework is to improve the coherence and effectiveness of FAO's interventions in Jordan under the umbrella of the United Nations System and to position FAO as a strategic partner for national agricultural and rural development.

This framework is also a tool for resource mobilization that presents to donors and all other stakeholders a clear and concise picture of what FAO intends to do during the next six years in Jordan. However, the framework remains a policy statement of intent and the attainment of its purpose and objectives requires joint efforts through partnerships with all stakeholders. The Government and FAO therefore jointly appeal to all stakeholders amongst government institutions, donors, financing institutions, the private sector, non-governmental organizations and civil society organizations to work together in ensuring the realization of the purpose and objectives of this framework.

(Signed)



Minister for Agriculture  
Hashemite Kingdom of Jordan

(Signed)



FAO Representative in Jordan

Amman,

## **Abbreviations and Acronyms**

APC	Agricultural Policy Charter
COWP	Country Office Work Plan (FAO)
CPF	Country Programming Framework (FAO)
DOS	Department of Statistics, Ministry of Planning and International Cooperation
FAO	Food and Agriculture Organization of the United Nations
GDP	Gross Domestic Product
GOJ	Government of Jordan
IFAD	International Fund for Agricultural Development
JCC	Jordanian Cooperative Corporation
MOA	Ministry of Agriculture
MWI	Ministry of Water and Irrigation
NGO	Non-governmental organization
RNE	Regional Office for the Near East (FAO)
RPF	Regional Priority Framework (FAO)
SNO	Multidisciplinary Team for Oriental Near East (FAO)
SNOFP	Sub-regional Priority Framework for the Oriental Near East
SRPF	Sub-regional Priority Framework
SAP	Structural Adjustment Programme
TCI	Investment Centre Division (FAO)
TCP	Technical Cooperation Programme (FAO)
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

## Executive Summary

The contribution of agriculture<sup>1</sup> to the Jordanian economy was JD 517.8 million in 2010, or 4.2 percent of GDP, which is based on high annual growth rates of the sector in 2009 and 2010 at 18.4 percent and 8.2 percent annually, respectively. The agricultural sector provides some 73 000 jobs, representing 6 percent of the total manpower, and 15 percent of the population depending on agriculture as source of income. The share of agriculture in total exports is about 14.7 percent, while the share of agricultural imports is estimated at 14.3 percent in 2010.

Despite its small contribution to GDP, the agricultural sector is of importance in Jordan for its society and economy, and its role in political stability, as well as its central role in food security, rural development, providing job opportunities, and the forward and backward linkages of the sector. The agribusiness share in GDP was estimated at 22 percent in 2006.

The Ministry of Agriculture (MOA) is the main player in the development of the agricultural sector; and under the umbrella of the ministry there are two institutions: the Agricultural Credit Corporation that is responsible for the financing of agricultural projects and activities, and the National Center for Agricultural Research and Extension which is responsible for applied agricultural research, technology transfer and extension services.

The present Country Programming Framework (CPF) has been prepared, in close cooperation with MOA, in order to revisit past technical cooperation between FAO and the Hashemite Kingdom of Jordan in light of the changes in the global food and agriculture system and the changed circumstances of FAO and Jordan. The view of the recent Independent External Evaluation of FAO underlies this work, that the Organization must consider becoming more of a facilitator or knowledge manager to assist informed decision-making where the neutrality of FAO gives it an absolute comparative advantage. It should also be acknowledged that the limited resources of FAO must be complemented by carefully targeted investments from other international as well as domestic sources.

By virtue of its stated mission, mandate and strategic framework FAO has comparative advantages in engaging in strategic areas which is derived from its capacity to act, drawn from its high level access and influence to government and stakeholders, resources (human, physical, financial) that it can mobilize, its track record in working in the agricultural sector, its coordination strength as a neutral broker, and its geographical spread worldwide.

