

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II

Project Design Report

Main report and annexes

Mission Dates: 06/09/2025 19/09/2025

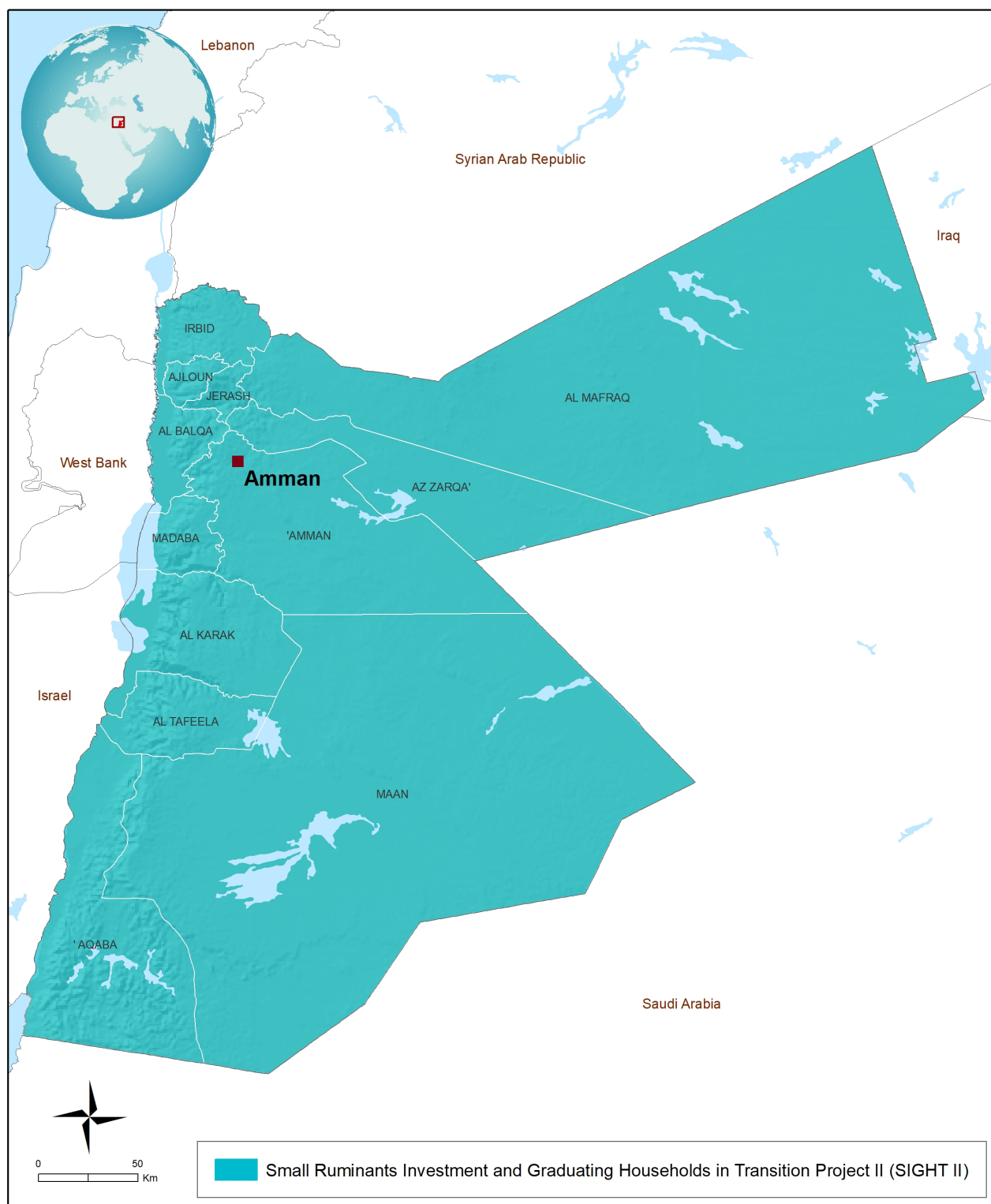
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Map of the Project Area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 22-09-2025

Abbreviations and Acronyms

ACC	Agricultural Credit Corporation
ACSAD	Arab Center for the Studies of Arid Zones and Dry Lands
AI	Artificial Insemination
AWPB	Annual Work Plan and Budget
BRAM	Borrowed Resources Access Mechanism
CAHWs	Community Animal Health Workers
CLPE	Country Level Policy Engagement
COI	Core Outcome Indicator
CSN	Country Strategy Note
EFA	Economic and Financial Analysis
EIDSS	Electronic Integrated Disease Surveillance System
ESCMP	Environmental, Social and Climate Management Plan
ESMP	Environmental and Social Management Plan
FAO	Food and Agriculture Organization
FFS	Farmer Field Schools
FIES	Food Insecurity Experience Scale
FMM	Financial Management Manual
FMD	Foot and Mouth Disease
GEF	Global Environment Facility
GHG	Greenhouse Gas
GI	Geographic Indication
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GRM	Grievance Redress Mechanism
IFAD	International Fund for Agricultural Development
IFR	Interim Unaudited Financial Report
IPCC	Intergovernmental Panel on Climate Change
IPRM	Integrated Project Risk Matrix
IsDB	Islamic Development Bank
IsDBI	Islamic Development Bank Institute
IUCN	International Union for Conservation of Nature
JBA	Jordan Bankers Association
JFDA	Jordan Food and Drug Administration
JONEPS	Jordan National E-Procurement System
JOHUD	Jordanian Hashemite Fund for Human Development
JPWork4Women	Joint Programme "Promoting Productive Employment and Decent Work for Women in Egypt, Jordan, and Palestine"
JREEEF	Jordan Renewable Energy and Energy Efficiency Fund
JSMO	Jordan Standards and Metrology Organization
JUST	Jordan University of Science and Technology
JVA	Jordanian Veterinarian Association
KAP	Knowledge Action Plan
KM	Knowledge Management
LITS	Livestock Identification and Traceability System
MEL	Monitoring, Evaluation and Learning
MFIs	Microfinance Institutions
MIS	Management Information System
MoA	Ministry of Agriculture

MoE	Ministry of Environment
MoPIC	Ministry of Planning and International Cooperation
MSMEs	Micro, Small and Medium Enterprises
MRV	Monitoring, Reporting and Verification
MTR	Mid-Term Review
NAF	National Aid Fund
NARC	National Agricultural Research Center
NDC	Nationally Determined Contributions
NGO	Non-Governmental Organization
NPL	Non-Performing Loan
ORMS	Operational Results Management System
OSH	Occupational Safety and Health
PAL	Procurement Arrangement Letter
PBAS	Performance-Based Allocation System
PCR	Project Completion Report
PDT	Project Design Team
PEFA	Public Expenditure and Financial Accountability
PFI s	Participating Financial Institutions
PFS	Pastoral Field Schools
PIM	Project Implementation Manual
PM	Procurement Manual
PMU	Project Management Unit
PSC	Project Steering Committee
PTCC	Project Technical Coordination Committee
PPR	Peste des Petits Ruminants
PRM	Procurement Risk Matrix
REGEP	Rural Economic Growth and Employment Project
REGEP-UP	Rural Economic Growth and Employment Project - Upgraded/Scale-up
SDGs	Sustainable Development Goals
SECAP	Social, Environmental and Climate Assessment Procedures
SEP	Stakeholder Engagement Plan
SESCAP	Social, Environmental and Climate Assessment Procedures Standards
SIGHT	Small Ruminants Investment and Graduating Households in Transition Project
SIGHT-II	Small Ruminants Investment and Graduating Households in Transition Project II
SMEs	Small and Medium Enterprises
SPDs	Standard Procurement Documents
SWOT	Strengths, Weaknesses, Opportunities, Threats
ToR	Terms of Reference
UNFCCC	United Nations Framework Convention on Climate Change
UNGC	United Nations Global Compact
UNW	UN Women
WB	World Bank
WFP	World Food Programme
WOAH	World Organization for Animal Health

In line with IFAD mainstreaming commitments, the project has been validated as:

☒ Be gender transformative ☒ Be youth sensitive ☒ Be nutrition sensitive ☐ Prioritize persons with disabilities ☐ Prioritize indigenous peoples ☒ Include climate finance ☒ Build adaptive capacity

Executive Summary

Who: The Small Ruminants Investment and Graduating Households in Transition Project – Phase II (SIGHT-II) is led by the Ministry of Agriculture (MoA) of the Hashemite Kingdom of Jordan, with implementation support from the National Agricultural Research Center (NARC), the Agricultural Credit Corporation (ACC), and a range of national and international partners. The project targets rural smallholders, particularly women and youth, engaged in small ruminant value chains across Jordan.

What: SIGHT-II aims to increase the resilience, productivity, and profitability of Jordan's small ruminant sector. It addresses interconnected challenges such as low productivity, climate vulnerability, limited market access, weak veterinary and breeding services, and structural barriers for women and youth. The project will deliver essential livestock services, promote climate-resilient technologies, support sustainable rangeland and water management, and enhance value addition and financial inclusion.

Where: The project is implemented nationwide, with a focus on the most vulnerable governorates: Ma'an, Karak, Tafilah, and Mafrq. These areas are prioritized based on poverty, unemployment, livestock population, water access, sector development potential, and climate vulnerability.

When: SIGHT-II is designed as a six-year intervention, building on the achievements and lessons of SIGHT-I and other IFAD-supported projects in Jordan. The project is scheduled to run from 2026, with a completion phase and administrative closure included.

Why: Jordan's rural areas face persistent poverty, unemployment, and food insecurity, exacerbated by climate change and limited fiscal space. The small ruminant sector is vital for rural livelihoods but is constrained by feed and water shortages, weak services, and market barriers. SIGHT-II responds to national strategies for agricultural development, food security, climate adaptation, and inclusive rural transformation, aiming to reduce rural poverty, enhance food security, and promote sustainable, climate-resilient growth.

How: The project operates through three interlinked components: (1) Strengthening productivity and climate resilience of small ruminant production; (2) Supporting investments in the small ruminant value chain; and (3) Policy support and project coordination. It employs a holistic, value chain approach, mainstreaming gender, youth, nutrition, and climate adaptation across all activities. Implementation is managed by a dedicated Project Management Unit (PMU) within MoA, with robust governance, monitoring, and partnership arrangements.

Context: Jordan remains politically stable but faces significant socioeconomic pressures, including high unemployment, rising debt, and acute water scarcity. Agriculture is a small but vulnerable sector, with rural poverty concentrated in the southern and northern governorates. National policies increasingly emphasize climate-resilient, market-oriented agriculture and inclusive access to finance, but gaps remain in livestock systems (despite the growing exports of Jordanian small ruminants to the Arabian Peninsula and the high demand of dairy products in Jordan), advisory services, infrastructure, and tailored financial products. The small ruminant sector is crucial for rural livelihoods, especially among the poorest. However, smallholders face major constraints in feed, water, animal health, and market access. Women and youth are central to production but face structural barriers. The government is committed to scaling up successful approaches from SIGHT-I and other IFAD projects.

Strategic Alignment: SIGHT-II is fully aligned with IFAD's Strategic Framework and Jordan's national priorities, including the National Strategy for Agricultural Development, Food Security Strategy, and Nationally Determined Contributions (NDCs) under the Paris Agreement and The National Financial Inclusion Strategy (2023-2028). The project supports the United Nations Sustainable Development Cooperation Framework and creates synergies with other donor-funded initiatives. It builds on lessons from SIGHT-I and REGEP, emphasizing inclusive rural transformation, climate resilience, and sustainable livelihoods.

Theory of Change: SIGHT-II's theory of change is built on four mutually reinforcing pathways:

1. **Climate Resilience:** Improved genetics, animal health, sustainable feed and water solutions, and climate-smart training to increase productivity and reduce vulnerability.
2. **Economic Resilience:** Tailored financial products, value chain upgrading, livelihood diversification and market access to scale enterprises and generate employment.
3. **Policy Engagement:** Field evidence and inclusive dialogue to inform reforms in veterinary services, feed balance, and financial inclusion.
4. **Women and Youth Empowerment:** Targeted grants, skills training, and nutrition education to strengthen agency, leadership, and wellbeing.

Targeting Strategy: The project targets 14,000 small ruminant farmers (about 50% of the national total), with a focus on the poorest and most vulnerable. Women and youth represent 40% and 15% of beneficiaries, respectively. Pro-poor eligibility criteria ensure effective outreach, and a mix of self, direct, and geographical targeting is used. Private multipliers and commercial farmers are engaged for public goods and sector-wide benefits.

Objectives and Outcomes: The overall goal is to increase resilience, food and nutrition security among rural smallholders, contributing to sustainable, inclusive, and climate-resilient food systems. The Project Development Objective is to sustainably improve resilience, profitability, and value chain contribution to livelihoods. Outcomes include:

- Increased productivity and climate resilience through breeding, veterinary services, rangeland restoration, and climate-smart training.
- Enhanced incomes and inclusion via improved market access, value addition, and financial services.
- Strengthened policy and institutional frameworks for sustainable investment and coordination.

Components and Activities: the project includes 3 technical components. Each component comprises of the following main activities

Component 1: Strengthening productivity and climate resilience of small ruminants' production

- Upgrading breeding stations and veterinary laboratories.
- Disseminating improved genetics and supporting digital livestock identification.
- Supporting disease control and proximity veterinary services.
- Restoring rangelands, promoting rainwater harvesting, and piloting alternative feed.
- Scaling up Farmer Field Schools (FFS) and technical training, including on food safety and nutrition education

Component 2: Supporting investments in the small ruminants' value chain

- Rehabilitating livestock markets and constructing new facilities.
- Supporting women, youth, and microentrepreneurs with grants and technical assistance.
- Facilitating market access, product promotion, and certification, in compliance with healthy food standard Providing financial literacy , technical assistance to ACC, and tailored credit lines.

Component 3: Sub-Component 3.1: Policy support and project coordination.

- Generating knowledge products for policy dialogue.
- Providing technical expertise for policy and institutional development.
- Supporting monitoring and reporting of greenhouse gas emissions.

Sustainability and Scaling: SIGHT-II's sustainability strategy is multi-dimensional:

- **Institutional:** Building on MoA and partner capacities.
- **Socio-economic:** Linking investments to market incentive
- s and holistic value chain support.
- **Technical:** Promoting digital tools and private sector engagement.
- **Financial:** Leveraging ACC and co-financing mechanisms.
- **Environmental:** Emphasizing circular economy, resource efficiency, and climate adaptation.

Innovations include digitalization, public-private partnerships, community-based management, and climate-resilient infrastructure. An exit strategy is embedded, focusing on capacity building, progressive transfer of responsibilities, and integration into policy frameworks.

Project Financing: The total project cost is USD 34 million over six years, with financing from IFAD PBAS Loan, ACC, Adaptation Fund, Pandemic Fund, government contributions, and beneficiaries. A financing gap of USD 10.4 million (30.7%) may be sourced through subsequent resources cycles (under financing terms to be determined and subject to internal procedures and subsequent Executive Board approval) or by cofinancing identified during implementation.

Hashemite Kingdom of Jordan Small Ruminants Investment and Graduating Households in Transition Project I (SIGHT II) Components by Financiers (US\$ '000)																
	IFAD PBAS		FINANCING GAP		ACC (IFI) Credit Corporation		PANDEMIC FUNDS		ADAPTATION FUNDS		Beneficiaries contribution		Government of Jordan		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
A. Strengthening productivity and climate resilience of small ruminants' production																
1. Support to national breeding programme and veterinary services for small ruminants.	2 191.6	21.9	3 352.9	33.6	-	-	2 411.7	24.1	-	-	34.0	0.3	1 999.1	20.0	9 969.4	29.4
2. Strengthening Adaptive Capacity through Sustainable Feed and Water Systems	84.9	1.6	578.3	11.2	-	-	-	-	3 555.8	69.0	163.6	3.2	772.2	15.0	5 154.9	15.2
3. Building capacities and awareness of producers	156.6	11.2	709.7	50.9	-	-	-	-	305.5	21.9	-	-	223.2	16.0	1 395.0	4.1
Subtotal Strengthening productivity and climate resilience of small ruminants' production	2 433.1	14.7	4 640.9	28.1	-	-	2 411.7	14.6	3 861.3	23.3	197.6	1.2	2 994.6	18.1	16 539.3	48.6
B. Supporting investments in the small ruminants' value chain																
1. Market access and value addition	759.3	8.6	3 614.6	40.7	-	-	201.9	2.3	3 298.3	37.2	491.3	5.5	509.1	5.7	8 074.5	26.1
2. Access to finance	633.2	12.8	727.2	14.7	2 000.0	40.4	-	-	1 042.1	21.1	501.6	10.1	45.0	0.9	4 949.1	14.6
Subtotal Supporting investments in the small ruminants' value chain	1 392.5	10.1	4 341.8	31.4	2 000.0	14.5	201.9	1.5	4 340.4	31.4	992.9	7.2	554.1	4.0	13 823.6	40.7
C. Policy support and project coordination.																
1. Policy support	97.5	16.4	131.4	22.1	-	-	108.5	18.2	162.5	27.3	-	-	95.2	16.0	595.0	1.8
2. Project management	635.9	20.9	1 526.7	43.6	-	-	127.9	4.2	850.9	28.0	-	-	100.7	3.3	3 042.1	8.9
Subtotal Policy support and project coordination.	733.4	20.2	1 458.1	40.1	-	-	236.4	6.5	1 013.4	27.9	-	-	195.9	5.4	3 637.2	10.7
Total PROJECT COSTS	4 559.0	13.4	10 440.9	30.7	2 000.0	5.9	2 850.0	8.4	9 215.1	27.1	1 190.5	3.5	3 744.5	11.0	34 000.0	100.0

Economic and Financial Analysis: the results of the economic analysis show that the SIGHT II project is financially viable, with an internal economic rate of return of 24.67% and a net present value of \$93 million, for an economic opportunity cost of capital of 10%. These results are very encouraging, especially considering that some benefits generated by the project, such as capacity building, are difficult to quantify and have not been included in this analysis. The sensitivity analysis, considering upward variations in costs or a downward variation in project revenues, also confirms its robustness.

Organisational Set-up and Governance: MoA leads implementation, with a dedicated PMU structured around the three technical components and supported by cross-cutting functions (finance, procurement, gender, M&E, etc.). The PMU coordinates with NARC, ACC, cooperatives, civil society, and private sector partners. Governance is provided by a Project Steering Committee (PSC) and a Project Technical Coordination Committee (PTCC).

IFAD Supervision: IFAD provides direct supervision and implementation support, including annual missions, mid-term review, and completion reporting. Supervision ensures alignment with national strategies, compliance, and adaptive management.

Planning, Monitoring, and Evaluation: A robust MEL system is established, with digital MIS, regular surveys, and participatory planning. Outcome and impact measurement is integrated, with learning loops and adaptive management embedded in project processes.

Knowledge Management and Policy Engagement: Knowledge generation and policy engagement are mainstreamed, focusing on livestock sector strategy, animal health, and GHG monitoring. Partnerships with technical agencies and multi-stakeholder platforms support evidence-based policy and operational learning.

Target Group Engagement: Engagement occurs at all levels, with tailored capacity building, feedback mechanisms, and grievance redress systems. Social inclusion and targeting are strictly monitored, with compliance to environmental and social safeguards.

Strategic Partnerships: SIGHT-II leverages partnerships with government, donors, research institutions, and the private sector to extend impact and ensure technical excellence.

Financial Management and Procurement: The PMU manages financial planning, accounting, disbursement, and reporting, with strong internal controls and external audit. Procurement follows national and IFAD guidelines, with risk management and capacity building for staff.

Risk Management and Implementation Readiness: Risks are systematically identified and mitigated, including macroeconomic, organizational, financial, procurement, environmental, and social risks. Implementation readiness is ensured through early establishment of systems, staff, and agreements.

Key Risks and Mitigation: SIGHT-II faces several risks typical of complex, multi-partner rural development projects in Jordan's challenging context. The main risks and mitigation strategies are:

- **Macroeconomic & Country Risks:** High public debt, regional instability, and high dependence on imports may affect project financing and rural livelihoods.
Mitigation: Project grant co-financing, employment generation, and climate-resilient practices.
- **Organizational & Financial Risks:** Limited staff capacity, complex fund flows, and inconsistent internal controls could cause delays or mismanagement.
Mitigation: Strengthening the PMU, clear roles, regular training, robust financial controls, and external audits.
- **Procurement Risks:** Hybrid procurement systems and capacity gaps may slow implementation.
Mitigation: Use of IFAD guidelines, staff training, and improved contract management.
- **Environmental & Climate Risks:** Water scarcity and drought, rangeland degradation, and climate change and more frequent/extreme weather events threaten outcomes.
Mitigation: Activities include rainwater harvesting, rangeland restoration, and climate-smart training.
- **Social Risks:** Potential exclusion of vulnerable groups, child labor, or gender-based violence.
Mitigation: Strict targeting, social inclusion training, and accessible grievance mechanisms.
- **Technical & Implementation Risks:** Scaling up public programs and technical gaps may hinder delivery.
Mitigation: Focused partnerships, capacity building, and simple, cost-effective systems.
- **Monitoring & Stakeholder Risks:** Gaps in data tracking or ineffective grievance systems could reduce accountability.
Mitigation: Digital MIS, regular reviews, and early operationalization of grievance redress mechanisms.

Overall, SIGHT-II adopts a proactive, adaptive risk management approach, with regular reviews to keep the project on track for transformative, inclusive, and climate-resilient outcomes.

Chapter 1: Context

1.1 Project in brief

1. Small Ruminants Investment and Graduating Households in Transition Project – phase II (SIGHT-II), implemented by the Ministry of Agriculture (MoA), will build on lessons from SIGHT-I to support climate resilient transformation of small-ruminants value chains. The project goal is to “increase resilience and food and nutrition security of rural smallholders engaged in small ruminants value chains, thereby contributing to sustainable, inclusive and healthy food systems”, and the Project Development Objective (PDO) is to “sustainably improve, resilience, profitability, and small-ruminants value chains contribution to smallholders’ livelihoods”. It will be achieved by strengthening delivery of essential livestock services (breeding, animal health, identification, extension), adoption of resilient and adaptive production technologies (genetics, animal health, water, feed and fodder), supporting sustainable rangelands management and water conservation, as well as enhancing and diversifying value addition, access to market and financial services. It will be implemented over a 6-year period with total financing of USD 34 million.

1.2 National or Regional Context

2. Jordan remains a politically stable country in a fragile region, with the Hashemite monarchy retaining broad authority. However, regional conflicts—particularly in Gaza Strip and southern Lebanon—continue to pose risks to internal stability and economic performance. The new government appointed in late 2024 under Prime Minister Jafar Hassan faces mounting socioeconomic pressures linked to high unemployment, rising debt, climate-induced water scarcity, and a limited fiscal space to respond to growing social needs.
3. Economically, real GDP growth has increased to **2.7%** in the first half of **2025**, compared to **2.3%** in the same period of **2024**. Agriculture contributes less than 5% of GDP and remains highly vulnerable to climate change and more frequent/ extreme weather events due to heavy reliance on rainfall and declining water resources. Public debt stands at around 119% of GDP^[1], as of August 2025, which is creating challenges to expand rural and agricultural support services. At the same time, poverty remains an issue in rural areas, particularly in the southern governorates of Ma'an, Karak, Tafilah and Mafraq, where these governorates are more vulnerable to multidimensional poverty, unemployment, and food insecurity. Population in Mafraq (58%), Karak (23%), Ma'an (25%), and Aqaba (26%) falls in the lowest wealth quintile.^[5]
4. Jordan has made progress in defining inclusive rural development policies. Key strategies include the National Strategy for Agricultural Development (2020–2025), National Food Security Strategy (2021–2030), National Financial Inclusion Strategy (2023–2028), National Climate Change Policy (2022–2050) and the updated Nationally Determined Contributions (NDCs). These policies underscore the need for climate-resilient, market-oriented agriculture, stronger rural institutions, and more inclusive access to finance^[2]—core areas of support under SIGHT-II. However, persistent gaps remain in the implementation of integrated livestock systems, farmer advisory services, value chain infrastructure, and financial products tailored to poor rural producers.
5. The livestock sector, and small ruminants in particular, play a vital role in rural livelihoods^[3], especially in the poorest areas. Jordanian small ruminants exports (live animals) have been constantly increasing during the last years with the Arabian Peninsula and Saudi Arabia as main destinations (until September 2025, more than 600,000 heads of sheep and goats have been exported with estimates to reach 700,000 by the end of the year). In Jordan, the demand for dairy products is also growing but faces issues related to constant small ruminants supply. Yet smallholders face increased temperatures (future climate scenarios indicate an increase in average temperatures of up to 4°C) and prolonged droughts (extreme heat and drought are expected every five years) leading to compromised animal welfare and decrease of productivity, fodder and water shortages, rising feed costs, weak access to markets, and limited public or private extension services. Women and youth—central to small ruminant production and processing—continue to face structural barriers such as mobility restrictions and bias in employment resulted from cultural norms, unequal access to productive assets, financial services, markets, and decision-making spaces.
6. The Government has expressed strong interest in scaling up IFAD-supported approaches. SIGHT-II will align with national priorities and leverage lessons from past operations, notably SIGHT-I and REGEF, to strengthen public-private coordination and institutional delivery mechanisms.

1.3 Strategic Alignment

7. SIGHT-II is fully aligned with the IFAD Strategic Framework (2016–2025) and mainstreaming priorities, supporting inclusive and sustainable rural transformation by building the resilience and productivity of small ruminant producers in Jordan's poorest rural areas. At country level, the project is strategically embedded in the Jordan CSN 2025–2026, contributing to its dual objectives of increasing the resilience of poor rural households and strengthening the institutional environment for inclusive rural transformation. It also supports key priorities under the United Nations Sustainable Development Cooperation Framework (2023–2027), particularly under Outcomes 1 and 4 on sustainable livelihoods and climate resilience.^[1]
8. SIGHT-II directly responds to national development priorities, including the National Strategy for Agricultural Development (2020–2025), the National Food Security Strategy (2021–2030), the National Strategy and Action Plan to Combat Desertification, the National Biodiversity Strategy and Action Plan, National Strategy for Women (2020–2025) The Youth and Women Empowerment Strategy in the Water Sector (2025–2028), The National Youth Strategy (2019–2025), The Jordan's National Nutrition Strategy (2020–2030) as well as the National Climate Change Policy (2022–2050), and Jordan's updated Nationally Determined Contributions (NDCs) under the Paris Agreement and the National Adaptation Plan. The project advances climate-resilient food system transformation by supporting small ruminant value chains, enhancing access to water and rangeland management, and improving access to productive assets, services and infrastructure for smallholders—particularly women and youth. In doing so, the project will also contribute to Jordan's commitments under the SDGs, particularly on poverty (SDG1), food security (SDG2), gender equality (SDG5), reduced inequalities (SDG10), and climate action (SDG13).
9. The project builds on the successful implementation model of the first phase, and creates operational synergies with other IFAD-financed interventions in Jordan, notably REGEF and the upcoming REGEF-UP, which support horticulture value chains in different target areas, and implements similar mechanisms for access to finance and access to market. Through the development partners coordination group that was created by IFAD and FAO, SIGHT-II will also coordinate closely with national programmes supported by FAO, WFP, the World Bank (WB), GIZ, and the European Union (EU), particularly those targeting water use efficiency, rural livelihoods, and sustainable natural resource management.

1.4 Portfolio and Lessons Learned

10. **Portfolio:** Since 1982, IFAD has supported nine projects in Jordan with a total cost of US\$253.8 million, including US\$104 million in IFAD financing. The current portfolio includes one active project, the Small Ruminants Investment and Graduating Households in Transition (SIGHT) project, focused on livestock value chains and ending in December 2025. The Rural Economic Growth and Employment Project (REGEF), promoting horticulture, fruit and vegetables value chains, was recently completed in

September 2025. REGEUP, a scale-up of REGE, is under final approval. These interventions are fully aligned with the strategic objectives set out in the Jordan CSN 2025–2026, which prioritizes inclusive rural transformation, climate resilience, and sustainable livelihoods. Jordan's performance-based allocation for IFAD13 is US\$19.56 million, .

11. **Lessons learned:** SIGHT-II builds on IFAD's portfolio in Jordan, notably the SIGHT-I and REGEUP projects, the most recent projects. Key lessons and success stories from current and previous projects in the portfolio to be used and upscaled at national level include:
 - **Breeding programme had a good impact on productivity, but its sustainability requires higher private sector participation and beneficiary contribution.** Involving breeding partners is needed to enlarge the genetic selection base but modalities of participation of breeders need to be simplified to ensure sustainability. Artificial Insemination (AI) happened to be the most efficient and cost-effective method for dissemination of improved genetics, reaching out 74% of all beneficiaries of the breeding programme while dissemination of animals only reached out the remaining 26%. Its sustainability remains subject to the capacity of the Government to subsidize the mechanism, and ability of the private sector to take over part of the services. However, MoA has reiterated its willingness and commitment to maintain subsidies for AI. Also, young veterinary graduates who are entering the private market in large numbers show a strong interest for this activity, which can provide a good additional income. Farmers who have now been able to see the impact of AI on their flocks, have adopted the practice at 96.9% (versus 30.4% in the control group), according to the final outcome survey, and are in their vast majority ready to contribute to the AI costs,
 - **Productivity challenges other than genetics need to be addressed.** While SIGHT was mostly addressing challenges related to genetic potential of animals, with good impact on productivity(+46% of milk yield according to final outcome and impact survey), access to feed, water and animal health services appeared to be equally challenging production constraints, affecting resilience, productivity and profitability. Access to feed and fodder is strongly impacted by climate change, and crop residues and rangelands only cover 3 to 5 months of needs annually depending on the regions, while the balance has to be covered by purchased feed, which represents around 60% of the total production cost and is mentioned as the first production constraint in the qualitative final outcome assessment.
 - **Rangelands Management requires participatory approaches from the onset.** Local communities need to be involved in the selection of the rangelands to be restored, the species to be planted, the techniques to be used for water conservation, as well as monitoring and management. Lessons from projects implemented by other partners indicate a 5-fold increase in the biomass productivity when such approaches were adopted.
 - **Capacity Building of farmers through FFS should be more practical and focused on priority target groups.** Farmer Field School (FFS) mechanism was an efficient approach to address farm level constraints, had a good impact on livestock management practices , and allowed reaching out a high percentage of women (61%) and youth (39%). However, the methodology should be improved to be more practical and aligned on production calendar, in line with FFS principles, but also better tailored to reach out smaller farmers who were not sufficiently involved in FFS under SIGHT.
 - **Access to markets requires more holistic approach** Access to markets is limited by weak business linkages between value chain actors, inadequate technical and business capacities of actors, lack of access to finance and information, and inadequate infrastructure. Building on past IFAD projects that failed to directly link smallholders farmers to export markets the project will prioritize local markets and will support compliance with food safety standards. Nonetheless, the Arabian Peninsula remains an important market for live animals and a strategic objective for the MoA. The project will support compliance with export quality requirements.
 - **Rural finance access requires more tailored financial products.** Lessons from previous projects indicate the importance of developing tailored agricultural financial products (especially for the livestock sector), and the necessity to provide financial education to loan beneficiaries to foster credit discipline and facilitate financial inclusion. In certain cases promoting Islamic finance products could boost the demand for the financial products, but also tailored non-Islamic products attract demand from the potential loanees. Technical capacity building to beneficiaries through FFS should, when possible, proceed their access to finance.
 - **Agricultural Credit Corporation (ACC).** Initially during the first years of SIGHT-I implementation, the disbursement rates of ACC were low essentially linked to issues related to targeting, then ACC performance has improved the following years once the targeting approach was clarified. The overall performance of ACC in SIGHT-I was satisfactory despite additional issues related to reporting and assessing the outstanding loans. Since that, ACC has reviewed its reporting system and has installed a centralised system allowing better reporting. Moreover, several donors and partners, including IsDB, WFP and the World Bank, are working alongside IFAD to strengthen the performance of the ACC, including through the introduction of new financial products and improvements to the reporting system. From IFAD's side, once engagement with the ACC begins, we will introduce clear KPIs to monitor and evaluate its performance.
 - **Impact of policy development activities is limited by low control on final stage of adoption and high-level decision-making processes:** Under SIGHT, while several policy documents have been developed and proposed for approval, only one out of five has been formally approved and entered into force. This challenge has been highlighted in several supervision missions and remains fully relevant for the design of this second phase. Supporting the development or review of a policy document is usually not a major challenge, but ensuring its adoption and implementation is an institutional process over which projects have little control. The rare exceptions are situations where there is a real and strong demand from the Government for the formulation of a specific policy. In this case, policy documents are generally adopted and implemented; otherwise, they often remain at the draft stage. Policy support should thus only be envisaged when the Government ownership and policy momentum is strong enough.
 - **Gender and Youth inclusion need to take into account socio-cultural challenges.** Women micro-entrepreneurs beneficiaries of SIGHT-I faced the "double burden" of managing businesses while handling domestic responsibilities, which hinders their participation in project activities. Addressing these socio-cultural challenges through activities to change attitudes on inequitable gender norms on family and community level, as well as working with the private sector to address barriers for women employment, from the project outset is essential. Also, youth engagement in the livestock value chain is mainly observed at the inputs and service provision. Job creation for youth should thus mainly focus on these activities.
 - **Project management still requires improvement on coordination and efficiency of processes.** Effective collaboration

and definition of roles and responsibilities among government, NGOs, and private sector actors are key to project efficiency and effectiveness and should be facilitated through empowered coordination and responsive planning. To avoid facing challenges of late project start-up and significant implementation delays due to procurement issues, the project should streamline procurement processes, clarify roles, and invest in staff capacity to ensure timely and efficient delivery.

1.5 Rationale and IFAD's comparative advantage

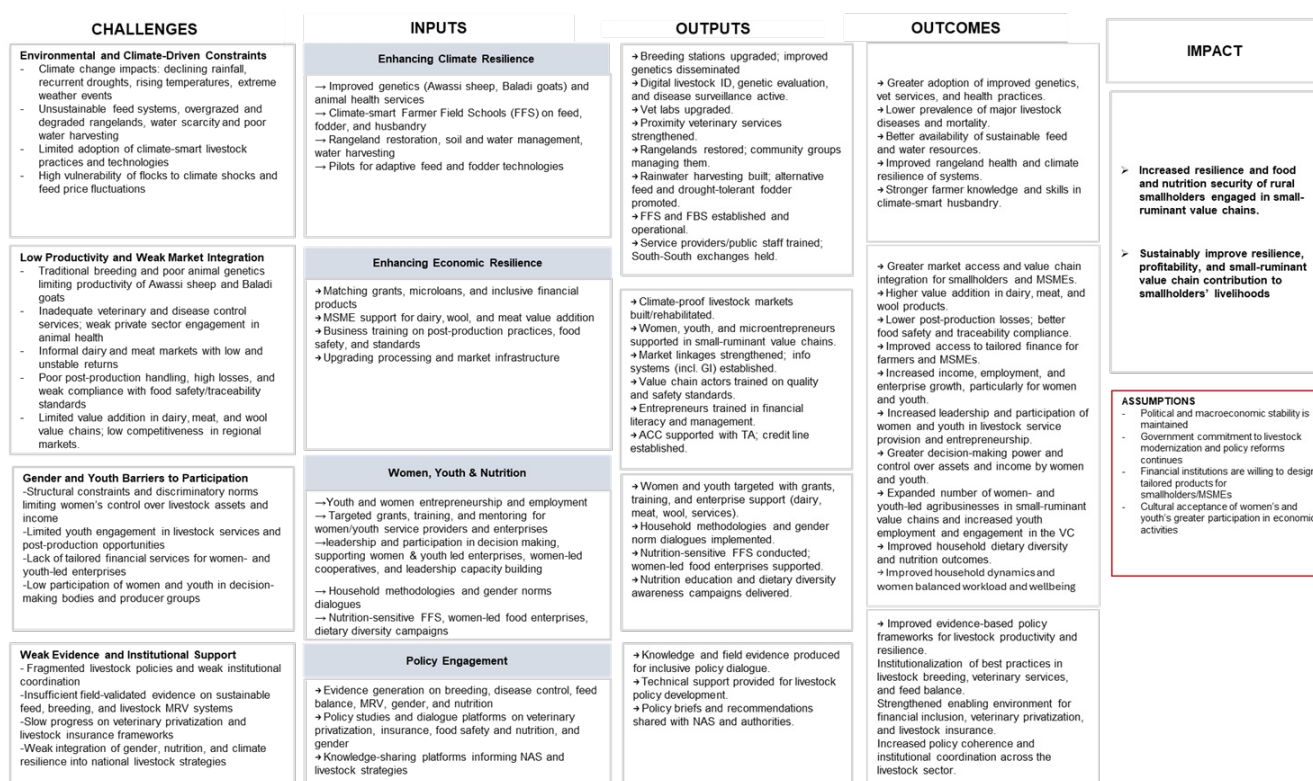
12. Small ruminant production involves local breeds, with good resilience traits, producing quality products prized on the market. These breeds have a good potential for productivity improvement, if adequate breeding scheme with national scope is applied. SIGHT-I experience shows that utilization of high-level genetics can increase milk productivity by up to 50%, as well as meat productivity, without compromising climate resilience.
13. Feed systems are characterized by their high reliance on imported feed, low quality of fodder, high quantities of cereals, which increases the cost of ration. Locally produced fodder, and natural rangelands, contribute to a minor share of the ration and this share keeps decreasing due to climate change. Farmers are short of technical solutions to produce climate resilient fodder, which could reduce dependency on imports, reduce emissions, and increase productivity. SIGHT-I support was focused on breeding, and insufficient support was provided in the critical domain of feed, which was a major gap that SIGHT-II will address. Climate change also results in increased water scarcity that the project will also address through water conservation and harvesting.
14. Despite livestock keeping tradition, farmers have limited skills in modern and climate-smart husbandry techniques, especially on feed, preventive health management and reproductive management. The weakness of the public extension system exacerbates this capacity gap, and calls for blended delivery services involving private service providers to fill this gap.
15. Demand for small ruminants' meat and dairy products is high, both from the domestic market and for export to Gulf countries and cannot be met by local production. Market infrastructures are not sufficient or are in poor condition. Market for milk is mostly informal and not profitable for producers. Local value addition provides better remuneration and access to market, but skills and equipment are lacking, and milk quality and safety rarely meet standards.
16. Smallholder farmers face significant barriers to accessing agricultural finance. Commercial banks generally require high collateral, while microfinance institutions (MFIs) typically do not require collateral but charge high interest rates. Thus, access to tailored financing at affordable cost and with collateral alternatives is critical for empowering smallholders to invest in their farms.
17. Finally, there is an overall lack of policy incentives for intensification of production and investment in the small ruminants' sub-sector, despite subsidies that in some cases have a counterproductive effect on production (on local feed production in particular).
18. IFAD has been at the forefront of development efforts for the small ruminant sector for the last 7 years, through SIGHT-I but also REGEF, and has acquired unique experience and knowledge of the sector and its stakeholders. IFAD supports national breeding programmes for small ruminants in Lesotho, and for other ruminant species in several countries in East Africa and Central Asia. In central Asia, IFAD has successfully piloted and upscaled community-based pasture and rangeland management systems, which could be replicated and adapted to the Jordanian context. Furthermore, IFAD brings extensive experience in promoting access to financial services and unlocking affordable agricultural finance for smallholder farmers. These efforts are complemented by active engagement in policy dialogue to create an enabling environment for such initiatives. Finally, IFAD has a well-established track record of cost-effective mainstreaming of interventions targeting women, youth, and nutrition-sensitive development projects.

Chapter 2: Project/Programme Description

2.1 Theory of Change

19. Small ruminant producers in Jordan face interlinked challenges of low productivity, limited market access, weak institutional and policy support, and growing exposure to climate change. These constraints are compounded by unsustainable feed and water systems, inadequate animal health services, informal and low-value dairy and meat markets. Limited access to tailored financial services further restricts growth opportunities. Structural barriers and restrictive social norms continue to hinder women and youth from effective participation in small-ruminant value chains, while poor dietary diversity resulting from limited nutrition awareness, lifestyle and food practices, and low households income exacerbate food and nutrition insecurity among rural households.
20. At the same time, Jordan presents significant opportunities. Local breeds with strong adaptive traits can achieve higher productivity through improved genetics and modern and climate-smart husbandry practices. Growing domestic and regional demand for small ruminant products presents untapped market potential. In parallel, national policy momentum on climate adaptation, livelihood diversification, inclusive financial services, and food systems transformation creates a conducive environment for scaling up sustainable livestock systems.
21. SIGHT-II addresses these development challenges by strengthening the resilience, profitability, and sustainability of small-ruminant value chains. Through improved access to adaptive technologies, inclusive finance, and remunerative markets, livelihood diversification, and by embedding nutrition, gender equality, and youth empowerment, the project will enable smallholders, women, and youth to participate more effectively in inclusive and climate-resilient agri-food systems.

22. The theory of change assumes that through the interconnected pathways below, SIGHT-II will increase productivity and profitability, strengthen adaptive capacity, diversify livelihood, and create sustainable employment opportunities. By addressing constraints and opportunities across the value chain, from production and service delivery to processing, marketing, and policy reform (focused on sector and animal health strategy), the project will foster an inclusive transformation of the small-ruminant sector, ultimately contributing to greater rural resilience, food and nutrition security, and climate-smart development.
23. **First pathway** – Climate Resilience: If small-ruminant farmers gain access to improved genetics, animal health services, sustainable feed and water solutions, and receive training through climate-smart Farmer Field Schools (FFS), then productivity, adaptive capacity and resilience of flocks will increase. Improved soil and rangeland management, water harvesting, and adoption of adaptive feed/fodder technologies will reduce vulnerability to climate shocks and enhance ecosystem health, leading to more resilient and low-emission livestock systems. By strengthening household adaptive capacity, this pathway directly supports the PDO's focus on resilience and contributes to the project goal of improving food and nutrition security among rural smallholders.
24. **Second pathway** – Economic Resilience and Livelihood Diversification: If smallholders and MSMEs engaged in sheep and goat value chains access tailored financial products (microloans, matching grants, low interest credit) combined with business training, technical assistance, and value addition opportunities (processing, dairy, wool, and meat marketing), then they will scale their enterprises, increase and diversify income, and generate employment. By strengthening value chains, improved quality and food safety compliance (as per the Jordan Standards and Metrology Organization (JSMO) standards), and greater market connectivity results in higher competitiveness of targeted MSMEs and expanded access to domestic and regional markets. This pathway strengthens profitability and financial inclusion, core elements of the PDO, and contributes to the project goal by increasing household income and enhancing the resilience of rural livelihoods.
25. **Third pathway** – Women & Youth Empowerment and Improved Nutrition: If women and youth receive targeted skills training, grants (such as equipment, raw material, start-ups), and business opportunities (in AI, feed businesses, dairy processing, water saving technologies, and marketing), and if socio-cultural barriers are addressed through household methodologies and gender-sensitive dialogues, and if a cadre of leaders and mentors among women and youth value chain actors is created, then their agency, decision making power and economic participation in producer groups and markets will increase. Youth will achieve sustainable employment opportunities, and women will gain greater control over assets, income, decision making and voice, and time, contributing to more equitable households and communities. At the same time, embedding nutrition education in FFS, supporting women-led food enterprises and cooperatives, and promoting diversified diets and consumption of animal-source foods, the project will improve household dietary diversity, food safety practices, and reduce malnutrition among rural households. By expanding agency, economic participation, and nutrition outcomes for women and youth, this pathway directly reinforces the PDO and contributes to the goal of increased food and nutrition security at household level.
26. **Fourth pathway** – Policy Engagement: If SIGHT-II generates field-level evidence (e.g., from breeding, disease control, feed balancing, emissions, food safety, nutrition, gender equality and inclusion in the sector), produces policy studies and knowledge documents, and facilitates inclusive dialogue and public sharing platforms, then this evidence will influence national strategies, sector regulations, and community awareness. Policy formulation and update will be focused on priority topics for which there is government demand and policy momentum such as veterinary strategy, small ruminant sector development plan, and livestock emission monitoring will create a more enabling environment for public and private investment in small-ruminant value chains, amplifying impact and scalability. Through improved policy coherence and a stronger enabling environment, this pathway underpins all components of the PDO and supports the long-term achievement of the project goal by ensuring sustained, sector-wide transformation.
27. **Figure 1: SIGHT-II Theory of Change Diagram**



2.2 Targeting Strategy

28. The project will be implemented nationwide, except for Component 2 and activities on rangelands and water harvesting under Component 1, which will focus on the southern governorates showing high levels of vulnerability, namely Ma'an, Karak, and Tafilah, in addition to Mafraq in the North. The selection of the governorates is based on the following vulnerability criteria: (i) poverty rates, (ii) unemployment rates, (iii) size of small ruminants' population, (iv) water access, (v) development potential of the livestock sector, and (vi) climate vulnerability. (see vulnerability maps in the PIM)
29. The project will benefit 14,000 small ruminant farmers, including a majority (85%) of smallholder producers^[1], as well as those with higher production potential and market orientation. They represent around 50% of the small ruminant farmers in Jordan and hold two third of the national production.^[2] The project's engagement with the target group is expected to benefit 65,800 household members^[3].
30. Pro-poor eligibility criteria were identified to ensure effective outreach and support to target groups. These criteria include socioeconomic and vulnerability factors such as poverty, unemployment, age, sex, marital status, disability, diet diversity, access to resources and external support including support from the National Aid Fund (NAF) (see the weighted selection matrix in the PIM). Moreover, blended self, direct, and geographical targeting approaches will be used to reach the target groups:
31. **Category A (70%)**: The poorest and poor smallholders, semi-intensive subsistence small ruminant farmers. These households are landless, rent or own less than 0.2 ha, they rely heavily on common rangelands or rented land, fall below the poverty line and vulnerability. They typically own very small flocks (1-9 heads for the poorest, up to 19 for the poor), and depend on subsidized feed, informal labour, seasonal migration, simple dairy processing activities, and some of them are beneficiaries of NAF.
32. **Category B (15%)** Small-scale livestock farmers and processors may own or access 0.2–0.5 ha of land and own 20-50 small ruminants, with limited grazing or cultivation capacity. These producers are vulnerable to feed and water price volatility, and very vulnerable to climate change and economic shocks.
33. **Category C (7.5%)** Commercial livestock farmers, processors, with no more than 150 heads, who are better integrated into local value chains will be targeted. Despite of this group relatively better flock size and access to resources, they face major financial difficulties with high feed cost that reach up to 60% of their revenue, high price of water, and limited access to vaccination services.
34. **Partners (7.5%)** Own more than the average size of flocks in Jordan (150 heads) and represent 30% of total number of farmers, owning around 70% of animals at national level. They will be supported only for public goods that require national and sector approach to be effective (breeding, animal health, and environmental aspects). All the services they receive from component 1 (breeding services, animal health, water harvesting) will be based on cost sharing arrangements with higher beneficiary contributions than for categories above. They will also not be eligible to grants and loans under component 2.
35. **50 Private Multipliers**, selected among farmers in the category above, will contribute to the breeding programme in partnership with the breeding stations. They will receive premium genetic material through AI and live animals (through cost sharing mechanisms with higher beneficiary contributions than for categories A to C), disseminate breeding stock to other farmers, and also supply animals to the stations for AI and breeding. Involving these private multipliers will increase the selection base of the

breeding programme by around 10,000 heads, on top of the 2,000 heads owned by stations. It will thus significantly increase genetic diversity as well as outreach of the programme. Selection criteria for these 50 multipliers are provided in the PIM.

36. **Women and youth** will represent 40% and 15% of target groups respectively and are set across all components and detailed in the Gender and Youth Action Plan (see PIM). They will be strictly monitored by the PMU M&E and social inclusion specialists. The project will ensure that employment generation through value-chain development activities will be closely monitored and that all value-chain actors including private multipliers partners comply with existing labour and OSH standards. Engagement with Ministry of Labour, NAF and Ministry of Social Development will ensure access to poverty and employment data and compliance with national labour standards. (Details of engagement with each target group, and special measures to address women barriers and accommodate their needs and mitigate their exclusion are detailed in the PIM and SECAP.)

2.3 Project/Programme Objectives

37. The overall goal of SIGHT-II is to contribute to increased resilience and food and nutrition security of rural smallholders engaged in small-ruminant value chains, thereby advancing Jordan's transition towards sustainable, inclusive, and climate-resilient, and healthy food systems. In line with IFAD's Country Strategy Note and national priorities, the project contributes to reduced rural poverty, enhanced household food security, improved nutrition, and stronger participation of women and youth in the rural economy.
38. The Project Development Objective (PDO) is to sustainably improve resilience, profitability, and small-ruminant value chain contribution to smallholders' livelihoods. This will be achieved by enabling poor rural households, women, and youth to adopt climate-resilient practices, access inclusive finance and markets, and benefit from an enabling policy environment. The PDO is measurable through indicators on household income, jobs created, adoption of climate-smart technologies, dietary diversity, and participation of women and youth (see Logframe in Annex 2).
39. Achievement of the PDO relies on three interlinked **Outcomes**, aligned with the Theory of Change:
 1. **Increased productivity and climate resilience of small-ruminant systems** – through scaling up the national breeding programme, strengthening veterinary and disease control systems, restoring rangelands, piloting sustainable feed and water solutions, and expanding climate-smart Farmer Field Schools (FFS). Outcomes will be seen in adoption of improved technologies, higher productivity, and reduced disease and climate-related losses.
 2. **Increased poor rural households' capacities to establish and manage climate smart businesses along the livestock value chain**, including improved access to finance—by improving access to climate-proofed markets, supporting value addition, and enabling MSMEs and microenterprises with matching grants, loans, and technical support. This will increase financial inclusion, income diversification, job opportunities, and compliance with food safety standards, driving more equitable participation in value chains.
 3. **Policy and regulatory context favourable to sustainable development of the small ruminants' value chains, smallholder participation and private investments**—by generating evidence, supporting studies, and engaging in inclusive dialogue on veterinary privatization, feed balance, gender inclusion, and Monitoring, Reporting and Verification (MRV) of emissions. This will foster an enabling environment for sustainable investment and coordination.
40. **Mainstreaming Themes:** The project is **gender transformative, nutrition sensitive, youth sensitive, and climate adaptation-focused**, with mainstreaming themes embedded across interventions. By building youth and women technical and financial capacities through FFSs, FBS, trainings on water saving techniques, with nutrition and food safety mainstreamed in all activities, ensuring their active participation in rangeland restoration, address climate vulnerabilities and gender norms facilitate their access to markets and veterinarian services,, build their leadership capacity and support women and youth producer groups, and provide targeted financial products and grants, women and youth will be empowered as value chain key actors.
41. SIGHT-II will be implemented over **six years**, covering the full implementation cycle plus six months for administrative closure. Its outcomes directly support the Logframe and feed into the Economic and Financial Analysis (section 2.7), ensuring that economic sustainability is grounded in measurable gains in productivity, income, and resilience.

2.4 Component, Sub-component and Activities

42. **2.4.1. Component 1: Strengthening productivity and climate resilience of small ruminants' production.**
43. Under this component, the project will support transformation of smallholder production systems to improve their productivity, their resilience, and lower their environmental impact. Based on lessons from SIGHT, the project's scope on production aspects will be more comprehensive with a balanced approach to address all challenges affecting productivity and resilience, including genetics (which was the main focus of the component production under SIGHT), but also animal health, feed/fodder and water, which could constitute limiting factors to genetic improvement and productivity if not addressed properly, as it was the case under SIGHT.
44. **Sub-component 1.1: Support to national breeding programme and veterinary services for small ruminants.**
45. This subcomponent aims at improving the genetic potential and sanitary status of the small ruminant national flock, which will contribute to better productivity and resilience.
46. **Activity 1.1.1. Upgrading of breeding stations:** to up to 5 stations will be involved in the breeding programme (Khanasreh, Walla, Sabha, Mushyrfah and Fujij), which will be upscaled to 3 breeds (Awassi sheep, Shami and Baladi goat). Upgrading works will include the construction of climate-proof barns, farm and laboratory equipment, construction of fodder conservation and

storage facilities, and purchase of breeding stock, including from Syria. Training and technical assistance will also be provided to station staff. Main climate benefits will include better protection of animals against heat, and support improving of climate resilience by selecting and dissemination of heat resilient strains. **Activity 1.1.2. Dissemination of improved genetic material** The improved genetic material produced in the stations will be disseminated to farmers through Artificial Insemination (AI) and live breeding stock. The AI programme will be the main vector for genetic improvement and will be upscaled to reach 20,000 AI per year, by the end of the project. This will require training and equipment for 60 new private AI technicians. Improved animals produced in stations will also be sold at subsidized prices to multipliers and other farmers. Applied research on genotyping will also be supported to accelerate genetic progress. Main climate benefits will include better resilience of animals through selection and dissemination of heat resilient strains, and reduction of emission intensities through better productivity.

47. **Activity 1.1.3. Support to digital livestock identification, genetic evaluation and disease surveillance:** The project will support the upgrading of the Livestock Identification and Traceability System (LITS), in particular the integration of the existing but standalone Animal Health Information System, to facilitate disease surveillance and control. A module for performance recording and genetic evaluation will be developed and integrated in the system, and a module for geo-monitoring of flocks will also be piloted. Equipment for data entry and capacity building for system maintenance will be provided.
48. **Activity 1.1.4. Upgrading of Veterinary Laboratories:** Veterinary laboratories play a crucial role in surveillance of animal diseases including zoonoses. The national network comprises a national laboratory, 2 regional laboratories, and 9 provincial laboratories, that all require upgrading of premises and laboratory equipment, as well as training of staff on novel technologies, that the project will support.
49. **Activity 1.1.5. Supporting control of contagious animal diseases:** The project will not provide direct support to mass vaccination against contagious diseases but will instead support the adoption of strategically and risk-based vaccination programmes, that should be more efficient and cost effective. The focus will be on control of Foot and Mouth Disease (FMD) and Peste des Petits Ruminants (PPR) which are the most impacting diseases, and for which Jordan is engaged in global control/eradication plans led by the World Organization for Animal Health (WOAH) and FAO. Activities supported will include surveillance of wildlife and sero-monitoring for PPR, risk assessment for FMD, formulation of disease control plans for PPR, FMD and zoonotic diseases (anthrax and brucellosis), awareness campaigns on zoonotic diseases, as well as finalization and simulation of contagious disease contingency plans.
50. **Activity 1.6. Support to proximity veterinary services:** Access to proximity veterinary services remains a challenge especially for smallholder farmers. Public veterinary services are understaffed and under-equipped and their outreach is limited. MoA plans to delegate some services to the private sector, and to support proximity private veterinary clinical services, to improve disease control. The project will thus support the installation of young veterinary graduates in rural areas, through capacity building and support for equipment (including through the credit line). It will also pilot the Community Animal Health Workers (CAHWs) model in 2 Districts, which appears more adequate for very poor and poor farmers, who may not be able to afford the services of private veterinarians. Main climate benefits will include better control of climate sensitive diseases, and reduction of emission intensities due to lower morbidity and mortality of animals.
51. **Sub-component 1.2: Strengthening Adaptive Capacity through Sustainable Feed and Water Systems**
52. This sub-component aims at reducing dependency of production systems on imported feed, and thus production costs, and at mitigating the impact of climate change on water and fodder availability.
53. **Activity 1.2.1. Restoration of rangelands and support to community-based rangeland management:** Rangeland restoration is important in Jordan's context due to low annual rainfall and overgrazing. Studies shows that watersheds with rainfall less than 200 mm have high potential for rangeland activities in Jordan. Governance of community grazing is essential for successful and sustainable rangeland management. The rangeland restoration activity can draw on experiences from a pilot initiative by IUCN and the MoA through the Hima system.
54. An assessment study will be undertaken to identify and select, using a participatory approach, three priority degraded rangeland sites (of about 150 ha each) in each of the targeted four governorates (Mafraq, Tafilah, Ma'an and Karak), and develop the most suitable restoration and management plan for each. The assessment study will be developed in the 1st year of implementation. The cost of the study is covered from IFAD BRAM (36,000 USD), and from PFG AF design (50,000 USD). These four Governorates are prioritized for this activity because of the importance of their small ruminant population, and vulnerability to drought and climate change. The assessment study and related plan will address both technical aspects (water conservation techniques, seed types, fencing and other infrastructural works, grazing schedule, etc.) and governance aspects (land tenure and access, especially by vulnerable groups, management modalities, roles and responsibilities, enforcement mechanisms and conflict resolution procedures, etc.). The rangeland assessment study is important to ascertain the ecological viability of production targets of the rangeland sites selected for restoration, while ensuring sustainability of rangelands. Restoration works will follow on each of the 12 selected sites, coupled with a 3-year monitoring and learning, involving the local community, and using a phased approach (starting with 2 sites in year 2 (i.e. right after completing the study), then 4 sites in year 3 and finally 6 sites in year 4) which would allow on the ground learning, assessment and improvement.
55. This activity can draw on experience from a pilot initiative by IUCN and the MoA for rangeland restoration through the Hima system within the Zarqa River Basin in Jordan. IUCN identified 16 sites with low rainfall of less than 200 mm, that have high potential for rangeland restoration activities. It is worth mentioning that 50% of these sites are in project areas. IUCN developed an economic study in 2014 for rangeland restoration where it found that barley production can increase by applying strict hima system to 1.9 ton/ha over 25 years compared to baseline scenario of only 0.3 ton/ha representing increase of around 533%. Furthermore, the barley present value resulting from applying strict hima system was 274.1 JOD/ ha, compared to only 55.1 JOD/ha for the baseline scenario over 25 years. The pastoral communities' cost benefit analysis range was 2.4 – 1.7 at discount rate ranging from 2.5% - 8% respectively for the site under study. This indicates that pastoral communities will enjoy 2.4 JOD of

benefit for every JOD they invest in implementing the Hima system at discount rate of 2.5% [\[11\]\[2\]](#). On another note, ICARDA supported MoA piloting rainwater harvesting package in Badia area enhancing the catchment, storage and efficient use of rainwater through plants, sustaining a native cover and conserving the soil while reviving its ecosystem. As a result, shrubs' yield increased by 1.6%, and the barley production increased to 2 tonnes per hectare. ICARDA estimated the internal economic rate of return at 13% [\[3\]](#).

56. This activity will contribute to increased sequestration of Soil Organic Carbon, leading to reduced net emissions, and increased resilience of rangelands to drought and climate change.
57. **Activity 1.2.2. Rainwater harvesting:** Beneficiary households in the four targeted governorates (not less than 300 in total) will be selected following a clear methodology that favors under-served areas (in terms of rainwater harvesting) while promoting synergy and cumulative impacts (such as privileging households around the rangelands restored by the project). The most suitable rainwater harvesting systems (with a capacity of 30m³ to 100m³ each) will be identified based on lessons learned from other similar projects, and the units installed accordingly. Better access to water will strengthen climate resilience of flocks.
58. **Activity 1.2.3. Promotion of alternative feed and drought resistant fodder:** The structural feed and fodder deficit, exacerbated by climate change, calls for innovations and alternative solutions. The project will support a phased approach including: (i) applied research to develop/introduce and test alternative feed and fodder solutions, based on the outcomes of the assessment of national feed balance and identification of alternative resources for feed and fodder study conducted under activity 3.1.1; (ii) piloting in real conditions of the solutions successfully tested; and (iii) dissemination of technologies and fodder species, through FFS for the technologies, and direct distribution to farmers for seeds of drought resistant fodder varieties. Piloting of alternative feed technologies will include inter alia, household level hydroponic fodder production units, small-scale silage making systems, and recycling of crops and agro-industrial residues. Main climate benefits will include higher resilience to drought due to better availability of alternative feed, and reduced emission intensities due to higher digestibility of feed and higher productivity.
59. **Sub-component 1.3: Building capacities and awareness of producers**
60. This sub-component aims at enhancing capacities and knowledge of smallholder farmers on technical aspects of animal husbandry, including climate smart practices, business management, business management, financial literacy, gender, and nutrition.
61. **Activity 1.3.1. Implementation of FFS and PFS for small ruminants' farmers:** The Livestock Farmer Field Schools successfully piloted under SIGHT-I will be upscaled to new Governorates. The number of sessions per year will be increased from 5 to 8 to incorporate additional topics in the curriculum, on top of animal husbandry technical aspects. These will include business management (Farmer Business School methodology), financial literacy, environmental management & climate change adaptation, gender, and nutrition. Technical assistance will be provided to MoA extension department, in charge of this activity, for the development of curriculum modules on additional topics, and for the training of Trainers (ToT) on these topics. Pastoral Field Schools (PFS) will also be implemented in each of the 12 sites selected for rangelands management under activity 1.2.1. The inclusion of topics on climate change adaptation will contribute to the climate benefits of this activity, as well as increased productivity linked to improved climate smart management practices.
62. **Activity 1.3.2. Technical training for farmers, and South-South Technical Exchanges:** The FFS approach is not always appropriate, especially when it comes to very technical topics, and when the targeted audience are market-oriented farmers with a good technical level. In this case, conventional training, both theoretical and hands-on, is more adequate and offers more flexibility. Three South-South Technical Exchange visits will also be organized under this activity, to learn from experiences in other countries with similar contexts (e.g. on rangelands management. They will involve project staff, MoA representatives, and farmers). This activity is expected to have a positive impact on productivity and rangeland management, which will enhance climate resilience in the sector.
63. **2.4.2. Component 2: Supporting investments in the small ruminants' value chain**
64. **Sub-component 2.1: Market access and value addition**
65. This subcomponent aims to strengthen the post-production nodes of the value chain by increasing value addition and livelihood diversification through processing, packaging and improving market access. Compared to the first phase of the project, , SIGHT-II follows more a VC approach with specific investments in the other nodes of the value chain supporting milk collection and transport activities, small-scale dairy processing, investing in livestock market infrastructure (rehabilitation of existing markets or construction of a new one), the construction of a marketplace and the development of digital B2B and B2C marketing platforms.
66. **Activity 2.1.1. Construction and rehabilitation of climate-proof livestock market infrastructure:** A study will be conducted to identify and select the livestock markets for rehabilitation and construction. In total four livestock markets will be rehabilitated targeting the southern governorates (Karak and Ma'an) and northern governorates (Zarqa and Mafraq). Their rehabilitation will include provision of water supply, office for the veterinarian, restrooms for users, upgrading (including through utilization of renewable sources of energy) and climate proofing of the holding pens, which will both contribute to climate adaptation and mitigation.
67. In Tafilah where no livestock market exists, the project will construct one as there is high demand from farmers and traders. A feasibility study will be undertaken initially to determine the location, the capacity, the required land size, and technical specifications. The new facility will be climate proof and will meet international standards in terms of animal health, hygiene and welfare.
68. In addition to the construction and rehabilitation of livestock markets, the project will also invest in constructing a new

marketplace/bazaar that will help small-scale producers, women and youth sell their animal source products (dairy products, artisanal products using wool and other natural materials, etc.) as well as acting as a hub attracting consumers and traders from other regions to trade diverse products. Before the construction of the facility, a feasibility study will be conducted to guide on the choice of the location, the size, and the required safety standards to follow.

69. The rehabilitation and construction of these facilities will consider and follow the environmental standards, also complying with IFAD Social, Environmental and Climate Assessment Procedures (SECAP). If possible, solar systems will be installed to generate electricity for the amenities. The new/rehabilitated markets will enhance the resilience of the animals against temperature increase and extreme heat events.
70. **Activity 2.1.2. Support women, youth, and microentrepreneurs involved in the small ruminant value chains:** This activity aims at supporting livestock value chain actors in increasing their value addition and diversify their livelihood through either product upgrading by improving the quality, safety, and packaging of the products, or functional upgrading by allowing smallholder producers and the other operators introducing processing, grading and marketing activities. Three types of segments are targeted by this activity:
71. **Women and youth involved in livestock production and dairy/meat processing.** 1000 beneficiaries, mainly women and youth, will receive matching grants (5% beneficiary contribution, 95% grant) to purchase small-scale equipment to process milk into local dairy products, for traditional meat drying and processing, and household artisanal production of other animal source products such as wool.
72. **Milk/meat collection, transport, marketing.** The project will support 43 microentrepreneurs involved in providing services to the small ruminant value chain allowing them through the matching grants provided (15% beneficiaries contribution, 85% grant)) to purchase adequate equipment for milk collection and or equip their milk/meat transport means with the required refrigeration equipment.
73. **MSMEs involved in dairy and meat processing and marketing (cooperatives/private companies).** The project will also support 20 MSMEs involved in dairy or meat processing through matching grant mechanism (maximum 50% beneficiary contribution, 50% grant). The main target will be cooperatives of women and youth who are already in the business, or those groups who are producing milk and dairy products at individual level and want to upscale their processing and marketing capacities. These groups will receive the technical and managerial support required through SIGHT-II capacity building activities.
74. **Recruitment of service provider for grant management and technical support.** The identification of the potential beneficiaries of the three groups, in addition to the technical support required, will be provided by a Service Provider recruited by the project.
75. The main climate benefits from this activity is related to the diversification of livelihoods, which will reduce dependency of farmers on livestock production, and thus their vulnerability to climate change.
76. **Activity 2.1.3. Facilitation of market access and market information:** This activity aims to improve access to markets for smallholder producers and other value chain actors and increase the demand for their products. This activity will also support the livelihood diversification of the beneficiaries and thus contribute to climate adaptation. It includes three intertwined sub-activities:
77. **Development of Geographic Indication for selected animal source products.** SIGHT-I initiated the process of developing a geographic indication (GI) for Awassi sheep by a feasibility study. The second phase will build on this by facilitating the formulation of the GI guidelines with the concerned stakeholders and authorities. The project will also target other quality dairy products from specific regions/governorates or potentially reviving the ancestral dried meat products.
78. **Packaging and promotion of products.** SIGHT-II will support smallholder producers and microentrepreneurs to access attractive and eco-friendly packaging material and purchasing small-scale equipment for branding and marketing of their products. Advertising campaigns will be organized during specific events. In addition, the project will foster the use of social networks and digital tools for the promotion and marketing of the products. Digital business-to-business (B2B) and business-to-consumers (B2C) platforms will be established to strengthen market access.
79. **Trade fairs/exhibitions/shows.** The project will support beneficiaries' participation in exhibitions and fairs that represent an opportunity to broaden their clientele and increase their visibility and sales. MSMEs, women and youth cooperatives and groups of small-scale producers will also benefit from participation to international trade fairs to extend their network and exchange experience with other participants.
80. **Activity 2.1.4. Capacity building and awareness raising of value chains actors on quality, safety, "environment and climate":** This activity will strengthen the managerial and technical capacities of grants recipients on issues related to products quality and safety, as well as environmental and climate considerations, with project support on products certification and business licensing:
81. **Business development training** will be provided to groups of matching grants beneficiaries to improve their skills in business management, budgeting, managing financial resources, client and partners relationships and negotiations.
82. **Training and awareness raising on products' quality and safety, and environmental and climate considerations.** Grants' beneficiaries will also improve their skills and knowledge on products quality and safety, especially when it comes to animal source products which are perishable and highly sensible to contamination, as well as environmental management, including climate considerations (such as water saving, energy, etc.) Participants will be exposed to theoretical sessions followed by practical cases and laboratory tests.

83. **Analysis, certification of products and licensing of businesses.** Beneficiaries' participation in fairs and exhibitions require the certification of their products, which is also a prerequisite to export. The project will provide financial support for women and youth microentrepreneurs as well as small-scale processors to undertake the required tests and controls to obtain this certification. SIGHT-II will also support informal microentrepreneurs who want to license their businesses and be able to sell their products in formal retail outlets.
84. **Sub-component 2.2: Access to finance**
85. **Activity 2.2.1. Financial literacy and financial management education for entrepreneurs:** First-time prospective Agricultural Credit Corporation (ACC) loanees of SIGHT-II will undergo compulsory financial literacy and financial management training. A recent survey (circa 2025) conducted by the Department of Statistics (DoS) on behalf of the ACC found that women accounted for 34.2 per cent of all loan recipients^[4]. The emphasis is on imparting practical business and entrepreneurial skills to entrepreneurs through a "learning-by-doing" approach, rather than traditional lectures. Financial management for entrepreneurs encompasses financial planning for business, tracking income and expenses, managing cash flow and loan servicing, identifying areas for cost savings, exploring funding and financing options, and making sound investment decisions to grow their business. SIGHT-II will support development of financial business school curricula; preparation of training modules; guidance notes for trainers; outreach to prospective ACC loanees; and imparting of training to 500 prospective borrowers. Financial literacy will empower entrepreneurs to understand and effectively use credit lines aimed at strengthening climate resilience.
86. **Activity 2.2.2. Technical assistance to ACC:** The MoA has chosen ACC as the sole provider of livestock loans under SIGHT-II. ACC is the primary government financial institution responsible for providing loans and financial services to the agricultural sector. A quick assessment of ACC's current institutional capacity by the Project Design Team revealed that ACC has prepared an Environmental and Social Management Plan, and has been actively working to improve its digital management information systems, which should allow providing timely, adequate and granular reports on IFAD portfolio.
87. ACC requires technical assistance in several key areas to become more efficient and effective. The areas where technical assistance is needed are a) improve credit discipline and reduce portfolio at risk from a reported 12% to around 5%; and b) developing new, tailored Islamic financial products. TA for a) would include developing and implementing a robust, quantitative credit scoring system tailored to the specific risks and cash flow cycles of small ruminant sector; improving borrower evaluation by formalizing the 5 C's of credit (character, capacity, capital, collateral, conditions) and integrating non-traditional data (e.g. local market volatility). TA for b), ACC will create comprehensive operational guidelines and standard documentation for the new Islamic products such as Musharaka (Joint venture/partnerships), Ijarah (leasing) and Musaqah (watering contract) to ensure consistency, scalability, and Shariah governance across all ACC branches. By introducing more diverse and innovative Islamic contracts, the ACC can address a wider range of financial needs, promote risk-sharing, and support long-term agricultural development. The technical assistance will enhance ACC delivery of the portion of credit lines aimed at strengthening climate resilience.
88. SIGHT-II will support the efforts of ACC and provide technical assistance, whenever necessary, to promote existing Islamic financial products or develop new ones if needed, including guidelines for delinquency management of livestock loans, in cooperation with relevant partners and projects.
89. **Activity 2.2.3. Credit line:** Microenterprises in dairy, meat processing, and livestock marketing are characterized by a significant number of small-scale, often informal, businesses. These microenterprises play a vital role in the economy, particularly in rural communities. SIGHT-II credits will cover, inter alia, i) **Small-scale and home-based production** of traditional dairy products like cheese, labneh, and jameed; ii) **Small scale meat processing** such as custom cuts, meat products (kebabs, kofta, sausages and cured meats); iii) **Small-Scale Production of simple feeds using local material and technology** to implement modern feed production techniques like silage making or creating a balanced total mixed ration; and iv) **Support to retailers and intermediaries** for aggregation, transportation and sales of animals at primary collection points, secondary distribution markets, and terminal markets.
90. This subcomponent will focus on providing credit across the livestock value chain, with a particular emphasis on tailored support to the livestock farmers (Category A, B, and C), women and youth enterprises, and supporting businesses related service provision (private vets, AI, small dairy and meat processing transport, marketing, etc.). The project will upscale business models that are sustainable and with potential deepening of access to market and institutional finance, improve smallholder farmer income, increase productivity, and promote food safety and value chain efficiency.
91. SIGHT-II will work with ACC to support beneficiaries' access to finance. There will be 3 credit windows under SIGHT-II. Below some details on these windows which might change during implementation based on market supply and demand, ACC policy and costs recovery, and the discussions with IFAD and the other co-financiers:
92. Window 1: Credit for livestock farmers under Category A, B, and C having 1-150 small ruminants for buying animals, average ticket size JOD 4 000.
93. Window 2: Microenterprises including women and youth owned enterprises, and microentrepreneurs involved in the small ruminant value chains, private vets and AI, average ticket size JOD 11 000.
94. Window 3: Commercial loans for feed producers, value chain actors for the purchase of improved inputs, machinery and equipment, working capital, marketing etc. Average ticket size JOD 50 000.
95. To ensure that financing effectively supports investments aimed at strengthening climate resilience, the programme aims to allocate at least 20% of IFAD's investment to initiatives that directly contribute to climate adaptation and/or mitigation objectives.
96. **2.4.3. Sub-Component 3.1: Policy support and project coordination.**

97. This sub-component aims at generating knowledge products to support *evidence-based* policy dialogue, and at supporting revision/formulation of priority policy frameworks with high potential for sector change.
98. **Activity 3.1.1. Generate knowledge products for inclusive and evidence-based policy dialogue:** Five topics with learning and upscaling potential have been identified for this activity but should be confirmed during implementation. The main purpose will be to document pilots and lessons, including from SIGHT-I, to guide policy dialogue and formulation, based on facts and evidence. The topics include: (i) Assessment of national feed balance and identification of alternative resources for feed and fodder, which will be implemented at the very beginning of the project to provide guidance for the activity 1.2.3. on piloting of alternative feed solutions (ii) assessment of opportunities for gender inclusion and nutrition nexus in livestock value chain, (iii) sustainable rangeland management including assessment of regulatory environment governing communal rangelands use, (iv) strengthening of proximity veterinary services including CAHWs, and (v) impact of breeding and AI on productivity and resilience. The activity will involve, for each topic: (i) documentation of context, pilots and lessons and development of knowledge products, (ii) editing and publication of knowledge product, and (iii) awareness raising on knowledge products. This activity is expected to enhance climate resilience of the sector through supporting policies on enhancing animal feed and rangeland management.
99. **Activity 3.1.2. Provision of technical expertise for policy and institutional development:** Based on lessons from SIGHT-I and other projects in the region, support to policy formulation will focus on three priority topics with high potential for sectoral change, and for which there is an existing demand and policy momentum, which will mitigate the risk of low Government ownership and non-adoption of policy draft documents: (i) a small ruminants sector development strategy, which will be developed under the umbrella of the overall Agriculture Strategy currently under formulation, and comprise strategic directions to green the sector and improve both adaptation and mitigation; the strategy will address aspects related to rangeland degradation and management, which is a key element of the small ruminant food systems and an increasingly important challenge for the development of the sector (ii) a national Animal Health strategy, which could reflect in particular engagement of the private veterinary sector, and could rationalize and improve planning of disease control. Support to policy formulation will involve utilization of science-based policy tools and models, and organization of inclusive policy dialogue events for a; and (iii) Livestock MRV: In addition, SIGHT-II will support the creation of a permanent task force for Monitoring Reporting and Verification (MRV) of livestock emissions, within MoA. This support will involve training MoA staff on Livestock emission inventories, support data collection for GHG analysis, and data analysis based on IPCC recommended methodologies (Tier2, possibly with GLEAM-I or an equivalent tool). This should enable GoJ to improve compliance with its reporting obligations under the UNFCCC, and reduce emissions.

2.5 Sustainability, Scaling Up and Exit Strategy

100. **Institutional sustainability:** SIGHT-II builds on the strong achievements by SIGHT-I realized through strengthening MoA's managing capacities and its established collaboration with the implementing partners (NARC and ACC in particular). Engaging these organizations will guarantee the sustainability of their activities, which are also part of their annual programme funded through other donors or through the government.
101. **Socio-economic sustainability:** The investments in production will be sustainable due to their established market linkages that will provide sustainable incentives and returns on investments for climate smart systems intensification. The holistic approach taken by SIGHT-II, addressing all aspects of the value chains including market, institutions and policies, environmental and social aspects, as well as all components of production such as animal health, feed and water, will ensure better economic, social and environmental sustainability.
102. The sustainability of the breeding programme relies mostly on socio-economic parameters including: (i) public institutions will cover operational and maintenance costs of stations; (ii) farmers will contribute to the cost of purchase of improved genetics, especially cost of heat synchronization which represents half of the AI costs and can be provided by the private sector without government support; (iii) transfer of responsibilities to the private sector for AI, which is already effective but will be further supported through support to installation of additional 60 private technicians. The project will thus support evidence-based advocacy through pilots and KM activities to ensure adequate public budgeting, initiate consultation on costs sharing with farmers, and support emergence of AI private sector including youth.
103. The sustainability of the livestock identification system will be ensured by maintaining sufficient and continuous public funding, mostly through the Ministry in charge of Economy, who is responsible for distributing feed subsidies and requires accurate animal identification for proper control. Beneficiary contribution for purchase of identification devices will be required for traders.
104. Modalities and mechanisms for ensuring sustainability of veterinary services including surveillance based on agreed coordination and partnership mechanisms between private and public sector will be elaborated in the animal health strategy to be developed with project support under the policy component.
105. New institutional mechanisms will be established to ensure operability and sustainability of animal production services including: (i) a National Breeding Committee involving MoA, NARC and private sector that will coordinate all AI and breeding activities; (ii) and animal identification unit for management of the LITS. (iii)
106. The sustainability of the matching grants provided to women and youth microentrepreneurs and the other value chain actors, relies on the market approach and economic viability of their businesses, in addition to the technical and managerial capacity building that beneficiaries received during the project lifespan.
107. The sustainability of project investments in market infrastructure will count on the transfer of ownership to the municipalities who have the main responsibility to maintain and manage the facilities. Fees on livestock sales will be applied to cover these management and maintenance costs.

- 108. Technical sustainability:** The main trigger for ensuring durability of disease control will be the utilization of digital tools, that are more cost effective, and the mobilization of the private sector. The sustainability of rangeland activities will rely on setting community-based management systems, and provision of feed services will involve support to emergence of youth led MSMEs.
- 109. Financial sustainability:** As for the access to inclusive finance, the sustainability strategy is to rely on existing institutions, particularly ACC that has a proven business track record. ACC is cofinancing the line of credit, and SIGHT-II will incentivise ACC to deepen its rural engagement and to tailor financial products specific to livestock production and processing.
- 110. Environmental sustainability:** to improve feed and fodder availability and quality, circular economy principles including utilization of by products, recycling of water, as well as fodder varieties and techniques (micro-irrigation, hydroponics) that do not require overuse of natural resources. Water supply support will only entail water harvesting techniques in order to preserve underground resources.
- 111. The sustainability strategy** consequently builds on a comprehensive approach aimed at ensuring that benefits and achievements are long-lasting and that development processes can continue without external support. Sustainability is considered a core pillar of Jordan's Economic Modernisation Vision, which aims for the country to be low-carbon, resource-efficient, and socially inclusive. It is also fundamental to achieving food security now and in the future, involving the efficient use of resources, minimising waste, reducing pollution, and preserving biodiversity.
- 112. Innovations and scaling up:** SIGHTII will pilot multiple innovations, mostly on technical and institutional aspects, including: (i) digitalization of surveillance, genetic evaluation and traceability; (ii) PPP for delivery of public veterinary services; (iii) community based management for rangeland management; (iii) alternative feed and fodder technologies and varieties; (iv) genotyping for genetic evaluation; (iv) gender, nutrition and financial literacy; (v) climate resilient market infrastructure. For all innovations piloted, knowledge products will be developed, and learnings will be shared with stakeholders, policy makers and other development partners to ensure the adoption, replication, and upscaling of these innovations in policy frameworks. A specific activity has been included in the project for this purpose).
- 113. Exit strategy:** for each activity, key elements of the exit strategy have been detailed in the PIM. They include, inter alia, capacity building and coaching of beneficiaries on technical aspects, business management and governance, progressive transfer of responsibilities to public institutions and private entities, incorporation of activities in policy frameworks and investment plans, and creation of new institutional mechanisms (such as MRV system for livestock emissions). All these elements will be complied in an exit strategy that will be formulated by the project team, with IFAD support, before Mid Term.

2.6 Project financing

- 114. Project costs:** Over the six-year period, the total project cost is estimated at USD 34 million including price and physical contingencies. Component 1: Strengthening productivity and climate resilience of small ruminants' production is expected to cost USD 16.5 million. This represents 49% of the overall budget. Component 2: Supporting investments in the small ruminants' value chain is expected to cost 13.8 million, which is 41% of the overall budget. Project management and Policy support, which represents 10.7% of the overall budget, is estimated to cost USD 3.6 million. . Meanwhile, operating costs under Component 3 (excluding Policy support) represent 8.9% of the total budget. Tables 1, 2 and 3 below provide the budget breakdown per component, sub-component, category, financier and per year. Details of the budget are provided in Appendix 3.

115. Table 1: Project Cost by Component/sub-component and Financier

Hashemite Kingdom of Jordan Small Ruminants Investment and Graduating Households in Transition Project I (SIGHT II) Components by Financiers (US\$ '000)																
IFAD PBAS	FINANCING GAP		ACC (FI) Credit Corporation		PANDEMIC FUNDS		ADAPTATION FUNDS		Beneficiaries contribution		Government of Jordan		Total			
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%		
A. Strengthening productivity and climate resilience of small ruminants' production																
1. Support to national breeding programme and veterinary services for small ruminants.	2 191.6	21.9	3 352.9	33.6	-	-	2 411.7	24.1	-	-	34.0	0.3	1 999.1	20.0	9 969.4	29.4
2. Strengthening Adaptive Capacity through Sustainable Feed and Water Systems	84.9	1.6	578.3	11.2	-	-	-	-	3 555.8	69.0	163.6	3.2	772.2	15.0	5 154.9	15.2
3. Building capacities and awareness of producers	156.6	11.2	769.7	50.9	-	-	-	-	305.5	21.9	-	-	223.2	16.0	1 395.0	4.1
Subtotal Strengthening productivity and climate resilience of small ruminants' production	2 433.1	14.7	4 640.9	28.1	-	-	2 411.7	14.6	3 861.3	23.3	197.6	1.2	2 994.6	18.1	16 538.3	48.6
B. Supporting investments in the small ruminants' value chain																
1. Market access and value addition	759.3	8.6	3 614.6	40.7	-	-	201.9	2.3	3 298.3	37.2	491.3	5.5	509.1	5.7	8 874.5	26.1
2. Access to finance	633.2	12.8	727.2	14.7	2 000.0	40.4	-	-	1 042.1	21.1	501.6	10.1	45.0	0.9	4 949.1	14.6
Subtotal Supporting investments in the small ruminants' value chain	1 392.5	10.1	4 341.8	31.4	2 000.0	14.5	201.9	1.5	4 340.4	31.4	992.9	7.2	554.1	4.0	13 823.6	40.7
C. Policy support and project coordination.																
1. Policy support	97.5	16.4	131.4	22.1	-	-	108.5	18.2	162.5	27.3	-	-	95.2	16.0	595.0	1.8
2. Project management	635.9	20.9	1 326.7	43.6	-	-	127.9	4.2	850.9	28.0	-	-	100.7	3.3	3 042.1	8.9
Subtotal Policy support and project coordination.	733.4	20.2	1 458.1	40.1	-	-	236.4	6.5	1 013.4	27.9	-	-	195.9	5.4	3 637.2	10.7
Total PROJECT COSTS	4 559.0	13.4	10 440.9	30.7	2 000.0	5.9	2 850.0	8.4	9 215.1	27.1	1 190.5	3.5	3 744.5	11.0	34 000.0	100.0

116. Table 2: Project Cost by categories and Financier

Hashemite Kingdom of Jordan Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT II) Disbursement Accounts by Financiers (US\$ '000)																
	IFAD PBAS		FINANCING GAP		ACC (FI) Credit Corporation		PANDEMIC FUNDS		ADAPTATION FUNDS		Beneficiaries contribution		Government of Jordan		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
1. EQUIPMENT & MATERIALS	278,9	13,1	368,8	17,4	-	-	667,0	31,4	433,6	20,4	34,0	1,6	339,5	16,0	2 121,8	6,2
2. CONSULTANCIES	579,3	16,1	706,9	19,6	-	-	450,5	12,5	1 194,8	33,2	163,6	4,5	505,9	14,0	3 601,0	10,6
3. GRANTS & SUBSIDIES	253,0	4,3	1 650,1	28,2	-	-	-	-	3 465,8	59,1	491,3	8,4	-0,0	-0,0	5 860,3	17,2
4. CREDITS GUARANTEE FUNDS	550,0	12,1	492,2	10,8	2 000,0	44,0	-	-	1 000,0	22,0	501,6	11,0	0,0	-	4 543,7	13,4
5. SALARIES & ALLOWANCES	352,8	13,6	1 189,3	45,9	-	-	10,2	0,4	815,7	31,5	-	-	225,3	8,7	2 593,3	7,6
6. GOODS & SERVICES	1 917,4	25,2	3 353,4	44,1	-	-	771,1	10,1	92,1	1,2	-	-	1 472,9	19,4	7 607,0	22,4
7. TRAININGS & WORKSHOPS	277,2	10,4	882,9	33,0	-	-	729,0	27,3	382,5	14,3	-	-	400,8	15,0	2 672,3	7,9
8. CIVIL WORKS	259,8	5,6	1 644,4	35,4	-	-	203,6	4,4	1 795,5	38,6	-	-	743,5	16,0	4 646,7	13,7
9. OPERATING COSTS	90,6	2,6	153,0	4,3	-	-	18,6	0,5	35,2	0,9	-	-	56,6	1,0	354,0	1,0
Total PROJECT COSTS	4 559,0	13,4	10 440,9	30,7	2 000,0	5,9	2 850,0	8,4	9 215,1	27,1	1 190,5	3,5	3 744,5	11,0	34 000,0	100,0

117. Table 3: Project Cost by component per year

	2026	2027	2028	2029	2030	2031	Total
A. Strengthening productivity and climate resilience of small ruminants' production							
1. Support to national breeding programme and veterinary services for small ruminants.	887.0	1 665.6	2 768.6	1 654.7	1 650.7	1 362.8	9 989.4
2. Strengthening Adaptive Capacity through Sustainable Feed and Water Systems	67.4	428.3	1 461.9	1 948.9	672.6	575.7	5 154.9
3. Building capacities and awareness of producers	171.6	247.6	296.8	291.6	244.1	143.4	1 395.0
Subtotal Strengthening productivity and climate resilience of small ruminants' production	1 126.0	2 341.5	4 527.3	3 895.2	2 567.4	2 081.8	16 539.3
B. Supporting investments in the small ruminants' value chain							
1. Market access and value addition	301.2	2 326.8	2 029.5	2 154.3	1 660.6	402.1	8 874.5
2. Access to finance	589.9	816.6	833.2	866.0	938.3	905.1	4 949.1
Subtotal Supporting investments in the small ruminants' value chain	891.0	3 143.4	2 862.7	3 020.3	2 598.9	1 307.2	13 823.6
C. Policy support and project coordination.							
1. Policy support	-	111.4	184.7	191.3	99.1	8.6	595.0
2. Project management	527.0	485.3	433.0	530.0	559.6	507.2	3 042.1
Subtotal Policy support and project coordination.	527.0	596.7	617.7	721.3	658.7	515.8	3 637.2
Total PROJECT COSTS	2 544.1	6 081.6	8 007.7	7 636.8	5 825.1	3 904.8	34 000.0

118. **Project financing:** The project will be financed by an IFAD loan from IFAD13 PBAS allocation of USD 4.5 million (13%). ACC, Adaptation Fund Grant and Pandemic Fund Grant will co-finance the project respectively with USD 2 million (5.9%), USD 9.2 million (27.1%) and USD 2.8 million (8.4%). The financing gap of USD 10.4 million (30.7%) may be sourced through subsequent resources cycles (under financing terms to be determined and subject to internal procedures and subsequent Executive Board approval) or by cofinancing identified during implementation. The Government's in-kind contribution is estimated at USD 3.7 million, which is equivalent to 11% of the overall budget. This government contribution is spread across all components, with a significant percentage of 18% allocated to Component 1, mostly consisting in regular budget provided for the operations of breeding stations involved in project implementation. Beneficiaries' contribution is estimated at USD 1.2 million (3.5%).

119. **Climate financing:** The following project's sub-components count in part towards IFAD climate-focused financing:

- Sub-component 1.1, through improved breeding and animal health, which will contribute to improve resilience of flocks to climate change and animal diseases, including climate sensitive diseases;
- Sub-component 1.2, thanks to activities on enhanced water and feed, as well as research and dissemination of drought-resistant fodder varieties;
- Sub-component 1.3, through FFS and technical training on climate change;
- Sub-component 2.1, thanks to activities on rehabilitation/ construction of climate-proof market infrastructure;
- Sub-components 2.1 and 2.2 through grants and credits for income generating activities to diversify the livelihoods of the most vulnerable groups, and allocating of at least 50% of the total credit portfolio to initiatives that directly contribute to climate adaptation and/or mitigation objectives.
- Sub-component 3.1 through Animal health strategy, Rangeland management knowledge product and Support to MRV for livestock emissions

IFAD adaptation finance	US\$9,663,000
IFAD mitigation finance	US\$278,000
Total IFAD climate finance	US\$ 9,941,000

2.7 Economic and Financial Analysis

120. In summary, the results of the economic analysis show that the SIGHT II project is financially viable, with an internal economic rate of return of 24.67% and a net present value of \$93 million, or 66 million JD, for an economic opportunity cost of capital of 10%. These results are very encouraging, especially considering that some benefits generated by the project, such as capacity building are difficult to quantify and have not been included in this analysis. The sensitivity analysis, considering upward variations in costs or a downward variation in project revenues, also confirms its robustness.

121. Identification of beneficiaries and benefits: The implementation of SIGHT-II activities will benefit to 65 800 direct beneficiaries and generate several types of benefits including: (i) the upgrading of breeding stations, which enhances the capacity for breeding and veterinary services; (ii) the dissemination of improved genetic material, which boosts the productivity and health of livestock; (iii) support to digital livestock identification, genetic evaluation, and disease surveillance, which improves monitoring and management of livestock health; (iv) upgrading of veterinary laboratories, which leads to better disease diagnosis and management; (v) support to proximity veterinary services, which improves accessibility to veterinary care and enhances animal health and productivity in the community; (vi) access to finance, as the project will link farmers to financial institutions for loans; (vii) the establishment of farmer and pastoral field schools, which provide essential training and knowledge to improve agricultural practices; the (viii) promotion of alternative feed and drought-resistant fodder, which supports livestock health and resilience in changing climatic conditions; (ix) access to matching grants for some beneficiaries, which enhances financial support for improvements; and (x) improved access to markets, facilitating better sales opportunities for farmers and increasing their income potential.

122. The primary beneficiaries of the project include: (i) small ruminant farmers with a focus on the poorest and most vulnerable. Women and youth represent 40% and 15% of beneficiaries, respectively. The project aims to directly support 14,000 households (HHs) through a combination of targeted grants, matching grants, microloans, and loans. The estimated cost per beneficiary is US\$2,429 per household and US\$517 per individual household member^[1], based on a total of 14,000 households and 65,800 household members.

123. Table1: phasing of beneficiaries used for aggregation.

		2026 Y1	2027 Y2	2028 Y3	2029 Y4	2030 Y5	2031 Y6	TOTAL 0
Sheep breeding model								
Model 1: Sheep breeding cat1		-	-	2 366	2 364	2 364	2 364	9 458
Model 2: Sheep breeding cat2		-	-	525	525	525	525	2 100
Model 3: Sheep breeding cat3		-	-	525	525	525	525	2 100
Sub total Sheep breeding		-	-	3 416	3 414	3 414	3 414	13 058
Feed Production model								
Model 4: Feed production Hydroponic		-	-	50	50	50	50	200
Model 5: Feed production Silage		-	-	4	4	4	-	12
Sub total Feed production		-	-	54	54	54	50	212
Processing Model								
Model 6: Small Scale dairy processing		1	3	4	5	5	2	20
Sub total Processing		1	3	4	5	5	2	20
Veterinary Service Model		-	-	55	55	-	-	110
Sub total Veterinary Services		-	-	55	55	-	-	110
Total Number of beneficiaries	HH	1	3	3 525	3 528	3 473	3 466	14 000

124.2.7.1. Financial Analysis

125.1.2 Financial Models

126. The mission aimed to define representative activity models that can be supported and that accurately reflect current practices in the country. Based on the available data, we have modeled seven benchmark activities.