FAO's capacity to act is enhanced by its technical expertise, available at headquarters, regional, sub-regional and country offices, which can be tapped to respond to need. The unique contribution that FAO brings to the agricultural

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<sup>1</sup> The term "agriculture" includes fisheries, marine products, forestry and primary forestry products.

and humanitarian sectors emanates from its well-tested approaches, methodologies, tools, guidelines, and practices. These and the experience gained, and lessons learned, give FAO a sense of direction in terms of competence to select together with stakeholders priority areas of intervention where its efforts can realize maximum impact.

Based on these strengths, and appreciating the needs of Jordan, the sub-region and the region, as well as FAO's strategic and functional objectives, the CPF is organized around three major priority areas:

- Facilitate multilateral cooperation
- Support Government of Jordan programmes
- Pilot innovative approaches

FAO's Regular Programme resources are limited in relation to the requirements for implementing the proposed framework. Therefore FAO will develop specific projects for consideration for funding by financing institutions. The Organization is well placed to assist with this work through its technical expertise, country knowledge and its cooperative arrangements with the World Bank, IFAD and other international and bilateral financing institutions.

The CPF describes a framework for cooperation up to the end of 2017 with the understanding that biennial FAO Jordan Country Office Work Plans (COWPs) will be developed. These will delineate how the CPF results will be achieved operationally, in line with the financial resources that are likely to be available for the implementation of the activities identified within the programming framework. The preparation of the work plans will include a stakeholder consultation in which the Jordan Office will report on the results delivered in the previous years and will propose a plan for the following years. A mid-term evaluation of the CPF after three years is also proposed.

The CPF remains a policy statement of intent and the attainment of its purpose and objectives requires joint efforts through partnerships with all stakeholders. GOJ and FAO therefore jointly appeal to all stakeholders amongst government institutions, donors, financing institutions, the private sector, non-governmental organizations (NGOs) and civil society organizations to work together in ensuring the realization of the purpose and objectives of the CPF.

The MOA and FAO have agreed in principle to support a small unit in the MOA which will have responsibility for the development and monitoring of new projects and programmes under the CPF. Initial staffing and operating costs would be funded under a project that would be proposed by MOA for FAO-Technical Cooperation Programme (TCP) funding. The CPF Unit would work under the guidance of the existing MOA-CPF Steering Committee.

# 1. Introduction

This CPF has been prepared in order to revisit past technical cooperation between FAO and the Hashemite Kingdom of Jordan in light of the changes in the global food and agricultural situation and the changed circumstances of FAO and Jordan. The view of the recent Independent External Evaluation of FAO underpins this work, that the Organization must consider becoming more of a facilitator or knowledge manager to assist informed decision-making where the neutrality of FAO gives it an absolute comparative advantage. It should also be acknowledged that the limited resources of FAO must be complemented by carefully targeted investments from other international as well as domestic sources.

The Director-General of FAO has stressed the importance of a bottom-up country approach in the Organization's planning system to assure that the priorities set in its budget respond to the real needs of its Member Countries and provide the Organization with a demand-driven process to define work priorities and budget.<sup>2</sup> He also stated, "I see that much more prioritization is needed in our work to assure that the Organization will not try to do all the things but concentrate on those where it really can make a difference and bring added value to the resources that Member Countries entrust to it." The United Nations Secretary-General recently called for "... mobilizing all the human, financial, and political resources available to the United Nations, in order to catalyze the type of global collaboration that is possible, necessary, and timely. It will also require our renewed commitment to mobilize the international support measures required to address the socioeconomic development needs of countries in special situations."<sup>3</sup>

Preparation of the CPF involved several visits to Jordan of missions from the FAO Regional Office for the Near East (RNE)/Multidisciplinary Team for Oriental Near East (SNO) which worked closely with the MOA and met with officials from a number of other ministries as well as local and international institutions involved in agriculture and related sectors. The CPF process was guided by a Steering Committee that was chaired by the Secretary General of MOA. The draft framework was presented at a stakeholder consultation held in Amman in March 2012. Comments made at the meeting and received subsequently were incorporated into the present document.