127. For sheep breeding, three models have been developed:

128. **Model 1** focuses on very small livestock flocks for the poorest households, consisting of 1 to 9 heads for the most vulnerable and up to 19 heads for those classified as poor. These farmers rely on subsidized feed, informal labor, and seasonal migration to enhance their income. They sell all their milk production to local processing units, ensuring a steady revenue stream. With minimal financial investment needed, this approach provides accessible opportunities for vulnerable populations, promoting nutritional security and economic stability. This model is highly sensitive to cost variations; a 10% decrease in benefits could lead to negative outcomes in key indicators. To support these activities, beneficiaries of this model 1 will receive 95% of their funding as a grant, with a 5% own contribution required.

129. **Model 2** targets small-scale livestock farmers and processors who typically own or have access to 0.2 to 0.5 hectares of land and possess between 20 to 50 small ruminants. These producers encounter significant challenges due to limited grazing and cultivation capacity, rendering them vulnerable to fluctuations in feed and water prices, as well as the impacts of climate change and economic shocks. To address these issues, beneficiaries will receive financial assistance aimed at enhancing their resilience. This support will provide resources for improved feeding practices, access to better healthcare for livestock, and training in sustainable farming methods, thereby empowering farmers to increase their productivity and adapt to changing environmental conditions. To support these activities, beneficiaries of this model 1 will receive 80% of their funding as a grant, with a 20% own contribution required.

130. **Model 3** focuses on commercial livestock farmers and processors managing flocks of up to 150 heads. While this group is better integrated into local value chains and benefits from larger flock sizes and improved access to resources, they still encounter significant financial challenges. High feed costs can account for up to 60% of their revenue, compounded by rising water prices and limited access to vaccination services. To address these issues, beneficiaries will receive financial assistance aimed to

alleviate these economic pressures, enabling farmers to invest in improved feeding practices, veterinary care, and better overall farm management. This support will enhance their productivity and sustainability, helping them navigate the challenges of a fluctuating economy while bolstering their resilience in the livestock sector. To support these activities, beneficiaries of this model 3 access between 50% (for MSMEs) and 75% (for Coops) grant; the rest could be either their own contribution or a loan

131. To promote alternative feed and drought-resistant fodder, two models have been identified: **Model 4** focuses on household-level hydroponic fodder production units, which allow livestock farmers to grow nutrient-rich fodder without soil, utilizing minimal water and enabling rapid growth cycles of 7 to 10 days. This model enhances livestock health through fresh, nutritious feed and is accessible for urban and peri-urban farmers.
132. **Model 5** introduces small-scale silage-making systems, enabling farmers to produce and store silage from excess forage crops, thus ensuring a year-round supply of quality feed, even during dry seasons. These two models will serve as pilot initiatives, and the project will facilitate the distribution of seeds and seedlings of climate-resilient fodder to the beneficiaries.
133. **Model 6** centers on small-scale dairy processing, featuring a processing unit capacity of 500 kg of milk per day. This model is designed for local dairy producers who want to add value to their milk and enhance their income. The main products produced include white cheese, Jameed (a traditional Middle Eastern dehydrated yogurt), butter, and semned (clarified butter), all of which are in high demand in local markets. By utilizing fresh, locally sourced milk, the processing unit promotes food security and supports local farmers.
134. **Model 7** focuses on establishing proximity veterinary clinics to provide essential services to livestock farmers. These clinics aim to enhance animal health and welfare by offering vital services such as vaccinations, health check-ups, and disease management. By situating these clinics close to farming communities, the model ensures that farmers have easy access to professional veterinary care, which is crucial for maintaining healthy livestock. This model will receive financial support that will promote sustainability and ensure the successful implementation of veterinary services within the community.
135. To support these production Models 4 and 5 could benefit from 85% of grant, the rest their own contribution. Models 6 and 7 could benefit between 50% and 75% of grant, the rest from their own funds or loans depending on their financial capacity.
136. **Financial Prices:** In Jordan, livestock product prices are determined freely by the market, reflecting fluctuations in supply and demand. The prices of inputs and marketed products represent the amounts households pay at the farm gate/market. For the financial analysis, the prices used are those prevailing in the market.
137. **Financial discount rates:** For the financial analysis, a discount rate of 7% was used, corresponding to the benchmark interest rate in Jordan.
138. The following table shows financial performance of the models. The financial internal rate of return (IRR), NPV, and benefit/cost ratio for the models are good, indicating the financial viability of the proposed activities.
139. Table 2: results of financial analysis

Table A: Models' financial cash flow								
F I N A N C I A L A N A L Y S I S		Models' net incremental benefits -NIB (in JD)						
		Sheep breeding models			Feed Production models		Processing Model	Veterinary Service
		Model 1: Sheep breeding cat 1	Model 2: Sheep breeding cat 2	Model 3: Sheep breeding cat 3	Model 4: Feed production_ Hydroponic	Model 5: Feed production_ Silage	Model 6: Small Scale dairy processing	Model 7: Proximity Vet Clinic
	PY1	(5 643)	(13 583)	(35 904)	(492)	(16 250)	(18 065)	(3 376)
	PY2	357	1 888	10 882	148	3 250	3 935	(735)
	PY3	736	2 868	14 000	148	3 250	3 935	395
	PY4	1 076	3 750	16 805	148	3 250	3 935	1 065
	PY5	1 250	4 199	18 233	148	3 250	3 935	1 595
	PY6	1 005	4 198	19 069	148	3 250	3 935	1 265
	PY7	1 545	4 963	20 664	148	3 250	3 935	2 265
	PY8	1 545	4 963	20 664	148	3 250	3 935	2 265
	PY9	1 594	5 089	21 065	148	3 250	3 935	2 265
	PY10	1 594	5 089	21 065	148	3 250	3 935	2 265
B/C		1,00	1,10	1,25	1,09	1,00	1,11	1,02
NPV (in JD) @ 7%		1 558	11 284	56 329	441	4 602	7 077	4 429
FIRR		12%	22%	32%	26%	26%	16%	23%
		2 194	622	79 337	622	6 482	9 968	6 239

140. The models presented in the cash flow analysis indicate a strong potential for profitability in the breeding sector. The table details the net incremental benefits (NIB) for various sheep breeding models and agricultural practices, showcasing positive cash flow across most options. This suggests that the proposed models are financially viable and can significantly enhance the income

of the stakeholders involved.

141. The cost recovery rates for the various models are as follows: the breeding models range from 131% to 175%, while the alternative feed and drought-resistant fodder show rates between 101% and 125%. The small-scale dairy processing has a rate of 108%, and the proximity veterinary clinic achieves a rate of 105%. Overall, these rates demonstrate the sustainability and effectiveness of the models in delivering financial benefits

142.2.7.2. Economic analysis

143. **Economic Prices:** The Jordanian dinar has been pegged to the US dollar at a rate of JD0.71:US\$1 since 1995. Financial prices have been converted to economic prices using the following conversion factors:

- For non-tradable goods, a conversion factor of 1 was applied, as these are typically purchased locally without significant tax distortions.
- For labor, the opportunity cost conversion factor is 0.79.
- For tradable goods and equipment, a Standard Conversion Factor (SCF) of 0.98 was calculated and applied.

144. **Constant Prices:** All models are expressed in constant prices for 2025. The analysis is based on primary data collected during field visits conducted during the September 2025 IFAD design mission in Jordan, the Government of Jordan, ongoing IFAD projects, and various organizational sources. Conservative assumptions and parameters have been adopted to avoid overestimating benefits and to provide realistic results.

145. Table 3. Conversion Factors

Table C: Main Assumptions and Shadow prices	
Conversion factor	
CF for tradeable goods	0,98
CF for labour	0,79
CF for non-tradeable goods	1,00
Financial Discount Rate (FDR)	0,07
Social Discount rate (SDR)	0,10

146. **Social Discount Rate:** The economic discount rate has been set at 10%, reflecting the average deposit interest rate in Jordan. This rate represents the social opportunity cost of capital and is used to calculate the economic Net Present Value (NPV) and future net incremental benefits.

147. **Analysis Period:** The analysis period spans 10 years to account for the phasing and gestation of the proposed interventions. Economic benefits from livestock activities have been aggregated using average incremental net benefits and the number of beneficiaries for each activity under the project interventions. A single adoption rate, derived from the costing exercise, was also considered. Economic benefits from enterprise models were aggregated based on the anticipated number of small enterprises to be supported by the project. Benefits are phased in progressively for all types of interventions. A conservative adoption rate of 70% has been applied to avoid overestimating benefits, drawing on insights from similar projects.

148. **Economic Costs:** The costs of the two technical components of the project and the Policy support and project coordination component were converted into economic costs using the Costab software. Certain deductions were made directly in Costab, specifically for direct subsidies (such as equipment for private vets accredited for veterinary services management, support for MSMEs involved in dairy and meat processing and marketing, promotion of alternative feed and drought-resistant fodder, etc.) provided to young entrepreneurs and women already accounted for in the business models, before generating the economic costs.

149. The economic analysis indicates satisfactory results, with an NPV of US\$93 million and an Economic Internal Rate of Return (EIRR) of 24,62%, suggesting that the overall project is economically viable.

150.2.7.3. Sensitivity Analysis

151. The sensitivity analysis, which considers project cost increases of 10%, 20%, and 30%, demonstrates the following rates of return: 24%, 23.5%, and 22.9%. These rates indicate that the results remain robust in the face of rising costs for the proposed activities. The Net Present Values (NPV) corresponding to these cost increases would be \$91 million, \$88 million, and \$85 million, respectively.

152. Additionally, Under scenarios of benefit reduction by 10%, 20%, and 30%, the EIRR declines to 24.0%, 23.2%, and 22.2%, respectively. The NPVs for these margin reductions amount to \$81 million, \$69 million and \$57 million. If economic benefits were deferred or the project implementation was delayed by one or two years, the Economic Internal Rate of Return (EIRR) would be 23.3% and 21.9%, respectively, with corresponding NPVs of \$82 million and \$72 million. The results of the sensitivity analysis are summarized in the table below.

153. Table 4. Sensitivity analysis

Sensitivity analysis	Base case	Costs Increase			Increase of Benefits		Decrease of Benefits			Delay of Benefits	
		+10%	+20%	+30%	+10%	+20%	-10%	-20%	-30%	1 year	2 years
IRR	24,6%	24,0%	23,5%	22,9%	25,2%	25,6%	24,0%	23,2%	22,2%	23,3%	21,9%
NPV (in JD) @ 0,1	66 636 536,06	64 689 074,83	62 741 613,61	60 794 152,38	75 247 650,90	83 858 765,73	58 025 421,23	49 414 306,39	40 803 191,56	58 808 249,85	51 691 626,02
NPV (in USD) @ 0,1	93 854 276,14	91 111 373,01	88 368 469,87	85 625 566,73	105 982 606,90	118 110 937,65	81 725 945,39	69 597 614,64	57 469 283,89	82 828 520,92	72 805 107,07
Discount rate											

Chapter 3: Organisation and Management

3.1 Organisational set-up and Governance

154. The **Ministry of Agriculture (MoA)** will serve as the lead implementing agency, ensuring alignment with national policies and strategies on agricultural development, food security, and climate adaptation. MoA will provide overall strategic oversight and house the **Project Management Unit (PMU)**, which will be fully dedicated to SIGHT-II and build on the institutional foundation and capacities established under SIGHT-I.
155. Technical directorates of the MoA will implement some of the project activities including Extension Department for FFS, Veterinary Services for surveillance and control of diseases, Breeding Department for animal identification and genetic evaluation. Close cooperation will be ensured with the **National Agricultural Research Center (NARC)** for the breeding programme, and the **Agricultural Credit Corporation (ACC)** for financial services, as it was the case under SIGHT-I. Other partners will include farmer cooperatives, youth- and women-led associations, civil society organizations, veterinary service providers, and private agribusinesses. International organizations (ICARDA, ACSAD, IUCN) could also be contracted to provide scientific and technical support to national implementing partners, especially for piloting of innovations.
156. The **PMU** will be structured along three technical components: (i) productivity and climate resilience of small ruminant systems, (ii) value chain investments and financial inclusion, and (iii) policy support and project coordination. These will be supported by cross-cutting functions covering financial management, procurement, gender and youth inclusion, environmental and climate resilience, monitoring and evaluation (M&E), and knowledge management. To ensure synergies and prevent siloed implementation, the PMU will institutionalize joint planning, integrated field missions, and shared performance targets across components.
157. Key staff will include a Project Director, Component Coordinators for each of the technical areas, specialists in procurement, financial management, M&E, gender, youth and nutrition, and environmental/climate resilience, as well as technical officers and regional field teams. The current PMU of SIGHT-I will be retained to ensure continuity, while additional staff, particularly for gender, youth and nutrition, climate, and access to finance, will be either recruited at start-up or their responsibilities transferred to qualified existing staff. The PMU will be equipped with office facilities supported by MoA, with regional coordinators based in selected Agricultural Directorates to ensure proximity to beneficiaries and effective outreach to last-mile households.
158. The Field Project Coordinators (FPCs), reporting to the Project Officer, will play a pivotal role in operationalizing activities at governorate level. They will coordinate field missions and activities and ensure accurate and timely data flows to the M&E unit. There will be 15 FPCs in total.
159. The PMU will work in close coordination with implementing partners through a **Project Technical Coordination Committee (PTCC)**, chaired by MoA, which will bring together all implementing partners to ensure operational coordination and troubleshoot challenges. The PTCC will play a central role in harmonizing SIGHT-II activities with related donor-funded projects and government initiatives.
160. **Governance** will be provided by a **Project Steering Committee (PSC)**, chaired by MoA and composed of representatives from MoPIC, Ministry of Finance, NARC, ACC, and IFAD as an observer when needed. The PSC will meet bi-annually to approve the Annual Work Plan and Budget (AWPB), review progress, and provide strategic guidance. It will also ensure alignment with national priorities, cross-sectoral coordination, and consistency with IFAD's country programme.
161. The organizational set-up ensures vertical delivery through regional coordinators and community-based mechanisms (e.g., FFS, CAHWs, and rangeland management groups). At the same time, centralization of procurement and financial management at the PMU level will mitigate risks of fragmentation and enhance accountability. This integrated approach balances national-level policy engagement with decentralized delivery, ensuring effective reach to the poorest and most vulnerable groups while maintaining efficiency and compliance with IFAD procedures.

3.2 IFAD Supervision

162. IFAD will exercise its role in **direct supervision and implementation support**, in close collaboration with MoA and other implementing partners. Supervision will ensure that SIGHT-II remains aligned with national strategies and IFAD's Country Strategy Note, while also facilitating synergies with other development partners' programmes.
163. Each year, IFAD will review and clear the **AWPB**, which will then be endorsed by the Project Steering Committee. This review will

assess consistency with the PDO, logframe targets, mainstreaming commitments (gender, youth, climate, nutrition), and national sectoral strategies. Where restructuring is required, MoA and MoPIC will play key roles, with IFAD ensuring compliance with institutional procedures.

164. IFAD will conduct at least one **Annual Supervision Mission**, involving technical specialists from headquarters and the multi-country office (MCO), to assess implementation progress, fiduciary compliance, performance against indicators, and stakeholder satisfaction. These missions will be participatory, engaging government counterparts, project beneficiaries, and development partners. Mission findings will be documented in an aide-memoire, supervision mission report, and Management Letter, providing actionable recommendations.
165. In addition, **Implementation Support Missions** may be organized on specific themes such as technical aspects of livestock production, market access, access to finance, procurement, financial management, gender and youth inclusion, or climate resilience and mitigation. A **Mid-Term Review (MTR)** will be conducted in year three, jointly with government and stakeholders, to assess overall progress, validate the theory of change, and make strategic adjustments where needed. The MTR will also examine scalability and sustainability of interventions, including private sector engagement and policy linkages.
166. At project completion, IFAD will organize a **Project Completion Review (PCR) Mission**, documenting achievements, lessons learned, and recommendations for follow-up. The review will feed into IFAD's portfolio learning processes and inform Jordan's broader agricultural policy framework.
167. Supervision will also leverage IFAD's **multi-country office presence** to provide ongoing backstopping, facilitate knowledge exchange, and ensure timely support between missions. This will include technical inputs, review of progress reports, and real-time troubleshooting of operational challenges.
168. Overall, IFAD's supervision approach for SIGHT-II will combine rigorous fiduciary oversight with adaptive implementation support, ensuring that risks identified in the Integrated Project Risk Matrix are actively managed and that the project delivers transformative, inclusive, and climate-resilient outcomes for smallholders, women, and youth.

3.3 Planning, Monitoring and Evaluation

169. **Planning and AWPB preparation.** Planning under SIGHT-II will follow a results-based approach, grounded in the Theory of Change and Logframe. Each year, the Project Management Unit (PMU) will prepare the **AWPB** through a participatory process that engages component leads, regional coordinators, implementing partners (MoA directorates, NARC, ACC, etc.), and beneficiary representatives. Field consultations and feedback from groups of beneficiaries will ensure that grassroots priorities inform annual planning. Draft AWPBs will be consolidated by the PMU, validated by the Project Technical Coordination Committee (PTCC), and submitted to the Project Steering Committee (PSC) for endorsement. To align with the Government of Jordan's fiscal cycle, planning will commence in August, with final submission to IFAD for no-objection by November.
170. **Monitoring system and responsibilities.** A robust Monitoring, Evaluation and Learning (MEL) system will be established to track progress, capture lessons learned, and inform adaptive management. The **PMU M&E Unit** will consist of an M&E Specialist, supported by focal points in NARC, ACC, field coordination teams, other implementing partners, and regional agricultural directorates. The M&E Specialist will oversee the system's design, quality assurance, and reporting, while focal points will ensure timely data collection and verification at field level. The system will integrate output, outcome, and financial monitoring, aligned with the Logframe and CSN, Results Management Framework, including IFAD mainstreaming indicators on gender, youth, nutrition, and climate adaptation.
171. **M&E MIS and ICT tools.** A **digital Monitoring and Evaluation Management Information System (M&E MIS)** will be developed, building on the experience from SIGHT-I and REGEF. The MIS will be cloud-based, decentralized, and accessible by partners for direct data entry. It will capture: (i) physical and financial progress, (ii) beneficiary profiles disaggregated by sex, age, poverty status, location, and number and type of small-ruminants (iii) adoption of technologies and services, and (iv) environmental and climate-related indicators. Mobile and ICT tools such as Kobo Toolbox or Survey Solutions will be used for real-time field data collection, while data analysis will rely on software such as SPSS, STATA, etc. Comprehensive training will be provided to PMU and partner staff to ensure system ownership and sustainability.
172. **Outcome and impact measurement.** Core Outcome Indicator (COI) surveys will be conducted at **baseline, mid-term (year 3), and completion (year 6)** in line with IFAD's COI guidelines. Surveys will be outsourced to independent service providers to ensure credibility and methodological rigor. The surveys will measure changes in household income, resilience, food security, nutrition outcomes, women's empowerment, and youth employment. In addition, thematic studies will be commissioned to assess areas such as breeding programme sustainability, climate-smart feeding practices, and gender norm transformation.
173. **Learning, knowledge, and adaptive management.** SIGHT-II will embed **learning loops** to continuously refine approaches. Quarterly reflection workshops within the PMU and annual multi-stakeholder learning events will review progress, identify challenges, and integrate corrective actions into work plans. Evidence generated through the M&E system will inform decisions on scaling pilots (e.g., new fodder technologies), adapting grant mechanisms, and refining policy engagement. Mid-term review findings will be used to validate the Theory of Change and, if necessary, restructure components to maximize impact.
174. **Reporting and accountability.** The PMU will produce **semi-annual and annual progress reports** synthesizing achievements against Logframe targets, financial performance, and lessons learned. Reports will be shared with the PSC, MoA, IFAD, and partners. IFAD's multi-country office will provide backstopping, ensuring that results are used for decision-making and portfolio-level learning. M&E data will also feed into Jordan's national reporting on food security and climate adaptation.

175. **Capacity development.** Recognizing existing limitations in M&E capacity, targeted training will be provided to MoA and implementing partner staff on results-based management, digital data tools, and participatory M&E approaches. Partnerships with universities and research institutes will be explored for data collection and analysis, enhancing local ownership and sustainability.
176. Adequate financial resources are allocated to M&E under project management costs amounting to \$1,100,000 (approximately 3.1% of total project cost). This includes funding for the three mandatory COI surveys, MIS development, and training. By integrating planning, monitoring, evaluation, and learning, the system will ensure that SIGHT-II remains adaptive, accountable, and focused on delivering transformative outcomes for smallholder livestock producers, women, and youth.

3.4 Knowledge Management and Country Level Policy Engagement (CLPE)

177. SIGHT-II will embed knowledge generation and country-level policy engagement (CLPE) throughout its implementation cycle. The project will contribute to improved evidence-based decision and policy-making, facilitate dialogue between stakeholders, and support the formulation and implementation of inclusive, climate-resilient livestock policies and strategies. Knowledge generated through project activities, especially pilots, will be systematically generated, analysed, and disseminated to inform both project implementation and national policy frameworks, while also contributing to regional learning and IFAD's global knowledge platforms.
178. **Three priority policy areas** have been identified in coordination with the Ministry of Agriculture and other partners. First, the development of a **national livestock sector strategy**, aligned with the broader Agricultural Development Strategy, which will be informed by SIGHT-II implementation experience and designed through inclusive and evidence-based policy tools. Building ownership within the Ministry of Agriculture (particularly through engagement during the completion phase of SIGHT-I and early implementation of SIGHT-II) will be critical for sustainability. Second, the project will contribute to national efforts to establish **animal health strategy** including disease control plans for small ruminants, particularly within the context of growing pandemic preparedness frameworks. This could fall under the umbrella of The Pandemic Fund and will require close coordination with veterinary services, regional organizations, and development partners. Third, the project will support **monitoring and reporting of greenhouse gas (GHG) emissions from the livestock sector**. This will strengthen Jordan's national capacity to meet its NDC commitments and provide practical models for mitigation measures in smallholder contexts. These three areas will be reviewed and refined at mid-term to ensure policy relevance.
179. In parallel to policy engagement, SIGHT-II will address operational knowledge gaps through learning and adaptive management. Key knowledge products will be generated in conjunction with pilot and research activities, with a focus on themes of strategic importance to the project and IFAD's broader learning agenda. These include:
- Alternative feed systems to reduce production costs and improve animal nutrition;
 - Gender-inclusive value chain development, building on the central role of women in processing, breeding, and marketing;
 - Rangeland restoration and management, potentially in collaboration with ICARDA and other technical partners;
 - Artificial insemination and breeding models, a core technical focus of the project, with strong potential for knowledge products demonstrating productivity and resilience gains.
 - Privatization of proximity veterinary services, including the CAHW model
 - Other potential areas for learning include financial service models, climate adaptation practices, and inclusive service delivery mechanisms. The project will also integrate local knowledge, especially around natural resource management, feed use, and community mobilization.
180. The knowledge generated by SIGHT-II will directly support the implementation of the Jordan CSN 2025–2026, particularly its objectives on resilience, climate change, and institutional capacity building. At the operational level, this knowledge will inform implementation of SIGHT-II and other project in the portfolio, and support the design of future IFAD interventions in Jordan and the region. The project will also contribute lessons and evidence to IFAD's corporate knowledge initiatives, including thematic learning events, South-South exchanges, and policy dialogues under IFAD's regional platforms.
181. Knowledge management will be mainstreamed across all project components. In particular, KM and policy engagement are embedded in Component 3 – Policy support and project coordination. This component will lead the design of inclusive livestock policies, enhance institutional systems for disease control and GHG monitoring, and coordinate project-wide knowledge activities. Dissemination will be tailored to targeted audiences, including government, donors, research institutions, and IFAD platforms. Methods include policy roundtables, technical working groups, stakeholder workshops, and co-publication with technical partners.
182. A knowledge management focal point will be identified within the PMU to coordinate the implementation of the Knowledge Action Plan (KAP), with support from technical assistance partners. The KAP will be developed in Year 1 and incorporated into the Project Implementation Manual (PIM), detailing timelines, responsibilities, and budget allocations for knowledge generation, dissemination, and use.

3.5 Target group engagement

183. **Target group engagement** will take place at different levels and phases. Engagement with beneficiaries (individuals and enterprises) will involve capacity building, community dialogue, awareness raising, and monitoring.
184. Target group engagement will include sector analysis to assess beneficiary needs and government priority areas, enabling

tailored services delivery. These meetings will be conducted in local language with arranged accommodations allowing maximum participation by women, men, youth, and Person with Disabilities (PwDs), such as female trainers, women-only Focus Group Discussions, accessible venues, and announced through different various outreach outlets.

185. SIGHT-II will facilitate access to information in culturally appropriate language, enabling communities to easily access information and communication channels for feedback through different written, in-person and digital platforms. It will ensure proper contextualisation of interventions to meet cultural and acceptable practices.
186. Other channels for target group engagement and feedback include quantitative household surveys, qualitative assessments, supervision missions, field visits by the M&E and other PMU staff. Furthermore, surveys will collect and analyse the level of satisfaction with project services and challenges. Feedback from these mechanisms will inform periodic assessment through annual reviews and semi-annual progress reporting.
187. All interventions are managed and monitored by the PMU. Through the targeting strategy, participants will be strictly selected according to the targeting strategy and eligibility criteria with an extensive focus on the less advantaged and marginalised groups, especially women, youth, and PwDs. Social inclusion, targeting, and GRM capacity building will be provided to implementing partners, ensuring appropriate and standardized service delivery, reporting, communication, and inclusion of target beneficiaries.
188. In compliance with SECAP 2021, SIGHT-II has developed an Environmental, Social and Climate Management Plan (ESCMP), GRM, and Stakeholder Engagement Plan (annexed to the PIM).
189. **The Grievance Redress Mechanism (GRM)** will address potential complaints arising from the project implementation through a structured, three-tiered approach: a community-based system (e.g. PMU focal points in governorates, extension officers, facilitators and trainers, and other), a formal system (PMU), and the IFAD Complaints Procedure as a last resort. Complainants with grievances may opt for either community-based or formal routes. The community-based GRM will leverage existing traditional structures to resolve issues locally, ensuring accessibility through culturally sensitive communication. If satisfaction is not reached, the formal route can be pursued (detailed GRM explained in annex). At an early stage of the project implementation, the PMU should operationalise the GRM, train all implementing bodies engaged with beneficiaries.
190. Targeted beneficiaries will be made aware of these mechanisms through scoping and mobilization exercises at early project stages and reminded regularly through client feedback provision. The GRM will record and address complaints arising during project implementation promptly and transparently with no negative impacts (cost, discrimination) for reporters. The PMU will maintain a grievance register documenting actions and statuses, monitored by IFAD and the project steering committee.
191. The Grievance Redress Committee will investigate the validity and severity of grievances and resolve them. Besides proposed GRM approaches, aggrieved individuals can use additional channels such as the IFAD Complaints Procedure. The objective of the IFAD Complaints Procedure is to ensure appropriate mechanisms for individuals and communities to directly contact IFAD if adversely affected by non-compliance with IFAD's Social and Environmental Policies and mandatory SECAP aspects. Affected parties can contact IFAD via SECAPcomplaints@ifad.org. IFAD has zero tolerance for Sexual Exploitation and Abuse, directing related complaints to IFAD's Ethics Office. Complaints should only concern environmental, social, and climate issues, excluding accusations of fraud or corruption handled by IFAD's Office of Audit and Oversight.
192. The Stakeholder Engagement Plan (SEP) documents stakeholder engagement requirements for the ESCMP. Key stakeholders have been identified aligned with the Organisational capabilities matrix and Target group typology, priority needs, and potential response. The SEP's primary objective is enhancing decision-making processes and cultivating inclusivity by actively involving affected individuals and stakeholders, providing ample opportunities to express their views and concerns, thereby influencing project decisions and ensuring a collaborative project implementation approach.

3.6 Strategic partnerships

193. To deliver greater impact and extend reach beyond IFAD's investment envelope, SIGHT-II will rely on a set of strategic partnerships that leverage the comparative advantages of government institutions, development partners, civil society, and the private sector. These partnerships are designed to support delivery of technical expertise, financing, knowledge, and complementary programming.
194. The programme builds on strong collaboration with the Government of Jordan, with MoA leading implementation and MoPIC chairing the Programme Steering Committee. The Ministry of Environment will contribute to environmental compliance.
195. Key co-financing partners include the Adaptation Fund and the Pandemic Fund, both bringing targeted resources and thematic expertise. IFAD, AF, and PF will coordinate through a dedicated mechanism to ensure harmonized programming and cost-efficiency.
196. The main strategic partnerships envisaged for SIGHT-II implementation are as follows:
 - International Union for Conservation of Nature (IUCN), which has rich expertise and experience in the field of nature conservation and sustainable use of natural resources, using participatory approaches involving local communities, will support the activities related to rangeland restoration and community-based rangeland management.
 - The International Center for Agricultural Research in the Dry Areas (ICARDA), has a strong research portfolio, with more than forty years of work in the region to strengthen food system resilience in dry areas. ICARDA currently implements the project "Strengthening the Resilience of Rangeland Watersheds in Jordan" and could be mobilized to provide scientific support on aspects related to soil and water conservation.
 - The Arab Center for the Studies of Arid Zones and Dry Lands (ACSAD), has a long history of cooperation with the MoA, and could support the project by providing improved genetic material (live males and semen) from its station in Syria.

- Municipalities are responsible for live animal markets, slaughterhouses, and licensing of various establishments in the food value chain. They will be primary partners for the rehabilitation or construction of market infrastructure, and its management afterwards.
- The private sector actors involved in the small ruminant value chain, will play an important role as either service providers or off-takers expanding thus market access to project beneficiaries. They will also coinvest in the value chain and create long-term job opportunities.
- ACC will be the unique participating financial institution by providing loans to project beneficiaries through IFAD and AF funded line of credit and also leveraging its own resources. In addition, the project will benefit from ACC collaboration with other donors, and from financial tools developed for small ruminant production, climate-resilient agriculture and Sharia-compliant loans.

3.7 Financial Management

197. Organization and Staffing Arrangements: The PMU will be responsible for the end-to-end Financial Management (FM) of the programme, including expenditures incurred by implementing partners/agencies. This will be supported by the accounting and financial team at the Ministry. Core responsibilities include planning and budgeting, cash management, disbursement processing, accounting and reporting, and follow-up on audit recommendations.
198. The PMU will be staffed with a full-time Finance Manager, Senior Accountant, and three Accountants to ensure proper review of grants extended to end beneficiaries documents and expenditures incurred by implementing partners. These positions will be competitively recruited from the local market, subject to IFAD's no-objection. Some of the existing FM staff from SIGHT-I may continue in SIGHT-II, ensuring that a core finance team is in place from the early stages of implementation.
199. The PMU Finance team will work closely with the accounting and finance department at the Ministry of Agriculture, which will be responsible for reviewing the completeness of supporting documents in accordance with government regulations, executing payments, and recording transactions in the Government Financial Management Information System (GFMIS).
200. Implementing partners are expected to include ACC, NARC, the Extension Department at the Ministry of Agriculture, and selected NGOs for grants activities. Each implementing partner will assign appropriate staff on part or full-time basis to manage the finances of their respective allocations.
201. Planning and Budgeting: An AWPB will be prepared to outline activities, responsibilities, financing sources, and expected costs. Each partner will submit a draft AWPB to the PMU for consolidation. The consolidated AWPB will be reviewed by the Project Steering Committee and submitted to IFAD for no-objection.
202. The accounting software should ideally include a budget execution module to enable real-time monitoring, variance analysis, and timely reprogramming. This will help ensure predictability and financial discipline throughout implementation.
203. Accounting, Systems, and Financial Reporting: The PMU will maintain consolidated program accounts in accordance with IPSAS (Cash Basis), with modifications to account for advances to implementing partners. An accounting software system capable of multi-financier fund management and real-time reporting will be used. Ledgers will be maintained by financier, with monthly bank and ledger reconciliations.
204. The chart of accounts will enable reporting by component, expenditure category, activity, and financier. The PMU will prepare quarterly Interim Unaudited Financial Reports (IFRs), including cash forecasts and disbursement requests, as well as annual consolidated financial statements.
205. Disbursement and Funds Flow: Disbursement methods will include Advance to Designated Account, Reimbursement, and Direct Payment. Withdrawals from the financiers will be supported by IFRs and other required documentation.
206. The PMU will open three separate designated accounts in the loan/grant-denominated currency at the Central Bank of Jordan (JOD) for IFAD PBAS Loan, AF Grant, and the Pandemic Fund Grant. ACC will also open two separate accounts to receive funds from IFAD PBAS Loan and AF Grant allocations, respectively. Operating bank accounts in JOD will be opened for each designated account to process payments for eligible expenditures. A schematic funds-flow diagram is provided in Annex 7.1.
207. Internal Controls: The internal control framework will be anchored in the Financial Control By-law (2011) and its 2015 amendment, which set out approval authorities, segregation of duties, and expenditure authorization protocols. Program-specific arrangements will be detailed in PIM, which will define roles and responsibilities, documentation standards, payment workflows, asset management, and records retention.
208. Controls will operate both centrally (at the PMU and Ministry of Agriculture) and at the partner level. The PMU will conduct periodic FM reviews, provide hands-on support, and enforce corrective actions where necessary.
209. External Audit: The program's annual external audit will be conducted by the Audit Bureau of Jordan (ABoJ), the Supreme Audit Institution, in accordance with INTOSAI standards and IFAD's audit requirements. The audit scope will include sample testing of grants and sub-loans to verify their use for intended purposes. The audit Terms of Reference will be cleared up through the financier's no-objection procedure. Audited financial statements and the management letter will be submitted within six months of the end of each fiscal year. The SPCU will lead the follow-up on audit findings to ensure timely implementation of recommendations.
210. Start up costs. A provision equivalent to USD 200,000 will be allocated to cover initial start-up expenses, including those associated with meeting disbursement conditions.

3.8 Procurement

211. In the absence of a new MAPS diagnostic and pending publication of the 2025 PEFA, the SIGHT II Procurement Risk Matrix (PRM) was developed through a review of Jordan's procurement framework attached in Government Procurement By-Law No. 8/2022, its implementing instructions, and the JONEPS e-procurement platform and a targeted capacity assessment of the Ministry of Agriculture (MoA), National Agricultural Research Center (NARC), and the Agricultural Credit Corporation (ACC). These institutions form the operational backbone of SIGHT II: MoA provides fiduciary oversight through a dedicated PMU, NARC manages technical procurement in rangeland and livestock interventions, and ACC implements the credit guarantee and financial products window.

212. The overall procurement risk rating for SIGHT II is Moderate, serving as the basis for thresholds and review requirements in the Procurement Arrangement Letter (PAL) and Procurement Implementation Manual (PIM). The PRM pillar ratings are:

Part/Pillar/Description	Inherent Risk	Net Risk
A/I/ Legal, Regulatory and Policy Framework	Moderate	Moderate
A/II/ Institutional Framework and Management Capacity	Moderate	Moderate
A/III/ Public Procurement Operations and Market Practices	Substantial	Substantial
A/IV/ Accountability, Integrity and Transparency of the PP System	Moderate	Moderate
B/I/ Assessment of Programme Complexity	Moderate	Moderate
B/II/ Assessment of Implementing Agency Capacity	Moderate	Moderate
Overall	Moderate	Moderate

213. Jordan's procurement environment reflects a maturing system under decentralization, with clear roles for control, audit, and complaints bodies. The By-Law No. 8/2022 has modernized public procurement by consolidating procedures, mandating the use of JONEPS, and enhancing transparency and anti-corruption safeguards. Updated 2024 Standard Bidding Documents for goods and works improved clarity and alignment with international practices. Nevertheless, gaps remain — including the absence of standardized RFPs for consulting services, limited operationalization of sustainability and green procurement, and the lack of a unified practitioner's manual.

214. SIGHT II procurement will follow national regulations to the extent consistent with IFAD's Procurement Guidelines and Handbook. IFAD Standard Procurement Documents (SPDs) will be used for all international competitive processes and all consulting services, while national SBDs (amended to IFAD minimum requirements) will be applied for NCB and shopping procedures. Grants, MoUs, and other agreements will rely on IFAD-cleared templates. Institutional arrangements combine centralized oversight by the MoA-PMU with decentralized implementation at NARC, using JONEPS for national tenders and IFAD's OPEN platform for planning, publication, and contract management. A clear RACI matrix and appointment of a Procurement Lead within the PMU will ensure coordination and accountability.

215. Key procurement risks include (i) ambiguity of international publicity requirements under national rules; (ii) incomplete e-procurement integration between JONEPS and IFAD's OPEN; (iii) limited SECAP and sustainability implementation in small-value purchases; (iv) weak strategic procurement planning and packaging; (v) gaps in grant management controls for MSME and producer grants; and (vi) overlapping roles among committees and stakeholders. The Procurement Implementation Manual will outline the required adaptations of national rules and templates to align with IFAD's minimum standards.

216. All procurement under SIGHT II will explicitly reference and comply with IFAD's Policy on Preventing Fraud and Corruption, Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse, Anti-Money Laundering and Countering the Financing of Terrorism Policy, and Social, Environmental and Climate Assessment Procedures (SECAP). IFAD's Reporting Hotline (AUO) and Right to Audit will be cited in all solicitation documents and contracts.

217. At start-up, IFAD will support an intensive training programme for PMU and NARC staff on IFAD's Guidelines, OPEN, and contract management. All procurement staff will be required to obtain BUILDPROC (and SUSTAIN) certification within the first year of implementation. Tailored training will cover IFAD thresholds, use of JONEPS and OPEN, SECAP integration, and contract monitoring. JONEPS will be mandatory for all national-level tenders to ensure equal access and audit trails, while OPEN will be used for procurement planning, publication of NOITA/NOA, complaints tracking, and digital record-keeping for 10 years beyond

closure.

218. Jordan's supplier and contractor base is broad in civil works and equipment supply, but limited in specialized consulting services such as livestock, rangeland, and climate-smart agriculture, where international expertise will complement national capacity. To ensure robust participation and transparency, SIGHT II will use market analysis before major tenders, package contracts appropriately, apply proportionate qualification criteria, and maintain a rolling 12-month procurement plan updated quarterly through the OPEN system and aligned with the AWPB.

3.9 Risks and Risk Management

219. SIGHT-II overall inherent risk level is "Moderate". The detailed risk analysis and mitigation measures are presented in Integrated Project Risk Matrix (IPRM) in Annex 10. Social, Environmental and Climate risks are also detailed in the SECAP note in annex 5. The risk categories which are substantial or high are as follows:
220. **Macroeconomic risk:** Jordan has been grappling with high levels of public debt, and its economy is heavily dependent on external aid and remittances, which make it vulnerable to external shocks. Jordan relies heavily on imports to meet its needs, including for energy, animal feed, making the livestock sector susceptible to global price fluctuations. Jordan is one of the most water-scarce countries in the world, which poses a significant risk to agricultural productivity, human health, and overall economic stability. Finally rising geopolitical risks and instability in the region may negatively impact Jordan's economy. To mitigate this risk, the financing structure of SIGHT-II will consist of at least 36% grant financing to reduce the implications of the high debt distress facing the country. The programme will also focus on generating employment for women and youth in rural areas. The programme will also focus on promoting climate resilient practices and circular economy that focus on natural resource management, with strong emphasis on water and feed scarcity.
221. **Project Organization and Staffing risk:** Limited dedicated financial management staff at PMU and reliance on shared/seconded resources from MoA may result in inefficiencies and delays in financial processing and reporting, and coordination challenges among implementing partners may undermine effective financial oversight and control. To mitigate this risk, the existing PMU of SIGHT-I will continue to be in charged for SIGHT-II, with clear ToRs and reporting lines, and additional staff will be recruited to cover the new technical domains (market and access to finance, environment and rangelands). PMU will also be provided with orientation and training on IFAD procedures and reporting tools for staff.
222. **Project Funds Flow/Disbursement Arrangements risk:** SIGHT-II will have a complex fund structure, with flow of funds from different sources, and risk of delays for some co-financing sources. Quarterly IFRs together with a cash flow forecast and Withdrawal Applications (WAs) should enable timely disbursements and effective liquidity planning. In addition, a separate ledger will be maintained for each source of financing, with monthly reconciliations conducted to ensure accurate financial tracking and reporting across all funding streams.
223. **Programme Internal Controls risk:** The inconsistent internal controls across entities—due to system differences, capacity gaps, and complex fund flows—pose risks of financial mismanagement and weak supporting documents and fiduciary oversight. Absence of internal audit at PMU due to resource constraints may hinder timely identification of control weaknesses and limit assurance on the use of grants and loans extended to end beneficiaries for intended purposes. Mitigation measures should include: (i) Adherence to the Financial Control By-law to guide control processes and segregation of duties; (ii) Adoption of Financial management measures in the PIM; (iii) Requiring the external auditor to conduct a sample-based verification of grants and loans.
224. **Project Accounting and Financial Reporting risk:** Inadequate accounting systems, and inconsistencies in accounting standards required by different financiers may result in delays, reporting errors, and reduced transparency in financial reporting. PMU should ensure an appropriate accounting software system is used, adopt IPSAS cash basis for the programme's accounts, and monitor systematically the actual expenditures incurred by implementing partners.
225. **Project External Audit risk:** the non-adherence of the audit to the approved Terms of Reference (ToRs) and delays in the submission of audit reports may compromise accountability and fiduciary compliance. SIGHT-II will engage the Audit Bureau of Jordan to perform an external audit and discuss the audit schedule before the end of the financial year. Pre-and post-audit meetings will be held with the auditor to agree on audit scope and timelines.
226. **Procurement Operations and Market Practices risk:** Key procurement risks include (i) ambiguity of international publicity requirements under national rules; (ii) incomplete e-procurement integration between JONEPS and IFAD's OPEN; (iii) limited SECAP and sustainability implementation in small-value purchases; (iv) weak strategic procurement planning and packaging; (v) gaps in grant management controls for MSME and producer grants; and (vi) overlapping roles among committees and stakeholders. The Procurement Implementation Manual will outline the required adaptations of national rules and templates to align with IFAD's minimum standards.
227. **Social, Environmental and Climate Risk (Moderate):** The project is not expected to increase absolute GHG emissions since the small ruminant populations are expected to remain stable or even decrease given the productivity gain. Water scarcity will be addressed by supporting rainwater harvesting, rangeland restoration and community-based rangeland management. Pollution prevention will be ensured through securing systems for waste recycling and treatment at the source (breeding stations, livestock markets, dairy plants...). Project interventions will be located away from protected areas. On social identified risks, the SECAP, ESCMP, and the targeting strategy are putting in place measures to mitigate child labour, GBV, exclusion of vulnerable groups and labour risks, and ensure proper measures for community health and safety.

3.10 Implementation Readiness

The successful implementation of SIGHT-II requires careful preparation between project approval and the start of full operations

228. The successful implementation of SIGHT-II requires careful preparation between project approval and the start of full operations. Although it is expected that the completion phase will bridge with project startup without gap, the project design anticipates common start-up delays and incorporates proactive measures to ensure readiness, timely mobilization of resources, and alignment with national procedures.
229. **PMU Establishment and Operationalization:** Immediately following project approval, the Project Implementation Manual (PIM) will be finalized, consolidating guidance on fiduciary procedures, procurement, M&E, safeguards, and technical operations. The PMU will be staffed without delay with some positions transitioned from SIGHT-I, supplemented with new staff recruited during the start-up phase. The Project Steering Committee (PSC) and Project Technical Coordination Committee (PTCC) will be formally established, with meeting schedules agreed.
230. **Financial Management and Fund Flow Arrangements:** sThree designated accounts will be opened at the Central Bank of Jordan for IFAD PBAS Loan, AF Grant and Pandemic Fund Grant, and three corresponding operating accounts to receive funds from designated accounts. Bank signatories will be authorized, and a chart of accounts finalized to map all components and funding sources. The PMU will procure and configure accounting software compatible with IFAD standards. Preparation of the first **AWPB** will be completed within six months of effectiveness and submitted to IFAD for no-objection, ensuring that implementation dovetails with the Government's fiscal cycle. To mitigate initial financing delays, start up costs will be allocated to cover critical pre-effectiveness activities.
231. **Procurement and Contract Management Framework:** An initial 18-month Procurement Plan will be prepared. The General Procurement Notice will be issued after IFAD's clearance, and standard procurement documents adopted to comply with IFAD and national requirements. Early contracting of technical assistance will ensure that implementation momentum is established from the outset.
232. **MEL System:** The PMU will validate the Theory of Change and Logframe during start-up workshops with partners. A comprehensive M&E plan will be finalized, with clear roles and reporting lines for MoA, NARC, ACC, other implementing partners, and regional directorates. A cloud-based MIS will be developed to capture physical, financial, and beneficiary-level data. The **COI baseline survey** will be conducted in the first year, outsourced to a qualified service provider, and complemented by baseline reports for small-ruminants productivity, rangeland condition, and gender/youth participation.
233. **Environmental and Social Safeguards:** The project will operationalize its Environmental and Social Action Plans (ESAPs) during the first year. This includes training of PMU staff, screening of early investments (e.g., breeding stations, rangeland works, water harvesting), and grievance redress mechanisms. Timelines account for IFAD's SECAP requirements, ensuring that no civil work begins until safeguards are cleared.
234. **Legal and Institutional Agreements:** Subsidiary agreements will be signed with key implementing partners, including NARC for breeding and genetic improvement, and ACC for financial services. These will define roles, responsibilities, and reporting arrangements. Special covenants in the Financing Agreement, such as requirements on environmental safeguards, establishment of the PMU, and operationalization of the PSC, will be tracked closely to avoid disbursement delays.
235. **Knowledge, Partnerships, and Non-Lending Support:** The PMU will develop a Knowledge Management and Communication Strategy during the start-up phase, supported by the Adaptation Fund's grant-funded technical assistance. Policy studies on livestock insurance, feed balance, and veterinary privatization will be sequenced early to feed into national strategies. Where challenges fall outside the project's direct mandate, complementary non-lending activities (e.g., country grants on climate resilience or women's empowerment) will provide additional support, as reflected in the IPRM (Annex 10).
236. **Project preparation activities:** some project preparation activities will be implemented during the final months of implementation phase and completion phase. They include:
- Due diligence of ACC, implementing partner for the credit line, has been conducted in parallel with project design by an IFAD consultant.
 - A market assessment will be conducted before SIGHT-I completion to better assess market demand and opportunities for live small ruminants, dairy and meat products. This assessment will mostly consist in compilation and update of existing studies, including those conducted under SIGHT-I for Geographical Indication feasibility studies.
 - To anticipate possible delays in the disbursement of co financing, in particular from the AF, feasibility studies for selection of sites and technologies for rangeland management and restoration (financed under AF), will be financed by PBAS at the beginning of the project.
 - The formulation of the small ruminant strategy will fall under the umbrella of the overall Agriculture Strategy currently under formulation, which should be completed by the start of the project. The current PMU will thus take part in the consultations related to the overall framework to make sure it provides space for this sub-sectoral plan and explicitly foresees its formulation.
237. **Readiness of implementing partners:** Most of SIGHT-II activities rely on implementing partners (NARC, MoA, ACC) that were already involved in SIGHT-I implementation and will transition from one phase to the other with only minor changes in partnership modalities. New implementing partners (ICARDA, IUCN) will be familiarized with MoA and IFAD procedures during the startup workshop that will include thematic sessions including on FM and procurement.
238. **Contingency planning:** We do not anticipate delays at start-up, as the project will be implemented by the same PMU, with largely the same project team in place. Moreover, the current political outlook—both domestically and regionally—is more stable than in previous years, and the reopening of the border with Syria is expected to ease potential supply chain disruptions. The project will continue to collaborate with most of the existing partners, and contingency plans for these partnerships can be developed and refined once implementation begins.

Footnotes

1.2 National or Regional Context

[1] EIU, Economist Intelligence Unit, <https://viewpoint.eiu.com/analysis/geography/XN/JO>

[2] This is also in line with the National Financial Inclusion Strategy (2023-2028).

[3] 26,000 households own and depend on small ruminants for their livelihoods. Livestock contributes to 20-25% of Agriculture GDP, and 5-10% of agriculture exports.

1.3 Strategic Alignment

[1] United Nations. (2022). *The United Nations Cooperation Framework in Jordan 2023 to 2027: Results framework and outcome descriptions* (Annex 1). Retrieved from United Nations Sustainable Development Group documents.

2.2 Targeting Strategy

[1] Smallholder producers are those with less than 50 heads and 0,5 ha of land

[2] Ministry of Agriculture, December 2024

[3] Average household members is 4.8 according to Jordan Population and Family Health Survey 2023, UNFPA, available at [UNFPA Jordan | Jordan Population and Family Health Survey 2023](#)

2.4 Component, Sub-component and Activities

[1] MOA – IUCN, Sustainably Investing in Rangelands – Jordan: Amman, 2015. Retrieved from <https://portals.iucn.org/library/sites/library/files/documents/2015-037.pdf>

[2] Myint, M.M., & Westerberg, V. (2014). An economic valuation of a large-scale rangeland restoration project through in Jordan. Report for the ELD Initiative by International Union for Conservation of Nature, Nairobi, Kenya. Retrieved from <https://portals.iucn.org/library/sites/library/files/documents/2015-009.pdf>

[3] ICARDA. "Recovering the Degraded Soils of the Badia in Jordan." ICARDA, retrieved from <https://icarda.org/research/innovations/recovering-degraded-soils-badia-jordan>

[4] To ensure women's participation, the training schedule will consider their time availability during the day/week.

2.7 Economic and Financial Analysis

[1] For REGEP-UP, the cost per beneficiary is US\$3,449 per household and US\$734 per individual household member. For SIGHT-I, it was US\$ 1,725 per household at Mid-Term (completion data not available yet)

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II

Project Design Report

Annex 1: Key Files

Mission Dates: 06/09/2025 19/09/2025

Document Date: 19/12/2025

Project No. 2000005508

Report No. 7367-JO

Near East, North Africa and Europe Division
Programme Management Department

Annex I: Key Files

Table 1: Rural poverty and agricultural sector issues (key file table 1)

Priority area	Affected groups	Major Issues	Actions needed
Policy environment/ policy support	All value chain actors including smallholder farmers	- Lack of policy incentives for climate resilient transformation of small ruminants systems - Lack of animal strategies and plans, leading to inadequate use of resources - Lack of policy incentives for privatization of livestock services (AI, animal health) - Government support to small ruminants sector focused on feed subsidies - Lack of awareness of policy makers on innovations for climate smart sector transformation	- Targeted policy support on prioritized topics (sector strategy including feed, animal health strategy...) - Production of knowledge products on innovations for climate smart sector transformation
Genetics	Small ruminant holders	- Incomplete national breeding program - Inadequate availability and high perceived cost of improved genetic material - Low awareness on benefits of genetic improvement - Feed shortages do not allow genetic potential of animals to express	- Upscale the current breeding program and the station's capacity to produce the required improved genetic materials - Raise awareness on benefits of improved breeds - Address other productivity constraints (feed, health); see below

Priority area	Affected groups	Major Issues	Actions needed
Animal Health	• Small ruminant holders • Consumers of animal products • Exporters	• High prevalence of production and contagious diseases, exacerbated by climate change • Weak disease surveillance system - Disease reporting is based on a digital tool (EIDSS) but is not integrated with LITS. • Weak veterinary proximity services	• Support integration of EIDSS within LITS • Strengthen capacities of vet diagnostic labs at Central and Governorate levels. • Support proximity vet services (private vet. Clinics and CAHWs)
Rangelands and water	• Small ruminant pastoralists and sedentary holders	• Shortages of water resources exacerbated by climate change • Degradation of rangeland due to mismanagement and water scarcity	• Support water harvesting at farm/household levels. • Support rangeland restoration and community-based rangeland management system.
Animal identification and traceability	• Small ruminant holders • Consumers and postproduction value chain actors	• LITS system not fully operational • No genetic evaluation and animal health information modules in LITS • LITS focused on feed subsidies management. Weak traceability of animals/meat	• Support the animal identification and traceability system (see animal health above)
Meat value chain and market	• Producers, consumers and traders	• Some Governorates do not have livestock markets, and others might have livestock markets in poor conditions. • Meat retailing companies lack adequate equipment or their premises do not respond to food quality and hygiene standards.	• Construction and /or rehabilitation of livestock markets. • Link meat processors and retailers to financial institutions to access loans. • Potentially provide matching grants.

Priority area	Affected groups	Major Issues	Actions needed
Dairy value chain and market	Milk, meat, and wool producers, traders, transporters, processors, retailers.	Obsolete or lack of adequate equipment and transport means used by the VC actors including MSMEs in the cottage industry	- Support women and youth to acquire small-scale processing equipment - Support MSEs through access to credit and matching grants to purchase new equipment and improve products quality and marketing
Food safety	Producers, traders, consumers, and workers in food processing	poor safety of dairy cottage products; risk of spread of foodborne & zoonotic diseases	Raise awareness and build capacities of cottage producers on food safety risks and safe processes

Priority area	Affected groups	Major Issues	Actions needed
Access to finance	• Small producers and breeders • Subsistence/ unregistered livestock farmers • MSMEs in small ruminants' value chains	• Without credit history and collateral, small producers and breeders have limited availability of tailored financial products for agriculture suited to their cash flows. They lack technical know-how and awareness to control animal morbidity and mortality. • Subsistence/unregistered farmers are excluded from formal financial systems due to lack of registration with MoA as they do not own 3 dunum or more land. • MSMEs are highly vulnerable to financial and market shocks. Without good bankable business plans, and absence of MSME registration , banks are reluctant to step in. MSMEs rely on informal lenders for working capital.	• For small producers and breeders develop flexible, cash flow based financial products (e.g., loans with seasonal repayment schedules). ACC would require capacity building support to further tweak financial products and adjust lending policies and procedures accordingly. • Subsistence/ unregistered livestock farmers require direct grants to kick-off livestock farming and allowing gradual integration into formal financial services while mitigating risks. • MSMEs need access to formal sources for working capital, capex expenditure, and business expansion. Registration of entities with JFDA is a necessity.

Priority area	Affected groups	Major Issues	Actions needed
Climate and environment	• All the above • The population at large	• Degraded rangelands • Water scarcity • Inadequate capacity for wastewater treatment at the breeding stations and dairy facilities • Poor environmental conditions at the livestock markets • Insufficient capacity for manure and waste management at large • Insufficient awareness of climate and environmental considerations and their impact on the small ruminants sector and the value chain	• Support rangeland restoration and community-based rangeland management system. • Support rainwater harvesting at the household/farm levels. • Pilot drought and heat-resistant fodder species • Support preliminary wastewater treatment at the breeding stations and dairy facilities • Support solid and liquid waste management at the newly constructed or rehabilitated livestock markets • Provide matching grants and access to credit for the MSEs to invest in manure/waste management • Raise awareness and build capacities on climate and environmental management, including climate sensitive diseases, Monitoring, Reporting and Verification (MRV) for livestock emissions and waste management

Gender	• Women • Young women • Women heads of households	• Restrictive social norms hinder women's participation in rural labour markets and decision-making over income and expenditures. • Gender pay-gap and poor labour conditions in agricultural sector. • Limited soft skills, insufficient self-confidence, lacking communication skills, problem solving capacity, and social capital. • Women entrepreneurs owning micro enterprises face the burden of playing multiple roles, (business and household responsibilities) • Poverty, water scarcity, poor wages and climate-induced risks tend to exacerbate gender inequalities and GBV • Women and women household heads are overrepresented among the poorest groups. • Limited access to finance due to in-sufficient collaterals • More than 50% of women aged 15-49 are overweight or obese and more than 40% have a type of anaemia. • Mobility restrictions due to social norms, economic and geographical challenges) hinder women from participating in capacity-building and income generating activities	• literacy tailored to the needs of rural women producers. • Promoting women's access to water harvesting and climate resilient technologies. • Gender training and gender norms dialogue sessions addressing discriminatory social norms across different institutional domains (including rural labour market) and GBV. • Nutrition education to promote women's access to a healthy and balanced diet. • Community awareness raising and promoting women entrepreneurship, equitable access to resources and services, leadership and participation in decision making • Support the formation of women led enterprises and cooperatives, with facilitated access to finance (grants and credit line) • Support women micro-businesses with food safety certification and registration

Priority area	Affected groups	Major Issues	Actions needed
		Under-representation and participation in decision making and leadership positions/ community roles	
Youth	Young women and men from 18-30 years	- High unemployment rates among the youth population (46% among 15-24 years), higher in young women. - Young women are more likely to stay at home due to social norms and limited access to opportunities comparing to men. - Limited access to productive assets - Limited access to financial services and micro-loans - Limited access to an already scarce and degraded natural resource base and poor access to land.	- Access to finance and matching grants, and micro-credit. - Access to skills - Access to services - Access to markets and information - Community participatory interventions, and supporting youth-led groups, businesses, and awareness raising to support youth leadership and participation in developing programme's planning and processes

Priority area	Affected groups	Major Issues	Actions needed
Nutrition	- Rural low-income households - Women - Children	- High prevalence of overweight and obesity, particularly among women (over 50% of women aged 15–49 are overweight or obese). High rates of anaemia among women (over 40%) and poor micronutrient status in children - Limited dietary diversity, especially in rural and low-income households - Inadequate access to safe, nutritious, and affordable food, exacerbated by rising food prices and climate-related production shocks - Limited nutrition education and awareness - Limited integration of nutrition objectives in agricultural value chains and local food systems - Food safety concerns related to informal markets and lack of standards compliance in small-scale meat and dairy processing, transport, and storage	- Integration of nutrition-sensitive approaches into agricultural value chain development - Training on basic nutrition concepts and healthy diets, especially targeting women, youth, and caregivers - Nutrition education including through rural financial literacy programmes, and women's groups - Support to small-scale dairy processing, storage, and marketing of nutrient-rich and safe foods - Capacity building on food hygiene, labelling, and safety standards for smallholders - Support in building micro and small level producers' capacity to received food safety certificates - Awareness raising at household/ community level on healthy diets and hygiene

Table 2: Organisational capabilities matrix (key file table 2)

Organisation	Strengths	Weaknesses	Opportunities	Threats
Ministry of Agriculture (MoA), including veterinary and extension services	• Has stable financial and human resource • Has mandate for genetic improvement, animal health, extension and food safety services • MoA staff involved in SIGHT gained valuable experience in implementing the activities at station and breeders' levels • Sufficient resources for purchase of vaccines • Existing network of veterinary laboratories, with good equipment and infrastructure at national (1 lab) and regional level (2 labs) • Experience in implementing FFS	• Inability to maintain stable, sufficient and continuous human resources in stations • Lack of operational budget for activities in the field including mobility • Poor livestock extension services outreach • High operational costs of FFS managed by MoA • Poor disease control measures in MoA breeding stations • Lack of disease control strategies, leading to waste of resources • Lack of human resources for disease control • Underequipped laboratories in Governorates (other than 2 regional labs)	• Serve the farmers through 12 governorate agriculture directorates and 32 district agriculture directorates (vet and extension departments are in each agriculture directorate) • The Stations rehabilitated by SIGHT have good infrastructure to run the project activities • Started implementation of animal identification system • Existing animal health information system (EIDSS), but not connected to animal identification system	• Reluctance to transfer responsibilities (AI and AH services) to the private sector • Ability to allocate regular budget resources to take over on project supported activities • Disease outbreaks in breeding stations and at national level

NARC	• Supported by the government • Long experience in applied research and technology transfer. Has well-equipped laboratories. • Has 8 regional centers in addition to the headquarters, and 13 research stations represent different agro-ecological conditions. • Khanasreh station has long experience in Awassi sheep breeding with good infrastructure, it is the main station for producing improved Awassi sheep. During SIGHT the station led the breeding program. Technical staff is well trained and sufficient. • High experience and good equipment for AI	• The regional centers do not cover all governorates • The number of trained staff is not sufficient to significantly increase AI target • The Khanasreh station alone can't produce the needed number of improved rams requested by breeders • Walla, Mushyrfeh and Fujij stations are under MoA management, NARC has no authority to manage these stations. • The breeding program is limited to dual-purpose meat and milk improved Awassi, does not include baladi goats and Awassi line for meat. • Poor experience in the domain of feed and fodder production	• Train more private sector on AI and assist them to invest in AI. • Breeding partners from SIGHT and new elite breeders can produce improved rams and sell them to other breeders. • Form a breeding committee from NARC, MoA, and the university to supervise and follow up the implementation of the national breeding program. • Expand the breeding program to include Baladi goats, , and improved Awassi for meat production. • Develop Khanasreh station to be a National and regional training centre for AI and breeding programs. • Adoption of new technology such as Genomic selection and Embryo transfer • Strengthen applied research on feed and fodder production, in	• Procurement procedures complex and lengthy, affecting implementation • Capacity to collect, collate and analyse data from station and breeders on time • Climate change impacts, affecting both stations and farmers • Disease outbreaks in stations and breeders' flocks

Organisation	Strengths	Weaknesses	Opportunities	Threats
			partnership with international research centers (ICARDA, see below)	
Ministry of Environment	• Periodic reporting to the UNFCCC. • Commitment to environmental protection, renewable energy and green initiatives	• Requires additional capacity to address increasingly challenging environmental issues (water scarcity, biodiversity loss and waste management). • Absence of permanent mechanism for reporting to UNFCCC (temporary task force only) • Lack of capacities to report on livestock emissions using IPCC guidelines	• Support the project's environmental and climate aspects. • Creation of permanent mechanism for livestock MRVs	•

Organisation	Strengths	Weaknesses	Opportunities	Threats
Agricultural Credit Corporation (ACC)	• Prior agricultural lending experience under IFAD project • Well-established and trusted lender among rural residents • Offers affordable interest rates, making loans accessible to rural farmers • Branch network across the country • Focus on microlending	• Inflexible loan products with one-size-fits-all terms and conditions • Poor loan discipline • Field staff not well trained • Lack of adaptability in creating customized financial products for diverse needs, not open for innovation • Incomplete reporting, not in line with IFAD requirements • Lacks an Environmental policy and an Environmental Management System	• Provision of microloans at more affordable interest rates as compared to MFIs • ACC collaborates with FAO, WFP, GIZ and major international donors. • MoA is not considering any other PFI for the SIGHT-II project.	• Poor loan portfolio quality • Inflexible loan products may not be attractive or suitable to borrower • Lack of reporting in accordance with IFAD requirements
World Conservation Union (IUCN)	• Very rich expertise and experience in the field of nature conservation and sustainable use of natural resources, using participatory approaches involving the local community	•	• Support the project activity related to rangeland restoration and community-based rangeland management	•

The International Center for Agricultural Research in the Dry Areas (ICARDA)	• Strong research portfolio, with more than forty years of work in the region to strengthen food system resilience in dry areas. • Qualified staff in all domains of agriculture sciences • Works in many dry countries similar to Jordan, • Long experience in Jordan • Have permanent office in Jordan • Conducted several projects in Jordan: Water harvesting, introduced several varieties of wheat, Barley and legumes, rangeland rehabilitation, increase small ruminant productivity, and technology transfer • Implement the project "Strengthening the Resilience of Rangeland Watersheds in Jordan" by introducing community-based rehabilitation of degraded agro-pastoral watersheds through mechanized micro-	• High operating costs, and limited co-financing capacities • Their scientists are located in many countries	• Partnership with ICARDA as implementer for water harvesting to improve the rangeland productivity • Source of forage seeds adopted to the dry areas • Training on rangeland rehabilitation, grazing management, resilience to climate changes • ICARDA and NARC developed a community-based watershed rehabilitation approach that i) effectively rehabilitates degraded rangelands in upland-watershed areas through mechanized micro water harvesting and the plantation of native shrub seedlings, and ii) enhances localized downstream-watershed barley production through a revived and upgraded indigenous flood-water harvesting technique (Marab).	• High operational and overhead costs

Organisation	Strengths	Weaknesses	Opportunities	Threats
	water harvesting and flood-irrigation agriculture •			
The Arab Center for the Studies of Arid Zones and Dry Lands (ACSAD)	• Long cooperation with the MoA (more than 50 years) • Various research works and studies related to dry areas in the domains of rangeland and fodder. • Long experience in breeding of sheep (Awassi) and goats (Shami) • Strong and long relation with Jordan in breeding. They supply Jordan with Awassi rams, Shami Bucks, and semen for Khanasreh and Walla stations. • Have qualified scientist on fodder crops, rangeland and small ruminant • Have representative in the MoA	• Budget shortages, • Crises in the region decreased their activities	• Supply improved Awassi rams, Shami goats Bucks and frozen semen for stations • Benefited from their breeders' scientist in strengthen SIGHT breeding program • Training on small ruminant and rangeland aspects.	• Crises in the region may prevent their scientists to travel from Syria to Jordan

Organisation	Strengths	Weaknesses	Opportunities	Threats
Jordanian Veterinarian Association (JVA)	• Is the veterinary Statutory Body for Jordan • Has around 2,000 members. Vets cannot practice the profession without JVA permission • Plays a role in formulating agricultural policies, especially those related to livestock. • Owns and operates a training center • Collaborates with other veterinary associations in Arab countries and internationally. • Operates a pension fund for vets	• Lack of budget for operations • Poor communication and communication with MoA	• Could implement part of SIGHTII activities related to animal vaccination, AI and equipping private-sector clinics to reach remote areas. • Could play a role in supporting private AI services. • Could provide training for private vets supported under the project	• Limited human and financial capacity to implement project activities

Organisation	Strengths	Weaknesses	Opportunities	Threats
Municipalities	• Municipalities are responsible for live animal markets, slaughterhouses, and the licensing of various establishments in the food value chain. • Many municipalities have also taken part in implementing projects related to women's empowerment in agriculture • their financial resources are stable and come partly from the government and partly from the fees collected from citizens for services.	• They lack specialists in agricultural matters,	• SIGHTII could collaborate with municipalities to rehabilitate/build animal markets in some governorates, and obtain land plots • Facilities could then be handed over to the municipalities for management	• No major threat expected

Table 3: Complementary donor initiatives / partnership potential (key file table 3)

Donor/Agency	Project	Geographical Area	Remarks
World Bank	The Jordan Growth and Competitiveness Development Policy Financing	National	The initial single-tranche Program in the amount of US400 million dollars is structured around two pillars: (i) improving the enabling business environment, and (ii) deepening access to finance.
World Bank	The Agriculture Resilience, Value Chain Development, and Innovation (ARDI) Program.	National	The support to the ACC covers a) provision of financing to 30,000 farmers for adopting climate-smart and water-efficient agricultural practices. b) The Strengthening Agricultural Value Chains from production and post-harvest handling to processing and marketing. c) Promoting Innovation and Technology for the adoption of new technologies and innovations by providing loans for things like modern irrigation systems, renewable energy for farms, and digital tools for farm management.

Donor/Agency	Project	Geographical Area	Remarks
World Food Programme	the Credit and Loans Initiative for Modern Agricultural Technology Enhancement (CLIMATE) project	4 Governorates including Mashraq	The program provides different loan ceilings for various climate-resilient agriculture projects: individual farmers can receive loans of up to JD10,000 . medium-sized agricultural enterprises can receive loans of up to JD70,000 .
World Food Programme (WFP)	Community-Based Natural Resources Management Project (Jordan) builds on existing efforts from previous WFP projects or other relevant projects to deploy community based natural resources management activities by establishing and/or enhancing Community Sustainability Committees (CSC)	Ajloun, Balqa, Irbid, Jerash, Mafraq	Total of four sites neighbouring forests and/or rangelands
Adaptation Fund/ World Food Programme (WFP)	Adaptation Fund Climate Innovation Accelerator (AFCIA) programme to support locally driven ventures that are affordable, inclusive and tailored to specific regional challenges	Jordan, Egypt and Lebanon	Grants, up to US\$ 200,000 each, to ventures with climate innovation solutions (including rainwater harvesting, drip irrigation...)

Donor/Agency	Project	Geographical Area	Remarks
Food and Agriculture Organisations (FAO)	"Strengthening Jordan's Agriculture Sector Through Enhanced Capacities and Market Access" project aims to boosting productivity, expanding market access, to enhance farmers' skills and capacities through climate smart agricultural practices to cope with climate change impact.	Madaba, Karak, Tafilah and Ma'an	Establish 16 farmer schools in targeted governorates.
Adaptation Fund	"Climate Change Adaptation Program", aiming at adapting the agricultural sector in Jordan to climate change induced water shortages and stresses on food security through piloting innovative technology transfer, policy support linked to community livelihoods and resilience.	Nationwide	Community Resilience and Adaptation to Climate Change through Water Harvesting Technologies in Poverty Pockets, implemented by Jordan Valley Authority (JVA).
Green Climate Fund/ FAO	"Building Resilience to Cope with Climate Change in Jordan through Improving Water Use Efficiency in the Agriculture Sector (BRCCJ", aiming at reducing the vulnerability of rural communities to climate change impacts, particularly water scarcity, by improving water use efficiency in agriculture	Nationwide	600 men and women farmers will be trained in climate-resilient agricultural practices through Farmer Field Schools.

Donor/Agency	Project	Geographical Area	Remarks
Global Environment Facility/UN Environment/ World Conservation Union (IUCN)	HERD "Healthy Ecosystems for Rangeland Development" aims at strengthening the restoration and sustainable management of pastoral rangelands for the provision of ecosystem services and protection of biodiversity in Egypt and Jordan and catalysing scale-up regionally and globally	Ma'raq and Ma'an	In collaboration with the Ministry of Environment in Jordan and Egypt. In Jordan, the IUCN signed sub-grant agreements with the following implementing partners: - The Hashemite Fund for Development of the Jordan Badia (HFDB: Jordan) - The Royal Botanical Gardens (RBG: Jordan)

Donor/Agency	Project	Geographical Area	Remarks
The US Defence Threat Reduction Agency (DETRA)	DETRA has supported the creation of the Animal Health Information system including for zoonotic diseases: Electronic Integrated Disease Surveillance System (EIDSS) Also supported the equipment of national and regional vet labs	Nationwide	EIDSS has been used to strengthen and support monitoring and prevention of dangerous diseases within One Health concept The EIDSS includes sections for laboratory samples, epidemiological investigation, immunization campaigns and other veterinary activities, and the link is made with the Ministry of Health regarding human diseases of animal origin SIGHTII can use the EIDSS software for disease surveillance and vaccination program. DETRA has contracted a US service provider for the maintenance of EIDSS; the contract ends in 2025 and there is no clear perspective on sustainability of EIDSS after this term.

Table 4: Target group typology, priority needs and potential response (key file table 4)

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programs	Potential response
Extreme poor and poor small-holder subsistence small ruminant farmers (70%) Holdings of less than 2 donums involved in dairy/ animal production These farmer's flocks are mostly stationery.	- Landless and semi-landless families - Some own only their house and a small area around it or own or rent a few dunums (less than 2 donums). - Own 0-9 & 10-19 heads - Affected by poverty (income below the poverty line, 100 JOD per person per month according to NAF) - Face challenges with water and access to services - Lack stable income - NAF's beneficiaries - Limited access to credit - Some face challenging in registering small	- Wage labour in agriculture, construction and other low paid sectors. - Largely rely on national assistance (e.g NAF or pension - Rely on household labour for rearing activities. - Participate in low-paid seasonal and off-farm activities - Reluctance to participate in new activities to avoid losing NAF support They may utilize rangeland where possible, rent land for grazing and buy feed for their animals and access the barley and wheat bran provided by the government	- Awareness and technical and financial skills - Access to veterinary services - Access to climates smart practises - Participation in organised farmers groups. - Access to finance	- Transformation to more efficient, inclusive, resilient and sustainable agrifood systems Funded by Norwegian Government and implemented by FAO in Tafilah Governorate - FAO – National Plan for Extension Services (2024–2030) - NAF - World Bank, ARDI programme - WFP, Climate	- Access to skills - Technical training - Financial literacy - Nutrition education - Provide skills to start, manage and grow micro-business along the livestock value chain - Access to services: - Support for access to production services (AI, breeding, animal health and vaccination, feed) - Rangeland restoration and management - Water access facilitation - Access to finance 1) In-kind matching grants 2) micro-loans

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programs	Potential response
	flocks to obtain subsidised feed. These challenges are connected with limited access to vaccination • Vulnerability to food and nutrition insecurity. • •	at subsidized rates • Informal borrowing and borrowing from social circles • Actively seeking income generating opportunities. •			
Small ruminants small-sale livestock farmers and dairy processors 15% total number of holdings involved in dairy/ animal production	• Own 20-50 heads • Own/access small plots not from 2-5 donum • Unstable income • Limited milk production (20 heads = 7-10 kg a day = 7-10 JD • Work in basic/simple dairy processing • Face challenges in animal fodder quality, cost, and availability • Animal diseases due to climate change/ droughts/ and	• Selling livestock and milk • Receive support from government and NGOs • Reducing feed purchases, • Rotating grazing areas, leasing land • Engage in family labour • Participating in VSLAs or cooperatives.	• Access to quality and affordable feed • Access to improved genetic material • Access to finance for working capital (feed) and investments • Capacity building on preventive health, reproductive management, and ration balancing	• FAO – National Plan for Extension Services (2024–2030) • National feed subsidy programme (Ministry of Industry and Trade) • National vaccination programme (MoA)	• Support access to improved genetic material through AI and distribution of improved breeding stock • support to improve animal husbandry practices, productivity, profitability, and climate resilience. • Access to improved preventive health management/bio

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programs	Potential response
	- high temperature impact - Limited awareness on animal health and food safety and hygiene - Have inconsistent levels of knowledge and business linkages - Vulnerable to feed and water price volatility - Borderline poor / near-poor - Very vulnerable to climate change and economic shocks. - Limited access to markets and dependence on close community connections				security, genetic, feed and water. - Provide loans and matching grants - FFS to raise awareness and build knowledge on technical innovations (new drought resistant fodder varieties and feed production techniques such as hydroponic fodder) and promote good husbandry practices - FBSs to provide financial skills
Small ruminant's commercial livestock farmers, and value	Have relatively larger lands (6-30 donum) and	Diversifying income through milk processing,	Access to improved genetics	National feed subsidy programme (Ministry of	Can be involved in project as breeders

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programs	Potential response
chain processors (7.5%). Have the potential to engage in delivery of services veterinary services, fodder services, meat and dairy milk production and transportation, milk processing and value addition	- own up to 150 heads - vulnerable to climatic shocks and market volatility. - Face challenges in high cost of non-subsidised animal feed - Face challenges in accessing veterinary services	- trade, or local transport. - Reducing herd size strategically	- Access to quality and affordable feed - Access to finance - Access to climate resilient skills and technology - Investing in water harvesting. - Access to formal veterinary services - Access to and rural finance schemes. - Access to nutrition awareness and education	- Industry and Trade) - National vaccination programme (MoA)	- Access to affordable credit - Engagement as key actors in the value chain providing linkages support to youth and women and micro-enterprises (meat, dairy, wool, etc..),
Partners 7.5% Engaged in delivery of services veterinary services, fodder services, meat and dairy milk production and transportation, milk processing and value addition (including 50 Private multipliers)	- Have relatively larger lands (>30 donums) and more than 150 heads - vulnerable to climatic shocks and market volatility. - Face challenges in high cost of animal feed and water	- Reduction of flock size - Small scale processing and direct marketing - Investments in irrigation	- Improved genetics to increase productivity, resilience, and reduce flock size - Better protection against disease outbreaks		- Can be involved in project as private multipliers (50 of them will be selected to play this role) - Will benefit from project support on breeding and animal health, and contribute to national efforts

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programs	Potential response
	• Face challenges in marketing their products • Face risks of disease outbreaks •				to improve genetics and animal health • No grants or loans from the project (are able to access loans on their own)
Women 40%	• Challenges in land ownership • Challenges in access to technology and finance • Mobility challenges • Gender pay-gap in agricultural wage labour. • Unpaid family labour in agriculture • Excessive housework burden • High rates of obesity, micronutrient deficiencies and anaemia • GBV and exclusion from participation in	• Women play an important role in livestock rearing and food processing especially dairy production. • Most women engage in care work and provide unpaid labour inputs into family farming. • Most entrepreneurial women engage in home-based micro-enterprise development. • The majority of this target group are the beneficiary of NAF • Overconsumption of unhealthy	• Shifting to positive and empowering social norms to facilitate their participation in income generation and rural labour markets. • Balanced workload • Skills and knowledge • Access to financial resources for investments in income generation and enterprise development. • Mentorship and business development support.	• UN Women (UNW) and the International Labour Organization (ILO) hosted the closing event of the Joint Programme "Promoting Productive Employment and Decent Work for Women in Egypt, Jordan, and Palestine" (JPWork4Women) • World Bank-Jordan Country Partnership Framework (CPF) for 2024-2029 which aims to support inclusive and	• SO1: Economic Empowerment • Empowering rural women micro-entrepreneurs (in dairy and wool processing, meat retailing) • Provide knowledge, technical, and financial skills • Provide access to financial products • Equitable access to services • Mentorship and business development services. • Nutrition education • Support in food safety

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programs	Potential response
	public decision making	food and underconsumption of essential micronutrients contributing to the triple burden of malnutrition	• Support to access a healthy and balanced diet. • Improved nutrition awareness and access to affordable, diverse, and nutrient-rich foods, especially for women and children.	green growth and promote job creation, especially for youth and women. • Inclusive Insurance and Risk Financing project, UNDP • The national School Feeding Programme in Jordan, implemented in collaboration with WFP and EU provides daily nutritious snacks or meals to vulnerable schoolchildren.	certification and business registration • • SO2: Equal voice and leadership • A) Support women leadership, women led groups, and participation in community decision making • B) Support women led-groups, women-led enterprises, and women-led cooperatives • SO3: Balanced workload and wellbeing • Addressing challenging social norms • • Community sensitization and HH-based gender norm dialogue sessions •

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programs	Potential response
Youth 15%	• High unemployment rates • Disempowerment leading to their disengagement from economic and public decision making participation • Limited participation in livestock and herding sector • Only 2668 youth from 15-34 years had livestock holdings in 2017	• Engagement in low-paid seasonal jobs • Migration to urban settlements	• Skills and capacity building • Decent employment, • Access to technology • Equitable access to financial services • Mentorship and enterprise development opportunities. • Nutrition awareness • Involvement in food systems related innovative value chains	• World Bank – ARDI ("My Land") Program • AFD, The Agricultural Livelihoods Project in Northern Jordan (ALPIN) sub-component "20 Dunums for Change (20D4C)", led by NRC, will cover the governorates of Irbid and Mafraq.	• Financial and business skills • Capacity building on climate resilience, animal husbandry, livestock related value chain's industries • Support improved youth access finance : grants and loans) • Access to animal health and food safety information and services • Youth leadership and agency: through empowering youth led groups and businesses and leadership) • Support youth-led businesses livestock services: AI and animal health, access to feed, fodder

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programs	Potential response
					production, and water • Support youth access to water saving and animal feed production technologies

Table 5: Project actors and roles (key file table 5)

Outcome / Component	Activity	Principal institution(s) involved	Supporting institution(s)	Other Possible Partners in Execution
Component 1: Strengthening productivity and climate resilience of small ruminants' production	Support to national sheep and goat Breeding Programme: Upgrading of breeding stations and dissemination of improved genetic material	• NARC Khanasreh station • MoA Msherfeh, Walla and Fujij stations • Animal production departments at governorates and districts.	• Jordan university of science and technology (JUST) • Mutah university, Karak • Private sector for AI services provision	• The Arab Center for the Studies of Arid Zones and Dry Lands (ACSAD) - can supply improved Awassi, Rams and frozen semen, and Shami goats' semen • AlHaq Sheep farm
	Support to digital livestock identification, genetic evaluation and disease surveillance	• Veterinary and breeding directorates at JAWA (Livestock Directorate) • Livestock departments at governorates		• Private veterinarians

Outcome / Component	Activity	Principal institution(s) involved	Supporting institution(s)	Other Possible Partners in Execution
	Support delivery of proximity and veterinary public health services: Upgrading of Veterinary Laboratories, Supporting control of contagious diseases, Support to proximity veterinary services	• Veterinary and laboratories directorates at JAWA (Livestock Directorate) • Livestock departments at governorates including laboratories	• JUST university	• Jordanian Veterinary Association (JVA) • Biological Jordanian Co. For Import and Export (BIOJO)
	Support access to feed and water: Restoration of rangelands and support to community-based rangeland management, Rainwater harvesting, Promotion of alternative feed and drought resistant fodder	• Rangeland directorate at MoA • Plant departments at governorates and districts. • Plant & water and irrigation directorates at NARC	• Ministry of Environment (MoE) • International Center for Agriculture for Research in Dry Areas (ICARDA) for rangeland activity	• FAO (utilization of feed balancing tool) • IUCN
	Build capacities and awareness of producers	• MoA Directorate of Extension • Extension departments in Agriculture Directorates at governorates and districts	• Livestock directorate at JAWA • Livestock departments at governorates and districts • MoA rural development departments • NARC Livestock directorate	• FAO

Outcome / Component	Activity	Principal institution(s) involved	Supporting institution(s)	Other Possible Partners in Execution
Component 2: Supporting livelihoods and investments in the small ruminants' value chain	Support market access and value addition	- MoA: Directorate of Licensing and Marketing - Directorate of Extensions in Governorates and Districts	Municipalities in the governorates and districts	- Unions of Farmers - Private sector: Market owners
	Grants for small ruminants value chain actors	MoA	The Jordanian Hashemite Fund for Human Development (JOHUD)	The Near East Foundation (NEF)
	Credit support for value chain actors	Agricultural Credit Corporation (ACC)	- Islamic International Arab Bank and Jordan Commercial Bank - Safwa Islamic Bank - Jordan Islamic Bank	- Jordan Islamic Bank - Ahli Microfinance Company
Component 3: Policy support and project coordination	Policy and institutional support: Generate knowledge products for inclusive and evidence-based policy dialogue Provision of technical expertise for policy and institutional development	MoA	- Ministry of Industry and Trade and Supply - Ministry of Health (for One Health aspects)	FAO for policy support

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II

Project Design Report

Annex 2: Logframe

Mission Dates: 06/09/2025 19/09/2025

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Near East, North Africa and Europe Division
Programme Management Department

Small Ruminants Investment and Graduating Households in Transition Project II

Logical Framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outreach	1 Persons reached by project-supported activities				M&E System	Semi-annual/Annual	PMU, M&E Unit, Component leads	Continued political and economic stability in Jordan
	Males (number)	0	3360	8400				
	Females (number)	0	2240	5600				
	Young (number)	0	840	2100				
	Not Young (number)							
	Non-Indigenous people (number)							
	Total number of persons receiving services (number)	0	5600	14000				
	1.a Corresponding number of households reached				M&E System	Semi-annual/Annual	PMU, M&E Unit, Component leads	
	Households (number)	0	5600	14000				
	1.b Estimated corresponding total number of households members				M&E System	Semi-annual/Annual	PMU, M&E Unit, Component leads	
	Household members (number)	0	26320	65800				
Project Goal Enhance the resilience and food security of rural smallholders engaged in small ruminants' value chains, contributing to sustainable, inclusive and healthy food systems	Reduction in the prevalence of food insecurity measured with Food insecurity experience scale (FIES)				COI Survey (FIES methodology)	Baseline, Mid-term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	Continued political and economic stability in Jordan
	Percent reduction (%)	0	7	15				
	Percentage increase in the HH assets' ownership index				COI Survey	Baseline, Mid-term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Households (%)	0	10	20				
	Households reporting an increase in resilience measured through the ability to recover from shocks (ATR)				COI Survey	Baseline, Mid-term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Households (%)	0	10	25				

Results Hierarchy	Indicators				Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target		Frequency	Responsibility	
Development Objective Sustainably improve, resilience, profitability and contribution of the small-ruminants value chains to advance livelihoods	2.2.1 Persons with new jobs/employment opportunities				M&E System, COI Survey	Annual, Baseline, Mid-term and Completion	PMCU, M&E Unit, and IPs (Baseline, Mid-term and Impact assessment contractors)	Continued political and economic stability in Jordan. Capacity building results in adoption of climate-resilient inputs and technologies.
	Males (number)	0	480	1200				
	Females (number)	0	320	800				
	Young (number)	0	320	800				
	Total number of persons with new jobs/employment opportunities (number)	0	800	2000				
	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices				COI Survey	Baseline, Mid-term and Completion		
	Total number of household members (number)	0	10124	25310				
	Households (%)	0	15	38				
	Households (number)	0	2154	5385				
	Smallholders and MSMEs reporting at least 20% increase in income				COI Survey	Baseline, Mid-term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Smallholders (number)	0	486	1215				
	MSMEs (number)	0	56	140				
	3.2.1 Tons of Greenhouse gas emissions (tCO2e) avoided and/or sequestered				FAO Ex-act methodology and GLEAMi	Baseline & Completion	IFAD/FAO PMU M&E unit	
	Hectares of land (ha)	0	0	1800				
	tCO2e/20 years (number)	0	0	-610031				
	tCO2e/ha (number)	0	0	-338.91				
	tCO2e/ha/year (number)	0	0	-16.95				

Results Hierarchy	Indicators				Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target		Frequency	Responsibility	
Outcome 1. Increased productivity and climate resilience of small ruminants' systems	SF.2.1 Households satisfied with project-supported services				COI Survey and M&E System	Mid-Term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	Targeted communities are willing and able to adopt improved technologies, practices, and services that enhance productivity and market engagement.
	Household members (number)	0	19740	49350				
	Non-indigenous households (number)							
	Non-women-headed households (number)							
	Households (%)	0	30	75				
	Households (number)	0	4200	10500				
	1.2.2 Households reporting adoption of new/improved inputs, technologies or practices				COI Survey and M&E System	Baseline, Mid-Term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Total number of household members (number)	0	15792	39480				
	Households (%)	0	24	60				
	Households (number)	0	3360	8400				
	1.2.4 Households reporting an increase in production				COI Survey and M&E System	Baseline, Mid-Term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Total number of household members (number)	0	15792	39480				
	Households (%)	0	24	70				
	Households (number)	0	3360	8400				
	1.2.8 Women reporting minimum dietary diversity (MDDW)				COI Survey and M&E System	Baseline, Mid-Term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Women (%) (%)	0	24	60				
	Women (number) (number)	0	1344	3360				
	Households (%) (%)	0	24	60				
	Households (number) (number)	0	3360	8400				
	Household members (number)	0	15792	39480				
	Non-women-headed households (number)							

Results Hierarchy	Indicators				Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target		Frequency	Responsibility	
	IE.2.1 Individuals demonstrating an improvement in empowerment				COI Survey and M&E System	Baseline, Mid-Term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Young (%)	0	16	40				
	Young (number)	0	560	1400				
	Total persons (%)	0	10	25				
	Total persons (number)	0	1400	3500				
	Females (%)	0	24	60				
	Females (number)	0	840	2100				
	Males (%)	0	16	40				
	Males (number)	0	560	1400				
Output 1.1 Increased production and dissemination of improved genetic material	1.1.3 Rural producers accessing production inputs and/or technological packages				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	Farmers willing to actively engage in the breeding and animal health program
	Males (number)	0	2640	6600				
	Females (number)	0	1760	4400				
	Young (number)	0	660	1650				
	Total rural producers (number)	0	4400	11000				
	Artificial Inseminations (AI) performed				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	AI performed (number)	0	30000	90000				
	Genetically improved breeding stock disseminated				M&E System	Baseline, Mid-term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Animals disseminated (number)	0	600	1500				
	Upgraded livestock information and traceability system				M&E System	Baseline, Mid-term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Registry system (number)	0	0	1				

Results Hierarchy	Indicators				Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target		Frequency	Responsibility	
Output 1.2 Strengthened disease control system and proximity animal health service delivery	Veterinary diagnostic laboratories upgraded				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	Veterinary service providers willing to enhance animal health services
	Laboratories (number)	0	5	12				
	Proximity vet clinics established or rehabilitated				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Proximity vet clinics (number)	0	44	110				
	Community Animal Health Workers (CAHWs) trained and deployed				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	CAHWs (number)	0	20	50				
	Governorates veterinarians trained on animal diagnostics				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Male (number)	0	40	80				
	Females (number)	0	20	40				
	Young people (number)	0	35	90				
	Total veterinarians trained (number)	0	60	120				
Output 1.3 Sustainable feed and water solutions that enhance livestock resilience tested and disseminated.	3.1.4 Land brought under climate-resilient practices				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	Capacity building results in adoption of enhanced production techniques and adequate climate resilient practices and NRM
	Hectares of land (ha)	0	720	1800				
	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Total size of groups (number)	0	138	345				
	Groups supported (number)	0	5	12				
	Males (number)	0	83	207				
	Females (number)	0	55	138				
	Young (number)	0	21	52				

Results Hierarchy	Indicators				Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target		Frequency	Responsibility	
	Number of farmers receiving and cultivating drought- and heat-tolerant fodder species/varieties				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Males (number)	0	480	1200				
	Females (number)	0	320	800				
	Young people (number)	0	120	300				
	Total farmers supported (number)	0	800	3000				
	Number of youth-led MSMEs supported for feed and fodder production				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Youth-led MSMEs (number)	0	5	12				
Output 1.4 Strengthened producers' capacity on climate-smart livestock practices, business management, nutrition and social inclusion	1.1.4 Persons trained in production practices and/or technologies				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	Capacity building results in adoption of new and improved practices. Capacity building results in adoption of enhanced and nutrition-sensitive production and processing techniques. Willingness of target groups to invest in new technologies and/or production practices
	Total number of attendances to training sessions (number)	0	2172	5430				
	Men trained in livestock (number)	0	1303	3258				
	Women trained in livestock (number)	0	869	2172				
	Young people trained in livestock (number)	0	326	815				
	Total persons trained in livestock (number)	0	2172	5430				
	1.1.8 Persons provided with targeted support to improve their nutrition				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Total persons participating (number)	0	2016	5040				
	Males (number)	0	1210	3024				
	Females (number)	0	806	2016				
	Households (number)	0	2016	5040				
	Household members benefitted (number)	0	9475	23688				
	Young (number)	0	302	756				

Results Hierarchy	Indicators				Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target		Frequency	Responsibility	
Outcome 2. Increased poor rural households' capacities to establish and manage climate smart businesses along the livestock value chain, including improved access to finance	1.2.5 Households reporting using rural financial services				COI Survey and M&E System	Baseline, Mid-Term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	Private sector actors and financial institutions remain engaged and responsive to opportunities for investment, service delivery, and inclusive value chain development.
	Total number of household members (number)	0	80	200				
	Households (%)	0	24	60				
	Households (number)	0	80	200				
	2.2.6 Households reporting improved physical access to markets, processing and storage facilities							
	Households reporting improved physical access to markets (%)		0	70				
	Size of households (number)		0	3948				
	Households reporting improved physical access to markets (number)		0	840				
	Total households reporting improved physical access (number)		0	840				
	Output 2.1 Improved infrastructure, equipment and capacities for market access, value addition, and food safety in small ruminants' value chain.	2.1.2 Persons trained in income-generating activities or business management				M&E System	Semi-annual/Annual	
Males (number)		0	288	720				
Females (number)		0	192	480				
Young (number)		0	72	180				
Persons trained in IGAs or BM (total) (number)		0	480	1200				
2.1.6 Market, processing or storage facilities constructed or rehabilitated				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)		
Total number of facilities (number)			3				6	
Market facilities constructed/rehabilitated (number)			3				6	
Total expected users (number)			700				1200	

Results Hierarchy	Indicators				Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target		Frequency	Responsibility	
Output 2.2 Developed and provided tailored financial products (grants and loans) for smallholders, women, youth, and MSMEs	Number of smallholder producers and MSMEs receiving grants for improved milk/meat production and processing equipment or infrastructure				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	Targeted communities, including women, youth, and MSMEs, are willing and able to adopt improved technologies, practices, and services that enhance productivity and market engagement.
	Males (number)	0	255	638				
	Females (number)	0	170	425				
	Young people (number)	0	64	159				
	Total individuals supported (number)	0	425	1063				
	MSMEs (number)	0	25	63				
	1.1.5 Persons in rural areas accessing financial services				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Total number of accesses to financial services (number)	0	133	334				
	Men in rural areas accessing financial services - credit (number)	0	80	200				
	Women in rural areas accessing financial services - credit (number)	0	53	134				
	Young people in rural areas accessing financial services - credit (number)	0	20	50				
	Total persons accessing financial services - credit (number)	0	133	334				
	Enterprises (number)	0	48	119				

Results Hierarchy	Indicators				Source	Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target		Frequency	Responsibility	
Outcome 3. Policy and regulatory context favourable to sustainable development of the small ruminants' value chains, smallholder participation and private investments.	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers				COI Survey and M&E System	Mid-Term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	National institutions, including the Ministry of Agriculture and local service providers, maintain strong commitment and coordination capacity to implement policy and institutional reforms across the small ruminants' value chain .
	Household members (number)	0	9513	23782				
	Non-indigenous households (number)							
	Non-women-headed households (number)							
	Households (%)	0	14	36				
	Households (number)	0	2024	5060				
	Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment				COI Survey and M&E System	Baseline, Mid-Term and Completion	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	
	Number (number)	0	1	2				
Output 3.1 Strengthened policies and institutional systems supporting livestock services to enable inclusive and climate-resilient development.	Policy 1 Policy-relevant knowledge products completed				M&E System	Semi-annual/Annual	PMU, M&E Unit (Baseline, Mid-term and Impact assessment contractors)	Willingness of policy makers to develop/adopt new policies
	Number (number)	0	2	5				

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II

Project Design Report

Annex 3: Project Cost and Financing

Mission Dates: 06/09/2025 19/09/2025
Document Date: 19/12/2025
Project No. 2000005508
Report No. 7367-JO

Near East, North Africa and Europe Division
Programme Management Department

Annex 3: Project cost and financing: detailed costs tables

I. Introduction

1. This annex presents the assumptions and results related to the cost assessment of the " Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT-II)". The first part of the document is dedicated to key assumptions, including the estimated implementation duration and project start date, unforeseen physical and/or financial contingencies, unit costs, types of expenditures, as well as the percentages of taxes and currencies applied to total costs. The second part presents the results of the total cost assessment, breaking them down by component, sub-component, funding source, and expenditure category.
2. The appendices include: (i) summary tables of the total project costs; (ii) detailed tables outlining costs by component and sub-component, which include: a) quantities, unit costs, and baseline costs expressed in dollars and Jordan dinar; b) total costs in dollars and Jordanian dinar; and c) an explanation of the assumptions used (types of expenditures, percentages of taxes and currencies, as well as the sources and funding rules for each activity).