This CPF will be considered to be operational from 2012. It is anticipated that the framework will remain relevant until the end of 2017. The closing date was chosen based on: the United Nations Development Assistance Framework (UNDAF) 2013-2017; an estimate of the resource requirements that can be mobilized in order to achieve expected outcomes/outputs; and expecting that the CPF Results matrix will be translated into biennial FAO Jordan COWPs. This CPF will, therefore, coincide with the two FAO Medium Term Plans 2010-2013 and 2014-2017, as well as three biennial cycles of FAO Programmes of Work and Budget, i.e. 2012-2013, 2014-2015 and 2016-2017. The CPF will

<sup>2</sup> FAO Council, Hundred and Forty-third Session, Rome, 28 November-2 December 2011.

<sup>3</sup> UN Secretary-General's Five-Year Action Agenda, 25 January 2012.

serve as an internal work planning instrument and as a communication tool for external partners. In the next cycle, CPF preparation should ideally start shortly before the UNDAF. Consequently, the Organization will be able to engage in the UNDAF in a more structured and fruitful way.

A mid-term review of the CPF 2012-2017 is scheduled for the year 2015. FAO and the government will also conduct biennial reviews to ensure that programmes will be promptly adjusted to the quickly evolving and economic environment and the GOJ planning process, in particular the ongoing MOA/EU agricultural programme review and the planned formulation, with support from FAO and other partners, of a longer term national agricultural development plan.

An implementation plan is not included within this CPF. Biennial COWPs will be prepared in consultation with the GOJ following a review by stakeholders of the activities undertaken thus far. The COWPs represent the operational link between FAO's strategic and operational planning frameworks and FAO country programming. The COWPs will delineate how the CPF results will be achieved operationally, in line with the financial resources that are likely to be available for the implementation of the activities identified within the programming framework, including expected FAO resources, government budget allocations, public or private investment, contributions from bilateral assistance and other domestic and international sources.



## **2. Situation Analysis**

### **National Context of Jordan's Agriculture**

The contribution of agriculture to the Jordanian economy was JD 517.8 million in 2010, or 4.2 percent of GDP, which is based on high annual growth rates of the sector in 2009 and 2010 at 18.4 percent and 8.2 percent annually, respectively. The labour force in the agricultural sector is estimated at 110 000 in 2011, or 6 percent of the total labour force, with 15 percent of the population depending on agriculture as its source of income. Females account for 63 percent of the labour force in agriculture. The share of agriculture in total exports is about 14.7 percent, while the share of agricultural imports is estimated at 14.3 percent in 2010. Selected agricultural indicators for the years 2000, 2005 and 2010 are shown in Annex 1.

Despite its small contribution to GDP, the agricultural sector is of importance in Jordan for its society and economy, and its role in political stability, as well as its central role in food security, rural development, providing job opportunities, and the forward and backward linkages of the sector. The agribusiness share in GDP was estimated at 22 percent in 2006.

The total population of Jordan is estimated at 6.2 million in 2012, with an annual natural growth rate of 2.8 percent. More than 81 percent of the population lives in an area of less than 19 percent of country, mainly in Amman, Irbid, Balqa and Zarqa governorates which have the most fertile land in the highlands. Almost 18 percent of the population is considered as rural and more than 74 percent is under 30 years of age. More than 27 percent is less than nine years old.

Jordan is divided into four geo-climatic regions, namely: the highlands, with a total area of 5 500 km<sup>2</sup>, and more than 350 mm of rainfall annually; the plains, which extend from the north to the south along the western borders of Badiah and the highlands with a total area of 10 000 km<sup>2</sup>; the Badiah, which lies to the east of the plains with an area of 68 700 km<sup>2</sup>, which represents 77 percent of the Kingdom's land area and receives less than 200 mm precipitation annually; and, finally, the Ghor (Jordan Rift Valley), which constitutes a part of the continental shelf and lies along the Jordan River, Dead Sea and Wadi Araba. This area is considered the biggest natural greenhouse, and the main irrigated agricultural area in the kingdom.