II. Cost Calculation Assumptions

3. The costs for the SIGHT II Project have been estimated based on the following assumptions:
4. **Project Duration and Start Date:** The SIGHT II Project is expected to commence its activities in 2026, with a duration of 6 years.
5. **Foundations of Estimates:** The cost assessment primarily relies on information gathered from interactions with beneficiaries and various partners during this design mission, as well as the experience from the SIGHT I and REGEP-UP Projects, funded by IFAD.
6. **Physical and Financial Contingencies:** Provisions for price increases aim to offset the effects of inflation on project activity implementation, while provisions for physical contingencies are intended to cover potential estimation errors regarding quantities or methods. These provisions are estimated as a percentage of the baseline cost.
7. **For physical contingencies,** a rate of between 3 to 4% have been applies solely to civil engineering works, including rehabilitation of regional and central labs, restoration of rangelands, installation of rainwater harvesting system, rehabilitation and construction of livestock markets among other investments in the SIGHT II Project.
8. Financial contingencies fall into two categories:

9. **Currency Inflation:** Inflation forecasts in foreign currency are based on the World Bank's Manufactures Unit Value Index (MUV) and the IMF's index of manufactured exports from fifteen developed and emerging countries to developing and middle-income countries. An international inflation rate of 2% has been adopted.
10. **Local Currency Inflation** (Jordanian dinar): To account for expected local price increases, an annual inflation rate of 3.6% has been applied for the duration of the Project, based on projections from The Economist Intelligence Unit (EIU) and IMF forecasts
11. **Exchange Rate:** Fixed exchange rate. The Jordanian dinar has been pegged to the US dollar at a rate of JD0.71:US\$1 since 1995.
12. **Unit Costs:** Cost determination relies on information collected by the design team during field visits. This data comes from interactions with target beneficiaries, various partners, and ministry departments. Costs have been recorded in COSTAB in Jordanian dinar.
13. **Tax and Currency Percentages:** Value-added tax (VAT) is currently in effect in Jordan and applies to most common goods and services.
14. **Duties and Taxes:** Duties and taxes related to goods and services acquired under the project will be covered by the government, considered as a financial contribution from GoJ.
15. Project costs are structured in accordance with IFAD circular IC/FOD/02/2013 regarding the standardization of expenditure categories. Table 1 below summarizes this structure.

Table 1: Taxes, physical contingencies and foreign exchange per category of expenses

Expenditure category	Physical Cont.	Tax (% of total)	For. ex.
Investment Costs			
Equipment and Materials	0%	16%	70%
Consultancies	0%	16%	50%
Grant and Subsidies	0%	0%	0%
Credits guarantee funds	0%	0%	
Goods and services	0%	16%	70%
Trainings and workshops	0%	0%	50%
Civil works	3%-4%	16%	50%-70%
Recurrent Costs			
Salaries and Allowances	0%	0%	0%
Operating costs	0%	0%	0%

III. Project costs

A. Total Costs

16. The total costs of the project, including contingencies, amount to \$34 million (24.4 million JD) over a duration of 6 years. The baseline costs are estimated at \$31.5 million (23.05 million JD). Taxes account for 8.75% of the total costs, approximately \$2.9 million (2.1 million JD).

17. The cost of investments and recurring expenditures for the project stands at \$28.8 million (20.4 million JD), representing 91% of the baseline cost, and \$2.7 million (1.9 million JD), which constitutes 9% of the baseline costs. Physical contingencies are estimated at \$0.172 million (0.122 million JD), while financial contingencies amount to \$2.2 million (1.58 million JD).

B. Costs by Component

18. The costs by component are as follows:

19. **Component A:** " Strengthening productivity and climate resilience of small ruminants' production": \$16.5 million (11.7 million JD), or 48.6% of the total costs.

20. **Component B:** " Supporting investments in the small ruminants' value chain": \$13.8 million (9.8 million JD), also corresponding to 40.7% of the costs.

21. **Component C:** " Policy support and project coordination.": \$3.6 million (2.58 million JD), or 10.7% of the total cost.

C. Project Financing

22. The project financing plan is as follows: \$4.5 million from the IFAD PBAS, representing 13.4% of the total project costs; 9.2 million from the Adaptation Fund (AF), accounting for 27.1%; \$2.8 million from the Pandemic funds, or 5.9%. The contribution from the Government of Jordan will primarily be in the form of tax exemptions and in-kind contributions, totaling 3.7 million, or 11% of total costs. The beneficiaries' contribution is estimated at \$1.19 million, or 3.5% of the total cost. This results in a funding gap of \$10.4 million, or 134% of the total costs, that needs to be mobilized.

Table 2: Project Financing Plan by Component

	Hashemite Kingdom of Jordan Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT II) Components by Financiers (US\$ '000)																			
	IFAD PBAS		IFAD BRAM		ACC (FI) Credit Corporation				PANDEMIC FUNDS				ADAPTATION FUNDS		Beneficiaries contribution		Government of Jordan		Total	
					Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%		
A. Strengthening productivity and climate resilience of small ruminants' production																				
1. Support to national breeding programme and veterinary services for small ruminants.																				
2. Strengthening Adaptive Capacity through Sustainable Feed and Water Systems																				
3. Building capacities and awareness of producers																				
Subtotal Strengthening productivity and climate resilience of small ruminants' production																				
B. Supporting investments in the small ruminants' value chain																				
1. Market access and value addition																				
2. Access to finance																				
Subtotal Supporting investments in the small ruminants' value chain																				
C. Policy support and project coordination.																				
1. Policy support																				
2. Project management																				
Subtotal Policy support and project coordination.																				
Total PROJECT COSTS																				

D. Costs by Expenditure Category

23. The distribution of costs by expenditure category highlights the following priorities: the civil/rural engineering category, which enables the implementation of structural infrastructure such as rangelands restoration, represents 13.7% of the overall project cost, valued at \$4.6 million. The equipment and materials category, totaling \$2.1 million, accounts for 6.2% of the overall cost. The good and services category is estimated at \$7.6 million and represents 22.4% of the project's total budget. The salaries and allowances category represents 7.6% of the budget, valued at \$2.5 million. Finally, operational costs amount to \$0.354 million, or 1% of the overall budget.

Table 3: Funding by Expenditure Category

	Hashemite Kingdom of Jordan Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT II) Disbursement Accounts by Financiers (US\$ '000)															
	IFAD PBAS		FINANCING GAP		ACC (FI) Credit				Beneficiaries				Government of		Total	
					Corporation		PANDEMIC FUNDS		ADAPTATION FUNDS		contribution		Jordan			
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
1. EQUIPMENT & MATERIALS	278,9	13,1	368,8	17,4	-	-	667,0	31,4	433,6	20,4	34,0	1,6	339,5	16,0	2 121,8	6,2
2. CONSULTANCIES	624,5	16,7	780,3	20,9	-	-	450,5	12,0	1 194,8	31,9	163,6	4,4	528,5	14,1	3 742,2	11,0
3. GRANTS & SUBSIDIES	253,0	4,3	1 660,1	28,2	-	-	-	-	3 465,8	59,1	491,3	8,4	-0,0	-	5 860,3	17,2
4. CREDITS GUARANTEE FUNDS	550,0	12,1	492,2	10,8	2 000,0	44,0	-	-	1 000,0	22,0	501,6	11,0	0,0	-	4 543,7	13,4
5. SALARIES & ALLOWANCES	352,8	13,6	1 189,3	45,9	-	-	10,2	0,4	815,7	31,5	-	-	225,3	8,7	2 593,3	7,6
6. GOODS & SERVICES	1 917,4	25,7	3 353,4	44,9	-	-	771,1	10,3	92,1	1,2	-	-	1 331,7	17,8	7 465,8	22,0
7. TRAININGS & WORKSHOPS	277,2	10,4	882,9	33,0	-	-	729,0	27,3	382,5	14,3	-	-	400,8	15,0	2 672,3	7,9
8. CIVIL WORKS	259,8	5,6	1 644,4	35,4	-	-	203,6	4,4	1 795,5	38,6	-	-	743,5	16,0	4 646,7	13,7
9. OPERATING COSTS	45,3	12,8	79,6	22,5	-	-	18,6	5,2	35,2	9,9	-	-	175,3	49,5	354,0	1,0
Total PROJECT COSTS	4 559,0	13,4	10 440,8	30,7	2 000,0	5,9	2 850,0	8,4	9 215,1	27,1	1 190,5	3,5	3 744,6	11,0	34 000,0	100,0

24. The annual expenditure distribution reveals a concentration of over 70% of the project investments during the period 2026-2029, with an average annual expenditure exceeding \$6 million.

Table 4: Project Expenditures by Year and Expenditure Category

Hashemite Kingdom of Jordan							
Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT II)							
Project Components by Year -- Totals Including Contingencies							
(US\$ '000)							
	Totals Including Contingencies						
	2026	2027	2028	2029	2030	2031	Total
A. Strengthening productivity and climate resilience of small ruminants' production							
1. Support to national breeding programme and veterinary services for small ruminants.	887,0	1 643,9	2 746,1	1 625,5	1 620,5	1 325,2	9 848,2
2. Strengthening Adaptive Capacity through Sustainable Feed and Water Systems	67,4	428,3	1 461,9	1 948,9	672,6	575,7	5 154,9
3. Building capacities and awareness of producers	171,6	247,6	296,8	291,6	244,1	143,4	1 395,0
Subtotal Strengthening productivity and climate resilience of small ruminants' production	1 126,0	2 319,8	4 504,8	3 866,0	2 537,2	2 044,3	16 398,1
B. Supporting investments in the small ruminants' value chain							
1. Market access and value addition	301,2	2 326,8	2 029,5	2 154,3	1 660,6	402,1	8 874,5
2. Access to finance	589,9	816,6	833,2	866,0	938,3	905,1	4 949,1
Subtotal Supporting investments in the small ruminants' value chain	891,0	3 143,4	2 862,7	3 020,3	2 598,9	1 307,2	13 823,6
C. Policy support and project coordination.							
1. Policy support	-	111,4	184,7	191,3	99,1	8,6	586,0
2. Project management	580,9	485,3	433,0	617,4	559,6	507,2	3 183,3
Subtotal Policy support and project coordination.	580,9	596,7	617,7	808,7	658,7	515,8	3 778,4
Total PROJECT COSTS	2 597,9	6 059,8	7 985,2	7 695,0	5 794,9	3 867,3	34 000,0

Project Design Report
Hashemite Kingdom of Jordan
The Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT-II)

Table 1.1: Support to national breeding programme and veterinary services for small ruminants.

Hashemite Kingdom of Jordan																	
Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT II)																	
Table 1.1. Support to national breeding programme and veterinary services for small ruminants																	
Detailed Costs																	
Unit		Quantities						Total	Unit Cost		Totals Including Contingencies (US\$ '000)						
		2026	2027	2028	2029	2030	2031		Cost (JO '000)	Unit Cost (US\$)	2026	2027	2028	2029	2030	2031	Total
3. Office equipment	Station	4	-	-	-	-	-	4	5	7.042	28,7	-	-	-	-	-	28,7
4. Mobile AI and vet clinics /a	Set	3	-	-	-	-	-	3	25	35.211	107,5	-	-	-	-	-	107,5
5. Breeding stock 1 /b	Does	200	-	-	-	-	-	200		352	71,7	-	-	-	-	-	71,7
6. Breeding stock 2 /c	Head	-	15	15	15	15	15	75	1	704	-	11,1	11,5	12,0	12,4	12,8	59,9
7. Training and Technical Assistance	lumpsum	-	1	1	1	1	-	4	15	21.127	-	22,3	23,1	23,9	24,8	-	94,1
Subtotal Upgrading of breeding stations																	
																	524,4
B. Dissemination of improved genetic material																	607,4
1. Technical assistance for Small Ruminants production	Month	12	12	12	12	12	12	72	1	1.948	23,4	23,4	24,2	25,9	27,7	29,6	154,2
2. Field Project Coordinators (FPC)	Month	180	180	180	180	180	180	1 080	1	1.245	224,1	224,1	224,1	224,1	224,1	224,1	1 344,7
3. Drivers (3) starting year 2+ 1 in the Directorate starting in year 1 /d	Month	12	48	48	48	48	48	252	1	1.124	13,5	53,9	53,9	53,9	53,9	53,9	283,2
4. Other staff allowances																	
Incentives field staff	Lumpsum/month	12	12	12	12	12	12	72	1	1.997	24,0	24,0	24,0	24,0	24,0	24,0	143,8
5. Provision of semen for AI /e	Dose of semen	-	15 000	15 000	20 000	20 000	20 000	90 000		17	-	268,9	278,6	384,9	398,7	413,1	1 744,2
6. Consumables for AI	Lumpsum	-	1	1	1	1	1	5	10	14.085	-	14,9	15,4	15,9	16,5	17,1	79,8
7. Fuel for AI campaigns /f	Lumpsum/year	-	1	1	1	1	1	5	20	28.169	-	29,7	30,8	31,9	33,0	34,2	159,6
8. Pregnancy diagnosis for inseminated females	AI	-	15 000	15 000	20 000	20 000	20 000	90 000		1	-	22,3	23,1	31,9	33,0	34,2	144,5
9. Purchase of rams from Multipliers	Ram	-	100	100	100	100	100	500		493	-	52,0	53,9	55,8	57,8	59,9	279,4
10. Production incentives for Multipliers	Lumpsum/EP	-	40	40	40	40	40	200		500	-	21,1	21,9	22,6	23,5	24,3	113,3
11. Subsidies for rams sold from stations	Ram	-	200	200	250	250	300	1 200		179	-	37,7	39,0	50,6	52,4	65,1	244,7
12. Subsidies for bucks sold from stations	Buck	-	50	50	60	70	70	300		282	-	14,9	15,4	19,1	23,1	24,0	96,5
13. Ultrasound machines for PD	Machine	10	-	-	-	-	-	10	4	4.930	50,2	-	-	-	-	-	50,2
14. Equipment for inseminators /g	Lumpsum/team	-	141	-	-	-	-	141		211	-	31,4	-	-	-	-	31,4
15. Training of new inseminators	Lumpsum/team	60	-	-	-	-	-	60		141	8,6	-	-	-	-	-	8,6
16. Applied research on genotyping	Lumpsum/year	-	-	1	1	1	-	3	15	21.127	-	-	23,1	23,9	24,8	-	71,8
17. Equipment and Vehicles for the Field																	
Office Furnitures	Set	-	16	-	-	-	-	16		563	-	9,5	-	-	-	-	9,5
Vehicles (Pick up)	Number	-	3	-	-	-	-	3	28	39.437	-	124,8	-	-	-	-	124,8
Portable Computer (laptop)	Number	-	15	-	-	-	-	15	1	845	-	13,4	-	-	-	-	13,4
Printers ,Scanners , camera ,disply Monitor , etc	Lumpsum	-	1	-	-	-	-	1	4	5.634	-	5,9	-	-	-	-	5,9
Subtotal Equipment and Vehicles for the Field																	153,6
Subtotal Dissemination of improved genetic material																	343,7
C. Support to digital livestock identification, genetic evaluation and disease s																	971,8
																	827,3
																	964,5
																	992,6
																	1 003,5
																	5 103,5

Project Design Report
Hashemite Kingdom of Jordan
The Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT-II)

Hashemite Kingdom of Jordan
Small Ruminants Investment and Graduating Households in Transition Project
Table 1.1. Support to national breeding programme and veterinary services
Detailed Costs

Table 1.1. Support to national breeding programme and veterinary services																		
Detailed Costs																		
	Unit	2026	2027	2028	2029	2030	2031	Total	Unit Cost (JD '000)	Unit Cost (US\$)	2026	2027	2028	2029	2030	2031	Total	
C. Support to digital livestock identification, genetic evaluation and																		
1. Maintenance of EIDSS by service provider /h	Fees/year	-	-	1	1	1	1	4	31	44,014	-	-	48,1	49,8	51,6	53,5	203,0	
2. Integration EIDSS /LITS	Consultancy	-	-	1	-	1	-	2	20	28,169	-	-	30,8	-	33,0	-	63,8	
3. Geomapping and monitoring of flocks /h	GPS Device	-	-	17 928	-	-	-	17 928	4	-	-	-	82,8	-	-	-	82,8	
4. Geomapping and monitoring of flocks /h	System	-	-	1	-	-	-	1	30	42,254	-	-	46,2	-	-	-	46,2	
5. Chip readers for LITS /h	RFID reader	-	-	25	30	-	-	55	211	-	-	-	5,8	7,2	-	-	12,9	
6. Tablets for LITS and EIDSS data entry /h	Tablet	-	-	200	-	200	-	400	282	-	-	-	61,6	-	66,1	-	127,6	
7. Laptops for LITS and EIDSS data entry	Laptop	-	-	45	-	45	-	90	845	-	-	-	41,6	-	44,6	-	86,1	
8. Desktops for LITS and EIDSS data entry	Desktop	-	-	30	-	30	-	60	704	-	-	-	23,1	-	24,8	-	47,9	
9. Capacity building of MoA and JAWA staff	Lumpsum/year	-	-	1	1	1	1	4	19	26,408	-	-	28,9	29,9	31,0	32,1	121,8	
10. LITS software maintenance and upgrade	Month	-	-	3	-	1	-	4	30	42,254	-	-	138,5	-	49,6	-	188,1	
Subtotal Support to digital livestock identification, genetic evaluation and												-	-	507,1	86,9	300,6	85,6	980,2
D. Upgrading of Veterinary Laboratories																		
1. Equipment for Central lab	Lumpsum/Lab	-	-	1	-	-	-	1	80	112,676	-	-	123,1	-	-	-	123,1	
2. Equipment for regional labs	Lumpsum/Lab	-	-	12	-	-	-	12	18	24,648	-	-	323,2	-	-	-	323,2	
3. Consumables for Central lab	Lumpsum/Lab	-	-	1	1	1	1	4	3	3,521	-	-	3,8	4,0	4,1	4,3	16,2	
4. Consumables for regional labs	Lumpsum/Lab	-	-	12	12	12	12	48	1	915	-	-	12,0	12,4	12,9	13,3	50,7	
5. Rehabilitation of central lab	Lumpsum/Lab	-	-	1	1	-	-	2	20	28,169	-	-	31,7	32,8	-	-	64,5	
6. Rehabilitation of regional labs	Lumpsum/Lab	-	-	12	12	12	12	48	1	880	-	-	11,9	12,3	12,8	13,2	50,2	
7. Training of lab staff	Session	-	-	2	2	2	2	8	9	12,324	-	-	26,9	27,9	28,9	29,9	113,7	
Subtotal Upgrading of Veterinary Laboratories												-	-	532,6	89,5	58,7	60,8	741,6
E. Supporting control of contagious diseases																		
1. Surveillance of wildlife for PPR eradication stage 4	Lumpsum/year	-	-	1	1	1	-	3	15	21,127	-	-	23,1	23,9	24,8	-	71,8	
2. Seromonitoring for PPR eradication stage 4 /m	Lumpsum/year	-	-	1	1	1	-	3	18	25,352	-	-	27,7	28,7	29,7	-	86,1	
3. Documentation for PPR eradication stage 3 & 4	Consultancy	-	-	1	-	-	1	2	10	14,085	-	-	15,4	-	-	17,1	32,5	
4. Risk assessment for FMD /h	Assessment	-	-	1	-	-	-	1	20	28,169	-	-	30,8	-	-	-	30,8	
5. FMD control plan	Plan	-	-	1	-	-	-	1	20	28,169	-	-	30,8	-	-	-	30,8	
6. PPR control plan	Plan	-	-	1	-	-	-	1	20	28,169	-	-	30,8	-	-	-	30,8	
7. Zoonotic disease control plans (anthrax, brucellosis)	Plan	-	-	1	1	-	-	2	20	28,169	-	-	30,8	31,9	-	-	62,7	
8. Awareness campaigns on zoonotic diseases	Campaign	-	-	1	-	1	-	2	15	21,127	-	-	23,1	-	24,8	-	47,9	
9. Finalization of contagious disease contingency plan	Plan	-	-	1	-	-	-	1	15	21,127	-	-	23,1	-	-	-	23,1	
10. Simulation of contagious disease contingency plan	Simulation	-	-	1	-	-	-	1	15	21,127	-	-	23,1	-	-	-	23,1	
Subtotal Supporting control of contagious diseases												-	-	258,5	84,5	79,3	17,1	439,4
F. Support to proximity veterinary services																		
1. Training of private vets on Vet. Public Health and epidemic /o	Trainee	-	-	55	55	55	55	220	282	-	-	16,9	17,5	18,2	18,8	71,5		
2. Support to Vet Statutory Body	Lumpsum	-	-	1	1	1	1	4	13	17,606	-	-	19,2	19,9	20,6	21,4	81,2	
3. Equipment for private vets accredited for VSM /p	Vet	-	-	55	55	-	-	110	1	1,035	-	-	62,2	64,4	-	-	126,7	
4. Awareness raising on delegation of VPH services to private sector	Campaign	-	-	1	1	1	1	4	10	14,085	-	-	15,4	15,9	16,5	17,1	65,0	
5. Piloting of Community Animal Health Workers (CAHWs) model in 2 Districts	LS/District	-	-	1	1	-	-	2	15	21,127	-	-	23,1	23,9	-	-	47,0	
6. Piloting of CAHWs model in 2 Districts /h	Training	-	-	1	1	-	-	2	6	8,451	-	-	9,2	9,6	-	-	18,8	
7. Piloting of CAHWs model in 2 Districts /s	Kit/CAHW	-	-	20	20	-	-	40	6	490	-	-	10,7	11,1	-	-	21,8	
Subtotal Support to proximity veterinary services												-	-	156,8	162,4	55,3	57,3	431,9
Total Investment Costs																		
												868,1	1 601,0	2 679,2	1 540,6	1 553,8	1 274,7	9 517,4

Hashemite Kingdom of Jordan
Small Ruminants Investment and Graduating Households in Transition Project
Table 1.1. Support to national breeding programme and veterinary services
Detailed Costs

Table 1.1. Support to national breeding programme and veterinary services																	
Detailed Costs		Quantities						Unit Cost (JD '000)		Unit Cost (US\$)		Totals Including Contingencies (US\$ '000)					
	Unit	2026	2027	2028	2029	2030	2031	Total			2026	2027	2028	2029	2030	2031	Total
II. Recurrent Costs																	
A. Upgrading of breeding stations																	
1. Drivers for stations	Month	-	12	12	12	12	12	60	1	994	-	11,9	11,9	11,9	11,9	11,9	59,7
2. Allowances for station staff	Month	-	12	12	12	12	12	60	2	2.761	-	33,1	33,1	33,1	33,1	33,1	165,6
Subtotal Upgrading of breeding stations											-	45,1	45,1	45,1	45,1	45,1	225,3
B. Dissemination of improved genetic material																	
1. Operations and maintenance for the field offices																	
Vehicles and travel costs for 3 cars	Month	12	12	12	12	12	12	72	1	1.408	17,2	17,8	18,5	19,1	19,8	20,5	113,0
Telecommunications costs for PFC	Month	12	12	12	12	12	12	72		141	1,7	1,8	1,8	1,9	2,0	2,1	11,3
Subtotal Operations and maintenance for the field offices											18,9	19,6	20,3	21,0	21,8	22,6	124,3
C. Support to proximity veterinary services																	
1. Piloting of CAHWs model in 2 Districts A	Month	-	-	240	480	300	204	1.224		100	-	-	24,0	48,0	30,0	20,4	122,4
Total Recurrent Costs											18,9	64,7	89,4	114,1	96,9	88,0	472,0
Total											887,0	1.665,6	2.768,6	1.654,7	1.362,8	1.362,8	9.989,4

Table 1.2: Strengthening Adaptive Capacity through Sustainable Feed and Water Systems

Hashemite Kingdom of Jordan																	
Small Ruminants Investment and Graduating Households in Transition Project II (SIG)																	
Table 1.2. Strengthening Adaptive Capacity through Sustainable Feed and Water Systems																	
Detailed Costs																	
		Quantities						Unit		Totals Including Contingencies (US\$ '000)							
	Unit	2026	2027	2028	2029	2030	2031	Total	Cost (JD '000)	Unit Cost (US\$)	2026	2027	2028	2029	2030	2031	Total
I. Investment Costs																	
A. Restoration of rangelands and support to community-based rangeland management																	
1. Assessment Study including site selection, water conservation technique, etc.	Lumpsum	1	-	-	-	-	-	1	30	42,254	43,0	-	-	-	-	-	43,0
2. Civil work for the restoration of rangelands	Ha	-	300	600	900	-	-	1 800	1	1,239	-	403,9	836,9	1 300,6	-	-	2 541,4
3. Monitoring the Restoration of Rangelands	Lumpsum	-	-	1	1	1	1	4	6	8,451	-	-	9,2	9,6	9,9	10,3	39,0
Subtotal Restoration of rangelands and support to community-based rangeland management											43,0	403,9	846,1	1 310,1	9,9	10,3	2 623,4
B. Rainwater harvesting																	
1. Identification and selection of beneficiary households	Lumpsum	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2. Installation of the rainwater harvesting systems																	
Categories A&B	Number	-	-	45	45	45	45	180	4	4,930	-	-	249,6	258,6	267,9	277,6	1 053,8
Category C	Number	-	-	15	15	15	16	61	4	4,930	-	-	83,2	86,2	89,3	98,7	357,4
Category D (Partners)	Number	-	-	9	9	9	9	36	4	4,930	-	-	49,9	51,7	53,6	55,5	210,8
Subtotal Installation of the rainwater harvesting systems											-	-	382,8	396,6	410,8	431,8	1 622,0
Subtotal Rainwater harvesting											-	-	382,8	396,6	410,8	431,8	1 622,0
C. Promotion of alternative feed and drought resistant fodder																	
1. Applied research on alternative feeds and fodder	Lumpsum	-	-	1	1	1	-	3	15	21,127	-	-	23,1	23,9	24,8	-	71,8
2. Applied research on climate resilient fodder species and varieties	Lumpsum	-	-	1	1	1	-	3	20	28,169	-	-	30,8	31,9	33,0	-	95,7
3. Hydroponic fodder pilots	Household	-	-	50	50	50	50	200	1	1,408	-	-	76,9	79,7	82,6	85,6	324,8
4. Other fodder production pilots	Household	-	-	4	4	4	-	12	10	14,085	-	-	61,6	63,8	66,1	-	191,4
5. Distribution of seeds and seedlings of climate resilient fodder	Farmer	-	-	500	500	500	500	2 000	1	28	-	-	15,4	15,9	16,5	17,1	65,0
Subtotal Promotion of alternative feed and drought resistant fodder											-	-	207,8	215,2	223,0	102,7	748,6
D. Technical assistance for Climate, Environment and Rangeland																	
1. Technical assistance for Climate, Environment and Rangeland /a	Month	12	12	12	12	12	12	72	1	2,032	24,4	24,4	25,2	27,0	28,9	30,9	160,9
Total											67,4	428,3	1 461,9	1 948,9	672,6	575,7	5 154,9

Table 1.3: Building capacities and awareness of producers

Hashemite Kingdom of Jordan																	
Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT II)																	
Table 1.3. Building capacities and awareness of producers																	
Detailed Costs		Quantities							Unit	Unit Cost	Totals Including Contingencies (US\$ '000)						
Unit		2026	2027	2028	2029	2030	2031	Total	Cost (JD '000)	(US\$)	2026	2027	2028	2029	2030	2031	
I. Investment Costs																	
A. Implementation of FFS and FBS for small ruminants' farmers																	
1. Implementation of FFS /a	Session	20	40	40	40	40	20	200	3	4.507	91,8	190,1	197,0	204,1	211,4	109,5	
2. ToT for FFS /b	Session	3	3	3	3	-	-	12	5	7.042	21,5	22,3	23,1	23,9	-	-	
3. Development of curricula for FFS /c	Lumpsum/Curricula	2	2	1	-	-	-	5	10	14.085	28,7	29,7	15,4	-	-	-	
4. Implementation of FFS /d	FPS	-	-	6	6	6	6	24	3	4.507	-	-	29,5	30,6	31,7	32,9	
Subtotal Implementation of FFS and FBS for small ruminants' farmers												141,9	242,1	265,0	258,6	243,1	142,4
B. Technical training for service providers, public services, and South-South Technical																	
1. South South Technical Exchange /e	Visit	1	-	1	1	-	-	3	17	23.944	24,4	-	26,2	27,1	-	-	
2. Technical training for farmers /f	Trainee	105	105	105	105	17	17	454	49	5,3	5,5	5,7	5,9	1,0	1,0		
Subtotal Technical training for service providers, public services, and South-South Technical												29,6	5,5	31,8	33,0	1,0	1,0
Total												171,6	247,6	296,8	291,6	244,1	143,4

Table 2.1: Market access and value addition

Hashemite Kingdom of Jordan																		P	
Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT II)																		C	
Table 2.1. Market access and value addition																		R	
Detailed Costs		Quantities							Unit Cost (JD '000)	Unit Cost (US\$)	Totals Including Contingencies (US\$ '000)								
	Unit	2026	2027	2028	2029	2030	2031	Total			2026	2027	2028	2029	2030	2031	Total		
I. Investment Costs																			
A. Construction or rehabilitation of climate proof market infrastructure																			
1. Study to identify and select livestock markets for rehabilitation and construction	Lumpsum	1	-	-	-	-	-	-	1	11	15,000	15,0	-	-	-	-	-	15,0	
2. Rehabilitation of livestock markets	Number	-	1	1	1	1	-	-	4	71	99,915	-	109,6	113,5	117,6	121,9	-	462,6	
3. Technical study for the construction of the livestock market	Lumpsum	-	-	1	-	-	-	-	1	12	16,976	-	-	17,0	-	-	-	17,0	
4. Construction of livestock market	Number	-	-	-	1	-	-	-	1	156	220,000	-	-	-	259,0	-	-	259,0	
5. Technical study for the selection and construction of the market place	Lumpsum	-	1	-	-	-	-	-	1	16	21,972	-	22,0	-	-	-	-	22,0	
6. Construction of a Bazaar/marketplace	Number	-	-	1	-	-	-	-	1	178	250,000	-	-	284,1	-	-	-	284,1	
Subtotal Construction or rehabilitation of climate proof market infrastructure												15,0	131,6	414,6	376,6	121,9	-	1 059,6	
B. Support women, youth, and microentrepreneurs involved in the small ruminant value chain																			
1. Women and youth involved in livestock production and dairy/meat processing	Number	50	130	250	280	250	40	1 000	3	4,300	215,0	559,0	1 075,0	1 204,0	1 075,0	172,0	4 300,0		
2. Milk/meat collection, transport, marketing	Number	2	8	12	10	7	4	43	11	14,979	30,5	126,4	196,4	169,6	123,0	72,8	718,6		
3. MSMEs involved in dairy and meat processing and marketing (cooperatives/private companies)	Number	1	3	4	5	5	2	20	21	29,958	30,5	94,8	130,9	169,6	175,7	72,8	674,2		
4. Recruitment of service provider for grant management and technical support	Lumpsum	-	1	-	-	-	-	-	1	879	1 238,252	-	1 305,9	-	-	-	-	1 305,9	
Subtotal Support women, youth, and microentrepreneurs involved in the small ruminant value chain												276,0	2 086,1	1 402,3	1 543,1	1 373,6	317,6	6 998,7	
C. Facilitation of market access and products promotion																			
1. Development of a Geographic Indication for animal source products	lumpsum	0,1	0,2	0,3	0,3	0,1	-	1	71	100,000	10,2	21,1	32,8	34,0	11,7	-	109,7		
2. Packaging and promotion of products	lumpsum	-	0,1	0,3	0,3	0,2	0,1	1	128	180,000	-	19,0	59,0	61,1	42,2	21,9	203,2		
3. Trade fairs/exhibitions/shows	lumpsum	-	0,1	0,3	0,3	0,2	0,1	1	78	110,000	-	11,6	36,1	37,4	25,8	13,4	124,2		
Subtotal Facilitation of market access and products promotion												10,2	51,7	127,8	132,4	79,7	35,2	437,1	
D. Capacity building and awareness raising of value chains actors on quality and safety																			
1. Business development training	Session	-	12	15	15	10	8	60	1	1,482	-	18,8	24,3	25,2	17,4	14,4	100,0		
2. Training and awareness raising on products quality and safety	Session	-	12	15	15	10	8	60	1	2,001	-	25,3	32,8	34,0	23,5	19,5	135,0		
3. Analysis certification of products and licensing of businesses	Lumpsum	-	0,1	0,2	0,3	0,3	0,1	1	90	126,663	-	13,4	27,7	43,0	44,6	15,4	144,0		
Subtotal Capacity building and awareness raising of value chains actors on quality and safety												-	57,4	84,8	102,2	85,4	49,2	379,0	
Total												301,2	2 326,8	2 029,5	2 154,3	1 660,6	402,1	8 874,5	

Table 2.2: Access to finance

Hashemite Kingdom of Jordan																		Pr Co Ra	
Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT II)																			
Table 2.2. Access to finance																			
Detailed Costs		Unit	2026	2027	2028	Quantities			Total	Unit Cost (JD '000)	Unit Cost (US\$)	Totals Including Contingencies (US\$ '000)						Total	
						2029	2030	2031				2026	2027	2028	2029	2030	2031		
I. Investment Costs																			
A. Financial literacy and financial management education for entrepreneurs																			
1. Technical assistance for Rural Finance and Agri business /a		Month	12	12	12	12	12	12	72	1	1.568	18,8	18,8	19,5	20,8	22,3	23,9	124,1	
2. Training in financial planning for business, tracking income and expenses, managing																			
Development of financial business school curricula; preparation of training modules; guidance n		Person	1	-	-	-	-	-	1	29	40.845	40,8	-	-	-	-	-	40,8	
Imparting training for loan recipients		Trainee	-	100	100	100	100	-	400		352	-	35,2	35,2	35,2	35,2	-	140,8	
Subtotal Training in financial planning for business, tracking income and expenses, man													40,8	35,2	35,2	35,2	35,2	-	181,7
Subtotal Financial literacy and financial management education for entrepreneurs													59,7	54,0	54,7	56,0	57,5	23,9	305,8
B. Technical assistance to ACC																			
1. Development and adoption new Islamic financial products, and delinquency management /b		lumpsum	1	-	-	-	-	-	1	25	35.211	35,8	-	-	-	-	-	35,8	
2. Imparting training on delinquency management /c		Trainee	-	40	40	40	40	40	200		282	-	11,9	12,3	12,8	13,2	13,7	63,9	
Subtotal Technical assistance to ACC													35,8	11,9	12,3	12,8	13,2	13,7	99,7
C. Credit line																			
1. Window 1: Farmers Category A, B, and C /d		Person	15	40	40	40	40	40	215	4	5.915	88,7	236,6	236,6	236,6	236,6	236,6	1.271,8	
2. Window 2: Women and youth enterprises, private vets, microenerprenurs /e		Entreprise	8	15	16	18	18	18	93	11	15.493	123,9	232,4	247,9	278,9	278,9	278,9	1.440,8	
3. Window 3: Commercial loans for feed producers, value chain actors relevant to Component 1 an		Entreprise	4	4	4	4	5	5	26	50	70.423	281,7	281,7	281,7	281,7	352,1	352,1	1.831,0	
Subtotal Credit line													494,4	750,7	766,2	797,2	867,6	867,6	4.543,7
Total													589,9	816,6	833,2	866,0	938,3	905,1	4.949,1

Table 3.1: Policy Support

Hashemite Kingdom of Jordan																		
Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT II)																		
Table 3.1. Policy Support																		
Detailed Costs																		
		Quantities							Unit	Unit Cost		Totals Including Contingencies (US\$ '000)						
Unit		2026	2027	2028	2029	2030	2031	Total	Cost (JD '000)	Unit Cost (US\$)	2026	2027	2028	2029	2030	2031	Total	
I. Investment Costs																		
A. Generate knowledge products for inclusive and evidence-based policy dialogue																		
1. Development of knowledge products (alternative feeds, Gender inclusion, Rangeland mgnt, Proximity	K.Product	-	-	2	2	1	-	5	25	35.211	-	-	76,9	79,7	41,3	-	198,0	
2. Editing and publication of knowledge products	K.Product	-	-	2	2	1	-	5	10	14.085	-	-	30,8	31,9	16,5	-	79,2	
3. Awareness raising on knowledge products	K.Product	-	-	2	2	1	-	5	5	7.042	-	-	15,4	15,9	8,3	-	39,6	
Subtotal Generate knowledge products for inclusive and evidence-based policy dialogue											-	-	123,1	127,5	66,1	-	316,7	
B. Provision of technical expertise for policy and institutional development																		
1. Utilization of policy tools (LSIPT, Feed Balance sheet)-(Expertise for policy tools)	Lumpsum	-	1	1	-	-	-	2	20	28.169	-	29,7	30,8	-	-	-	60,5	
2. Utilization of policy tools (LSIPT, Feed Balance sheet)-(Stakeholder consultation and data collection f	Meeting	-	2	3	2	-	-	7	5	7.042	-	14,9	23,1	15,9	-	-	53,9	
3. Organization of policy dialogue fora	Meeting	-	2	-	2	-	-	4	5	7.042	-	14,9	-	15,9	-	-	30,8	
4. Provision of expertise for policy formulation (Update of small ruminant strategy and AH strategy)	Consultancy	-	1	-	1	-	-	2	15	21.127	-	22,3	-	23,9	-	-	46,2	
5. Training of MoA staff on Livestock GHG MRVs	Session	-	1	-	-	1	-	2	15	21.127	-	22,3	-	-	24,8	-	47,1	
6. Support to data collection for Livestock GHG MRVs	Lumpsum	-	1	1	1	1	1	5	5	7.042	-	7,4	7,7	8,0	8,3	8,6	39,9	
Total											-	111,4	184,7	191,3	99,1	8,6	595,0	

Project Design Report
Hashemite Kingdom of Jordan
The Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT-II)

Table 3.2: Project Management

Hashemite Kingdom of Jordan Small Ruminants Investment and Graduating Households in Transition Project II Table 3.2. Project Management Detailed Costs		Unit Cost (JD '000)												Unit Cost (US\$)												Totals Including Contingencies (US\$ '000)											
		Unit	2026	2027	2028	2029	2030	2031	Total			2026	2027	2028	2029	2030	2031	Total																			
I. Investment Costs																																					
A. SIGHT II Project Coordination Unit																																					
1. Equipment and materials																																					
Office furnitures	Set	-	10	-	-	-	-	-	10	563	-	5,9	-	-	-	-	-	5,9																			
Acquisition of Car (4WD)	Number	-	1	-	-	-	-	-	1	35	49,296	-	52,0	-	-	-	-	52,0																			
Acquisition of computers (Laptop)	Number	-	5	-	-	-	-	-	5	845	-	4,5	-	-	-	-	-	4,5																			
Acquisition of other office equipment (Printers, Scanners, Camera, display)	Lumpsum	-	1	-	-	-	-	-	1	1,408	-	1,5	-	-	-	-	-	1,5																			
Acquisition of accounting system software	Lumpsum	1	-	-	-	-	-	-	1	14,085	14,3	-	-	-	-	-	-	14,3																			
Subtotal Equipment and materials		14,3 63,9 - - - - - 78,2																																			
2. Capacity Building and Operational Support Activities																																					
Start-up workshop	Event	1	-	-	-	-	-	-	1	4	4,930	5,0	-	-	-	-	-	5,0																			
Annual Audit	Audit	1	1	1	1	1	1	1	6	3	4,225	4,3	4,5	4,6	4,8	5,0	5,1	28,2																			
Trainings and capacity building for PMU staff	Lumpsum	1	1	1	1	1	1	1	6	8	10,986	11,0	11,0	11,0	11,0	11,0	11,0	65,9																			
Meeting & allowances for all committees	Lumpsum	1	1	1	1	1	1	1	6	12	16,901	16,9	16,9	16,9	16,9	16,9	16,9	101,4																			
Subtotal Capacity Building and Operational Support Activities		37,2 32,3 32,5 32,7 32,8 33,0 200,6																																			
Subtotal SIGHT II Project Coordination Unit		51,5 96,2 32,5 32,7 32,8 33,0 278,8																																			
B. Monitoring and Evaluation (M&E)																																					
1. Baseline Survey	Lumpsum	1	-	-	-	-	-	-	1	83	116,258	118,4	-	-	-	-	-	118,4																			
2. Mid-term Survey	Lumpsum	-	-	-	-	1	-	-	1	100	140,563	-	-	-	159,1	-	-	159,1																			
3. Final Impact Survey	Lumpsum	-	-	-	-	-	1	-	1	45	63,380	-	-	-	-	74,3	-	74,3																			
4. M&E MIS development/service provider	Lumpsum	1	-	-	-	-	-	-	1	20	28,130	28,6	-	-	-	-	-	28,6																			
5. Operation services/M&E software	Lumpsum	1	1	1	1	1	1	1	6	1	1,406	1,4	1,5	1,5	1,6	1,6	1,7	9,4																			
6. M&E equipment/devices	Lumpsum	2	-	-	-	-	-	-	2	1	1,406	2,9	-	-	-	-	-	2,9																			
7. Start-up workshop	Session	1	-	-	-	-	-	-	1	1	1,406	1,4	-	-	-	-	-	1,4																			
8. Annual review and planning workshops/M&E meetings	Session	-	1	1	1	1	1	1	4	1	1,406	-	1,5	1,5	1,6	1,6	-	6,3																			
9. Annual spot-check/verification visits for the M&E Unit/field visits	Session	-	1	1	1	1	1	1	4	1	1,406	-	1,5	1,5	1,6	1,6	-	6,3																			
10. Ad hoc Studies and Assistance	Session	-	1	1	1	1	1	1	4	1	1,406	-	1,5	1,5	1,6	1,6	-	6,3																			
11. Knowledge Management Product preparation/communication activities	Lumpsum	-	1	1	1	1	1	1	4	1	1,406	-	1,5	1,5	1,6	1,6	-	6,3																			
12. SIGHT II Website/Social Media	Lumpsum	1	-	-	-	-	-	-	1	5	7,032	7,2	-	-	-	-	-	7,2																			
13. M&E/KM staff training/international	Lumpsum	1	1	-	-	-	-	-	2	1	1,406	1,4	1,5	-	-	-	-	2,9																			
Subtotal Monitoring and Evaluation (M&E)		161,3 8,9 7,7 167,1 82,6 1,7 429,2																																			
Total Investment Costs		212,8 105,1 40,2 - - - - -																																			
II. Recurrent Costs																																					
A. Salaries and Allowances																																					
1. Salaries /a																																					
Project Director	Month	12	12	12	12	12	12	12	72	4	5,765	69,2	69,2	71,6	76,6	82,0	87,7	456,2																			
Financial Manager	Month	12	12	12	12	12	12	12	72	3	4,356	52,3	52,3	54,1	57,9	61,9	66,3	344,8																			
Project Officer	Month	12	12	12	12	12	12	12	72	1	2,103	25,2	25,2	26,1	27,9	29,9	32,0	166,4																			
M&E Specialist	Month	12	12	12	12	12	12	12	72	1	2,103	25,2	25,2	26,1	27,9	29,9	32,0	166,4																			
Procurement Specialist	Month	12	12	12	12	12	12	12	72	1	1,568	18,8	18,8	19,5	20,8	22,3	23,9	124,1																			
Social inclusion, Gender and nutrition Specialist	Month	12	12	12	12	12	12	12	72	1	1,568	18,8	18,8	19,5	20,8	22,3	23,9	124,1																			
Senior Accountant	Month	12	12	12	12	12	12	12	72	1	1,652	19,8	19,8	20,5	22,0	23,5	25,1	130,8																			
Accountant (3)	Month	36	36	36	36	36	36	36	216	1	1,075	38,7	38,7	40,0	42,8	45,8	49,1	255,2																			
Drivers (2)	Month	12	24	24	24	24	24	24	132	1	906	10,9	21,7	22,5	24,1	25,8	27,6	132,5																			
Assistant for PMU Office	Month	12	12	12	12	12	12	12	72	1	927	11,1	11,1	11,5	12,3	13,2	14,1	73,3																			
Assistant Project Officer	Month	12	12	12	12	12	12	12	72	1	1,245	14,9	14,9	15,5	16,5	17,7	18,9	98,5																			
Cleaning services personnel	Month	12	12	12	12	12	12	12	72	1	694	8,3	8,3	8,6	9,2	9,9	10,6	55,0																			
Subtotal Salaries		313,3 324,2 335,5 359,0 384,2 411,0 2,127,2																																			
2. Others staff allowances																																					
Incentives for the central	Lumpsum	1	1	1	1	1	1	1	6	14	19,718	19,7	19,7	19,7	19,7	19,7	19,7	118,3																			
Subtotal Salaries and Allowances		333,0 343,9 355,3 378,7 403,9 430,8 2,245,6																																			
B. Operations and maintenance																																					
Vehicles and travel costs for 2 cars	Month	12	12	12	12	12	12	12	72	1	986	12,0	12,5	12,9	13,4	13,9	14,4	79,1																			
PMU office rental	Year	1	1	1	1	1	1	1	6	15	21,127	21,5	22,3	23,1	23,9	24,8	25,7	141,2																			
Others office operation costs	Year	1	1	1	1	1	1	1	6	1	1,408	1,4	1,5	1,5	1,6	1,7	1,7	9,4																			
Subtotal Operations and maintenance		35,0 36,2 37,5 38,9 40,3 41,8 229,7																																			
Total Recurrent Costs		368,0 380,1 392,8 417,6 444,2 472,5 2,475,3																																			
Total		580,9 485,3 433,0 617,4 559,6 507,2 3,183,3																																			

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II Project Design Report

Annex 4: Economic and Financial Analysis

Mission Dates: 06/09/2025 19/09/2025

Document Date: 19/12/2025

Project No. 2000005508

Report No. 7367-JO

Near East, North Africa and Europe Division
Programme Management Department

Annex 4: Economic and Financial Analysis

1. This annex presents the methodology and assumptions used to develop the ex-ante economic and financial analysis (EFA) of the Small Ruminants Investment and Graduating Households in Transitions Project (SIGHT II) in Jordan, as well as the key results. The objective here is to identify, measure, and compare the costs and benefits flows of the project to assess its viability, both from the beneficiaries' perspective (financial analysis) and from that of society and the national economy (economic analysis).
2. The applied methodology is based on a cost-benefit analysis that relies on the evaluation of the project's costs and benefits in monetary terms. Its purpose is to assess the effects and impacts of the various supports proposed by the project on the financial situation of operators. This analysis is based on primary and secondary data collected in the field by the design mission team and mainly on the experience in Jordan of the SIGHT I and REGEP-UP projects, which is an IFAD project.
3. In summary, the results of the economic analysis show that the SIGHT II project is financially viable, with an internal economic rate of return of 24.67% and a net present value of \$93 million, or 66 million JD, for an economic opportunity cost of capital of 10%. These results are very encouraging, especially considering that some benefits generated by the project, such as capacity building are difficult to quantify and have not been included in this analysis. The sensitivity analysis, considering upward variations in costs or a downward variation in project revenues, also confirms its robustness.

I. FINANCIAL ANALYSIS

I.1 Methodology and Assumptions

4. The methodology used is based on a cost-benefit analysis, relying on the monetary estimation of the project's costs and benefits. The objective is to assess the impact of adopting the new activities and practices proposed on the financial situation of the beneficiaries, while ensuring that the promoters can finance the additional operating costs solely through the revenues generated by these productions. The financial

- profitability indicators employed to evaluate the project include net present value (NPV), internal rate of return (IRR), and benefit-cost ratio (B/C).
5. Identification of beneficiaries: The implementation of the activities of the SIGHT II components, which include: (i) Strengthening productivity and climate resilience of small ruminants' production; (ii) Supporting investments in the small ruminants' value chain; and (iii) Policy support and project coordination, should benefit to 65 800 direct beneficiaries and generate several types of benefits.
 6. Among these benefits, there is (i) the upgrading of breeding stations, which enhances the capacity for breeding and veterinary services; (ii) the dissemination of improved genetic material, which boosts the productivity and health of livestock; (iii) support to digital livestock identification, genetic evaluation, and disease surveillance, which improves monitoring and management of livestock health; (iv) upgrading of veterinary laboratories, which leads to better disease diagnosis and management; (v) support to proximity veterinary services, which improves accessibility to veterinary care and enhances animal health and productivity in the community; (vi) access to finance, as the project will link farmers to financial institutions for loans; (vii) the establishment of farmer and pastoral field schools, which provide essential training and knowledge to improve agricultural practices; the (viii) promotion of alternative feed and drought-resistant fodder, which supports livestock health and resilience in changing climatic conditions; (ix) access to matching grants for some beneficiaries, which enhances financial support for improvements; and (x) improved access to markets, facilitating better sales opportunities for farmers and increasing their income potential.
 7. The primary beneficiaries of the project include: (i) small ruminant farmers with a focus on the poorest and most vulnerable. Women and youth represent 40% and 15% of beneficiaries, respectively. The project aims to directly support 14,000 households (HHs) through a combination of targeted grants, matching grants, microloans, and loans. The estimated cost per beneficiary is US\$2,429 per household and US\$517 per individual household member, based on a total of 14,000 households and 65,800 household members.

8. The following table outlines the phasing of beneficiaries used for aggregation.

Table 1: Beneficiaries and phasing

Table D: Beneficiaries and phasing								
		2026 Y1	2027 Y2	2028 Y3	2029 Y4	2030 Y5	2031 Y6	TOTAL 0
Sheep breeding models								
Model 1: Sheep breeding cat 1		-	-	2 366	2 364	2 364	2 364	9 458
Model 2: Sheep breeding cat 2		-	-	525	525	525	525	2 100
Model 3: Sheep breeding cat 3		-	-	525	525	525	525	2 100
<i>Sub total Sheep breeding</i>		-	-	3 416	3 414	3 414	3 414	13 658
Feed Production models								
Model 4: Feed production_Hydroponic		-	-	50	50	50	50	200
Model 5: Feed production_Silage		-	-	4	4	4	-	12
<i>Sub total Feed production</i>		-	-	54	54	54	50	212
Processing Model								
Model 6: Small Scale dairy processing		1	3	4	5	5	2	20
<i>Sub total Processing</i>		1	3	4	5	5	2	20
Veterinary Service Model		-	-	55	55	-	-	110
<i>Sub total Pveterinary Services</i>		-	-	55	55	-	-	110
Total Number of beneficiaires	HHs	1	3	3 529	3 528	3 473	3 466	14 000

I.2 Financial Models

9. The mission aimed to define representative activity models that can be supported and that accurately reflect current practices in the country. Based on the available data, we have modeled seven benchmark activities.

10. For sheep breeding, three models have been developed:

11. **Model 1** focuses on very small livestock flocks for the poorest households, consisting of 1 to 9 heads for the most vulnerable and up to 19 heads for those classified as poor. These farmers rely on subsidized feed, informal labor, and seasonal migration to enhance their income. They sell all their milk production to local processing units, ensuring a steady revenue stream. With minimal financial investment needed, this approach provides accessible opportunities for vulnerable populations, promoting nutritional security and economic stability. This model is highly sensitive to cost variations; a 10% decrease in benefits could lead to negative outcomes in key indicators. To support these

activities, beneficiaries of this model 1 will receive 95% of their funding as a grant, with a 5% own contribution required.

12. **Model 2** targets small-scale livestock farmers and processors who typically own or have access to 0.2 to 0.5 hectares of land and possess between 20 to 50 small ruminants. These producers encounter significant challenges due to limited grazing and cultivation capacity, rendering them vulnerable to fluctuations in feed and water prices, as well as the impacts of climate change and economic shocks. To address these issues, beneficiaries will receive financial assistance aimed at enhancing their resilience. This support will provide resources for improved feeding practices, access to better healthcare for livestock, and training in sustainable farming methods, thereby empowering farmers to increase their productivity and adapt to changing environmental conditions. To support these activities, beneficiaries of this model 1 will receive 80% of their funding as a grant, with a 20% own contribution required.
13. **Model 3** focuses on commercial livestock farmers and processors managing flocks of up to 150 heads. While this group is better integrated into local value chains and benefits from larger flock sizes and improved access to resources, they still encounter significant financial challenges. High feed costs can account for up to 60% of their revenue, compounded by rising water prices and limited access to vaccination services. To address these issues, beneficiaries will receive financial assistance aimed to alleviate these economic pressures, enabling farmers to invest in improved feeding practices, veterinary care, and better overall farm management. This support will enhance their productivity and sustainability, helping them navigate the challenges of a fluctuating economy while bolstering their resilience in the livestock sector. To support these activities, beneficiaries of this model 3 access between 50% (for MSMEs) and 75% (for Coops) grant; the rest could be either their own contribution or a loan
14. To promote alternative feed and drought-resistant fodder, two models have been identified: **Model 4** focuses on household-level hydroponic fodder production units, which allow livestock farmers to grow nutrient-rich fodder without soil, utilizing minimal water and enabling rapid growth cycles of 7 to 10 days. This model enhances livestock health through fresh, nutritious feed and is accessible for urban and peri-urban farmers.

15. **Model 5** introduces small-scale silage-making systems, enabling farmers to produce and store silage from excess forage crops, thus ensuring a year-round supply of quality feed, even during dry seasons. These two models will serve as pilot initiatives, and the project will facilitate the distribution of seeds and seedlings of climate-resilient fodder to the beneficiaries.
16. **Model 6** centers on small-scale dairy processing, featuring a processing unit capacity of 500 kg of milk per day. This model is designed for local dairy producers who want to add value to their milk and enhance their income. The main products produced include white cheese, Jameed (a traditional Middle Eastern dehydrated yogurt), butter, and semned (clarified butter), all of which are in high demand in local markets. By utilizing fresh, locally sourced milk, the processing unit promotes food security and supports local farmers.
17. **Model 7** focuses on establishing proximity veterinary clinics to provide essential services to livestock farmers. These clinics aim to enhance animal health and welfare by offering vital services such as vaccinations, health check-ups, and disease management. By situating these clinics close to farming communities, the model ensures that farmers have easy access to professional veterinary care, which is crucial for maintaining healthy livestock. This model will receive financial support that will promote sustainability and ensure the successful implementation of veterinary services within the community.
18. To support these production Models 4 and 5 could benefit from 85% of grant, the rest their own contribution. Models 6 and 7 could benefit between 50% and 75% of grant, the rest from their own funds or loans depending on their financial capacity.
19. **Financial Prices:** In Jordan, livestock product prices are determined freely by the market, reflecting fluctuations in supply and demand. The prices of inputs and marketed products represent the amounts households pay at the farm gate/market. For the financial analysis, the prices used are those prevailing in the market.
20. **Financial discount rates:** For the financial analysis, a discount rate of 7% was used, corresponding to the benchmark interest rate in Jordan.
21. The following table shows financial performance of the models. The financial internal rate of return (IRR), NPV, and benefit/cost ratio for the models are good, indicating the financial viability of the proposed activities.

Table 2: results of financial analysis

Table A: Models' financial cash flow								
F I N A N C I A L A N A L Y S I S		Models' net incremental benefits -NIB (in JD)						
		Sheep breeding models			Feed Production models		Processing Model	Veterinary Service Model
		Model 1: Sheep breeding cat 1	Model 2: Sheep breeding cat 2	Model 3: Sheep breeding cat 3	Model 4:Feed production_Hydroponic	Model 5: Feed production_Silage	Model 6: Small Scale dairy processing	Model 7: Proximity Vet Clinic
	PY1	(5 643)	(13 583)	(35 904)	(492)	(16 250)	(18 065)	(3 376)
	PY2	357	1 888	10 882	148	3 250	3 935	(735)
	PY3	736	2 868	14 000	148	3 250	3 935	395
	PY4	1 076	3 750	16 805	148	3 250	3 935	1 065
	PY5	1 250	4 199	18 233	148	3 250	3 935	1 595
	PY6	1 005	4 198	19 069	148	3 250	3 935	1 265
	PY7	1 545	4 963	20 664	148	3 250	3 935	2 265
	PY8	1 545	4 963	20 664	148	3 250	3 935	2 265
	PY9	1 594	5 089	21 065	148	3 250	3 935	2 265
	PY10	1 594	5 089	21 065	148	3 250	3 935	2 265
B/C		1,00	1,10	1,25	1,09	1,00	1,11	1,02
NPV (in JD) @ 7%		1 558	11 284	56 329	441	4 602	7 077	4 429
FIRR		12%	22%	32%	26%	26%	16%	23%

22. The models presented in the cash flow analysis indicate a strong potential for profitability in the breeding sector. The table details the net incremental benefits (NIB) for various sheep breeding models and agricultural practices, showcasing positive cash flow across most options. This suggests that the proposed models are financially viable and can significantly enhance the income of the stakeholders involved.
23. The cost recovery rates for the various models are as follows: the breeding models range from 131% to 175%, while the alternative feed and drought-resistant fodder show rates between 101% and 125%. The small-scale dairy processing has a rate of 108%, and the proximity veterinary clinic achieves a rate of 105%. Overall, these rates demonstrate the sustainability and effectiveness of the models in delivering financial benefits.

II. ECONOMIC ANALYSIS

II.1 Assumptions

24. Economic Prices: In alignment with estimates from The Economist Intelligence Unit (EIU), the official exchange rate in Jordan is fixed. The Jordanian dinar has been pegged to the US dollar at a rate of JOD 0.71:US\$1 since 1995. Financial prices have been converted to economic prices using the following conversion factors:

- ✚ For non-tradable goods, a conversion factor of 1 was applied, as these are typically purchased locally without significant tax distortions.
- ✚ For labor, the opportunity cost conversion factor is 0.79.
- ✚ For tradable goods and equipment, a Standard Conversion Factor (SCF) of 0.98 was calculated and applied.

25. Constant Prices: All models are expressed in constant prices for 2025. The analysis is based on primary data collected during field visits conducted during the September 2025 IFAD design mission in Jordan, the Government of Jordan, ongoing IFAD projects, and various organizational sources. Conservative assumptions and parameters have been adopted to avoid overestimating benefits and to provide realistic results.

Table 3: Conversion Factors

Table C: Main Assumptions and Shadow prices	
Conversion factor	
CF for tradeable goods	0,98
CF for labour	0,79
CF for non-tradeable goods	1,00
Financial Discount Rate (FDR)	0,07
Social Discount rate (SDR)	0,10

26. Social Discount Rate: The economic discount rate has been set at 10%¹, reflecting the average deposit interest rate in Jordan. This rate represents the social opportunity cost of capital and is used to calculate the economic Net Present Value (NPV) and future net incremental benefits.

¹ This rate represents the summary of average commercial lending rates + the average inflation consumer price for the past 14 years in Jordan (www.worldbank.org)

II.2 Results

- 27. Analysis Period:** The analysis period spans 10 years to account for the phasing and gestation of the proposed interventions. Economic benefits from livestock activities have been aggregated using average incremental net benefits and the number of beneficiaries for each activity under the project interventions. A single adoption rate, derived from the costing exercise, was also considered. Economic benefits from enterprise models were aggregated based on the anticipated number of small enterprises to be supported by the project. Benefits are phased in progressively for all types of interventions. A conservative adoption rate of 70% has been applied to avoid overestimating benefits, drawing on insights from similar projects.
- 28. Economic Costs:** The costs of the two technical components of the project and the Policy support and project coordination component were converted into economic costs using the Costab software. Certain deductions were made directly in Costab, specifically for direct subsidies (such as equipment for private vets accredited for veterinary services management, support for MSMEs involved in dairy and meat processing and marketing, promotion of alternative feed and drought-resistant fodder, etc.) provided to young entrepreneurs and women already accounted for in the business models, before generating the economic costs.
- 29. Consolidation of benefits:** Once the conversion of financial prices/costs into economic prices/costs was completed within the models, the additional benefits of the various modeled activities were consolidated based on the number of beneficiaries.
- 30.** The economic analysis indicates satisfactory results, with an NPV of US\$93 million and an Economic Internal Rate of Return (EIRR) of 24.67%, suggesting that the overall project is economically viable.

Sensitivity Analysis

- 31.** The sensitivity analysis, which considers project costs increases of 10%, 20%, and 30%, demonstrates the following rates of return: 24.1%, 23.5%, and 22.9%. These rates indicate that the results remain robust in the face of rising costs for the proposed

activities. The Net Present Values (NPV) corresponding to these cost increases would be \$90.5 million, \$87.7 million, and \$85.02 million, respectively.

32. Additionally, in scenarios where benefits are reduced by 10%, 20%, and 30%, the Economic Internal Rate of Return (EIRR) decreases to 24.0%, 23.2%, and 22.2%, respectively. The corresponding Net Present Values (NPVs) for these reductions are \$81.1 million, \$69.1 million, and \$57.05 million. If economic benefits are deferred or project implementation is delayed by one or two years, the EIRR would adjust to 23.3% and 21.9%, respectively, with NPVs of \$82.2 million and \$72.3 million. Under a scenario of a 20% increase in costs combined with benefit reductions of 10%, 20%, and 30%, the EIRR further declines to 17.35%, 16.07%, and 14.50%. The results of the sensitivity analysis are summarized in the table below.

Table 4: Sensitivity analysis

a\ Discount rate		10%									
Sensitivity Analysis	Base case (million)	Costs Increase (million)			Increase of Benefits (million)		Decrease of Benefits (million)			Delay of Benefits (million)	
		+10%	+20%	+30%	+10%	+20%	-10%	-20%	-30%	1 year	2 years
IRR	24,7%	24,1%	23,5%	22,9%	25,2%	25,7%	24,0%	23,2%	22,2%	23,3%	21,9%
NPV (in JD) @ 0,1	66,21	64,27	62,32	60,37	74,78	83,35	57,64	49,08	40,51	58,42	51,34
NPV (in USD) @ 0,1	93,26	90,52	87,77	85,03	105,33	117,40	81,19	69,12	57,05	82,29	72,31
Discount rate											

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II

Project Design Report

Annex 5: SECAP Review Note

Mission Dates: 06/09/2025 19/09/2025

Document Date: 19/12/2025

Project No. 2000005508

Report No. 7367-JO

Near East, North Africa and Europe Division
Programme Management Department

The SECAP Review note should build on the preliminary note mentioned above, draw on the results of the screening exercise and be informed by the issues raised during the design mission, the stakeholders interviews, publicly available tools and dataset, and environmental, social or climate-related studies that inform on the characteristics of the project location. The SECAP review note includes the revised ESMP and should be attached to the Project Design Report, integrated in Draft Project Implementation Manual (PIM) and COSTAB and shall be submitted to Design Review Meeting (DRM) or IRC (for NSOs).

1. Introduction

1. The proposed **Small Ruminants Investment and Graduating Households in Transition Project II** (SIGHT-II) aims to upscale the IFAD co-funded SIGHT project which is to complete by 2025. Implemented by the Ministry of Agriculture, it will support the climate resilient transformation of small-ruminants value chains in all governorates of the Hashemite Kingdom of Jordan. It will do so by supporting delivery of essential livestock services, adoption of resilient and adaptive production technologies, and enhancing nutrition, access to market, and finance.
 1. The programme will have a national scope, targeting all country governorates with one component (Component 2: Supporting investments in the small ruminants' value chain) focusing on the Southern governorates (namely: Tafilah, Karak, Maan), in addition to Mafrq.
 2. SIGHT-II goal is to contribute to increased resilience and food and nutrition security of rural smallholders engaged in small-ruminant value chains, thereby advancing Jordan's transition towards sustainable, inclusive, and climate-resilient, and healthy food systems. The Project Development Objective (PDO) is to sustainably improve productivity, resilience, profitability, and small-ruminants value chains contribution to smallholders' livelihoods.
 3. The purpose of this SECAP Review Note (SRN) at design stage is to identify: 1) inherent social, environmental and climate risks related to SIGHT-II activities and targeted areas, and 2) measures to avoid, minimize, mitigate, and compensate for any residual impacts. The SRN was prepared as part of the project design report (PDR) developed in October 2025. The analysis builds on the PCN mission conducted on 15-19 June 2025, the design mission 7-18 September, desk review, exchanges with PDT mission members and the on-going SIGHT implementing partners, as well as data from available literature and Jordan CSN 2024-2026.

2. Potential Social, Environmental and Climate risks and impacts of the project

2. Potential social, environmental, and climate risks and impacts of the project are as follows

2.1 Biodiversity conservation

3. Jordan has a rich ecosystem, such as its designated 13 protected areas^[1]. The country's biodiversity and natural habitats are however threatened by several factors, such as urban expansion, livestock overgrazing and related rangeland degradation, hunting, water scarcity and pollution, as well as climate change. SIGHT-II supports a sector (the small ruminants sub sector) that has a direct impact on biodiversity through grazing.
4. The biodiversity conservation risk rating of the proposed project is assessed as **moderate**. The project is not likely to lead to overgrazing, since it foresees activities related to restoration of rangelands and support community-based rangeland management. The proposed activities within the geographical clusters of intervention within each governorate will not be located in or around protected areas. More specifically, market rehabilitation or construction will be in urban areas (where the biodiversity risk is negligible). Accordingly, the risk level for both subcategories (Degradation of Biodiversity and of Protected Habitats) is low. Small-scale rural infrastructure, such as water harvesting facilities, will be established in pre-designated agricultural areas and constructed while ensuring they do not require the clearing of natural habitats (e.g., tree removal), and when using natural resource materials, preference will be given to suppliers adhering to environmental management and energy efficiency standards. Furthermore, screening will apply for the grants and loans delivered through the credit line to ensure no financing is directed to projects with potential negative impacts on biodiversity, habitats, or ecosystem. The risk level for the Procurement of Natural Resources sub-category is therefore moderate.
5. ^[1] 2 Biosphere: Dana & Mujib; 3 Forest Reserves: Ajloun, Dibein & Yarmouk; 1 Marine: Aqaba; 4 Nature: Burqu, Dahek, Dmeitha & Fifa; 1 Protected Desert: Wadi Rum; 1 Wetland: Azrak; 1 Wildlife: Shaumari (& 1 Bird Observatory: Aqaba)

2.2 Resource efficiency and pollution prevention

6. Jordan is one of the most water-scarce countries in the world. This has a direct impact on all sectors, including the livestock sector. Potential sources of pollution generated from the activities foreseen under the project (small ruminants production, live animals marketing and meat retailing as well as small scale dairy production and retailing) include wastewater and solid waste generated at the breeding stations, milking units, dairy facilities, and small-scale butcher shops. Poor environmental conditions at the livestock markets, wastewater management, manure and waste management at large, if not adequately addressed, might pose adverse local risk on water, soil and air quality.
7. The project risk associated with resource efficiency and pollution prevention is assessed as **moderate** as most of the interventions are small-scale interventions except for the breeding stations where wastewater treatment facilities or collection tanks have been already installed under the on-going SIGHT. Water scarcity issues will be addressed by supporting rainwater

harvesting. Aspects related to pollutants release to the environment will be prevented by supporting wastewater collection/treatment at the breeding stations^[1] and dairy facilities, supporting solid and liquid waste management at the newly constructed or rehabilitated livestock markets as well as providing matching grants and access to credit for micro and small enterprises (MSEs) to invest in manure recycling. Awareness and training on water saving and waste management will also be provided. Hence the moderate risk rating for both the pollutants' release sub-category and the livestock one. The project will also support fodder production, however at a small scale, and accordingly the risk related to the primary production of living natural resources sub-category is low.

8. ^[1] SIGHT 1 project supported in establishing concrete wastewater collection tanks to collect wastewater, mainly from milking units, for safe disposal

2.3 Cultural heritage

9. Risk is **low**. Unintended negative impact on sites of cultural values is not envisaged. Traditional livestock and dairy production practices are elements of intangible cultural heritage. The project will integrate this traditional knowledge into sustainable livestock and dairy production while ensuring that modernization efforts are fully aligned with cultural traditions and contribute to food safety and community health. Consultations will be held with local communities for any activities involving the utilization of intangible cultural heritage/tradition knowledge.

2.4 Indigenous peoples

10. Not applicable as there is no recognised indigenous peoples in Jordan.

2.5 Labour and working conditions

11. The risk is Jordan has achieved considerable advancements in the national legal framework regulating the labor rights of agricultural workers^[1]. The recently approved bylaw on Agricultural Workers (2021) defines working hours, vacations and social security standards for both Jordanians and migrant laborers, and highlights measures for female agricultural workers (10 week paid maternity leave, overpaid time etc.). However, due to the informality of the sector, especially the livestock and dairy house-level processing, a large number of workers do not have these work benefits.
12. The participation of vulnerable groups such as women and youth is a challenge in value chain development due to gender norms and discriminatory practices in labour conditions. Women also face harsher labour conditions, including unsafe transportation, poor access to toilets and basic services, risk of sexual harassment, and poor payment. These barriers will be addressed through the Gender Empowerment and targeting strategy, community gender dialogues in FFS and awareness raising on equal opportunities and labour standards.
13. **On Occupational Health and Safety (OSH)**, the risk is **moderate**.
14. Livestock workers and pastoralists may face unsafe and precarious labor conditions, which requires the implementation of adequate mitigation strategies. Despite notable achievements, rural laborers are still exposed to unsafe and hazardous labor conditions as they tend to endure long hours of work, lack protective equipment and receive inadequate safety training. The project will sensitize farmers and entrepreneurs on the importance that they comply with national legislation on labor conditions, minimum wage (260 JD per month) and OSH standards in business trainings. Further, safe labor practices will be promoted among MSMEs working in food and dairy processing, through the implementation of dedicated training and awareness raising on OSH standards food safety, hygienic and safe working environment under component 2. It will be a condition for receiving the project's support. SIGHT-II will also build on the experience of REGEF, which has promoted a safe work environment in home-based micro-enterprises, mostly dominated by women, as FFS will include training and financial resources to ensure a clean, hygienic and safe working environment.
15. On child labour, the agricultural sector is the second-largest industry that employs children in Jordan, accounting for 27.5% of the total child workers in the country^[2]. The incidence of child labour is higher in remote rural areas. Children engaged in agricultural work are exposed to hazardous conditions. However, this risk is low in SIGHT-II as children are not engaged in the livestock sector, food and dairy processing. Further, the project mitigates the risk by raising awareness of stakeholders and beneficiaries on child rights, compliance with labour standards, and on the provisions of the law during training activities.
16. Risk of forced labor is not a possibility as none of the project activities are expected to utilize forced labor in the project's areas. In addition to the strict adherence to IFAD's exclusion list which includes forced labour.
17. ^[1][Solidarity Centre - Jordan Agricultural Workers Win Landmark Rights](#)
18. ^[2] 2024, AFC. Local awareness about the risks of child labour within the Agricultural Sector in Jordan Baseline Assessment Factsheet. June 2024

2.6 Community health and safety

19. The risk is **moderate**. Small ruminant and dairy processing activities may pose some health risks, particularly for individuals in direct contact with animals, who can be exposed to the risks of contracting zoonotic diseases (anthrax, brucellosis, tuberculosis), or consumers who consumed dairy products transformed in an inadequate manner, who can be exposed to both zoonotic diseases and other food borne diseases. Potential disease transmission may occur through handling livestock or animal

products, or consumption of inadequately processed animal products, especially in governorates with high zoonotic disease occurrence. Further, potential risk of water-borne diseases from water harvesting activities is triggered. The project will focus on improving animal health and veterinarian services, including through the One Health approach, which will help mitigate these risks by strengthening disease surveillance, control, prevention, and contingency planning, including for zoonotic diseases. Water harvesting trainings will ensure farmers' awareness on hygiene practises and using covered, sealed, and regularly cleaned tanks.

20. The project will also implement safety protocols and training to minimize these risks. Livestock product handling and dairy and meat production activities supported by the project will present and ensure food safety and hygiene sensitization and sustainability.
21. The project will have a strong focus on promoting food safety and hygiene standards, proper storage, and waste management in supported value-chains.
22. Enterprises receiving grants must demonstrate compliance with national food safety regulations through their business plan as a condition for receiving the project support.
23. Construction contracts for the markets under component 2 and upgrading the breeding stations will include standard OHS provisions requiring contractors to provide personal protective equipment, implement basic site safety measures, and conduct worker safety orientation. Unintended negative impact on nutrition is not envisaged.
24. The targeted value-chains are nutrition-sensitive (e.g. meat and dairy production etc.) and the project's interventions, especially those targeting women micro and small-scale producers, support the processing of healthy and nutritious food to be sold in local markets. In addition, the project will deliver training to support behavioural changes in nutrition habits especially aimed at promoting women's dietary diversity and addressing micronutrient deficiencies and obesity, which are common among women.
25. Economic activities targeting women and advancing their economic empowerment might unwittingly generate intra-household tensions, which could escalate into Gender Based Violences (GBV). This risk is moderate. The project will minimize the risk by integrating gender norms dialogue sessions, household methodologies, and GBV training and sensitization in all project activities. A Grievance Redress Mechanism (GRM) system will also be in place, and target groups be aware of reporting channels to GBV incidents.

2.7 Physical and economic resettlement

26. Given the nature of the project, risk of physical and economic resettlement or significant changes to land tenure arrangements are not envisaged.
27. Rangeland restoration interventions developed through Climate-sensitive Community Action Plans may require temporary closure of degraded areas to allow restoration recovery, which may affect households living around/ dependent on those specific grazing zones. These restrictions will be temporary in 12 sites, aimed at enhancing productivity and will not permanently exclude pastoralists. Implementation will follow participatory planning processes ensuring that local communities are engaged in the selection of sites and planted fodder.

2.8 Financial intermediaries and direct investments

28. Component 2 of the project aims to enhance access to finance. The Agriculture Credit Cooperation will be the primary financial intermediary and facilitate lending through their rural finance facility. As ACC is not directly supervised by CBJ, a key risk is that its internal systems, procedures, and reporting formats may not be aligned with the project's requirements. This misalignment could affect the quality and consistency of data, delay implementation, or lead to non-compliance with agreed lending guidance. To address this, ACC will receive targeted technical assistance through SIGHT-II to align its loan tracking and monitoring systems, financial reporting, and credit procedures with the project framework.
29. The risk associated with this component is assessed as **moderate**. ACC adhered to guidelines ensuring ethical and legal financial operations, but the institution is still in the process of establishing an environmental and social management system (ESMS) to assess, manage and monitor the risks and impact of its investments. To ensure ACC operate in alignment with IFAD's SECAP principles, the agreement signed between the programme and ACC will include a detailed Environmental and Social Action Plan (ESAP) (*draft available in Appendix 2 of Annex 5.1*), containing an exclusion list (*Appendices 3-4 of Annex 5.1*). ESAP implementation will be supported by SIGHT-II through technical assistance.

2.9 Climate change

30. **Hazard Identification.** The small ruminants sub-sector is expected to experience significant challenges due to climate change. Increased drought and decrease in rainfall will reduce water availability while raising livestock water demand, negatively affecting productivity. Higher temperatures are projected to have an impact on small ruminants as they can cause reduced feed intake, decreased milk production, impaired fertility and increased disease occurrence (especially vector borne diseases which are more climate sensitive).
31. (a) Expected hazards are in the following areas: river flood, landslide, water scarcity, extreme heat and wildfires. As per the ThinkHazard tool, potentially damaging *river floods* are expected to occur at least once in the next decade, particularly in Irbid and Balqa governorates. *Landslide* susceptibility is high due to rainfall patterns, terrain slope, geology, soil characteristics, land cover, and potential seismic activity. *Water scarcity* is a pressing concern, stemming from minimal annual rainfall ranging between 50-200mm, coupled with widespread overexploitation of groundwater reservoirs and inefficient water usage practices. This poses significant risks to agricultural productivity, with a substantial 60% of water supply directed towards agricultural

needs. *Extreme heat* and drought are expected every five years, noting that over the past three decades, Jordan has witnessed an average temperature rise of 1°C, with projections indicating further increases of 1-4°C by 2070, which could significantly impact agricultural yields, animal welfare and productivity. *Wildfire* risks are significant, especially in eight of the 12 governorates.

32. (b) Future climate scenarios indicate (i) further decreases in total precipitation, (ii) increasingly unpredictable and heterogeneous precipitation across the landscape, (iii) an increase in average temperatures of up to 4°C, (iv) increased rates of drought occurrence, length, and severity, and (v) more frequent extreme events, including heat waves. By the end of the century, under the RCP 8.5 scenario, median temperatures are projected to rise between 1.6°C to 4.04°C, with stronger warming in the eastern and southern regions. Mean temperatures are expected to increase by a median of 2.4°C by 2059, although the southwest frontier may experience slightly less impact until 2050. Annual cumulative precipitation is projected to decrease by 13% to 22% under the SSP5-8.5 scenario, while variability in rainfall will rise significantly, leading to unpredictable weather patterns. Extreme events, including heat waves, are expected to intensify, with the number of heat wave days projected to reach 40 days annually by 2100.
33. (c) Impact on Climate Change. The project is not expected to increase absolute GHG emissions since the small ruminants populations are expected to remain stable, or even to decrease since productivity gains will require less animals to satisfy market needs. On top of this, emission intensities (CO₂ eq / kg of output – milk or meat) are expected to decrease due to intensification and productivity gains, as documented on other similar projects.
34. **Exposure Assessment:**
 - Location in exposed areas: The project is located in areas exposed to the fore-mentioned natural hazards, such as valleys, semi-arid highlands, the Badia (desert), and along riverbanks—regions particularly vulnerable to climate-related hazards.
 - Targeting of exposed agricultural systems: The project targets the livestock sector, the productivity of which is affected by rainfall variability, prolonged droughts, changes in temperature and related diseases. Rising temperatures and increased drought conditions, coupled with declining rainfall, will increase water demand while reducing overall water availability. This imbalance will negatively affect livestock productivity. These compounding pressures underscore the growing vulnerability of Jordan's agricultural sector and the urgent need for adaptive strategies.
35. **Sensitivity Assessment:** Jordan's sensitivity to the adverse effects of climate change is complex, shaped by a mix of strengths and vulnerabilities. The country benefits from political stability, and relatively high human development indicators, such as a strong HDI and MPI index.
 - Despite an inequality index below 5, Jordan hosts large refugee populations, including 1.3 million Syrians, of whom 634,728 are registered with UNHCR (82.1% living in host communities and 17.9% in camps), and approximately 2.4 million Palestinian refugees registered with UNRWA. Vulnerable groups, particularly refugees, face precarious food security and limited economic opportunities, leaving them disproportionately affected by climate change impacts and exacerbating existing social. It is to be noted however that there are potential opportunities for repatriation of the Syrian refugees as the situation in Syria has radically changed.
 - Jordan is also one of the most water-scarce countries; it currently has 61 cubic meters of renewable fresh water available per capita per year, which is far less than the 500 cubic meters per capita annually that is internationally recognized as the absolute water scarcity line. This is further exacerbated by climate change.
36. **Adaptive Capacity and Climate Resilience:** Jordan's ND- GAIN Index^[1] rank is 73. It is the 133rd most vulnerable country and the 97th most ready country. The National Adaptation Plan outlines strategies for adapting to climate change impacts, emphasizing water resource management, climate-smart agriculture, and disaster risk reduction.
37. (a) Jordan has made significant strides in strengthening its coordination mechanisms for disaster preparedness. The government established the National Centre for Security and Crisis Management in 2015, followed by the creation of the multi-stakeholder National Disaster Risk Reduction Platform under this centre in 2017, as well as the development of Jordan National Natural Disaster Risk Reduction Strategies (2019–2022; 2023-2030). Nonetheless, overall progress in disaster risk reduction remains limited as implementation (such as drought monitoring, disaster preparedness, mitigation measures, early warning systems, and disaster risk financing instruments) is still ongoing. Jordan actively participates in international climate agreements and seeks collaborations with international partners to access resources and expertise.
38. (b) Adaptation to evolving climatic conditions in the agricultural sector, including the small ruminants' sector, have started to be seen, such as in the treated wastewater reuse, rainwater harvesting, among others. Nonetheless, more needs to be done to enhance farmers' access to knowledge about climate-smart agricultural practices, as well as access to finance to invest in climate-resilient practices. SIGHT-II will enhance climate resilience of the small ruminants' sector by restoring rangelands and supporting community-based rangeland management; supporting rainwater harvesting; introducing, testing and disseminating drought and heat-resistant fodder species; and increasing awareness as well as building capacities in climate change, including but not limited to control of climate sensitive diseases and Measurement, Reporting and Verification (MRV) for livestock emissions. Furthermore, SIGHT-II will support waste management, thus reducing greenhouse gases emissions.
39. ^[1] The ND-GAIN Country Index summarizes a country's vulnerability to climate change and other global challenges in combination with its readiness to improve resilience.

3. Regulatory framework and institutional capacities

40. Regulatory framework and institutional capacities are as follows

3.1 National policies and regulatory framework relevant to SECAP

41. National policies and regulatory framework relevant to SECAP

42. Jordan's institutional landscape encompasses a diverse array of governmental agencies (ministries and departments), research institutions, civil society organizations, and international development partners dealing with environment and natural resources, and engaged in IFAD's mainstreaming priorities, including:
- The Ministry of Agriculture (MoA), responsible for agricultural policies, programmes and extension services.
 - The Ministry of Environment (MoE), mandated to develop policies related to environmental protection, natural resources management and climate change mitigation, adaptation and reporting on GHG emissions including for livestock.
 - The Ministry of Water and Irrigation, overseeing all aspects of water resources planning, development and management.
 - The Ministry of Youth, responsible for developing the National Youth Policy and developing the necessary plans and programmes for its implementation in cooperation with relevant authorities, establishing, supervising, and supporting youth centers, and developing programs and plans to achieve their objectives, care for youth with disabilities, and organize and invest their energies, and propose legislation related to youth care.
 - The Nutrition Department at Ministry of Health, the leading agency on the National Nutrition Strategy and coordinating nutrition initiatives.
 - Jordan Food and Drug Administration (JFDA), the primary regulatory authority for food safety, food standards, labelling, and control of contaminants.
 - The Jordanian Standards and Metrology Organization (JSMO)
 - The Jordanian Meteorological Department (JMD)
 - The Jordan Valley Authority (JVA)
 - The National Agriculture Research Centre (NARC) under the Ministry of Agriculture, conducting applied research to enhance agricultural productivity and sustainability.
 - The National Center for Research and Development (NCRD)
 - The National Center for Security and Crisis Management (NCSCM)
 - The Supreme Committee for the National Dialogue on Water Harvesting
 - The Jordanian National Commission of Women (JNCW) which advocates and promotes for women's diverse issues. JNCW's mission is to support the mainstreaming of a gender-equality perspective in all policy areas and to narrow the gender gap, achieve positive transformation in the status of women and to achieve their effective and equal participation with men in all political, economic, social and cultural arenas.
 - Financial institutions, including the Central Bank of Jordan, the Agricultural Credit Corporation (ACC), the Jordan Loan Guarantee Corporation (JLGC), and several MFIs who extend financial services to smallholder farmers.
 - Several NOGs and CBOs, including Jordan River Foundation, Jordan Hashemite Fund for Human Development (JOHUD), the Green Building Council of Jordan (JGB) among others, that work at the interface of sustainable development, youth employment, and women and community empowerment.
43. Jordan has a relatively robust policy architecture aligned with IFAD's mainstreaming themes and has articulated comprehensive policy frameworks and regulatory mechanisms to address social, environmental and climate-related challenges. These include:
44. Overall Vision and Green Growth
45. **Green Growth National Action Plan (2021-2025):** This plan promotes sustainable economic growth with a focus on environmental protection. It supports climate-resilient agriculture, water conservation, and the transition to low-carbon farming practices.
46. **Central Bank of Jordan's Green Finance Strategy (2023-2028):** It aims to integrate climate risks into financial decision-making, strengthen institutional capacity, and mobilize green investments. It focuses on supporting a resilient financial sector, promoting climate-responsive lending, and aligning with Jordan's national and international climate goals.
47. The Agriculture Sector
48. **National Agricultural Strategy (2016-2025):** This strategy focuses on enhancing agricultural productivity and improving water use efficiency. It promotes sustainable agricultural practices, the adoption of climate-smart agriculture, and the development of water-saving irrigation techniques. The strategy is currently in the process of being extended by two years and related plan is being developed by the Ministry of Agriculture.
49. **Rangeland Strategy for Jordan (2023-2030):** The strategy aims at halting rangeland degradation and desertification; managing and sustainably developing pastoral resources, combating desertification and preserving biodiversity; institutional development, human development and research development; improving the quality of life of communities that depend for their livelihood on natural rangelands.
50. The Water Sector

51. **National Water Strategy (2023-2040):** This updated strategy provides a comprehensive framework for managing Jordan's water resources, with a focus on enhancing water use efficiency in agriculture, improving wastewater treatment, and ensuring sustainable water supply for agricultural production.
52. **Water for Agriculture Policy (2016):** The policy aims to improve agricultural water use efficiency, promote modern irrigation techniques, and ensure sustainable management of Jordan's water resources. It is crucial for addressing water scarcity issues affecting agricultural productivity in the country.
53. Land & Biodiversity
54. **Jordan's National Desertification Action Plan (NDAP):** It outlines strategies to mitigate desertification by enhancing sustainable land management practices, promoting soil conservation, and restoring degraded ecosystems, particularly in the arid and semi-arid regions. Key actions include the implementation of afforestation and reforestation programs, soil erosion control, and the optimization of water resources for irrigation and land rehabilitation.
55. **National Biodiversity Strategy and Action Plan (2015-2020):** This strategy aims to conserve biodiversity and ecosystems, with specific emphasis on sustainable agricultural practices that maintain soil health and prevent habitat degradation.
56. Climate Change and Disaster Management
57. **National Climate Change Policy (2022-2050):** The updated policy outlines Jordan's approach to mitigating and adapting to climate change over the next three decades. It prioritizes building resilience in agriculture, focusing on water management, efficient irrigation, and sustainable farming practices to cope with changing climate conditions.
58. **Jordan's Nationally Determined Contribution (NDC 2016, 2021):** The NDC prioritizes emission reductions across key sectors: energy, transport, waste, and water management, with a focus on energy efficiency improvements, renewable energy deployment (particularly solar and wind), and the adoption of low-carbon technologies. The most recent update was done in October 2021. In this submission, the country enhanced its climate commitments, setting a target to reduce greenhouse gas (GHG) emissions by 31% below the business-as-usual scenario by 2030. This target comprises an unconditional 5% reduction and an additional 26% reduction conditional on international support.
59. **National Climate Change Adaptation Plan (2021):** This plan focuses on the country's climate adaptation needs, including water management, agricultural practices, and biodiversity protection. It lays out the actions required to address vulnerabilities in agriculture, particularly in water-scarce regions, and to implement climate-resilient farming techniques.
60. **The National Disaster Risk Reduction Strategy (2019-2022; 2023-2030):** Focuses on enhancing disaster preparedness for climate-related hazards such as droughts, floods, and extreme temperatures. The strategy aims to build resilience in agricultural and rural communities to mitigate climate-induced risks.
61. Social Development
62. **The National Strategy for Women in Jordan (2020-2025):** It promotes women's rights and empowerment. The strategic priorities have been set in alignment with the Jordanian Constitution, national plans and sectoral strategies.
63. **The National Youth Strategy (2019-2025):** Recognises the vital role that the youth play in building a prosperous country and address the multiple cultural, social, political and economic obstacles faced by the youth in the country, with a special focus on the high rates of unemployment and underemployment.
64. **The National Strategy for Persons with Disabilities (2007-2015):** Aimed to foster inclusion through multi- sectoral interventions.
65. **National Nutrition and Food Security Strategy (2020–2025):** Provides a national framework for addressing all forms of malnutrition through a multisectoral approach. It promotes nutrition-sensitive agriculture, food safety, and access to diverse and nutritious diets. The strategy also emphasizes the importance of integrating nutrition objectives across sectors, including agriculture, education, and health.
66. Key legislation include:
67. *Agriculture Sector:* Bylaw on Agricultural Workers (No. 19, 2021); Agriculture Law (No. 13, 2015); Irrigation Water Law (No. 52, 2006).
68. *Water & Wastewater Sector:* Wastewater Treatment and Reuse Law (No. 27, 2015); Groundwater Regulation Law (No. 85, 2002); and Water Management Law (No. 34, 2000); Water Authority Law (No. 18, 1988).
69. *Environment:* Bylaw on Environmental Classification and Licensing (No. 69, 2020); Waste Management Framework Law No. 16 of 2020; Environmental Protection Law (No. 6, 2017); Regulation on Hazardous Materials and Waste Management (No. 68 of 2020).
70. *Climate Change & Energy:* Bylaw on Climate Change (No. 79, 2019); Renewable Energy and Energy Efficiency Law (No. 13, 2012);
71. *Land and Construction:* Construction Contractors (Law No. 13, 1987) amended by Law No. 4 of 2014; Land Use Regulation Law

3.2 National capacities, challenges and lessons with respect to SECAP implementation and compliance

72. During the supervision mission of October 2024, the on-going SIGHT project's performance in implementing SECAP requirements has been rated as moderately unsatisfactory, mostly because of gaps in addressing waste management issues at the level of breeding stations. However, this has been addressed in line with the mission recommendations, and all breeding stations supported by SIGHT now have waste management facilities for grey waters from milking parlours and dairy processing units, as well as storage and disposal of acaricides used for tick control.
73. The ongoing SIGHT is categorized as Category B for SECAP. It has not shown any major negative environmental or social impacts so far. On the contrary, it has started to produce positive effects such as improved rangeland management practices, improved livestock productivity (which should lead to reduced GHG emission intensities), and enhanced livelihoods for impoverished Jordanian and Syrian refugees, although progress was initially slow. However, the project did not have a formal Environmental, Social and Climate Management Plan (ESCMP) and GRM until 2024, despite references to SECAP principles in the Project Implementation Manual (PIM). During the reporting period 2023-2024, the project's Environmental and Social Management Plan (ESCMP) was developed and the GRM was put in place with a recruited officer for that role.
74. One key lesson learned from SIGHT-I and REGEF rural on finance interventions is the importance of regular coordination between ACC and PMU. For this purpose, the SIGHT-II proposes a full-time rural finance specialist located at the PMU for coordinating both with service provider for grant component and ACC for loans.