Farming in Jordan is heavily dependent on irrigation. The irrigated area represents less than 9 percent of the arable land. The total agricultural area under cultivation is 0.42 million hectares which represents 3 percent of the total land area of the Kingdom. However, actual total cultivated area is around 0.34 million hectares. The cultivated area is mainly under orchards, with 53 percent of the total cultivated area; field crops cover about 15 percent and vegetables some 32 percent; and the registered forest area is 0.13 million hectares.

Two main crop production systems are distinguished in Jordan, namely: irrigated farming in the Jordan valley which is irrigated by the King Abdullah canal; and the uplands (the plains and Badia) which depend on underground water for irrigation. These systems are characterized by intensive irrigation and modern farming methods. The main crops are vegetables, citrus and banana. The rainfed farming mainly in highlands mainly consists of olive, fruit and cereal production.

The total area cultivated under cereals ranged 0.05-0.13 million hectares during the last five years. The total production of cereals covers less than 6 percent of the total consumption of Jordan. Average cereals yield range from 650-1 000 kg/hectare in very good rainfall years. The most common cereals cultivated are wheat, barley, lentils and chickpeas.

The area of permanent crops (trees) is estimated at 0.18 million hectares, and 70 percent of this is rainfed. Olive is the most widely planted tree in Jordan with an area of 0.14 million hectares, or 75 percent of the total area planted by trees. Grapes, citrus and apple represent 8 percent, 4 percent and 3 percent, respectively.

The livestock sub-sector contributes some 56 percent to the total agricultural value added. Poultry production is considered well developed and the production of poultry meat and eggs fulfils the domestic demand and there is a capacity of exporting. Extensive sheep and goat raising is considered very important for sustainability of livelihoods in the Badia. The small ruminant production system evolved basically in response to highly variable rainfall and was supported by traditional grazing customs which allowed grazing on fallow land, and cereal.

Main agricultural exports by value are tomatoes, hydrogenated oil, and cucumbers and gherkins. The main export partners are Iraq, the Syrian Arab Republic, the United Arab Emirates and Saudi Arabia.

## **Agricultural Policies and Strategies**

The Jordanian agricultural sector is characterized by a free production and trade system with government guidance and support. The Agricultural Policy Charter (APC) was an attempt of the MOA to establish a comprehensive, well developed, documented and modern agricultural policy framework for Jordan. After the economic crisis that the country faced in 1989, Jordan adopted the economic Structural Adjustment Programme (SAP). One of the commitments under the SAP was to develop and implement the APC. The APC was an aspiration of all the key persons involved in the agricultural sector in Jordan. The process of the formulation of the APC started in 1990 and extended to the end of 1996. It was defined as a set of integrated economic tools and legislative and institutional measures that would be used by the government to achieve the long-term developmental goals of the agricultural sector. The government vision for the agricultural sector was to organize and develop the sector to attain developed, growing, diversified, and integrated agricultural

production that conserves the environment and natural resources, enhances self-dependency, and meets international, regional and domestic requirements.

The Agriculture Law No. 44 of 2002 defined the goals, roles and responsibilities of the MOA in organizing its programmes in the agricultural sector and developing it in line with the goals mentioned below. The law contains the same goals and objectives as stated in the Agricultural Policy Charter and the national strategy.

The agricultural development strategy for the years 2002-2010 covered strategies for irrigated agriculture in the highlands, irrigated agriculture in the Jordan valley, as well as rainfed agriculture, livestock and range and marketing. The strategy covered economic, social and environmental objectives. The Special Programme for Food Security in Jordan was formulated in collaboration with FAO. The programme aims at improving food security for poor rural households, mainly through improvement of agricultural productivity and production, increasing employment opportunities and promoting income generating activities.

Several other national policies and strategies in the sector include Forest Strategy, National Strategy and Action Plan to Combat Desertification, Comprehensive Food and Nutrition, Drought Mitigation, Poverty Alleviation and the National Agenda which is the framework for all the sector's activities.

In addition, several other strategies cover the integrated Arab programmes, such as Arabic sustainable agricultural development for the next two decades, emergency Arab food security programme, food security strategy for Arab and African countries.

## **Management and Governance**

A variety of public services are available to support agricultural and agribusiness development. These include extension support to farmers with emphasis on promoting low cost technologies, water saving devices and resource conservation; export marketing extension with respect to quality, grading, packing and the proper use of pesticides and chemicals; applied research which should maximize the return of water usage along with a technical package that increases the profit of the producer; agricultural credit which is being increasingly oriented to production patterns that have proved to possess comparative advantage or are environmentally beneficial, such as the cultivation of wheat and barley in rainfed areas and the rehabilitation of the range.

Many public institutions that provide or have a control over inputs, resources or activities of this sector characterize the agricultural sector. This causes duplication and interference between the activities and duties as well as the responsibilities of these bodies. The activities and the policies of these institutions affect the agricultural development in different ways, the weak and

in sometimes lack of coordination create conflict in policies and strategies that aim at developing the sector.

MOA is the main player in the development of the agricultural sector; and under the umbrella of the ministry there are two institutions: the Agricultural Credit Corporation that is responsible for the financing of agricultural projects and activities, and the National Center for Agricultural Research and Extension which is responsible for applied agricultural research, technology transfer and extension services. In addition, to MOA, the Ministry of Water and Irrigation (MWI) is responsible for management and allocation of water resources, including irrigation water, and it supervises the Jordan Valley Authority that is responsible for development in the Jordan Valley. Other concerned institutions are the Ministry of Industry and Trade, the Ministry of Planning, as well as universities and research institutes.

The private sector involved in the agricultural sector includes exporters, inputs traders, growers and farmers associations, which are associated in five main well-developed organizations, Agricultural Engineers Association, Veterinary Association, Agricultural Inputs Traders Association, Agricultural Outputs Traders Exporter, Vegetables and Fruit Producers and Experts Association. However, the Jordan Farmers Union is still suffering from the lack of financial and technical support. Furthermore there are many NGOs that are working in the field of rural and agricultural development.

The government has sought to coordinate the work of different institutions in the sector by establishing the agricultural council which is formed by different public as well farmers and private sector associations. Farmers and private sectors are represented in different boards in government but coordination between the private and public sectors is still insufficient and below expectations. Main challenges and opportunities for agricultural development in Jordan are summarized in Annex 2.

## **Jordan-FAO Cooperation and Main Lessons Learned**

FAO activities in Jordan have been covered mainly under regional projects with only four specific country-focused projects implemented in Jordan during the four years 2008-2011 for a total programme amount of US\$1.8 million. Details are provided in Annexes 3 and 4. No projects were approved specifically for Jordan in 2011 and one project was approved in 2010 for an amount of only US\$113 000. There have not been any comprehensive prioritization exercises for FAO assistance in the country, or any COWPs prioritization of FAO actions in consultation with national counterparts. It has been difficult to identify project impact due to the very limited financial allocations specifically targeted for Jordan and the absence of project outcome evaluations.

It is recommended, therefore, that FAO should henceforth focus on high-impact interventions with a more effective monitoring and evaluation system in place. Similarly, in addition to field operations, FAO should actively engage in policy advice and capacity development, advocating sustainable agricultural

and natural resources policies. FAO is well connected with the Jordanian institutions. The Organization should strengthen its position as a provider of high-value policy advice in agricultural and food security related issues. Consequently, the technical and financial capacities of the FAO Jordan Office should be enhanced for better planning, implementation, supervision and monitoring of agricultural policies and programmes.

In the context of cooperation with other development partners, FAO actively participated in the formulation of the UNDAF 2013-2017. The Organization has been requested by MOA to assist, together with other partner agencies, with the formulation of a longer term agricultural development plan.

Finally, FAO should take a proactive approach to strengthen coordination with the different development partners operating in Jordan in the agricultural and rural development sectors in view of creating synergies and raising additional funds in support of programme implementation.

### **3. FAO Comparative Advantages and Priority Areas**

By virtue of its stated mission, mandate and strategic framework FAO has comparative advantages in engaging in strategic areas which are derived from its capacity to act, drawn from its high level access and influence to government and stakeholders, resources (human, physical, financial) that it can mobilize, its track record in working in the agricultural sector, its coordination strength as a neutral broker, and its geographical spread worldwide.