4. Environmental and social category

75. The SIGHT-II is classified as **moderate** for environmental and social risks based on IFAD's SECAP screening tool. The project will target smallholders and rural entrepreneurs with particular focus on women 40% and youth 15% and in line with the international agenda of Leaving No One Behind. The project risks on the environment are site specific and not likely to be significant. The project is expected to mainstream environmental sustainability considerations in its value chain approach and rural finance component through the promotion of integrated natural resources management practices.

5. Climate risk category

76. Using IFAD's standardized methodology for climate risk screening, where hazards, exposure, sensitivity, and adaptive capacity were assessed at the national level, the climate risk on the project is assessed as **moderate**. The project will be implemented in all 12 governorates, which can have varying exposure levels to hazards and climate variability. However, the trends indicate that the country will face increased water scarcity and drought, river floods, greater variability and decreases in precipitation, and increases in temperature accompanied by more frequent heat waves. These hazards will expose the livestock sector to significant risks, including heightened water stress and challenges in maintaining productivity, due to extreme weather conditions, as well as emergence of climate sensitive diseases. Furthermore, they may exacerbate the vulnerability of rural communities reliant on livestock, intensify competition over limited water resources, and increase the cost of accessing water, threatening both food security and livelihoods. The proposed interventions under the SIGHT-II will contribute to increasing climate resilience and reducing greenhouse gases emissions by supporting a number of climate adaptation and mitigation activities.

6. Recommendations for project design and implementation

1. When identifying the rangelands to be restored, local communities need to be involved.
2. In selecting the rainwater harvesting beneficiaries, priority should be given to under-served areas (in terms of rainwater harvesting) while promoting synergy and cumulative effects (such as privileging households around rangelands restored by the project).
3. Sound management of the waste, generated at the breeding stations upgraded by the project and the livestock markets constructed and/or rehabilitated by the project, is critical.
4. In procuring any material composed of natural resources, it is recommended to give, in the request for proposal, preference to suppliers adhering to environmental management and energy efficiency standards.
5. In developing the guidelines for the grants and credit lines component, projects requiring the use of groundwater or the clearing of natural habitat should be excluded. Those related to rainwater harvesting, treated wastewater reuse, water saving, production of drought and heat-resistant fodder, waste management, energy efficiency and renewable energy should be favoured.
6. In preparing awareness and training modules, emphasis should be put on water awareness and saving techniques, waste management, drought and heat-resistant fodder species production, climate sensitive diseases, food safety, and MRV for livestock emissions.
7. The project should design detailed targeting, social inclusion strategies and pro poor approaches to effectively reach and benefit women, youth, PwDs, and the poorest. It will also engage with commercial livestock farmers and processors as key linkage for smaller farmers integration in markets and upgrading the project relevant value chains.
8. SIGHT-II should closely collaborate with REGEF-UP, integrate the social inclusion framework, alignment in curricula on gender and nutrition interventions, community awareness gender and nutrition messages, and policy engagement for a sustainable community, sectoral, institutional, and policy level impact.
9. The project should scale up support to poor women micro-entrepreneurs provided under SIGHT, by designing a sound

enterprise-development programme, including access to skills and finance. Household-based food processing in dairy production is a pro-women and pro-poor sector. These activities have potential to generate a sustainable income stream for poor women processors, and to boost employment generation in rural areas. Furthermore, gender dialogues and household methodologies will address the social norms, GBV, and challenges rural women face through the farmer field schools activities.

10. Gender-based discrimination in the labour market, unsafe labour conditions and the gender pay gap will also be addressed, community sensitization through training and awareness raising with relevant stakeholders and partners.
11. Youth: the project should promote decent and employment opportunities and open new channels for engaging youth in the small ruminant value-chain. Supporting youth-led micro enterprises in dairy and meat production, veterinary services, livestock generic improvement, and improve their access to finance and markets will lead to positive youth engagement and generation of new job opportunities.
12. Nutrition: the project will integrate nutrition-sensitive approaches into its activities, particularly those related to small ruminant production, backyard gardens and food processing. Nutrition education will be embedded in farmer field schools and business development training to promote awareness of healthy diets, dietary diversity, and food safety. Special focus will be placed on the nutritional needs of women and children, encouraging the consumption of animal-source foods and locally available nutritious products. Support to household-based processing of dairy and other livestock products will include training on safe food handling and preservation, as well as linkages to nutrition-sensitive markets. These measures will contribute to improving household nutrition outcomes, reducing micronutrient deficiencies, and enhancing overall well-being, particularly among vulnerable groups.

7. Further studies needed

77. In compliance with IFAD's SECAP 2021 procedures and the IFAD Operational Strategy and Policy Guidance Committee (OSC) review of the PCN, the team prepared the following safeguards instruments as part of the design process: this final SECAP Review Note (SRN) (including the revised SECAP matrix in section 10), developed based on the SECAP revised Environmental, Social and Climate risk ESC screening tool, as well as the following four annexes:
 - Annex 5.1: Environment, Social, and Climate Management Plan (ESCMP) - including literature review of climate assessments as well as a due diligence of ACC's environmental and social policy and the following four documents as Appendices:
 - Appendix 1: SECAP Checklist for construction work financed by SIGHT-II micro and matching grants
 - Appendix 2: Draft Environmental and Social Action Plan for ACC (ESAP)
 - Appendix 3: IFAD environmental and social exclusion list
 - Appendix 4: SIGHT-II environmental and social exclusion list (apply in addition to IFAD exclusion list)
 - Annex 5.2: Stakeholder Engagement Plan (SEP)
 - Annex 5.3: Grievance Redress Mechanism (GRM)
 - Annex 5.4: Terms of Reference for Developing a Solid/Liquid Waste Management Plan

8. Monitoring and evaluation

78. To monitor the environmental, social and climate performance of the project, environmental, social and climate indicators are included the logical framework of the project. The Project will have to closely monitor these indicators (and the indicators included in the ESCMP) by following up on the implementation of the mitigation measures recommended for the respective impacts. The monitoring and reporting of the ESCMP shall be carried out by the MoA/PMU. SECAP compliance will be reported annually through supervision missions to monitor the project risks and the implementation of the mitigation measures. Monitoring will also include GHG emissions at baseline, midterm and endline of the project.

9. References

In addition to the strategies and policies listed in section 3.1, below a list of other major resources used:

1. PEBs (2024). World Bank, Poverty and Equity Briefs.
2. UNDP (2024). Human Development Report.
3. UNHCR (2024). Operational Data Portal.
4. AFC (2024). Local awareness about the risks of child labour within the Agricultural Sector in Jordan Baseline Assessment Factsheet. June 2024.
5. World Bank (2023). Jordan. <https://data.worldbank.org/country/jordan>
6. Global Hunger Index (2023).
7. FAO (2023). Food Price Monitoring and Analysis Tool.
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9. Ministry of Water and Irrigation (2022). Jordan Water Sector Facts and Figures.
10. World Bank (2022). Country Climate Development report.
11. (2022). Jordan Country Review.
12. USAID (2021). Jordan Economic Development Program

13. UNICEF (2021). Jordan Nutrition Situation Analysis.
14. Ministry of Social Development (2021). Community Participation Guidelines.
15. World Bank (2020). Water in the Balance: The Economic Impacts of Climate Change and Water Scarcity in the Middle East.
16. World Bank. (2020). Jordan Climate Change Policy Assessment.
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18. International Labour Organization (2020). Decent Work Country Programme: Jordan.
19. Jordan Department of Statistics. (2020, 2023). Jordan Statistical Yearbook.
20. (2020). Country Program Evaluation: Jordan.
21. UN Women. (2019). Gender Equality and Sustainable Development in Jordan: A Focus on Rural Women.
22. World Bank (2019). Youth Employment in Jordan: Challenges and Opportunities.
23. Food and Agriculture Organization (2017). Building Resilience for Sustainable Development in Jordan.
24. Ministry of Environment (2017). Seven Report on the Implementation of the Convention on Biological Diversity.
25. NAIS (2015), National Agricultural Information System.
26. FAO (2015), Water Along the Food Chain.
27. Ressource Watch, Jordan data
28. ThinkHazard: Jordan Profile. Global Facility for Disaster Risk Reduction.
29. UNBiodiversity Lab: Jordan profile
30. FAO, Economic Assessment of Water Productivity for Export Value Chain in Jordan
31. World Bank Climate Change Knowledge Portal

10. SECAP Matrix

Environmental, social and climate Impacts	Actions and mitigation measures (including public consultations activities)	Means and frequency of Verification (Monitoring and reporting)	Responsible for implementation
Rangeland degradation Due to livestock overgrazing	Restoration of rangelands and support of community-based rangeland management	Progress reports Site visits	PMU – Climate, Environment & Rangeland Officer; M&E Officer
Conversion and degradation of biodiversity and ecosystem Due to infrastructure (such as rainwater harvesting, livestock market) construction or rehabilitation.	Selection of pre-designated agricultural areas for the construction of this rural infrastructure; no clearing of natural habitats during construction. Livestock market infrastructure will be located in urban areas (where biodiversity risk is negligible).	Proposed location of rural infrastructure to be assessed prior to notice to proceed.	PMU – Climate, Environment & Rangeland Officer; M&E Officer
Conversion and degradation of biodiversity and ecosystem Due to projects financed through grants or credit lines with a negative impact on biodiversity, ecosystems and habitats	Screening and IFAD exclusion list will apply for the grants and loans delivered through the credit line to ensure no financing is directed to projects with potential negative impacts on biodiversity, habitats, or ecosystem	Grant & credit line application process Projects' business plans	PMU – Climate, Environment & Rangeland Officer; M&E Officer Financial Intermediary Agency
Negative impact on protected habitats Due to the location of project interventions	Project activities will not include interventions in the proximity of protected areas	Geographical targeting of the project Grant & credit line application process	PMU – Climate, Environment & Rangeland Officer; M&E Officer

Environmental, social and climate Impacts	Actions and mitigation measures (including public consultations activities)	Means and frequency of Verification (Monitoring and reporting)	Responsible for implementation
Procurement of natural resource materials Construction of rainwater harvesting systems may lead to use of natural resources-based material	Give preference to suppliers adhering to environmental management and energy efficiency standards	Criteria in call for proposals and/or tender documents	PMU - Procurement officer; Climate, Environment & Rangeland Officer; M&E Officer
Availability of water for livestock	Support of rainwater harvesting	Progress reports Site visits	PMU – Climate, Environment & Rangeland Officer; M&E Officer
Release of pollutants to the environment From untreated wastewater at the breeding stations	Support of preliminary wastewater treatment at the breeding stations (prior to discharge in the wastewater treatment plants). Awareness and capacity building on water awareness, water savings techniques and waste management.	Progress reports Site visits	PMU – Climate, Environment & Rangeland Officer; M&E Officer
Release of pollutants to the environment From milk storage and processing facilities (whey, spoiled milk, chemicals for disinfection)	Support wastewater treatment at dairy facilities (soak pits, transfer to wastewater treatment facilities) Awareness and capacity building on wastewater management at milk storage and processing units.	Progress reports Site visits	PMU – Climate, Environment & Rangeland Officer; M&E Officer
Release of pollutants to the environment From livestock markets	Support solid and liquid waste management at the newly constructed or rehabilitated livestock markets	Progress reports Site visits	PMU – Climate, Environment & Rangeland Officer; M&E Officer
Release of pollutants to the environment From untreated manure	Provision of matching grants and access to credit for the MSEs to invest in manure and waste management.	Grant & credit line application process Projects' business plans	PMU – Climate, Environment & Rangeland Officer; M&E Officer + Financial Intermediary Agency
Primary production of living natural resources From fodder production	Focus on drought and heat-resistant fodder (noting that it will be on small scale only)	Progress reports Site visits	PMU – Climate, Environment & Rangeland Officer; M&E Officer
Release of pollutants to the environment From lack of awareness in general	Awareness and capacity building on water awareness, water savings techniques and waste management.	Training attendance list Training material	PMU – Climate, Environment & Rangeland Officer; M&E Officer

Environmental, social and climate Impacts	Actions and mitigation measures (including public consultations activities)	Means and frequency of Verification (Monitoring and reporting)	Responsible for implementation
Financial intermediaries Limited environment and social policy and procedures Loans not adhering to SECAP principles	Agreement to be signed between the programme and the financial institution will include a dedicated Environmental and Social Action Plan (ESAP). The ESAP is designed to strengthen and enhance the Environmental and Social Management Systems (ESMS) of the institution. Screening and IFAD exclusion list will apply.	Agreement to be signed Exclusion list Monitoring criteria to be added to the rural finance monitoring tool to classify projects with environmental and climate benefit	PMU – Climate, Environment & Rangeland Officer; M&E Officer Financial Intermediary Agency
Climate risks Water scarcity	Restoration of rangelands and support to community-based rangeland management. Support of rainwater harvesting.	Progress reports Site visits	PMU – Climate, Environment & Rangeland Officer; M&E Officer
Climate risks Feed scarcity	Introduction, testing and dissemination of drought and heat-resistant fodder species, and alternative feed solutions based on utilization of agro-industrial by products and waste.	Progress reports Site visits	PMU – Climate, Environment & Rangeland Officer; M&E Officer
Climate risks Climate sensitive diseases Limited awareness and capacity	Awareness and capacity building in climate change, including but not limited to climate sensitive diseases and Measurement, Reporting and Verification (MRV) for livestock emissions.	Training attendance list Training material	PMU – Climate, Environment & Rangeland Officer; M&E Officer
Climate risks Emissions from waste open dumping and/or burning	Support of waste management, thus reduction of greenhouse gases emissions.	Progress reports Site visits	PMU – Climate, Environment & Rangeland Officer; M&E Officer
Social Risks			
<u>Cultural Heritage</u> <u>utilization of intangible forms</u> <u>No risk is envisioned</u>	<u>The project will integrate this traditional knowledge into sustainable livestock and dairy production while ensuring that modernization efforts are fully aligned with cultural traditions and contribute to food safety and community health. Consultations will be held with local communities for any activities involving the utilization of intangible cultural heritage/tradition knowledge.</u>	<u>FFS reports</u> <u>Progress reports</u> <u>Supervision missions</u> <u>Site visits</u> <u>M&E and knowledge documents</u>	<u>PMU</u> <u>Social Inclusion and targeting specialist</u>

Environmental, social and climate Impacts	Actions and mitigation measures (including public consultations activities)	Means and frequency of Verification (Monitoring and reporting)	Responsible for implementation
Labour and Working Conditions	Unsafe and hazardous labour conditions in agriculture and rural enterprises. · Sensitizing farmers and rural producers on the importance of compliance with national legislation on labor conditions, minimum wage (260 JD per month) and OSH standards when hiring workers. This will be considered as a condition to access project support. · Provide protective equipment for livestock handlers and infrastructure workers; Conduct regular safety training for all project participants. · · The project will also build on previous successful experience, that has promoted a decent work environment in home-based micro-enterprises, mostly by women in dairy production. This included the provision of training and financial resources to ensure a clean, hygienic, and safe working environment. · Compliance with labour standards and national law is included as a conditional criterion for enterprises receiving support from the project conditions' The risk of child labor · Will be mitigated through the dedicated awareness-raising activities on the impact of labour on children and on the provisions of the law during training activities, ensuring activities, contracts, and practices' full alignment with ILO standards and national laws Discriminatory actions, and exclusion of women, youth and vulnerable groups · Target women for dairy processing and small ruminant interventions; · Plan women focused FFS · Ensure women and youth quotas (40% & 15%) are included in selection criteria of the project interventions. · Contextualize the project interventions to meet the mobility barriers and cultural context of rural women in Jordan Rural Finance Specialist will be hired at PMU to ensure grants and loans are disbursed according to the targeting strategy	Safety inspection visits; FFS curricula Quarterly review of accident/incident reports; Grievance registry monitoring - GRM - Regular mentoring - Regular field visits - Contracts - Site visits - Gender Action Plan - GRM - Regular mentoring - Regular field visits	PMU; Contractors and Implementing Partners, Climate, Environment & Rangeland Officer - Environment Specialist at PMU - Components specialists - Social Inclusion and targeting specialist - Rural Finance Specialist, - Social Inclusion and Gender Specialist, - Extension officers - Implementing entities and service providers

Environmental, social and climate Impacts	Actions and mitigation measures (including public consultations activities)	Means and frequency of Verification (Monitoring and reporting)	Responsible for implementation
Community health and safety	Health and Safety risks · Establish improved animal waste management systems; · Train communities on zoonotic disease prevention measures; · Install handwashing stations at livestock handling facilities; · Include food safety and hygienic practices in FFS&FBS curricula. · Support surveillance and control of zoonotic diseases · Include OHS standards commitments in contracts of service providers, grantees, and construction suppliers · Including safety measures and health awareness among farmers in water harvesting trainings and installation of water saving techniques will be after ensuring commitments to hygienic practises, using covered, sealed, and regularly cleaned tanks.	- Regular inspection visits - GRM monitoring - zoonotic disease surveillance - Regular sanitation infrastructure assessment	PMU, Veterinary Services, Climate, Environment & Rangeland Officer, Social Inclusion and Targeting Specialist
GBV	GBV · Social norms dialogue sessions will be carried out with different stakeholders to address negative norms and harmful practices affecting women and girls. · Producers and entrepreneurs will be sensitized on risk of sexual harassment of women workers to develop mitigation and response measures. · The social inclusion strategy will ensure male and community engagement to mitigate that risk and challenge harmful gender norms. · A reporting system to report on cases of violence against women and girls will be developed and disseminated. · The project will develop knowledge document and engage in policy dialogue on women in the value chain	- GRM - M&E survey - Field visits	- PMU social Inclusion and Targeting Specialist - PMU M&E officer - M&E survey
Physical and Economic Resettlement Temporary closure of degraded lands for rangeland restoration	1. <u>These restrictions will be temporary in 12 sites, aimed at enhancing productivity and will not permanently exclude pastoralists. Implementation will follow participatory planning processes ensuring that local communities are engaged in the selection of sites and planted fodder.</u>	· Regular mentoring · Regular field visits · Community participation and meeting records · GRM	<u>Environment & Rangeland Officer</u>

Environmental and Social Safeguards Classification: Moderate

Environmental and Social Safeguards				
Biodiversity conservation	Yes/No	Likelihood	Consequence	Risk Rating
1.1 Could the project involve or lead to conversion or degradation of biodiversity, habitats (including modified habitat, natural habitat and critical natural habitat) and/or ecosystems and ecosystem services?	Yes	Unlikely	Minor Project will have minor adverse impact on habitats. Impacts are temporary and confined to a small area of low ecological sensitivity or value.	Low
1.2 Could the project involve or lead to activities negatively impacting habitats that are legally protected, officially proposed for protection, or recognized as protected by traditional local communities and/or authoritative sources (e.g. National Park, Nature Conservancy, Indigenous Community Conserved Area, (ICCA), etc.)?	Yes	Unlikely	Minor Project is close to a protected area, and associated facilities may have minor indirect negative impacts.	Low
1.3 Could the project involve or lead to an increase in the chance of human-wildlife encounters/conflict?	No			Low
1.4 Could the project involve or lead to risks to endangered species (e.g. reduction, encroachment on habitat)?	No			Low
1.5 Could the project involve or lead to negative impacts/risks to migratory wildlife?	No			Low
1.6 Could the project involve or lead to introduction or utilization of any invasive alien species of flora and fauna, whether accidental or intentional?	No			Low
1.7 Could the project involve or lead to the handling or utilization of genetically modified organisms?	No			Low
1.8 Will the project involve or lead to procurement through primary suppliers of natural resource materials (wood, gravel, sand, etc.)?	Yes		Moderate Project will require procurement of natural resources through primary suppliers, and resource extraction is tightly regulated.	Moderate
Resource Efficiency and Pollution Prevention	Yes/No	Likelihood	Consequence	Risk Rating
2.1 Could the project involve or lead to the release of pollutants to the environment (on and off farm) due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes	Possible	Moderate Pollutants may be released, either routinely or by accident, but treatment systems are proven, verified and affordable. Receiving environment is highly sensitive.	Moderate
2.2 Could the project be located in an area which is being, or has been, polluted by an external source (e.g. a mine, smelter, industry)?	No			Low
2.3 Will the project involve or lead to significant consumption of raw materials and energy?	No			Low

Environmental and Social Safeguards				
2.4 Will the project develop or rehabilitate irrigation schemes and/or involve or lead to significant extraction, diversion or containment of surface or ground water? (For example, construction of dams, reservoirs, river basin developments, groundwater extraction)	No			Low
2.5 Will the project involve the use of agrochemicals (pesticides, fertilizers, and other modifying agents) which have potential to pollute soils and water bodies or cause other negative impacts?	No			Low
2.6 Will the project involve or lead to primary production of living natural resources through cultivation or rearing of plants, annual and perennial crop farming, etc.?	No			Low
2.7 Will the project involve or lead to engagement in areas of forestry, including the harvesting of natural forests, plantation development, and/or reforestation?	No			Low
2.8 Will the project involve livestock and production of animal products (dairy, skins, meat, etc.)?	Yes		Moderate The project will involve extensive and/or intensive livestock systems. Pollution control, waste management and/or regenerative grazing management systems are in place.	Moderate
2.9 Will the project involve marine or freshwater fisheries, at industrial or artisanal scale?	No			Low
2.10 Will the project involve inland or marine aquaculture?	No			Low
Cultural Heritage	Yes/No	Likelihood	Consequence	Risk Rating
3.1 Could the project involve or lead to adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No			Low
3.2 Could the project involve or lead to excavations, demolitions, movement of earth, flooding or other environmental changes in an area that is considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or intangible forms of culture (e.g. knowledge, innovations, practices) or contains features considered as critical cultural heritage? (See Annex 1 of the Cultural Heritage Guidance Note for further information)	No			Low
3.3 Could the project involve or lead to alterations to landscapes and natural features with cultural significance?	No			Low
3.4 Could the project involve or lead to utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	Yes	Unlikely	Minor The project could be located in an area that is considered to be of cultural heritage value, but the project does not use tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial purpose.	Low

Environmental and Social Safeguards				
Indigenous peoples	Yes/No	Likelihood	Consequence	Risk Rating
4.1. Is the project sited in areas where indigenous Peoples are present? (Indigenous peoples' traditionally owned or otherwise occupied and used lands, territories, waters and coastal seas and other resources).	No			Low
4.2 Could the project adversely affect indigenous people's rights to traditionally owned or otherwise occupied and used lands, territories, waters, coastal seas and other resources and/or livelihood systems?	No			Low
4.3 Could the project result in the utilization and/or commercial development of natural resources on lands and territories inhabited by indigenous peoples?	No			Low
Labour and Working Conditions	Yes/No	Likelihood	Consequence	Risk Rating
5.1 Could the project operate in sectors or value chains where there have been reports of discriminatory practices and the lack of equal opportunity (for disadvantaged and vulnerable workers, including women, children of working age, migrants and persons with disabilities), denial of freedom of association and collective bargaining, labour migrants?	Yes	Possible	Moderate The project will operate in sectors or value chains that have, in the past, not met national labour laws, or international commitments, but is now adequately nationally regulated. International value chains are occasionally audited for environmental or social performance.	Moderate
5.2 Could the project operate in a value chain where there have been reports of forced labour? Note: Risks of forced labour may be increased for projects located in remote places or where the status of migrant workers is uncertain.	No			Low
5.3 Could the project involve children (a) below the nationally-defined minimum employment age (usually 15 years old) or (b) above the nationally-defined minimum employment age but below the age of 18 in supported activities or in value chains?	Yes	Possible	Minor The project will not operate in sectors or value chains where child labour was evident in the past. The status of child labour regulation is clear.	Low
5.4 Could the project: (a) operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: "OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.")	Yes	Possible	Moderate The project will operate in a sector, area, or value chain where workers are occasionally exposed to OSH risks, and where regulation is known to be weak or non-existent. However, there is no evidence of illness or death.	Moderate
Community Health, Safety and Security	Yes/No	Likelihood	Consequence	Risk Rating

Environmental and Social Safeguards				
6.1 Could the project lead to and or be at risk from water-borne, zoonotic or vector-borne diseases (e.g. temporary breeding habitats), and/or communicable and non-communicable diseases?	Yes	Possible	Moderate The project will be situated in an area where there is past evidence of negative impacts from water-borne, zoonotic or vector-borne diseases, or communicable/non-communicable diseases, but where regulation or containment of these impacts has been shown to be effective. Project activities could lead to moderate risks of water-borne, zoonotic or vector-borne diseases (e.g. temporary breeding habitats), and/or communicable and non-communicable diseases.	Moderate
6.2 Could the project have unintended negative impacts on nutrition?	No			Low
6.3 Will the project involve the construction or rehabilitation of dams?	No			Low
6.4 Could the project involve or lead to transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No			Low
6.5 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	Yes	Possible	Moderate The project may lead to moderate changes to community dynamics may result in increased potential for gender-based violence or sexual exploitation. Gender-based violence protocols in place.	Moderate
6.6 Will the project construct, rehabilitate or upgrade rural roads and/or lead to increases in traffic or alteration in traffic flow?	No			Low
6.7 Could the project lead to an influx of project workers?	No			Low
6.8 Could the project involve or lead to the engagement of security personnel to protect facilities and property or to support project activities?	No			Low
Physical and economic resettlement	Yes/No	Likelihood	Consequence	Risk Rating
7.1 Will the project result in temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No			Low
7.2 Will the project result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No			Low
7.3 Could the project increase the risk of forced evictions? (The project cannot proceed unless forced evictions are avoided)	No			Low

Environmental and Social Safeguards				
7.4 Could the project result in adverse impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No			Low
Financial intermediaries and direct investments	Yes/No	Likelihood	Consequence	Risk Rating
8.1 Could the investment be granted to an institution that does not have an environmental and social policy and an associated environmental and social management system (ESMS) in place (transparent, publicly available)?	Yes	Very Likely/Certain	Moderate The institution does not have an ESMS in place, but several individual E&S policies. The policies are therefore not considered as transparent. The reporting on E&S is available upon request.	Moderate
8.2 Could the investment be granted to an institution with insufficient capacities (i.e. unqualified personnel e.g. ES Officer) to implement the ESMS?	Yes	Very Likely/Certain	Moderate The institution does not employ an ES Officer, but has sufficiently trained field staff available to monitor the impact of the operations of the institution.	Moderate
8.3 Could the investment be granted to an institution that does not have an Exclusion List?	Yes	Very Likely/Certain	Moderate The institution has an Exclusion List that deviates somewhat from IFAD standards.	Moderate
8.4 According to the institution's portfolio classification: Could the institution have potential high-risk projects in their portfolio?	Yes	Likely	Minor The institution has a portfolio classification available and an insignificant portion of funds are invested in high-risk projects.	Moderate
8.5 Could the institution not be providing a stable communication channel with stakeholders and local communities (e.g. a Grievance Redress Mechanism)?	Yes	Possible	Minor Communities and stakeholders can contact the institution and a process is in place for institutionalizing the communication channels (e.g. complaint-management system), however staff has minimal training in grievance management.	Low

Environmental and Social Safeguards				
8.6 Could the institution not be providing auxiliary or capacity building support services?	Yes	Possible	Moderate The institution offers basic services for customers (directly or through third-party providers) to improve business and livelihood opportunities.	Moderate

Climate Risk Classification: Moderate

Step 1: Hazard identification	
What are the expected hazards in the project intervention area?	No, Yes, TBD
1.1 River flood	Yes
1.2 Coastal Flood	No
1.3 Urban Flood	No
1.4 Landslide	Yes
1.5 Cyclone	No
1.6 Water Scarcity (agricultural droughts and/or dry spells)	Yes
1.7 Extreme Heat	Yes
1.8 Wildfires	Yes
Future climate scenarios foreseen (period 2040-2059) - Change in frequency and intensity	No, Yes, TBD
1.9 Change in temperature (increase or decrease)	Yes
1.10 Change in rainfall (increase or decrease)	Yes
1.11 Climate variability	Yes
1.12 Intensity and frequency of extreme events	Yes
Is the project expected to have an impact on climate change (i.e. contribute to greenhouse gas emissions)?	No, Yes, TBD
1.13 Is the project expected to be a significant emitter of greenhouse gas emissions?	No
Step 2: Exposure Assessment	
Is the project located in exposed areas to weather-related natural hazards?	No, Yes, TBD
2.1 Low-lying areas (valleys, coastal zones, and small islands)	Yes
2.2 Very warm areas (subtropical)	Yes
2.3 Tropical areas (rainforests)	No
2.4 Arid and semi-arid areas (deserts)	Yes
2.5 Mountains zones and permafrost areas (tundra)	No
2.6 River banks	Yes
Does the project target agricultural systems, ecosystems or livelihoods exposed to weather-related hazards?	No, Yes, TBD
2.7 Is crop production frequently affected by rainfall variability, prolonged droughts, changes in temperature or pests and diseases?	N/A
2.8 Is livestock productivity frequently affected by rainfall variability, prolonged droughts, changes in temperature or diseases?	Yes
2.9 Are fisheries frequently affected by ocean acidification, water salinity and changes in sea surface temperature due to ocean-atmospheric oscillations or climate change?	N/A
2.10 Is forest productivity frequently affected by wildfires, diseases, rainfall variability, prolonged droughts, or changes in temperature?	N/A
2.11 Is the biodiversity in the project area likely to be affected by changes in climate variables?	Yes
2.12 Is any stage of the agricultural value chain (production, storage, processing and marketing) exposed to climate related hazards?	Yes
2.13 Is any rural infrastructure likely to be affected by flooding, landslides, changes in temperatures, and extreme winds.	Yes
Step 3: Sensitivity Assessment	
What are key sensitivities for the populations in the project's areas of intervention?	No, Yes, TBD
3.1 Is conflict exacerbating the population's sensitivity to weather related hazards?	No

3.2 Is population displacement being exacerbated by climate change impacts?	Yes
3.3 Are diseases (e.g. COVID-19, malaria, cholera) increasing the population's vulnerability and affecting their capacity to address potential weather-related hazards?	No
3.4 Are social inequalities (e.g. based on gender, youth, indigenous persons and other marginalized groups) being exacerbated by climate change?	No
3.5 Human Development Index (HDI)	No
3.6 Multidimensional Poverty Index (MPI)	No
Step 4: Adaptive capacity	
What are key adaptive capacities in the areas of project intervention?	No, Yes, TBD
4.1 Is the country well ranked in the Disaster risk reduction progress score?	No
4.2 Are climate and weather information services (real-time weather data, seasonal forecasts etc.) effectively being delivered (through radio, TV, SMS, extension services etc.) to farmers, rural dwellers, and end users?	No
4.3 Does the project country have an early action plan (preparedness and emergency response) to mitigate the impacts of weather-related hazards once the shock occurs?	Yes
4.4 Does the government or other institutions support the target population/communities with the necessary social and economic resources to prepare for or respond to climate-related events?	No
4.5 Is the target community carrying out (using their own means) agricultural adaptation?	Yes
4.6 Does the target population have the economic means or support to adjust or adapt their activities in response to weather related shocks?	No
4.7 Do policies/mechanisms exist that make financial credit, loans, and agricultural insurance available?	Yes
4.8 Are rural infrastructures effectively delivering services to farmers and rural dwellers?	Yes

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II Project Design Report

Environmental, Social and Climate Management Plan (ESCMP)

Mission Dates: 06/09/2025 19/09/2025

Document Date: 19/12/2025

Project No. 2000005508

Report No. 7367-JO

Near East, North Africa and Europe Division
Programme Management Department

Annex 5.1 Environmental, Social and Climate Management Plan (ESCMP)

1. Introduction

The Environmental, Social and Climate Management Plan (ESCMP) has been developed for the International Fund for Agricultural Development (IFAD) supported **project Small Ruminants Investment and Graduating Households in Transition Project II**.

IFAD places strong emphasis on the preparation and proper implementation of Environmental, Social and Climate Management Plans (ESCMP). SECAP thus requires the preparation of a standalone ESCMP as the main output of the environmental and social assessment/analysis for moderate risk projects.

The ESCMP sets out the principles, rules, guidelines and procedures to assess all potential environmental and social risks and impacts of the project. It recommends mitigation and avoidance mechanisms, including institutional capacities and monitoring arrangements. It is designed to a flexible living document and applicable to the project activities and project developments throughout the project lifetime.

The document was developed during the design mission (7-18 September 2025) and building on the developed SECAP document at the PCN level. The design mission and the SECAP Review Note, and SECAP screening tool, confirm the risk categories of the project were confirmed as moderate both for Environmental and Social Risks and Climate Risks.

2. Project Overview

Small Ruminants Investment and Graduating Households in Transition Project – phase II (SIGHT-II), implemented by the Ministry of Agriculture (MOA), will support climate resilient transformation of small-ruminants value chains in all Governorates of Jordan. **The project goal** is to “increase resilience and food and nutrition security of rural smallholders engaged in small ruminants value chains and ultimately contribute to sustainable, inclusive and healthy food systems”, and the Project **Development Objective** (PDO) is to “sustainably improve productivity, resilience, profitability, and small-ruminants value chains contribution to smallholders’ livelihoods”. It will achieve them by strengthening delivery of essential livestock services (breeding, animal health, identification, extension), adoption of resilient and adaptive production technologies, supporting sustainable rangelands management and water conservation, as well as enhancing value addition, access to market and financial services.

The main environmental, social and climate impacts related to the project’s interventions are summarized in the SECAP review note while detailed description of the risks and mitigation measures is included in the project’s ESCMP.

3. Institutional and legal framework

Institutions

Institutions dealing with environment and natural resources relevant to agriculture and climate change at different administrative levels in Jordan include:

(a) At the state level:

- Ministry of Environment (MoEnv)
- Ministry of Agriculture (MoA)
- Ministry of Water and Irrigation (MWI)
- Ministry of Planning and International Cooperation (MOPIC)
- Ministry of Energy and Mineral Resources (MEMR)

- Ministry of Local Administration
 - Ministry of Youth
 - Ministry of Health (Department of Nutrition)
 - The Jordanian National Commission of Women (JNCW)
- (b) At the governorate and municipal levels:
- Environmental Directorates (under the Ministry of Environment)
 - Agricultural Directorates (under the Ministry of Agriculture)
 - Municipalities and Local Councils
- (c) Supporting and Coordinating Bodies:
- The National Climate Change Committee (NCCC)
 - The Supreme Committee for the National Dialogue on Water Harvesting
 - Royal Scientific Society (RSS)
 - Jordan Valley Authority (JVA) – under MWI
 - Environmental Compensation Fund (under MoEnv)

National legal framework

<u>Environmental, Water and Climate Laws, Regulations and Strategies</u>	
The law on Environmental Protection No. 6 of 2017	Governs environmental management and establishes the framework for Environmental Impact Assessments (EIAs) in Jordan. Articles 10–14 require that all programmes with potential environmental impacts undergo screening by the Ministry of Environment (MoEnv). The procedures are further detailed in Bylaw No. 69 of 2020 on Environmental Classification and Licensing, which classifies programmes into risk categories and defines whether a full EIA, initial assessment, or simple license is required. Environmental approval must be obtained before permits for construction or operation can be issued. Under this project, most activities directly financed through the grant facility—such as small-scale agricultural or processing infrastructure—are expected to fall under low or moderate risk (Class B or C), requiring only limited assessments. The project will ensure compliance with national procedures and submit necessary environmental documentation as part of the licensing process if needed. Where infrastructure is involved, relevant municipal or local authorities will issue permits in coordination with MoEnv. As for the credit line the responsibility will rely on the borrowers to ensure compliance with national procedures.
Bylaw No. 69 of 2020 on Environmental Classification and Licensing.	Establishes a four-tier classification system for programmes based on environmental risk, determining the level of assessment required—ranging from full Environmental Impact Assessments (EIAs) to simplified procedures. This bylaw is crucial for agricultural and agro-processing programmes to ensure compliance with environmental standards.
Bylaw No. 79 of 2019 on Climate Change.	Outlines the institutional framework for climate change mitigation and adaptation in Jordan, assigning responsibilities to various governmental bodies. It mandates the integration of climate considerations into national planning, which is pertinent for agricultural programmes aiming for sustainability.
The Water Authority Law No. 18 of 1988	Establishes the Water Authority of Jordan (WAJ) as the national body responsible for managing water resources and infrastructure. This law was amended by Law No. 22 of 2014. According to Article 25 of the law, all water resources, including surface and groundwater, regional waters, rivers, and internal seas, are considered state-owned property and cannot be used or transferred except in compliance with this law. Nevertheless, the law also facilitates the issuance of licenses to water users and the formation of water user associations. The licensing of water users is provided by the Ministry of Water and Irrigation, which is responsible for overall water resource management in Jordan.

	The licensing process involves the issuance of permits to water users, which specify the amount of water that can be used and the conditions under which it can be used. The permits are issued for a specific period, and the water users are required to renew them periodically. The permits also specify the fees that the water users are required to pay for the water they use
Jordan Valley Authority Law No. 30 of 2001	Facilitates agricultural development by regulating land use, irrigation systems, and promoting private sector participation in agricultural programmes.
Groundwater By-Law No. 85 of 2002	Regulates the extraction and use of groundwater resources, requiring permits for drilling and setting usage fees. It aims to prevent over-extraction and ensure sustainable use of groundwater, which is vital for agricultural activities, especially in water-scarce areas.
National Water Strategy (2023-2040)	This updated strategy provides a comprehensive framework for managing Jordan's water resources, with a focus on enhancing water use efficiency in agriculture, improving wastewater treatment, and ensuring sustainable water supply for agricultural production.
Water for Agriculture Policy (2016)	The policy aims to improve agricultural water use efficiency, promote modern irrigation techniques, and ensure sustainable management of Jordan's water resources. It is crucial for addressing water scarcity issues affecting agricultural productivity in the country.
National Climate Change Policy (2022-2050)	The updated policy outlines Jordan's approach to mitigating and adapting to climate change over the next three decades. It prioritizes building resilience in agriculture, focusing on water management, efficient irrigation, and sustainable farming practices to cope with changing climate conditions.
Jordan's Nationally Determined Contribution (NDC 2016, 2021):	The NDC prioritizes emission reductions across key sectors: energy, transport, waste, and water management, with a focus on energy efficiency improvements, renewable energy deployment (particularly solar and wind), and the adoption of low-carbon technologies. The most recent update was done in October 2021. In this submission, the country enhanced its climate commitments, setting a target to reduce greenhouse gas (GHG) emissions by 31% below the business-as-usual scenario by 2030. This target comprises an unconditional 5% reduction and an additional 26% reduction conditional on international support.
National Climate Change Adaptation Plan (2021)	This plan focuses on the country's climate adaptation needs, including water management, agricultural practices, and biodiversity protection. It lays out the actions required to address vulnerabilities in agriculture, particularly in water-scarce regions, and to implement climate-resilient farming techniques.
The National Disaster Risk Reduction Strategy (2019-2022; 2023-2030)	Focuses on enhancing disaster preparedness for climate-related hazards such as droughts, floods, and extreme temperatures. The strategy aims to build resilience in agricultural and rural communities to mitigate climate-induced risks.
<u>Waste and Hazardous Materials Management</u>	
Waste Management Framework Law No. 16 of 2020	Provides a comprehensive framework for waste management, including the categorization, collection, treatment, and disposal of various waste types. It emphasizes the roles of different stakeholders and encourages private sector involvement in waste management solutions.
Hazardous Materials and Waste Management Regulation No. 68 of 2020	Specifies the procedures for handling hazardous materials and waste, including storage, transportation, and disposal. It is particularly relevant for agricultural operations that involve the use of chemicals and pesticides, ensuring environmental and public health safety.

<u>Energy Laws</u>	
Renewable Energy and Energy Efficiency Law No. 13 of 2012	Promotes the adoption of renewable energy sources and the implementation of energy efficiency measures. It provides incentives for renewable energy programmes, which can be leveraged in agricultural operations to reduce energy costs and environmental impact.
<u>Agriculture Laws</u>	
Agriculture Law No. 13 of 2015	Jordan's core legal framework for managing agricultural activities. It regulates land use, crop and livestock production, and agricultural inputs such as seeds, pesticides, and fertilizers. The law requires licenses for all agricultural operations, including farms, nurseries, olive presses, and slaughterhouses, and enforces standards for plant and animal health to ensure food safety. It promotes sustainable resource use, prohibits harmful environmental practices, and restricts the export of genetic resources without approval. The law also supports research and innovation to boost productivity and adapt to climate and resource challenges. It is essential for guiding investment, regulation, and development across the agricultural value chain.
Agricultural Workers Regulation No. 19 of 2021	Defines the rights and obligations of agricultural workers and employers, including working conditions, wages, and occupational safety. It aims to improve labor standards in the agricultural sector, contributing to a more sustainable and equitable value chain.
Law No. 24 of 2000 for the Protection of New Plant Varieties	provides intellectual property protection for breeders of new plant varieties, encouraging innovation and the development of improved crops. This law is essential for advancing agricultural productivity and resilience
Instructions for Registration Conditions and Procedures of Vegetable Seeds (June 2022)	Outlines the requirements for the registration and certification of vegetable seeds, ensuring seed quality and traceability. This regulation supports the availability of high-quality planting materials for farmers.
Food and Agricultural Import Regulations and Standards (FAIRS)	Details the import requirements for food and agricultural products, including sanitary and phytosanitary measures. It is crucial for stakeholders involved in the import and export of agricultural commodities to ensure compliance with international and national standards.
<u>Other Development, Zoning and Construction Laws</u>	
Jordan Valley Development Law (as amended by Law No. 30 of 2001)	Focuses on the integrated development of the Jordan Valley, emphasizing agricultural expansion, infrastructure development, and environmental conservation. It provides a strategic framework for programmes aiming to enhance agricultural productivity in the region.
Land Use Regulation Law	Governs land use planning and zoning, aiming to balance development needs with environmental protection and agricultural land preservation. This law is vital for maintaining sustainable land use practices in agricultural areas.
Construction Contractors Law No. 13 of 1987 (amended by Law No. 4 of 2014)	Regulates the licensing and operation of construction contractors, ensuring that construction activities, including those related to agricultural infrastructure, meet established standards and safety requirements.

<u>Banking and financial regulations</u>	
	Include bylaws and guidance on capital adequacy (aligned with Basel III), governance, financial consumer protection, and most recently, green and sustainable finance.
<u>Social Development</u>	
The National Strategy for Women (2020–2025)	Promotes women’s rights and empowerment. The strategic priorities are aligned with constitutional principles, national plans, and global commitments such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action (BPfA), the Sustainable Development Goals (SDGs) Agenda 2030.
	The government has also introduced policy and legislative measures against gender-based violence, including a national plan on child marriage and the 2021–2023 Executive Plan on National Priorities for strengthening the response to Gender-Based Violence, Domestic Violence, and Child Protection.
The Youth and Women Empowerment Strategy in the Water Sector (2025–2028),	integrates gender priorities, focusing on women’s employment, care economy support, skills development, and leadership in sustainable resource management.
The National Youth Strategy (2019–2025)	Recognizes the vital role that the youth play in building a prosperous country and address the multiple cultural, social, political and economic obstacles faced by the youth in the country, with a special focus on the high rates of unemployment and underemployment. Close attention is also paid to human rights and the civil and political rights of young people, women, persons with disabilities and of all social strata.
The Jordan’s National Nutrition Strategy (2020–2030)	Seeks to address the multiple forms of malnutrition and to build on the progress achieved through the implementation of previous action plans for nutrition, driving progress towards globally agreed goals on nutrition and the Sustainable Development Goals by 2030

4. The ESCMP

SECAP requirement

IFAD applies the Social, Environmental and Climate Assessment Procedures (SECAP, 2021) to all its investments. These procedures provide a structured framework for not only identifying, mitigating, and managing environmental, social, and climate-related risks, but also promoting opportunities for enhanced resilience and sustainability. SECAP provides the organisation with tools to ensure that its projects integrate key cross-cutting priorities from the early design stage and throughout implementation. IFAD’s nine Environmental and Social Standards are aligned with international good practice as defined by the UN system, multilateral development banks, and other financial institutions. These standards establish minimum requirements to ensure that supported interventions safeguard ecosystems, address climate risks, and contribute positively to rural livelihoods. The full list of standards is as follows:

- Standard 1: Biodiversity Conservation;
- Standard 2: Resource Efficiency and Pollution Prevention;
- Standard 3: Cultural Heritage
- Standard 4: Indigenous Peoples
- Standard 5: Labour and Working Conditions
- Standard 6: Community Health and Safety;
- Standard 7: Physical and Economic Resettlement;
- Standard 8: Financial Intermediaries and Direct Investments;
- Standard 9: Climate Change.

Of these nine standards, standard 1, 2, 3, 5, 6, 7, 8 and 9 are relevant for SIGHT-II. The project is expected to generate significant positive environmental and climate benefits, particularly under Component 1, which supports improved breeding and veterinary public animal health systems as well as promotes sustainable rangeland management, rainwater harvesting and alternative feeds; and Component 2 which supports the rehabilitation and construction of climate proof market infrastructure and provides grants and credits for income generating activities to diversify the livelihoods of the most vulnerable groups in livestock value chains. . At the same time, a number of localized environmental risks could arise if the sub-projects are not carefully designed or implemented.

Key anticipated social, environmental and climate-related impacts include:

Positive impacts:

Environmental & Climate:

- Improving climate resilience of the small ruminants' sector through improved genetics, animal health services, sustainable feed and water solutions and climate proof market infrastructure.
- Restoring 1,800 Ha of degraded rangelands, which will improve ecosystem health and biodiversity, enhance soil productivity, and increase groundwater recharge.
- Reducing demand for scarce surface and groundwater through harvesting at least 10,000-30,000 cubic meters of rainwater, as well as testing, piloting and disseminating alternative feed and fodder solutions, which are more drought resistant and less water demanding.
- Supporting environmental and climate sub-projects, such as manure management, water conservation, energy efficiency and renewable energy.
- Increasing farmers' awareness of environmental and climate issues through FFS.
- Enhancing environmental and climate knowledge of service providers and public services through technical training.
- Promoting environmental and climate policy dialogue through the Animal health strategy and the knowledge product on best rangeland management practices.
- Building institutional capacities in Measurement, Reporting and Verification (MRV) of livestock emissions.

Social

- SIGHT-II will benefit 14,000 individual small ruminant farmers and dairy processors directly impacting around 60,000 household members
- Benefit to households from formal market access helping smallholders access higher-value markets.
- Improving the livelihood of livestock owners and farmers by enhancement of veterinary services that will reduce economic losses and animal diseases
- Improving the livelihood of workers in animal production and farming sector by sustaining the business, reduction of economic losses through the enhancement of veterinary services.
- Benefits to farmers living around 12 rangeland restored sites by SIGHT-II
- 300 families will receive rainwater harvesting systems contributing to reduction of groundwater use
- Improved food security to households with at least 60% women expected to report improvements in dietary diversity
- At least 40 government staff will be trained, strengthening local capacity for sustainable natural and human resource management.
- Generation of new jobs opportunities for youth
- Improved livelihoods, resilience to climate and economic shocks, income, and knowledge on nutrition and healthy diets.
- Economic and Social empowerment women participating in the project
- Strengthened Veterinary Public Health and One Health approaches contributing to lesser occurrence of zoonotic and food borne diseases

Potential negative impacts:**Environmental and Climate**

- Potential negative impact on biodiversity from sub-projects
- Potential risk from procuring natural resource material (such as sand, gravel...)
- Potential release of waste (solid and liquid) into the environment at the breeding stations, the livestock markets and the dairy factories.

Social

- Potential risks of GBV and exclusion of women, youth, and PwDs from certain activities.
- Poor labour conditions related to high degree of informality low wages, and limited application to health and safety measures
- OHS risks related to community health resulting from the construction work, upgrading veterinary laboratories, and weather conditions, direct contact with animals, and dairy processing in poor hygienic facilities.
- Financial management risks related to the limited financial capacity of component 2 implementing partners.

The section below provides a summary of impacts on the project. The ESCMP matrix provides details on the recommended mitigation/enhancement measures, public consultation activities, the responsible institution identified during the implementation phase and the relevant monitoring and reporting plan.

Table 2: SIGHT-II project adherence to IFAD's environmental and social standards

Standards	Description	Relevance to SIGHT-II	Compliance and Mitigation Measures
Standard 1 - Biodiversity conservation	Preserve biodiversity and protected habitats. Minimize negative environmental impact associated with the procurement of natural resource material	Relevant	• Activities and sub-projects will not be located around protected areas • Market infrastructure will be located in urban areas (where the biodiversity risk is negligible) • Natural resource material procurement, if any, will favour suppliers adhering to environmental and energy efficiency standards
Standard 2 - Resource Efficiency and Pollution Prevention	Prevent the release of pollutants to the environment. Minimize negative environmental impact associated with livestock and production of animal products.	Relevant	• Supporting wastewater treatment or safe disposal at the breeding stations, dairy factories and others. • Providing matching grants and access to credit for manure recycling • Increasing awareness on environmental and climate considerations
Standard 3 - Cultural heritage	Preserve and safeguard Cultural Heritage. Ensure that effective and active measures are taken to prevent IFAD-supported projects from altering, damaging, or removing any tangible or intangible Cultural Heritage. Promote the equitable sharing of	Relevant	• Construction and rehabilitation of existing markets will be preceded by a study to ensure no works will be altering, damaging, or removing any tangible or intangible Cultural Heritage. • Interventions are not expected to alter, damage, or remove any tangible or intangible cultural heritage.

Standards	Description	Relevance to SIGHT-II	Compliance and Mitigation Measures
	benefits from the use of Cultural Heritage and promote meaningful consultation on matters relating to Cultural Heritage.		Consultations will be held with local communities for any activities involving the utilization of intangible cultural heritage/tradition knowledge
Standard 5 - Labor and working conditions	Ensures that investments to promote rural employment respect the fundamental rights of workers.	Relevant due to the labour and working conditions and OHS risks in agriculture identified in the SECAP	The requirements of this standard will be applied to all project workers directly hired by the government to work on a project or perform work essential to the Project, and to persons employed or recruited by third parties (e.g., contractors, sub- contractors, brokers, agents and intermediaries) to perform work essential to a project. This standard applies to the Project with regard to potential occupational safety and health risks related to construction work. OSH measures are applied to establish and maintain a safe and healthy working environment, which includes the prevention and protection of workers against exposure to chemical, physical and psychosocial hazards (including violence and harassment). Parties that employ or recruit workers in association with the Project must put in place measures designed to take into account
Standard 6- Community Health and Safety	Ensure that IFAD-supported programs and projects avoid or minimize the risks and impacts to community health, safety and security.	Highly relevant	SIGHT-II will sensitize rural producers and entrepreneurs on the importance that they comply with national legislation on labour conditions, minimum wage and OSH standards when hiring workers. It will also carry out different awareness raising activities on food safety and zoonotic diseases, and strengthened Veterinary Public Health including surveillance, inspection and control of zoonotic diseases. This will be considered as a condition to access project's support. The project is gender transformative and includes sensitisation activities at governmental, local, institutional, and community levels.
Standard 7 Physical and Economic Resettlement	The standard aims at ensuring that displacement is avoided whenever possible. It also	Relevant due to the rangeland restoration	Restrictions to degraded lands due to the restoration works will be temporary in 12 sites, aimed at enhancing productivity and will not permanently exclude pastoralists.

Standards	Description	Relevance to SIGHT-II	Compliance and Mitigation Measures
	recognizes that when displacement cannot be avoided its scale must be minimized and that this must be done in a way that does not increase socio-economic risks or otherwise negatively impact a community, ensuring that affected persons are compensated fairly prior to any displacement.	subcomponent that may affect pastoralists access to water	Implementation will follow participatory planning processes ensuring that local communities are engaged in the selection of sites and planted fodder.
Standard 8 - Financial intermediaries and direct investments	Financial institutions offering financial products for smallholders. The purpose is to assist them with the development of an environmental and social management system (ESMS) and its stakeholder engagement and monitoring/reporting requirements.	Highly relevant due to the rural finance investments under component 2	- As part of the framework agreement with ACC and grants service provider, both commit to comply with all compliance requirements required for this standard. - Designated sub-activity under component 2 focuses on technical support to ACC for improved lending practices and risk mitigation. - Rural Finance specialist at PMU will be responsible for monitoring and ensuring compliance to the standard and mitigation measures are in place
Standard 9 – Climate Change	Increase adaptive capacity and Prevent/Minimize increased greenhouse gases emissions	Highly relevant	- Restoring rangelands and promoting community-based rangeland management. - Supporting rainwater harvesting - Researching, piloting and disseminating drought-resistant fodder and alternative feed solutions - Building institutional capacities in Measurement, Reporting and Verification (MRV) of livestock emissions

Proposed mitigation measures

Biodiversity conservation (Standard 1)

The biodiversity conservation risk rating of the proposed project is assessed as **moderate**. The project is not likely to lead to overgrazing, since it foresees activities related to restoration of rangelands and support community-based rangeland management.

Mitigation Measures:

The proposed activities within the geographical clusters of intervention within each governorate will not be located in or around protected areas. More specifically, rehabilitation or construction of livestock markets will be in urban areas (where the biodiversity risk is negligible). Small-scale rural infrastructure, such as water harvesting facilities, will be established in pre-designated agricultural areas and constructed while ensuring they do not require the clearing of natural habitats (e.g., tree removal), and when using material composed of natural resources, preference given to suppliers adhering to environmental management and energy efficiency standards. Furthermore,

screening will apply for the grants and loans delivered through the credit line to ensure no financing is directed to projects with potential negative impacts on biodiversity, habitats, or ecosystem.

Resource efficiency and pollution prevention (Standard 2)

Jordan is one of the most water-scarce countries in the world. This has a direct impact on all sectors, including the livestock sector. Potential sources of pollution generated from the activities foreseen under the project (small ruminants production, live animals marketing and meat retailing as well as small scale dairy production and retailing) include wastewater and solid waste generated at the breeding stations, milking units, dairy facilities, and small-scale butcher shops. Poor environmental conditions at the livestock markets, wastewater management, manure and waste management at large if not adequately addressed, might pose adverse local risk on water, soil and air quality. Fodder production will trigger standard 2.6 on primary production of living natural resources (through cultivation or rearing of plants or annual and perennial crop farming...); however, it will be done on a small scale, and accordingly the related risk is low. The project risk associated with resource efficiency and pollution prevention is therefore assessed as **moderate** as most of the interventions are small-scale interventions except for the breeding stations where wastewater collection tanks have been already installed under the on-going SIGHT.

Mitigation Measures:

Water scarcity issues will be addressed by supporting rainwater harvesting. Aspects related to pollutants release to the environment will be prevented by supporting wastewater collection/treatment at the supported breeding stations⁶ and dairy facilities, supporting solid and liquid waste management at the newly constructed or rehabilitated livestock markets as well as providing matching grants and access to credit for micro and small enterprises (MSEs) to invest in manure recycling. Drought and heat-resistant fodders will be selected for fodder production and accordingly any potential additional water stress will be minimal. Awareness and training on water saving and waste management will also be provided.

Standard 3 - Cultural heritage (Standards 3)

No risks envisioned related to tangible or intangible forms of cultural heritage. The project will involve in utilization of traditional practices and traditional knowledge of dairy and meat production.

Mitigation:

SIGHT-II will integrate this traditional knowledge into sustainable livestock and dairy production while ensuring that modernization efforts are fully aligned with cultural traditions and contribute to food safety and community health. Consultations will be held with local communities for any activities involving the utilization of intangible cultural heritage/tradition knowledge. Finally, the project contribution will also add elements of health and food safety practices to producers and consumers.

Labour and working conditions (Standard 5)

Risks in terms of OHS, child labour and gender discriminatory practices in labour and working conditions are assessed as moderate.

Jordan has made considerable advancements in the national legal framework regulating the labour rights of agricultural workers^[5]. The bylaw on Agricultural Workers (2021) defines working hours, vacations and social security standards for both Jordanians and migrant labourers and highlights specific measures for female agricultural workers (10 week paid maternity leave, overpaid time etc.), who comprises 50 percent of the total number of agricultural workers in the country.

Despite these notable achievements, the small ruminant farming and dairy processing sectors are largely informal and often family based. Workers face elevated occupational health and safety risks due to limited regulation enforcement, lack of protective

⁶ SIGHT 1 project supported in establishing concrete wastewater collection tanks to collect wastewater mainly from milking units for safe disposal

equipment, long working hours compounded by severe weather condition, low pay, and inadequate training. Women involved in dairy processing are especially vulnerable, as they often work in poorly equipped facilities, mobility issues, risks of GBV, and low pay comparing to men (30-50%). Rural labourers continue to be exposed to unsafe and hazardous labour conditions as they tend to endure long hours of work, lack protective equipment and receive inadequate safety training.

Regarding child labour, the agricultural sector is the second-largest industry that employ children in Jordan, accounting for 27.5% of the total child workers in the country^[61]. The incidence of child labour is higher in remote rural areas as they usually require skilled labor with a level of knowledge or physical capacities to main the sector related tasks. Risk of forced labour is not a possibility as none of the project activities are expected to utilize forced labour in the project's areas. in addition to the strict adherence to IFAD's exclusion list which includes forced labour

Mitigation measures:

- Identification of potential hazards to workers. Protective measures include hazard labelling to project workers, training, and equipment to prevent harm, occupational exposure to hazardous substances.
- The identification, prevention and appropriate response to gender-based violence and harassment in the workplace.
- Breeding stations will document and report regularly to PMU work accidents, occupational diseases and work incidents.
- Measures for prevention and preparation for emergency situations in the event of negative impacts such as accidents at work, death, incapacity and occupational diseases.
- Women work related barriers will be addressed through the Gender Empowerment and targeting strategy, community gender dialogues and awareness raising on equal opportunities and labour standards.
- inclusion of child labour prohibition terms in all procurement contracts, grants, and loans, monitoring the execution of activities and reporting any cases to the project and relevant government stakeholders.
- Grant scheme interventions specifically targeted at poor and women and youth, so that they can improve their livelihoods and start their own micro & small-scale enterprises
- Awareness raising and sensitization of dairy and meat processors and SMEs to create jobs for women and youth in rural areas and close the gender pay gap.
- Training and sensitization of rural producers and entrepreneurs on the importance of compliance with national legislation on labor conditions, minimum wage (290 JD per month) and OSH standards when hiring workers. This will be considered as a pre-condition to access programme's support and will be included in programme-delivered training packages.
- Risk of child labor in agriculture will be mitigated through the implementation of dedicated awareness-raising activities on the impact of labor on children and on the provisions of the law during training activities.
- OSH standards will focus on promoting the use of protective equipment and first aid boxes and fostering a clean and safe workspace especially for women workers.
- SIGHT-II will build on the experience of SIGHT1 & REGEF, in promoting a safe work environment in home-based micro-enterprises for women. This included the provision of training and financial resources to ensure a clean, hygienic and safe working place for women workers.

Mitigation measures for the risk of elite capture of project's services and benefits.

- Ensure that an effective targeting system is in place, by training all project's officers, frontline staff and partners on the pro-poor eligibility criteria adopted by the project; (detailed in the targeting strategy in the PIM)
- Cooperation with NAF for coordination using NAF's database of the beneficiaries to identify the extreme poor and the poor and monitor the project's targeting performance.

- Prioritize cooperative's grant proposals and loans that have potentials for the poor farmers and provide employment opportunities for the youth and women.
- Selection criteria are set for each project activity
- GRM will be operationalised at an early stage of the project with a wide dissemination among communities in the project governorates
- Social Inclusion and Targeting, Rural Finance, and Climate, Environment and Rangeland specialists at the PMU will be working closely with ACC & component 2 implementing partners to ensure compliance with SECAP and the targeting strategy.

Community health and safety (Standard 6)

The major risks in terms of human health are : a) risk of zoonotic diseases (brucellosis, Q fever, anthrax), b) physical injuries from handling animals, musculoskeletal strain from manual tasks, heat stress in outdoor work, and exposure to contaminated manure and dust, c) risk of infection from raw milk handling, chemical exposure from detergents and disinfectants, d) repetitive strain injuries from manual tasks. Many of these risks relate to inadequate protective clothing and equipment, and limited access to training and health services. Unintended negative impact on nutrition is not envisaged. The project is nutrition sensitive with a wide range of nutrition interventions at the household and community levels.

Enterprise development activities targeting women and girls and fostering women's economic empowerment might unwittingly generate intra-household tensions, which could escalate into domestic violence. According to REGEP implementing partners this risk is low. In fact, male family members, especially from low-income families and Syrian refugees, tend to support women's participation in economic activities outside of the household since they perceive the benefits of an additional income stream for the whole family. Yet, dedicated prevention and mitigation measures will be put in place.

Mitigation measures:

- Prepare a Contractor's Operational Health and Safety (OSH) and Environment Management Plan as per the guidelines for construction Contractors.
- PMU will commit to ensure compliance with SECAP and the national legislation requirements on suppliers and enforce implementers to align to health and safety standards for workers in project interventions. This should be a requirement to access support services.
- Implementation of a sound gender strategy should include the role of PMU Social Inclusion and Targeting Specialist, gender focal points in implementing entities to sensitize and train all key actors and institutions on gender and provide follow up and monitoring.
- The new gender manual will be developed including household tools and Gender Dialogue Session methodology to address underlying normative constraints and challenges to gender equality both at the household and community levels. The focus will be on stimulating dialogue and consensus building to avoid conflicts and potential GBV originated from women economic participation.
- An effective GRM system will be put in place, which is accessible to women to ensure that potential cases of GBV as a result of project interventions are rapidly detected and addressed.
- FFS and FBS trainings integrate awareness raising modules on: different negative health impact of risks associated with small ruminants and dairy processing, food safety, zoonotic diseases and better surveillance and control of them. This will also be included in the training curriculum with medium-scale commercial farms.
- Component 1 will contribute to strengthened veterinary public health including surveillance, inspection and control of zoonotic diseases.
- Negative impact on water availability for human consumption, because of overextraction of groundwater for farming, is not envisaged, as the programme will be working on climate smart livestock production and provide rainwater saving systems, and alternative climate resilient feed.

- Contracted implementing partners will ensure the dissemination of a reporting mechanism to detect and respond to potential cases of violence against women and girls.
- Including safety measures and health awareness among farmers in water harvesting trainings and installation of water saving techniques will be after ensuring commitments to hygienic practises, using covered, sealed, and regularly cleaned tanks.

Physical and Economic Resettlement (Standard 7)

Given the nature of the project, no risks of physical and economic resettlement or significant changes to land tenure arrangements are envisaged. However, rangeland restoration interventions developed through Climate-sensitive Community Action Plans may require temporary closure of degraded areas to allow restoration recovery, which may affect households living around/ dependent on those specific grazing zones.

Mitigation measures:

- The project will ensure that local residents are aware that these restrictions will be temporary in 12 sites only, and they aim at enhancing productivity and will not permanently exclude pastoralists.
- Implementation will follow participatory planning processes ensuring that local communities are engaged in the selection of sites and planted fodder.

Financial intermediaries and direct investments (Standard 8)

Component 2 of the programme aims to enhance access to rural finance through a dedicated credit line managed by a well-established national financial partners institution. The Agriculture Credit Cooperation (ACC) will be the primary financial intermediary and facilitate lending through its rural finance facility. ACC present moderate risks, primarily due to limited formal ESMS frameworks, absence of exclusion lists, and weaker internal capacity to handle E&S safeguards for ACC.

The **Agricultural Credit Corporation (ACC)** is a semi-governmental financial institution under the Ministry of Agriculture, established to provide direct credit to farmers, rural businesses, and cooperatives in Jordan. It has a longstanding role in financing agriculture and agro-processing programmes, with a strong presence in remote and underserved regions. ACC's portfolio includes seasonal and investment loans for crops, livestock, irrigation systems, greenhouses, and farm-level equipment. ACC has an established capital of seven million JD. As of the end of 2019, the ACC extended a total of 815 million JD benefiting 285 farmers. ACC also has several active programs geared toward women empowerment and youth and offers 0 percent interest for around 80 percent of the loans relevant to climate change. Under SIGHT-II, ACC would serve as a direct lender, channeling concessional resources to rural micro and small enterprises, with a focus on strengthening value chains and enhancing climate resilience. ACC operates within the framework of Jordan's national legal and regulatory system. ACC aligns with the Agriculture Law No. 44 of 2002 and must respect environmental and water use regulations listed above.

Environmental and Social Policy and ESMS- ACC currently does not maintain a formal, transparent, and publicly disclosed Environmental and Social Management System (ESMS). As a regulatory body, it does not directly manage credit portfolios, and while it may issue general compliance guidance to financial intermediaries, there is no evidence of an internal ESMS. This is due to the fact that ACC does not have a specific mandate for environmental or social safeguards, and current financial regulations do not explicitly require environmental risk assessments for credit schemes. ACC has internal procedures for loan appraisal and may avoid lending to harmful activities, but it does not operate a formal ESMS aligned with IFAD requirements. ACC last developed a strategy for 2018-2022 outlining its long-term approach in the agri- business. It is worth mentioning that

this strategy and its action plan, including adopted KPIs, did not address clear E&S issues and concerns, except those related to enhancing water efficiency and reducing poverty by creating job opportunities. However, ACC lending is indirectly subject to national environmental laws, particularly when funding activities that require land use, water extraction, or the use of fertilizers and pesticides. Programmes above certain thresholds may be subject to Environmental Impact Assessment (EIA) requirements under the Ministry of Environment. In brief, while ACC applies basic eligibility criteria and has internal risk controls, it lacks a formal and public ESMS.

Institutional Capacity to Implement ESMS. ACC does not appear to employ personnel specifically qualified to manage environmental or social risks, although it maintains supervisory authority over Jordan's financial sector. Its capacity to monitor E&S risks at the programme level is thus indirect and limited. ACC, on the other hand, engages directly with rural borrowers and has a unit to manage risks. ACC has technical capabilities to advise farmers on climate smart water initiatives; however environmental, health and safety and social risks are not routinely considered in its credit or grant programs and there is no monitoring of performance. ACC has no specialized or dedicated E&S in-house capacity,

Exclusion List. ACC does not maintain a publicly available exclusion list that aligns with international environmental and social safeguard frameworks. While it may expect its regulated entities to observe certain national prohibitions, there is no system in place to enforce or monitor adherence to a defined list of excluded activities. ACC possess environmental and social requirements to be included in contract and signed by the borrower.

Portfolio Risk Classification. ACC does not maintain its own programme portfolio, acting instead as a regulator. ACC has not disclosed a formal portfolio risk classification system.

Stakeholder Communication and Grievance Redress Mechanism (GRM). maintains broad channels for public communication in its regulatory role but does not appear to offer a specific grievance mechanism for environmental or social concerns tied to programmes or credit schemes. Similarly, ACC maintains general lines of communication with its clients through its local branches and dedicated email and mailbox address for client to send complains with dedicated staff to handle such complains.

Auxiliary and Capacity-Building Support Services. ACC supports financial sector development and financial literacy indirectly through programs and intermediaries. ACC offers limited technical assistance to farmers and rural enterprises.

Climate change (Standard 9)

Hazard Identification. The small ruminants' sub-sector is expected to experience significant challenges due to climate change. Increased drought and decrease in rainfall will reduce water availability while raising livestock water demand, negatively affecting productivity. Higher temperatures are projected to have an impact on small ruminants as they can cause reduced feed intake, decreased milk production, impaired fertility and increased disease occurrence (especially vector borne diseases which are more climate sensitive).

- (a) **Expected hazards** are in the following areas: river flood, landslide, water scarcity, extreme heat and wildfires. As per the ThinkHazard tool, potentially damaging river floods are expected to occur at least once in the next decade, particularly in Irbid and Balqa governorates. Landslide susceptibility is high due to rainfall patterns, terrain slope, geology, soil characteristics, land cover, and potential seismic activity. Water scarcity is a pressing concern, stemming from minimal annual rainfall ranging between 50-200mm, coupled with widespread overexploitation of groundwater reservoirs and inefficient water usage practices. This poses significant risks to agricultural productivity, with a substantial 60% of water supply directed towards agricultural needs. Extreme heat and drought are expected every five years, noting that over the

past three decades, Jordan has witnessed an average temperature rise of 1°C, with projections indicating further increases of 1-4°C by 2070, which could significantly impact agricultural yields. Wildfire risks are significant, especially in eight of the 12 governorates.

- (b) **Future climate scenarios** indicate (i) further decreases in total precipitation, (ii) increasingly unpredictable and heterogeneous precipitation across the landscape, (iii) an increase in average temperatures of up to 4°C, (iv) increased rates of drought occurrence, length, and severity, and (v) more frequent extreme events, including heat waves. By the end of the century, under the RCP 8.5 scenario, median temperatures are projected to rise between 1.6°C to 4.04°C, with stronger warming in the eastern and southern regions. Mean temperatures are expected to increase by a median of 2.4°C by 2059, although the southwest frontier may experience slightly less impact until 2050. Annual cumulative precipitation is projected to decrease by 13% to 22% under the SSP5-8.5 scenario, while variability in rainfall will rise significantly, leading to unpredictable weather patterns. Extreme events, including heat waves, are expected to intensify, with the number of heat wave days projected to reach 40 days annually by 2100.
- (c) **Impact on Climate Change.** The project is not expected to increase absolute GHG emissions since the small ruminants populations are expected to remain stable, or even to decrease since productivity gains will require less animals to satisfy market needs. On top of this, emission intensities (CO₂ eq / kg of output – milk or meat) are expected to decrease due to intensification and productivity gains, as documented on other similar projects.

Exposure Assessment:

- (a) **Location in exposed areas:** The project is located in areas exposed to the fore-mentioned natural hazards, such as valleys, semi-arid highlands, the Badia (desert), and along riverbanks—regions particularly vulnerable to climate-related hazards.
- (b) **Targeting of exposed agricultural systems:** The project targets the livestock sector, the productivity of which is affected by rainfall variability, prolonged droughts, changes in temperature and related diseases. Rising temperatures and increased drought conditions, coupled with declining rainfall, will increase water demand while reducing overall water availability. This imbalance will negatively affect livestock productivity. These compounding pressures underscore the growing vulnerability of Jordan's agricultural sector and the urgent need for adaptive strategies.

Sensitivity Assessment. Jordan's sensitivity to the adverse effects of climate change is complex, shaped by a mix of strengths and vulnerabilities. The country benefits from political stability, and relatively high human development indicators, such as a strong HDI and MPI index.

- (a) Despite an inequality index below 5, Jordan hosts large refugee populations, including 1.3 million Syrians, of whom 634,728 are registered with UNHCR (82.1% living in host communities and 17.9% in camps), and approximately 2.4 million Palestinian refugees registered with UNRWA. Vulnerable groups, particularly refugees, face precarious food security and limited economic opportunities, leaving them disproportionately affected by climate change impacts and exacerbating existing social. It is to be noted however that there are potential opportunities for repatriation as the situation in Syria has radically changed.
- (b) Jordan is also one of the most water-scarce countries; it currently has 61 cubic meters of renewable fresh water available per capita per year, which is far less than the 500 cubic meters per capita annually that is internationally recognized as the absolute water scarcity line. This is further exacerbated by climate change.

Adaptive Capacity and Climate Resilience: Jordan's ND- GAIN Index⁷ rank is 73. It is the 133rd most vulnerable country and the 97th most ready country. The National Adaptation Plan outlines strategies for adapting to climate change impacts, emphasizing water resource management, climate-smart agriculture, and disaster risk reduction.

- (a) Jordan has made significant strides in strengthening its coordination mechanisms for disaster preparedness. The government established the National Centre for Security and Crisis Management in 2015, followed by the creation of the multi-stakeholder National Disaster Risk Reduction Platform under this centre in 2017, as well as the development of Jordan National Natural Disaster Risk Reduction Strategies (2019–2022; 2023–2030). Nonetheless, overall progress in disaster risk reduction remains limited as implementation (such as drought monitoring, disaster preparedness, mitigation measures, early warning systems, and disaster risk financing instruments) is still ongoing. Jordan actively participates in international climate agreements and seeks collaborations with international partners to access resources and expertise.
- (b) Adaptation to evolving climatic conditions in the agricultural sector, including the small ruminants' sector, have started to be seen, such as in the treated wastewater reuse, rainwater harvesting, among others. Nonetheless, more needs to be done to enhance farmers' access to knowledge about climate-smart agricultural practices, as well as access to finance to invest in climate-resilient practices.

Mitigation Measures:

SIGHT-II will enhance climate resilience of the small ruminants' sector by restoring rangelands and supporting community-based rangeland management; supporting rainwater harvesting; introducing, testing and disseminating drought and heat-resistant fodder species; and increasing awareness as well as building capacities in climate change, including but not limited to climate sensitive diseases and Measurement, Verification and Reporting (MVR) for livestock emissions. Furthermore, SIGHT-II will support waste management, thus reducing greenhouse gases emissions.

Roles and Responsibilities

In line with the programme's implementation arrangements, the Ministry of Agriculture (PMU) and the selected implementing partners are responsible for applying and monitoring the ESCMP.

- The Ministry of Agriculture through the PMU will oversee the planning and coordination of environmental and social activities, including hiring qualified national consultants or firms to provide training, technical assistance, and ongoing supervision if needed.
- The PMU will manage and oversee the implementation, monitoring and updating the ESCMP including the Grievance Redress Mechanism (GRM) and Stakeholder Engagement Plan (SEP), with IFAD's technical support. This will also help organize training sessions for stakeholders and programme participants.
- The Climate, Environment and Rangeland Officer will handle all what relates to SECAP standards 1, 2, 5,6,7 and 9;
- The social inclusion and targeting specialist at PMU will manage, engage, and oversee implementation arrangements for standards 3,5,6, 7, in addition to their role in ensuring target population are engaged and absence of discriminatory practises and exclusion across all project interventions
- The Rural Finance Special and PMU is responsible for managing standard 8 and ensuring mitigation measures under standards 5 and 6 are fully implemented. During implementation, the rural finance expert at PMU will ensure that ACC is fully implement their ESAPs, enabling their ESMS to meet SECAP's minimum standards. The Rural finance and Climate, Environment and Rangeland specialists will ensure, as part of the technical assistance for sub-component 2.2, that ACC develops and implements an appropriate environmental and social screening procedure

⁷ The ND-GAIN Country Index summarizes a country's vulnerability to climate change and other global challenges in combination with its readiness to improve resilience.

according to loans size to assess any risk related and recommendations for loans proposed.

Monitoring and Reporting

In addition to the indicators defined in the ESCMP for monitoring environmental and social risks and mitigation measures, the programme's logical framework includes specific indicators on social inclusion, natural resource management, and climate change adaptation and mitigation. The Climate, Environment and Rangeland Specialist will support ACC in the monitoring and reporting on ESCMP implementation annually. The programme's annual progress report must provide sufficient detail on the implementation of the ESCMP, including the integration of ESCMP and ESAP requirements into grant and loan agreements, as well as into bidding and contractual documents. The PMU should also establish and keep record of: (i) the screening of sub-programmes; (ii) engagement of consultants; (iii) developed E&S instruments and their implementation; (iv) progress of activities and works that require environmental and social supervision; (v) information on engagement of stakeholders; and (vi) records of grievances and incidents.

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36. UNDP (United Nations Development Programme) – Climate Risk Profile: Jordan

ESCMP Matrix

Environmental, social and climate impacts	Recommended mitigation/Enhancement measures	Public consultation activities	Means Verification	Verification frequency	Institution responsible for implementation	Necessary means/ Estimated cost
Conversion and degradation of biodiversity and ecosystem	Consider areas for any infrastructures to be constructed or rehabilitated (e.g. water harvesting) which were already used for agricultural purposes or cleared prior programme. Include specific clause in grants and loans agreement with beneficiaries' and include mention in SIGHT-II exclusion list Include in training programme water conservation.	Training through capacity building programme, diffusion of SIGHT-II and IFAD exclusion list, call for proposal for grants	Grants and loans application during selection process SECAP checklist for construction work (see proposed version in appendix) Training attendance and adoption rate	During grant application process Annual reporting	Selected implementing partners, Banks	Cost mainstreamed under component 1
Negative impact on protected habitats.	Programme geographical targeting to exclude interventions to take place in the proximity of protected areas or in protected areas	Diffusion of IFAD and SIGHT-II exclusion list	Targeting strategy Loans applications	Start up, and continuous	Banks and Implementing partners	No cost
Procurement of natural resource materials (by the PMU)	Add a clause to existing procurement and public call documents requiring traceability of sand and gravel extraction sites with adequate authorisation. The PMU and selected implementing partner should enquire about safeguards and mitigation measures put in place by the suppliers, use the SECAP check list during supervision of grants involving raw material and construction.	Call for proposal	Procurement	Continuous	PMU procurement	No cost
Procurement of natural resource materials (sub-projects)	Provide list of suppliers adhering to environmental certifications such as ISO 14025. For cement, request beneficiaries to favor suppliers	Loans and grants application procedure	Grantees technical support for design after grants approval		Procurement officer with support of climate,	No cost

Environmental, social and climate impacts	Recommended mitigation/Enhancement measures	Public consultation activities	Means Verification	Verification frequency	Institution responsible for implementation	Necessary means/ Estimated cost
	employing the energy-efficient dry kiln process over the more energy-intensive wet kiln process. For loans above 100 000 USD, when feasible, ACC will consider, based on the type of activities to be financed, requesting the borrower to give preference to buying from a member of the UN Global Compact.		Loans selection process		environment and rangeland officer if needed	
Release of pollutant to the environment	Apply exclusion list which include excluded products to be financed by loans and grants Grant selection will review programme potential impact on the environment through selection criteria and proposal review Loans to be subject to environment and social safeguard screening and categorization by selected banks. Promotion of environment and climate considerations in the curricula of FFS Apply SECAP checklist during grants infrastructures constructions Prioritize support to processor and rural enterprise that provide eco benefit and promote circular economy including waste recycle	Diffusion of IFAD and SIGHT2 exclusion list	Processing and production Training attendant list SECAP checklist for construction work (see proposed version in appendix) Grant selection form Loans risks screening	Continuous	Implementing partners for component 1 ACC and Banks for component 2	Cost mainstreamed under component 1 and 2
Primary production of living natural resources From fodder production	Focus on drought and heat-resistant fodder (noting that it will be on small scale only)	Training through capacity building programme,	Training attendance and adoption rate	During grant application process	Selected implementing partners, Banks	Cost mainstreamed under component 1

Environmental, social and climate impacts	Recommended mitigation/Enhancement measures	Public consultation activities	Means Verification	Verification frequency	Institution responsible for implementation	Necessary means/ Estimated cost
		call for proposal for grants	Grants and loans application during selection process	Annual reporting		
Financial intermediaries ACC limited environment and social policy, procedure Loans used in activities that do not adhere to SECAP principles	- PMU to finalise the ESAP in consultation with ACC - ACC to implement ESAP (appendix 3) - Exclusion list for programmes to be systematically applied by financials partners financed through the loans. - PMU Rural finance expert and the Climate, Environment and Rangeland Officer will ensure that ACC fully implements its ESAP, enabling its ESMS to meet SECAP's minimum standards	During agreements preparation between with ACC	Exclusion lists ESAP	Baseline continuous Progress reports	PMU rural finance expert and the Climate, Environment and Rangeland and ACC	Budget mainstreamed in sub component 2.2 Budget for Rural Finance and Climate, Environment and Rangeland PMU specialists
Climate risks Increased vulnerability to climate change impacts (rising temperatures, drought, water scarcity, flood, change and decrease of rain fall patters and increase in frequent extreme weather events)	- Many of the recommendations are included in the environmental risks section: grants application to be evaluated again climate identified risk; diffusion of adaption practices through training - Rangeland restoration and community-based rangeland management. - Investment in water harvesting, and solar energy infrastructure. - Testing, piloting and dissemination of drought and heat-resistant fodder	Training sessions, need assessments	Monitoring and documentation with farmers of socioeconomic adaptation measure benefits of the application of the promoted practices and received assets to strengthen the evidence base and learning for further scaling up.	Baseline, midline, endline for outcome results Plus, continuous monitoring of the benefits of grants and promoted practices	Selected implementing partners	Mainstreamed in programme budget

Environmental, social and climate impacts	Recommended mitigation/Enhancement measures	Public consultation activities	Means Verification	Verification frequency	Institution responsible for implementation	Necessary means/ Estimated cost
	• Sensitization and participatory analysis of the effects of climate variability and hazard on productive activities and other livelihoods of households • Improved income diversification through processing activities • Support micro entrepreneurs in businesses increasing food security and requiring minimal land and water resources					
Cultural Heritage	• <u>Integrating traditional knowledge into sustainable livestock and dairy production</u> • <u>Ensuring that modernization efforts are fully aligned with cultural traditions and contribute to food safety and community health.</u> • <u>Consultations will be held with local communities for any activities involving the utilization of intangible cultural heritage/tradition knowledge.</u> • <u>The project contribution will also add elements of health and food safety practices to producers and consumers.</u>	Community consultations with small ruminants and dairy producers	- FFS training curricula - Progress reports - GRM	- Curricula review before trainings - Ongoing	- FFS facilitators - Social Inclusion Specialist	Integrated in budget for FFSs
Labour and Working Conditions	Unsafe and hazardous labour conditions in agriculture and rural enterprises. • The programme will sensitize rural producers and entrepreneurs on	Training sessions, producers and processors.	Training and supervision reports. Training modules.	Continuous	PMU focal persons, implementing partners, and Social Inclusion	Embedded in budget for all component 1 & 2

Environmental, social and climate impacts	Recommended mitigation/Enhancement measures	Public consultation activities	Means Verification	Verification frequency	Institution responsible for implementation	Necessary means/ Estimated cost
	the compliance with national legislation on labor conditions and OSH standards when hiring workers. • Subcomponent 1.1.1 & 2.1.1 PMU will enforce compliance of OHS standards in the work related to these activities • FFS, FBS, and business development trainings will include OHS as part of the topics • Component 2: This will be considered as a condition to access programme's support, • Women home-based micro-enterprises will be promoted with the provision of training and financial resources to ensure a clean, hygienic and safe working environment. • Early implementation and publicization of the GRM Risk of child labor • Will be mitigated through the implementation of dedicated awareness-raising activities, and all project related contracts, construction, and procurement agreements		Subcomponents reports GRM records Grants and loans applications		and Environment specialists	
Community Health and Safety risks	Health and Safety triggered risks • Prepare a Contractor's OSH and Environment Management Plan		Training curricula Contracts GRM Inspection visits		PMU focal specialists, implementing partners, and	Integrated in budget of component 1 & 2

Environmental, social and climate impacts	Recommended mitigation/Enhancement measures	Public consultation activities	Means Verification	Verification frequency	Institution responsible for implementation	Necessary means/ Estimated cost
	• PMU will commit to ensure compliance with SECAP and the national legislation requirements on suppliers and are enforce implementers to align to OSH standards • Implementation of a sound gender strategy • The new gender manual will be developed including household tools and Gender Dialogue • An effective GRM system will be put in place • FFS and FBS training integrates safety awareness raising modules on: negative health impact of risks associated with small ruminants and dairy processing, food safety, zoonotic diseases. • Component 1 will contribute to strengthened Veterinary Public Health including surveillance, inspection and control of zoonotic diseases. • Contracted implementing partners will ensure the dissemination of a reporting mechanism to detect and respond to potential cases of violence against women and girls.				Social Inclusion and Environment specialists	Part of budget allocated for curricula Part of budget allocated for salaries of the Social Inclusion and Environment specialists
GBV	GBV • Social norms dialogue sessions and male engagement strategies will be implemented	Training sessions GBV reporting mechanisms	Programme's training and supervision reports.	Continuous	PMU gender focal point and implementing partners.	Embedded in budget for sub-component 1.1.

Environmental, social and climate impacts	Recommended mitigation/Enhancement measures	Public consultation activities	Means Verification	Verification frequency	Institution responsible for implementation	Necessary means/ Estimated cost
	• Awareness raising among entrepreneurs on risk of sexual harassment of women workers and measures to prevent it. • Project staff and implementing partners will be trained on gender and GBV • The PMU will ensure widespread of GRM and reporting channels	implemented by service providers	Training modules on gender and GBV. GRM records			
Physical and Economic Resettlement (Standard 7) <u>rangeland restoration interventions developed through Climate-sensitive Community Action Plans may require temporary closure of degraded areas to allow restoration recovery, which may affect households living around</u>	• The project will ensure that local residents are aware that these restrictions will be temporary in 12 sites only, and they aim at enhancing productivity and will not permanently exclude pastoralists. • Implementation will follow participatory planning processes ensuring that local communities are engaged in the selection of sites and planted fodder.	Consultations with residents around the 12 sites	Component progress report 2 GRM	Continuous	PMU Environment and rangeland Specialist NGOs engaged in community participation in rangelands restoration (if any)	Part of the budget allocated for the PMU Environment specialists and contracted NGOs (if any)

- [1] SECAP 2021 Manual: <https://www.ifad.org/en/-/social-environmental-and-climate-assessment-procedures>
- [2] The Jordan Valley: A low-lying area along the Jordan River, characterized by a warm climate suitable for growing vegetables, citrus, and tropical fruits. The valley has fertile soil and receives moderate rainfall, allowing year-round agriculture with the help of irrigation systems, The Highlands: This area includes regions like Amman, Irbid, and Ajloun, with elevations between 600 and 1,500 meters. It has a Mediterranean climate with higher rainfall and cooler temperatures, making it suitable for growing grains, olives, grapes, and stone fruits. The Badia (Eastern Desert): A dry, arid desert zone covering much of eastern Jordan, with minimal rainfall and high temperatures. It is sparsely populated and mainly used for grazing livestock, especially sheep and goats, due to limited water resources and poor soil quality, The Southern Desert: Also known as the Wadi Araba area, this arid region has extreme temperatures and very low rainfall. Limited agricultural activities are possible only with irrigation, so it's mostly used for grazing and some hardy crops where water is accessible.
- [3] Ajloun Forest Reserve, Azraq Wetland Reserve, Dana Biosphere Reserve, Dibein Forest Reserve, Fifa Nature Reserve, Mujib Biosphere Reserve, Shaumari Wildlife Reserve, Yarmouk Forest Reserve, Burqu Nature Reserve, Dahek Nature Reserve, Dmeitha Nature Reserve, Aqaba Marine Park, Wadi Rum Protected Area
- [4] Jordan - Minority Rights Group
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Appendix 1: SECAP Checklist for construction work financed by SIGHT-II micro and matching grants

Indicator	1	2	3	4	5	6
Beneficiary Name:						
Programme Type:						
Location:						
The grantee is well aware of the needed permits , licenses and screenings in relation to the grant contract.						
The commencement of grant execution starts(ed) only after required permits, licenses and screenings are obtained .						
The grantee is well aware of its legal and contractual entitlements and indemnities against risks of defective design, defective material and defective workmanship.						
The site where the grant is being executed is fully owned by the grantee (or has legal title to use it) and is not a cultural heritage site.						
The appointed contractor or supplier does not engage in child or forced labor and exercises fair labor practices :						
- Fair wages	-	-	-	-	-	-
- Working shifts	-	-	-	-	-	-
- Overtime compensation	-	-	-	-	-	-
- Working hours	-	-	-	-	-	-
- Gender balance	-	-	-	-	-	-
- Non-discriminatory hiring	-	-	-	-	-	-
The works on site involve no child or forced labor .						
Labor on site have access to temporary sanitation facilities .						
Labor on site are offered requisite health and hygiene conditions and safety tools and gear (PPE).						
Labor on site engage in safe construction practices.						
Labor and third parties on site or adjacent properties have easy access to emergency medical kits .						
Labor and third-party persons on site are aware of standards concerning respect , avoidance of harassment and abuse, etc.						
The works on site do not feature any unsafe or hazardous practices to grantee, grantee family, labor, neighbors and other third parties.						

Indicator	1	2	3	4	5	6
The works on site are designed and executed so as not to pose threat, hazard or danger to any person, to on-site facilities, to public spaces, to neighbor facilities or their property.						
Works and installations are being executed with minimal (if at all) disruption to natural habitat, environment, vegetation, biodiversity, and ecology.						
Fuel and hazardous materials (e.g., paints, solvents) are stored and handled safely to prevent spills and leaks .						
The construction area is fenced and unauthorized access is restricted.						
There is a plan for managing traffic and access to the site during construction to minimize disruption to local communities.						
Construction activities are confined to the designated programme area.						
Works including transportation or movement of machinery do not pose any threat to roads and public spaces or to third parties or their properties.						
Construction materials are being sourced sustainably (e.g., from certified sources, with minimal transport distances, locally produced material).						
Works on site adopt, to the extent possible, locally established construction methods and practices.						
Works on site capitalize on labor intensive methods.						
Any damage to roads, public spaces or third-party properties is sufficiently compensated or corrected as is applicable.						
Any injury (to any person) caused by grant execution is promptly treated and sufficiently compensated.						
Construction works do not interfere with existing livestock on site.						
Livestock on site has temporary shelter .						
Construction/installation waste is minimized , separated and disposed of in dedicated sanitary or government appointed landfills or treatment facilities.						
Construction waste is far from animal areas, water sources, and neighbor facilities.						
Topsoil that is being stripped is stored for later use in site restoration .						
Greenhouse structures and material are durable and weather resistant.						
Irrigation systems have no leakage and don't waste water.						