FAO's capacity to act is enhanced by its technical expertise, available at headquarters, regional, sub-regional and country offices, which can be tapped to respond to need. The unique contribution that FAO brings to the agricultural and humanitarian sectors emanates from its well-tested approaches, methodologies, tools, guidelines, and practices. These and the experience gained, and lessons learned, give FAO a sense of direction in terms of competence to select together with stakeholders priority areas of intervention where its efforts can realize maximum impact.

At the regional and sub-regional levels, the Thirtieth FAO Regional Conference for the Near East<sup>4</sup> endorsed a Regional Priority Framework (RPF). The Oriental Near East Region (SNOPE)<sup>5</sup> subscribed to a Sub-Regional Priority Framework (SRPF) for FAO's work in the sub-region which closely resembles the RPF.

The regional and sub-regional priority frameworks are foreseen to support Member Countries in addressing national, sub-regional and regional priorities contributing to the Global Goals and Strategic Objectives as defined in FAO's Strategic Framework, fully aligned with the respective development agenda and global commitments and conforming to relevant programmes of the UN and other development partners. The RPF and the SNOPE will serve as tools for resource mobilization and for the development of cooperative programmes, involving donors from and outside the region and sub-region.

The following priority areas were identified for SNOPE (fully in line with the RPF) where FAO assistance is needed the most:

- A. Improving food security and nutrition for long term resilience
- B. Fostering agricultural production and improving food systems and livelihoods
- C. Sustainably managing natural resources for food security in the future
- D. Responding to climate change impacts and developing adaptation strategies
- E. Emergency, conflict and post-relief, rehabilitation and response

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<sup>4</sup> Khartoum, the Republic of the Sudan, 4-8 December 2010.

<sup>5</sup> Sub-Regional Priority Framework for the Oriental Near East (SNOPE), Cairo, Egypt, December 2011.

## 4. Programming Framework

The CPF provides a framework for FAO and the GOJ to work in partnership with local stakeholders to make a contribution to the development of the food and agricultural sector in Jordan. The sector is diverse and complex. The country has an institutional set up with multiple agencies sometimes involved in similar tasks with limited coordination and accountability. All of which contributes to the difficulty of making progress to improve the livelihood opportunities for those who rely directly or indirectly on agriculture.

Previous work written on agricultural public expenditure in Jordan suggests, based on assessment of comparative advantage, that the country may want to pursue a two phase agricultural sector strategy that first focuses on fresh fruit and vegetables and agro-processing for domestic and Gulf country markets, eventually followed by entry into European markets. MOA would need to align its functions around services it will provide, the most important of which are related to various dimensions of food quality and safety. Investing particularly in critical areas including logistics, food quality and safety, as well as research and development would facilitate this. In the longer-term it requires institutional reform that involves consolidating Jordan's fragmented agricultural expenditures under a single institution that supports a single strategy.

FAO can assist in this regard by providing independent advice on technical and implementation issues and can play a catalytic role based on its comparative advantage in the following thematic areas:

- High quality technical assistance and capacity building
- Piloting innovative approaches in critical areas
- Multilateral collaboration on transboundary problems
- Advocacy and a neutral adviser and broker

Based on these strengths, and appreciating the needs of Jordan, the CPF is organized around three major priority areas:

### **Priority Area A: Facilitate Multilateral Cooperation**

FAO will provide technical support to facilitate greater participation by Jordan in multilateral technical programmes. FAO will continue to support Jordan to access global public goods related to crucial areas such as trans-boundary crop problems, livestock and fish diseases and pests, fishery management, food safety and climate change. FAO will support other countries, particularly in the Near East region, to access centres of excellence in Jordan and integrate these centres into the work of FAO.

Under this priority area MOA has put forth the following priority programmes for donor consideration:

- Support establishment of veterinary quarantine in Aqaba

- Capacity building to support accreditation of pesticide laboratory according to ISO/IEC 17025
- Support Biosafety Level-3 Laboratory
- Antimicrobial residues in food of animal origin laboratory

### **Priority Area B: Support Government of Jordan Programmes**

FAO will provide high quality technical assistance and capacity building to transfer best practices, to learn from success stories in other countries, and to build the capacity of GOJ to develop and deliver projects and programmes.