Indicator	1	2	3	4	5	6
The final works and installations are so executed as to have no negative impact on natural habitat, environment, vegetation, biodiversity, and ecology (consider emissions and production of pollutants, impact on ground water and surface water, impact on soil and vegetation, etc.)						
The final works are resilient to climate change impacts (severe weather).						
The grant does not include use or production of hazardous substances and chemicals.						
The grant execution and operation involve acceptable waste management practices (e.g. handling and treating refuse, waste generated, agricultural waste, etc.).						
There is a reasonable level of recycling and reuse if applicable.						
Payment to appointed contractor/supplier by grantee follows acceptable milestones and frequency.						
Payment by contractor/supplier to their labor on site follow acceptable milestones and frequency.						
PIU staff (in site visits and interviews) verify the occurrence of any accident on site and ensure the suitable handling of the same in line with national legislation.						
PIU staff (in site visits and site interviews) verify the absence of complaints/grievances or their suitable redress.						
Grantees, contractor/supplier labor, and third parties have easy access to a grievance or complaint system .						
Other findings: ...						

Appendix 2: Draft environmental and social action plan - Draft ESAP FOR ACC

	Due Diligence Criteria	Status (guiding questions)	Actions Required	Responsibility	Timeframe (to be determined by ACC and SIGHT-II upon finalization of the ESAP and agreement signature)
1.	ENVIRONMENTAL AND SOCIAL MANAGEMENT SYSTEM				
1.0	Establish and maintain environmental and social management system	There is no structured ESMS in place. ACC applies the national legislations and rules which follow as principles	- ESMS to be developed under the TA provided by subcomponent 2.2. - ACC to develop formalized procedure for E&S screening of loan applicants; enhance E&S specifications within grant agreements; and assign and train E&S focal point to monitor ES performance - Develop a manual documenting the developed ESMS	ACC and SIGHT-II managers	
1.1	E&S policy	ACC last developed a strategy for 2018- 2022 outlining its long-term approach in the agri-business. This strategy and its action plan including adopted KPIs did not address clear E&S issues and concerns, except those related to enhancing water efficiency and reducing poverty by creating job opportunities. There is a division in charge of risks management with a work plan which elaborate on the main objective of the division. The document is not publicly available, and the mission was not able to consult it.	- Policy to be develop and publicly available upon request and displayed in the ACC branches	ACC Manager with support of SIGHT-II TA	

	Due Diligence Criteria	Status (guiding questions)	Actions Required	Responsibility	Timeframe (to be determined by ACC and SIGHT-II upon finalization of the ESAP and agreement signature)
1.2	Governance policies	The ACC is currently managed by a Board of Directors which is chaired by the Minister of Agriculture. It includes 15 directorates and 3 regional management offices (north, middle and south) that has 25 branches			
1.3	Internal organizational capacity and competency	ACC has no specialized or dedicated E&S in-house capacity. A new risk directorate was created in 2021 and covers financial, credit change, environmental and social related risks management. The unit is however yet to be staffed and the linkages between different departments responsible for risks is not very clear.	- Assign one staff to the risk unit for E&S risk and provide him/her with training to be able to perform risk screening and monitor portfolio performance - Develop an organizational chart including role and responsibility	ACC managing committee	
1.4	E&S Risk Assessment for loan applications	ACC has technical staff that review loan applications and provide advice to applicants on technical aspects and feasibility. Loan approval processes also require confirmation that appropriate environmental permits are in place. Risks are assessed partially by loans officer during field visit prior and after loans is granted.	- With SIGHT-II and ongoing WB programmatic support, ACC to develop formalized procedure for E&S screening of loan applicants including screening checklist to identify E&S risks and impacts of investments - Screening checklist to align with IFAD SECAP standards. Risks to be assessed against key E&S criteria (namely: labour and working conditions, resource	Rural finance Specialist	

	Due Diligence Criteria	Status (guiding questions)	Actions Required	Responsibility	Timeframe (to be determined by ACC and SIGHT-II upon finalization of the ESAP and agreement signature)
		However, the credit loans program does not have clear environmental and social risk screening criteria.	efficiency and pollution prevention, community health safety and security, land acquisition, biodiversity, indigenous people, cultural heritage, climate change, water, and legal compliance). - Assess capacity of PFIs if selected by ACC to manage risks and impacts, and monitor performance of on-lendees, in line and IFAD ESG requirements. - PFIs to develop their own checklists to assess capacity of borrower to implement investments and manage risks and impacts in line with IFAD ESG requirements. - Enhance E&S specifications within grant agreements (including adherence to appropriate technologies).		
1.5	Categorization of risk for portfolio programmes	ACC does not routinely monitor operations unless there are material incidents reported that affect loan repayment. Risk categorization is currently being developed	- Finalize the elaboration of risk categories and submit to SIGHT-II for review - As the programme is a moderate risk programme, any loan applications with risks higher than moderate risk will be ineligible	ACC risk unit with the support of TA service provider if needed.	

	Due Diligence Criteria	Status (guiding questions)	Actions Required	Responsibility	Timeframe (to be determined by ACC and SIGHT-II upon finalization of the ESAP and agreement signature)
1.6	Compliance with the national ESHS laws and regulations, IFAD's SECAP as well as with international conventions and treaties.	In various documents, references are made to compliance with national laws, policies and international best practice. However, these are not listed and permitting requirements are not identified.	- ACC to prepare legal register indicating relevant national laws and regulations, international conventions / treaties, and IFAD's SECAP requirements as relevant to SIGHT-II operations. - Include also permitting requirements.	ACC legal officer	
1.7	Compliance with the Exclusion list	No exclusion list available	- ACC to use IFAD and SIGHT-II exclusion list for SIGHT-II financed loans	ACC Manager for SIGHT-II	
1.8	High and substantial risk programmes	Yes, but data not available	- As per Exceptions list for REGEP any high or substantial risk programmes cannot be considered for funding based on IFAD's categorization of funding the SIGHT-II.		
1.9	Safeguards documentation: Risk management plans	Not available	- Risk management plans to be conducted/prepared by loan officer or loans beneficiaries depending on financial agreement. Clear requirements can be indicated in the loans screening procedure. Although this might be rare in light of the amount to be provided (micro loans)	Loan officer and borrower	
1.10	Carbon balance analysis	No	- SIGHT-II portfolio investments to be categorized by activity type for monitoring purposed and portfolio analysis.	ACC manager, SIGHT-II rural finance officer, IFAD	

	Due Diligence Criteria	Status (guiding questions)	Actions Required	Responsibility	Timeframe (to be determined by ACC and SIGHT-II upon finalization of the ESAP and agreement signature)
			- Carbon analysis will be done by SIGHT-II with the support of IFAD		
1.11	Monitoring and review of performance of portfolio investments		- ACC will submit regular consolidated reports to the PMU on the credit line performance, disbursement progress, portfolio quality, loan focus, and key indicators, including sex- and age-disaggregated data and geographic/subsector outreach. - To do so ACC will establish procedures for monitoring and review of portfolio investments to assess performance - ACC to nominated SIGHT-II loans M&E officer	ACC manager	
1.13	Review of ESMS		Review of ACC ESMS to include improvements once a years.	ACC Manager	
1.15	Management of working conditions		ACC to develop labour management policy specifying adherence to core ILO conventions (mainly to prohibit forced labour and child labour, freedom of association and fair wages.	ACC Manager	
1.16	Record keeping/ maintenance of documentation		Ensure all records are maintained for the development of the ESMS, procedures and plans, consultations/ engagement, complaints/ grievances	ACC Manager	
1.17	Stakeholder Engagement		Preparation of SEP and Communication	-ACC manager	

	Due Diligence Criteria	Status (guiding questions)	Actions Required	Responsibility	Timeframe (to be determined by ACC and SIGHT-II upon finalization of the ESAP and agreement signature)
1.18	Grievance Redress Mechanisms	There are 25 ACC branches where it is possible for client to reach out. Online website has a dedicated section for complains and one employee is in charge of replies and recording	GRM process to be clarified formally with indication of grievance registration procedures, responsibilities for action, timelines for communication and resolution, and avenues for escalation to higher levels if necessary	ACC manager	
1.21	Reporting		ACC to report to SIGHT-II on quarterly basis.	ACC manager	
2	CAPACITY TO MANAGE ENVIRONMENTAL SOCIAL AND CLIMATE RISKS AND IMPACTS				
2.1	Recruitment of i) environmental, ii) social and iii) climate risk specialists	ACC staff regarding ESC risk is not clear as the risk unit is still to be staffed	- ACC to engage the recruitment of its risk unit and include specialists to assess risk and advise on management of specific environmental social and climate issues - Sub component 2.2 of SIGHT-II may provide relevant training to staff on E&S aspects	ACC manager	
2.2	Training of on-lendeeds	ACC staff are unlikely to have capacity to manage ESC risks and impacts	SIGHT-II TA to provide training for them to manage ESC risks and impacts	SIGHT-II through TA	

Appendix 3: IFAD environmental and social exclusion list

IFAD will not knowingly finance, directly or indirectly, programmes involving the following:

- (i) Production or activities involving harmful or exploitative forms of forced labour¹, or practices which prevent employees from lawfully exercising their rights of association and collective bargaining;
- (ii) Production or activities involving harmful or exploitative forms of child labour;²
- (iii) Production or trade in weapons and munitions;³
- (iv) Production or activities that impinge on the lands owned, or claimed under adjudication, by indigenous peoples, without full documented consent of such peoples;
- (v) Activities prohibited by host-country legislation or international conventions relating to the protection of biodiversity resources, cultural heritage or other legally protected areas;⁴
- (vi) The production, trade in or use of any product or activity deemed illegal under host country (i.e. national) laws or regulations, international conventions and agreements, or subject to international phase-out or bans, such as:
 - (a) Products containing polychlorinated biphenyls (PCBs);
 - (b) Pharmaceuticals, pesticides, herbicides and other hazardous substances subject to international phase-outs or bans;⁵
 - (c) Ozone-depleting substances subject to international phase-outs regulated by the Montreal Protocol;⁶
 - (d) Wildlife products regulated under the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES);⁷ and
 - (e) Transboundary trade in waste or waste products as defined by the Basel Convention;⁸
- (vii) Commercial logging operations or the purchase of logging equipment for use in primary tropical moist forests or old-growth forests;
- (viii) Production or trade in wood or other forestry products other than from sustainably managed forests;
- (ix) Production or trade in alcoholic beverages (excluding beer and wine), tobacco or drugs;
- (x) Marine and coastal fishing practices such as blast fishing, large-scale pelagic drift net fishing using nets in excess of 2.5 km in length or fine mesh net fishing harmful to vulnerable and protected species in large numbers and damaging to marine biodiversity and habitats;
- (xi) Trade in goods without required export or import licenses or other evidence of authorization of transit from the relevant countries of export, import and, if applicable, transit;
- (xii) Production of, trade in or use of unbounded asbestos fibres;
- (xiii) All mining, mineral processing and extraction activities;
- (xiv) Production or trade in radioactive materials;
- (xv) Gambling, casinos and equivalent enterprises, trade related to pornography or prostitution;
- (xvi) Contribute to money laundering, terrorism financing, tax avoidance, tax fraud and tax evasion;
- (xvii) Production and distribution, or investment in media that are racist, antidemocratic or that advocate discrimination against an individual, group or part of the population;
- (xviii) Activities prohibited by host country legislation or other legally binding agreements regarding genetically modified organisms (GMOs);
- (xix) Production of or trade in palm oil unless from growers and companies with internationally recognised certification, or undergoing certification
- (xx) Production of soy in the Amazon region or trade in soy produced in the Amazon region, unless from growers with internationally recognised certification

- ¹ Forced labour is work exacted under the threat of penalty and for which the worker has not offered himself or herself voluntarily. It can involve threats of dismissal or physical violence, the withholding of identity documents or wages, threats to denounce workers to immigration authorities and entangling workers in fraudulent debt.
- ² Child labour includes: (i) labour below the host country's minimum age of employment; and (ii) any other work that may be hazardous, may interfere with a child's education, or may be harmful to a child's health or physical, mental, spiritual, moral or social development. If national laws or regulations provide for employment of children at least 16 years (in line with ILO's 1973 Minimum Age Convention), on the condition that their health, safety and morals are fully protected, and they have received adequate instruction or vocational training in the relevant branch of activity, then child labour means employing children for work that does not comply with these laws and regulations.
- ³ This does not apply to programme sponsors who are not substantially involved in these activities. "Not substantially involved" means that the activity concerned is ancillary to a programme sponsor's primary operations.
- ⁴ Relevant international conventions include the: Convention on the Conservation of Migratory Species of Wild Animals (Bonn Convention); Convention on Wetlands of International Importance, especially as Waterfowl Habitat (Ramsar Convention); Convention on the Conservation of European Wildlife and Natural Habitats (Bern Convention); World Heritage Convention; and Convention on Biological Diversity.
- ⁵ Relevant international conventions include the: United Nations Consolidated List of Products whose Consumption and/or Sale have been Banned, Withdrawn, Severely Restricted or not Approved by Governments; Convention on the Prior Informed Consent Procedures for Certain Hazardous Chemicals and Pesticides in International Trade (Rotterdam Convention); Stockholm Convention on Persistent Organic Pollutants; and WHO Classification of Pesticides by Hazard. A list of pesticides, herbicides and other hazardous substances subject to phase outs or bans is available at <http://www.pic.int>.
- ⁶ A list of the chemical compounds regulated by the Montreal Protocol, together with details of signatory countries and phase-out target dates, is available from [UNEP](#).
- ⁷ A list of CITES species is available from the [CITES secretariat](#).
- ⁸ See <http://www.basel.int>.

Appendix 4: SIGHT-II environmental and social exclusion list (apply in addition to IFAD exclusion list)

Any grants or loans that meets one or more of the following screening criteria will not be approved for financing under the programme:

1. Scope of civil works

- Construction or rehabilitation of Rural roads (AADT between 400-1000)
- Construction of small-scale irrigation schemes rehabilitation/development above 300ha
- New construction, rehabilitation or upgrade of medium dams/reservoirs (between 10-14-metre-high wall, and/or with a reservoir of between 100,000-3 million m3);
- Any small reservoir construction with high wall larger than 9 metre, and/or with a reservoir of 100,000 cubic meter, or above)
- Development of a large-scale agro-processing facility;
- Aquaculture or mariculture of 25 to 49 hectares on one site;
- Construction or operation causing an increase in traffic on rural roads;

2. Water resources:

- Any activities using non-renewable ground water resources (fossil reserve including Disi Aquifer (Ram Aquifer), Amman-Wadi Sir Aquifer, Kurnub Sandstone Aquifer)
- Any activities using underground water from illegal or not licensed well

3. Land impacts & resettlement

- Economic or physical displacement (e.g. land, potable water, water for other uses), or physical resettlement of 20-100 households or businesses, or a 10 to 15 per cent reduction in a farmer's or community's assets.
- Any sub-programme that physically displaces any EM household or dilutes/changes their security of tenure
- Activities that result in a) restriction of resources access that could not be mitigated, and/or b) adverse impacts on the livelihoods of households that are of ethnic minority group, or household that are considered vulnerable/disadvantaged groups.
- Use of the programme as an incentive and/or a tool to support and/or implement involuntary resettlement of local people and village consolidation.
- New settlements or expansion of existing settlements.
- Activities that would likely create adverse impacts on ethnic groups within the village and/or in neighboring villages, or activities unacceptable to ethnic groups living in an ethnic homogenous village or a village of mixed ethnic composition.

4. Cultural heritage

- Damage or loss to cultural property, including sites having archeological (prehistoric), paleontological, historical, religious, cultural and unique natural values.

5. Chemical use

- Purchase of banned pesticides, insecticides, herbicides and other unbanned pesticides, unbanned insecticides and unbanned herbicides and dangerous chemicals exceeding the amount required to treat efficiently the infected area. However, if pest invasion occurs, the use of small amounts of eligible and registered pesticides in Jordan will be allowed if supplemented by additional training of farmers to ensure pesticide safe uses in line with IFAD policies and procedures.
- Highly Hazardous Pesticides (HHP) will not be used by the programme.
- Activities that involve use of hazardous materials (including asbestos) or any banned chemicals.

6. Biodiversity and natural resources

- Purchase of destructive farming gear and other investments that are detrimental to the environment and biodiversity.
- Unsustainable exploitation of natural resources.
- Introduction of non-native plant species, unless these are already present in the vicinity or known from similar settings to be non-invasive.
- Significant conversion or degradation of natural habitat or where the conservation and/or environmental gains do not clearly outweigh any potential losses.
- Production or trade in any product or activity deemed illegal under Jordans or regulations or international conventions and agreements, or subject to international bans.
- Trade in any products with businesses engaged in exploitative environmental or social behavior.
- Activities which require clearing of natural habitats
- Activities which are taking place in or around protected areas, or areas considered for future protection.

Annex 5.2 Stakeholder Engagement Plan

Introduction

This Stakeholder Engagement Plan (SEP) establishes a process to ensure stakeholder engagement while implementing SIGHT-II. It outlines the proposed engagement process for the Project's implementation phase. SEP include individuals or groups who are affected, or likely to be affected by the Project, and/or may have an interest in the Project or be able to influence its outcome, either positively or negatively.

The SEP is a tool to ensure that IFAD, PMU, and the programme's implementing partners provide timely, relevant, understandable and accessible information and consult with all relevant stakeholders in a culturally sensitive and gender/socially inclusive manner. It identifies the main stakeholder groups; evaluates topics of engagements concerning their needs, priorities and ideas; and determines the appropriate way to monitor the effectiveness of stakeholder engagement. It also provides the framework to receive feedback from local stakeholders, particularly the programme's target groups. Feedback from local stakeholders is expected to be regularly used to monitor the delivery of programme interventions and promptly inform adaptation and improvement thereof.

Project Description

Small Ruminants Investment and Graduating Households in Transition Project – phase II (SIGHT-II), implemented by the Ministry of Agriculture (MOA), will support climate resilient transformation of small-ruminants value chains in all Governorates of Jordan. **The project goal** is to “increase resilience and food and nutrition security of rural smallholders engaged in small ruminants value chains and ultimately contribute to sustainable, inclusive and healthy food systems”, and the Project **Development Objective** (PDO) is to “sustainably improve productivity, resilience, profitability, and small-ruminants value chains contribution to smallholders’ livelihoods”. It will achieve them by strengthening delivery of essential livestock services (breeding, animal health, identification, extension), adoption of resilient and adaptive production technologies, supporting sustainable rangelands management and water conservation, as well as enhancing value addition, access to market and financial services.

The project will be implemented nationwide, with a focus under component two on the southern governorates showing high levels of vulnerability, namely Ma'an, Karak, Aqaba, and Tafilah, in addition to Mafraq.

Objectives of the SEP

During the design stage, SEP was developed to match the project's nature, scale, and potential risks and impacts. The SEP's primary objective is to assist in building strong relationships between the project and stakeholders, create an atmosphere of mutual understanding, respect, trust, and collaboration, enhance decision-making processes and cultivate an inclusive environment that actively involves project-affected individuals and stakeholders. This will be achieved by providing ample opportunities for stakeholders to actively engage with the project which will support informed project decisions and ensure a collaborative approach to project implementation.

SEP objectives can be categorised as follows:

- **Stakeholder Identification & Analysis:** Identify all project stakeholders, especially those affected or vulnerable, and understand their interests, influence, and potential project impacts on them.
- **Consultation & Communication:** Conduct meaningful consultations to capture stakeholder concerns, needs, and priorities. Ensure information sharing is regular, transparent, accessible, and culturally appropriate.
- **Incorporating Feedback:** Establish mechanisms to gather stakeholder input at all project phases (design to operation) and integrate this feedback into project planning and implementation.
- **Information Disclosure:** Define clear strategies for timely and inclusive disclosure of project information, especially to those negatively impacted.
- **Consultation Methods:** Outline specific methods for engaging stakeholders and collecting and using their feedback in project design.
- **Grievance Redress Mechanism (GRM)** Ensure an accessible, fair, and responsive GRM is in place, especially for women, youth, and persons with disabilities (PwDs).
- **Resources & Responsibilities:** Allocate adequate human and financial resources for SEP implementation and define clear roles and responsibilities for those involved.
- **Monitoring & Reporting:** Establish measures to monitor and report on the effectiveness of stakeholder engagement and update the SEP as needed during implementation.
- **Stakeholder Participation in Monitoring:** Allow stakeholders to participate in monitoring the project's environmental and social impacts.

Stakeholder identification and analysis

Consultations were conducted during the design mission in September 2025. They included a wide with a range of stakeholders. SIGHT-1 beneficiaries under different components, cooperatives and associations, value-chain operators, potential implementing partners, fieldworkers, banks, development actors, including donors and local NGO. These included representatives of WFP, and ICARDA; staff from the Ministry of Agriculture, Ministry of Environment and the National Aid Fund and government representatives. Interviews, field visits, meetings, and focus group discussions were conducted with the current and potential target groups, including youth, women, smallholder farmers, and small ruminants' breeders.

The main stakeholders for the project can be classified into 3 groups: the target groups; implementing partners; and different programme's partners including co-financing institutions, such as the Adaptation Fund, Pandemic Fund, commercial banks; Ministries etc. During the design, the PDT has identified the following preliminary mapping and classification of relevant stakeholders is provided below:

Stakeholder Group and organisation	Characteristics	Interest and influence (Low/Medium /High)	Role in the programme	Mechanism for engaging stakeholders
Co-founders				
Adaptation Fund	Co-financing institution, focusing on climate-adaptation agriculture; rural finance	High interest and high influence	Co-founder	Frequent meetings and coordination activities at design and start-up for implementation readiness; Member of a donor coordination mechanism for regular coordination activities.

Stakeholder Group and organisation	Characteristics	Interest and influence (Low/Medium /High)	Role in the programme	Mechanism for engaging the stakeholders
Pandemic Fund		High interest and influence;	Co-founder and implementer of women and youth focused interventions	Meetings and coordination activities to finalize the terms and conditions of partnership; member of a donor coordination mechanism.
Main implementing partners (NGOs)				
JEDCO	Lead implementing partner for REGEP-UP with a demonstrated implementation capacity	High interest and high influence	Potential Implementing partner for the grants scheme under component 2	Depending on the role they will play in the project
National Agriculture Research Centre (NARC)	National agriculture research centre. Key implementing partner under REGEP. High technical capacity in implementing training for climate resilient agriculture.	High interest and medium influence.	Implementing partner responsible for breeding, rangeland restoration, and adaptive feed research	Regular engagement as a key partner.
The International Center for Agricultural Research in the Dry Areas ICARDA	a strong research portfolio in the region to strengthen food system resilience in dry areas. could be mobilized to provide scientific support on aspects related to soil and water conservation.	High interest and medium influence. Potential implementing partner	Service-delivery during implementation	Depending on the role they will play in the breeding programme, they might be engaged as a key partner.
The Arab Center for the Studies of Arid Zones and Dry Lands ACSAD	Has a long history of cooperation with the MoA, and could support the project by providing improved genetic material (live males and semen) from its station in Syria.	High interest and medium influence	Service-delivery during implementation	Depending on the role they will play in the breeding programme, they might be engaged as a key partner.
International Union for Conservation of Nature IUCN	Rich expertise and experience in nature conservation and sustainable use of natural resources, using participatory approaches	High interest and medium influence	Service-delivery during implementation Will support to the activity related to rangeland restoration and community-based rangeland management.	Depending on the role they will play in the breeding programme, they might be engaged as a key partner.
Government				
Ministry of Planning and International	Main implementing agency	High interest and high influence	Lead the PSC and provide	Engaged regularly through the PSC

Stakeholder Group and organisation	Characteristics	Interest and influence (Low/Medium /High)	Role in the programme	Mechanism for engaging stakeholders
Cooperation (MOPIC)			overall coordination	
Ministry of Agriculture (MoA)	Provide the policy framework for climate resilient agriculture and value-chain development	High interest and medium influence	Members of the programme's steering committee. Strategic oversight during the course of implementation	Engaged regularly through the PSC
National Aid Fund (NAF)	National institution managing social protection and cash transfer in the country.	Medium interest and medium influence.	Beneficiary targeting by providing robust information on poor and vulnerable target groups-	They will be engaged at early implementation during: pre-identification of target groups; social mobilisation and overall targeting process under component 1.
Ministry of Environment (MoE)	They provide the policy framework and data on water resources and other environmental issues.	High interest and medium influence	Provide technical oversight through PSC	Engaged regularly through the PSC and technical consultation activities.
Ministry of Health (MoH)	Provide the policy framework for health and safety issues.	Medium interest and medium influence	They can provide the policy framework for food safety	Engaged through policy dialogue initiatives and consultation activities
Ministry of Labour (MoL)	Provide the policy framework for labour issues in the country, including on OHS, and decent work	Medium interest and medium influence	They can influence the programme's approach to address labour issues and OHS in the value chain. Also provide employment data for targeting	Engaged through consultation at early implementation.
Private sector				
ACC	Financial institutions, providing agriculture financial services in rural and under-served areas.	High interest and high influence	Key implementing partners for delivery of Component 2.2.3	Engaged systematically as part of M&E activities.
Private sector actors (feed suppliers, processors, veterinary service providers)		High interest and high influence	Potential partners	Depending on the role they will play in the programme.
Cooperatives	Farmer organisations with both advocacy	High interest and medium influence	Key partners and	Engaged through consultation activities

Stakeholder Group and organisation	Characteristics	Interest and influence (Low/Medium /High)	Role in the programme	Mechanism for the engaging stakeholders
	and service-delivery functions.		beneficiaries. Provide outreach to the target groups.	at design and early implementation.
SMEs	Small and medium scale processors	High interest and high influence	Potential beneficiaries under component 2	Engagement through value-chain mapping at early implementation. Continuous engagement during programme's implementation, through regular service-delivery, M&E and feedback
NGOs				
Labour Unions	Labour rights organisations, also with a focus on agricultural labourers.	Medium influence and medium interest	Providing the policy and legal framework for tackling OHS issues, child labour etc.	Consultation activities during the course of implementation.
Veterinarian Association	Members based veterinary rights association	Medium influence and high interest	Potential implementing partner for subcomponent 1.1.6	Depending on the role they will play in the programme.
Women's rights organisations and NGOs	Women-led organisations specialised in training, advocacy and policy engagement on GEWE	Medium interest and medium influence	Potential partners for policy engagement on GEWE	Engaged through consultations and policy engagement activities
Target groups				
CBOs and Women's Associations	Community based organisations that provide services to the target group	High interest and high influence	Potential partners and beneficiaries	Engagement at design and during the value-chain mapping and targeting process. Key actors for information and communication campaign and beneficiary outreach.
Rural women, men youth	Main target groups of the programme	High interest and high influence	Potential beneficiaries	Engagement through consultations, information and communication campaign; group formation; service-delivery; M&E; feedback mechanisms.

Stakeholder Engagement Modalities

The project will ensure proper communication and feedback with different stakeholders according to their role and the level of information needed for a successful cooperation and effective feedback. The implementation plan includes different types of engagement and information sharing with stakeholders including virtual meetings, office correspondence, annual reporting, and many different types according to the stakeholder group.

Engagement activities with the main implementing partners, will be carried out on a regular basis during the course of the project, through meetings, regular activities and field-missions, including supervision and implementation support.

Once the SEP finalised according to their characteristics, roles and influence in programme activities and outcomes, the PMU will develop a RACI matrix to identify how each group will be engaged, informed, and consulted.

Engagement with the project participants will follow established procedures for information campaigns and social mobilisation, and target groups selection in line with the targeting strategy. Mechanisms for feedback collection and analysis are and will be systematically embedded in all stages of the programme cycle, as per the following suggested techniques:

Engagement technique	Appropriate application of the technique
Implementing partners, NGOs, development programmes, government organisations	
Multi-stakeholder meetings/ Round tables and/or Validation Workshops	• Present project information to a group of stakeholders • Allow a group of stakeholders to provide their views and opinions. • Record responses and build action and follow-up plans
PMU Engagement	• Emails • Progress Meetings • Bulletin board • Grievance procedure • Code of conduct • Supervision mission reports and AM
Formal meetings	• Present the Project information to a group of stakeholders. • Allow group to comment – opinions and views. • Build relations with high level stakeholders.
Policy engagement events	• Presents findings and policy recommendations in the areas of the project and interest of target groups for discussion with the government.
Community members, project target groups	
Social Media (WhatsApp, SMS, Facebook, Twitter, Zoom, Microsoft Meetings etc	• Share information with beneficiaries. • Distribute information to Co-Implementing partners. • Invite stakeholders to meetings and follow-up. • Online Meetings with stakeholders • Online Workshops with stakeholders
Public meetings	• Disseminate technical information • Record discussions • Present Project information to a large group of stakeholders, such as villages and rural communities • Allow the group to provide their views and opinions. • Build relationships with the communities, especially

Engagement technique	Appropriate application of the technique
	those impacted. • Share non-technical information • Record discussions, comments, questions.
Focus group discussion	• Present Project information to a group of stakeholders (8- 15 people per groups) • Allow stakeholders to provide their views on targeted baseline information, project progress, and feedback • Use participatory exercises to facilitate group discussions, brainstorm issues, analyse information, and develop recommendations and strategies. • Suitable for project beneficiaries • Culturally acceptable, with target groups needs accommodated (ie women only groups, flexible time and location, local language etc..) • Build relationships with communities. • Record responses
Project website and social media	• Present project information and progress updates • Disclose SEP, GRM, selection criteria, timetable, and Present project information and progress updates • Disclose • The project Social Media pages (i.e.Facebook) • Dedicated phone/ WhatsApp number for grievances and feedback
Project leaflet	• Brief project information to provide regular update. • Site specific project information. • GRM channels • Online resources to project information and engagement
Surveys	• Gathering opinions and views from individual stakeholders • Gather baseline, mid-term, and final data. • Record data

Information disclosure

- Information and data the project description, objectives, interventions, processes, and policies will be shared. The project's beneficiary's selection criteria will also be transparently outlined. This information will largely be shared at the early stages of the project.
- A variety of communication tools will be established through digital and offline systems to support such information exchanges and learning, and designed to meet different categories of stakeholders' communication preference such as:
 - Project notices and memos
 - Direct mailings to communities
 - Validation workshops
 - Presentations with or without focus group sessions,
 - Online meetings, presentations, seminars, and workshops with stakeholders,
 - One-on-one meetings, presentations, seminars, workshops, e-mails, and phone conversations with stakeholders,
 - Field visits
 - Social media (i.e., WhatsApp, Facebook groups)
 - Village social exchange communication tools (radio, mosques, youth centres, schools, family clinics, etc.)

Implementing stakeholder engagement activities

Roles

- The project director has the overall role management of the SEP, establishing, managing, and maintaining engagement with stakeholders. Each technical member of SIGHT-II at the PMU will be responsible for managing daily relationships with different groups of stakeholders according to their role in the project. For example, the Social Inclusion and Targeting Specialist will have a special focus on women, youth, and vulnerable group, NGOs and CBOs, FFS and FBS facilitators, and women and youth-led cooperatives
- ACC, implementing partners, and service providers will adhere to environmental social management standards developed at project start-up.
- The Social Inclusion and Targeting Specialist will oversee all stakeholders' engagement activities regarding the implementation of the SEP and GRM as well as other project specific documents. Responsibilities of the Social Inclusion and Gender specialist are included in their TOR in the PIM.
- Implementing partners will be trained on social inclusion, and GRM. Each entity is responsible for recording, documenting, and submitting the received feedback and grievance to the PMU in a timely manner according to the plan and the contract agreement.

Budget

- Budget for engagement with stakeholder has been mainstreamed in the project budget under their relevant budget line (i.e policy engagement, baseline, midterm, end surveys, data collection for knowledge documents, Project Management budget, capacity building, supervision missions, and other expenses as explained in the COTAB)
- M&E and knowledge management plan is in place with an allocated budget. Findings capture target groups satisfaction, application of knowledge and support received from the project, and any challenges they have/ are facing.

Monitoring

The SEP will be reviewed annual quarterly and updated as necessary. This approach ensures that the SEP remains current and responsive to the evolving needs of the project and its stakeholders. Any modifications to the SEP modalities should be communicated to the stakeholders as needed, guaranteeing that the project remains aligned with its objectives and that stakeholders are informed of any adjustments in a timely manner.

A dedicated team recruited by the PMU and implementing partners, will maintain regular interaction with the target groups. To ensure a continuous inclusive communication, with different channels provided for sharing their feedback and reporting incidents.

Field workers will record and classify feedback: straightforward issues will be resolved directly by them, while more complex inputs will be escalated to management and PMU staff for joint review and action. Timely attention to participants' feedback is essential to strengthen trust, accountability, and service delivery improvements.

Feedback mechanisms will be solicited to provide inputs and suggestions on the different activities and services provided by the programme. This is key to inform adaptive management.

Target group feedback will be regularly used to monitor the delivery of programme interventions to ensure adaptive management and improvement thereof.

During implementation, the target group will have access to different formal and informal mechanisms to provide their feedback. These include:

- One-to-one interaction.
 - Allocated time for feedback during project meetings with relevant stakeholder groups within a safe space.
 - Interviews with the target group during project supervision missions;
 - Feedback provided via WhatsApp.
 - Supervision missions
 - The Grievance Redress Mechanism.
 - Surveys
- a. **Target group feedback is integrated in the assessment of outcomes and the responses to be taken** including their satisfaction with the interventions delivered and the process changes that need to be pursued to increase relevance and effectiveness of the intervention.
- b. **Closing the feedback loop.** Community-based meetings will be the preferred platform to inform the target group about the feedback received and the actions that the programme will take in response to their claims and suggestions.
- c. **Programme reporting includes a section on SEP and feedback from target groups.** It is essential that stakeholder engagement activities and feedback mechanisms are monitored and documented as part of programme and SECAP reporting. Supervision missions will further assess quality of engagement and effectiveness of consultations and feedback mechanisms.

Monitoring and assessing the effectiveness of target group engagement and feedback mechanisms

The stakeholder engagement process will be monitored through the regular reporting and supervision cycle with IFAD, allowing the programme to take corrective measures if needed. Progress reports should include a section on stakeholder engagement, serving as a basis to discuss the effectiveness and efficiency of the partnerships established under the programme.

The following success criteria and performance indicators should be used when reviewing the effectiveness of stakeholder engagement and feedback mechanisms:

Objective	Success Criteria / Performance Indicators
Provision of information in a timely, accurate and culturally appropriate manner	• Making sure that all relevant target groups are reached and informed and that the meeting venue and time is suitable to the participation of women and persons with disabilities. • Information provided is clear and well understood by participants.
Stakeholder comments and feedback are received and incorporated into programme activities as appropriate	• Number and type of feedback received over a specified period and measures and actions taken to address them and close the feedback loop.
Informed participation by vulnerable groups	• Consultation reports include disaggregated information on the participation of vulnerable groups (by poverty, gender, age, and legal status) • Monitoring of access to and use of feedback mechanisms and GRM system by vulnerable groups (e.g. refugees, women and girls, women headed households etc)
Stakeholder engagement is transparent, inclusive and appropriate	• Program information disclosed to all stakeholders as requested and according to disclosure mechanism.

Annex 5.3 Grievance Redress Mechanism

1. Introduction

Grievance redress mechanism (GRM) provides communities an avenue for reporting complaints about programmes and achieving remedies efficiently and effectively is a process for receiving, evaluating and addressing programme related concerns of, and complaints by, programme affected communities or persons. IFAD's Grievance Redress Mechanism allows affected complainants to have their concerns resolved in a fair and timely manner through an independent process. IFAD's GRM requires i) working proactively with the affected parties to resolve complaints; ii) ensuring that the complaints procedure is responsive and operates effectively; and iii) maintaining records of all complaints and their resolutions.

SIGHT-II SECAP Review Notes has identified potential adverse environmental, social, or economic impacts, that may affect beneficiaries and communities living in the project targeted governorates specially women and more vulnerable groups which have already been identified as part of the risk analysis and will be addressed through the GRM system. Existing GRM mechanisms, operated by implementing partners will also be leveraged by the project.

This preliminary GRM and feedback mechanisms, at the local, district and national levels will be leveraged by the programme implementers, monitored, managed, and reported by

2. IFAD's GRM procedures

The project will follow IFAD's Complaints Procedure which ensures that appropriate mechanisms are in place to allow individuals and communities to file a complaint if they believe they are or might be adversely affected by an IFAD-funded project not complying with IFAD's Social and Environmental Policies and mandatory aspects of SECAP.

All borrowers/recipients/partners/vendors/contractors are required to establish an easily accessible programme-level grievance redress mechanism to receive and resolve concerns and complaints of people who believe they have been, or are likely to be, harmed by IFAD-financed programmes/programmes.

NGOs and implementing partners, such as ACC, ICARDA, service provider for the grants subcomponent that will be responsible for the implementation of specific activities, have established their own GRM. This means that SIGHT-II will combine a two tier GRM system.

Grievances can be submitted directly to IFAD in case PMU is not responsive, or if the complainant fears retaliation, or any other reasons.

IFAD also has a policy to preventing and responding to sexual harassment, sexual exploitation and abuse^[1]. The policy applies to IFAD staff and also applies to borrowers and recipients of IFAD funding, as well as third parties contracted using IFAD's funding such as consultants, contractors and vendors. To support implementing partners, the IFAD Ethics Office has published a Guide for Borrowers and Recipients of IFAD funding for preventing and responding to sexual harassment, sexual exploitation, and abuse^[2].

IFAD's anticorruption policy establishes zero-tolerance towards prohibited practices, such as fraud and corruption, in IFAD-funded or managed operations and activities. IFAD's legal framework requires IFAD staff, consultants and programme parties to promptly notify IFAD of any allegations of fraud and/or corruption in relation to programme activities. IFAD's Office of Audit and Oversight (AUO) is to be contacted for reporting at Tel: +39 06 54592888 or by email: anticorruption@ifad.org. These are secure and confidential channels managed by the Investigation Section of IFAD.

It is crucial for the GRM to be accessible, transparent, collaborative, expeditious, and effective in resolving complaints through dialogue, investigation, mediation, negotiation, and problem solving. It is designed to be the first line of response to community concerns.

Guiding Principles of the GRM

- **Result focused:** by ensuring a clearly defined purpose and objectives of the feedback mechanisms are clear and well disseminated among implementers.
- **Context sensitivity.** By ensuring that feedback mechanisms are integrated and contextualized to in the local context, aligned and sensitive to social, political, economic and cultural factors.
- **Proactive social inclusion.** By ensuring taking measures to secure equal voice and meaningful engagement of the most vulnerable groups and likely excluded such as including women, youth, PwDs, and the poorest.
- **Mutual benefit:** An essential condition for sustainable feedback initiatives is for stakeholders to feel that taking part in them is mutually beneficial. Stakeholders – especially project target groups – are increasingly solicited by multiple parties with little return on the investment of their time and opportunity costs. Thus, it is important to identify ways to reduce costs and increase the benefits of their participation
- **Proactive public information disclosure,** Transparency increases accessibility and helps to safeguard against the influence of vested interests.
- **Closing the loop** through effective and transparent Communication with target groups, sharing responses and actions taken or decisions to be taken, based on their feedback.

Eligibility Criteria

Who can submit complaints?

Complaints can be submitted by:

- A group of at least two individuals who are nationals of the country concerned or residing in the project area.
- A representative of complainants residing in the concerned or another country, provided the representative indicates the persons on whose behalf he or she is acting and provides written evidence of the authority to represent them.

What types of complaints are eligible?

- Complaints that the project has failed to implement its SECAP requirements.
- Allegations that complainants have been or may be harmed by the project because of its failure to comply with SECAP 2021⁸.
- Complaints must relate to LMDP-III or its sub-projects and activities.

What types of complaints are not eligible?

- Complaints submitted more than 24 months after the project's closing date.
- Matters unrelated to the project's actions.
- Matters already completed or considered ineligible by the procedure, unless complainants have new evidence previously unavailable to them and unless the complaint can be readily associated with an earlier complaint.
- Submissions from third parties who do not legally represent the complainants or who are anonymous.

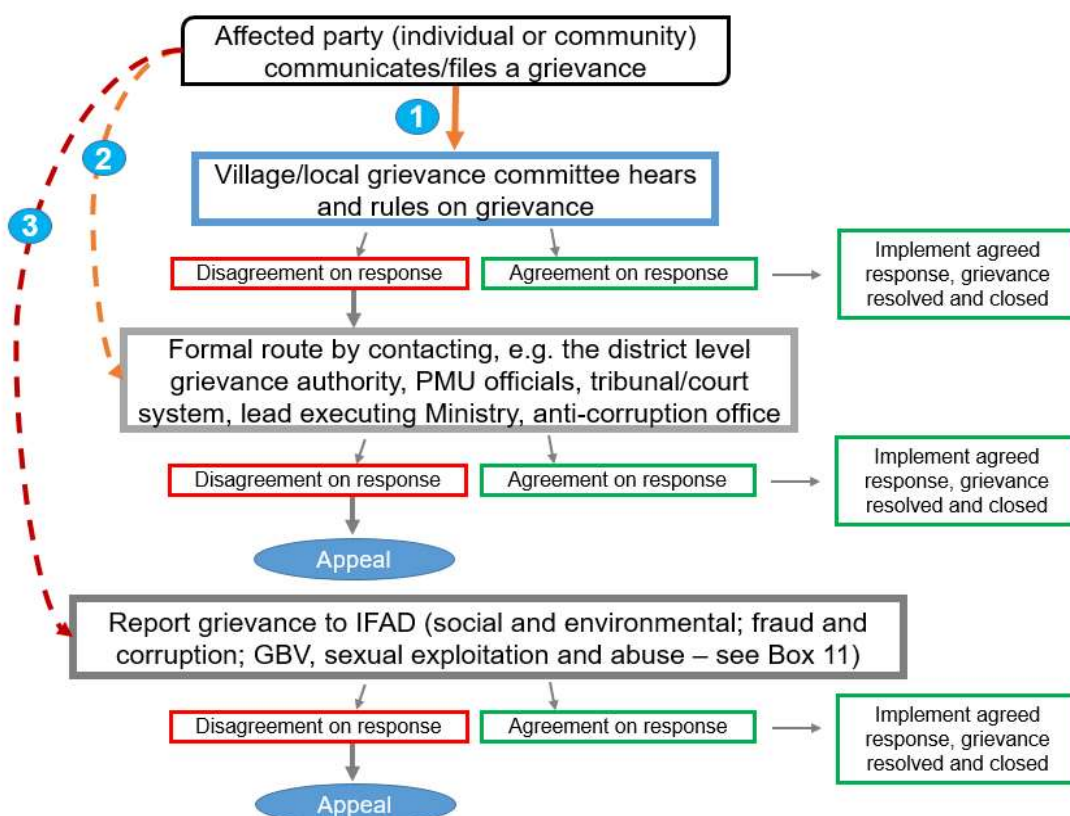
The GRM process

The GRM reflects a three-tiered approach for communities to submit their grievance, starting at the community level and ending at IFAD as an actor of last resort.

GRM will comprise three levels: community-level; Governorate level, and formal governmental level (PMU); and IFAD's grievance reporting procedures, which are mandatory.

⁸ <https://www.ifad.org/en/social-environment-assessment-procedures>

1. Complaints can be raised directly to the community representative (e.g. FFS facilitators, NGO, ACC etc.) at the governorate level and the field team should help the complainant fill the complaint and ensure it includes mandatory information.
2. The complainants should first bring the matter to the attention of the government or non-governmental organisation responsible for planning or executing the project/ activity or to any governmental body with the responsibility for overseeing the implementing partner (PMU)
3. If the PMU does not adequately respond, and should the complaint not be resolved at the project level, it may be escalated directly to IFAD.
4. The issue may be brought straight to IFAD through its Enhanced Complaints Procedure⁹ if the complainants feel they might be subject to retaliation if they went to the APIU.



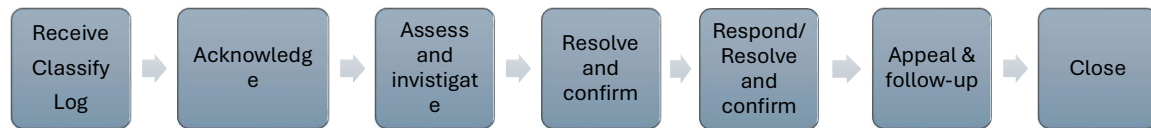
Option 1 should be used to the extent possible as the first avenue to resolve grievances as it allows them to be addressed early and efficiently before they escalate into larger disputes that often take longer to resolve. Options 2 and 3 should be used: i) when the aggrieved party is not satisfied with the outcome of the community level grievance mechanism and decides to use other mechanisms for recourse/appeal; or ii) when they doubt their grievance will be addressed in a fair, impartial and transparent manner, or without reprisal, and decide to report it directly through options 2 or 3.

Complainants may use IFAD's complaint procedure at <https://www.ifad.org/en/accountability-and-complaints-procedures>. Complaints related to sexual harassment, exploitation and abuse can be directed at the IFAD Ethics Office via <https://www.ifad.org/en/ethics>.

⁹ <https://webapps.ifad.org/members/eb/136/docs/EB-2022-136-R-27.pdf>

1. GRM Process

The GRM cycle is based on a step-wise process as follows:



The requirements for each of these steps are detailed below.

i) Receive, classify & log

- All potential issues must be captured and classified for escalation, review and action as required. The access points should be as close to the target group as possible. GRM focal points should be appointed among local staff and trained on how to handle complaints.
- Uptake channels should be diverse to ensure accessibility by different target groups. These include:
 - o Phone,
 - o email,
 - o SMS,
 - o webpage,
 - o suggestion boxes
 - o or face-to-face.
- 1. The uptake channels will be publicized during field-level activities especially during the initial information campaign. It is important that verbal complaints are recorded by local staff for them to be considered. Many complaints may be resolved 'on the spot' and informally by local staff but should also be logged in order to encourage responsiveness; The GRM should also have the ability to handle anonymous complaints. Suggestion boxes might be one of the preferential tools to ensure anonymity.

ii) Logging and classifying:

- Any complaint, issue or negative stakeholder interaction (whether this is formally logged by the complainant or not), must be logged and classified for action (Grievance Log).
- The following types of grievance may be distinguished:

Type 1: Queries, comments, and suggestions – This type is non-contentious and merely requests for information/updates, seeks clarification or a response and suggestions to enhance the programme design, improve operations and facilitate administrative/logistical support to the programme.

Type 2: Compliance with programme policies, processes and implementation – This type of grievance results from the non-observance of programme policies or non-performance of obligation of any of the parties involved in programme activities, processes and documents.

Type 3: Serious grievances or complaints – These may include grievances or offenses pertaining to misuse of funds, allegations of corruption, falsification of public documents, sexual harassment and sexual abuse, etc.

During implementation, a GRM document that clarifies procedures involved for each type of grievance (Type 1, Type 2, Type 3) and associated time-limit should be developed. This should cover all steps from acceptance of complaint and notification to complainant to communication of resolution decision. However, it is important that a complain will be solved with 30 working days of receiving it. All Priority 1 complaints must be escalated immediately to the Programme Coordinator.

iii) Acknowledge

- Ensure that every complaint receives a formal written acknowledgement, containing an expectation of when they will receive a response, and the person dealing with it.

iv) Assess & Investigate

- Follow up all aspects of the complaint, both internal and external, to ensure that the key facts are identified and clarified.
- The priority of the complaint will drive the timescale for completion to be defined during implementation.
- All areas of interaction and communication should be established (who, what, where, when, why etc.) and documented where possible.

v) Resolve & Confirm

- Ensure that the final resolution is clear and fair.
- Ensure that the proposed resolution meets corporate guidelines and does not prejudice the programme in any unnecessary legal or financial manner.
- Discuss and review the solution from both the corporate and complainant viewpoint to ensure fairness and clarity.
- The review should include recognition and documentation of any underlying issues that have contributed to the complaint and recommendations for actions to prevent further occurrence.

vi) Respond to Complainant

- Provide the Complainant with the resolution within the timescales promised.
- The details of the findings and proposed resolution should be clearly explained (in written or verbal form as appropriate) to the complainant- within the agreed timescales.
- If this cannot be done on time the Complainant should be contacted by telephone to request further time.

vii) Appeal & Follow

- Ensure that complaints are followed up to confirm that the complainants are satisfied with the response given. If not satisfied the Complainant is advised on the route for Appealing to the Courts of Law, if he is not satisfied.

vii) QA & Close

- Ensure that the programme staff is aware of the complaints and any underlying issues. Plan actions to remove these and prevent future recurrence.

2. GRM institutional mechanisms

During implementation, the institutional arrangements for GRM at PKSf and PO level should be mapped (in the form of a diagram) for clarity and for ease of understanding by all programme staff and consultants.

The SECAP Expert / Consultant at PMU level is assigned as the focal point to oversee the implementation of the GRM in collaboration with the Programme Coordinator, when her/his involvement is deemed to be relevant and other programme's staff. Local GRM focal points will also be appointed by leveraging the existing GRM system implemented by partner NGOs and service providers.

The SECAP consultant, in collaboration with PMU staff will operate the GRM system through the following activities/steps:

STEP 1: Ensure information about GRM is disseminated among partner organizations, local authorities and field-level staff. During the process of dissemination (about GRM), the roles and responsibilities of GRM-related programme staff, steps and timeframes involved, how decision is made, who the decision makers are, mediation options, etc. should be clearly communicated. The programme should develop information materials to be distributed in the programme's area with guidance on how the GRM and feedback mechanisms are operated.

STEP 2: Collect, classify and collate grievance records that are received from GRM focal points or directly from the affected person through email, website, or post offices.

STEP 3: Communicate and flag: Type 2 and Type 3 grievances, when needed, to the Programme Director for discussion and remedial action.

STEP 4: Display grievance numbers and resolutions in the PMU office on a public notice board and make this information available for disclosure.

IFAD's Grievance and Redress Mechanism shall be fully explained to stakeholders during the programme's start-up workshop and to beneficiaries during the programme's activities. POs will be responsible for sensitizing communities about the GRM system, making sure all target groups are reached and properly informed.

Local implementing entities GRM system will be complementary to PMU-level GRM. The key steps of the GRM system at this level are the following:

STEP 1: A designated NGO/service provider officer receives complaints through email, website, courier or post offices.

STEP 2: S/he registers the complaint and prepare a case file.

STEP 3: The appointed GRM focal person is given responsibilities to classifying and communicating the issue with the SECAP Officer. A complaint should be solved within 30 working days of receiving it.

Monitoring grievances: all implementing entities will ensure a strict grievance logging, monitoring and reporting to APIU for a central and unified grievance tracker to be reported to IFAD. Each complaint to have a unique reference number and should be appropriately recorded and tracked. The project grievance log form will contain record of the person responsible for the received complaint

Capacity building program information on the GRM
Publicizing grievance management procedures so that the mechanism is accessible to everyone.

GRM system be communicated by each implementing agency to the participants to enable them to directly access the system in a manner which guarantees their confidentiality. Communications tools, and numbers should be announced via social media, website, and during all project interventions. Information about the existence and functioning of such processes should be readily available and be part of the overall community engagement strategy. They should also be easily accessible, fair, transparent, and establish clear steps and responsibilities from complaint to resolution. Existing formal and informal processes should be used and strengthened or supplemented as needed with project-specific arrangements and should be proportionate to the risks of the project.

Complaints should include:

- a) Name and contact details of the person(s) (and/or their representative) or community affected by SIGHT-II

- b) Clear statement of the project adverse impact(s). This includes direct and material harm which can be actual present harm, or harm that is expected in the future;
- c) Whether the complainants wish to keep their identity confidential.

The project's grievance redress data and reporting should also feed into IFAD project supervision and implementation support processes. In this context, the IFAD supervision team will draw on reports prepared by the PMU and will carry out further analyses through field visits and consultations with target groups to validate findings. Performance/implementation issues will be discussed with relevant government counterparts to agree on specific remedial actions and any follow-up implementation support to be provided by IFAD. For projects at advanced stages of implementation, focus should also be placed on compiling and disseminating best practices and lessons learned.

Grievance prevention/Alternative Dispute Resolution

Proactivity is a key guiding principle in the GRM. It is not limited to proactivity in resolving incident but extended to proactively mitigate and solve issues before they escalate and become grievances. Project implementers should be proactively monitoring the project aware and predicting any issues with the development of the project and grievances that may likely occur. They could be integrated in the updated work plan in consultation with IFAD. Project implementers can prevent complaints by the following:

- Providing sufficient and timely information to communities
- Conducting positive and inclusive community consultations involving stakeholders
- Building capacity for project staff
- Negotiation, Mediation and reconciliation

IFAD's Enhanced Complaints Procedure

How to submit a complaint to IFAD?

The IFAD Enhanced Complaints Procedure complements the project-level GRM. Complainants are encouraged to first raise their concerns with the community representative at the local/ governorate level and/or the PMU. If the above entities do not respond adequately, then the matter may be brought to IFAD. However, the issue may be brought directly to IFAD if the complainants feel they may be subject to retaliation if they were to go to the government/lead agency first.

IFAD guarantees confidentiality if requested by the complainants. Complaints can be submitted in the language of the complainants by letter, email (SECAPcomplaints@ifad.org) and/or the web form available on <https://www.ifad.org/en/accountability-and-complaints-procedures>

The SECAP Redress Service (SRS)

The SRS serves as the single entry point at IFAD level for project affected people to submit a complaint for alleged non-compliance with IFAD's SECAP. The SRS screens and registers complaints and assesses whether the complaint is valid. During this assessment, any complaints related to corruption, procurement, or sexual harassment/sexual exploitation and abuse are forwarded to and processed by the Office of Audit and Oversight, project procurement and the Ethics Office, respectively. The assessment process provides complainants, borrowers and the IFAD project delivery team an opportunity to raise questions and consult with the SRS to facilitate informed decision-making and understanding of the procedure.

Problem-solving process

If the issues raised by the complainants are not successfully addressed during the assessment process, the SRS will facilitate the resolution of issues through a neutral, transparent, collaborative and constructive problem-solving approach. The PSP may involve facilitation and information-sharing, a factfinding mission or site visit, and/or mediation.

The impartial review process

If no agreement or only partial agreement is reached during the problem-solving process, the complaint may be referred to the impartial review process. In this case, the SRS will forward the complaint upon agreement of the complainants to an independent consultant housed within the Office of Audit and Oversight. The impartial review process provides a process to carry out impartial reviews of IFAD's compliance with its SECAP, assesses eventual harm done and recommends remedial actions where appropriate. No monetary damages are paid in response to complaints.

Appendix 1: Complaint Submission Form



Investing in rural people _____

IFAD COMPLAINTS PROCEDURE AND THE ENHANCED COMPLAINTS PROCEDURE SUBMISSION FORM

FOR ALLEGED NON-COMPLIANCE WITH ITS SOCIAL AND ENVIRONMENTAL POLICIES AND MANDATORY ASPECTS OF ITS SOCIAL, ENVIRONMENTAL AND CLIMATE ASSESSMENT PROCEDURES (SECAP)

i) NATURE OF THE COMPLAINT

What complaint are you making to IFAD? (Choose the one(s) applicable to your complaint)

- ☐ Complaint relating to individuals/communities believing they are or may be adversely affected by an IFAD funded project
- ☐ Complaint relating to IFAD's failure to apply its Social and Environmental Policies
- ☐ Complaint relating to IFAD's failure to apply the Mandatory Aspects of SECAP

- ☐ SECAP 2015
- ☐ SECAP 2017
- ☐ SECAP 2021

ii) COMPLAINANTS' INFORMATION

a) How many Complainants are you? (You must be 2 in order for the Complaint to be admissible)

b) Are you nationals of the concerned country or living in the area? (Complainants must be nationals of the country concerned and/or living in the project area)

- ☐ YES ☐ NO

iii) CONFIDENTIALITY

a) The identity of complainants will be kept confidential if they request so of IFAD.

b) Do you want your identity to be kept confidential?

- ☐ YES ☐ NO

c) If YES, please state why. If NO, please avail your details below:

iv) COMPLAINANTS' INFORMATION

a) COMPLAINANT 1

FULL NAME:

TITLE:

ORGANISATION:

PHONE NUMBER (WITH COUNTRY CODE):

EMAIL:

LOCATION

YOUR ADDRESS/ LOCATION:

MAILING ADDRESS (IF DIFFERENT):

ADDITIONAL GUIDANCE ON HOW TO LOCATE YOU (IF APPLICABLE):

b) COMPLAINANT 2

FULL NAME:

TITLE:

ORGANISATION:

PHONE NUMBER (WITH COUNTRY CODE):

EMAIL:

LOCATION

YOUR ADDRESS/ LOCATION:

MAILING ADDRESS (IF DIFFERENT):

ADDITIONAL GUIDANCE ON HOW TO LOCATE YOU (IF APPLICABLE):

Please provide the names and/or description of other individuals or groups that support the complaint (If any):

First Name	Last Name	Title/Affiliation	Signature	Contact Information

If the space provided above is not enough, attach a separate document with a list of other individuals or groups (with their signatures) who support the complaint.

v) IFAD PROJECT/PROGRAMME OF CONCERN AND NATURE OF CONCERN

a) Which IFAD-supported project/programme are you concerned about? (please provide the Project/Programme name, if known):

b) Please provide a short description of your concerns about the project/programme. Please describe, as well, the types of Environmental and Social impacts that may occur, or have occurred, as a result.

c) When did the situation that raised your concerns start developing? (Please note that complaints must concern projects/programmes currently under design/implementation. Complaints concerning projects/programmes that preceded the operationalization of SECAP in 1/1/2015, projects that have been closed for a period of 24 months or more will not be eligible).

vi) PROJECT LEVEL

a) Have you raised your complaint with government representatives or NGO(s) responsible for planning or executing the project or programme or the Lead Agency or any governmental body with the responsibility of overseeing the Lead Agency? (The complaint should first be brought to the above authorities. If they do not respond then the matter may be brought to IFAD's attention. The complaint may be brought directly to IFAD if the complainants feel they may be subject to retaliation).

☐ YES☐ NO

If YES,

First Name	Last Name	Title/Affiliation	Estimated Date of Contact	Nature of Communication	Response from the Individual

b) Please explain why, if the response or actions taken are not satisfactory.

c) How do you wish to see the complaint resolved? Do you have any other matters, evidence or facts (including supporting documents) that you would like to share?

vii) IFAD Level

a) Do you disagree with the response from the IFAD Country team and Regional Division in relation to your complaint?

☐ YES

☐ NO

b) Please provide the details of the response from the IFAD Country Team and Regional Division in relation to your complaint

c) Please explain why, if the response or actions taken are not satisfactory.

d) How do you wish to see the complaint resolved?

e) Do you have any other matters or facts (including supporting documents) that you would like to share?

Signature and Date (1st Complainant)

Signature and Date (2nd Complainant)

The completed form should be sent by email to SECAPcomplaints@ifad.org

OR by mail to:

IFAD - SECAP Complaints

Operational, Results and Policy Division

Programme Management Department

Via Paolo di Dono 44

00142 Rome, Italy.

^[1] See https://www.ifad.org/documents/38711624/42415556/SEA_e_web.pdf

^[2] See https://www.ifad.org/documents/38711624/42415576/sea_guidelines_e.pdf

Annex 5.4 Terms of Reference for Developing a Solid/Liquid Waste Management Plan

Note:

These Terms of Reference (TOR) are for developing a Solid/Liquid Waste Management Plan (S/LWMP) for the following sub-project/ activity of the SIGHT-II project: breeding station.../ livestock market.../ processing unit....

They are meant to complement the national applicable environmental safeguards. If, based on sub-project screening by the MoE, an Environmental Impact Assessment (EIA) (or other environmental study) is required, then the below TOR will be included in the relevant section of the EIA/study TOR. If no environmental study is required by the MoE for the sub-project, then this plan will be developed as a standalone document.

Background & Objective of the Assignment:

Within the framework of the SIGHT-II project (add a brief description of the project focusing on the relevant part of the note above), the Ministry of Agriculture/PMU is looking for the services of an environmental expert to develop a S/LWMP for sub-project...., as per the activities/outline below:

Activities:

1. Brief overview of the sub-project
2. Characterization of the solid/liquid waste generated by the sub-project (quantities, composition, etc.)
3. Description of the baseline environment surrounding the sub-project
4. Legal and institutional framework (covering applicable laws and regulations, and relevant institutions)
5. Public consultation (as needed)
6. Identification of management options for each type of waste (including disposal of residues)
7. Recommended management plan, including
 - a. Detailed design of any facility to be constructed on site
 - b. Environmental mitigation measures during construction and operation
 - c. Environmental monitoring measures during construction and operation
 - d. Institutional strengthening plan (i.e. identification of the personnel needed and related training and reporting requirements)

Deliverables:

- Waste characterization report
- Draft S/LWMP
- Final S/LWMP

Time-Frame:

5-6 months as per the below

Deliverable	Deadline
Waste characterization	One month from notice to start PMU feedback within 15 days from receipt
Draft S/LWMP	3 months from notice to start PMU feedback within 1 month from receipt
Final S/LWMP	5 months from notice to start

Competencies:

- Bachelor degree in environmental engineering, sciences or equivalent
- 15 years of experience in solid/liquid waste management
- Proven experience in S/LWMP for the livestock/ small ruminants sector
- Previous experience in working in Jordan
- Knowledge of the IFAD SECAP procedures

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II Project Design Report

Stakeholder Engagement Plan

Mission Dates: 06/09/2025 19/09/2025

Document Date: 19/12/2025

Project No. 2000005508

Report No. 7367-JO

Near East, North Africa and Europe Division
Programme Management Department

Annex 5.2 Stakeholder Engagement Plan

Introduction

This Stakeholder Engagement Plan (SEP) establishes a process to ensure stakeholder engagement while implementing SIGHT-II. It outlines the proposed engagement process for the Project's implementation phase. SEP include individuals or groups who are affected, or likely to be affected by the Project, and/or may have an interest in the Project or be able to influence its outcome, either positively or negatively.

The SEP is a tool to ensure that IFAD, PMU, and the programme's implementing partners provide timely, relevant, understandable and accessible information and consult with all relevant stakeholders in a culturally sensitive and gender/socially inclusive manner. It identifies the main stakeholder groups; evaluates topics of engagements concerning their needs, priorities and ideas; and determines the appropriate way to monitor the effectiveness of stakeholder engagement. It also provides the framework to receive feedback from local stakeholders, particularly the programme's target groups. Feedback from local stakeholders is expected to be regularly used to monitor the delivery of programme interventions and promptly inform adaptation and improvement thereof.

Project Description

Small Ruminants Investment and Graduating Households in Transition Project – phase II (SIGHT-II), implemented by the Ministry of Agriculture (MOA), will support climate resilient transformation of small-ruminants value chains in all Governorates of Jordan. **The project goal** is to “increase resilience and food and nutrition security of rural smallholders engaged in small ruminants value chains and ultimately contribute to sustainable, inclusive and healthy food systems”, and the Project **Development Objective** (PDO) is to “sustainably improve productivity, resilience, profitability, and small-ruminants value chains contribution to smallholders’ livelihoods”. It will achieve them by strengthening delivery of essential livestock services (breeding, animal health, identification, extension), adoption of resilient and adaptive production technologies, supporting sustainable rangelands management and water conservation, as well as enhancing value addition, access to market and financial services.

The project will be implemented nationwide, with a focus under component two on the southern governorates showing high levels of vulnerability, namely Ma'an, Karak, Aqaba, and Tafilah, in addition to Mafraq.

Objectives of the SEP

During the design stage, SEP was developed to match the project's nature, scale, and potential risks and impacts. The SEP's primary objective is to assist in building strong relationships between the project and stakeholders, create an atmosphere of mutual understanding, respect, trust, and collaboration, enhance decision-making processes and cultivate an inclusive environment that actively involves project-affected individuals and stakeholders. This will be achieved by providing ample opportunities for stakeholders to actively engage with the project which will support informed project decisions and ensure a collaborative approach to project implementation.

SEP objectives can be categorised as follows:

- **Stakeholder Identification & Analysis:** Identify all project stakeholders, especially those affected or vulnerable, and understand their interests, influence, and potential project impacts on them.
- **Consultation & Communication:** Conduct meaningful consultations to capture stakeholder concerns, needs, and priorities. Ensure information sharing is regular, transparent, accessible, and culturally appropriate.
- **Incorporating Feedback:** Establish mechanisms to gather stakeholder input at all project phases (design to operation) and integrate this feedback into project planning and implementation.
- **Information Disclosure:** Define clear strategies for timely and inclusive disclosure of project information, especially to those negatively impacted.
- **Consultation Methods:** Outline specific methods for engaging stakeholders and collecting and using their feedback in project design.
- **Grievance Redress Mechanism (GRM)** Ensure an accessible, fair, and responsive GRM is in place, especially for women, youth, and persons with disabilities (PwDs).
- **Resources & Responsibilities:** Allocate adequate human and financial resources for SEP implementation and define clear roles and responsibilities for those involved.
- **Monitoring & Reporting:** Establish measures to monitor and report on the effectiveness of stakeholder engagement and update the SEP as needed during implementation.
- **Stakeholder Participation in Monitoring:** Allow stakeholders to participate in monitoring the project's environmental and social impacts.

Stakeholder identification and analysis

Consultations were conducted during the design mission in September 2025. They included a wide with a range of stakeholders. SIGHT-1 beneficiaries under different components, cooperatives and associations, value-chain operators, potential implementing partners, fieldworkers, banks, development actors, including donors and local NGO. These included representatives of WFP, and ICARDA; staff from the Ministry of Agriculture, Ministry of Environment and the National Aid Fund and government representatives. Interviews, field visits, meetings, and focus group discussions were conducted with the current and potential target groups, including youth, women, smallholder farmers, and small ruminants' breeders.

The main stakeholders for the project can be classified into 3 groups: the target groups; implementing partners; and different programme's partners including co-financing institutions, such as the Adaptation Fund, Pandemic Fund, commercial banks; Ministries etc. During the design, the PDT has identified the following preliminary mapping and classification of relevant stakeholders is provided below:

Stakeholder Group and organisation	Characteristics	Interest and influence (Low/Medium /High)	Role in the programme	Mechanism for engaging stakeholders
Co-founders				
Adaptation Fund	Co-financing institution, focusing on climate-adaptation agriculture; rural finance	High interest and high influence	Co-founder	Frequent meetings and coordination activities at design and start-up for implementation readiness; Member of a donor coordination mechanism for regular coordination activities.

Stakeholder Group and organisation	Characteristics	Interest and influence (Low/Medium /High)	Role in the programme	Mechanism for engaging the stakeholders
Pandemic Fund		High interest and influence;	Co-founder and implementer of women and youth focused interventions	Meetings and coordination activities to finalize the terms and conditions of partnership; member of a donor coordination mechanism.
Main implementing partners (NGOs)				
JEDCO	Lead implementing partner for REGEP-UP with a demonstrated implementation capacity	High interest and high influence	Potential Implementing partner for the grants scheme under component 2	Depending on the role they will play in the project
National Agriculture Research Centre (NARC)	National agriculture research centre. Key implementing partner under REGEP. High technical capacity in implementing training for climate resilient agriculture.	High interest and medium influence.	Implementing partner responsible for breeding, rangeland restoration, and adaptive feed research	Regular engagement as a key partner.
The International Center for Agricultural Research in the Dry Areas ICARDA	a strong research portfolio in the region to strengthen food system resilience in dry areas. could be mobilized to provide scientific support on aspects related to soil and water conservation.	High interest and medium influence. Potential implementing partner	Service-delivery during implementation	Depending on the role they will play in the breeding programme, they might be engaged as a key partner.
The Arab Center for the Studies of Arid Zones and Dry Lands ACSAD	Has a long history of cooperation with the MoA, and could support the project by providing improved genetic material (live males and semen) from its station in Syria.	High interest and medium influence	Service-delivery during implementation	Depending on the role they will play in the breeding programme, they might be engaged as a key partner.
International Union for Conservation of Nature IUCN	Rich expertise and experience in nature conservation and sustainable use of natural resources, using participatory approaches	High interest and medium influence	Service-delivery during implementation Will support to the activity related to rangeland restoration and community-based rangeland management.	Depending on the role they will play in the breeding programme, they might be engaged as a key partner.
Government				
Ministry of Planning and International	Main implementing agency	High interest and high influence	Lead the PSC and provide	Engaged regularly through the PSC

Stakeholder Group and organisation	Characteristics	Interest and influence (Low/Medium /High)	Role in the programme	Mechanism for engaging stakeholders
Cooperation (MOPIC)			overall coordination	
Ministry of Agriculture (MoA)	Provide the policy framework for climate resilient agriculture and value-chain development	High interest and medium influence	Members of the programme's steering committee. Strategic oversight during the course of implementation	Engaged regularly through the PSC
National Aid Fund (NAF)	National institution managing social protection and cash transfer in the country.	Medium interest and medium influence.	Beneficiary targeting by providing robust information on poor and vulnerable target groups-	They will be engaged at early implementation during: pre-identification of target groups; social mobilisation and overall targeting process under component 1.
Ministry of Environment (MoE)	They provide the policy framework and data on water resources and other environmental issues.	High interest and medium influence	Provide technical oversight through PSC	Engaged regularly through the PSC and technical consultation activities.
Ministry of Health (MoH)	Provide the policy framework for health and safety issues.	Medium interest and medium influence	They can provide the policy framework for food safety	Engaged through policy dialogue initiatives and consultation activities
Ministry of Labour (MoL)	Provide the policy framework for labour issues in the country, including on OHS, and decent work	Medium interest and medium influence	They can influence the programme's approach to address labour issues and OHS in the value chain. Also provide employment data for targeting	Engaged through consultation at early implementation.
Private sector				
ACC	Financial institutions, providing agriculture financial services in rural and under-served areas.	High interest and high influence	Key implementing partners for delivery of Component 2.2.3	Engaged systematically as part of M&E activities.
Private sector actors (feed suppliers, processors, veterinary service providers)		High interest and high influence	Potential partners	Depending on the role they will play in the programme.
Cooperatives	Farmer organisations with both advocacy	High interest and medium influence	Key partners and	Engaged through consultation activities

Stakeholder Group and organisation	Characteristics	Interest and influence (Low/Medium /High)	Role in the programme	Mechanism for the engaging stakeholders
	and service-delivery functions.		beneficiaries. Provide outreach to the target groups.	at design and early implementation.
SMEs	Small and medium scale processors	High interest and high influence	Potential beneficiaries under component 2	Engagement through value-chain mapping at early implementation. Continuous engagement during programme's implementation, through regular service-delivery, M&E and feedback
NGOs				
Labour Unions	Labour rights organisations, also with a focus on agricultural labourers.	Medium influence and medium interest	Providing the policy and legal framework for tackling OHS issues, child labour etc.	Consultation activities during the course of implementation.
Veterinarian Association	Members based on veterinarians' rights association	Medium influence and high interest	Potential implementing partner for subcomponent 1.1.6	Depending on the role they will play in the programme.
Women's rights organisations and NGOs	Women-led organisations specialised in training, advocacy and policy engagement on GEWE	Medium interest and medium influence	Potential partners for policy engagement on GEWE	Engaged through consultations and policy engagement activities
Target groups				
CBOs and Women's Associations	Community based organisations that provide services to the target group	High interest and high influence	Potential partners and beneficiaries	Engagement at design and during the value-chain mapping and targeting process. Key actors for information and communication campaign and beneficiary outreach.
Rural women, men youth	Main target groups of the programme	High interest and high influence	Potential beneficiaries	Engagement through consultations, information and communication campaign; group formation; service-delivery; M&E; feedback mechanisms.

Stakeholder Engagement Modalities

The project will ensure proper communication and feedback with different stakeholders according to their role and the level of information needed for a successful cooperation and effective feedback. The implementation plan includes different types of engagement and information sharing with stakeholders including virtual meetings, office correspondence, annual reporting, and many different types according to the stakeholder group.

Engagement activities with the main implementing partners, will be carried out on a regular basis during the course of the project, through meetings, regular activities and field-missions, including supervision and implementation support.

Once the SEP finalised according to their characteristics, roles and influence in programme activities and outcomes, the PMU will develop a RACI matrix to identify how each group will be engaged, informed, and consulted.

Engagement with the project participants will follow established procedures for information campaigns and social mobilisation, and target groups selection in line with the targeting strategy. Mechanisms for feedback collection and analysis are and will be systematically embedded in all stages of the programme cycle, as per the following suggested techniques:

Engagement technique	Appropriate application of the technique
Implementing partners, NGOs, development programmes, government organisations	
Multi-stakeholder meetings/ Round tables and/or Validation Workshops	• Present project information to a group of stakeholders • Allow a group of stakeholders to provide their views and opinions. • Record responses and build action and follow-up plans
PMU Engagement	• Emails • Progress Meetings • Bulletin board • Grievance procedure • Code of conduct • Supervision mission reports and AM
Formal meetings	• Present the Project information to a group of stakeholders. • Allow group to comment – opinions and views. • Build relations with high level stakeholders.
Policy engagement events	• Presents findings and policy recommendations in the areas of the project and interest of target groups for discussion with the government.
Community members, project target groups	
Social Media (WhatsApp, SMS, Facebook, Twitter, Zoom, Microsoft Meetings etc	• Share information with beneficiaries. • Distribute information to Co-Implementing partners. • Invite stakeholders to meetings and follow-up. • Online Meetings with stakeholders • Online Workshops with stakeholders
Public meetings	• Disseminate technical information • Record discussions • Present Project information to a large group of stakeholders, such as villages and rural communities • Allow the group to provide their views and opinions. • Build relationships with the communities, especially

Engagement technique	Appropriate application of the technique
	those impacted. • Share non-technical information • Record discussions, comments, questions.
Focus group discussion	• Present Project information to a group of stakeholders (8- 15 people per groups) • Allow stakeholders to provide their views on targeted baseline information, project progress, and feedback • Use participatory exercises to facilitate group discussions, brainstorm issues, analyse information, and develop recommendations and strategies. • Suitable for project beneficiaries • Culturally acceptable, with target groups needs accommodated (ie women only groups, flexible time and location, local language etc..) • Build relationships with communities. • Record responses
Project website and social media	• Present project information and progress updates • Disclose SEP, GRM, selection criteria, timetable, and Present project information and progress updates • Disclose • The project Social Media pages (i.e.Facebook) • Dedicated phone/ WhatsApp number for grievances and feedback
Project leaflet	• Brief project information to provide regular update. • Site specific project information. • GRM channels • Online resources to project information and engagement
Surveys	• Gathering opinions and views from individual stakeholders • Gather baseline, mid-term, and final data. • Record data

Information disclosure

- Information and data the project description, objectives, interventions, processes, and policies will be shared. The project's beneficiary's selection criteria will also be transparently outlined. This information will largely be shared at the early stages of the project.
- A variety of communication tools will be established through digital and offline systems to support such information exchanges and learning, and designed to meet different categories of stakeholders' communication preference such as:
 - Project notices and memos
 - Direct mailings to communities
 - Validation workshops
 - Presentations with or without focus group sessions,
 - Online meetings, presentations, seminars, and workshops with stakeholders,
 - One-on-one meetings, presentations, seminars, workshops, e-mails, and phone conversations with stakeholders,
 - Field visits
 - Social media (i.e., WhatsApp, Facebook groups)
 - Village social exchange communication tools (radio, mosques, youth centres, schools, family clinics, etc.)

Implementing stakeholder engagement activities

Roles

- The project director has the overall role management of the SEP, establishing, managing, and maintaining engagement with stakeholders. Each technical member of SIGHT-II at the PMU will be responsible for managing daily relationships with different groups of stakeholders according to their role in the project. For example, the Social Inclusion and Targeting Specialist will have a special focus on women, youth, and vulnerable group, NGOs and CBOs, FFS and FBS facilitators, and women and youth-led cooperatives
- ACC, implementing partners, and service providers will adhere to environmental social management standards developed at project start-up.
- The Social Inclusion and Targeting Specialist will oversee all stakeholders' engagement activities regarding the implementation of the SEP and GRM as well as other project specific documents. Responsibilities of the Social Inclusion and Gender specialist are included in their TOR in the PIM.
- Implementing partners will be trained on social inclusion, and GRM. Each entity is responsible for recording, documenting, and submitting the received feedback and grievance to the PMU in a timely manner according to the plan and the contract agreement.

Budget

- Budget for engagement with stakeholder has been mainstreamed in the project budget under their relevant budget line (i.e policy engagement, baseline, midterm, end surveys, data collection for knowledge documents, Project Management budget, capacity building, supervision missions, and other expenses as explained in the COTAB)
- M&E and knowledge management plan is in place with an allocated budget. Findings capture target groups satisfaction, application of knowledge and support received from the project, and any challenges they have/ are facing.

Monitoring

The SEP will be reviewed annual quarterly and updated as necessary. This approach ensures that the SEP remains current and responsive to the evolving needs of the project and its stakeholders. Any modifications to the SEP modalities should be communicated to the stakeholders as needed, guaranteeing that the project remains aligned with its objectives and that stakeholders are informed of any adjustments in a timely manner.

A dedicated team recruited by the PMU and implementing partners, will maintain regular interaction with the target groups. To ensure a continuous inclusive communication, with different channels provided for sharing their feedback and reporting incidents.

Field workers will record and classify feedback: straightforward issues will be resolved directly by them, while more complex inputs will be escalated to management and PMU staff for joint review and action. Timely attention to participants' feedback is essential to strengthen trust, accountability, and service delivery improvements.

Feedback mechanisms will be solicited to provide inputs and suggestions on the different activities and services provided by the programme. This is key to inform adaptive management.

Target group feedback will be regularly used to monitor the delivery of programme interventions to ensure adaptive management and improvement thereof.

During implementation, the target group will have access to different formal and informal mechanisms to provide their feedback. These include:

- One-to-one interaction.
 - Allocated time for feedback during project meetings with relevant stakeholder groups within a safe space.
 - Interviews with the target group during project supervision missions;
 - Feedback provided via WhatsApp.
 - Supervision missions
 - The Grievance Redress Mechanism.
 - Surveys
- a. **Target group feedback is integrated in the assessment of outcomes and the responses to be taken** including their satisfaction with the interventions delivered and the process changes that need to be pursued to increase relevance and effectiveness of the intervention.
- b. **Closing the feedback loop.** Community-based meetings will be the preferred platform to inform the target group about the feedback received and the actions that the programme will take in response to their claims and suggestions.
- c. **Programme reporting includes a section on SEP and feedback from target groups.** It is essential that stakeholder engagement activities and feedback mechanisms are monitored and documented as part of programme and SECAP reporting. Supervision missions will further assess quality of engagement and effectiveness of consultations and feedback mechanisms.

Monitoring and assessing the effectiveness of target group engagement and feedback mechanisms

The stakeholder engagement process will be monitored through the regular reporting and supervision cycle with IFAD, allowing the programme to take corrective measures if needed. Progress reports should include a section on stakeholder engagement, serving as a basis to discuss the effectiveness and efficiency of the partnerships established under the programme.

The following success criteria and performance indicators should be used when reviewing the effectiveness of stakeholder engagement and feedback mechanisms:

Objective	Success Criteria / Performance Indicators
Provision of information in a timely, accurate and culturally appropriate manner	• Making sure that all relevant target groups are reached and informed and that the meeting venue and time is suitable to the participation of women and persons with disabilities. • Information provided is clear and well understood by participants.
Stakeholder comments and feedback are received and incorporated into programme activities as appropriate	• Number and type of feedback received over a specified period and measures and actions taken to address them and close the feedback loop.
Informed participation by vulnerable groups	• Consultation reports include disaggregated information on the participation of vulnerable groups (by poverty, gender, age, and legal status) • Monitoring of access to and use of feedback mechanisms and GRM system by vulnerable groups (e.g. refugees, women and girls, women headed households etc)
Stakeholder engagement is transparent, inclusive and appropriate	• Program information disclosed to all stakeholders as requested and according to disclosure mechanism.

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II

Project Design Report

Solid/Liquid Waste Management Plan

Mission Dates: 06/09/2025 19/09/2025

Document Date: 19/12/2025

Project No. 2000005508

Report No. 7367-JO

Near East, North Africa and Europe Division
Programme Management Department

Annex 5.4 Terms of Reference for Developing a Solid/Liquid Waste Management Plan

Note:

These Terms of Reference (TOR) are for developing a Solid/Liquid Waste Management Plan (S/LWMP) for the following sub-project/ activity of the SIGHT-II project: breeding station.../ livestock market.../ processing unit....

They are meant to complement the national applicable environmental safeguards. If, based on sub-project screening by the MoE, an Environmental Impact Assessment (EIA) (or other environmental study) is required, then the below TOR will be included in the relevant section of the EIA/study TOR. If no environmental study is required by the MoE for the sub-project, then this plan will be developed as a standalone document.

Background & Objective of the Assignment:

Within the framework of the SIGHT-II project (add a brief description of the project focusing on the relevant part of the note above), the Ministry of Agriculture/PMU is looking for the services of an environmental expert to develop a S/LWMP for sub-project...., as per the activities/outline below:

Activities:

1. Brief overview of the sub-project
2. Characterization of the solid/liquid waste generated by the sub-project (quantities, composition, etc.)
3. Description of the baseline environment surrounding the sub-project
4. Legal and institutional framework (covering applicable laws and regulations, and relevant institutions)
5. Public consultation (as needed)
6. Identification of management options for each type of waste (including disposal of residues)
7. Recommended management plan, including
 - a. Detailed design of any facility to be constructed on site
 - b. Environmental mitigation measures during construction and operation
 - c. Environmental monitoring measures during construction and operation
 - d. Institutional strengthening plan (i.e. identification of the personnel needed and related training and reporting requirements)

Deliverables:

- Waste characterization report
- Draft S/LWMP
- Final S/LWMP

Time-Frame:

5-6 months as per the below

Deliverable	Deadline
Waste characterization	One month from notice to start PMU feedback within 15 days from receipt
Draft S/LWMP	3 months from notice to start PMU feedback within 1 month from receipt
Final S/LWMP	5 months from notice to start

Competencies:

- Bachelor degree in environmental engineering, sciences or equivalent
- 15 years of experience in solid/liquid waste management
- Proven experience in S/LWMP for the livestock/ small ruminants sector
- Previous experience in working in Jordan
- Knowledge of the IFAD SECAP procedures

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II

Project Design Report

Annex 6: First (Annual) Work Plan and Budgets

Mission Dates: 06/09/2025 19/09/2025

Document Date: 19/12/2025

Project No. 2000005508

Report No. 7367-JO

Near East, North Africa and Europe Division
Programme Management Department

Annex xxx: First (18 months) Work Plan and Budgets – SIGHT II

The development of this 18 months AWPB was done following the Cost tables and the activities planned for the first 18 months of the project. The 18 months AWPB is provided as a guiding document for the PMU to use and start developing its 12 months AWPB that will be submitted to IFAD for discussion, review and support.

Description of activity by Category	Description of activity by Component/subcomponent	Unit	Quantity	Cumulative Expenditure (000 USD) for 2020-2021	Expenditure by financing source for the first 18 months (000 USD)							
					Plan	IFAD PBAS	IFAD BRAM	ACC (F) Corporation	Pandemic Funds	Adaptation Funds	Beneficiaries	CoJ
Component 1. Strengthening productivity and climate resilience of small ruminants' production												
Subcomponent 1.1. "Support to national breeding programme and veterinary services for small ruminants"												
A. Upgrading of breeding stations												
C.W.EA	Upgrading works	Station	2	984.93	199.59	206.77					77.40	
EQ.MAT.EA	Farm and laboratory equipment	Station	1	332.89	68.24	68.63					19.15	
EQ.MAT.EA	Office equipment	Station	4	26.08	24.09	-					4.59	
EQ.MAT.EA	Mobile AI and vet clinics	Set	3	107.54	90.33	-					17.21	
G.S.EA	Breeding stock 1	Doe	200	71.69	60.22	-					11.47	
G.S.EA	Breeding stock 2	Head	15	59.86	-	9.36					1.78	
C.EA	Training and Technical Assistance	Lumpsum	1	94.05	-	18.72					3.57	
SA.EA	1. Drivers for stations	Month	6	59.66	-	-					5.97	
SA.EA	2. Allowances for station staff	Month	6	165.63	-	-					16.56	
B. Dissemination of improved genetic material												
C.EA	Technical assistance for Small Ruminants production	Month	18	154.16	25.06	-					-	
C.EA	Field Project Coordinators (FPC)	Month	270	1 344.08	265.65	70.52					-	
G.S.EA	Drivers (3 starting year 2+ 1 in the Directorate starting in year 1)	Month	18	263.23	40.46	-					-	
G.S.EA	Incentives field staff	Lumpsum/month	18	143.80	36.00	-					-	
G.S.EA	Provision of semen for AI	Dose of semen	15000	1 744.20	-	225.91					43.03	
G.S.EA	Consumables for AI	Lumpsum	1	79.81	-	12.48					2.38	
G.S.EA	Fuel for AI campaigns	Lumpsum/year	1	159.63	-	-					29.71	
G.S.EA	Pregnancy diagnosis for inseminated females	AI	15000	144.51	-	18.72					3.57	
G.S.EA	Purchase of rams from Multipliers	Ram	100	279.35	-	43.67					8.32	
G.S.EA	Production incentives for Multipliers	Lumpsum/BP	40	113.34	17.72	-					3.37	
G.S.EA	Subsidies for rams sold from stations	Ram	200	244.74	-	-					18.84	
G.S.EA	Subsidies for bucks sold from stations	Buck	50	96.45	-	-					14.85	
EQ.MAT.EA	Ultrasound machines for PD	Machine	10	60.18	42.15	-					8.03	
EQ.MAT.EA	Equipment for inseminators	Lumpsum/team	141	31.42	-	26.39					5.03	
T.W.EA	Training of new inseminators	Lumpsum/team	60	8.60	7.23	-					1.38	
EQ.MAT.EA	Equipment and Vehicles for the Field	Set	16	9.51	7.99	-					1.52	
EQ.MAT.EA	Office Furnitures	Number	3	124.78	104.81	-					19.96	
EQ.MAT.EA	Vehicles (Pick up)	Number	15	13.37	11.23	-					2.14	
EQ.MAT.EA	Portable Computer (laptop)	Lumpsum	1	5.94	4.99	-					0.95	
EQ.MAT.EA	Printers , Scanners , camera ,display Monitor , etc	Month	18	112.98	22.00	-					4.25	
OP.EA	Operations and maintenance for the field offices	Month	18	11.30	2.15	-					0.45	
OP.EA	Vehicles and travel costs for 3 cars	Month	18	3 238.12	238.27	327.16	-	-	-	-	167.77	
OP.EA	Telecommunications costs for FPC	Month	18	3 373.92	256.27	327.16	-	-	-	-	167.77	
Total for Subcomponent 1.1. "Support to national breeding programme and veterinary services for small ruminants"				3 373.92	256.27	327.16	-	-	-	-	167.77	

Annex xxx: First (18 months) Work Plan and Budgets – SIGHT II

The development of this 18 months AWPB was done following the Cost tables and the activities planned for the first 18 months of the project. The 18 months AWPB is provided as a guiding document for the PMU to use and start developing its 12 months AWPB that will be submitted to IFAD for discussion, review and support.

Description of activity by Category	Description of activity by Component/subcomponent	Unit	Quantity	Cumulative Expenditure (000 USD) for 2026-2031	Expenditure by financing source for the first 18 months (000 USD)						
				Plan	IFAD PBAS	IFAD BRAM	ACC (Ff) Corporation	Pandemic Funds	Adaptation Funds	Beneficiaries	GoJ
Component 1. Strengthening productivity and climate resilience of small ruminants' production											
Subcomponent 1.2. "Strengthening Adaptive Capacity through Sustainable Feed and Water Systems"											
A. Restoration of rangelands and support to community-based rangeland management											
C_EA	Assessment Study including site selection, water conservation technique, seed type, management modality	kumpoun	1	43.01	36.13						6.88
C_W_EA	Lease work for rangeland	Ha	300	2 541.39	339.29						64.63
B. Technical assistance for Climate, Environment and Rangeland											
C_EA	Technical assistance for Climate, Environment and Rangeland	Month	18.00	160.85	36.60						
Total for Subcomponent 1.2. "trengthening Adaptive Capacity through Sustainable Feed and Water Systems"				2 745.26	412.02	-	-	-	-	-	71.51

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Description of activity by Cateoerv	Description of activity by Component/subcomponent	Unit	Quantity	Cumulative Expenditure (000'USD) for 2026-2031	Expenditure by financing source for the first 18 months (000'USD)						
				Plan	IFAD PBAS	IFAD BRAM	ACC (FI) Corporation	Pandemic Funds	Adaptation Funds	Beneficiaries	GoJ
Component 1. Strengthening productivity and climate resilience of small ruminants' production											
Subcomponent 1.3. "ilding capacities and awareness of producers"											
A.Implementation of FFS and FBS for small ruminants' farmers											
T_W_EA	Implementation of FFS	Session	40	1 003.88	77.08	79.86					29.89
T_W_EA	ToT for FFS	Session	4.5	90.79	18.07	9.36					5.22
C_EA	Development of curricula for FFS	Lumpsum/Curricula	3	73.77	24.09	12.48					6.96
B. Technical training for service providers, public services, and South-South Technical											
T_W_EA	1. South South Technical Exchange /e	Visit	1	77.64	20.47						3.90
T_W_EA	2. Technical training for farmers /f	Trainee	157.5	24.24	4.43						1.28
Total for Subcomponent 1.3. "Building capacities and awareness of producers"				1 270.32	144.14	101.69	-	-	-	-	47.26
Total of Component 1				7 389.49	812.42	428.85	-	-	-	-	286.54

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								Plan	IFAD PBAS	IFAD BRAM	ACC (F1) Corporation	Pandemic Funds	Adaptation Funds	Beneficiaries	GoJ	
Component 2: Supporting investments in the small ruminants' value chain																
Subcomponent 2.1. "Market access and value addition"																
A. Construction or rehabilitation of climate proof market infrastructure																
C_EA	Study to identify and select livestock markets for rehabilitation and construction					Lumpsum	1	15.00	12.60							2.40
C_W_EA	Rehabilitation of livestock markets					Number	1	462.61	60.24		31.81					17.53
C_EA	Technical study for the selection and construction of the market place					Lumpsum	1	21.97			18.46					3.52
								499.58	72.84	50.27	-	-	-	-	23.45	
B. Support women, youth, and microentrepreneurs involved in the small ruminant value chains																
GRANT SUB_EA	Women and youth involved in livestock production and dairy/meat processing					Number	115	4 300.00	204.25	265.53						24.73
GRANT SUB_EA	Milk/meat collection, transport, marketing					Number	6	718.58	25.92	53.71						14.05
GRANT SUB_EA	MSMEs involved in dairy and meat processing and marketing (cooperatives/private companies)					Number	2.5	674.21	22.87	35.54						19.47
G_S_EA	Recruitment of service provider for grant management and technical support					Lumpsum	0.25	1 338.50		1 096.97						208.95
								7 031.29	253.05	1 451.75	-	-	-	-	288.95	
C. Facilitation of market access and products promotion																
C_EA	Development of a Geographic Indication for animal source products					lumpsum	0.2	109.74	17.41							3.32
G_S_EA	Packaging and promotion of products					lumpsum	0.1	203.20	15.95							3.04
T_W_EA	Trade fairs/exhibitions/shows					lumpsum	0.1	124.18	9.74							1.86
								437.11	43.10		-	-	-	-	8.21	
D. Capacity building and awareness raising of value chains actors on quality and safety , environment and climate																
T_W_EA	Business development training					Session	6	99.97	7.88							1.50
G_S_EA	Training and awareness raising on products quality and safety					Session	6	10.64	10.64							2.03
G_S_EA	Analysis certification of products and licensing of businesses					Lumpsum	0.1	5.61	11.22							2.14
								116.22	29.74		-	-	-	-	5.66	
Total for Subcomponent 2.1. "Market access and value addition"									8 084.20	398.72	1 502.02	-	-	-	58.25	246.27

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				Plan	IFAD PBAS	IFAD BRAM	ACC (FI) Corporation	Pandemic Funds	Adaptation Funds	Beneficiaries	GoJ
Component 2. Supporting investments in the small ruminants' value chain											
Subcomponent 2.2. "Access to finance"											
A. Financial literacy and financial management education for entrepreneurs											
C_EA	Technical assistance for Rural Finance and Agri business	Month	18	124.07	18.81	9.40					
	Training in financial planning for business, tracking income and expenses, managing cash flow										
C_EA	Development of financial business school	Person	1	40.85	34.31						6.54
T_W_EA	Imparting of training	Trainee	100	140.85		29.58					5.63
				305.76	53.12	38.98		-	-	-	12.17
B. Technical assistance to ACC											
C_EA	Development and adoption new Islamic financial products, and delinquency management	lumpsum	1	35.85	30.11						5.74
T_W_EA	Imparting training on delinquency management	Trainee	40	63.85					10		1.90
				99.70	30.11	-	-	-	10.00	-	7.64
C. Credit line											
CREDITS_EA	Window 1: Farmers Category A, B, and C	Person	35	1 271.83	105.59		91.10				10.35
CREDITS_EA	Window 2: Women and youth enterprises, private vets, microentrepreneurs	Entreprise	15.5	1 440.85	122.47		105.66				12.01
CREDITS_EA	Window 3: Commercial loans for feed producers, value chain actors relevant to Component 1 and 2.1	Entreprise	6	1 830.99	151.62		186.68				84.23
				4 543.66	379.68	-	383.45	-	-	-	106.59
Total for Subcomponent 2.2. "Access to finance"				4 949.12	462.91	38.98	383.45	-	10.00	106.59	19.80
Total of Component 2				13 033.31	861.64	1 541.00	383.45	-	10.00	164.84	266.08

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				Plan	IFAD PBAS	IFAD BRAM	ACC (FI) Corporation	Pandemic Funds	Adaptation Funds	Beneficiaries	GaJ
Component 3. Policy support and project coordination.											
Subcomponent 3.1. "Policy support"											
B. Provision of technical expertise for policy and institutional development											
C_EA	Utilization of policy tools (LSIPT, Feed Balance sheet)-(Expertise for policy tools)	Lumpsum	1	60.49	24.96						4.75
T_W_EA	Utilization of policy tools (LSIPT, Feed Balance sheet)-(Stakeholder consultation and data collection for policy tools)	Meeting	2	53.88	12.48						2.38
T_W_EA	Organization of policy dialogue fora	Meeting	2	30.80	12.48						2.38
C_EA	Provision of expertise for policy formulation (Update of small ruminant strategy and AH strategy)	Consultancy	1	46.20	18.72						3.57
T_W_EA	Training of MoA staff on Livestock GHG MRVs	Session	1	47.06	18.72						3.57
G_S_EA	Support to data collection for Livestock GHG MRVs	Lumpsum	1	39.91	6.24						1.19
Total for Subcomponent 3.1. "Policy support"				278.32	93.58	-	-	-	-	-	17.83

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					Plan	IFAD PBAS	IFAD BRAM	ACC (FI) Corporation	Pandemic Funds	Adaptation Funds	Beneficiaries
Component 3. Policy support and project coordination.											
Subcomponent 3.2. "Project management"											
A. SIGHT II Project Coordination Unit											
	Equipment and materials										
EQ_MAT_EA	Office furniture	Set	10	5.94	4.99						0.95
EQ_MAT_EA	Acquisition of Car (4WD)	Number	1	51.99	43.67						8.32
EQ_MAT_EA	Acquisition of computers (Laptop)	Number	5	4.46	3.74						0.71
EQ_MAT_EA	Acquisition of other office equipment (Printers, Scanners, Camera, display monitor, etc)	Lumpsum	1	1.49	1.25						0.24
G_S_EA	Acquisition of accounting system software	Lumpsum	1	14.34	12.04						2.29
T_W_EA	Start-up workshop	Event	1	5.02	4.22						0.80
C_EA	Annual Audit	Audit	1	28.25	3.61						0.69
T_W_EA	Trainings and capacity building for PMU staff	Lumpsum	1	65.92	10.99						
T_W_EA	Meeting & allowances for all committees	Lumpsum	1	101.41	16.90						
				278.80	101.41	-	-	-	-	-	14.00
B. Monitoring and Evaluation (M&E)											
C_EA	Baseline Survey	Lumpsum	1	118.35	99.41						18.94
C_EA	M&E MIS development/service provider	Lumpsum	1	28.64	24.05						4.58
C_EA	Operation services/M&E software	Lumpsum	1	9.40	1.20						0.23
EO_MAT_EA	M&E equipment/devices	Lumpsum	2	2.86	2.40						0.46
C_EA	Start-up workshop	Session	1	1.43	1.20						0.23
C_EA	SIGHT II Website/Social Media	Lumpsum	1	7.16	6.01						1.15
C_EA	M&E/KM staff training/international	Lumpsum	1	2.91	1.20						0.23
				170.75	135.49	-	-	-	-	-	25.81
C. Salaries and Allowances											
	Salaries										
SA_EA	Project Director	Month	18	456.25	69.18	34.59					
SA_EA	Financial Manager	Month	18	344.78	52.28	26.14					
SA_EA	Project Officer	Month	18	166.43	25.23	12.62					
SA_EA	M&E Specialist	Month	18	166.43	25.23	12.62					
SA_EA	Procurement Specialist	Month	18	124.07	18.81	9.41					
SA_EA	Social inclusion, Gender and nutrition Specialist	Month	18	124.07	18.81	9.41					
SA_EA	Senior Accountant	Month	18	130.75	19.83	9.91					
SA_EA	Accountant (3)	Month	54	255.16	38.69	19.34					
SA_EA	Drivers (2)	Month	18	132.48	10.87	10.87					
SA_EA	Assistant for PMU Office	Month	18	73.35	11.12	5.56					
SA_EA	Assistant Project Officer	Month	18	98.54	14.94	7.47					
SA_EA	Cleaning services personnel	Month	18	54.95	8.33	4.17					
SA_EA	Others staff allowances										
SA_EA	Incentives for the central	Lumpsum	1	118.31	19.72						
				2 245.56	333.04	162.09	-	-	-	-	-
D. Operations and maintenance											
OP_EA	Vehicles and travel costs for 2 cars	Month	18	79.09	9.06						2.93
OP_EA	PMU office rental	Year	1.5	141.23							32.65
OP_EA	Others office operation costs	Year	1.5	9.42	1.83						0.35
				229.73	10.89		-	-	-	-	35.92
Total for Subcomponent 3.2. "Project management"				2 924.84	580.83	162.09	-	-	-	-	75.73
Total of Component 3				3 203.16	674.41	162.09					93.56

	Expenditure by financing source for the first 18 months (000'USD)						GoJ
	IFAD PBAS	IFAD BRAM	ACC (FI) Corporation	Pandemic Funds	Adaptation Funds	Beneficiaries	
Component 1. Strengthening productivity and climate resilience of small ruminants' production	1 480.71	756.01	-	-	-	-	525.83
Subcomponent 1.1. "Support to national breeding programme and veterinary services for small ruminants"	256.27	327.16	-	-	-	-	167.77
Subcomponent 1.2. "Strengthening Adaptive Capacity through Sustainable Feed and Water Systems"	412.02	-	-	-	-	-	71.51
Subcomponent 1.3. "Building capacities and awareness of producers"	812.42	428.85	-	-	-	-	286.54
Component 2. Supporting investments in the small ruminants' value chain	1 260.36	3 043.03	383.45	-	10.00	223.09	512.35
Subcomponent 2.1. "Market access and value addition"	398.72	1 502.02	-	-	-	58.25	246.27
Subcomponent 2.2. "Access to finance"	861.64	1 541.00	383.45	-	10.00	164.84	266.08
Component 3. Policy support and project coordination	767.99	162.09	-	-	-	-	111.38
Subcomponent 3.1. "Policy support"	93.58	-	-	-	-	-	17.83
Subcomponent 3.2. "Project management"	674.41	162.09	-	-	-	-	93.56
TOTAL FIRST 18 MONTHS WPP SIGHT II	3 509.06	3 961.13	383.45	-	10.00	223.09	1 149.56

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II Project Design Report

Annex 7: Financial Management Assessment

Mission Dates: 06/09/2025 19/09/2025

Document Date: 19/12/2025

Project No. 2000005508

Report No. 7367-JO

Near East, North Africa and Europe Division
Programme Management Department

Appendix 7: Financial Management and Disbursement Arrangements

Summary of Financial Management arrangements

The mission undertook a financial management capacity assessment of the institutions anticipated to participate in the implementation of the SIGHT II project, in line with IFAD's established assessment protocols. IFAD has experience of working with the Ministry of Agriculture (MoA), existing PMU of SIGHT I, and the Agricultural Research Center (NARC). In addition, IFAD has experience of working with the Agricultural Credit Corporation (ACC) and the Extension Department of the Ministry of Agriculture under the ongoing SIGHT I project. The Project Management Unit (PMU), which will continue to be under MoA, will be responsible for the consolidation and submission of the Annual Work Plan and Budget (AWPB), interim unaudited quarterly financial reports, and annual unaudited and audited financial statements. The financial management arrangements for SIGHT II are inherently complex, driven by the involvement of multiple implementing partners and service providers. This structure necessitates strong coordination among different parties, standardized reporting mechanisms, and reinforced internal controls to ensure fiduciary compliance and effective oversight.

Project financial profile

The total project budget is estimated at USD 34 million. IFAD is estimated to contribute USD 15 million, representing [44.1%] of the total budget, through a loan financed under the Performance-Based Allocation System (PBAS) of USD 4.5 million, while the remaining balance currently reflected as financing gap maybe covered from IFAD Borrowed Resource Access Mechanism (BRAM) if an allocation to Jordan is made available under IFAD 13 or IFAD 14 cycles. International co-financing is expected to be provided by the Adaptation Fund in the amount of USD 9.2 million (grant), accounting for [27.1%]; the Pandemic Fund in the amount of USD 2.85 million (grant), accounting for [8.4%], while domestic financing is estimated to be provide as follows:

- Agricultural Credit Corporation (ACC): USD [2.0 million] (5.9 %)
- Project beneficiaries: USD [1.2 million] (3.5 %)
- Government Contribution: USD [3.75 million] (11%)

The largest share of the total project financing—USD [16.3 million] (48%) of the total budget—will be managed under Component 1 by the PMU supported by service Extension Department of the Ministry of Agriculture, NARC and service providers. The activities with the large budgets under component 1 are Civil work for the restoration of rangelands; provision of semen for artificial insemination; salaries for field coordinators. The total financing of component 2 [13.8 million] (40.7%) of the total budget) which will largely be managed by Agricultural Credit Corporation (ACC). ACC

will directly manage its allocated funds, including its domestic contribution to lend to eligible beneficiaries under different windows foreseen in the project design. In addition, component 2 include matching grants with estimated costs of USD [5.8 million] (17 % of the total budget) to support women, youth, and microentrepreneurs involved in the small ruminant value chains. The matching grants will be implemented in coordination with the Project Management Unit (PMU) and the selected service provider. Given the complexity and scale of the flow of flows and parties involved, it is critical to establish robust financial management and reporting systems during the project's start-up phase for verification of the used of sources by intended beneficiaries and reporting. Special attention should be paid to ensuring the accurate capture, verification, and reporting of ACC's and beneficiaries' contributions, in full compliance with IFAD's fiduciary requirements.

Implementation Arrangements

SIGHT II will be implemented by a number of national institutions with prior experience in executing IFAD-financed projects. MoA will serve as the lead implementing agency and will continue to host the PMU, responsible for overall coordination, financial consolidation, and reporting. Additional implementing agencies/partners include the Agricultural Credit Corporation (ACC), the National Agricultural Research Center (NARC), the Extension Department of the Ministry of Agriculture, and services providers. Most of these entities have participated in earlier phases of SIGHT I or other IFAD-funded projects, such as the ongoing REGEP project. To ensure effective oversight and coordination among all stakeholders, a Project Steering Committee will be established. The committee will provide strategic direction, monitor implementation progress, and facilitate collaboration across all participating agencies.

Financial Management Risk Assessment

Country Level

Jordan ranked 59th out of 180 countries, with a score of 49/100 in the 2024 Transparency International Corruption Perceptions Index (CPI), reflecting moderate integrity and anti-corruption efforts. The most recent Public Expenditure and Financial Accountability (PEFA) assessment, conducted in 2017, identified improvements in budget reliability and transparency. However, it also highlighted persistent weaknesses in internal controls, procurement practices, and audit coverage. The Government of Jordan has continued to implement Public Financial Management (PFM) reforms, including the adoption of program-based budgeting, upgrading of the Government Financial Management Information System (GFMIS), and steps toward fiscal decentralization. Nonetheless, challenges remain in areas such as internal audit independence, procurement oversight, and comprehensive financial reporting across government entities. Jordan's Supreme Audit Institution (SAI), the Audit Bureau, performs external audits on public sector entities. While the Audit Bureau applies

internationally recognized auditing standards, audit reports are not always published publicly, limiting transparency. The Treasury function, managed by the Ministry of Finance, operates under an adequate framework, though further modernization is needed to improve real-time financial monitoring and integration with e-payment systems.

Entity Level

SIGHT II will be implemented by several national institutions, including the MoA as the lead agency, the Agricultural Credit Corporation (ACC), the National Agricultural Research Center (NARC), services providers to be selected during implementation, and the Extension Department of the Ministry of Agriculture. Most of these entities have prior experience with IFAD-financed projects, gained through their participation in REGEP Phases I and II or the ongoing SIGHT I project.

MoA will continue to host the Project Management Unit (PMU). While it has demonstrated moderate capacity in financial coordination and reporting, the complexity of the SIGHT II financing structure will require adequate financial staffing and systems to ensure effective oversight and implementation. Given the project's wide scope, the downstream nature of flow of funds expenditures, and the involvement of multiple implementing partners and service providers. The implementation arrangements are inherently complex. Key risks include delays in fund disbursement, increased use of cash, inconsistencies in financial reporting, and fragmented internal control systems. Mitigating these risks will require strong adequate financing management and system, inter-agency coordination, and the early deployment of targeted capacity-building across all implementing entities.

Project Level

At the project level, SIGHT II presents substantial financial management risks due to it dispersing coverage, the number of implementing partners, and the diverse financing arrangements involving multiple financiers and modalities. Component 1 includes among others large costs for civil work for the restoration of rangelands; provision of semen for artificial insemination, trainings, etc. and will be implemented by PMU, NARC, extensions department, while Component 2 includes credit lines managed by the Agricultural Credit Corporation (ACC) and a provision of matching grants managed by PMU with support of service provider to be selected during implementation phase. The dispersion of financial responsibilities across multiple entities—each operating under different systems, staffing capacities, and financial procedures—heightens the risk of delayed reporting, inconsistent internal controls, and fragmented oversight.

These risks are further compounded by the significant volume of both cash and in-kind contributions, particularly from ACC and beneficiaries, which require robust tracking and verification mechanisms to avoid underreporting or misclassification. Past IFAD-financed projects in Jordan—such as SIGHT I and REGEP Phases I and II—identified challenges in areas such as budget monitoring, weak controls over the use of loans

and grants by end beneficiaries, limited full-time financial staff, and delays in submitting complete and timely financial and audit reports.

To mitigate these risks, SIGHT II will implement a comprehensive set of financial management strengthening measures. The PMU will recruit a dedicated Finance Manager, Senior Accountant and three Accountants, who will be supported by MoA's Finance and Accounting team. In parallel, targeted capacity-building activities will be carried out to enhance financial management, audit readiness, and reporting compliance among PMU and implementing partner staff. The project will also procure a suitable accounting software system to support accurate financial tracking and timely reporting. The scope of the external audit will include verification—on a sample basis—of loans and grants disbursed to end beneficiaries. In addition, regular coordination among financial focal points and active oversight by the PMU will promote the harmonization of financial procedures and help ensure timely, consistent, and accurate financial reporting across all implementing entities. Detailed risk assessment summary in appendix 7.3.

Financial Management and Disbursement Arrangements

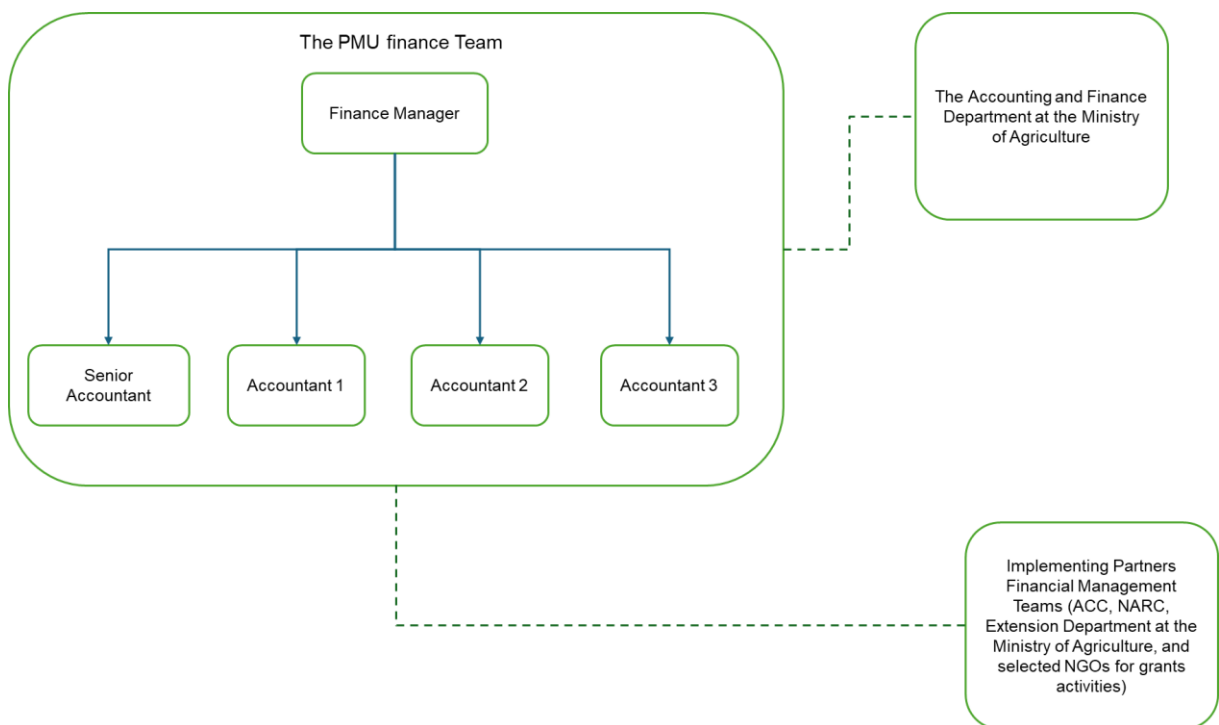
Organization and Staffing

The Project Management Unit (PMU), established under SIGHT I and hosted by the lead agency of MoA, will continue to bear overall responsibility for financial management across all project components under the project. The PMU will oversee the implementation of component 1—implemented in coordination with the National Agricultural Research Center (NARC), and the Extension Department of the Ministry of Agriculture—as well as portions of Component 2 and Component 3. The Credit line allocation under component 2 will be implemented by the Agricultural Credit Corporation (ACC).

MoA and ACC are government institutions and have prior experience in implementing IFAD funded projects.

Building on the lessons learned from SIGHT I, the financial management function under SIGHT II will require adequate staffing to ensure effective oversight over expenditures incurred by implementing partners and timely payment and reporting. Accordingly, the PMU will be staffed with a full-time experienced Finance Manager, Senior Accountants and 3 Accountants, competitively recruited from the local market and subject to IFAD's No Objection. This team will be supported by MoA's Finance and Accounting team who are responsible for reviewing all expenditures received from PMU and processing of payments. Each implementing partner agency will designate a part-time accountant responsible for managing and recording project-related financial transactions under their respective components.

The PMCU finance team will be responsible for the overall financial management of the project, including fund flow coordination, budget execution, preparation of consolidated financial reports, and coordination with the external auditor. Below is a chart of the financial management team structure.



Budgeting

All project-related activities, including those of credit line under component 2 will be incorporated into an Annual Work Plan and Budget (AWPB). The AWPB will detail the planned activities, responsible implementing agencies, anticipated expenditures, and financing sources on a quarterly basis. Implementing partners will submit draft AWPBs to the PMU, which will consolidate them for submission to the Project Steering Committee and IFAD for review and approval. The accounting system will feature a dedicated module for budget tracking to enable real-time monitoring, variance analysis, and necessary course corrections.

Disbursement and Flow of Funds

The project will utilize two primary disbursement methods: advance/justification and direct payment. The PMU will withdraw funds from IFAD Loans, AF and Pandemic Fund financing through quarterly interim financial reports. The proceeds from IFAD's PBAS, AF Grant and Pandemic Fund Grant allocations will be deposited into a PMU separate Designated Accounts in the loans/grants denominated currency at the Central Bank of Jordan (CBJ), managed by PMU. The proceeds will then be transferred to the corresponding operating Account in Jordanian Dinar (JOD), to be opened at CBJ. All payments related to project activities—including grants, training, workshops, consultancy services, staff and operating costs, and support to the extension department at Ministry of Agriculture, NARC and service providers—will be processed from the operating accounts managed by the PMU. Payments to implementing partners

will be made from the operating accounts based on the actual expenditures incurred. While payments to selected service provider(s) will be made in instalments, based on the terms of their signed contracts and in accordance with the approved Annual Work Plan and Budget (AWPB). The disbursements of matching grants will be made from the respective operating account to end-beneficiaries through e-wallet account.

For the Credit line under component 2, separate Credit Line Bank Accounts will be opened by ACC for each source financing (IFAD PBAS Loan and AF Grant) to receive funds directly from IFAD through direct payment withdrawal applications submitted by the PMU. A disbursement condition for these credit lines will be the signing of subsidiary agreements between the Ministry of Planning and International Cooperation (as the borrower) and ACC. ACC will provide credit directly to eligible beneficiaries under the different windows from the respective operating account. ACC will provide its co-financing from its pool accounts to end beneficiaries. Loans repayments from beneficiaries will flow back to ACC. These reflows will be used to replenish the credit lines for subsequent re-lending (revolving fund mechanism). The government contributions will be processed through MoA finance and accounting department directly to the payee.

A schematic representation of the fund flows is provided in the attached Appendix 7.1 – Flow of Funds Diagram.

Internal Controls and Internal Audit

The project will be implemented in accordance with the Financial Control By-law (2011) and its Amendment (2015), which provide the overarching framework for financial oversight and internal controls in Jordan. These regulations define procedures for financial review and approval, enforce the segregation of duties, and assign roles and responsibilities across the Ministry of Finance (MoF), line ministries, and implementing entities to ensure sound financial governance.

The Project Implementation Manual (PIM), developed during the design phase, outlines the financial management arrangements specific to the project. It details the internal control framework, including the responsibilities of key actors, documentation standards, and financial reporting requirements. The PIM will be reviewed and updated during the project's start-up phase and periodically thereafter to ensure alignment with operational realities and fiduciary standards.

The internal audit function of MoA currently carries out mainly ex-ante controls, such as pre-approval reviews of expenditures. Therefore, to strengthen assurance over the use of funds, the Terms of Reference (ToR) for the external auditor will include the verification of a sample of grants and loans extended to end beneficiaries, to confirm that expenditures are aligned with intended purposes and IFAD fiduciary requirements. Where feasible, MoA's internal audit unit may also conduct similar verifications as part of its audit work plan during project implementation, subject to capacity.

Accounting and Financial Reporting

The PMU will be responsible for maintaining consolidated financial records in accordance with International Public Sector Accounting Standards (IPSAS) – Cash Basis. The accounting system will record all eligible expenditures financed by (IFAD PBAS Loan , AF and Pandemic Fund Grant), and other international and domestic co-financiers. To ensure transparency and traceability, the project will establish separate ledgers within the accounting system to track income and expenditures by each financing source individually.

Under the cash basis of accounting, advances provided to implementing partners as applicable, will be recorded as expenditures at the time of disbursement. To ensure accountability and transparency, the project will maintain detailed subsidiary records to monitor the actual use of funds by other implementing partners. The amounts transferred to the e-wallet for matching grants will be recorded under the e-wallet account code and will be recognized as expenditures only when the funds are transferred to eligible end beneficiaries.

To support efficient financial management and reporting, the project will procure and implement an accounting software system—either QuickBooks (as used under SIGHT I) or a comparable solution tailored to the project’s requirements. The project will submit to IFAD: Quarterly Interim Financial Reports (IFRs), and Annual audited consolidated financial statements. The IFRs will include: Sources and uses of funds by financier, category, and component; Budget-to-actual comparisons (quarterly, annual, and cumulative); A Designated Account activity statement; Annexes detailing actual expenditures incurred by implementing partners; Summary of loans disbursed by ACC.

External Audit

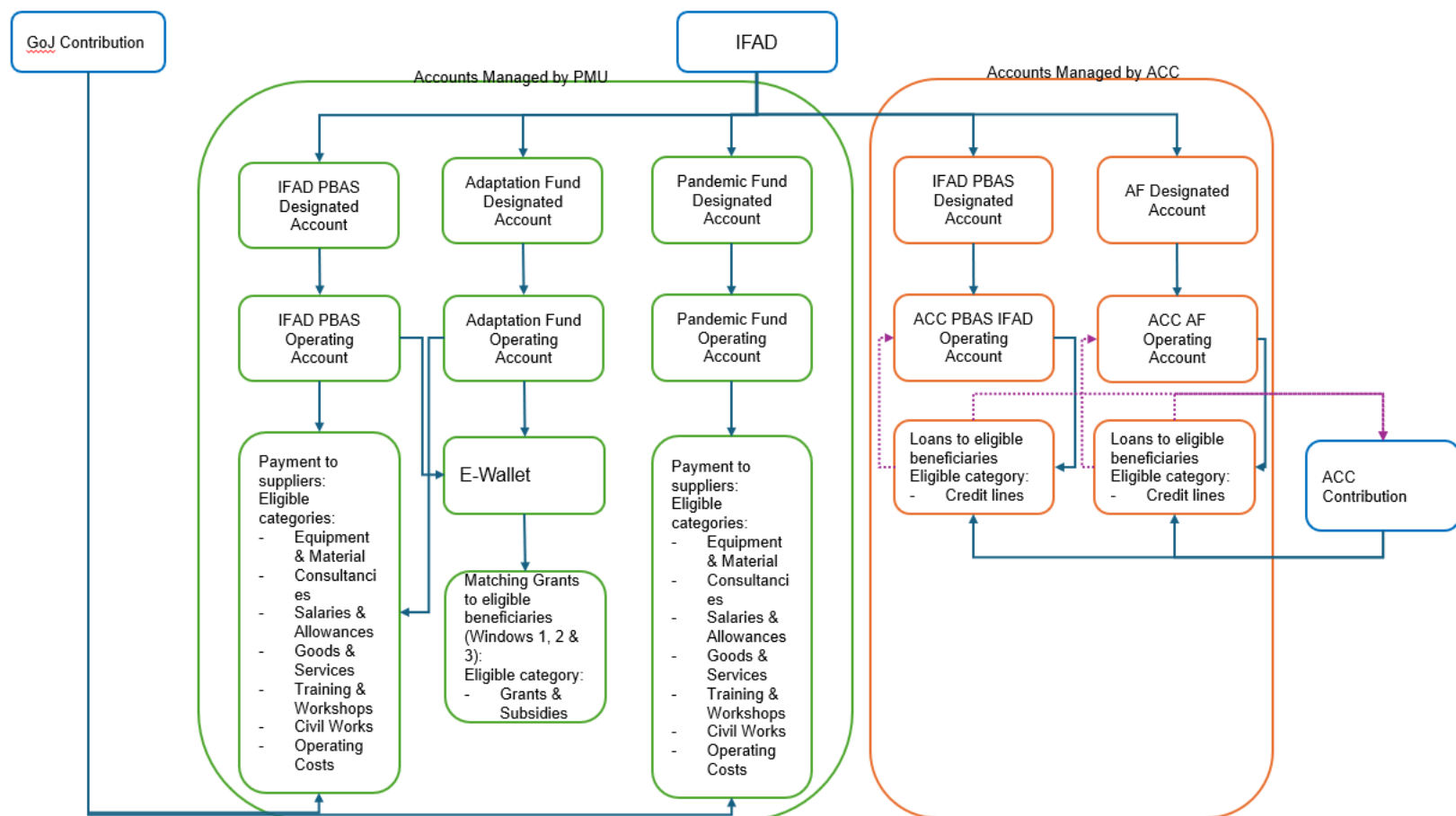
The external audit of the project will be carried out by the Audit Bureau of Jordan (ABoJ), the country’s Supreme Audit Institution (SAI). ABoJ will conduct an annual audit of the project’s consolidated financial statements in accordance with internationally accepted auditing standards and IFAD’s financial reporting and audit requirements. A private audit firm can be engaged in case ABoJ is not able to carry out the audit. The audit scope will include the application of agreed-upon procedures to verify the eligibility of expenditures, as well as the verification—on a sample basis—of loans and grants disbursed to end beneficiaries, to confirm that the funds have been used for their intended purposes. The Terms of Reference (ToR) for the annual external audit will be subject to IFAD’s No Objection. The audit report, along with the management letter, will be required to be submitted to IFAD within six months of the end of the fiscal year.

FM Supervision plan

During implementation, PFM will assess and monitor the adequacy of the implementing agencies financial management arrangements such as accounting, budgeting, internal controls, flow of funds, financial reporting, and the auditing practices through supervision missions. The focus in the start up phase should be to ensure smooth flow of funds and the reporting and coordination mechanism among the different implementing agencies. In the case that IFAD identifies weaknesses in the financial

arrangements, it will require implement agency to take the appropriate measures to mitigate those risks.

Appendix 7.1: Flow of Funds Diagram



Appendix 7.2: Financial Management Action Summary

Action	Target Date	Covenant Type
Qualified FM staff to be hired through a competitive process and TORs to be cleared by IFAD.	Within 3 months from first disbursement	Covenant
FM staff to complete IFAD e-learning on FM procedures and submit certification to IFAD.	Within 3 months	Technical
PMU to be established by MoA and recruitment of Project Director and Finance Manager	Before disbursement	Disbursement Condition
Project Implementation Agreements to be signed between PMCU and key implementing partners (NARC, etc).	Before disbursement to these parties	Covenant
Subsidiary agreements for Credit line to be signed between Ministry of Planning and International Cooperation and ACC and approved by IFAD.	Before rural finance disbursement	Disbursement Condition
Opening of the separate designated Accounts	Before disbursement	Disbursement Condition
Operational accounting software at PMU	Within 3 months from effectiveness	Technical Condition
Quarterly financial progress reports to be submitted to IFAD.	Quarterly	Dated Covenant
Submission of the annual audit report within six months from the end of financial year	Annual	Covenant

Appendix 7.3: Project Financial Management Risk Matrix

Summary	Brief Description of Issues	Inherent Risk at Design (H/S/M/L)	Covenants Precedent to Disbursement	Mitigation Measures	Residual Risk
Inherent risks					
Country-Level Risk	Jordan's financial governance remains moderately vulnerable despite CPI improvements and previous PEFA gaps.	M	None specific to country-level; monitored contextually.		M
Entity and Project Design	Although all implementing entities have prior experience working with IFAD, the overall implementation structure remains inherently complex due to the involvement of multiple institutions, the diverse nature of project activities, and the project's nationwide geographical coverage	S			S
Control Risks					
Organization and Staffing	The Limited dedicated financial management staff at PMU and reliance on shared/seconded resources from Ministry of Agriculture may result in inefficiencies and delays in financial	S	Recruitment of the key project staff	The existing PMU of SIGHT Phase I will continue to be in charged for SIGHT II, recruit or assign a full-time qualified Financial Management staff to the PMU, with clear ToRs.	S

	processing and reporting, and coordination challenges among implementing partners may undermine effective financial oversight and control.			Provide orientation and training on IFAD procedures and reporting tools for staff at different levels	
Budgeting	Unrealistic budget and weak integration of the Annual Work Plan and Budget (AWPB) into the national planning systems may lead to delays in fund allocation from different sources.	M		The PMU will ensure the timely submission of a realistic budget for approval and its integration into the national planning system. The Annual Work Plan and Budget (AWPB) should be submitted to IFAD for no-objection at least two months prior to the start of the financial year. Additionally, the PMU will establish a mechanism for systematic monitoring of budget versus actual expenditure, allowing for timely adjustments to maintain budget realism and alignment with programme activities.	M

Funds Flow & Disbursements	Complex fund structure; risk of delays; flow of funds from different sources.	S	Signed subsidiary agreements between the Ministry of Planning and International Cooperation (MoPIC), and ACC is required prior to any disbursement Opening of the separate designated accounts	Quarterly Interim Financial Reports (IFRs) together with a cash flow forecast and Withdrawal Applications (WAs) to enable timely disbursements and effective liquidity planning. A separate ledger will be maintained for each source of financing, with monthly reconciliations conducted to ensure accurate financial tracking and reporting across all funding streams. Signed subsidiary agreements between the Ministry of Planning and International Cooperation (MoPIC), PMU, and ACC prior to any disbursement. Ensure sufficient provision of counterpart funding allocation in the annual national budget.	S

Internal Controls	Inconsistent internal controls across entities—due to system differences, capacity gaps, and complex fund flows—pose risks of financial mismanagement and weak supporting documents and fiduciary oversight. Absence of internal audit at PMU due to resource constraints may hinder timely identification of control weaknesses and limit assurance on the use of Grants and Loan extended to end beneficiaries for intended purposes.	H		Adherence to the Financial Control By-law (2011) and its Amendment (2015) to guide control processes and segregation of duties. Adopt the Financial management of the PIM, which has been prepared during design Include in the annual external audit Terms of Reference (ToR) a requirement for sample-based verification of grants and loans to end beneficiaries.	H
Accounting and financial reporting	Inadequate accounting systems, limited staffing, and inconsistencies in accounting standards required by different financiers may result in delays, reporting errors, and reduced transparency in financial reporting.	S		Implement an appropriate accounting software system. Adopt IPSAS cash basis for the project's accounts. Monitor systematically the actual expenditures incurred by implementing partners and credit lines capture and record domestic contributions. Timely submission of the quarterly	S.

				interim financial reports.	
External Audit	Non-adherence to the audit scope outlined in the approved Terms of Reference (ToR) and delays in the submission of external audit reports may compromise accountability and fiduciary compliance.	S		Engage the Audit Bureau of Jordan to perform an external audit and discuss the audit schedule before the end of the financial year. Conduct pre- and post-audit meeting with auditor to discuss the TORs and the draft audit report .	S
Overall risk		S			S

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II

Project Design Report

Annex 8: 18-month Procurement Plan

Mission Dates: 06/09/2025 19/09/2025

Document Date: 19/12/2025

Project No. 2000005508

Report No. 7367-JO

Near East, North Africa and Europe Division
Programme Management Department

Annex 8: First procurement plan

	Activities	Est. cost \$	Category	Proc. Method	Pre/Post Qualif.	Envelope	Prior/post	H/S Risk	Contractual Arrangement
G1	Farm and laboratory equipment	480 368	Goods	Shopping	Post	1	Prior	No	P.O.
G2	Office equipment	57 352	Goods	Shopping	Post	1	Post	No	P.O.
G3	Equipment for inseminators	62 833	Goods	Shopping	Post	1	Post	No	P.O.
G4	Vehicles (Pick up)	249 551	Goods	Shopping	Post	1	Prior	No	P.O.
G5	Portable Computers (labtop)	26 738	Goods	Shopping	Post	1	Post	No	P.O.
G6	Printers, Scanners , camera, disply Monitor, etc	11 883	Goods	Shopping	Post	1	Post	No	P.O.
G7	Vehicles and travel costs for 3 cars	139 233	Goods	Shopping	Post	1	Post	No	P.O.
G8	Acquisition of Car (4WD)	103 979	Goods	Shopping	Post	1	Post	No	P.O.
G9	Acquisition of computers (Laptops)	8 913	Goods	Shopping	Post	1	Post	No	P.O.
G10	Acquisition of other office equipment (Printers, Scanners, Camera, disply monitor, etc)	2 971	Goods	Shopping	Post	1	Post	No	P.O.
G11	Vehicles and travel costs for 2 cars	97 371	Goods	Shopping	Post	1	Post	No	P.O.
G12	Operation services/M&E software	10 598	Goods	Shopping	Post	2	Post	No	P.O.

G13	M&E equipment/devices	5 266	Goods	Shopping	Post	2	Post	No	P.O.
S1	Training and Technical Assistance	116 336	Consulting Services	QCBS	REOI	2	Prior	No	Contract
S2	Technical assistance for Small Ruminants production	189 264	Consulting Services	QCBS	REOI	2	Prior	No	Contract
S3	Assessment Study including site selection, water conservation technique, seed type, management modality	86 028	Consulting Services	CQS	REOI	2	Prior	H	Contract
S4	Technical assistance for Climate, Environment and Rangeland	197 452	Consulting Services	QCBS	REOI	2	Prior	H	Contract
S5	Study to identify and select livestock markets for rehabilitation and construction	30 000	Consulting Services	CQS	REOI	2	Post	H	Contract
S6	Technical study for the selection and construction of the market place	43 944	Consulting Services	CQS	REOI	2	Post	H	Contract
S7	Technical assistance for Rural Finance and Agri business	152 278	Consulting Services	QCBS	REOI	2	Prior	No	Contract
S8	Utilization of policy tools (LSIPT, Feed Balance sheet)- (Stakeholder consultation and data collection for policy tools)	68 735	Consulting Services	CQS	REOI	2	Prior	No	Contract

S9	Annual Audit	32 547	Consulting Services	CQS	REOI	2	Post	No	Contract
S10	M&E MIS development/service provider	52 919	Consulting Services	CQS	REOI	2	Post	No	Contract
S13	Annual review and planning workshops/M&E meetings		Consulting Services	CQS	REOI	2	Post	No	Contract
S14	Annual spot-check/verification visits for the M&E Unit/field visits	1 145	Consulting Services	CQS	REOI	2	Post	No	Contract
S15	M&E/KM staff training/international	4 115	Consulting Services	CQS	REOI	2	Post	No	Contract
W1	Upgrading works	619 698	Works	Shopping	Pre	1	Prior	No	P.O.
W2	Civil work for the restoration of rangelands	403 915	Works	Shopping	Pre	1	Prior	No	P.O.
W3	Rehabilitation of livestock markets	109 591	Works	Shopping	Pre	1	Post	No	P.O.
Gr.1	Women and youth involved in livestock production and dairy/meat processing	4 300 000	Grants	CfP	Post	1	Prior	H	Contract
Gr.2	Milk/meat collection, transport, marketing	718 580	Grants	CfP	Post	1	Prior	H	Contract
Gr.3	MSMEs involved in dairy and meat processing and marketing (cooperatives/private companies)	674 210	Grants	CfP	Post	1	Prior	H	Contract

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II

Project Design Report

Annex 9: Project Implementation Manuals

Mission Dates: 06/09/2025 19/09/2025

Document Date: 19/12/2025

Project No. 2000005508

Report No. 7367-JO

Near East, North Africa and Europe Division
Programme Management Department



Investing in rural people

Hashemite Kingdom of Jordan

**Small Ruminants Investment and Graduating Households in
Transition Project – phase II (SIGHT2)**

Annex 9: Programme implementation manual

Abbreviations and acronyms

ACC	Agricultural Credit Corporation
AFD	Agence Française de Développement
APR	Annual Progress Report
ATR	Ability to Recover from Shocks
AUO	Office of Audit and Oversight (IFAD)
AWPB	Annual Work Plan and Budget
BALI	Business Action Learning for Innovation
BRAM	Benefit transfer and Replication of good practices for Agricultural Modernization
BpfA	Beijing Platform for Action
CBJ	Central Bank of Jordan
CBOs	Community-Based Organizations
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CfP	Call for Proposals
Cis	Core Indicators (IFAD)
CLARA	Cash Flow Linked Agricultural Risk Assessment
CLPE	Continuous Learning and Policy Engagement
CMT	Contract Monitoring Tool (part of OPEN)
COI	Core Outcome Indicator (IFAD)
CoM	Council of Ministers
CoP	Communication on Progress (UNGC)
COSOP	Country Strategic Opportunities Programme (IFAD)
CQS	Selection Based on Consultants' Qualifications
CR	Contract Register

CROWN	Core Reporting system on Weather and climate services for National Development
CSA	Climate-Smart Agriculture
CSN	Country Strategy Note (IFAD)
DA	Designated Account
DAA	Dar Abou Abdallah
DC	Direct Contracting
DEF	Development and Employment Fund
DSA	Daily Subsistence Allowance
ECG	Environment, Climate, Gender and Social Inclusion Division (IFAD)
EIA	Environmental Impact Assessment
E-S	Environmental and Social
ESAP	Environmental and Social Action Plan
ESCMP	Environmental and Social Management Plan
ESMF	Environmental, Social, and Climate Management Framework
ESMS	Environmental and Social Management System
ESS	Environmental and Social Safeguards Specialist
ETH	Ethics Office (IFAD)
EU	European Union
FA	Factor Analysis
FAO	Food and Agriculture Organization of the United Nations
FBS	Fixed Budget Selection / Farmer Business School
FFS	Farmer Field School
FIES	Food Insecurity Experience Scale
FIFO	First In First Out
FM	Financial Management
FMFCL	Financial Management and Financial Controls arrangements Letter
FSP	Financial Service Provider

GALS	Gender Action Learning System
GCF	Green Climate Fund
GEWE	Gender Equality and Women Empowerment
GDPR	General Data Protection Regulation
GHG	Greenhouse Gas
GIS	Geo-localized Information System
GPN	General Procurement Notice
GRM	Grievance Redress Mechanism
HDDS	Household Dietary Diversity Score
HCFS	Higher Council for Food Security
IA	Implementing Agency
ICARDA	International Center for Agricultural Research in the Dry Areas
ICB	International Competitive Bidding
ICP	IFAD Client Portal
ICS	Individual Consultant Selection
ICT	Information and Communications Technology
IE	IFAD Empowerment (indicator)
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IFRs	Interim Financial Reports
ILO	International Labour Organization
IMF	International Monetary Fund
INFE	International Network on Financial Education (G20/OECD)
INWRDAM	Inter-Islamic Network on Water Resources Development and Management
IoTA	Intent to Award
IPM	Integrated Pest Management
Ips	Implementing Partners
IPSAS	International Public Sector Accounting Standards

IRR	Internal Rate of Return
IS	Investigation Section (IFAD AUO)
ISA	International Standards on Auditing
IsDB	Islamic Development Bank
IsDBI	Islamic Development Bank Institute
IT	Information Technology
IWMI	International Water Management Institute
JLGC	Jordan Loan Guarantee Corporation
JOD	Jordanian Dinar
JOHOUD	Jordanian Hashemite Fund for Human Development
JONEPS	Jordanian Online E-Procurement System
JRF	Jordan River Foundation
KAP	Knowledge Attitudes and Practices
KM	Knowledge Management
KM&C	Knowledge Management and Communication
KPI	Key Performance Indicator
LCS	Least Cost Selection
L.E.	Local Entities
LNOB	Leaving No One Behind
M&E	Monitoring and Evaluation
MCA	Multiple Correspondence Analysis
MDB	Multilateral Development Bank
MFIs	Microfinance Institutions
MIS	Management Information System
MLT	Moisture Level Testing
MOA	Ministry of Agriculture
MoF	Ministry of Finance
MoPIC	Ministry of Planning and International Cooperation

MoU	Memorandum of Understanding
MRV	Measurement, Reporting and Verification
MSME	Micro, Small, and Medium-sized Enterprises
MTR	Mid-Term Review
NAF	National Aid Fund
NARC	National Agricultural Research Center
NCB	National Competitive Bidding
NCS	Non-Consulting Services
NDCs	Nationally Determined Contributions
NFIS	National Financial Inclusion Strategy
NFSS	National Food Security Strategy
NGO	Non-Governmental Organization
NO	No Objection
NOL	No-objection Letter
NOITA	Notification of Intention to Award
NPL	Non-Performing Loans
NPV	Net Present Value
OECD	Organisation for Economic Co-operation and Development
OHS	Occupational Health and Safety
OPEN	Online Project Procurement End-to-End System (IFAD)
OPHI	Oxford Poverty & Human Development Initiative
ORMS	Operational Results Management System (IFAD)
OS	Operating System
PAL	Procurement Arrangement Letter
PAR	Portfolio at Risk
PBAS	Performance-Based Allocation System (IFAD)
PCA	Principal Components Analysis
PCD	Programme Completion Date

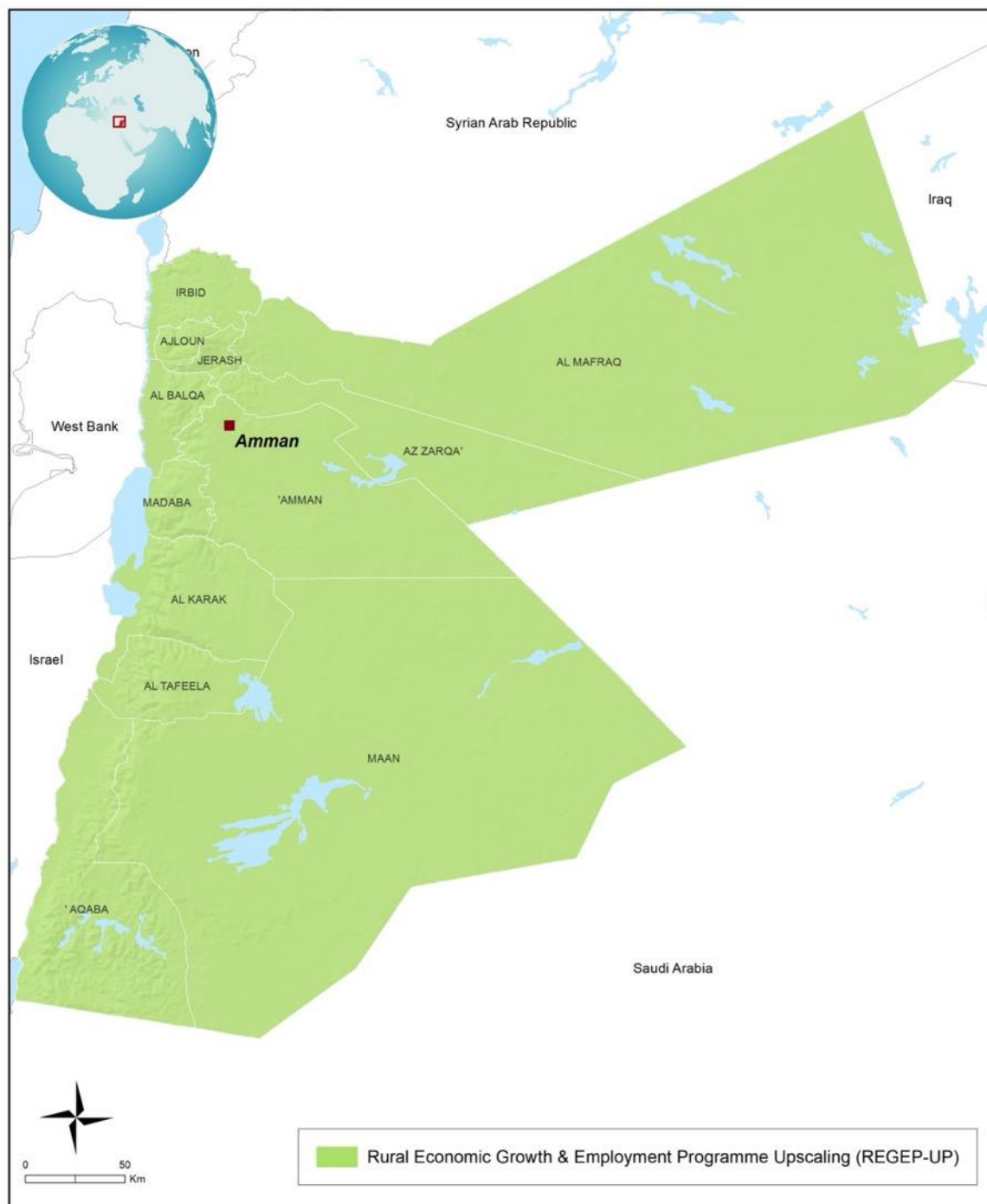
PCMU	Programme Coordination and Management Unit
PCR	Programme Completion Report
PDT	Programme Design Team
PFI	Participating Financial Institution
PFM	Procurement and Financial Management Division (IFAD)
PIM	Programme Implementation Manual
PIPs	Programme Implementation Partners
PIU	Programme Implementation Unit
PO	Purchase Order
PP	Procurement Plan
PRM	Procurement Risk Mitigation
Pro-WEAI	Project-level Women's Empowerment in Agriculture Index
PSC	Programme Steering Committee
PSI	Programme Specific Indicators
PV	Payment Voucher
QCBS	Quality and Cost Based Selection
QBS	Quality Based Selection
RACI	Responsible, Accountable, Consulted, Informed (matrix)
RAM	Responsibility Assignment Matrix
RDPP	Regional Development and Protection Programme
REGEP	Rural Economic Growth and Employment Programme
REGEP-UP	Rural Economic Growth and Employment Programme - Upscaling
REOI	Request for Expression of Interest
RF	Rural Finance
RFP	Request for Proposals
RFQ	Request for Quotations
RSCN	Royal Society for the Conservation of Nature
RWH	Rainwater Harvesting

SBC	Social and Behavior Change
SDGs	Sustainable Development Goals
SECAP	Social, Environmental and Climate Assessment Procedures (IFAD)
SEP	Stakeholder Engagement Plan
SI	Social Inclusion
SIGHT	Small-Ruminants Investment and Graduating Households in Transition project
SME	Small and Medium Enterprises
SOEs	Statements of Expenditure
SO1	Strategic Objective 1
SO2	Strategic Objective 2
SO3	Strategic Objective 3
SP	Service Provider
SPD	Standard Procurement Documents
SPN	Specific Procurement Notice
SPO	Senior Procurement Officer (or Specialist Procurement Officer)
SPSS	Statistical Package for the Social Sciences
SSS	Single Source Selection
STATA	Software for Statistics and Data Science
TA	Technical Assistance
TEC	Tender Evaluation Committee
TFP	Total Factor Productivity
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNCDF	United Nations Capital Development Fund
UNGC	United Nations Global Compact
UNHCR	United Nations High Commissioner for Refugees

UNICEF United Nations Children's Fund

UNOPS United Nations Office for Project Services

Map of the Programme Area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.
Map compiled by IFAD | 16-05-2025

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Currency equivalents

Currency	Converts to EUR	Converts to USD
1 JOD	1 JOD=1.2405 EUR	1 JOD=1.4104 USD
Inverse	1 EUR=0.8061 JOD	1 USD = 0.7090 JOD

As of 31 May, 2025

Weights and measures

1 dunam = 1000 square meters = 0.1 hectares

Definitions

AWPB: The **Annual Work Plan and Budget** is the outcome of the annual programme planning process. Through annual work planning, the programme management team defines: what activities will be carried out over the next 12 months; by whom; the resources to be applied; and the time needed to complete them. The AWPB is therefore a planning and management tool that specifies what is expected to be done during the year, how, and at what cost. In the AWPB, the annual planned RIMS first-level results should be specified. The key objective of a **results-based AWPB** is to ensure that all expenditures and resources allocated to support effective and efficient achievement of the programme expected development results.

Breeders are livestock farmers who selectively breed selected animals, normally of the same breed, to reproduce offspring with specific and consistent qualities and characteristics, to both conserve and improve pure breeds. All livestock farmers are not necessarily breeders. Livestock farmers whose main aim is to produce animal commodities, are not considered as breeders.

Climate-smart livestock production (CSA): livestock production that sustainably increases productivity, resilience (adaptation), reduces/ removes greenhouse gases (mitigation), and enhances achievement of national food security and development goals” (FAO).

Climate-smart value chain: An agricultural value chain that sources its primary produce from climate smart agriculture.

Climate-sensitive diseases are diseases whose incidence, intensity or distribution is impacted by climate and weather conditions. These diseases can be directly or indirectly influenced by variations in temperature, precipitation, humidity and extreme weather events

Epidemiosurveillance: set of activities aiming at monitoring the evolution of diseases and pathogens, detecting the emergence of new infectious, understanding the dynamics of infection, and predicting risks and assessing their consequences.

Food safety (or food hygiene) is a scientific discipline describing handling, preparation, and storage of food in ways that prevent foodborne illness.

Genomic testing: breeding method which consist in evaluating the genetic value of an animal based on the analysis of its genotype (DNA)

Heat synchronization: protocol based on utilization of hormones aimed at synchronizing and planning heats of animals, commonly used for small ruminants for which detection of natural heats is uneasy, as well as for logistical reasons (synchronized animals can be inseminated in batches)

Impact: The changes that have occurred – as perceived at the time of a programme's evaluation in the lives of the rural poor (whether positive or negative, direct or indirect, intended or unintended) as a result of IFAD interventions. This definition also includes an assessment of the anticipated effects of IFAD-supported interventions, as appropriate.

Innovation: The development of improved and cost-effective ways to address problems/opportunities faced by the rural poor. These encompass institutional and technological approaches as well as pro-poor policies and partnership.

Logframe: The Logical Framework is a management tool used to improve the design of investment interventions, most often at the programme level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention. The Logframe is a summary presentation of the programme objectives at different levels. It sets out the indicators that will help determine whether the objectives have been met. RIMS indicators can be used in the Logframe as "verifiable indicators" for measuring progress towards expected results.

Mainstreaming: For the purposes of the IFAD Procedures (social, environmental and climate change), mainstreaming is "the process of systematically integrating IFAD's Environment and Social Values and Principles into all domains of the Fund's operations to promote both specific and general development outcomes of rural poverty reduction". It implies the integration of environmental and social approaches and tools in the programme cycle in order to better harmonise economic, environmental, climate and social concerns. **Social:** in this context, refers to people, their wellbeing, livelihoods and their institutions, including policies. Specifically covers gender equality and women's empowerment, nutrition, youth and indigenous peoples as well as other socio-economic determinants of poverty, vulnerabilities and capacities, in the framework of IFAD's policies on Gender Equality and Women's Empowerment (2012); Targeting (2023); Engagement with Indigenous Peoples (2023); and IFAD Rural Youth Action Plan (2019)

Monitoring: A continuing function/ process of systematic collecting/ analysing of data on specified indicators to provide management and the main stakeholders of an on-going development intervention (project, programme, policy) with indications of the extent of progress and achievement of objectives/ expected results, and progress towards the use and application of allocated funds.

Progeny testing: breeding method which consists of selecting and assessing genetic value of animals based on the performance of their progeny.

Programme management: means the party designated as such in the financing agreement by the Borrower/ Recipient and responsible for implementing and managing the programme. It refers equally to the lead programme agency and programme coordination units and programme implementation units.

Results chain: The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired results –beginning with inputs, moving through activities and outputs, and culminating in individual outcomes and those that influence outcomes for the community, goal/ impacts and feedback. At **Implementation** level, Inputs correspond to financial, human, and material resources; and Activities, to tasks and actions undertaken to

transform inputs to outputs. At **Results level**, Outputs correspond to products and services produced; Outcomes, to intermediate effects on clients; and Impact, to long-term improvement in society.

ORMS: The Operational Results and Impact Management System (ORMS) is IFAD's corporate framework for measuring, monitoring, and reporting the results and impact of the programmes it finances. It is designed to support results-based management across programme lifecycles by linking programme activities, outputs, outcomes, and impacts in a structured results chain.

Resilience: Amount of change a system can undergo without changing state. (IPCC, 2001)

Stakeholders: Are those who may be interested in, potentially affected by, or influence the implementation of a public-private partnership (PPP). In the context of development co-operation, stakeholders may include: **(a)** internal staff (environment and non-environment) in donor agency and other departments in the donor country; **(b)** the partner country government; **(c)** other donor agencies; **(d)** NGOs; and **(e)** civil society. (OECD, 2006). Primary parties, target groups and stakeholders are the users-beneficiaries of IFAD programme investment interventions.

Sustainability. The likely continuation of net benefits from a development intervention beyond the phase of external funding support. It also includes an assessment of the likelihood that actual and anticipated results will be resilient to risks beyond the programme's life.

Veterinary Public Health is a component of public health that focuses on the application of veterinary science as a contribution to the protection and improvement of human well-being.

Zoonoses (or zoonotic diseases) are diseases naturally transmitted from vertebrate animals to humans and vice-versa.

1 INTRODUCTION

1.1 Background

This draft Programme Implementation Manual (PIM) fulfils the Agreement established between the Government of the Hashemite Kingdom of Jordan and the management of IFAD, seeking to count with a reference document that will norm and facilitate the achievement of an effective, timely and efficient implementation of the SIGHT-II programme. Accordingly, the PIM includes, among other things: (a) programme operating processes and investment guidelines and procedures; (b) the implementation responsibilities and appointment modalities of all programme staff and consultants; (c) monitoring, evaluation and learning systems; (d) modalities for the selection of service providers and Programme Parties to be based on transparent and competitive processes; and (e) procurement and financial management arrangements including flow of funds, reporting arrangements, internal controls, as well as audits arrangements for the overall SIGHT-II programme.

The final PIM will be completed by the SIGHT-II PMU and become the main and central reference tool for the implementation of the project and seeks to respond to the specific requirements of IFAD. In practice, this Manual will be a basic guidance tool.

1.2.1 Programme overview

Small Ruminants Investment and Graduating Households in Transition Project – phase II (SIGHT-II), implemented by the Ministry of Agriculture (MOA), will build on lessons from SIGHTI to support climate resilient transformation of small-ruminants value chains in all Governorates of Jordan. The project goal is to “increase resilience and food and nutrition security of rural smallholders engaged in small ruminants value chains and ultimately contribute to sustainable, inclusive and healthy food systems”, and the Project Development Objective (PDO) is to “sustainably improve productivity, resilience, profitability, and small-ruminants value chains contribution to smallholders’ livelihoods”. It will achieve them by strengthening delivery of essential livestock services (breeding, animal health, identification, extension), adoption of resilient and adaptive production technologies, supporting sustainable rangelands management and water conservation, as well as enhancing value addition, access to market and financial services. It will be implemented over a 6-year period with a total financing of USD 34 million.

1.2.2 Alignment with National strategies and IFAD strategies

REGEP-UP is aligned to UNSDCF (2023-2027) and contributes to SDGs 1, 2, 5, 10, and 11. It is also fully aligned with IFAD’s country strategy note and its two core objectives of i.e. improving agricultural productivity and smallholders’ resilience, and ii. strengthen value chain effectiveness by empowering smallholders and improving their access to markets. It is also aligned to the strong youth emphasis in the note and the need to leverage innovation for increased youth engagement.

REGEP UP is also aligned to the country Economic Modernization Vision (2022). This aims to create over 1 million jobs by 2033, with a focus on sectors like digital technology, healthcare and sustainable resources. This plan includes a dedicated strategy to double women's

economic empowerment, enhance formal employment and support youth unemployment and women's entrepreneurship, alongside national efforts to address care and support for green jobs. All of these ambitions are core to REGEP-UP's objectives.

REGEP-UP is fully aligned with Jordan National climate change adaptation plan (2021), the National climate change policy 2022-2050, the National water strategy (2023-2040) and the Nationally Determined Contributions (NDCs) through improving water use efficiency and sustainable agriculture practices in the horticulture sector, supporting adaptive capacities of farmers and ecosystem to drought events and water scarcity. The programme aligns with the COSOP SO1: Improve agricultural productivity and smallholders' resilience to shocks through efficiency upgrades.

The programme's rural finance activities are closely aligned with Jordan's National Financial Inclusion Strategy (NFIS) 2023–2028, as they emphasize expanding access to finance for underserved groups and sectors. Specifically, the programme will focus both on microlending as well as on MSME lending – targeting the “missing middle,” where loan amounts between JOD 10,000 and JOD 100,000 often fall outside the reach of both microfinance institutions and traditional banks. In addition, the programme supports the NFIS's core priorities by promoting financial inclusion for women and youth and advancing financial literacy.

REGEP UP is aligned to the National Food Security Strategy 2021-2030. This strategic document recognises that the agricultural sector is a major pillar of food security, particularly in a water-scarce country, like Jordan and that the participation of the private sector is vital in the sustainable supply of food. The strategy highlights that food security is increasingly becoming a major national issue in light of urbanisation, the refugee crisis, international food price rises and fluctuations, and climate change impacts. The formulation and implementation process of the Strategy constitute an opportunity to build the country's resilience in the face of unprecedented shocks and economic slowdowns.

Youth and Women empowerment strategy in the water sector (2025-2028): Jordan's strategy for empowering youth and women in the water sector aims to build leadership through education, innovation, and active participation in sustainable water management. It emphasizes skill development, involvement in community and policy-making processes, and integration with national strategies. Rooted in the 2023 National Dialogue on Water Harvesting, it aligns with Jordan's Economic Modernization Vision and National Water Strategy 2023–2040.

The National Strategy for Women in Jordan (2020-2025): The strategy promotes women's rights and empowerment. The strategic priorities have been set in alignment with the Jordanian Constitution, national plans and sectoral strategies such as the Jordan 2025 (A National Vision and Strategy), and on the footsteps of the Renaissance Plan: Government priorities for 2019-2020, the Comprehensive 8 Sectoral Policy for Promoting Gender Equality and Women's Empowerment 2020-2022. The logical framework for the strategy has been linked to national plans and strategies related to women, as well as international obligations and commitments, particularly the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action (BPfA), the Sustainable Development Goals (SDGs) Agenda 2030.

The National Youth Strategy (2019-2025). The strategy recognizes the vital role that the youth play in building a prosperous country and address the multiple cultural, social, political and

economic obstacles faced by the youth in the country, with a special focus on the high rates of unemployment and underemployment. Close attention is paid to human rights and the civil and political rights of young people, women, persons with disabilities and of all social strata.

The National Digital Transformation Strategy & Implementation Plan (2021–2025) developed by the Ministry of Digital Economy and Entrepreneurship (MoDEE), promotes data-driven governance by using data systems to enhance transparency and policymaking. It also emphasizes youth empowerment through digital skills training and job creation to drive innovation and entrepreneurship.

2 PROGRAMME TARGET GROUPS AND TARGETING STRATEGY

2.1. Country context

Demographics

The Jordanian population by end of 2024 was estimated to be 11,7 million (52.9 males, 47.1% females) ^[1]. Rural people represent 9% of the total population. On average, households have 4.8 members, and 15% of households are female-headed^[2]. Dars, which are homes built with an enclosed central courtyard, account for 72% of housing in rural areas^[3]. 12% of de facto household members age 5 and older have some level of difficulty/ disability in at least one domain, 3% have a lot of difficulty, and 1% cannot function at all in at least one domain. ^[4]

Rural Poverty

In 2017-18, Jordan's national poverty rate recorded **15.7%** with many households living just above the poverty line. Since 2019, evidence suggests poverty has worsened (World Bank 2022). By June 2022, the Department of Statistics reported that 24.1 percent of Jordanians—about 2.7 million people—were living in poverty (DOS 2022). Using the \$7.9 daily poverty threshold, the World Bank further estimated that 35 percent of the population falls below the poverty line. The rise in poverty has been linked to low employment levels, stagnant income growth, and increasing living and production costs. More than 20% of the population in Zarqa (24%), Mafrqa (58%), Jarash (27%), Karak (23%), Ma'an (25%), and Aqaba (26%) falls in the lowest wealth quintile. ^[5]

Targeted cash transfers for Jordanians continue to provide an important buffer: the coverage of the National Aid Fund's monthly support increased from 97,000 households in 2018 to 220,000 households in 2023. However, recent cutbacks to humanitarian assistance for Syrian refugees, combined with an increase in utility rates for electricity, are likely to have adverse welfare consequences for this particularly vulnerable segment of the population. ^[6]

There are strong geographical inequalities. Rural governorates, especially those in more remote or arid areas, show higher poverty incidence.

Several factors contribute to higher poverty in rural areas: Limited employment/business opportunities. Specially among youth. Some rural areas depend heavily on agriculture or livestock, which are vulnerable to climatic variability.

- Limited access to services: education, healthcare, infrastructure. Rural communities often have less access to animal health and veterinarian services, subsidised feed, water, which reduces capabilities and raises costs.
- Environmental / geographical constraints: low rainfall, arid lands, difficult terrain, which limit farming productivity and alternative livelihoods.
- Women-headed households in rural areas are more likely to be poorer (less access to land, credit, assets)

Unemployment

The unemployment rate reached 21.4% in 2024 (18.2% males vs 32.9% females), indicating a decrease of 0.6 percentage points from 22.0% in 2023. Comparing the unemployment rate in 2024 with 2023, there is a decrease in male employment by 1.4 % points comparing to an increase by 2.2 percentage points among females. At the governorate level, the highest unemployment rate was recorded in AlMa'raq and Ma'an governorates at 23.2%.^[7]

2.2. Targeting Strategy and target groups

The project will benefit 14,000 small ruminant farmers, including a majority (85%) of smallholder producers, as well as those with higher production potential and market orientation. They represent 56% of the small ruminant farmers in Jordan and hold two third of the national production. The project engagement with the target group is expected to benefit 65,800 household members.

The Targeting, Gender and Social Inclusion strategy will provide a reference document for programme staff and implementing partners to address socio-economic challenges that SIGHT-II target groups face, and design tailored solutions to address their needs for financial inclusion, improving livelihood, and equity in accessing and benefiting from all project activities.

Dedicated Social Inclusion and targeting (SI) staff will be appointed at the PMU to ensure proper implementation of the targeting approach. Having a Social Inclusion and targeting specialist will provide targeted information and capacity building to all stakeholders on gender and youth empowerment well as on nutrition.

All components will benefit men, women and youth and financing instruments as well as animal health, alternative feed, and other activities will be tailored to the different groups and vulnerability level.

The main entry point under the proposed project for empowering the vulnerable is to equip them with business skills and knowledge and further to provide income and business opportunities. Business training will be given to the communities whose vision includes changes in the everyday roles of women and the youth.

SIGHT-II will apply a combination of geographical targeting, self-targeting, and direct targeting measures to reach the target groups effectively (targeting mechanisms is explained in a later section in this document).

SIGHT-II will work in partnership with REGEP-UP in strengthening the social inclusion areas in the project implementation, coordinate exchange and peer-learning among target groups, curricula alignment in gender and nutrition, to be informed by the knowledge documents in

each project, and to collectively work toward policy engagement on gender inclusion in the agriculture sector in Jordan.

The project's targeting strategy combines different levels and approaches.

Eligibility criteria. Pro-poor eligibility criteria were identified to ensure effective outreach and support to target groups. These criteria include socioeconomic and vulnerability factors such as poverty, unemployment, literacy level, age, sex, marital status, disability, diet diversity, access to resources and external support including support from the National Aid Fund (NAF) and the government's agricultural development strategy. Moreover, blended self, direct, and geographical targeting approaches will be used to reach the target groups.

Pro-poor services. The designed activities and services are focused and tailored to meet the challenges and needs for the target groups specially the poor and vulnerable population. In particular: Access to technical and financial skills through FFS and FBS, access to services through the improvement of public and private veterinarian services, access to finance through matching grants and micro-loans, access to markets through markets rehabilitation and improved information sharing. Interventions also pay attention to addressing challenges that women and youth face such as: addressing gender norms hindering women economic empowerment and decision making through household methodologies, raising awareness on healthy diets, food safety and hygiene through tailored trainings on nutrition and community awareness raising, generation of employment opportunities through youth participation in the project activities from one side, and engagement with MSMEs through the credit line under component 2 which also generates new employment opportunities.

Gender and youth targeting. Women and youth will represent 40% and 15% of target groups respectively and are set across all components and detailed in the Gender and Youth Action Plan in a later section of this document. They will be strictly monitored by the PMU M&E and social inclusion specialists.

Pro-poor employment generation. The project will mainstream the following measures to enhance outreach to the intended target group and to ensure that the activities implemented in partnership with commercially oriented farmers, private multipliers, and MSMEs have a direct impact on the poor and vulnerable rural population through employment generation:

- Employment generation benefitting the poor women and men will be closely monitored and commercial actors and SMEs will be trained on labour and OSH standards to ensure the creation of safe working environments and decent jobs.
- Engagement with Ministry of Labour, NAF and Ministry of Social Development will ensure access to poverty and employment data for geographic targeting as well as compliance with existing labour standards.
- Market oriented farmers (category C) engaged in matching grants and SMEs engaged in the credit line will be requested to demonstrate and provide information on the number of jobs they plan to create and potential linkages to the smallholder sectors. This information will be included in their loan application.

Targeting process

At an early stage of the project, the PMU will design the social mobilisation and outreach plan in consultation with all stakeholders, service providers, community-based organisations, and women and youth associations.

The targeting process will be structured around the following steps:

STEP 1 Pre-identification

During the initial phase the PMU will inform local stakeholders about the project's interventions and eligibility criteria. Critical consultations will include NAF, CBOs, Municipalities, cooperatives, and Women's and Youth Associations. This will contribute to pre-identify beneficiaries, and selection scoring system strictly aligned with the targeting strategy and target group classification.

STEP 2 Information campaign

At an early stage of the implementation, the PMU will design an outreach plan including the information and communication campaign. The campaign should ensure a maximum outreach of target groups with tailored channels (eg CBOs, social media, youth centre, et..) Details of criteria and conditions for participation and the procedures for application process, deadlines and ineligible applications will be published.

STEP 3 Application process

The project will open the application process, by using both simple online and offline forms. The application form will also include a questionnaire to assess the socio-economic profile of the applicant.

STEP 4 Selection

Following the project's eligibility and prioritization criteria the service providers will select the project's beneficiaries.

STEP 5 Group formation

Selected beneficiaries are then mobilised and organised in different groups.

Eligibility criteria for direct targeting

The different target groups will be identified and targeted through the implementation of eligibility criteria.

Simple selection criteria and categorical targeting. will be used to identify the poor and vulnerable population and prioritize certain groups over others. NAF and other community-based organisations database will be used to validate the list of beneficiaries and their socio-economic profile especially under sub-components 1.1.2, 1.2.2, 1.2.2, 1.2.3, 1.3.1,1.3.2 applicants must provide supporting documents to verify the provided information **(a draft criteria weighted scoring matrix is annexed to this document)**

Beneficiary profiling. More detailed information on the socio-economic profile of target beneficiaries, will be gathered and systemised during the application process (online and offline). Implementers of each sub-component and/or service-providers will be requested to screen and profile each beneficiary by combining different data and poverty proxies, also including:

- General socio-demographic information (e.g. marital status, gender, disability, Jordanian/refugees, etc.)
- Job of the household head (with income details) and other income sources in the household (including registration on NAF list)
- Number (and age) of family members/ dependency ratio.
- Household nutrition and provision of diversity diet
- Landholding size and tenure regime.
- Number of owned small ruminants
- Level of education.
- Membership in associations

This will allow the project to develop a more robust poverty and vulnerability profiling of the poor, the vulnerable and commercially oriented populations and reduce mis-targeting. Information will be systemised in the project's digital dataset. This activity will be included in the ToRs of contracted service providers.

Beneficiary selection for all activities implemented under component 1, will be based on the data collected through the application process. Higher scores will be given to the project's priority target groups, as identified through simple eligibility criteria and categorical targeting.

Beneficiary selection for the grants: will be carried out by the contracted service provider. One of the selection criteria will include that applicants should be pre-selected and successfully participated in FFS and FBS. Other selection criteria will assess the business proposal validity and economic independence, graduation, or growth potentials. The final selection criteria and scoring matrix should be developed and agreed with the PMU and approved by IFAD.

The service-provider will be trained on the project's targeting criteria, including sensitising them on the need to prioritise "the target groups identified under each category of the project target groups.

Selection of the 40 private multipliers

To ensure a proper and fair selection in a competitive process, the following criteria should be applied to the selected private multipliers (See also detailed description of activity 1.1.2 below)

- They should keep only pure breeds on their farm to maintain genetic purity.
- They should be committed to apply the instruction given by the project field team, including recording the productivity data required for the breeding program and apply the recommended animal management measures.

- They should have proven and long experience in animal raising; the team will conduct quick assessment of the farm management and flock performance to assess this.
- They are willing and committed to exchanging their experiences in animal breeding and husbandry with other herders (including opening up their farms for field days),
- They should have the plan to commercialize the improved animals produced as breeding stock (not only for meat)
- They should have good infrastructure for animal housing and welfare.
- The whole flock should be included in the breeding program, the project will concentrate on farmers who own about 200 sheep, 150 goats.
- At least 15% of improved offspring should be kept by the MPs for replacement, so that within 5-6years, all the flock has a share of improved genetic blood from stations.

Engagement with groups owning larger size of flocks

Some sub-activities under component one will also engage with groups owning larger size of flocks (at cost sharing basis - with a maximum of 3.3% of total budget). These groups are pillars in the small ruminant value chain and crucial for achieving the project development goal to sustainably improve productivity, resilience, profitability at the national level. This engagement is crucial for strengthening a nationwide animal health and productivity, increase water saving practices, and reduce reliance on groundwater. Engagement with these groups will ensure the project impact on 2/3 of small ruminant farmers in the country. Their role as buyers, processors, and service providers directly supports improvement of smallholders' livelihoods. Their engagement either as off-takers/buyers of livestock or derived products from smallholder producers, or as inputs and service providers will have a direct benefit to categories A & B & C.

Engagement with MSMEs

The Central Bank of Jordan and Jordan Department of Statistics definition of MSMEs: micro enterprises have 1-4 employees; small enterprises have 5-19 employees and medium enterprises have 20-99 employees. They also use annual revenue as part of MSMEs definition according to the sector.^[8]

MSMEs in Jordan receive only 13% of the country's total commercial loans. This is due to different challenges such as the reluctance of commercial banks to work with small companies due to lack of collateral and informal businesses^[9] One of the goals for the financial Inclusion Strategy is to an Increase MSMEs saving rate in formal financial institutions from (15%) in 2022 to (20%) by the end of 2028.

The high level of informality of MSMEs makes assessing their needs challenging. Many of these enterprises are reluctant to register concerns related to fees or taxes that are imposed upon registration. Religious reasons are one of the most common reasons for not borrowing from FIs, in addition to the high cost of borrowing, income limitations, existing debt, lack of trust, strict requirements, poor credit history, lengthy processing times, and distance to financial institutions. Islamic finance serves are popular among all categories of MSMEs; about (23.5%) of formal MSMEs reported using some Islamic financial products.

MSME credit line will be targeting the "missing middle," where loan amounts between JOD 10,000 and JOD 100,000 often fall outside the reach of both microfinance institutions and

traditional banks. Which leaves borrowers less favourable loan conditions, including loan size, interest rates, maturity, and collateral requirements.

63 MSMEs and cooperatives will access the matching grants and will receive training and guidance on inclusive value-chain development, labour standards and occupational health and safety and food quality and safety standards. Women led and community dairy processing cooperatives will be prioritised. Medium-size enterprises (50% matching-grants- cash contribution) will submit business plans that must include estimates of the number of jobs and linkages with the smallholder farmers as a condition to ensure a direct benefit for categories A &B (specially youth).

Table 1 – Target groups engagement in SIGHT-II

Target group	Priority	Description	Component 1	Component 2
Category A (70%)	NAF beneficiaries (or on NAF waiting list) Women headed households Women & Youth Un or under-employed VC wage workers	The poorest and poor smallholders, semi-intensive subsistence small ruminant farmers and dairy processors. These households are landless, rent or own less than 0.2 ha, they rely heavily on common rangelands or rented land, fall below the poverty line and vulnerability. They typically own very small flocks (1-9 heads for the poorest, up to 19 for the poor), and depend on subsidized feed, informal labour, seasonal migration, simple dairy processing activities, and some of them are beneficiaries of NAF.	1.1.2. Dissemination of improved genetic material 1.2.2 rainwater harvesting 1.2.3 Alternative feed 1.3.1 FFS & FBS	2.2.1. Financial literacy and financial management education for entrepreneurs 2.1.2 Matching Grants 95% (IK contribution) 2.1.4 Business Development trainings Credit line
Category B (15%)	Low-income family who depends on one source of stable income in low paid jobs (or pensions – usually above the minimum wage 290 JOD but typically not exceeding 500JOD).	Small-scale livestock farmers and processors may own or access 0.2–0.5 ha and own 20-50 small ruminants, with limited grazing or cultivation capacity. These producers are vulnerable to feed and water price volatility, and very vulnerable to climate change and economic shocks.	1.1.2. Dissemination of improved genetic material 1.2.2 rainwater harvesting 1.2.3 Alternative feed 1.3.2 technical trainings	2.2.1. Financial literacy and financial management education for entrepreneurs 2.1.2 Matching Grants 80% (IK or cash contribution) 2.1.4 Business Development trainings Credit line
Category C (7.5%) Some services are at cost sharing basis	Women led, and dairy processing cooperatives	Commercial livestock farmers, processors, with no more than 150 heads, Despite of this group relatively better flock size and access to resources, they face financial difficulties with high feed cost that reach up to 60% of their revenue, high price of water, and limited access to vaccination services. Informality of MSMEs is a key factor of their challenge in accessing finance. MSMEs enterprises, who are better integrated into local value chains will be targeted.	1.1.3 Cost shared Dissemination of improved genetic material (50 free, cost sharing 30% above 50 heads) 1.2.2 cost shared rainwater harvest 1.2.3 Alternative feed Cost sharing (40%) 1.3.2 technical trainings	2.2.1. Business Development and financial management trainings 2.1.2 Matching Grants (cash contribution) Cooperatives 25% MSME 50% 2.1.4 Business Development trainings Credit line

Partners (7.5%) Cost sharing basis no more than 3% of project budget		Own large size of flocks (more than the average size of flocks in Jordan (150 heads). The targeted partners engaged in SIGHT-II represent 4% of the large size small ruminant farmers which are 30% of total number of farmers in Jordan and own around 70% of animals at national level. They will be supported only for public goods that require national and sector approach to be effective (breeding, animal health, and environmental aspects).	1.1.3 Cost shared AI (50 free, full cost above 50 heads) 1.2.2 WH Cost sharing (no more than 15% of WH budget for partners) 1.2.3 Alternative feed Cost sharing (75%)	Not eligible
40 Private Multipliers		Selected among farmers in the category above, will contribute to the breeding programme in partnership with the breeding stations. They will receive premium genetic material through AI and live animals (through cost sharing mechanisms), disseminate breeding stock to other farmers, and also supply animals to the stations for AI and breeding. Involving these private multipliers will increase the selection base of the breeding programme by around 10,000 heads, on top of the 2,000 heads owned by stations. It will thus significantly increase genetic diversity as well as outreach of the programme.	1.1.3 Cost shared AI (50 free, full cost above 50 heads) 1.2.2 WH Cost sharing (no more than 15% of WH budget for partners) 1.2.3 Alternative feed Cost sharing (75%) Feed supplements and medicines to improve fertility + priority access to premium quality rams & ewes from stations + purchase of rams and ewes by stations + performance recording and flock monitoring	Not eligible

2.3. Gender Strategy

Situation Analysis

Jordan ranked 122 out of 148 countries in the Global Gender Gap Report for 2025.^[10] Education attainment and political empowerment domains show better ranks comparing to Economic Participation and Opportunity, health and survival. Despite the country's significant progress in closing the gender gap in education, gender disparities persist in political participation and Economic Participation and Opportunity. Despite of women have represented 52.3% of those employed in senior and middle management in 2023,^[11] The World Bank indicates that Jordan's female labor-force participation is one of the lowest in the world.^[12]

Women unemployment recorded 33% comparing to 18% men (DOS 2024). The wage and asset gap between women and men is profound and especially in rural areas where women agricultural labourers are either unpaid in family farms/ business or can earn up to 50% less than men. On the financial independence and control over own money only 31% of women have bank accounts against 53.1% for men.^[13] This leads to a gender gap of 22%. Employment among currently married women increases from 1% in the 15–19 age group to a peak of 18% in the 40–44 age group before dropping to 13% in the 45–49 age group.

A UN-Women report (2022) on gender norms in Jordan, found evidence that despite the gains of the women's movement and major social changes, a strong enough backlash against gender equality seems to exist, whereby many young people, both women and men, still embrace restrictive ideas about gender roles.

Social norms place the financial responsibility for the family on men and see women as dependents in addition to restrict women's financial empowerment, leadership role, decision making and mobility.

Control over earnings: Jordan Population and Family Health Survey indicates that in 2023 83% of currently married women with cash earnings decide jointly with their husband how their own earnings are used, and 14% decide on their own how their earnings are used. Currently married women in the Central and North regions (15% and 13%, respectively) are more likely than those in the South region which SIGHT-II will operate in (9%) to decide on their own how their cash earnings are used^[14]

Violence against women and girls is a significant issue in Jordan and affects all segments of society regardless of their social or economic status. The most common forms of GBV in Jordan include physical violence, sexual violence, emotional abuse, and sexual harassment. The latest Jordan Population and Family Health Survey (DHS) 2017-2018 reveals that 29.5% of ever-married women aged 15-49 reported experiencing physical, sexual, or emotional violence by their husband or partner at some point in their lives. Among women who had experienced physical or sexual violence, 41% reported injuries. Women in the lowest wealth quintile (21%) are three times as likely to have experienced spousal violence as those in the highest wealth quintile (7%).^[15]

Data on the ownership of resources (DOS 2024) reveal that women own less than 20% of land in the country. Climate change and increased land and water scarcity compound the

situation and further magnify gender inequalities, thus undermining women's vital role in local food systems.

A survey carried out by UN-Women (2018) reveals that approximately 25% of women agricultural family labourers and suggesting that women engaging in home-based agriculture and food processing in Jordan are likely to belong to younger age groups, be married with children and have relatively lower levels of education.

Women household heads are also overwhelmingly involved in agricultural production. The incidence of women's headship in the country is higher than 20%, up to 25 in certain areas. They are more vulnerable to poverty as the loss of the male breadwinner can cause profound socio-economic distress. Women also experience increased stress from identifying food sources to provide nourishing diets and avoid malnutrition.^[16]

Home-based food processing plays as a women dominated sector and the most common type of agricultural activity undertaken by women in rural areas.^[17] It is considered an important livelihood source for poor women specially women heads of households. Women and girls commonly turn sheep/goat milk into jameed, labneh, white cheeses, and clarified butter (samneh) for home use and sale.

Women play a vital role in the dairy sub-sector. Traditionally, they share the responsibility for animal care and milking tasks, home-based dairy processing. In modern factories, women play an important role in the manual packaging of products like labneh and cheese and are dominant in laboratory and quality control work.^[18] Most of their work in the sector remains informal. This explains the extremely low official statistics on women economic participation in the sector (0.9%). Women as labourer are either unpaid in family business, informal business, or underreported where they often face unsafe working conditions and lower pay.

Women involvement in home-based agriculture is socially accepted as part of family responsibilities, while their wage employment in agriculture remains to be socially unacceptable for women reflecting a persistent gender wage gap driven by biases that undervalue women's contributions assuming female activities have a lower value as they do not require physical strength.

Women small-scale producers face major challenges in this sector that hinder their business growth such as: limited financial resources for purchasing dairy processing machinery and renting labs, access to markets for trading with a fair market price and diversifying their markets, which limits their end market to family and friends, and causes them to operate informally and remain in the same income bracket. Legal and licensing constraints limit formalization and scaling for many women-run dairy businesses due to relatively high cost of registration and annual fee, limited business capacity and skills, in addition to the challenge in obtaining food safety certificate which is a condition for selling their products in permanent bazars. Access to credit is also a major challenge due to limited collateral to receive loans. Some women also are hesitant to take loans either for religious reasons or fear of financial risks and inability to repay.

According to UN-Women (2018) women's involvement in small or medium scale agricultural production initiatives, such as through local community associations and cooperatives is low,

which could be related to their low public representation and participation in associations and the prevailing social norms.

The policy and institutional framework and SIGHT alignment

Since 1992, Jordan has advanced women's empowerment through national strategies and institutions such as the Jordanian National Committee for Women's Affairs serving as the national machineries concerned with the empowerment and advancement of women and the National Strategy for Women (2020–2025) which promotes women's rights and empowerment. The strategic priorities are aligned with constitutional principles, national plans, and global commitments such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action (BPfA), the Sustainable Development Goals (SDGs) Agenda 2030.

Recent frameworks, such as the Economic Modernization Vision (2023–2040) and the Youth and Women Empowerment Strategy in the Water Sector (2025–2028), integrate gender priorities, focusing on women's employment, care economy support, skills development, and leadership in sustainable resource management.

The government has also introduced policy and legislative measures against gender-based violence, including a national plan on child marriage and the 2021–2023 Executive Plan on National Priorities for strengthening the response to Gender-Based Violence, Domestic Violence, and Child Protection.

Jordan strengthened protections for agricultural workers through the 2021 Agricultural Workers Bylaw, which ensures regulated working conditions and introduces specific provisions for women, such as maternity leave and overtime rights.

The Jordan's Economic Modernization Vision (2023–2040) include important gender provisions and emphasises job creation for women and support to the care economy as critical pillars. Moreover, the recently approved Youth and Women empowerment strategy in the water sector (2025-2028) aims to build leadership through education, innovation, and active participation in sustainable water management. It emphasizes skill development, involvement in community and policy-making processes, and integration with national strategies.

SIGHT-II will support women dairy micro-business development in partnership REGEP-UP, NGOs and other programmes, through building their technical and financial capacity, strengthening women leadership and peer learning structure, financially support women led groups, cooperatives, and micro-businesses, and facilitating community dialogue on positive gender norms. This will support women inclusion and role in the value chain by contributing to foster their economic empowerment, leadership and collective action.

SIGHT-II Gender Strategy

- SIGHT-II Gender strategy aligns with the Government's Gender Policy and will be working in policy coordination. Therefore, findings, lessons learned, knowledge documents, and policy recommendations will be presented to the government of Jordan for future Gender Inclusion in the small ruminants and dairy sector.
- SIGHT-II builds on IFAD experience and extensive lesson learned from REGEP and SIGHT which will be applied. Community-led and gender-transformative approaches can drive inclusive participation and behavioural change.
- The project impact on gender is expected to be positive. The project will contribute to changing to positive social norms that reduces inequalities between men and women. It aims to promote women entrepreneurship through trainings and a competitive grant scheme that will finance micro dairy processing businesses. The aims also to create avenues for women to voice their views and be fully involved in the community and sector related planning and decision making. Activities will ensure gender community sensitization, equitable measures to women economic empowerment and elimination of GBV.
- Improved animal health, access to veterinarian services, access to finance, women technical and financial skills, access to finance (grants and loans) and improved institutional capacities will support women will start their business, take leading roles in their groups, better access and control their income, and participate in household and community decision making and achieve a balanced level of workload and wellbeing.
- A full time Social Inclusion (gender, youth, and nutrition) will be hired at the PMU level to manage the social inclusion action plan, ensure gender mainstreaming in all project activities (TOR is annexed in a later section of the document)
- The project will ensure all interventions are aligned with the acceptable cultural context and will address all women participation barriers such as women-only FFS&FBS, providing women facilitators and mentors, consider appropriate timing due to women household commitments and all other aspects to accommodate women needs.

The Gender strategy aims at promoting gender equality and contributing to the three Gender Equality and Women Empowerment **GEWE** objectives through the following:

GEWE SO 1 - Economic Empowerment:

SIGHT-II gender approach supports will build women technical, financial and entrepreneurial and skills, engage men and community members in addressing unbalanced household relations and challenging harmful norms that hinder women economic empowerment and gender equality. Moreover, improving access to markets, services, and finance would enable them to improve their livelihoods and take control over their income, assets, and participate in the decision making. Further, supporting women in licensing and registering their business largely contribute to better economic empowerment through enrollment in the formal economy.

SO 2- Equal voice and leadership

The livestock, veterinary and pasture management are male dominated. The gender-inclusive outreach will promote women engagement in the sector and address limitations for this

engagement. The project will support women leadership by building their leadership capacity in FFS, promote peer-knowledge sharing, participation in bazars, and exchange, support women-led groups/CIGs/ cooperative through grants to widen opportunities for dairy farming, milk and meat processing and value addition to dairy products led by women. SIGHT-II will encourage the formation of women's self-help groups to improve their bargaining power in accessing resources and markets in the sector. Finally, female leaders and membership in cooperatives and producer groups will be encouraged specially in leadership positions in cooperatives boards. Furthermore, SIGHT-II will encourage women in taking part in representing their communities in policy consultations.

Women participation in decision-making, representation, Institutional change, enabling environment are key pillars for SIGHT-II gender strategy. The household methodologies and men engagement introduced in FFS and FBS will support fostering inclusive participation and behavioural change as women will be able to participate in decision making on the family finances, nutrition and future investments.

SO3: Balanced Workload

Easing women's workload and promoting a more equitable workload balance. SIGHT-II will ensure engagement with male participants for a more balanced household dynamics, livelihood and value chain development for increasing income, production and access to markets, and challenging negative social norms around gender at community and institutional levels.

- Household methodologies such as GALS, BALI, or other household module will be introduced to empower participation and achieve a dialogue level between women and their husbands in taking joint decisions and achieve a balanced level of household responsibilities. They will also advance healthy household dynamics, address negative social norms and improve shared household and work responsibilities between women and their husbands. The selection of the contextualised gender/ household methodology will be informed by REGEP-UP in order to ensure contextualisation of the methodology for the context of agriculture and livestock in Jordan and achieve a sustainable impact among women in the sector.
- Women improved technical knowledge about climate-smart practices and value-chain operations and the introduction and promotion of green and time saving technologies will support reducing their time spent at work and contribute to a balanced workload.

Policy engagement and advocacy on GEWE will address the gender norms, empowerment, improved women and household nutrition as well as gender issues related to the barrier of women inclusion in the small ruminant and dairy processing value chain. A knowledge document will also assess gendered barriers in the regulatory environment that limit women's ability to register their home-based businesses and access more markets, financial and non-financial service. Lessons learned, knowledge documents, and progress reports will be part of the policy dialogue SIGHT-II is planning for future institutional development for women in Jordan.