FAO will also assist to strengthen local capacity to monitor, evaluate and propose mid term corrections in government agricultural sector and rural development projects and programmes.

MOA has put the following priority programmes forth for donor consideration:

- Control of insect pest *capnodis (capnodis tenebrionis buprestidae coleopteran)* on stone fruits
- Integrated pest management of tomato leaf-miner *Tuta Absoluta*
- Integrated pest management for date palm trees
- Capacity building in policy analysis, formulation and monitoring
- Farm management survey
- Capacity building of farmers in farm management
- Institutional capacity building of MOA
- Reactivate cooperative training institute

### **Priority Area C: Pilot Innovative Approaches**

FAO will work to develop innovative approaches with government, NGOs and private sector partners in agricultural and rural development, including the development of new value chains involving small scale farmers and livestock producers. Similarly, upgrading post harvest processes and value addition will require innovative approaches involving stakeholders beyond government. The success of earlier projects on strengthening production and marketing of Jordanian agricultural products may be expected to be a good starting point for further related work.

Under this priority area MOA has put forth the following priority programmes for donor consideration:

- Improving sheep breeding
- Improvement of food security at household level in rural areas
- Improvement of water canals to reduce losses
- Rangeland development in Badia
- Introduction of methods of water harvesting in rangeland
- Develop organic farming; qualify and train staff and establish a model farm enterprise
- Agricultural equipment to strengthen the Jordanian Cooperatives Corporation's (JCC) services to producers



## **5. Resource Requirements and Funding Arrangements**

A preliminary estimate of resource requirements by CPF priority area is provided in Annex 5, together with an indication of funding that is already committed to selected projects. Clearly at this stage only orders of magnitude are indicated and estimates will need to be refined as annual/biennial work plans are prepared and specific projects/programmes are developed jointly with donors and financing institution partners.

FAO's Regular Programme resources are limited in relation to the requirements for implementing the proposed framework. Therefore, FAO is prepared to assist with the development of specific projects for consideration for funding by partner financing institutions. The FAO Investment Centre Division (TCI) is well placed to assist with this work through its technical expertise, country knowledge and its cooperative arrangements with the World Bank, IFAD and other international financing institutions.

In 2011, FAO introduced a corporate Resource Mobilization and Management Strategy which will guide the Organization's efforts in mobilizing the resources required to match Members' priorities. The Strategy focuses on forging resource partnerships built on trust and mutual accountability. It aims to achieve higher and more predictable voluntary contributions that fully support FAO's achievements. In particular, it will work towards consolidating, diversifying and expanding FAO's resource partnerships; creating a wide awareness of FAO's priority areas and resource requirements; promoting an enhanced capacity for resource mobilization throughout the Organization; and ensuring that resources are effectively managed for results, which are reported to the governing bodies and external partners.

Projects funded under the FAO Technical Cooperation Programme (TCP) will play an important role in the implementation of this programme framework. The TCP aims to provide FAO's technical expertise to its Member countries through targeted, short term, catalytic projects. These projects address technical problems in the fields of agriculture, fisheries, forestry and rural livelihood that prevent Member countries from implementing their rehabilitation and development programmes. The TCP may be used in all areas of action that pertain to FAO's mandate and competence and which are covered by the Organization's Strategic Framework. The budget of each project is limited to US\$500 000 with a maximum duration of two years.

The FAO Representative manages a TCP Facility to respond to government requests for urgent small scale technical activities. Finally, FAO operates the TeleFood programme which is intended to raise awareness about hunger and to support projects involving small farming communities. The budget of each project is limited to US\$10 000 with a maximum duration of one year.