Monitoring GEWE outcomes. A baseline study for the Gender Empowerment Indicator will be conducted at the launch stage, followed by MT and final surveys.

The Empowerment Indicator will be used as the main measurement tool to indicate women's control over critical parts of their lives in the household, community, and economy. It will assess how women can be disempowered and understand how to increase autonomy and decision-making to benefit from the value chain development. Each study will measure the roles and extent of women's engagement in: (1) decisions about saving and expenditure, (2) access to and decision-making power over productive resources, (3) control over use of income, (4) leadership in the community, and (5) time use. It will also include case studies from implementation.

Table 2 - Gender Empowerment Pathways

Aim	Strengthening gender equality and empowering women in climate adaptation and food system transformation.			
Outreach	At least 40 percent of the beneficiaries will be women			
Objectives	SO1: Economic empowerment	SO2: Equal Voice and Leadership	SO3: Equitable workload balance and ...	Policy Engagement
Activities	• Technical trainings • Financial trainings • Access to AI • Access to alternative feed • Access to rainwater harvesting • Access to finance • Access to markets • Access to veterinarian services	• Leadership trainings in FFS • Leadership in producer groups and cooperatives • Household methodologies integrated in FBS. • Peer-learning and exchange • Validation and support Gender trainers and female community leaders • Leverage on women networks for awareness creation and behavioural change on gender empowerment, male engagement, and healthy household dynamics	• Household methodology and community gender dialogue • Training modules will include sessions on gender equality and promote equitable division of labour in the household and in the community. • Promotion of time-saving green technology and alternative income generation opportunities • Direct targeting to men in household methodologies in FBS	• Partnerships with development actors and complementarity activities for SIGHT-II gender empowerment objectives • Gender sensitization integrated in training packages, targeting and outreach mechanism • Policy engagement and dialogues • Policy coordination and institutional capacity development • Partnership with REGEF-UP for sustainable impact, and strengthening policy dialogues and evidence based knowledge documents on gender
Targeting approaches	Self-targeting through HH methodologies, women-specific, social mobilization, and RDF services offered respond to their needs and priorities Direct targeting: selection of experienced and aligned AOs, NGOs, and IPS, designated component for women and youth, and women quotas Empowerment measures through capacity building, leadership in cooperatives and community groups, and introducing labor-saving VCS			
M&E	I.E 2.1 Evaluation will include analysis of changes in the ability of beneficiaries, women and men, to make strategic choices; their autonomy in income; decision making on financial services and means of production and use of income: group membership and leadership. and improved			

Youth

Jordan has one of the youngest populations in the world with half of the Jordanian population in the 15-39 age group^[19]. However, it has one of the highest youth unemployment rates in MENA, especially among young women.^[20] 100,000 young people start looking for work every year. 36.6% of youth from 15-24 years are unemployed (28.6% females vs 40.7% males) (DOS 2024). Both male and female youth in Jordan are generally educated and connected to the global community. However, this does not reflect properly in access to economic and employment opportunities, specially among the rural youth. In 2019, 44% young women were NEETs compared to 29% of young men. ^[21]

The Ministry of Education expanded vocational education in secondary schools across industry, agriculture, hospitality and tourism, and household production. Young women comprised roughly 43% of VE enrolment, yet gendered biases persist as most young men cluster in industrial, hospitality/tourism, and agricultural tracks, while nearly 98% of students in household production are young women. Because many industry, agriculture, and hospitality/tourism trainings are hosted in boys' schools, girls are effectively excluded or discouraged from joining the same classes. Social norms further shape choices, with many girls gravitating toward home-based activities seen as appropriate—despite acknowledging that these options do not adequately prepare them for the labour market (OECD,2021)

The challenges and shocks that the Jordanian economy faced in the past decades did help the private sector to generate enough jobs to absorb young job seekers. Further, the share of private sector employment relative to employment in the public sector even decreased.

Structural barriers to youth entrepreneurship such as limited access to land, markets, and finance limit youth from fulfilling their future potentials. Few rural youths have chosen to create new enterprises as a means of employment. The youth interviewed during the design mission shared they die to the limited access to finance, they had to borrow from family and friends to start their own business. Young women face double the burden in finding funding sources comparing to their male peers. Older married women may take loans using their husband's job as a collateral/ loan guarantee. This is mostly due to the economic challenges they face, in addition to the global phenomena of out-migration either to urban areas or abroad. The economic situation, challenges that hinder youth start-ups, and the gap between the supply and demand in the job markets, and the influence of the informal economy, have a critical impact on the youth. In the absence of decent jobs, a significant share of youth is employed in the informal sector. Young jobseekers often accept informal jobs that do not match their qualification, provide low income and no job security or benefits, which delays their path to an autonomous life and to achieving what are considered important milestones of adulthood, such as marriage (OECD 2021).^[22]

Access to economic and employment opportunities for refugee youth living in rural areas is more challenging. Youth join low wage informal jobs and become vulnerable to harmful or exploitative labour practices, especially in the agriculture sector (UNICEF 2021). The challenge is doubled for refugee girls due to mobility restrictions and forced or early marriage and GBV

risk. Youth with disabilities were 6% of youth aged 10-24 in 2013, and face difficulties in accessing services and programmes.

These disparities between youth and other segment of the population in financial inclusion sheds the light of different the challenges youth face in accessing financial products and services. Only (23.9%) of people 14-25 years have a formal account, which is less than half the rate of (50.9%) for those aged 25 and older. 23.3% of youth used digital payments in 2022, and only 5.2% of youth received a loan in 2022, compared to (18.1%) for older adults. Youth are more likely to borrow from MFIs than traditional banks. Only 2.6% youth saved money in formal accounts in 2022. Finally, the share of youth with insurance is relatively high at (53.8%), this could be linked to the fact they are covered under their parents' medical insurance policies. However, this rate is below the (63.9%) rate for older adults.

Youth public participation is low, their participation in national and subnational elections remains low. They are underrepresented in farmers organisations, cooperatives, and CBOs, despite their involvement in in agriculture and farming (especially seasonal jobs). Less than 3% of youth in Jordan are members of a charitable society and organised in a youth, cultural or sports organization (OECD 2021). Young people from the relatively less poor households seek higher education levels and are pursuing formal employment in urban areas or abroad. Despite that, interested youth in digitalization, innovation, and entrepreneurship have started to pursue their professional potentials in the sector with more focus on digital marketing in agri-business, climate-smart agriculture.

Majority of youth involved in the small ruminant sector are either temporary, seasonal, and or as a part time aside from another full-time job. They work in family-owned farm, support with daily flock or daily processing related tasks. Unless they have this business for generations, youth are hesitant to fully work in small ruminant farming/ breeding due to the challenges high cost of feed, water, limited accessibility of veterinary, vaccination, and laboratory services in rural areas. These challenges are compounded with limited access to finance due to high collaterals, interest rates, and repayment conditions where are risky due to the climate change impacts which affect the anticipated production.

Different government and NGOS initiatives were launched to quip youth with the skills needed for joining the job market and entrepreneurship linked with agreement with the National Guarantee Corporation to facilitate youth access to finance and start their enterprises.

Youth Institutional and Policy framework and SIGHT-II Alignment

The Government pays great attention to youth employment as a priority policy issue. The need to bridge the youth skills gap is recognized in strategies of different sectors: the environment, management of natural resources, the green economy and agricultural development. **SIGHT-II** is aligned with this priority as building the youth technical and financial capacity is a key entry point addressing sustainability productivity in the small ruminant and dairy processing value chain.

The Economic Modernization Vision (2022) aims to create over 1 million jobs by 2033, with a focus on sectors like digital technology, healthcare and sustainable resources. This plan

includes a dedicated strategy to enhance formal employment and support youth unemployment alongside national efforts to support the creation of green jobs.

The National Youth Strategy (2019-2025) recognizes the vital role that the youth play in building a prosperous country and addresses the multiple cultural, social, political and economic obstacles faced by the youth in the country, with a special focus on the high rates of unemployment and underemployment. Close attention is also paid to human rights and the civil and political rights of young people, women, persons with disabilities and of all social strata.

Youth and Women empowerment strategy in the water sector (2025-2028): Jordan's strategy for empowering youth and women in the water sector aims to build leadership through education, innovation, and active participation in sustainable water management. It emphasizes skill development, involvement in community and policy-making processes, and integration with national strategies. Rooted in the 2023 National Dialogue on Water Harvesting, it aligns with Jordan's Economic Modernization Vision and National Water Strategy 2023–2040.

The National Financial Inclusion Strategy (2023-2028) framework focuses on individuals and the business sector, especially those excluded from the financial system. Target groups include the bottom 40%, women, youth, refugees, and MSMEs. The bottom 40% is defined as low-income households that fall in the bottom 40% of the total adult population in terms of income. SIGHT-II Youth employment focus is strongly aligned with The National Food Security Strategy 2021 – 2030 which highlights the Creation of Sustainable Economic Opportunities, by creating job opportunities while enhancing people's employability with special emphasis on rural areas and food insecure spots as one of the strategic objects.

Table 3 - Youth Empowerment Pathways

Aim	Increased youth empowerment and participation, employment, and entrepreneurship in livestock service provision	
Outreach	At least 15 percent of the beneficiaries will be youth (18-30 years)	
Pathways	- Supporting youth access to skills (technical and financial) - Enhancing youth access to financial services (matching grants, and loans) - Enhance youth access to services (AI, veterinary services, rainwater harvesting, alternative feed) - Strengthening youth leadership and participation in producers' communities for economic empowerment and voice. - Supporting youth integration into the small ruminant VC through SMEs engagement - Enhancing youth access to markets and market organisations	
Objectives	Economic empowerment	Decision-making and representation
Activities	- Supporting youth leadership and representation at Financial and technical trainings through FFSs and FBSs - Technical capacity-building and grants for youth-led groups and cooperatives - Diversified income generation opportunities and access to climate resilient feed production - Improved youth access to finance - Improved youth market linkages and export opportunities - Better market linkages and export opportunities - Improved infrastructure and therefore access to markets and breeding stations - Improved food safety and hygiene services and therefore, improved market linkages - Credit line and capacity building to young veterinarian - Supporting partnerships between government, the private sector and development youth empowerment programmes	- Strengthen youth leadership in producers' groups and establishment of youth led groups - Supporting youth leadership and representation at community and policy level (e.g rangeland management, youth led cooperatives, etc..) - Support youth participation in the project activities as community facilitators - Supporting youth representation in cooperatives and community dialogues
Targeting	- Financial and technical trainings through FFSs and FBSs - Supporting youth leadership and representation at Empowering measures through youth capacity building, leadership and participation - Direct targeting through prioritizing experienced IPs working with youth and vulnerable groups and willing to introduce youth-centric services. 15% quotas of youth beneficiaries in selection of project beneficiaries - Enabling measures through community consultations, policy dialogues and capacity building for	
M&E	C.I.2.2.1	

2.4. Nutrition and healthy diets

Jordan's hunger level is moderate with a score of 12.0 in the 2024 Global Hunger Index. However, there has been an increase in GHI score from 6.8 in 2016 to 12.0 in 2024, which raises the alert for the risks around food security in the country. The main drivers of raising food insecurity and malnutrition are the prolonged refugee crisis; increase in the global food price, triggered by the COVID pandemic and the Ukraine crisis. The food price crisis together with high unemployment rates are key challenges for affordability of healthy diets.

Jordan is heavily dependent on imports to meet its food needs making it subject to the volatility of a world that is changing quickly, resulting in an increase in the consumer price index for food products of over 5% annually since 2015, the price of meat being the most affected while staple foods have been less affected.

3% of the Jordanian households (219,186 individuals) are food-insecure, and another 53% (3,872,286 individuals) are vulnerable to food-insecurity. Al-Tafila amongst all is the most food-insecure governorate, with 20% of households being food-insecure.^[23]

Frequent climate-induced shocks, water scarcity, low productivity especially in rain-fed areas along with underinvestment in climate resilient agriculture further undermine the food security and nutrition situation in the country. The refugee population is overrepresented among the food insecure population as they lack the assets and resources to produce and/or access food independently. It is estimated (UNHCR 2022) that 16% and 45% of camp and out-of-camp refugees respectively are food poor.

According to the World Health Organization, Jordan is not on course with meeting the recommended dietary intakes.^[24] The Jordanian Department of Statistics (2018) reports that about 30% of households spend over 30% of their income on food, with the largest percentage going towards meat and poultry. The average household spends JOD 1,200 on meat and poultry annually, more than they do on staple foods, according to the Department of Statistics. Cereals, cereal products, bread, vegetables, and legumes come next, followed by dairy, cheese and eggs.^[25] Subsistence and small farmers rely on their production to satisfy most of their food needs.

The country is experiencing a rapid shift in nutrition, which could be linked to a higher prevalence of malnutrition and related NCDs. Some of the major issues the country faces include infant and young child feeding (IYCF) practices; low birthweight (LBW) 13.8%; stunting (8%), wasting (2%), and underweight (3%) among children under 5 years; micronutrient deficiencies including anemia, vitamin A, vitamin D, and iodine deficiencies; and overweight/obesity 9.2%.^{[26] [27]} Only 25.4% of infants aged 0 to 5 months are exclusively breastfed in Jordan, much lower than the global average of 44%.

Women and girls are one of the most nutrition-vulnerable groups in the country. Nutritional inadequacies also affect women of reproductive age resulting in an increase of anemia 42.6% in 2017-2018. The obesity rate in Jordan is 7.5% for men and 10.3% for women whereas more than half of the population is overweight, and it is predicted that 19.0% of adult males

and 18.9% of adult women have diabetes, 3% of adult women and 10% of adolescent women are thin. Women's dietary practices: 76% of women age 15–49 consume meals with a minimum dietary diversity, 78% consume unhealthy foods, and 93% consume sweet beverages. ^[28] Societal restrictions on lifestyle choices, such as greater limitations to physical activity in comparison to men, may account for the higher prevalence of overweight and obesity among women overall. For instance, women in Jordan are expected to adhere to traditional responsibilities in societies including childcare and household chores which may limit their availability to engage in physical activity.

Although only 3% of all Jordanians are undernourished, the rate of undernourishment amongst the country's large refugee population is 21%, and two thirds are at risk. New and emerging cultural norms have altered food habits causing high levels of food waste especially during ceremonies and public events (Rabbah et al. 2023) Food system transformation in Jordan has been influenced by the expansion of supermarkets and fast-food outlets, altering local dietary habits and choices. Excessive intake of red meat, fish, and dairy has led to rising obesity, affecting nearly half of adults, with women being particularly vulnerable. More causes could be linked to the restricted availability of foods high in nutrients and iron that resulted from the notable spike in the food price index after the 2008 financial crisis, and the regular intake of tea with food, which may lower the bioavailability of iron, the eating of low-iron foods, and the consumption of antinutritional chemicals may all contribute to the persistence of iron deficiency anemia in non-pregnant women. ^[29]

Food loss and waste remain critical, with up to 30% wasted annually, exacerbating food insecurity and environmental stress. Food loss and waste across the supply chain—from farm-level inefficiencies to consumer-level waste—pose a significant challenge, exacerbating food insecurity and environmental stress. The major challenges facing food loss and waste in Jordan are: non-optimal food systems-related practices at all stages, from production to consumption, Lack of recent and sufficient data on FLW, weak institutional and legal frameworks and practices, quality and safety measures and standards, weak knowledge and awareness of producers, dealers, operators and consumers, insufficient facilities and infrastructures along the food chain, and lack of investment in the upgrading of value chain, and overproduction of certain commodities during certain periods and seasons and ineffective subsidy policy ^[30]

Food safety remains a growing concern in Jordan, particularly in informal markets and among small-scale producers, where limited regulatory oversight and poor handling practices can compromise food quality and safety standards. ^[31]

The national average intake of food groups associated with health and environmental impact (e.g. red meat, fish and dairy) by adults 20 years of age and older significantly exceeds the recommended daily intake. As a result, the rise in obesity, is alarming. The Jordanian Department of Statistics (2018) reports that about 30% of households spend over 30% of their income on food, with the largest percentage going towards meat and poultry. The average household spends JOD 1,200 on meat and poultry annually, more than they do on staple foods, according to the Department of Statistics. Cereals, cereal products, bread, vegetables, and legumes come next, followed by dairy, cheese and eggs. ^[32]

Nutrition Policy framework and SIGHT-II Alignment

Institutional and policy frameworks. The National Food Security Strategy 2021-2030 recognises that the agricultural sector is a major pillar of food security, particularly in a water-scarce country. The strategy highlights that food security is increasingly becoming a major national issue in light of urbanisation, the refugee crisis, international food price rises and fluctuations, and climate change impacts. **The Jordan's National Nutrition Strategy** (2020–2030), seeks to address the multiple forms of malnutrition and to build on the progress achieved through the implementation of previous action plans for nutrition, driving progress towards globally agreed goals on nutrition and the Sustainable Development Goals by 2030 the national response to non-communicable diseases (NCDs), and the country's Food Systems Transformation Pathway, which promote sustainable food production, improved access to nutritious foods, and climate-resilient value chains that contribute to healthier diets and rural livelihoods.

The government has launched different policies and programs to improve food security and nutrition situation such as a) The Baby friendly Hospital Initiative (BFHI) the international Code of Marketing of Breast-Milk substitutes; b) Food fortification and Micronutrient Supplementation; c) The National Framework of Action on Obesity Prevention (2018-2023).

The National Framework of Action on Obesity Prevention (2018–2023) was established in 2019 as a multisectoral strategy to address nutrition-related issues in Jordan. The committee's objective included improving the amount and quality of dietary fats and oils as well as optimising the diet's salt and sugar content, reducing sedentary behaviour, and enforcing marketing regulations on food commodities, including their labelling and breast milk substitutes. The committee was able to lower the amount of salt in bread, improve the quality of food given in youth camps, and optimise the fat content of dairy products and food served in public institutions, particularly by removing trans-fat manufactured industrially. Additionally, educational resources such as country-specific food consumption tables, food-based dietary guidelines, and dietary suggestions for treating noncommunicable diseases were made widely available. ^[33]

Policy framework and SIGHT-II Alignment

SIGHT-II is aligned to the National Food Security Strategy 2021-2030. This strategic document recognises that the agricultural sector is a major pillar of food security, especially in the high water-scarcity the country is facing.

SIGHT-II nutrition strategy aligns with the government strategy and nutrition related policies. The strategy highlights the importance of improving education and awareness of stakeholders of food quality which is a key nutrition entry point of SIGHT-II. The project components mainstream the nutrition objectives on both the supply and demand sides. This will be achieved by increasing farmers' knowledge and technical skills on healthy diets and food safety, support diversifying their income and achieve better affordability for purchasing healthy food, providing equipment for water saving technologies and access to alternative climate resilience animal feed compounded a community awareness raising campaigns on healthy food and food safety, and improved access to veterinarian services.

SIGHT-II Nutrition strategy

Nutrition will be mainstreamed across all components of SIGHT-II as a cross-cutting priority that reinforces the project's inclusive, poverty-reducing, and climate-resilient development objectives. In line with national priorities to promote healthy diets and strengthen human capital, the project will support the advancement of nutrition-sensitive agriculture and rural food systems. Particular attention will be given to enhancing dietary diversity and promoting improved nutrition practices among groups with specific nutritional needs.

Component 1

- Strengthening food safety systems and training farmers and dairy processors on hygienic production standards and their link to nutrition and income generation. As meat and dairy processing at the household level, household hygiene directly affects food safety outcomes, inclusive training on hygiene practices and standards will be extended to family members, especially women, who are typically responsible for food preparation and caregiving through FFS. The project will also target communities with traditional small ruminant farmers, meat and dairy processors knowledge to bridge local practices with modern food safety requirements. Through inclusive training on food quality, safety, and value addition, women and youth will gain the knowledge and skills to engage in sustainable agri-food businesses that promote health, local consumption, and market competitiveness. Nutrition education will also be integrated into household-level methodologies to promote behavioral change in food choices and caregiving practices.
- The rainwater harvesting they will get will support reduction of dependence on ground water and achieve some income surplus.
- Community participation in rangeland management will create inclusive visions for sustainable rangeland management that account not only for ecological and economic goals, but also for household food and nutrition security. The shift from "quantity to quality" in livestock management will help reduce overgrazing and improve animal productivity, thereby increasing the availability of high-quality animal-source foods — a key source of micronutrients for rural diets.
- Support women working in micro-dairy processing business in obtaining food safety licence.
- Behavior change communication (BCC) by Raising awareness among rural households, especially women, on the nutritional value of animal-source foods and diverse diets.
- Strengthening food safety systems and raising awareness among smallholder livestock farmers on hygienic production standards and their link to nutrition and income generation

Component 2:

Technical trainings for food (meat and dairy) suppliers strongly linked with in-depth food safety requirements and procedures will support improvement of food safety in the Southern governorates where the component will be operating. This will help largely in improving food standards specially among smallholder producers. The advanced food safety processing enterprises are mostly concentrated in urban areas which provides a good opportunity for producers in these areas to improve food safety processing, open new market linkages, and improve food quality available for consumers in these regions.

Component 3

will directly support providing evidence of the role of women in the value chain and direct gender-nutrition nexus aiming contributing to a policy level framework for further future inclusion of women in the small ruminant value chain.

Table 4 - Nutrition pathways.

Aim	Enhance food and nutrition security by mainstreaming nutrition across ecosystem management, livestock production, food safety, and value chain development, with a focus on vulnerable rural populations.
Outreach	Nutritionally vulnerable groups, including women of reproductive age, young children, persons with disabilities (PwDs), in food-insecure areas.
Pathways	• Integration of nutrition-sensitive value chains (small ruminants, meat and dairy) • Climate-resilient and sustainable livestock production improving availability of animal-source foods • Ecosystem restoration and sustainable rangeland use to enhance long-term food production capacity • Strengthened food safety systems to improve hygiene and quality of livestock-derived foods • Nutrition and hygiene behaviour change through household methodologies and inclusive training • Women and youth empowerment in nutrition-sensitive food systems
Objectives	Increase resilience and food and nutrition security of rural smallholders Contribute to sustainable, inclusive and healthy food systems
Activities	• Support to improved livestock breeds and feeding practices for higher productivity and better-quality protein • Community awareness on food safety and dietary diversity • Nutrition and hygiene awareness-raising through household methodologies • Training on safe food handling, processing, and hygienic standards at farm and household level • Capacity building for women and youth on food quality, dietary practices, food processing, and nutrition-sensitive business planning • Inclusion of nutrition in household dialogues and business planning tools (e.g GALS, BALI, etc.) • Linking smallholders to markets for nutritious, safe food products • Promoting nutrient-dense livestock for both home consumption and sale
Targeting	• Direct targeting of women, youth, PwDs, and vulnerable producers, and NAF nutritionally vulnerable households and Prioritization of cooperatives and plans demonstrating nutrition relevance and outreach to vulnerable groups • Self-targeting through household engagement in value chains and FFS
M&E	C.I. 1.1.8. & 1.2.8. & 1.2.9

Table 5, Gender, Youth, and Nutrition Action Plan

Measure/action	Output/targets	Roles	Means of verification
Component 1 - Strengthening productivity and climate resilience of small ruminants' production			
Sub-component 1.1: Support to national breeding programme and veterinary services for small ruminants.			
- Ensure OHS standards are properly communicated before the upgrading of breeding stations - Support the installation of young veterinary graduates in rural areas, through capacity building and support for equipment and infrastructure - Research new employment opportunities for youth in the rehabilitated stations - Ensure accessibility of improved veterinary services to the vulnerable farmers, women, youth, and PwDs - Provide technical and financial capacity building to young veterinarian	3,500 Households benefit from services provided by the breeding (mostly AI and dissemination of live breeding stock) 40 station staff will be trained 90,000 Ai doses and 1,300 live animals disseminated as improved genetic material Improved women and youth accessibility to 12 upgraded labs, and veterinary services 110 Young veterinarians capacity strengthened, and they are supported to provide services in rural areas.	PMU	Progress report M&E reports
Sub-component 1.2: Support climate resilient access to feed and water (AF) Strengthening Adaptive Capacity through Sustainable Feed and Water Systems			
Targeting women (40%) and youth (15%) in all training activities on water-saving techniques and climate resilient alternative feed production. Nutrition: - Empowering communities to create inclusive visions for sustainable rangeland ecosystem management that account for environmental and economic goals, and for household food and nutrition security. - Shift from "quantity to quality" in livestock management will help reduce overgrazing and improve animal productivity, therefore, increasing the availability of high-quality animal-source foods — a key source of proteins for rural diets. - Access to water saving technologies and reduction of groundwater consumption through rainfed feed Alternative water-resistant animal feed Gender: SO1: women access to technology and resources Youth: Access to technology, Access to resources Ensure youth inclusion in Community participation (1.2.1)	45 households small ruminant farmers benefit from the 12 restored rangeland sites (1,800 Ha) they live around - At least 15% of community members participated in community rangeland restoration intervention 300 households receive rainwater harvesting system (40% women and 15% youth) 3000 farmers receive and cultivate drought- and heat-tolerant fodder species/varieties 12 youth-led MSMEs receive support for feed and fodder production 200 household level receives hydroponic fodder production units (40% women and 15% youth)	PMU	Progress report M&E reports

Sub-component 1.3: Building capacities and awareness of producers			
Nutrition: Include nutrition modules in FFS, FBS, and technical trainings for market-oriented farmers Link trainings with food safety licensing and certifications Gender: SO1: economic empowerment - access to skills SO2: Equal voice - women leadership capacity building, peer-learning and networking Organise women and youth focused learning events and peer exchange. Organise at least market fairs/events per year - Foster a cadre of women champions and role models (also including women from SIGHT-I and partnership with women in REGEP-I & REGEP-II). - Promote the culture of cooperatives among microbusinesses to enhance opportunities for market access and linkages. SO3: balanced workload, through gender/household methodology introduced in FFS & FBS ToT training on gender and nutrition for facilitators. Gender issues integrated in the module on basic financial and business management, focusing on intra-household roles and dynamics in budgeting and planning in FBS Gender issues are included financial literacy modules, using adult education methodologies and approaches that link training content to women and men-specific challenges and issues in financial management. Ensure gender focused OHS training is delivered to target audience of the technical trainings, also including sensitization on gender pay gap. Include 15% youth in FFS & FBS trainings Youth Social Empowerment: - Include leadership module in FFS curriculum - Encourage formation of youth led groups and youth participation in cooperatives - Ensure 40% of beneficiaries of literacy training are women and 15% youth.	- Outreach campaign implemented to reach the right target groups 5040 smallholder farmers trained in FFS and PFS, 40% women and 15% youth. 55 Extension officer trained on gender and nutrition 11 TOT on gender and nutrition for facilitators. - Gender, leadership, and nutrition-focused modules are included in FFS and gender is further highlighted in trainings on business and financial management is developed and rolled out. 25 Women only FFS and PFS conducted 30 technical trainings for market-oriented farmers - A women and youth-dominated peer learning structure is created. 5040 households receive support to improve their nutrition	Social Inclusion specialist at PMU; contracted service-provider; contracted Gender and Nutrition trainers, M&E officer at PMU.	Progress report. Training Curricula and reports; M&E

Component 2: Supporting investments in the small ruminants' value chain			
Sub-component 2.1: Market access and value addition			
Include attention to women and youth's potential and challenges in the study on market rehabilitation.	- Market assessment on market rehabilitation include attention to women, youth. 5 Public livestock markets constructed/rehabilitated 1000 women and youth and microentrepreneurs involved in livestock production and dairy/meat processing capacitated and equipped <u>60 sessions of business development trainings are provided to groups of matching grants beneficiaries to improve their skills in business management</u>	PMU	Progress report; Study
Sub-component 2.2: Access to finance			
- Include attention to women and youth's potential and challenges in the study on market rehabilitation. - Include women and youth in financial literacy and financial management education for entrepreneurs (40 women% and 15% youth) - Ensure 40% women and 15% youth receive grants for implementing their business proposals - Include job generation for women and youth (at least 3 per enterprise) and nutrition-sensitive interventions in business plans submitted by medium-size enterprises, as a condition for grant financing - TA to build capacity of ACC to include attention to gender and rural finance issues. - Ensure MSME loans include women and youth-run businesses and select investments that generate jobs for women and youth - Ensure SMEs loan applications and business plans to include expected number of generated jobs with sex disaggregation - At least 40% of microloans beneficiaries are women and 30% youth (18-30) - Gender-focused OHS training and gender pay gap is delivered to 20 SMEs receiving grant	1200 grants recipients are trained on income-generating activities and/or business management financial management trainings. 15 % Youth and 40% women - Gender-focused OHS training and gender pay gap are included in the trainings delivered to SMEs. - Include compliance with national labour laws in contracts with SMEs 1063 grants received by smallholder and producers for improved milk/meat production and processing equipment or infrastructure 63 MSMEs receiving matching grants 43 micro and small (80-95%) 20 cooperatives (women/youth) - Medium: Business plans received from MSMEs receiving grants which include attention to women and youth and nutrition-sensitive interventions (including employment opportunities for the youth)	PMU staff involved in grant allocation process, and Social Inclusion; 1 service provider contracted for grant management; ACC reports	Progress report; M&E; grant agreements; loans record

• Include compliance with national labour laws in grants contracts with SME			
COMPONENT 3: POLICY SUPPORT AND PROJECT MANAGEMENT			
Policy dialogue • Engage in policy dialogue on gender inclusion in the small ruminant and dairy production, with links to nutrition (focus on gender and nutrition nexus, regulatory environment for registration of women's home-based businesses and food safety standards) • Knowledge document on gender and nutrition nexus in the small ruminant value chain	One knowledge document One policy event organised.	Social Inclusion and M&E Specialists at PMU, M&E Unit, Baseline, Mid-term and Impact assessment contractors	Progress reports. Policy brief Policy dialogue events

2.5. Targeting mechanisms and approaches

SIGHT-II applies a combination of geographical targeting, self-targeting, and direct targeting measures to reach the target households effectively.

Geographical targeting:

The project will be implemented nationwide, with a focus under component two on the southern governorates showing high levels of vulnerability, namely Ma'an, Karak, Aqaba, and Tafilah, in addition to Mafrq. The selection of the governorates is based on the following vulnerability criteria: (i) poverty rates, (ii) unemployment rates, (iii) size of small ruminants' population, (iv) water supply, (v) water consumption, (vi) growth potentials of the livestock sector.

A recent poverty analysis (2025) based on MPI data, shows that the districts with the high incidence of MPI poverty (MPI above 0.2) are concentrated in the Southern governorates of the country. These include: Ma an, (Al-ruwaished, Ma an and Al Jafer districts); Karak (Ail and al Qatraneh) Aqaba (Al Qwara District) and Tafila (Al Hasa district).

Geographic targeting for some activities (such as Construction or rehabilitation of climate proof market infrastructure) will be based on a study to identify and select livestock markets for rehabilitation and construction within the five identified governorates.

Direct Targeting:

The following self-targeting measures will be used:

- 40% of all project beneficiaries will be reached and supported which mainly consist of poor rural women and 15% youth.
- The rangeland management plans will prioritize and promote greater inclusion of target farmers.
- At least 40% and 15% of FFS, FBS, grants and loans will be for women and youth respectively.
- Cooperatives seeking engagement in component 2 will be selected based on their presence with a higher share of target group and vulnerable households.
- Cooperatives with more target group members (women and youth) can also qualify for higher levels of financial support. These incentives will incentivize cooperatives to include and benefit from the membership and outreach to target group households.
- Service providers must have long-standing experiences with SIGHT-II target groups in areas such as production, small ruminant farming, financial literacy business training, youth and women empowerment, household approaches and grants management.

Empowering and Capacity building.

- Beyond basic financial and digital literacy training and strengthening group financial management skills, SIGHT-II will support community participation where community members (with women and youth are prioritised) to take part in the decision-making process (component 1) members' capacity to invest in climate smart agriculture technologies, renewable energy, adopt improved agricultural practices, and better integrate into markets and value chains. This will include:

- Using household methodologies targeting women and their husbands for specific trainings and social mobilization to change social norms and power relations taking household financial management as an entry point.
 - Enhancing resilience through livelihoods diversification and access to markets and value chains.
- Social Vulnerability: The main pathway under the proposed project for empowerment of the socially vulnerable is to equip them with business skills and access to resources to provide business opportunities. Business training will be given to the communities whose vision includes changes in the everyday roles of women and the youth, including the minority communities.
- Employing community participatory processes to engage vulnerable pasture population, youth and women in community planning, mobilisation, consultation, and decision making
- Mobilising women and youth to participate through informal channels Awareness-raising and consultation with community members
- Build capacity of marginalised groups and ensure an inclusive outreach plan is properly implemented
- Empowering local communities under subcomponent 1.2.1 in the selection of the rangelands to be restored, the species to be planted, the technique to be used for water conservation, as well as monitoring and management. Community participation will ensure inclusion of all households living around the selected sites and contributes to building community ownership. The process will ensure active youth participation in the community dialogue and decision making.

Self-targeting

- Self-targeting measures play an important role in the targeting strategy. The main measures are providing interventions (i.e. trainings, financing instruments viable for all target groups with focus on/quotas for the most vulnerable and financially excluded, facilitation of investments by women and youth) to boost their access to finance and business registration. The planned interventions are tailored to meet the needs and priorities of the target groups.
- Support the development of youth and women-friendly financial products that meet their needs and challenges. ACC may train female loan officers to service female clients and conduct a gender sensitive assessment to understand barriers to women's access to financial services and recommend solutions.

Enabling measures:

- SIGHT-II will promote a conducive policy and institutional environment among stakeholders that enable the empowerment of target groups and efficient achievement to the gender transformative approach, so the project activities expand beyond youth, women and community empowerment to the institutional level.
- Capacity building and knowledge exchange to PMU and implementing entities on social inclusion, gender empowerment, and policy recommendation on youth and women inclusion in the value chain.
- Contextualisation of the household methodologies to meet the local context in Jordan and meet the needs of vulnerable groups. This will be informed by and consistent with REGEP-UP gender and household dialogue and interventions.

- Capacity building of project staff and implementing partners on inclusion gender equality, and youth empowerment
- Social Inclusion and targeting staffing at PMU level and implementing partners
- Allocated budget for social inclusion interventions and staffing

Elite Capture mitigation

- Inclusive and simplified process format will be in place to avoid elite capture in all target groups.
- Institutional capacity building on targeting, social inclusion, and SECAP
- Set criteria for engagement with each target group. M&E and Progress reports will include details
- Different supporting will be submitted by beneficiaries according to their engagement to be verified by each implementing partner and PMU responsible officer
- Social Inclusion and Targeting Specialist is responsible for coordinating with other PMU members to ensure strict implementation for the targeting strategy
- GRM will be operationalised and published at an early stage of the project implementation. PMU will be trained with roles and responsibilities and should train all implementing entities. Grievances will be collected at different levels with one central record at the PMU level to be updated and reported to IFAD
- Designated staff at PMU for component two will review/ assess/ audit accepted loan applications.

Budget, Financial and human resources need

Adequate financial and human resources have been allocated to deliver targeting, gender and social inclusion activities across project's sub-components (table 5, and COSTAB). To this end, Social Inclusion (gender, youth, and nutrition) and Targeting Specialist Officer will be recruited at the PMU level. Implementing Partners are requested to appoint a Gender and Social Inclusion Expert, who will be responsible to ensure social inclusion dimensions are considered and addressed. Staff Terms of Reference (ToR) will be annexed to the PIM.

The AWPB and budget includes activities under different components and gender related expenses such as: gender sensitization and curricula, sensitizing workshops and trainings, TOTs and validation, and ensure localization and contextualization.

The project encourages the recruitment of a gender-balanced PMU staff and will provide capacity building on cross-cutting themes and gender-responsive budgeting and monitoring and evaluation in addition to the exchange visits budgeted activity. With enhanced awareness and capacities, PMU will drive social inclusion in project management, oversight, monitoring and evaluation and knowledge management.

Monitoring and evaluation

- The Project will conduct periodical Household Surveys at three points in time during the project life (baseline, midline, and endline), which will be guided by the IFAD COI measurement guidelines. The survey results will be analyzed to provide management with information about the effectiveness and efficiency of quality and usefulness of

Project activities, enabling the Project to plan and take corrective actions to address any implementation issue.

- Under component 3, SIGHT-II will invest in evidence-based knowledge management to contribute to policy development processes.
- An adequate M&E and KM budget is earmarked in the project costs.

Log-frame monitoring – At baseline, mid-line and endline, the project will conduct large surveys to measure key indicators of the impact and effectiveness of the programmes. Complementary qualitative information will be collected through focus group discussions, including groups of women and groups of youths. Additionally, a monitoring system will be in place to assess the implementation of activities. Within this framework, two aspects should be considered:

All data should be disaggregated by gender, age,

Key indicators are included in the log-frame to measure target groups' empowerment and achievement of objectives of the mainstreaming themes

Table 6 – Social Inclusion mainstreaming themes indicators

Indicator	Unit	What it measures	Baseline	End target
2.2.1	Number of youths getting new jobs	Beneficiaries with new jobs/employment opportunities ⁶	Zero	
IE.2.1: Individuals demonstrating an improvement in empowerment (IFAD empowerment index):	Number of individuals	Individuals demonstrating an improvement in empowerment (IFAD empowerment index):	Zero	25%
CI: 1.1.8. Households provided with targeted support to improve their nutrition	Number of Households	This indicator refers to the number of households that have directly benefited from project-supported activities designed to help improve nutrition	zero	100%
CI: 1.2.8: Percentage of women reporting minimum dietary diversity (MDDW)	% Women	The Minimum Dietary Diversity for Women (MDD-W) is a low-cost food-based indicator for assessing dietary diversity.	To be assessed at baseline	60%

Appendix 1

Draft Selection of Component 1 Applicants

Purpose: Prioritize support to the poorest and most vulnerable households exposed to poverty, water scarcity, and climate risks. The selection should strictly adhere to the targeting strategy as indicated in the Project documents. Priority is given to women, women-headed households, youth, and the poorest households.

Scoring Criteria and Weights (0–100)

Criterion	Max Points	Scoring rubric
Income level	20	Extreme poverty/NAF beneficiary = 20 Low income = 15 Moderate = 8; Above threshold = 0
Employment status of HH head	15	Unemployed = 15; Underemployed = 10; Unstable/low-wage = 6; Stable = 0
Dependency ratio	15	>3 dependents/earner = 15 2–3 = 8 <2 = 0
Gender & household headship	15	Female-headed HH = 15 Female applicant in male-headed HH = 10 Male-headed HH (male applicant) = 0
Youth status (18–30)	10	Youth = 10; Not youth = 0
Disability (applicant/HH member)	10	Any disability present = 10; None = 0
Dietary diversity	7	Poor (≤ 3 food groups) = 7 Moderate (4–5) = 4 Adequate (> 5) = 0
Small ruminant heads owned	7	0–19 = 7 20–50 = 5 51–150 = 2 >150 = 0
Other vulnerabilities	1	Landlessness, informal settlement, displaced/returnee = max 1

Priority Thresholds

- High Priority: ≥ 70
- Medium Priority: 50–69
- Low Priority: < 50

Data & Verification Notes

- Residency must be verified against official records.
 - Income / employment should be supported by documentation/ NAF/or community verification
 - Dietary diversity follows FAO-style food group

counts over a typical week.

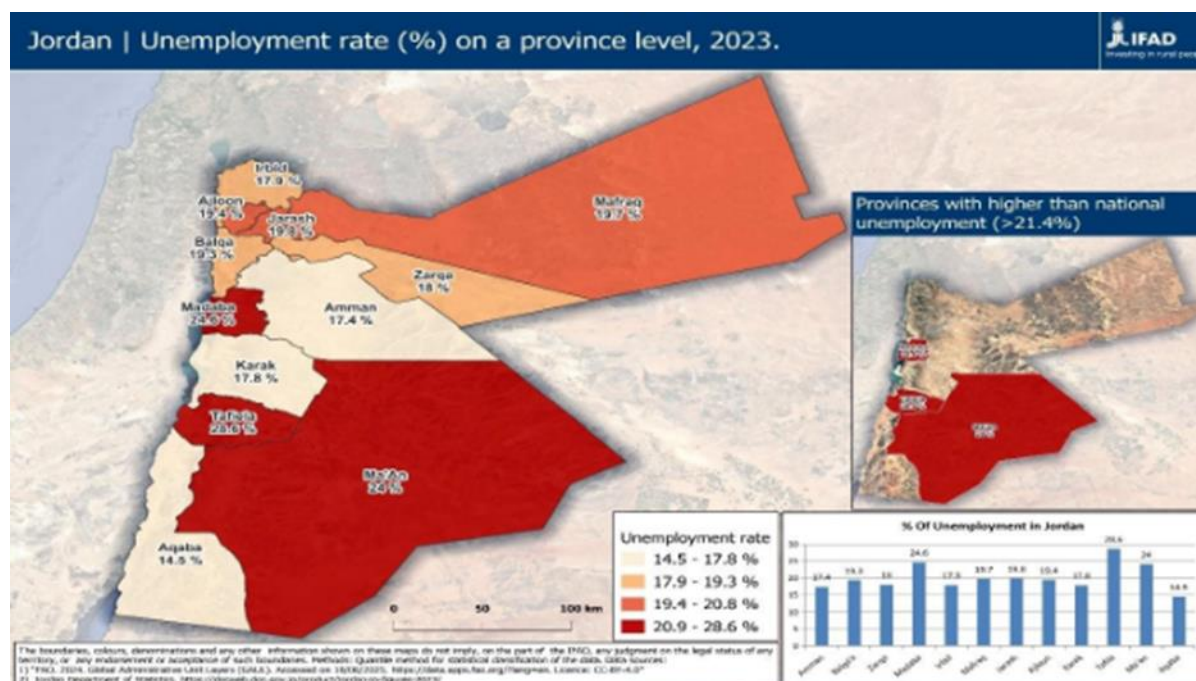
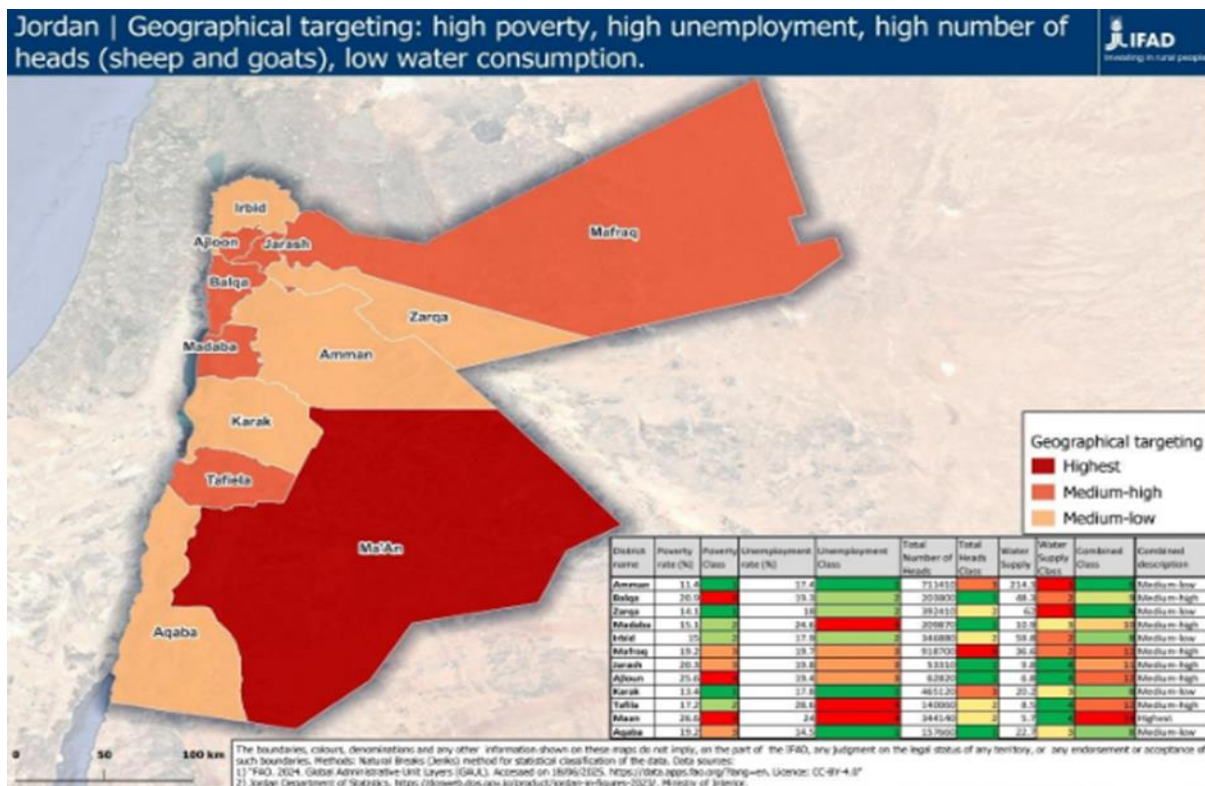
- Disability should follow national definitions and respect confidentiality.

- Animal heads will be verified by the Ministry of Agriculture (Registration book)

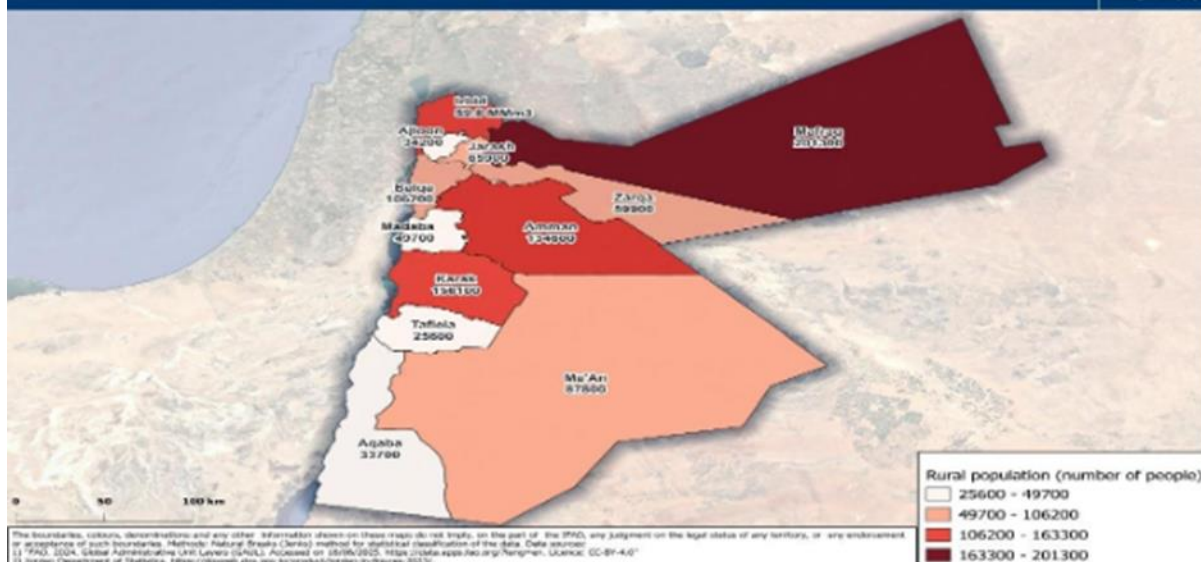
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- [30] [Document 2 - The National Food Security Strategy.pdf](#)
- [31] Increasing levels of food waste during ceremonies and public events is also driving this (Rabbah et al. 2023)
- [32] https://foresight4food.net/wpcontent/uploads/2024/02/an_overview_of_the_jordanian_food_system_outcomes-wageningen_university_and_research_640975.pdf
- [33] [WHO EMRO | Success stories | Publications | Nutrition site](#) 1427

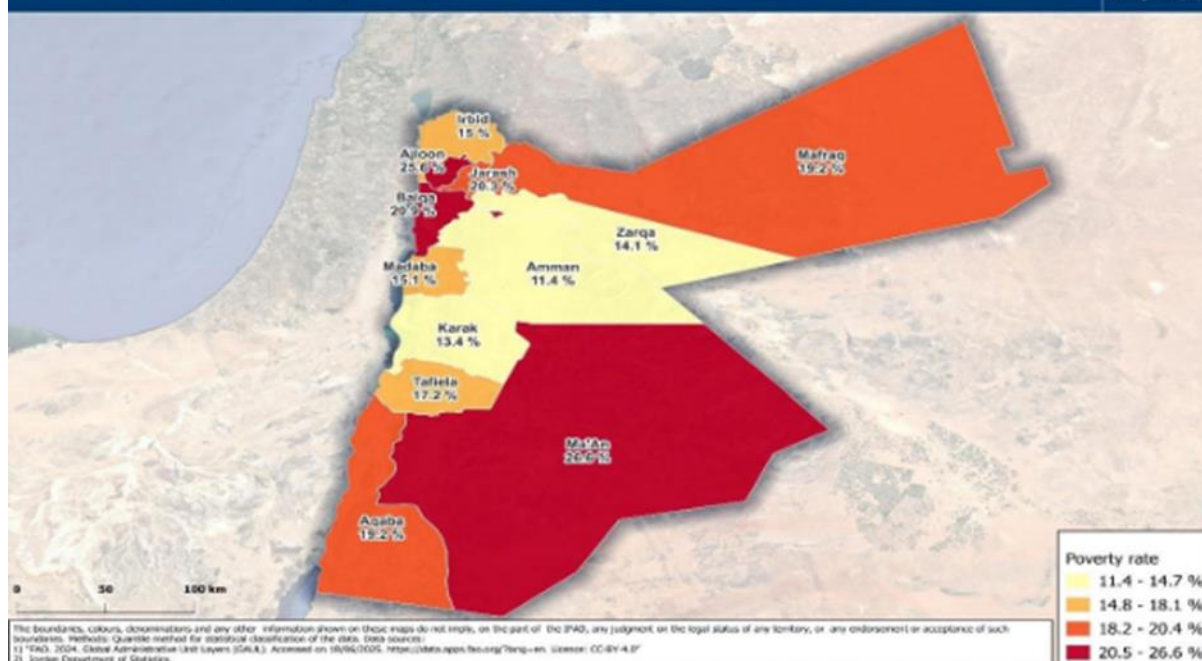
Annex 2: Vulnerability Maps



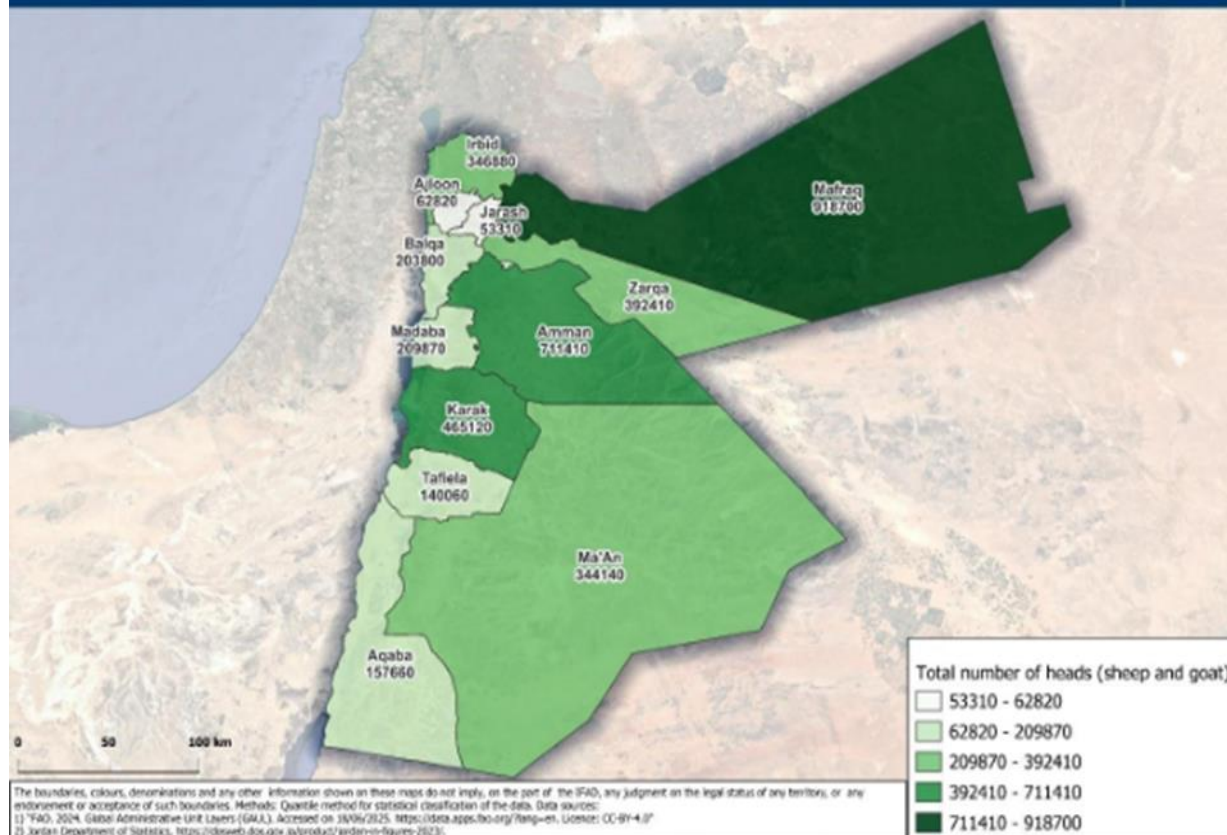
Jordan | Rural population on a province level, 2022.



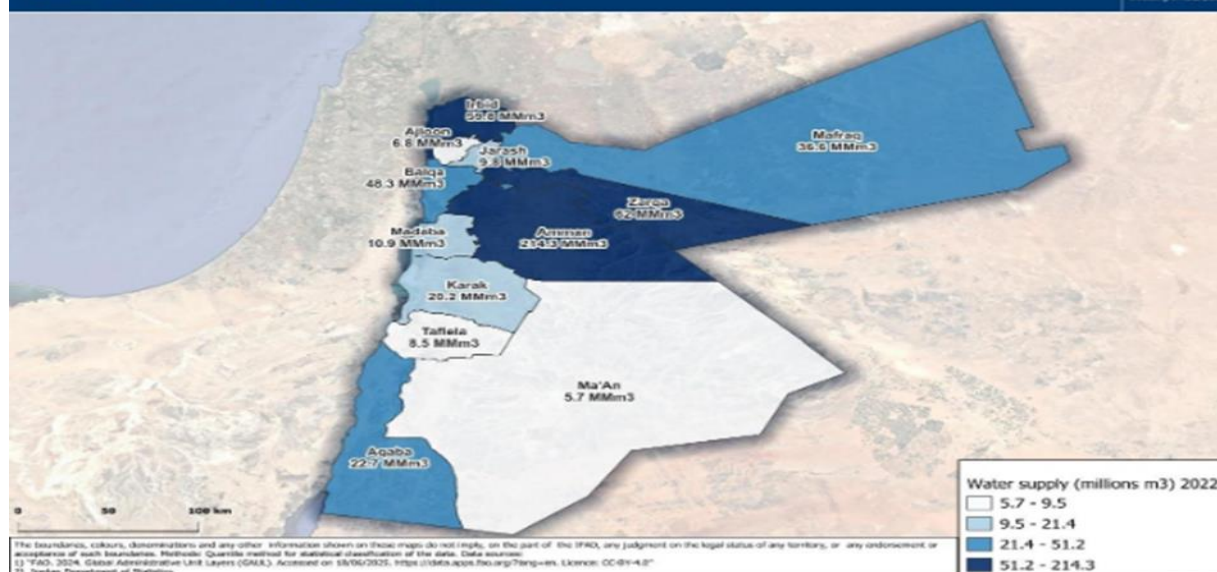
Jordan | Poverty rate (%) on a province level, 2024.



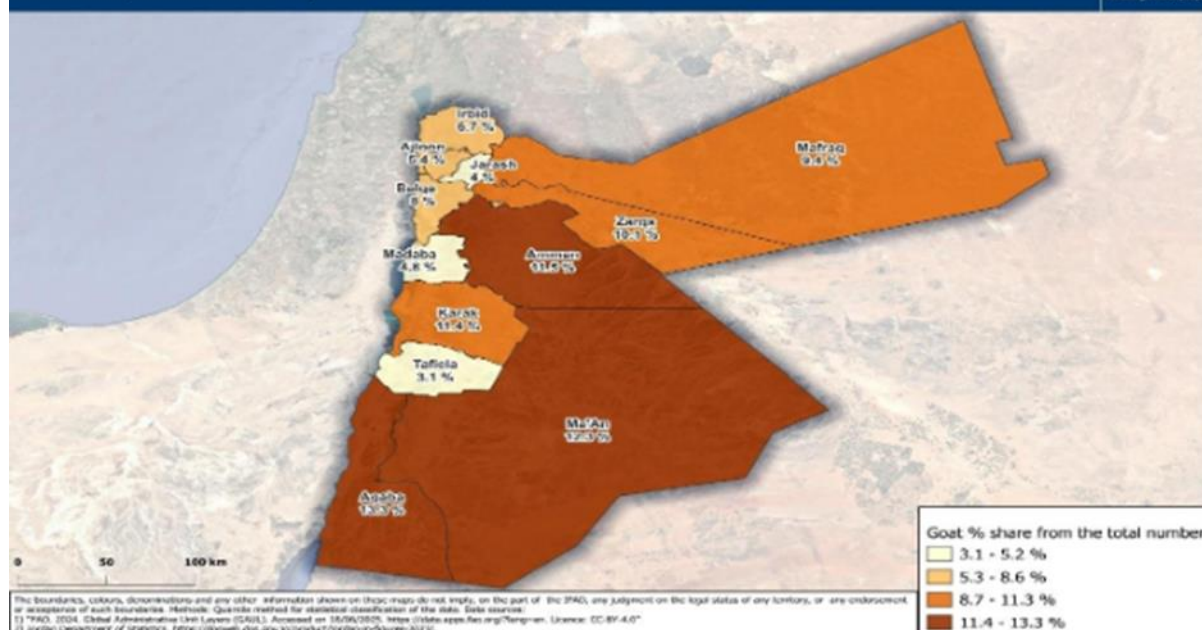
Jordan | Total number of heads (sheep and goats) on a province level, 2022.



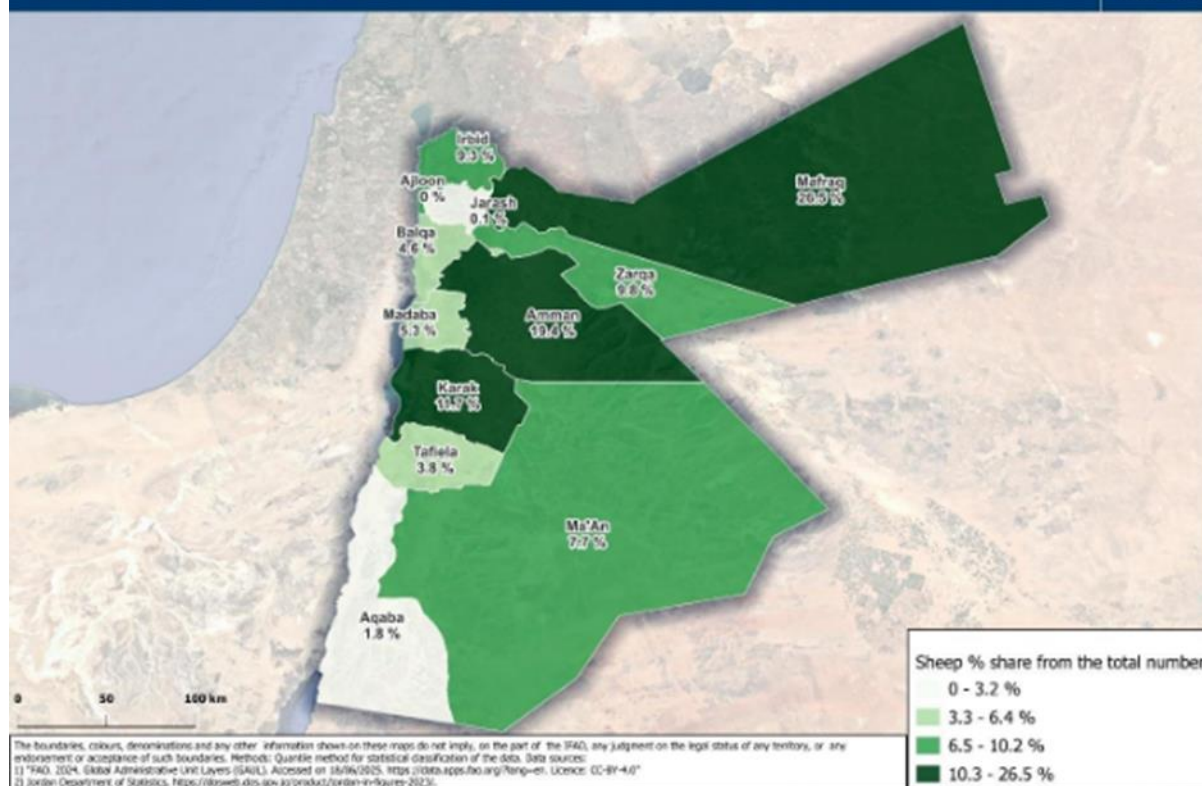
Jordan | Water supply in 2022 million m3.



Jordan | Goat % on a province level, 2022.



Jordan | Sheep % on a province level, 2022.



3 DETAILED PROJECT DESCRIPTION AND IMPLEMENTATION MODALITIES

3.1. Component 1: Strengthening productivity and climate resilience of small ruminants' production.

Outcomes of component: the purpose of this component is to improve productivity and resilience of small ruminants' production systems in Jordan, through improved genetics, animal health, as well as feed and water supply. It will do so by achieving the three following outcomes:

- Increased adoption of improved genetics, veterinary services and animal health practices
- Reduced prevalence of major livestock diseases and mortality/morbidity rates
- Increased availability of sustainable feed and water resources
- Improved rangelands condition and climate resilience of production systems
- Enhanced farmer knowledge and capacity in climate smart animal husbandry

Sub-component 1.1: Support to national breeding programme and veterinary services for small ruminants.

Activity 1.1.1. Upgrading of breeding stations

A total of 4 stations will be involved in the breeding programme, which will be upscaled to 4 breeds (Awassi sheep, Shami goat, Baladi desert goat, Baladi Black Mountain goat). Upgrading works will include the construction of new barns for additional breeds, farm and laboratory equipment, construction of fodder conservation facilities, and purchase of breeding stock, including from Syria. Training and technical assistance will also be provided to station staff.

a. Beneficiaries:

The direct beneficiaries of this activity will be the four breeding stations of Khanasreh, Walla, Fujij, and Mushairfeh, as well as their technical and scientific staff. The Ministry of Agriculture and NARC, as institutions managing the stations.

Indirect beneficiaries will be all the farmers benefiting from services provided by the station in the scope of the breeding programme (mostly AI and dissemination of live breeding stock), evaluated at 2,400 households.

b. Outputs:

Quantified outputs pursued through this activity are as follows:

- 4 breeding stations will be rehabilitated
- 4 AI laboratories (1 per station) will be operational, including one for frozen semen production (Khanasreh)

- 3 mobile AI and vet clinics will be provided
- 200 heads of Baladi goats (does and bucks) will be delivered to 2 stations
- 75 Awassi rams and Shami bucks from the original Syrian strains will be delivered to the stations
- Around 40 station staff members will be trained (initial or refresher training)
- 4 stations will comply with environmental SECAP guidelines

c. Lessons learned:

Significant lessons from SIGHT phase I on stations include:

- The capacity of the overarching institution (NARC or MoA, depending on stations) to provide qualified staff in a permanent and continuous way, greatly affects the performance of stations including the zootechnic performance of the flocks.
- Animal health aspects, especially reproductive diseases and diseases causing neonatal mortality, can greatly affect flock performance, including the capacity of the flock to produce enough replacement animals to maintain its size.
- Environmental aspects are not considered as priorities by station management, and require awareness raising and lobbying from the project to be properly addressed.

d. Detailed description of the activity:

Scope of project support per station: The project will support 4 breeding stations to properly cover the national territory and address the diversity of species and breeds in the country:

- Khanasreh (owned and managed by NARC) will remain the flagship station for Awassi sheep and for AI semen production. The breeding programme in Khanasreh will be extended to Baladi goat (Black Mountain strain since they already have a flock of Desert Goat strain).
- Walla will remain the lead station for Walla goat breeding.
- Fujij will remain focused on Awassi sheep. But depending on their performance during the first years of the project, based on IFAD supervision missions, recommendations, the programme could be extended to Baladi goat (desert strain)
- Mushairfeh. This station was not supported under SIGHT and will be added to the programme. The focus will remain on Awassi sheep. One of the objectives will be to increase the genetic diversity of the flock which has interesting traits for the breeding programme, but has been subject to inbreeding in recent years. However, since the station is subject to potential relocation, investments planned under the initial design and budget will be restricted to movable equipment and breeding stock. Budget for infrastructure could be reallocated from other budget lines at a later stage if the future of the station is ascertained.

Production of semen for AI: all stations will operate as semen production centers, for both sheep and goats. This will allow fresh semen for all species and breeds available in all regions,

at a distance from the farms and flocks that do not impact the quality of semen and AI success rate. To enable all stations to produce this variety of semen, male rams and bucks will be exchanged between stations: e.g. Walla will send Shami bucks in all the three other stations and receive Awassi rams and Baladi bucks from others.

Projected infrastructure upgrading:

A total budget of JOD 600,000 has been allocated to infrastructure upgrading. The budget has not been disaggregated per station to provide flexibility for the project to allocate support based on the performance of the stations. Disbursement is scheduled for Year 1 (25%), Year 2 (50%) and Year 3 (25%).

The indicative list of infrastructure projected is as follows:

Khanasreh:

- New barn for Baladi goats, 400m²
- 8 bunker-silos for silage making
- Hydroponic fodder production unit

Fujij:

- Construction of office building 150m²
- Construction of training center 100m²
- Hangar 500m² for roughage storage
- Metal fence 300 m length
- Feeding partitions/barriers for kids' creep feeding
- Construction of security tower
- Maintenance of gates

Walla

- Construction of new building for milking parlor and machine
- Construction of two new barns for goats total 1000m²
- Rehabilitation of offices and training center
- Rehabilitation of security tower
- Levelling of the area adjacent to the station entrance with draining material
- Installation of gabion barriers of about 800 meters
- Establishment of a disinfection system for vehicles and individuals at the main entrance
- Fencing around the barns 500m
- Rehabilitation of electric network in the stations (poles, lines and lights)

Mushairfeh (only if future of the station is clarified)

- Rehabilitation of the artificial insemination laboratory
- Rehabilitation or maintenance for doors, windows, sheep feeders, and drinking troughs

Provision of equipment

A total budget of JOD 280,000 has been allocated to the provision of equipment and consumables for the station farm, the laboratories, and the offices of the 4 stations. As for the equipment, the PMU will have to allocate this amount between stations. Procurement is expected to start on Year 1, in order to avoid delays, based on lessons from SIGHT-I. This equipment include (indicative list, could be subject to modifications in agreement with IFAD):

Khanasreh:

- Equipment such as shelves, trays and water supply system for the hydroponic fodder unit

Fujji

- Furniture and equipment for the new offices and training center
- Mobile AI unit and vet lab (pick up with mounted mini lab and equipment)

Walla

- Furniture and equipment for the new offices and training center
- CCTV system, both for security and monitoring of animals
- Lighting units (solar if feasible)
- Mobile AI unit and vet lab (pick up with mounted mini lab and equipment)

Mushairfeh

- Artificial insemination equipment.
- Spraying tank for disinfection of sheep pens
- Dairy processing equipment for the milk processing unit/training center
- Mobile AI unit and vet lab (pick up with mounted mini lab and equipment)

Provision of breeding stock

The three stations should now be able to maintain and even gradually increase when needed the size of their flocks, since most of the sanitary problems affecting fertility and mortality have been sorted under SIGHT-I. It is thus not envisaged to purchase stock to increase the size of their flocks, as has been the case under SIGHT-I. However, additional animals will be provided by the project for two purposes: (i) establishing a breeding flock for Baladi Black Mountain goat in Khanasreh, and (ii) introducing new blood for both Shami goat and Awassi sheep, from the ACSAD farm in Syria which breeds the two original breeds. This will contribute to increasing the genetic diversity of the selection base and thus accelerate genetic progress.

For Baladi goats: It is planned to purchase 200 heads (both males and females), preferably young animals (yearlings of second gestation maximum for females, 2 years max for males). All the animals could be purchased at a go if feasible, on Year1, or in two batches of 100 and 100 heads in Year 1 and Year 2 depending on availability. See section on risks below for biosecurity aspects. The animals will be selected based mostly on phenotypic characteristics considering the absence of records in most farms. However, if some kind of record or oral memory on performance of mothers and sires exist in the farms where they will be purchased,

they could also be selected based on the performance of their ascendants (or even progeny in the case of second gestation).

For Shami bucks and Awassi rams from Syria: 75 males will be purchased and imported (15 per year starting from Y2). The respective number of rams and bucks could be agreed upon at a later stage but bucks should not represent more than 25% of the total. Only young males (2 years max) will be imported. In this case, they could be selected both on phenotypic and genotypic characteristics since ACSAD farm has a performance recording and genetic evaluation system. The number of animals per station should be distributed evenly, approximately 25% of animals per station. See section on risks below for biosecurity aspects.

Training and Technical Assistance:

A lumpsum of JOD 80,000 has been budgeted to finance training and technical assistance for the station staff. This budget will be allocated to stations based on needs and demand, in agreement with IFAD. Possible topics that could require training include: biosecurity and disease control, environmental aspects, semen production technology including frozen semen for Khanasreh, feeding and rationing, animal welfare and heat management...

The project will also finance allowances for station staff, especially for the additional work during the semen production season.

e. Phasing and successive steps:

Narrative + table below (disaggregate activities by detailed phase/task, in chronological order)

Task 1	Feasibility studies for rehabilitation works	Technical feasibility studies including ESIA's	Livestock specialist & env/climate specialist
Task 2	Procurement of contractors	For rehabilitation works	Procurement specialist & committee
Task 3	Technical specifications for equipment	Should be drafted by beneficiary institutions and reviewed by PMU and IFAD	Livestock specialist
Task 4	Procurement of breeding animals (Baladi)	Through specialized service provider. Specifications should be detailed and approved by IFAD	Livestock specialist
Task 5	Construction of infrastructure	Including supervision	Procurement specialist
Task 6	Delivery and installation of equipment		Livestock specialist & Procurement specialist
Task 7	Training and TA	Demand based, continuous	Livestock specialist & Project officer

Task 8	Importation of elite animals	From ACSAD Syria; continuous from Y2	Livestock specialist

f. Implementation modalities and implementing partners:

There will be two implementing partners for this activity:

- NARC for Khanasreh station
- MoA for the 3 others

Also, ACSAD will be mobilized to provide the breeding animals from Syria, as well as frozen semen for utilization on the stations' flocks.

However, based on lessons from SIGHT, procurement of infrastructure and equipment will be under the direct responsibility of PMU.

g. Main risks and mitigation:

Biosecurity risk: the exchange of animals between stations, between stations and private multipliers, and the purchase of breeding stock from ordinary farmers (Baladi goats) will expose the stations to biosecurity risks, while all stations have more or less stabilized and controlled animal diseases they were confronted to during SIGHT-I. Strict quarantine, vaccination (when feasible) and testing measures should thus be applied to mitigate the risk of introduction of pathogens in the stations.

Environmental risk: breeding stations generate effluents (from the animals, the cleaning water used for premises and equipment, from chemicals used for treating the animals or disinfection, etc.). The management of these effluents has not been considered properly under SIGHT-I which could affect the compliance with SECAP rules. All new facilities should thus be equipped with proper waste and effluents managements systems. Particular attention should be given to the case of Walla, which is located in the riverbed of a permanent water course, used for supplying households.

h. Sustainability:

Sustainability of the stations is a critical element that needs to be considered from the project startup:

- Sustainability of infrastructure and equipment is related to the capacity of NARC and MoA to provide sufficient budget for maintenance, which is not always the case in MoA stations in particular. This risk can be mitigated by active lobbying, but also by opting for simple technical solutions for infrastructure and equipment, that do not require costly maintenance.
- Staff sustainability is also a major issue that has affected stations during SIGHT-I implementation. It was agreed during the design that SIGHT-II should not anymore finance permanent staff for stations, which does solve the problem except in the short term, and raises sustainability issues. Only staff incentives for specific project activities should be covered by the project.

Activity 1.1.2. Dissemination of improved genetic material

a. Beneficiaries:

The beneficiaries of this activity are the 14,000 small ruminant farmers, with emphasis on farmers who own less than 150 heads. They will benefit from dissemination of improved genetic material that will be distributed through live animals—rams and bucks—as well as through AI, to cover all governorates of Jordan. The beneficiaries also include 40 multipliers selected based on specific criteria (see below)

b. Outputs:

The main outputs of this activity are as follows:

- 90,000 inseminations performed on ewes and goats owned by beneficiaries
- 1,800 beneficiaries of AI
- 200 rams purchase from multipliers
- 1,200 rams distributed to beneficiaries
- 300 Bucks distributed to beneficiaries
- 60 new inseminators trained and equipped
- 10 Governorates equipped with ultrasound pregnancy diagnosis equipment

The project's targeting strategy policy aims at maximizing benefits for the largest possible number of sheep and goat farmers. For example, one beneficiary may receive 50 AI, while a ram is given to another beneficiary. In other words, the project will avoid distributing both live animals and AI to the same beneficiary. As a result, the number of beneficiaries of this activity approximately will be 3,500-4,000.

c. Lessons learned:

- Turnover of Breeding Partners under SIGHT-I (now called Private Multipliers) was high due to the inadequate selection of breeders. See new selection criteria below to address this issue.
- The lack of awareness among farmers on proper animal management (health and nutrition) does not allow the impact of genetic effect to fully materialize. This is why SIGHT-II will now also work on these also important aspects in parallel to genetics.
- The target set for producing the required number of Awassi rams and Shami bucks under SIGHT-I exceeded the capacities of the stations, and has been reviewed accordingly under SIGHT-II
- It was observed—though only in a few cases, but still important—that some ewes inseminated by station rams or through artificial insemination experienced dystocia (difficult births) due to the large size of the foetus. On yearlings, especially, easy lambing rams (known for producing light lambs) should be used preferentially.
- Breeding programme sustainability requires higher private sector participation and beneficiary contribution. Involving breeding partners is needed to enlarge the genetic selection base but modalities of participation of breeders need to be simplified to ensure sustainability. Artificial Insemination (AI) happened to be the most efficient and cost-effective method for dissemination of improved genetics. Its sustainability

remains subject to the capacity of the Government to subsidize the mechanism, and ability of the private sector to take over part of the services.

d. Detailed description of the activity:

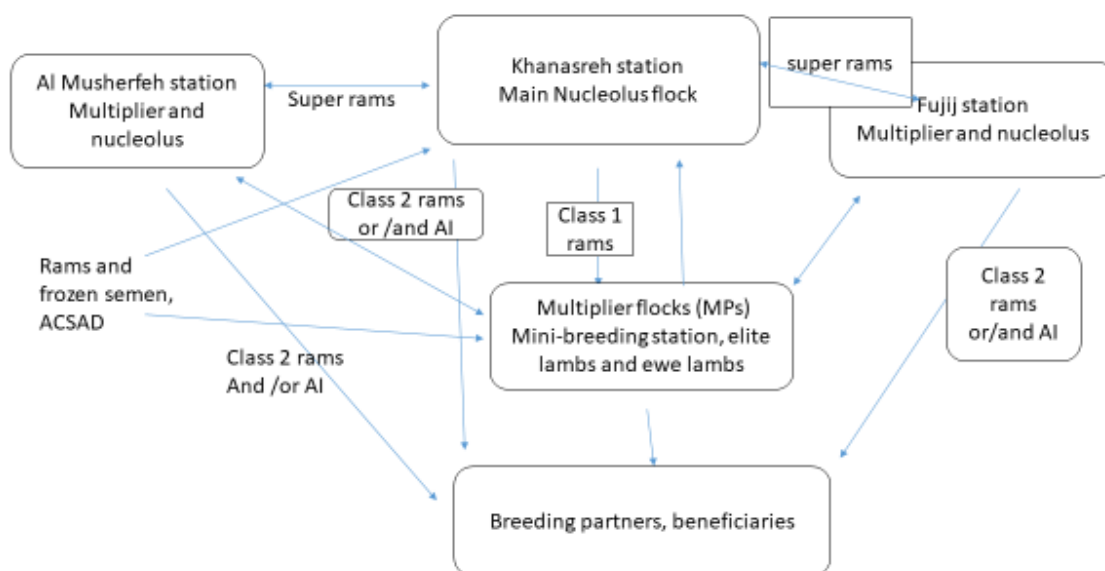
The improved genetic material produced in the stations will be disseminated to farmers through Artificial Insemination (AI) and live breeding stock. The AI programme will be the main vector for genetic improvement and will be upscaled to reach 20,000 AI per year. This will require training and equipment for new technicians. Improved animals produced in stations will also be sold at subsidized prices to multipliers and other farmers. Applied research on genotyping will also be supported to accelerate genetic progress.

The supported stations will only select and enhance the productivity of the local breeds and will not introduce new breeds. It will produce pure lines of improved Awassi sheep, Shami goats, and Baladi goats in the stations for milk and meat (dual purpose),

The Open Nucleus Breeding Programme (ONBP) for sheep and goats will be continued with similar modalities as for SIGHT-I. The breeding plan is based on the production of improved certified animals at 2 levels: Stations and Multipliers (called Breeding Partners in SIGHT -I), Improved genetic materials will be disseminated through live rams and Bucks, and AI. Khanasreh station will lead the breeding program and will monitor and analyse the performance monitoring data collected from the stations and MPs. The stations will produce 3 grades from Rams or Bucks; Superior grade to be kept in stations and distributed to a very limited of multipliers, class 2 for multipliers, and class 3 for other farmers.

SIGHT-II plan to distribute 1200 rams, 300 bucks (both Shami and Baladi), inseminate 90,000 ewes and does. Improved animals will be exchanged between the stations and the multipliers, to increase genetic diversity on both sides, and will also be sold from stations (at subsidized price) and multipliers (at market price) to other farmers.

The below diagram shows the flow of the improved animals between the stations, multipliers, and other farmers. This diagram is for Awassi sheep, but the same principle applies for Shami and Baladi goats.



Awassi sheep: The Target will be to produce and disseminate 1,200 rams produced in the three station as illustrated in the Table below.

To strengthen the national Awassi breeding program and improve genetic diversity, SIGHT-II will import Awassi frozen semen and rams from the Arab Center for the Studies of Arid Zone and Dry Land (ACSAD). ACSAD has a long experience of breeding improved Awassi sheep. 60 rams will be imported in total

Improved Awassi will be produced in Khanasreh, Fujij, and Mushairfeh. Forty multipliers will be selected according to specific criteria. Performance recording data will be collected from the Stations and multipliers by the field project coordination (FPC) and analysed at Khanasreh to produce genetic evaluation.

In order to achieve the objective of the breeding program, the project will support multipliers with technical follow up and production incentives (feed supplements and vets medicine) to enhance the animal nutrition and health management, and ultimately fertility.

Number of Rams will produce in the stations

Station/Year	Year2	Year3	Year4	Year5	Year6	Total
Khanasreh	100	110	120	130	140	600
Fujij	50	50	50	75	75	300
Musherfeh	50	50	50	75	75	300
Sub-Total	200	210	220	280	290	1200

Rams from ACSAD	12	12	12	12	12	60
Total	312	222	232	192	302	1260

Shami Goats: Shami goats program will continue as conducted in SIGHT-I. The project will encourage the farmers to keep the Shami as pure breed to increase its number in the country. Therefore, multipliers will be selected among those who own pure Shami goats (not mixed flocks). The target is to produce and disseminate 200 Shami Bucks, and inseminate 7, 000 Does by AI.

Baladi goats: There are three predefine breeds types for Baladi: Mountain Black (Jabali) goat, Dhawi (Bedouin goat), and Sahrawi (Desert). In general, breeders called them Baladi . There is a genetic closeness between the three types, although they have specific characteristics. 200 heads of Baladi will be purchased and raised in Khanasreh. During the first 2 years after purchase, the goats' productivity will be evaluated to select the best animals to transfer their genetic materials to farmers' goats through live animals or/and through AI.

Number of Shami and Baladi Bucks will produce in the stations

Station/Year	Year 2	Year3	Year4	Year5	Year6	Total
Walla Shami goats	45	55	65	65	70	300
Khanasreh Baladi goats			10	20	20	50
Shami Bucks from ACSAD		5	10	10	5	30

Artificial Insemination (AI): The plan is to inseminate 90,000 females, including 83,000 does, 6,000 Shami does and 1,000 Baladi does. Semen will be produced and sourced mainly from the breeding stations and from other sources such as ACSAD. The project will train more technician on AI to reach a total number of 60 AI team participating in this activity. The project will supply the technicians with needed equipment for AI, and protection clothes. Three stations already have AI labs and the project will install a new AI lab at Musherfeh station. The project will provide AI free of charge for 50 head/beneficiary, and above this number the farmer will have to share the cost. Percentage of cost sharing will depend depends on the flock size:

- < 50 heads: free
- 50-150 heads: 50 heads free then 30% of the cost above 50 head

- 150 head and above: full cost above first 50 heads

Implementation of AI will be in partnership with the private sector as under SIGHT-I. Moreover, the project will support the private sector to establish one or more AI private center(s) and contract some clinics to serve as service provider for AI. This will be achieved in collaboration with the Jordanian Veterinary Association (JVA). The project will provide the private partners with free semen, training, some equipment.

Number of ewes and goats inseminated

	2027	2028	2029	2030	2031	Total
Sheep	14,000	14,000	18,800	18,100	18,100	83,000
Shami goats	1,000	1,000	1,000	1,500	1,500	6,000
Baladi goats	-	-	200	400	400	1,000
Total	15,000	15,000	20,000	20,000	20,000	90,000

Multipliers: The multipliers are elite and highly knowledgeable lead farmers or cooperatives. They will apply similar animal management modalities to those in stations. They will receive high quality genetic materials from the stations, and produce improved animals. The 40 multipliers will be selected based on well-defined selection criteria and will be contracted to participate in the ONBP. They will be selected from the 12 governorates, with 33 sheep owners and 7 goat owners (out of them 2 raising Baladi goats), The number of multipliers per governorate will depend on the number of small ruminants and household with animals in each governorate. SIGHT-II will evaluate the BPs who participate in SIGHT-I and include the best of them in SIGHT-II. The project will assist the MPs to register and certify their flocks by NARC and MoA. Multipliers will be contracted as it was already the case in SIGHT-I.

To ensure the continuation and sustainability of multipliers engagement in the project, the following criteria will be applied for their selection:

- They should keep only pure breeds on their farm to maintain genetic purity.
- They should be committed to apply the instruction given by the project field team, including recording the productivity data required for the breeding program and apply the recommended animal management measures.
- They should have proven and long experience in animal raising; the team will conduct quick assessment of the farm management and flock performance to assess this.
- They are willing and committed to exchange their experiences in animal breeding and husbandry with other herders (including opening up their farms for field days),
- They should have the plan to commercialize the improved animals produced as breeding stock (not only for meat)
- They should have good infrastructure for animal housing and welfare.

- The whole flock should be included in the breeding program, the project will concentrate on farmers who own about 200 head of sheep, 150 head for goats.
- At least 15% of improved offspring should be kept by the MPs for replacement, so that within 5-6years, all the flock has a share of improved genetic blood from stations.

Genomic selection: Genomic selection) in sheep is a breeding technique that utilizes DNA information to improve the accuracy of identifying genetically superior animals at a younger age. It is utilizing high-density molecular markers to predict breeding values, accelerating genetic improvement. It involves identifying Single Nucleotide Polymorphisms (SNPs) associated with desirable traits and using this information to select superior individuals for breeding, ultimately improving traits like growth, milk production, and disease resistance. GS is saving time for selection of superior animals, as stations and even farmers can decide which animals to keep for breeding from early age, while in the traditional selection there is a need to wait for more than 2 years. SIGHT-II in cooperation with JUST university will do research work in genomic selection in Awassi sheep and Shami goats. SIGHT-II will train specialists in GS in NARC to upscale the technology and use it in day-to-day management of the breeding programme.

e. Phasing and successive steps:

Task 1	Selection of multipliers	Using criteria above	PMU
Task 2	Procurement of equipment for AI	Continuous activity (yearly): equipment, and consumable for AI activity (sponges, hormones, safe clothes, tags reader, pregnancy diagnosis apparatus)	PMU, MoA procurement department
Task 3	Engagement of private sector	Selection, training and equipment of new Ai teams	PMU
Task 4	Purchase incentives for MPs	Yearly; should be anticipated to coincide with flushing season (before breeding season)	PMU, MoA procurement department
Task 4	Research study on genomic selection	Draft MoU with JUST university	MoA, NARC, PMU

f. Implementation modalities and implementing partners:

Specification for equipment and consumable required for the AI activity will be prepared by Khanasreh station, MoA will procure them according to the GoJ procurement measures and the specifications will be subjected to IFAD no objection.

Participation of individual technicians in AI will follow similar procedure as for SIGHTI: Khanasreh Ai team will train them and supervise their work in the field.

Khanasreh and the 3 other stations will collect and evaluate the semen and prepare the doses/semen straws. The AI teams will receive fresh semen and reach the beneficiaries in short time. Frozen semen from Khanasreh and ACSAD will be used in stations only as a first step.

MoA and PMU will contract JVA to implement part of the AI activity, JVA will submit a proposal showing their capacity and the fees/success inseminated ewes.

The PMU will review the fees received by individuals private-sector who carry out AI, in order to adjust the system that was used in SIGHT-I. Previously, payment was based on a fixed amount for each ewe confirmed pregnant by ultrasound. However, since the inseminator provides the service regardless of the outcome, and since the success rate doesn't only depend on the inseminator practice but also on the flock management, a new formula will be established considering both the number of inseminated animals, and the success rate.

Rams and Bucks will be put on sale every year at a subsidized price which will be decided by MoA and NARC.

Superior yearling sheep and goats will be offered in priority to multipliers, and then to other farmers if some remain available.

Each beneficiary of AI services will have 50 ewes or goats inseminated at no cost. However, if a farmer wishes to inseminate more than 50 animals, they will be required to share the costs. The contribution rate will range from 30% to 100%, depending on the number of animals owned.

Participation in the AI program for beneficiaries is limited to one time only, in order to maximize the number of beneficiaries

The project will support the creation of a high-level special committee for small-ruminant breeding. It will include representatives of the 4 stations and specialists from MoA, as well as universities. Their main role will be to support and monitor the implementation of this project, provide future guidance, and sustain the national breeding program after project closure.

g. Main risks and mitigation:

The main risk related to project sustainability after closing, is that till now there is no national committee for small ruminant breeding program, which could take over the breeding programme after project closure. It will thus be crucial to create this mechanism during implementation.

SIGHT-II may face the following additional risks during implementations:

- High turnover multipliers, as has been the case under SIGHT-I. To avoid this, selection criteria should be applied scrupulously, and incentives should be distributed on time every year, to avoid generating frustration.
- Some farmers, due to limited awareness, may introduce rams to ewes immediately after AI, which complicates the process and results. Awareness on this should be raised systemically with all AI beneficiaries.

h. Sustainability:

The most effective way to ensure the sustainability of AI programme is for the private sector to take over this activity on a commercial basis. SIGHT-II will train and include more individual private technicians, and part of this effort will be implemented in collaboration with the JVA.

The MoA is committed to keep supporting the AI programme by providing semen free of charge, including after project closure. The cost of semen represents a minor share in the cost of AI, and the other costs (synchronization, insemination act) will be covered by the beneficiaries, including under SIGHT-II along with cost sharing modalities elaborated above.

Activity 1.1.3. *Support to digital livestock identification, genetic evaluation and disease surveillance*

a. Beneficiaries:

Livestock identification and disease surveillance will benefit all sheep and goat farmers in the country (25,000 households).

Institutional beneficiaries will include:

- MoA which will be able to carry out surveillance in a more cost-effective way, control animal diseases, and monitor movements of flocks across the country thanks to the comprehensive Livestock Identification and Traceability System (LITS).
- The Ministry of Industry and Trade will also benefit from this support which will allow better control of flock numbers to manage the distribution of subsidized feed, and by eliminating false ownership claims.

b. Outputs:

- Livestock Identification and Traceability System (LITS) upgraded
- Existing but standalone Animal Health Information System (EIDSS), integrated into the LITS
- LITS module for performance recording and genetic evaluation developed and integrated in LITS
- LITS module for geo-monitoring of flocks piloted.
- Equipment for data entry and capacity building for system maintenance will be provided: 55 chip readers, 400 tablets, 90 laptops and 60 desktops

c. Lessons learned:

Under SIGHT-I, a lot of efforts were dedicated to develop the software for the LITS, using MoA local staff, but this effort was unsuccessful due to their lack of experience in the domain. Private IT companies, including international ones with experience of similar assignments in other countries, appear more adequate.

Using subcutaneous electronic RFID chips is effective, tamperproof, but is much more expensive compared to readable plastic ear tags, including RFID ear tags, and does not allow direct reading without a specific RFID chip reader.

MoA developed a program for animal registration and tagging. However, when a new software program was introduced, there was no compatibility between the old and new systems,

creating a gap that needed to be addressed. Interoperability between digital animal databases (for identification, animal health, geo-monitoring) is thus a must and must be anticipated.

d. Detailed description of the activity:

The initial campaign of animals tagging using electronic subcutaneous chips be completed by the end of 2026. The project will support animal Identification system, particularly by linking the identification program with the animal health information system. At present, the epidemiological and vaccination data are recorded in a separate system (EIDSS) from the LITS, but the two should be integrated. This requires upgrading LITS program, and integrating EIDSS in LITS, which will improve surveillance and animal health monitoring and enable disease cases tracing.

The EIDSS maintenance has been implemented by a foreign company contracted by DETRA, the initial financer of EIDSS. SIGHT II will finance transfer the maintenance to a local company and integrate the LITS and EIDSS systems in cooperation with the Veterinary Directorate of MoA.

Geo mapping and monitoring of flocks is useful for tracking long-distance small ruminant movement across the grazing routes and the country. This system also helps in providing veterinary and treatment services to nomadic or seminomadic flocks of sheep and goats during the grazing season. The project will support the development of the geo-monitoring system and provide 1,800 GPS devices to equip 2 guiding sheep per flock, for 900 flocks, preferably the larger ones.

5 training courses will also be conducted for the central and field staff working in animal tagging, EIDSS and LITS systems.

e. Phasing and successive steps:

Task 1	Procurement of equipment for LIS data entry	55 chip readers, 400 tablets, 90 laptops and 60 desktops	PMU Livestock and procurement specialists. MoA
Task 2	Recruitment of company for integration of EIDSS into the LITS	To be negotiated with DETRA and actual service provider	Ministry of Digital Transformation and Information Technology (DTIT), MoA, PMU
Task 3	Recruitment of company for integration of EIDSS into the LITS	Based on lessons, select company with previous experience in similar tasks	Ministry of Digital Transformation and Information Technology (DTIT), MoA, PMU
Task 4	Recruitment of company for design of geomonitoring system	Based on lessons, select company with previous experience in similar tasks	Ministry of Digital Transformation and Information Technology (DTIT), MoA, PMU

Task 5	Procurement of equipment for geo-monitoring system	GPS chips for flocks monitoring (1 800)	PMU Livestock and procurement specialists. MoA

f. Implementation modalities and implementing partners

All animal tagging operations will be carried out by the staff of the MoA, both at the central office and in the field. There are no service providers for this activity.