## 6. Implementation, Monitoring and Evaluation

### Prerequisites for Implementation

FAO is working to ensure that its emergency, relief, recovery, rehabilitation, development and policy programmes are better linked together in its country programmes. The intention is to cut across the conventional divide between emergency interventions and development programmes, unifying their overall management under the responsibility of the FAO Representative.<sup>6</sup> The approach requires, *inter alia*:

- Integration of FAO's country-level programming of emergency and development activities as described in the new CPF Guidelines.<sup>7</sup>
- Application of the corporate approach to mobilize resources from partners under FAO's new Resource Mobilization and Management Strategy as mentioned above.<sup>8</sup>
- Implementation of the set of actions arising from the Vision for the Structure and Functioning of FAO's Decentralized Offices Network.<sup>9</sup>
- Integrating Food and Nutrition Security into Country Analysis and the UNDAF.<sup>10</sup>
- Mainstreaming gender issues into FAO's country support to agriculture and rural development and its contribution to UN joint programming. However while it is recognized that gender equality is a cross-cutting issue, future COWPs and CPFs need to systematically include these gender concerns in their preparation process and priorities, outcomes and outputs.

The weaknesses which risk undermining the capacity of the FAO Jordan Office to operate and manage a larger volume of programmes efficiently and effectively should be addressed; its administrative, financial and information technology capacity needs to be strengthened; and the field team should eventually be staffed with sufficient well-trained individuals who have the skill mix and experience required to manage the programmes.

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<sup>6</sup> FAO Director-General, FAO Council, Hundred and Forty-third Session, Rome, 28 November-2 December 2011.

<sup>7</sup> A Guide to the Formulation of the Country Programming Framework. FAO, 2011.

<sup>8</sup> [http://www.fao.org/fileadmin/user\\_upload/bodies/Progr\\_Comm/PC\\_108-documents/MC062E\\_JM2011\\_2-4ResourceMobilization\\_.pdf](http://www.fao.org/fileadmin/user_upload/bodies/Progr_Comm/PC_108-documents/MC062E_JM2011_2-4ResourceMobilization_.pdf)

<sup>9</sup> [http://typo3.fao.org/fileadmin/user\\_upload/IEE/Vision\\_CoCIEE\\_Feb23\\_e.pdf](http://typo3.fao.org/fileadmin/user_upload/IEE/Vision_CoCIEE_Feb23_e.pdf)

<sup>10</sup> Integrating Food and Nutrition Security into Country Analysis and the UNDAF: A Guidance Note for United Nations Country Teams. United Nations Development Group, October 2011.

## **FAO Jordan Office Work Plans**

The CPF describes a framework for cooperation up to the end of 2017 with the understanding that biennial COWPs will be developed. The preparation of the work plans would include a stakeholder consultation in which the FAO Jordan Office reports on the results delivered in the previous years and proposes a plan for the following years.

## **MOA-FAO Cooperation for Implementation of the CPF**

The MOA and FAO have agreed in principle to support a small unit in the MOA which will have responsibility for the development and monitoring of new projects and programmes under the CPF. Initial staffing and operating costs would be funded under a project that would be proposed by MOA for FAO-TCP funding. The CPF Unit would work under the guidance of the existing MOA-CPF Steering Committee.

## **Partnerships**

The CPF is intended to form the basis for the coordination of FAO programmes within the UNDAF. The development of biennial COWPs will facilitate the integration of the work of FAO into the planning and reporting processes undertaken by the UN Resident Coordinator's Office in Jordan.

## **Priorities, Results, Monitoring and Evaluation**

Details on CPF priorities, country sector priorities and links with the UNDAF and other frameworks are shown in Annex 6. The FAO Jordan Office will monitor the delivery of the outputs with accountability to stakeholders in Jordan being discharged through the annual stakeholder consultation as mentioned above.

A CPF results and monitoring matrix is provided in Annex 7. The annual report submitted by the FAO Representative to FAO headquarters, RNE and SNO and will also continue to account for the use of funds entrusted to the FAO Country Office and for delivery of the outputs and activities under its responsibility.

A monitoring and evaluation framework will be developed which will provide indicators for the outcomes and outputs. This framework will be updated every two years as part of the work review and planning process. The incremental additions will produce an evaluation matrix that can be utilized at the end of the framework period (2017).