Development, upgrade (including integration of systems) of digital systems will be implemented by specialized service providers, recruited in a competitive manner. They should have prior experience in similar assignments.

g. Main risks and mitigation:

This activity may face a risk of delays in procurement of the required equipment and devices, which can lead to delays in implementation. To avoid this issue, immediately after the project is approved, the PMU should initiate the process by requesting the relevant departments to prepare the necessary specifications for tendering.

h. Sustainability:

The technical sustainability of this activity will be ensured by building the capacity of MoA staff, and by entrusting the maintenance of the digital systems to local resources. One of the challenges will be to maintain a sufficient stock of tags and equipment, to tag all the yearlings annually. Sustainability of this activity is a priority for the MoA and Ministry of trade and industry, because it is a key factor in controlling the distribution of subsidized animal feed and for the vaccination, and they should thus have no difficulty to mobilize this budget. However, if the budget required was too high for MoA resources, one solution would be to switch to a cheaper identification method, ear tags with or without RFID system depending on the budget.

Activity 1.1.4. Upgrading of Veterinary Laboratories

a. Beneficiaries:

The direct beneficiaries of this activity will be MoA and Health ministry, through more efficient diagnostic systems of contagious diseases, allowing more effective control of diseases spread to other flocks and/or human.

Indirect beneficiaries will include:

- All livestock farmers, especially sheep and goat owners (25,000 households), as this activity will enable them to receive better services, particularly about timely disease diagnosis. Since the laboratories in the regions or governorates lack the necessary equipment and updates rehabilitations, farmers are often obliged to transport samples or sick animals to another governorate or to the central laboratories in Amman, which also takes a long time.
- Traders who export and import sheep, approximately 40 traders

b. Outputs:

The main outputs of this activity will be:

- National JAWA laboratory at MoA headquarters upgraded
- 2 Regional laboratories upgraded
- 9 other laboratories in Governorates upgraded
- Staff in these laboratories trained in diagnosis techniques

s c. Lessons learned:

During SIGHT_I, there were cases of infections and diseases, causing abortion, neonatal mortality and stillbirth. A major challenge was the difficulty in accurately diagnosing these diseases in the absence of operational proximity laboratory. The collected samples had to be sent to the main laboratory in Amman, which caused delays in delivering the samples, receiving results, and taking appropriate action. This problem also applies to farmers' flocks.

A lesson learned from the outbreak of FMD in 2023, is that the weakness of vet laboratories and their incapacity to differentiate the FMD serotypes of FMD impacted the vaccination plan and the response.

d. Detailed description of the activity:

Veterinary laboratories play a crucial role in surveillance of animal diseases including zoonoses. The national network comprises a national laboratory, 2 regional laboratories, and 9 provincial laboratories, that all require upgrading of premises and laboratory equipment, as well as training of staff on novel technologies, that the project will support.

The assessment of needs and formulation of specifications for the rehabilitation and equipment needs will be done as a first step before initiating the procurement process.

The project will provide the central, and the 11 regional laboratories with the necessary equipment to enhance their capacity for diagnosing diseases. This will strengthen epidemiological surveillance and improve disease control.

The central laboratories will be supported with the required infrastructure rehabilitation in order to raise the level of biosafety to the standard level.

The project will also strengthen networking among these laboratories, enabling them to exchange information and integrate with EIDSS (the existing system), and serve the largest number of project beneficiaries.

The project will support the partnership between the private and public diagnostic labs through direct connections of the private labs with the central lab, through EIDSS.

SIGHT will upgrade the Karak lab to enable it to serve as a regional lab serve the 4 southern governorates

The project will enhance the capacity building of the labs staff by conducting several training courses in different aspects such as analysis of animal tissues samples. University of JUST and JVA will provide training courses.

e. Phasing and successive steps:

Narrative + table below (disaggregate activities by detailed phase/task, in chronological order)

Task 1	Needs assessment	Survey of all laboratories to assess their needs and gaps, including drafting technical specifications for equipment and rehabilitation	PMU, MoA
Task 3	Procurement of equipment	For equipment of the central lab and the regional labs	PMU, MoA
Task 4	Procurement of contractors	For equipment of the central lab and the regional labs	PMU, MoA
Task 5	Training of lab staff	Including needs assessment	JUST University, MoA, PMU

f. Implementation modalities and implementing partners:

The needs of rehabilitation and equipment will be identified through a detailed assessment carried out either by an external consultant or by the Directorate of Vet labs. Based on this assessment, the required specifications will be developed, after which tenders will be issued to specialized licensed local companies, whether for rehabilitation works or for the supply of the necessary equipment and devices. All procedures will follow the MoA regulations and guidelines and will be fully aligned with IFAD's procurement and tendering system.

g. Main risks and mitigation:

The main risk in governorates laboratories lies first in the shortage of qualified and trained staff. Second, sometimes the number of samples tested per week or per month is very low, and over time the equipment becomes unused, leading to neglect of the laboratory.

Lack of finance to maintain the equipment: Before rehabilitating the labs, the project will be assured that the MoA will secure the budget needed for maintenance and the required qualified staff.

h. Sustainability:

For sustainability the project will work on two essential aspects to be met before rehabilitating the labs and supplying them with equipment. First, adequate staffing must be secured. Second, equipment must be carefully matched to actual needs, based on assessments that determine the expected volume of samples in each governorate lab.

Equally important is ongoing training and capacity building, which will enable technicians to carry out reliable disease diagnoses. This not only strengthens the laboratories' technical role but also builds trust among livestock breeders, encouraging them to bring in more cases. Finally, establishing strong networking channels with the private sector will ensure that suspected disease samples are systematically referred to these laboratories, reinforcing their sustainability and relevance.

Activity 1.1.5. *Supporting control of contagious diseases*

a. Beneficiaries:

The main beneficiaries are sheep and goat breeders (25,000 households), as this will reduce mortality, improve and increase the production of milk and meat, and therefore raise their returns.

Ministry of Agriculture will also benefit from this activity, since the vaccine provided free of charge to livestock breeders will decrease due to a more strategically targeted vaccination strategy.

Exporters of sheep and goats will benefit from the contemplated eradication of contagious diseases (FMD and PPR) that will enable them to enhance trade.

b. Outputs:

- 120 veterinarians trained in epidemiology and control of animal diseases
- Country application for PPR eradication stage 3 & 4 accreditation prepared
- Wildlife surveillance and Sero monitoring for PPR conducted
- Risk assessment and control plans for FMD and PPR control plan formulated
- Control plan for zoonotic disease (anthrax, brucellosis), prepared.

c. Lessons learned:

A lesson learned from the disease control system carried out by the Veterinary Directorate of the MoA is the heavy reliance on vaccination to prevent diseases. This approach raises several problems, including the fact that the percentage of vaccinated animals compared to the total number is low.

An important lesson is the absence of a comprehensive national program for disease control, with reliance placed mainly on vaccination alone. What is needed instead is the implementation of all preventive measures at the farm level to stop the spread of diseases among animals within the same farm, as well as to prevent transmission from one farm to another.

d. Detailed description of the activity:

The project will not provide direct support to mass vaccination against contagious diseases but will instead support the adoption of strategically and risk-based vaccination programmes, that should be more efficient and cost effective. The focus will be on control of Foot and Mouth Disease (FMD) and Peste des Petits Ruminants (PPR) which are the most impacting diseases, and for which Jordan is engaged in global control (for FMD) /eradication (for PPR) plans led by the World Organization for Animal Health (WOAH) and FAO.

Activities supported will include surveillance of wildlife and sero-monitoring for PPR, risk assessment for FMD, formulation of disease control plans for PPR, FMD and zoonotic diseases (anthrax and brucellosis), awareness campaigns on zoonotic diseases, as well as finalization and simulation of contagious disease contingency plans for PPR, FMD and zoonotic diseases.

The project will also support the finalization of contagious disease contingency plans for PPR, FMD and zoonotic diseases (anthrax and brucellosis) , as well as the organization of national simulation exercises.

Awareness campaigns on zoonotic diseases will also be supported. They will target both farmers, and other value chain actors.

e. Phasing and successive steps:

Task 1	Disease control plans	Prepare Risk assessment and control plan for FM, PPR control plan, Zoonotic disease control plans (anthrax, brucellosis), finalization & simulation of contagious disease contingency plan, and control plan for other disease recommended by the consultant	Vet directorate and central Lab directorates, PMU
Task 2	PPR surveillance	Monitoring wildlife for PPR surveillance and PPR sero monitoring	Vet directorate and central Lab directorates, PMU
Task 3	Awareness raising on zoonotic diseases	launch awareness campaigns for people who work with sheep and goats, focusing on zoonotic diseases	Vet directorate and central Lab directorates, PMU

f. Implementation modalities and implementing partners:

TORs will be prepared by Vet department and the PMU to contract epidemiology experts to support the risk assessment and support to formulation of the control plans for FMD and PPR, of the zoonotic disease control plans (anthrax, brucellosis), and for finalization & simulation of contagious disease contingency plans.

For wildlife surveillance, the PMU and the vet department will agree on the number of samples needed from wild animals. The samples will be collected by RSCN and analyzed in JAWA central laboratory or JUST laboratory.

Coordination will be carried out between JUST university, Vet department, and JVA to oversee the full implementation of this activity and to define the role of each entity. JUST will provide experts and support sample analysis, and training, JVA will coordinate the inclusion of private vets in this activity, and training.

g. Main risks and mitigation:

One of the main risks the project may face for this activity is the insufficient number and experience of technical staff within Directorates of veterinary and labs.

The mitigation of this risk will be by providing training and scientific support for staff on all aspects of surveillance operations and their analysis, in collaboration with the JUST university and the private sector.

h. Sustainability:

Surveillance is a long-term endeavor with long term impact. Therefore, in order for the process to succeed, the project will institutionalize partnerships between the public and private vet sector to ensure that the control of animal disease becomes part of their responsibility.

Activity 1.1.6. Support to proximity veterinary services

a. Beneficiaries:

Direct beneficiaries of this activity will be:

- 220 private vets from the targeted governorates will receive training on Vet epidemiology, and veterinary public health.
- 110 private vets clinics accredited for delegation of public vet. services (PPP) will receive equipment and training
- 50 community Animal Health Workers will receive training and equipment

Other beneficiaries will include all farmers served by these private vets and CAHWs, their number is evaluated at 11,000 in total.

b. Outputs:

- 110 private vets trained on Vet epidemiology, and veterinary public health.
- 110 private vets clinics equipped
- 50 community equipped and trained
- Awareness raising on delegation of public vet. services to private sector conducted

c. Lessons learned:

A lesson learned related to an experience from a CAHW project that was implemented in Jordan in cooperation with FAO, which ended more than ten years ago, was the lack of sustainability of the mechanism, due to the absence of official specific regulations governing their work. It will thus be essential for SIGHT-II to ensure that the new veterinary strategy developed with the project support covers these aspects and provides a status for their activity.

d. Detailed description of the activity:

Access to proximity veterinary services and livestock extension services remains a challenge especially for smallholder farmers. Public veterinary services are understaffed and under-equipped and their outreach is limited. MoA plans to delegate some services to the private sector, and to support proximity private veterinary clinical services, to improve disease control.

The project will thus support the installation of 110 young veterinary graduates in rural areas, through capacity building and support for equipment. These young vets will be trained twice during the project duration, on technical aspects but also business management to enable them to run their businesses sustainably. They will be provided with basic equipment to equip their clinic or office, and will have priority access to the credit line to purchase additional equipment or consumables.

SIGHT-II will also pilot the Community Animal Health Workers (CAHWs) model in 2 Districts, which appears more adequate for very poor and poor farmers, who may not be able to afford the services of private veterinarians. The 50 CAHWs will be selected based on the following criteria:

- Youth, women and unemployed people will have the priority
- The CAHWs location will privilege villages far from the public and private vet services.
- They should be willing to be trained on animal health aspects, and committed to work under supervision of vets.
- They should be sheep or goats' owners
- They should have a sufficient education level

The selected CAHWs will be trained for 2 to 3 weeks, by a specialized service provider. They will then be equipped with tools and a revolving fund of basic medicines. They will be paid an allowance of USD 100 per month during the first two years, which will be reduced progressively and finally phased out after three years to encourage them to become financially sustainable. All CAHWs will work under the supervision of a veterinarian.

e. Implementation modalities and implementing partners:

The selection of private vets, as well as their training and continuous coaching will be entrusted to the Jordan Veterinary Association, which has both the mandate for this, and the capacities (including a training center)

f. Main risks and mitigation:

One major risk related to this activity is the poor sustainability of private vet services, including CAHWs, due to insufficient revenues and the lack of cooperation with public vet services.

To mitigate these risks, a legal framework should be established to regulate the work of private vets and CAHWs. Private veterinarians providing services shall be bound by a formal contract concluded between the MoA and the said veterinarians, with the JVA serving as a party to such agreements

g. Sustainability:

The sustainability of this activity mostly relies on (i) the existence of a legal framework to delegate public veterinary services to the private sector, and on (ii) the official recognition of the CAHW status. The formulation of the small ruminant strategy, and animal health strategy, supported under Sc 3.1, will address these issues in priority.

Detailed implementation plan for sub-component 1.1

Activity/task	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Activity 1.1.1. Upgrading of breeding stations						
Upgrading works						
Feasibility studies						
Procurement						
Works						
Provision of farm, lab and office equipment						
Specifications						
Procurement						
Installation						
Purchase of breeding stock						
Specifications						
Procurement						
Quarantine						
Delivery						
Training and technical assistance						
Needs assessment						
Training						
Activity 1.1.2. Dissemination of improved genetic material						
Artificial insemination						
Procurement of consumables						
Semen processing						
Semen application						
Pregnancy diagnosis						
Exchange of animals						
Purchase of rams & bucks						
Sale of rams & bucks						
Equipment for AI and PD						
Specifications						
Procurement						
Training of AI technicians						
Selection of technicians						
Training						
Equipment						
Research on genotyping						
Drafting MoU						
Research by JUST						
Capacity building of NARC and MoA staff						
Activity 1.1.3. Support to digital livestock identification, genetic evaluation and disease surveillance						
Maintenance of EIDSS by service provider & Integration EIDSS /LITS						
Negotiation with current SP						
Procurement of new SP						

Transfer of maintenance and integration into LITS						
Maintenance by local SP						
Geomapping and monitoring of flocks						
Procurement of SP						
Design of system						
Procurement of GPS devices						
Operationalization of system						
Upgrading of LITS						
Procurement of equipment for data entry						
Capacity building of MoA and JAWA staff						
LITS software maintenance and upgrade						
Activity 1.1.4. Upgrading of Veterinary Laboratories						
Upgrading works						
Needs assessment						
Procurement of contractors						
Rehabilitation						
Equipment of labs						
Needs assessment						
Procurement of equipment						
Capacity building of lab staff						
Needs assessment						
Training						
Activity 1.1.5. Supporting control of contagious diseases						
Recruitment of experts						
Documentation						
Formulation of plans						
Simulation exercises						
Surveillance of wildlife & sero-monitoring						
Awareness campaigns on zoonoses						
Activity 1.1.6. Support to proximity veterinary services						
Support to private vets						
Selection of private vets (JVA)						
Training of private vets (JVA)						
Procurement of equipment for priv. vets						
Awareness on vet privatization						
Piloting of CAHWs						
Selection of CAHWs						
Training of CAHWs						
Supervision of CAHWs						

Sub-component 1.2: Strengthening adaptive capacities through sustainable feed and water systems

Activity 1.2.1. Restoration of rangelands and support to community-based rangeland management

a. Beneficiaries:

Beneficiaries are the small ruminant holders living around the 12 rangeland sites that will be restored in the 4 governorates (Mafraq, Taffilah, Maan and Karak) (an estimated total of 45 households)

b. Outputs:

A total of 1,800 Ha of rangelands will be brought under climate resilient practices.

c. Lessons learned:

Rangelands Management requires participatory approaches from the onset. Local communities need to be involved in the selection of the rangelands to be restored, the species to be planted, the technique to be used for water conservation, as well as monitoring and management. Lessons from projects implemented by other partners indicate a 5-fold increase in the biomass productivity when such approaches were adopted.

d. Detailed description of the activity:

An assessment study will be undertaken to identify and select, using a participatory approach (Participatory Rangeland And Grassland Assessment PRAGA or Participatory Rangeland Management PRM), three priority degraded rangeland sites (of about 1,500 dunums each) in each of the SIGHT2 four governorates (Mafraq, Taffilah, Maan and Karak), based on scientific and community based hybrid method aimed at assessing rangeland and water resources, level of degradation, as well as potential for productivity improvement, and develop the most suitable restoration and management plan for each. This includes water conservation techniques (such as Vallerani, Gully plugs and Marab), seed types (such as Alfalfa, Atriplex, Panicum, and others) and management modalities (Al-Hima and/or Protected Rangeland Reserve). Restoration works will follow on each of the 12 selected sites, coupled with a 3-year monitoring and learning, involving the local community.

e. Phasing and successive steps:

Task 1	Study	Assessment study to identify the 12 sites to be rehabilitated, the water conservation technique for each as well as the management modality	PMU/ Implementing Partner

Task 2	Implementation	Execution of the works as per the study	PMU/ Implementing Partner
Task 3	Monitoring	Monitoring post-execution	PMU/ Implementing Partner

f. Implementation modalities and implementing partners:

One potential implementing partner is the World Conservation Union (IUCN) which has decades of expertise and experience in rangeland management involving the local community; including vast experience in working in Jordan.

g. Main risks and mitigation:

Opposition from the local communities surrounding the sites to be restored can challenge the smooth execution of the activity and its sustainability. This can include the choice of the site to be restored as well as of the seeds to be planted and the management modality. Hence the importance of involving the local communities from the onset.

h. Sustainability:

Involving the local communities in every single stage of this activity will secure ownership and accordingly sustainability.

Activity 1.2.2. Rainwater harvesting

a. Beneficiaries:

Beneficiaries are the small ruminant holders in the 4 governorates (Mafraq, Taffilah, Maan and Karak) (a total of 300 households)

b. Outputs:

300 households will be equipped with rainwater harvesting systems

c. Lessons learned:

Proper choice/ design of the rainwater harvesting system (including capacity) is key.

d. Detailed description of the activity:

The first step of implementation will consist in an assessment of the situation in terms of water resources; availability of water harvesting facilities and water needs to identify priority areas for intervention. Beneficiary households in each of the four project governorates (not less than 300 households) will be selected following a clear methodology that favors under-served areas (in terms of rainwater harvesting) while promoting synergy and cumulative impacts (such as privileging households around the rangelands restored by the project). The most suitable rainwater harvesting systems (with a capacity of 30m³ to 100m³ each) will be identified based on lessons learned from other similar projects, and the units installed accordingly.

e. Phasing and successive steps:

Task 1	Assessment	Selection of beneficiaries and rainwater harvesting systems	PMU
Task 2	Implementation	Installation of the rainwater harvesting systems	PMU/ Contractor

f. Implementation modalities and implementing partners:

Criteria to be used in the selection of the beneficiaries include: favoring under-served areas (in terms of rainwater harvesting); promoting synergy and cumulative impacts (such as privileging households around the rangelands restored by the project). Criteria to be used in the selection of the rainwater systems include: geology and water seepage; maintenance costs.

g. Main risks and mitigation:

Technical failure of the rainwater system (such as seepage into the ground) which will be prevented by properly selecting the system during the assessment/ design phase,

h. Sustainability:

Selection of low maintenance systems will secure better sustainability.

Activity 1.2.3. Promotion of alternative feed and drought resistant fodder

a. Beneficiaries:

- 200 households equipped with pilot hydroponic fodder units
- 12 service providers equipped with pilot fodder conservation or processing equipment
- 2 000 households receiving seeds (or seedlings) of drought and heat-resistant fodder

b. Outputs:

- New drought and heat-resistant fodder varieties introduced and tested in stations
- 200 household units of hydroponics fodder or other alternative feed piloted
- 12 service providers equipped with pilot fodder conservation or processing equipment
- Seeds (or seedlings) of drought and heat-resistant fodder distributed to 2 000 households

c. Lessons learned:

The structural feed and fodder deficit, exacerbated by climate change, calls for innovations and alternative solutions. SIGHT-I tested some solutions for fodder processing based on crop residues, but the institutional setup (cooperatives) was not adapted, and technologies were too costly to be cost effective.

On hydroponic fodder, several pilots in Jordan have failed because of the high running costs of the technology, which was designed as a private business serving multiple farmers. This technology has also been piloted by IFAD in similar environment but at household level, with simple and basic equipment, with better success.

d. Detailed description of the activity:

The project will support a phased approach including:

- (i) applied research to develop/introduce and test alternative feed and fodder solutions
- (ii) piloting in real conditions of the solutions successfully tested
- (iii) dissemination of technologies and fodder species, through FFS for the technologies, and direct distribution to farmers for seeds of drought resistant fodder varieties.

Research: NARC will be contacted as SP to identify, introduce, test in its stations, species and varieties of fodder that have the potential to be more climate resilient than those currently used in Jordan, based on the outcomes of the assessment of national feed balance and identification of alternative resources for feed and fodder study conducted under activity 3.1.1. These could include species and varieties for irrigated cropping, rainfed cropping, but also for rangelands restoration/reseeding. The species and varieties successfully tested will then be multiplied in stations and disseminated by the project (see below)

Piloting of alternative fodder production technologies at household level: hydroponic fodder production will be the main technology piloted. The pilots will consist in small household units, with simple and manual water supply systems (unit cost 1,4000 USD), which could be coupled with water harvesting systems. 50 units will be piloted first, and if they appear successful, their number will be upscaled up to a maximum of 200. Other technologies such as Azola or any other technique identified by NARC and deemed relevant could also be piloted.

Piloting of alternative feed technologies as a business: based on recommendations from research (NARC) the project will pilot, with 12 young entrepreneurs, MSMEs or cooperatives, alternative feed processing technologies that could be run as a profitable business and provide feed solutions for farmers. These solutions could include small-scale silage making systems (mini round ballers and plastic wrappers, or in plastic barrels), and recycling of crops and agro-industrial residues to process feed.

e. Implementation modalities and implementing partners:

The main Ip foreseen for this activity is NARC. A specific MoU will be entered into with NARC and it will cover the research phase in stations, the multiplication of successfully tested varieties, the design of pilots, and the technical follow up of pilots.

f. Main risks and mitigation:

The main risks are related to: (i) the cost of technologies piloted, that can make the fodder produced more costly than the subsidized feed – to mitigate this risk, the technologies piloted

should be simple and cheap, (ii) and the lack of available by products for recycling, considering the high demand for these products in the country.

g. Sustainability:

Building on lessons from SIGHT-I, pilots should be upscaled only if they appear solid and successful. Monitoring of pilots by the IP should also be conducted professionally.

Detailed implementation plan for sub-component 1.2

Activity/task	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Activity 1.2.1. Restoration of rangelands and support to community-based rangeland management						
Assessment study						
Civil works						
Monitoring of restoration works						
Community management facilitation						
Activity 1.2.2. Rainwater harvesting						
Identification and selection of beneficiary households						
Installation of the rainwater harvesting systems						
Activity 1.2.3. Promotion of alternative feed and drought resistant fodder						
Applied research						
Contracting partner (NARC)						
Introduction of varieties						
Testing of varieties and species						
dissemination						
Piloting of alternative feed technologies						
Selection of households for pilots						
Selection of private promoters for pilots						
Piloting of household solutions						
Piloting of alternative feed businesses						
Monitoring of pilots						

Sub-component 1.3: Building capacities and awareness of producers

Activity 1.3.1. Implementation of FFS and FBS for small ruminants' farmers

a. Beneficiaries:

The beneficiaries of this activity will be:

- 4,500 farmers involved in Farmer Field Schools (FFS)
- 135 pastoral farmers involved in Pastoral Field Schools (PFS)

b. Outputs:

The main outputs of this activity are:

- 200 FFS, with 8 sessions per year and 20-25 participants per session
- ToT for FFS organized: on FBS, Financial Literacy, Environment & Climate Change, gender, Nutrition
- Development of curricula for FFS: on FBS, Financial Literacy, Environment & Climate Change,, gender, Nutrition
- 24 PFS implemented (2/ rangeland site)

c. Lessons learned:

Capacity Building of farmers through FFS should be more practical and focused on priority target groups. Farmer Field School (FFS) mechanism was an efficient approach to address farm level constraints and had some good impact on livestock management practices, but the methodology should be improved to be more practical and aligned on production calendar, in line with FFS principles, but also better tailored to reach out more women and smaller farmers.

d. Detailed description of the activity:

The Livestock Farmer Field Schools successfully piloted under SIGHT-I will be upscaled to new Governorates. The number of sessions per year will be increased from 5 to 8 to incorporate additional topics in the curriculum, on top of animal husbandry technical aspects. These will include business management (Farmer Business School methodology), financial literacy, environment & climate change, gender, and nutrition. Technical assistance will be provided to MoA extension department, in charge of this activity, for the development of curriculum modules on additional topics, and for the training of Trainers (ToT) on these topics. Pastoral Field Schools (PFS) will also be implemented in each of the 12 sites selected for rangelands management under activity 1.2.1.

e. Phasing and successive steps:

Narrative + table below (disaggregate activities by detailed phase/task, in chronological order)

Task 1	Selection of beneficiaries	By MoA, in coordination with project field staff to abide with targeting strategy	MoA, PMU

Task 2	Formulation of new curricula	By consultants, in collaboration with MoA. On Farmer Business School methodology), financial literacy, environment & climate change, gender, and nutrition	PMU, MoA, consultants
Task 3	Training of trainers	On new modules for existing trainers, on all modules for new trainers. By same consultant as for formulation of curricula	PMU, MoA, consultants
Task 4	Deployment of FFS and PFS		MoA

f. Implementation modalities and implementing partners:

MoA extension Department will be the implementer of this activity, based on successful experience from SIGHT-I.

Consultants will be hired to support MoA for the formulation of the additional curricula on Farmer Business School methodology), financial literacy, environment & climate change, gender, and nutrition.

The management modalities of FFS will change compared with SIGHT-I. MoA will receive instalments for the implementation of FFS, based on the workplan in the MoU, and will provide justification by tranches, in order to receive the next instalments. This will simplify management for PMU.

g. Main risks and mitigation:

The main risk related to this activity relies with inadequate targeting of beneficiaries, especially women and poor farmers. It will be important to involve the PMU in the selection of the beneficiaries to ensure that the project targeting strategy is applied.

h. Sustainability:

The sustainability of this activity relies on the capacity of MoA to mobilize public budget to finance FFS after project closure.

Activity 1.3.2. Technical training for farmers and South-South Technical exchanges

a. Beneficiaries:

- 454 farmers involved in conventional trainings
- 30 stakeholders involved in South-South technical exchanges

b. Outputs:

- 30 conventional training sessions organized
- 3 South-South technical exchanges organized

c. Lessons learned:

The FFS approach is not always appropriate, especially when it comes to very technical topics, and when the targeted audience are market-oriented farmers with a good technical level. In this case, conventional training, both theoretical and hands-on, is more adequate and offers more flexibility.

d. Detailed description of the activity:

30 sessions of conventional trainings will be organized for farmers who are not willing, or not able to participate in FFS, or for specific topics that are not covered by FFS. The topics covered will be selected based on the demand from farmers, but also based on challenges faced during project implementation. The technical trainings will target in priority the beneficiaries of other component 1 activities, for instance the fodder pilots, the recipients of new fodder varieties, the breeders/multipliers, in order to support their successful participation in project activities.

Three South-South Technical Exchanges will also be organized under this activity, to learn from experiences in other countries with similar contexts (e.g. on rangelands management). They will involve project staff, MoA representatives, and farmers.

e. Implementation modalities and implementing partners:

Technical training sessions will be organized by the PMU and MoA, but the trainers will be mobilized from various institutions depending on the topic covered. They could originate from MoA relevant technical departments, NARC, Universities, or even the private sector.

Detailed implementation plan for sub-component 1.3

Activity/task	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Activity 1.3.1. Implementation of FFS and FBS						
Development of additional curricula for FFS						
Training of Trainers						
Implementation of FFS						
Implementation of PFS						
Activity 1.3.2. Technical training for farmers and South-South Technical exchanges						
South-South Technical exchanges						
Technical training for farmers						

3.2. Component 2: Supporting investments in the small ruminants' value chain

Sub-component 2.1: Market access and value addition

This subcomponent aims to strengthen the post-production/harvest nodes of the value chain by increasing value addition through processing, packaging and improving market access. The subcomponent includes four main activities varying from the upgrading and development of market infrastructure enhancing livestock and animal source products trade, the support to women, youth and microentrepreneur/MSMEs through grants and matching grants, the facilitation of market access by products promotion and the participation to fairs and exhibitions, to the development of value chain actors capacities on topics related to business development, products quality and safety, certifications and licensing of businesses.

The expected results are four (4) existing livestock markets rehabilitate and a new one (1) constructed, one (1) market place/bazaar constructed, 1000 women and youth and microentrepreneurs involved in livestock production and dairy/meat processing capacitated and equipped, 43 microentrepreneurs providing collection, transport, and marketing services to the targeted value chains, 20 MSMEs and cooperatives involved in dairy or meat processing and retailing upgraded their equipment and premises.

Activity 2.1.1. Construction or rehabilitation of climate-proof market infrastructure

a. Beneficiaries:

The direct beneficiaries of these activities will be:

- Livestock producers using livestock market facilities (around 1000)
- Livestock traders and aggregators using livestock market facilities (around 100)
- Women, youth and microentrepreneurs using marketplace facilities (around 100)

b. Outputs:

- Four (4) livestock markets rehabilitated
- One (1) livestock market constructed
- One (1) Marketplace constructed

c. Lessons learned:

From previous IFAD projects, when investing in construction of markets, packaging and processing facilities, etc., it is important to identify and be sure about the allocation of appropriate land for the infrastructure and its ownership status. Another lesson is about the transfer of propriety of the facility and its operation and maintenance during and after the project completion.

d. Detailed description of the activity:

Initially a study will be conducted during the first year of implementation to identify and select the livestock markets for rehabilitation and the one for construction. The outcome of the study will provide guidance on which livestock markets will be rehabilitated and what types of investments are needed. In total four (4) livestock markets will be rehabilitated targeting the southern governorates (Karak and Maan) and northern governorates (Zarqa and Mafraq). Their rehabilitation will include equipping the livestock markets with provision of water supply, an equipped small office for the veterinarian, restrooms for market users, upgrading the holding pens with shelves, etc. These investments are planned to start from the second year of the project until the fifth year.

In Tafilah governorate where no livestock market exists, the project will construct a new one as this has been the demand from the farmers and traders for many years. A feasibility and technical study will be undertaken initially to determine the location, the capacity of the livestock market and the required land size, etc. The new facility will meet the international standards in terms of animal health, disease prevention, hygiene and welfare. This investment is planned during the third year of the project.

In addition to the construction and rehabilitation of livestock markets, the project will also invest in constructing a new marketplace/bazaar that will help small-scale producers, women and youth sell their animal source products (dairy products, meat products, artisanal products using wool and other natural materials, etc.) as well as acting as a platform/hub attracting consumers and traders from other regions to buy or sell diverse products. Before the construction of the facility, a feasibility and technical study will be conducted to guide on the choice of the location (Tafilah governorate expressed its interest to host the market, and the municipality is willing to provide the required land), the size of the marketplace and the required safety standards to follow.

The rehabilitation and construction of these facilities will consider and follow the environmental standards, also complying with IFAD Social, Environmental and Climate Assessment Procedures (SECAP). When possible, UV solar panels will be installed to generate electricity for the amenities.

e. Phasing and successive steps:

Task 1	Study for livestock markets identification	Develop the ToRs for the study to identify and select livestock markets for rehabilitation and construction	PMU + MoA
Task 2	Study for livestock markets identification	Undertake the study	Service provider/consultant
Task 3	Rehabilitation of livestock markets	Civil works and construction for the rehabilitation of livestock markets	Service provider/constructor
Task 4	Technical study for the construction of	Develop the ToRs for the technical study to construct a livestock market	PMU + MoA

	a livestock market		
Task 5	Construction of a livestock market	Civil works and construction of a livestock market	Service provider/constructor
Task 6	Technical study for the construction of a marketplace	Develop the ToRs for the technical study construct a marketplace	PMU + MoA
Task 7	Construction of a marketplace	Civil works and construction for the construction of a marketplace	Service provider/constructor

f. Implementation modalities and implementing partners:

The PMU will be the main responsible and implementer of these activities in close collaboration with the municipalities where the markets will be rehabilitated or constructed. The rehabilitation and construction of these facilities will be undertaken by a service provider/constructor below the oversight of the PMU, MoA and the municipalities as well as an independent technical inspection office.

g. Main risks and mitigation:

The main risks are related to potential delays in implementing these activities and also a high workload for the PMU in terms of supervising the work progress. As mitigation measures, the studies are planned in year 1 and year 2, while the rehabilitations of the livestock markets are planned at the pace of one market per year. The constructions of the livestock market and the marketplace are planned for years 3 and 4.

h. Sustainability:

Once constructed and operational, these facilities will be handed over to the municipalities as stipulated in a MoU signed by both parties. As per the Jordanian regulations, the municipalities will have ownership of these infrastructures and will have the responsibility of their operation and maintenance. Potentially, markets management and maintenance could be outsourced to a producers/traders association.

Activity 2.1.2. Support women, youth, and microentrepreneurs involved in the small ruminant value chains

a. Beneficiaries:

The direct beneficiaries of these activities will be:

- Women, youth and microentrepreneurs involved in the small ruminant value chain core functions (around 1000)

- microentrepreneurs who are involved in providing services (collection, transport, inputs, etc.) to the small ruminant value chains (43)
- MSMEs involved in dairy and meat processing and marketing (cooperatives/private companies) (20)

b. Outputs:

- One thousand (1000) beneficiaries received technical training and benefited from matching grants (5% own contribution; 95% grant subsidy) to upgrade their business
- Forty-three (43) service providers received technical training and benefited from matching grants (15% own contribution; 85% grant subsidy) to develop their activities
- Twenty (20) MSMEs/cooperatives received technical training and benefited from matching grants (50% own contribution for MSMEs; 50% grant subsidy; 25% own contribution for cooperatives; 75% grant subsidy) to expand their enterprise

c. Lessons learned:

From past IFAD projects experiences in Jordan and in other countries, it was clear that providing grants or matching grants to beneficiaries without previous technical and managerial trainings and capacities building, would compromise the success of the business and threaten its mid- and long-term sustainability. On the other hand, providing grants without requiring any beneficiaries' contributions, affects their commitment and increases the probabilities of failure. Matching grants should also consider beneficiaries capacities for co-funding, requiring lower contributions for the poorer households. Targeting is also an important factor to consider when selecting beneficiaries to avoid elite capture.

d. Detailed description of the activity:

This activity has the main purpose to support livestock value chain actors in increasing their value addition through either product upgrading by improving the quality, safety, and packaging of the products, or functional upgrading by allowing smallholder producers and the other operators introducing processing, grading and marketing activities. Three types of segments are targeted by this activity:

- Women and youth involved in livestock production and dairy/meat processing. In total, 1000 beneficiaries, mainly women and youth, will receive matching grants (5% beneficiaries' contribution) to purchase small-scale equipment to process milk into local dairy products (cheese, ghee, fermented milk, etc.), and those involved in traditional meat drying and processing. Women and youth involved in household artisanal products using animal source byproducts (i.e. wool) will also benefit from these grants. The maximum amount of the matching grant is JOD 3000 (including beneficiary contribution).
- Milk/meat collection, transport, marketing. The project will support 43 microentrepreneurs who are involved in providing services to the small ruminant value chain allowing them through the matching grants provided (15% beneficiaries' contribution) to purchase adequate equipment for milk collection and (milk containers, rapid milk test kits, etc.) and to purchase or equip their milk/meat transport means with the required refrigeration

equipment. The maximum amount of the matching grant is JOD 11,000 (including beneficiary contribution).

- MSMEs involved in dairy and meat processing and marketing (cooperatives/private companies). The project will also support 20 MSMEs involved in dairy or meat processing through matching grant mechanism (maximum 50% beneficiaries' contribution). The main target will be cooperatives of women and youth who are already in the business, or those groups who are producing milk and dairy products at individual level and want to upscale their processing and marketing capacities. The maximum amount of the matching grant is JOD 21,000 (including beneficiary contribution).

These groups will receive the technical and managerial support required through SIGHT-II capacity building activities.

- Recruitment of service provider for grant management and technical support. The identification of the potential beneficiaries of the three groups, in addition to the technical support required will be through the recruitment of service providers through a national call for interest. The process will follow the same steps and modalities as the previous IFAD projects (SIGHT and REGEP) in the country.

e. Phasing and successive steps:

Task 1	Recruitment of a service provider	Develop the ToRs for recruitment of service provider	PMU
Task 2	Identification and selection of beneficiaries	The service provider following the targeting strategy criteria (geographic location, activity/position in the value chain, income/assets, sex, age, etc.) will identify and select potential beneficiaries for the matching grants	Service provider 1
Task 3	Review long list of potential beneficiaries	The PMU will review and confirm the preliminary long list of potential beneficiaries	PMU
Task 4	Training and assistance for the preparation of grants application	The service provider will provide training and assistance to the beneficiaries for the preparation of the grant's application.	Service provider 1
Task 5	Final selection of grants beneficiaries	Upon review of the grant's applications, selection of the final list of beneficiaries	Selection committee (PMU, service provider 1, MoA)
Task 6	Technical and business development training for the	The selected beneficiaries will receive technical and business development training before and during grant reception	Service provider 1

	selected beneficiaries		
Task 7	Grants delivery and implementation	Acquisition of the equipment/inputs/etc. of the grant and implementation of the business activity	Service provider 1
Task 8	Supervision	Supervision of the activities through random checks and field visits	PMU
Task 9	Evaluations of grants activities	An independent service provider will evaluate the grants activities process and impacts	Service provider 2
Task 10	Closing of the activity	The closing of the activity related to grants disbursement with documentation of the lessons learned and the success factors and stories	PMU

f. Implementation modalities and implementing partners:

The PMU will be the main responsible for the oversight of this activity. However, the main implementer will be the service provider recruited through a competitive call for interest. The service provider will have the responsibility to identify and select potential matching grants beneficiaries for SIGHT-II, and then the training and coaching of the beneficiaries during the project lifespan. The service provider will need to have among its staff or need to hire (including the CVs in the bid), experts in areas related to livestock production, agrifood processing (preferably experience in dairy and meat products), and agribusiness/marketing. Beneficiaries could also benefit from the business development training under activity 2.1.4 that is provided by another service provider (referred to in the table as service provider 2).

g. Main risks and mitigation:

When it comes to the matching grants for Women and youth involved in livestock production and dairy/meat processing, there is a risk of elite capture. To mitigate this risk, the PMU and the service provider should follow the eligibility criteria included in the project document/PIM. For MSMEs, to access the matching grant there should be a clear direct linkage with smallholder producers either providing services and inputs to them, or buying their agricultural/agrifood products, or selling agricultural/agrifood products providing from smallholder producers with indirect linkage in this latter case.

h. Sustainability:

The sustainability of this activity mainly relies on the appropriate initial selection of the beneficiaries through the review of their business model, the quality of the mentoring and the

technical and business capacities building provided to them, and the market linkages/networks established during the lifespan of the project. The selection of a service provider with experience and expertise in implementing, coaching and mentoring such activities will also play an important role in the short- and medium-term sustainability of beneficiaries' businesses. Some service providers already established in Jordan have such experience and also have additional resources from other donors that could allow them continue coaching project beneficiaries after SIGHT-II closure.

Activity 2.1.3. Facilitation of market access and products promotion

a. Beneficiaries:

The direct beneficiaries of these activities will be:

- Smallholder producers, women, youth and MSMEs involved in the small ruminant value chains (around 800)

b. Outputs:

- Two (2) products labelled with Geographic Indication (GI)
- Six hundred (600) women, youth, microentrepreneurs and MSMEs benefited from packaging material and promotion of their products
- Two (2) digital marketing platforms established
- Groups of beneficiaries participated in eight (8) local/national trade fairs, and to three (3) international exhibitions.

c. Lessons learned:

SIGHT-I initiated the process of developing a geographic indication for Jordanian Awassi sheep. A feasibility study was developed but then the following steps were stopped mainly because of lack of funding and also uptakes from other institutions. Participation to local bazaars as well as international fair trades should include beneficiaries from the different groups categories and preferentially those working together or willing to do it in the future.

d. Detailed description of the activity:

This activity aims to improve smallholder producers and the other value chain actors access to markets and increase the demand for their products. It includes three intertwined sub-activities:

- Development of Geographic Indication for selected animal source products. The previous phase of SIGHT project initiated the process of developing a geographic indication (GI) for Awassi sheep by developing a feasibility study. The second phase will continue this process by facilitating the implementation of the guidelines working with the concerned stakeholders and authorities. In addition, the project will also target other quality dairy products from specific regions/governorates like the Jamid (traditional Jordania dried

yogurt) from Irbid or potentially reviving the artisanal and ancestral dried meat production and marketing.

- Packaging and promotion of products. This will include supporting smallholder producers and microentrepreneurs to access attractive and eco-friendly packaging material and purchasing small-scale equipment for branding and marketing of their products. Advertising campaigns will be organized during specific events. In addition, the project will foster the use of social networks and digital tools for the promotion and marketing of the products. Digital platforms business-to-business (B2B) and business-to-consumers (B2C) will be established to strengthen market access for small-scale producers. These platforms could build on the same ones that will be developed for REGEP-UP, the other IFAD funded project.
- Trade fairs/exhibitions/shows. The project will support beneficiaries' participation in (local and national exhibitions and fairs that represent an opportunity to broaden their clientele portfolio and increase their visibility and sales. MSMEs, women and youth cooperatives and groups of small-scale producers will also benefit from participation to international trade fairs (especially in the Gulf countries) to extend their network and exchange experience with other participants.

e. Phasing and successive steps:

Geographic Indication			
Task 1	Recruitment of a consultant for GI products development	Develop the ToRs for recruitment of a consultant for GI products development	PMU
Task 2	Review of the study and roadmap provided by the consultant	The PMU will review the roadmap developed by the consultant for the implementation of the study outcomes and recommendations	PMU
Task 3	Implementation of the study recommendations	The consultant, supported by the PMU and the MoA will start the implementation of the study recommendations to develop the 2 GIs selected	Consultant + PMU + MoA
Task 4	Registration of the GIs	The final outcomes of the workplan implementation will lead to the registration of the 2 GI products	PMU
Packaging and promotion of products			
Task 1	Recruitment of a service provider	Develop ToRs for recruitment of a service provider to support the integration of producers	PMU

		products into the digital platforms already established under REGEF-UP, and the use of digital technologies for marketing	
Task 2	Digital platforms including SIGHT-II products	Digital platforms (co-developed with REGEF-UP) will be updated with beneficiaries details and products	Service provider
Task 3	Train the beneficiaries on the use of digital platforms and technologies for marketing	Beneficiaries will be trained on the use of digital platforms and technologies to market their products	Service provider
Trade fairs/exhibitions/shows			
Task 1	Trade fairs/exhibitions selection	Selection of beneficiaries and the trade fairs/exhibitions to attend.	PMU
Task 2	Trade fairs/exhibitions participation	Preparation of the logistics for the participation to the exhibitions	PMU could be supported by a service provider
Task 3	Reporting	Develop a report after each participation with details about the beneficiaries, the products sold, the networks, deals signed, etc.	PMU

f. Implementation modalities and implementing partners:

The PMU will be the main responsible for the oversight of this activity, and will be supported by service providers for the different sub-activities. For the GI, the consultant will have the task to continue the work started under SIGHT-I and collaborate with the different institution for the implementation of the feasibility study recommendations leading to the establishment of a Jordanian GI for Awassi sheep. The consultant will also develop a study identifying which other product(s) (potentially cheese) could be certified as GI, develop and implement a roadmap leading to its final registration.

On the packaging and promotion of the products, the PMU will be the main responsible in supporting the beneficiaries to acquire packaging material and small-scale equipment, while for the promotion of these products using digital technologies, the project will collaborate with IFAD funded REGEF-UP project in the country which plans to establish two (2) digital platforms (B2B and B2C) for the agricultural products. A service provider will be contracted to support this digital integration and train the beneficiaries on the use of these platforms and other digital tools and social networks to market their products.

For participation in trade fairs and exhibitions, the PMU will have the main task to select the events and the beneficiaries (good representation of the different groups) who will participate. On logistics, a service provider could be hired. Importantly, each participation should be well documented with information related to the project participants, products sold, contacts established, deals signed etc. A follow-up plan should also be included and implemented during the project lifespan.

g. Main risks and mitigation:

From previous SIGHT-I experience, the GI for Awassi sheep was not achieved and mainly stopped, essentially because the complexity introduced on the certification itself requires detailed organoleptic and sensorial meat tests for the certification. This is not the case in other countries (including developed ones like France) where the process is much simpler and easier. This time, the consultant task will be to simplify these requirements by consulting and working with different stakeholders and governmental institutions. Funding has been made available for this activity.

h. Sustainability:

The sustainability of these three sub-activities is mainly market-related and dependent on the success of beneficiaries' business activities. GI is a certification that will also depend on the government and the value chain actors' ownership and commitment. If well communicated and implemented, its upscale will be successful with positive impacts on the entire sheep value chain. Participation in trade and exhibitions, if well organized, will expand beneficiaries' network of clients thus increasing their revenues, and would incentivize project beneficiaries to continue attending such events using their own funds.

Activity 2.1.4. Capacity building and awareness raising of value chains actors on quality, safety, environment and climate

a. Beneficiaries:

The direct beneficiaries of these activities will be:

- Smallholder producers, women, youth, microentrepreneurs and MSMEs involved in the small ruminant value chains (around 1200)

b. Outputs:

- One thousand (1000) smallholder producers, women, youth, microentrepreneurs and MSMEs, received business development training
- One thousand (1000) smallholder producers, women, youth, microentrepreneurs and MSMEs received training and awareness raising on products quality and safety
- 300 microentrepreneurs and MSMEs got their products certified

- 200 smallholder producers, women, youth, and microentrepreneurs got their businesses licensed

c. Lessons learned:

From previous IFAD projects in Jordan, producers and microentrepreneurs participation to trade fairs, bazaars, exhibitions and supply to supermarkets and gourmets shops, were many times restricted because of lack of certification of their products and licensing of their businesses.

d. Detailed description of the activity:

This activity will strengthen the managerial/business and technical capacities of grants recipients on issues related to products quality and safety, with a project support on products certification and business licensing:

- Business development training. In total around 60 sessions of training (each session composed by 20 participants) will be provided to groups of matching grants beneficiaries to improve their skills in business management, budgeting, managing financial resources, client and partners relationships and negotiations.
- Training and awareness raising on products' quality and safety. In addition to the business development training, Grants' beneficiaries will also improve their skills and knowledge on products quality and safety, especially when it comes to animal source products like dairy and meat which are perishable and highly sensible to contamination. In total 60 sessions (each session composed by 20 participants) are planned where participants will be exposed to theoretical sessions followed by practical cases and laboratory tests.
- Analysis, certification of products and licensing of businesses. Beneficiaries' participation in fairs and exhibitions require the certification of their products, which is even one of the prerequisites to export. The project will provide financial support for women and youth microentrepreneurs as well as small-scale processors to undertake the required products analysis and premises control to obtain the certification of their products. SIGHT-II will also support unformal microentrepreneurs who want to license their businesses and be able to sell their products in recognized retail outlets (supermarkets, gourmet shops, etc.).

e. Phasing and successive steps:

Business development and training on products quality and safety			
Task 1	Recruitment of a service provider	The service provider providing these trainings could be the same one managing the grants in 2.1.2	PMU
Task 2	Development of the training	The service provider will develop the raining modules	Service provider

	modules and provision of the trainings	that will be revised by the PMU and then start providing the trainings	
Analysis certification of products and licensing of businesses			
Task 1	Identification and selection of the beneficiaries	This task will be done in collaboration between the service provider and the PMU	PMU, Service provider 1
Task 2	Certifications of products and licensing of businesses	The service provider will be responsible in supporting the beneficiaries for the certifications of their products and licensing of their businesses	Service provider, Laboratories, certifications organisations

f. Implementation modalities and implementing partners:

The PMU will be the main responsible for the oversight of these activities. The service provider will develop the training modules and impart the training. This service provider is supposed to be the same one managing the grants under activity 2.1.2. However, if the service provider managing the grants doesn't have the required skills and experience in any of the areas related to business development, or products' quality and safety, another service provider should be contracted.

For products certification and business licensing, the PMU in collaboration with the service provider managing the grants will identify potential beneficiaries, and another service provider/consultant will be hired to support these beneficiaries.

g. Main risks and mitigation:

The main risk could be in the low demand from smallholder producers, women, youth and microentrepreneurs to certificate their products and essentially to license their businesses. This reluctance is mainly due to the fact that many beneficiaries believe that if they license their business, they will no longer benefit from the government National aid fund (NAF) program, which is not true. During the training, beneficiaries will be sensitized about this point and the importance and benefits of having their products certified and their businesses licensed.

h. Sustainability:

The initial costs of products certifications and business licensing will be covered by the project. If there are annual costs needed for renewing the certifications and the licensing, which would be low, these will be shared between the project and the beneficiaries with decreasing subsidizing from the project from one year to another until full payment by the beneficiaries by the end of the project.

Detailed implementation plan for sub-component 2.1

Activity/task	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Activity 2.1.1 Construction or rehabilitation of climate proof market infrastructure						
Study to identify and select livestock markets for rehabilitation and construction						
Development of ToRs for selection of service provider						
Study development						
Rehabilitation of livestock markets						
Civil works rehabilitation of livestock markets						
Technical study for the construction of the livestock market						
Development of ToRs for selection of service provider						
Study development						
Construction of livestock market						
Civil works of the construction of the livestock market						
Technical study for the selection and construction of the marketplace						
Development of ToRs for selection of service provider						
Study development						
Construction of a Bazaar/marketplace						
Civil works construction of the bazaar/marketplace						
Activity 2.1.2 Support women, youth, and microentrepreneurs involved in the small ruminant value chains						
Develop the ToRs for recruitment of service provider						
Identification and selection of beneficiaries						
Training and assistance for the preparation of grants application						
Technical and business development training for the selected beneficiaries						
Grants delivery and implementation						
Evaluations of grants activities						
Closing of the activity						
Activity 2.1.3. Facilitation of market access and products promotion						
Development of a Geographic Indication for animal source products						

Recruitment of a consultant for GI products development						
Review of the study and roadmap provided by the consultant						
Implementation of the study recommendations						
Registration of the GIs						
Packaging and promotion of products						
Recruitment of a service provider						
Digital platforms including SIGHT-II products						
Train the beneficiaries on the use of digital platforms and technologies for marketing						
Trade fairs/exhibitions/shows						
Trade fairs/exhibitions selection						
Trade fairs/exhibitions participation						
Activity 2.1.4. Capacity building and awareness raising of value chains actors on quality, safety, environment and climate						
Business development and training on products quality and safety						
Recruitment of a service provider						
Development of the training modules and provision of the trainings						
Analysis certification of products and licensing of businesses						
Identification and selection of the beneficiaries						
Certifications of products and licensing of businesses						

Sub-component 2.2: Access to finance

Activity 2.2.1. Financial literacy and financial management education for entrepreneurs

a. Beneficiaries:

500 recipients of financial literacy and financial management education for entrepreneurs. Of the total recipients, 30% are female beneficiaries and 40% are youth beneficiaries.

b. Outputs:

500 prospective borrowers are exposed to 20 hours of financial literacy and financial management education.

The expected outcomes of Financial Literacy for Entrepreneurs are 1. Create and manage personal and business income and expenditure records. 2. Create a budget. 3. Understand how to grow money through savings and investment. 4. Manage personal and business credit. 5. Write a business plan.

c. Lessons learned:

Limited financial literacy among livestock farmers and entrepreneurs further exacerbates the difficulties associated with agricultural lending in Jordan. Many individuals lack the necessary knowledge and understanding of financial concepts, such as budgeting, saving, and debt management, which are critical for making informed financial decisions and effectively utilizing available financial products and services.

d. Detailed description of the activity:

The subcomponent will provide financial education to targeted first time borrowers and microbusiness empowering them to invest in productive activities, expand operations, and enhance their economic and climate resilience. The project will develop financial literacy materials based on the G20/OECD INFE Core Competencies Framework for Adults.^[1] tailored to the Jordanian context to ensure relevance and cultural appropriateness. A training of trainers (ToT) program will be implemented to equip local facilitators who will then lead community-based financial education sessions.

In collaboration with CBJ and other sector stakeholders, key materials will also be published, extending access and reinforcing the project's national impact.

Financial education for microbusiness and potential entrepreneurs considers different types of business and stages of enterprises, and refers to the process by which they:

- recognize the interaction between personal and business finance.
- know where to go for assistance.
- improve their understanding of the financial landscape, products and concepts of relevance.
- through information, instruction and/or objective advice, develop the skills, knowledge, attitudes and confidence to:
 - become more aware of financing opportunities and financial risks and opportunities.
 - make informed business plans and related choices.
 - manage their financial records, planning and risks effectively over the short and long term; and
 - take other effective actions to maximize the potential of their business for the benefit of their enterprise and that of the wider economy.

[1] <https://www.gpfi.org/sites/default/files/documents/Core-Competencies-Framework-Adults.pdf>

e. Phasing and successive steps:

# Task	Name of phase	Description	Person/institution in charge
Task 1	Procurement of service provider	PCMU prepares Terms of Reference (TOR) for the service provider and initiates a call for proposals, defining the scope, deliverables, coordination requirements, and evaluation criteria.	PCMU
Task 2	Procurement of service provider	Contracting of the selected service provider following competitive procurement procedures in accordance with IFAD and national guidelines.	ACC
Task 3	Mapping study	Conduct a landscape analysis from secondary literature of existing financial education for entrepreneurs' initiatives in Jordan, identify gaps, assess target group needs (especially women and youth), and ensure complementarity with ongoing programs.	Service provider
Task 4	Roll out plan	Prepare a detailed implementation plan in coordination with PCMU, and ACC; define timelines, delivery channels, and geographic targeting.	Service provider
Task 5	Design of course materials	Develop financial education materials aligned with the G20/OECD INFE Core Competencies Framework and adapted to the Jordanian rural context; ensure materials are gender-sensitive and culturally appropriate.	Service provider

Task 6	Rollout of classroom interventions	Deliver sessions using project platforms (e.g. value chain groups, ACC touchpoints) and innovative delivery methods like "teachable moments." Ensure broad outreach in project areas and target groups.	Service provider
Task 6	Outcome evaluation	Conduct an outcome evaluation of the financial literacy interventions, measuring changes in knowledge, behaviour, and financial decision-making among participants.	ACC
Task 7	Dissemination and publication	Publish key materials and resources online (e.g., through CBJ and project channels), share results with stakeholders, and promote nationwide access to content and lessons learned.	ACC

f. Implementation modalities and implementing partners:

Agriculture Credit Corporation is the pre-identified IP. The beneficiaries are prospective borrowers under SIGHT-II. The location of trainings will be decided at a future date.

This activity will be implemented through a service provider, who will be in charge of the full delivery of financial literacy interventions under the subcomponent. Specifically, the service provider will be responsible for:

- Conducting a mapping study to identify existing financial literacy initiatives and gaps to ensure the complementarity of the project interventions.
- Designing financial literacy materials based on the G20/OECD INFE Core Competencies Framework for Adults, tailored to the Jordanian context.
- Developing a detailed rollout plan for financial literacy activities in coordination with project partners and other relevant stakeholders.
- Coordinating with other project subcomponents to integrate financial education outreach.
- Applying innovative delivery methods, including the use of "teachable moments".
- Collaborating with CBJ and other stakeholders to deliver, publish and disseminate materials nationally.
- Developing an M&E framework and tools early in the process to monitor implementation and assess impacts.
- Monitoring and reporting on implementation progress and outreach results

g. Main risks and mitigation:

Risks related to entrepreneur education include low participation – especially from women and youth – and limited application of knowledge in practice. Geographic or cultural barriers, weak coordination with bank branch priorities, and inadequate monitoring could also constrain results. To mitigate these risks, a needs assessment mapping study will be conducted to identify gaps and overlaps, ensuring coordination with stakeholders and other financial education programs. The service provider will develop culturally relevant materials based on international standards and implement a training model to extend reach. Delivery will be embedded into other project activities using “teachable moments” to increase effectiveness. The service provider, PCMU and ACC will mobilize prospective borrowers through ACC branches, MOA programs, cooperatives and business associations. An M&E framework and tools will be developed early on to assess impact and guide adaptive improvements throughout implementation.

h. Sustainability:

Jordan's Financial Inclusion Strategy (2023-2028) is the roadmap for inclusive growth focuses on enhancing finance, savings, insurance, and payments/transfers, targeting empowerment for the bottom 40%, women, youth, refugees, and MSMEs. Building on past successes, this strategy prioritizes financial literacy, access to services, and equality. Since the benefit of financial literacy is obvious to many entrepreneurs, a user fee could be charged in future.

Activity 2.2.2. Technical assistance to ACC

a. Beneficiaries:

Approximately 200 ACC personnel staff (credit officers, underwriters, branch managers) trained in delinquency management.

b. Outputs:

- a) the development of one or two new Islamic financial products and integration of the same in its ERP and lending practices; and
- b) tools aimed at reduction of delinquency rate from current level of 12% to around 5%.

c. Lessons learned:

One key lesson learned from previous SIGHT-I and REGEF rural finance interventions is the importance of regular coordination between ACC and PCMU. For this purpose, the SIGHT-II proposes a full-time rural finance specialist located at the PCMU for coordinating both with service provider for grant component and ACC for loans.

Based on the available information, the demand for Islamic financial products in rural areas of Jordan is significant and growing, primarily driven by religious and cultural factors, as well

as a need for financial inclusion. Livestock farmers and small enterprises exhibit a high demand for Islamic finance among small and micro-enterprises in Jordan. These businesses, which are vital for rural economic development, often find that Islamic financing formulas, such as those based on partnership and profit-sharing, are more suitable for their needs. The Islamic Development Bank which is partnering with ACC is playing a crucial role in providing interest-free loans and other Shariah-compliant products that are more accessible and culturally acceptable to rural populations.

d. Detailed description of the activity:

The purpose of this sub-component is to strengthen ACC capability for livestock financing. Based on the available information, the ACC requires technical assistance in several key areas to become more efficient and effective. This assistance would help them address long-standing challenges and align with Jordan's broader economic and agricultural modernization goals. As per ACC officials, the areas where technical assistance is needed are a) improve credit discipline by ACC and portfolio risk from a reported 12% to a much lower level; and b) developing new, tailored Islamic financial products. Currently, ACC provides interest free loans ("Qard al-Hasan ") and cost-plus financing ("Murabaha") product to better serve Jordan's livestock sector. By introducing more diverse and innovative Islamic contracts such as Bai Salam (Forward sales contract) for feed purchase, Musharakah (Joint Ventures for feed producers, and Ijarah (Leasing) for dairy equipment and milk vans), the ACC can address a wider range of financial needs, promote risk-sharing, and support long-term agricultural development.

IFAD support is for technical assistance to develop new Islamic financial products and guidelines for delinquency management of livestock loans. Support will also be provided for training of ACC staff on delinquency management.

e. Phasing and successive steps:

# Task	Name of phase	Description	Person/institution in charge
Task 1	Islamic product	ACC will <i>a priori</i> identify one or two Islamic financial products which require development and testing.	ACC
Task 2	Islamic product	ACC will seek resource persons from Islamic Development Bank Institute (IsDBI), an arm of the Islamic Development Bank (IsDB) - which has considerable experience in this domain - to design and test new Islamic financial products	ACC/IsDBI

Task 3	Delinquency management	Analyse the causes of delinquency in the livestock sector	ACC
Task 4	Delinquency management	Based on a needs assessment from previous projects and published literature –design and deliver tailored training modules for ACC staff on the analysis of livestock business, including cash flow assessment, sector-specific risks, and client profiling.	ACC
Task 5	Delinquency management	Assist ACC HQ in integrating livestock - specific lending tools and practices into their internal policies, loan approval processes, and risk assessment frameworks.	
Task 6		ACC staff will receive training in delinquency management to reduce NPL to below 5% level.	ACC
Task 7		Provide hands-on support and follow-up advisory services to branches to ensure sustained adoption and internalization of new tools and approaches (including, potentially, automation of the developed solution).	ACC
Task 8		Report regularly to the PCMU on progress, challenges, and recommendations for further institutional strengthening.	ACC

f. Implementation modalities and implementing partners:

- ACC will *a priori* identify one or two Islamic financial products which require development and testing.
- ACC will seek resource persons from IsDB - which has considerable experience in this domain - to design and test new Islamic financial products

- Based on a needs assessment from previous projects and published literature –design and deliver tailored training modules for ACC staff on the analysis of livestock business, including cash flow assessment, sector-specific risks, and client profiling.
- Assist ACC HQ in integrating livestock - specific lending tools and practices into their internal policies, loan approval processes, and risk assessment frameworks.
- ACC staff will receive training in delinquency management to reduce NPL to below 5% level.
- Provide hands-on support and follow-up advisory services to branches to ensure sustained adoption and internalization of new tools and approaches (including, potentially, automation of the developed solution).
- Report regularly to the PCMU on progress, challenges, and recommendations for further institutional strengthening.

g. Main risks and mitigation:

The main risks under this subcomponent include low interest in Islamic financial products among staff, resistance to internal changes, or limited follow-through in popularising new products and services. These risks may be exacerbated by lack of specialists and ambivalent management attitude. To mitigate this, the technical assistance will engage ACC from the outset and build ownership at the management level. Tools such as technological maps and cash flow-based assessment methodologies will be introduced and customized to local realities. Training will be delivered ahead of lending timelines and include support for integrating new tools into existing credit policies.

A potential risk is that IsDBI may ultimately be unavailable or unable to engage within the required time frame for the delivery of technical assistance. In such a case, the project will mitigate this risk by procuring a service provider with demonstrated experience in Islamic lending. There are many providers in Jordan who have successfully developed and implemented Shariah-compliant products. This will ensure continuity and quality in delivering the intended capacity-building support to PFIs, even in the absence of IsDBI.

h. Sustainability:

The proposed capacity building activity will reduce bad loans, improve ACC's profitability and also tap into a large segment of population eager for Islamic finance solutions.

Activity 2.2.3. Credit line

a. Beneficiaries:

- 215 livestock farmer borrowers belonging to Category A, B, and C identified in Component 1
- 93 microenterprise and
- 26 small and medium enterprises closely connected to Component 2.1.

b. Outputs:

- 334 loans are disbursed to beneficiaries.

c. Lessons learned:

Ongoing borrower monitoring by ACC is required to ensure timely identification of challenges and the provision of necessary support. Regular follow-up with borrowers allows to detect early signs of distress, offer advisory services or adjustments where needed, and thereby help maintain healthy repayment performance. This proactive approach will go a long way to reduce NPL of ACC (currently around 12% in SIGHT-I) to less than 5%.

d. Detailed description of the activity:

Three dedicated credit lines will be established to address the diverse financing needs of small ruminant producers and value chain actors with particular focus on inclusion and affordability, specifically targeting the “missing middle” - loans between JOD 10,000 and 50,000. The three windows are:

- **Window 1: Loans provided to Category A, B, C under Component 1 for the purchase of animals, feed and basic equipment.** The average loan size will be around USD 5,600 (JOD 4,000) with +/- 50% variation,. This credit line will enable the purchase of livestock, constructing shelters, financing feed and veterinary services, small equipment, etc.
- **Window 2: Loans provided to women and youth enterprises, private vets, microentrepreneurs under Component 2.1.** The loans will be utilised for the purchase of improved inputs, machinery and equipment, working capital, marketing etc. The average loan size will be around USD 14,104 (JOD 10,000) with +/- 50% variation. This credit is for the purchase of improved small ruminants’ breeds, feed and fodder, machinery and equipment, means of transport, etc.
- **Window 3: Commercial loans for feed producers, value chain actors relevant to Component 1 and 2.1.** Small and medium enterprises also contribute to smooth functioning of the value chain which directly and indirectly support the vitality of poor producers and microbusinesses through forward and backward market linkages. The loans will be utilised for the purchase of raw material, inventory, machinery and equipment, working capital, marketing etc. The average loan size will be around USD 56,417 (JOD 40,000) with +/- 20% variation. This credit line will enable small, and medium enterprises to enhance post-harvest logistics and investments like packaging, refrigeration, processing, retailing, etc. A closer relationship with small dairy and meat processors, microbusinesses is beneficial for the small value chain actors.

In line with the project's commitment to inclusive finance, the credit lines are designed to actively promote the participation of women and youth – two groups that are often disproportionately excluded from formal financial services. Special attention will be paid to lowering access barriers such as collateral requirements, limited credit histories, and lack of tailored products. To support this effort, the project will continue cooperation with the Jordan Loan Guarantee Corporation (JLGC), which has put in place guarantees for all loans up to JOD

25,000. The credit line will also support investments aimed at strengthening business resilience to climate change, while minimizing the sector's impact on scarce natural resources, particularly water. A key objective of the credit line is to allocate at least 30% of its financing to projects that directly contribute to climate adaptation.

e. Phasing and successive steps:

# Task	Name of phase	Description	Person/institution in charge
Task 1	Preparation	ACC will appoint a dedicated focal point to manage all project-related activities and liaise with the SIGHT-II PCMU.	ACC
Task 2	Governance	ACC will constitute a Credit Committee to review and approve loan applications .	ACC
Task 3	Governance	Draft a Environmental and Social Action Plan (ESAP) for approval of ACC Board	ACC/PCMU
Task 4	Coordination	Coordinate closely with Rural Finance Specialist (RFS) of PCMU to ensure that ACC's operational procedures, safeguards, and financing conditions are fully aligned and integrated into the Project Implementation Manual (PIM).	ACC/PMU
Task 5	Funding	Co-fund the SIGHT-II credit line from ACC's own resources and that of World Bank, WFP, IsDB and others as appropriate.	ACC/PCMU
Task 6	Reporting	Encourage and facilitate ACC's coordination with PCMU, including regular data exchange and joint performance reviews, to ensure consistent and harmonized implementation across credit lines.	ACC/PCMU
Task 7	Guarantee program	Collaborate with the Jordan Loan Guarantee Corporation (JLGC) to various guarantee programs, including those for	ACC

		micro-loans (up to JD 10K, and MSMEs (up to JD 25K).	

f. Implementation modalities and implementing partners:

- The implementing partner for the subcomponent is the ACC. ACC will directly implement Activity 2.2.3 – Credit line – aimed at serving low-income borrowers, microbusinesses and a small number of commercial value chain actors.
- ACC is fully responsible for the administration of microloans, including loan origination, disbursement, monitoring, and recovery.
- ACC will constitute a Credit Committee to review and approve loan applications from loan applicants under the microloan credit line. This committee will include a representative from the PCMU of SIGHT-II to ensure alignment with project objectives.
- As the primary financial intermediary and the authority responsible for loan approval and management, ACC must ensure that its ESMS is fully aligned with IFAD's safeguard standards. This alignment is essential to guarantee effective screening, categorization, and management of environmental and social risks associated with loan operations. To support this process, a draft Environmental and Social Action Plan (ESAP), detailing proposed measures, is provided in this PIM. The final version of the ESAP will be annexed to the official agreement between MOA and ACC.
- ACC will only disburse funds to end beneficiaries following formal approval of loan requests by the SIGHT-II PCMU.
- ACC will submit regular consolidated reports to the PCMU on the credit line performance, disbursement progress, portfolio quality, loan focus, and key indicators, including sex- and age-disaggregated data and geographic/subsector outreach.
- ACC will participate in project-supported training and integrate small ruminant - relevant financial products (e.g., seasonal loans, tech maps).
- ACC will also participate in regular coordination meetings with the PCMU to ensure harmonized implementation, data exchange, and performance monitoring across the two credit lines.
- ACC will commit to collaborating with the licensed credit bureau(s) to regularly share and check credit information on the project borrowers in order to prevent borrower over-indebtedness and ensure responsible lending.

g. Main risks and mitigation:

One of the key risks associated with the subcomponent is low uptake by target beneficiaries - particularly Window 1 - driven by risk aversion, lack of awareness, plentiful availability of grants, and fear of criminal legal action in the wake of default. ACC may also demonstrate low engagement in IFAD portfolio due to small grant component of AF, internal policy constraints or weak staff incentives. Delays in loan processing may occur if ACC Credit Committee is slow to act due to complex procedures. To mitigate these risks, borrower eligibility criteria and lending guidance have been clearly defined and will be integrated into project agreements. Loan terms will be adapted to livestock business cycles, with flexible repayment schedules and grace periods. ACC will designate focal points to support coordination and implementation. Loan guarantees through the JLGC will help reduce risk perception among borrowers and support outreach to underserved segments.

This component will receive support from IFAD, ACC and the Adaptation Fund (AF).

As ACC is not directly supervised by CBJ supervision, a key risk is that its internal systems, procedures, and reporting formats may not be aligned with the project's requirements. This misalignment could affect the quality and consistency of data, delay implementation, or lead to non-compliance with agreed lending guidance. To address this, ACC will receive targeted technical assistance through IFAD, World Bank and IsDB to align its loan tracking and monitoring systems, financial reporting, and credit procedures with the project framework.

h. Sustainability:

To improve sustainability: a) ACC may use real time data to track repayment and follow up defaulters. b) Promote a value-chain financing model that integrates various stakeholders. c) Enhance credit risk-mitigation structures for livestock financiers through refinancing and guarantee programs.

Detailed implementation plan for sub-component 2.2

Activity/task	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Subcomponent 2.2.1 – Financial literacy and financial management education for entrepreneurs						
Step A: PCMU prepares Terms of Reference (TOR) for the service provider and initiates a call for proposals	x					
Step B: Contracting of the selected service provider following competitive procurement procedures	x					
Step C: Service provider executes the assignment	x					
Step C1: Training needs assessment study	x					

Step C2: Rollout plan development	x					
Step C3: Monitoring and evaluation framework	x					
Step C4: Design of materials	x					
Step C5: Training of Trainers (ToT)	x					
Step C6: Rollout of financial literacy interventions	x					
Step D: Outcome evaluation: Conduct an outcome evaluation of the financial education intervention	x					
Step E: Dissemination and publication	x					
Subcomponent 2.2.2 – Strengthened technical capacity of ACC						
Step A: PCMU develop Terms of Reference (TORs) for the service provider		x				
Step B: Onboard service provider		x				
Step C: Service provider implements the TA plan:		x				
Step C1: Develop and adapt tech maps		x				
Step C2: Support the development of small ruminant loan products		x				
Step C3: Deliver structured training and coaching to ACC		x				
Step C4: Assist PFIs in integrating the tools and methodologies		x				
Step C5: Explore the potential for automating the approach		x				
Step D: ACC begin lending (see Subcomponent 2.2.3)		x	x	x	x	x

Step E: Monitor and evaluate the impact of TA		x	x	x	x	x
Subcomponent 2.2.3 – Improved access to finance for MSMEs						
Step A: The project signs Loan Implementation Agreements with implementing partners – CBJ and ACC	x					
Step B: ACC prepares for lending activities by setting up its loan tracking and monitoring systems	x					
Step C: ACC establish Credit Committees, with representation from the PCMU, and develop internal procedures for loan approval and disbursement	x					
Step D: PCMU signs a non-binding MoU with JLGC, informing it of the PFIs participating in the project and potentially eligible for loan guarantees.	x					
Step E: In parallel, the RF Specialist initiates the development and delivery of ACC to strengthen their capacity to deliver agriculture-sensitive financial products (see Subcomponent 2.2)	x					
Step F: PCMU establishes a mechanism to collect enterprise data from Component 1 and Component 2.1 and shares relevant information with ACC through their designated focal points	x	x	x	x	x	x
Step G: Following the delivery of TA and operational setup, lending activities begin in Year 2 of the project		x	x	x	x	x
Step H: Regular monitoring of component performance is carried out by the PCMU	x	x	x	x	x	x

3.3. Component 3: Policy support and project coordination.

Under Component 3, sub-component 3.1 is an operational component focusing on policy activities, while sub-component 3.2 relates to project coordination, which is presented further in the section on project management.

Sub-Component 3.1: Institutional and policy support

The outcome of sub-component is to make the policy and regulatory context more favorable to sustainable development of the small ruminants' value chains, smallholder participation and private investments. "

SC 3.1. includes two main activities: one aiming at generating knowledge products to guide and inform policy making, and the other one supporting some specific targeted policy making processes/

Activity 3.1.1. Generate knowledge products for inclusive and evidence-based policy dialogue

a. Beneficiaries:

The beneficiaries from this activity will be all stakeholders, including private value chain actors and public actors, involved in policy dialogue related to the small ruminant sub-sector.

b. Outputs:

Five knowledge products, on selected topics, developed and disseminated.

c. Lessons learned:

During SIGHT-I, some policy support was provided to the Government, to develop or update some selected policy and strategic frameworks. However, this policy work was insufficiently supported by information gathering and analysis, which affected its solidity. SIGHT-I has now generated some lessons, and SIGHT-II will generate more, in particular through pilots, that will be useful to guide policy work.

d. Detailed description of the activity:

The main purpose of this activity will be to document pilots and lessons, including from SIGHT-I, to guide policy dialogue and formulation, based on facts (including lessons) and evidence.

Five topics, strategically important in the sector policy agenda, and with good learning and upscaling potential have been identified for this activity. However, considering the volatility of the policy context, this choice could be amended during implementation, to better stick with the policy needs of the moment.

The priority for this activity will be to document and generate knowledge products for activities piloted under one of the technical components.

These topics include:

- Assessment of feed and fodder needs and resources: Since feed appears as the major constraint affecting sector productivity and development a study on needs and

resources will be implemented to identify feed challenges in terms of availability and quality, and untapped resources, at national and regional level. The methodology will be based on the “Feed Balance” analytical tool developed by FAO and CIRAD, and the Feed Assessment Tool (FEAST) developed by ILRI. Based on this assessment, alternative feeds and fodder solutions, including those based on circular economy principles, those contributing to better climate resilience or mitigation (through reduction of emissions), that can improve the resource base, will to be identified, tested and documented. Several of these solutions will be tested under sub-component 1.2 and will be documented under this activity

- Opportunities for gender inclusion in livestock value chain, based in particular on experiences through FFS, and matching grants
- Sustainable rangeland management including assessment of regulatory environment: in this domain the lessons to be documented will be both about the technologies themselves, and the institutional management models (community-based or another model), and bylaws governing communal rangelands use
- Strengthening of proximity veterinary services including CAHWs: documenting this pilot is key considering the lessons on this activity which noted that the sustainability of the model is closely linked to the existence of legislative frameworks regulating the exercise of CAHWs mission.
- Impact of breeding and AI on productivity and resilience. Despite the availability of data on this, accumulated under SIGH-I, the real impact of breeding on production systems, livelihoods and economy, has never been documented. Upscaling the investments, handing over the activities to GoJ, and the sustainability of the programme will however depend on the availability of evidence on its cost-effectiveness and impact.

For each of these 5 topics, the implementation of the activity will involve:

- Assessment of context, and documentation of pilots and lessons and development of knowledge products: for each topic, a consultant will collect the data and information from the field, including from pilots and activities conducted under SIGHT-I and SIGHT-II, process them using solid analytical tools, and generate the results that can be useful to guide decision and policy making.
- Editing and publication of knowledge product: for each topic, the consultant will develop both a detailed report and summarized policy note(s)/brief(s), targeting decision makers and value chain actors. The knowledge products could include written and graphic products, audiovisual products, social media content...
- Awareness raising on knowledge products: once the knowledge products: in order to ensure that the knowledge is shared with the right audience, awareness campaigns will be organized using various medias including workshops, meetings, communication campaigns.

e. Phasing and successive steps:

Task 1	Documentation of pilots and lessons and development of knowledge products	PMU, consultant

Task 2	Editing and publication of knowledge product	PMU, service provider
Task 3	Awareness raising on knowledge products	MoA, PMU

f. Implementation modalities and implementing partners:

The main implementing partner for this activity will be the PMU (knowledge focal point and Project Coordinator). Consultants and service providers will also be mobilized as shown in table above.

g. Main risks and mitigation:

The main risk for this activity is the lack of communication, dissemination and awareness on knowledge products, that would affect the impact of the activity. In that respect, the awareness phase will be of critical importance.

h. Sustainability:

The sustainability of this activity relies on the impact it will have on policy making processes.

Activity 3.1.2. Provision of technical expertise for policy and institutional development

a. Beneficiaries:

The beneficiaries of this activity will be all stakeholders, including private value chain actors and public actors, involved in the small ruminant sub-sector.

The formulation of the animal health strategy will benefit all farmers, but also public veterinary services and private veterinary practitioners (including around 1,500 veterinarians).

The strengthening of GHG MRVs will benefit both to MoA and to MoE, which is responsible for reporting to the UNFCCC.

b. Outputs:

- Two policy frameworks developed
- Mechanism for reporting and verification of livestock emissions based on IPCC recommendations established

c. Lessons learned:

An important lesson from SIGHT-I, corroborated by lessons from several other livestock projects in the IFAD portfolio, is that policy support leads to institutional changes only when there is a real ownership from the Government (both on the origin of the demand, and on the process), a policy momentum on the topic addressed by the work, and an institutional champion to drive the process. If these conditions are not met, the risk that the policy product is never applied, or even never adopted formally, is high.

d. Detailed description of the activity:

Based on lessons from SIGHT-I and other projects in the region, support to policy formulation will focus on two priority topics with high potential for sectoral change, and for which there is an existing demand and policy momentum:

- A small ruminant sector development strategy, which will be developed under the umbrella of the overall Agriculture Strategy currently under formulation. The strategy will address aspects related to rangeland degradation and management, which is a key element of the small ruminant food systems and an increasingly important challenge for the development of the sector. A first draft of small ruminant strategy had been developed under SIGHT-I, but has never been formally adopted. The project will thus build on the policy momentum created by the process of formulation of the Agriculture Strategy, and contribute to it by formulating this subsidiary strategy, or investment plan.
- A national Animal Health strategy, which could reflect in particular engagement of the private veterinary sector, including CAHWs, and could rationalize and improve planning of disease control. Disease control plans and contingency plans developed under SC1.1 could be annexed to this strategy.

Support to policy formulation will involve utilization of science-based policy tools and models, and organization of inclusive policy dialogue for a, where all categories of stakeholders including small scale farmers should be represented.

Livestock MRV: In addition, SIGHT-II will support the creation of a permanent task force for Monitoring Reporting and Verification (MRV) of livestock emissions, within MoA. Currently, reporting on NDC targets is under the responsibility of MoE, but there is no permanent structure in charge of the biennial reporting, and this is done by a temporary task force supported by external partners, which is not a sustainable solution. In addition, reporting on livestock emissions is based on very basic methodologies (Tier1, using standard emission factors for animals that do not reflect the local reality), and cannot be considered as accurate.

This support will involve training MoA staff on Livestock emission inventories, and support data collection and analysis of livestock GHG, based on IPCC recommended methodologies (Tier2 methodology, using GLEAM-I or another equivalent tool). This should enable GoJ to improve compliance with its reporting obligations under the UNFCCC.

e. Implementation modalities and implementing partners:

For policy support, the main implementer will be MoA, who is in charge of policy making for the sector. Consultants could be hired to support the process, but always with the concern of keeping the process internalized.

f. Main risks and mitigation:

See lessons learned above.

Detailed implementation plan for sub-component 3.1

Activity/task	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Activity 3.1.1. Generate knowledge products for inclusive and evidence-based policy dialogue						
Development of knowledge products (5)						
Editing and publication of knowledge products						
Awareness raising on knowledge products						
Activity 3.1.2. Provision of technical expertise for policy and institutional development						
Update of small ruminant strategy						
Formulation of Animal Health strategy						
Training of MoA staff on Livestock GHG MRVs						
Support to data collection for Livestock GHG MRVs						

4 PROJECT MANAGEMENT AND COORDINATION

4.1. Organizational structure

The **Ministry of Agriculture (MoA)** will serve as the **Lead Implementing Agency** for SIGHT-II, under the overall policy oversight of the **Ministry of Planning and International Cooperation (MoPIC)** as the **Lead Project Agency**. MoA will ensure that the project remains fully aligned with national priorities, including the National Food Security Strategy (NFSS), the Higher Council for Food Security (HCFS) agenda, and the National Strategy for the Livestock Sector. The project will be implemented through a **dedicated Project Management Unit (PMU)** established within MoA, responsible for the overall coordination, fiduciary and technical management, reporting, monitoring, and safeguards compliance.

The PMU will coordinate closely with key implementing partners, notably the **National Agricultural Research Center (NARC)**, responsible for breeding, rangeland restoration, and adaptive feed research, and the **Agricultural Credit Corporation (ACC)**, which will manage financial products and the credit line under Component 2. Partnerships will also be established with private sector actors (feed suppliers, processors, veterinary service providers), community-based organizations, and NGOs to ensure inclusive outreach and service delivery at the local level.

To ensure a **multi-tiered implementation approach**, SIGHT-II will maintain strong linkages between national, regional, and community levels. Field operations will be supported by **Field Project Coordinators (FPCs)**, who will be based in target governorates and provide operational and technical support to both Components 1 and 2. This field presence will strengthen coordination with agricultural directorates and ensure timely feedback and adaptive management.

Project Management

The **PMU** will be fully dedicated to SIGHT-II and composed of skilled professionals recruited competitively, ensuring gender balance and the inclusion of specialists in key areas. The PMU will include the following positions:

- **Project Director**, responsible for strategic leadership, coordination, and representation of SIGHT-II within MoA and with external partners;
- **Financial Manager**, overseeing budgeting, accounting, disbursement, and financial reporting in compliance with IFAD procedures;
- **Project Officer**, supporting coordination across components, monitoring implementation progress, and managing planning cycles;
- **M&E Specialist**, leading results-based management, data collection, and reporting;
- **Procurement Specialist**, managing procurement planning, tendering, contract execution, and compliance with IFAD and national regulations;
- **Social Inclusion, Gender and Nutrition Specialist**, ensuring mainstreaming of gender, youth, and nutrition across activities, leading capacity-building and social inclusion measures;

- **Senior Accountant** and **three Accountants**, managing accounts, payments, and financial documentation;
- **Assistant Project Officer**, supporting administrative, logistical, and communication tasks;
- **Assistant for PMU Office, two Drivers, and Cleaning Services Personnel** for operational support.

Each PMU staff member will have a detailed Terms of Reference (ToR) approved by IFAD. Recruitment will be completed within the first six months of project effectiveness, and staff performance will be reviewed annually.

The **Field Project Coordinators (FPCs)**, reporting to the Project Officer, will play a pivotal role in operationalizing activities at governorate level. They will coordinate field missions, facilitate capacity-building events (e.g. FFS/FBS), oversee progress on rangeland restoration, feed interventions, and value-chain upgrading, and ensure accurate and timely data flows to the M&E unit. There will be 15 FPCs in total, one per each of the 12 Governorates plus one in each of the three Districts that are not affiliated to any Governorate. All Agriculture Directorates in Governorates and the 3 Districts have office facilities and will allocate office space to the FPCs. Their office equipment, operational costs including transport in the field and telecommunication, will be catered for by the project.

The PMU will also mobilize **short-term consultants** and **technical assistance (TA)** for specialized areas, such as animal breeding, veterinary systems, "Climate, Environment and Rangeland", policy analysis, and knowledge management. These TAs will strengthen institutional capacity and provide on-the-job training for national staff.

4.2. Implementation Responsibilities

The PMU's core responsibilities include:

- Finalizing and disseminating the **Project Implementation Manual (PIM)** as a reference for operational, fiduciary, procurement, and safeguard procedures;
- Preparing the **Annual Work Plan and Budget (AWPB)** through a participatory planning process with implementing partners and regional directorates, ensuring alignment with the Government's fiscal calendar;
- Managing financial flows, including opening and maintaining designated and operational accounts, preparing withdrawal applications, and ensuring timely reporting;
- Executing procurement processes in compliance with IFAD's guidelines, including the preparation of Procurement Plans, contract management, and progress tracking through IFAD's Procurement Handbook;
- Coordinating the preparation and implementation of the **M&E Plan**, including baseline, mid-term, and completion surveys, and reporting against the Logframe;

- Leading the implementation of environmental and social safeguards under the **Social, Environmental and Climate Assessment Procedures (SECAP)**, including grievance redress and monitoring of mitigation measures;
- Facilitating knowledge management, communication, and policy engagement activities; and
- Reporting regularly to IFAD and national authorities through semi-annual and annual progress reports, financial statements, and audit reports.

Implementation agreements (MoUs or subsidiary contracts) will be concluded with NARC and ACC, specifying roles, deliverables, timelines, and reporting obligations.

4.3. Project oversight and strategic guidance

Strategic oversight and coordination will be provided by a **Project Steering Committee (PSC)**, chaired by MoA and composed of representatives from MoPIC, Ministry of Finance, NARC, ACC, and IFAD as an observer only when needed. The PSC will meet twice a year to:

- Endorse the AWPB and major procurement plans;
- Review progress and approve semi-annual reports;
- Address high-level implementation challenges;
- Ensure alignment with national priorities and synergies with ongoing donor programmes.

A **Project Technical Coordination Committee (PTCC)**, chaired by the Project Director, will meet quarterly to review technical progress, coordinate implementation among partners, ensure cross-learning, and monitor field-level performance.

SIGHT-II Organogram.

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Project Steering Committee (PSC)

- Endorse the AWPB and major procurement plans
- Address progress and approve semi-annual report
- Address high-level implementation challenges
- Ensure alignment with national priorities and synergies with ongoing donor programmes

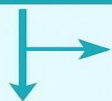


Project Technical Coordination Committee (PTCC)

- Review technical progress
- Coordinate implementation among partners
- Ensure cross-learning and monitor field-level performance



PROJECT MANAGEMENT UNIT (PMU)



FIELD PROJECT COORDINATORS (FPCs)

4.4. Partnerships, Synergies, and Coordination

SIGHT-II will actively foster collaboration with development partners working on complementary themes, including **FAO** (rangeland management, animal health), **WFP** (climate resilience), **UN Women** (gender and women's empowerment), **IsDB** and **AFD** (finance and infrastructure), and other IFAD projects. Coordination will ensure resource complementarity, shared learning, and joint policy engagement through the HCFS.

Private sector engagement will be promoted through partnerships with input suppliers, feed manufacturers, processing companies, and market actors to enhance investment, market linkages, and value addition.

4.5. Knowledge, Policy, and Learning

The **M&E Specialist** and **Social Inclusion, Gender and Nutrition Specialist** will jointly lead the knowledge and learning agenda. Field evidence generated from breeding programs, disease control, feed innovations, and inclusive finance will be synthesized into policy briefs and shared through national forums and technical dialogues. Lessons learned will inform adaptive management, scale-up, and integration into national livestock and food security policies.

Field Coordination and Vertical Delivery

The combination of a centralized PMU and decentralized **Field Project Coordinators (FPCs)** will ensure a strong **vertical delivery mechanism**. The PMU will retain fiduciary control and planning oversight, while FPCs will support local implementation, coordination with agricultural directorates, and participatory monitoring. This two-tier system will foster bottom-up feedback loops and cross-learning between regions.

5 ENVIRONMENTAL AND SOCIAL MANAGEMENT PROCEDURES

5.1. SIGHT-II Environmental, Social and Climate Risks classification

Environmental and social category. Considering both benefits and potential adverse negative impacts, SIGHT II is classified as moderate for environmental and social risks based on IFAD updated 2024 screening tool. The activities included under component 1, will support rangeland restoration and community-based rangeland management, rainwater harvesting at the household level and alternative feed testing and dissemination to reduce the selected agricultural value chain impact on scarce water resources. It will also support women and youth livelihoods by improving small businesses market potential. The project risks on the environment are site specific and are related to potential release of untreated waste (manure and wastewater) into the environment. To mitigate these risks, the project will include grants and credits for waste management and will put strong emphasis on providing capacity building on environmental protection, water saving, and climate change mitigation and adaptation.

Loans provided under the rural finance component will be subject to environmental and social risk screenings from the selected banks to ensure financing exclude any activities that are likely to have significant, sensitive, diverse, or unprecedented impacts on the environment and/or affected people. As primary financial intermediaries, technical assistance will be provided to enhance the ACC environmental and social management system and risk screening along their agreed ESAPs (draft presented in annex of the ESPMP). The project will target smallholders and rural entrepreneurs with particular focus on women and youth and Syrian refugees and in line with the international agenda of Leaving No One Behind (LNOB).

Climate risk category. Using IFAD's standardized methodology for climate risk screening, where hazards, exposure, sensitivity, and adaptive capacity were assessed at the national level, the climate risk on the project is assessed as moderate. The project will be implemented in all 12 governorates, which can have varying exposure levels to hazards and climate variability. However, the trends indicate that the country will face increased water scarcity and drought, river floods, greater variability and decreases in precipitation, and increases in temperature accompanied by more frequent heat waves. These hazards will expose the livestock sector to significant risks, particularly increased water stress. Furthermore, they may exacerbate the vulnerability of rural communities reliant on the small ruminants sector, by intensifying competition over limited water resources, and increasing the cost of accessing water, thus threatening both food security and livelihoods. The proposed interventions under the SIGHTII will contribute to increasing the adaptive capacity of targeted rural population through rangeland restoration, rainwater harvesting and the introduction, testing and dissemination of drought and heat-resistant fodder species, as well as livelihood diversification; enhanced access to markets; micro-enterprises development and access to finance directed to support adaptation to water scarcity. In addition, the project will increase awareness and build capacities in climate considerations, including Measurement, Reporting and Verification (MRV) for livestock emissions; as well as support waste management, thus reducing greenhouse gases emissions.

5. 2 Environmental and Social Management procedures

SECAP tools. The SIGHTII project will be implemented in accordance with IFAD's 2021 Social, Environmental and Climate Assessment Procedures (SECAP). These procedures refine IFAD's guiding principles and provide a structured approach for identifying, assessing, and managing social, environmental, and climate-related risks to enhance project sustainability. SECAP promotes the integration of environmental, social, and climate considerations throughout the project cycle, reinforcing IFAD's commitment not only to "do no harm" but also to maximize positive development outcomes. It aligns with the Sustainable Development Goals (SDGs) and other relevant international frameworks.

During the design of SIGHT II in 2025, a full SECAP Review Note was prepared to ensure compliance with IFAD's standards and to identify opportunities for enhancing climate resilience, sustainable natural resource management, and climate-smart agriculture. As part of this review, an Environmental and Social Management Plan (ESCMP) was developed.

The ESCMP serves as the primary tool for managing the project's environmental, social, and climate risks. It includes a draft Environmental and Social Action Plan (ESAP) for implementation by ACC, a Grievance Redress Mechanism (GRM), and a Stakeholder Engagement Plan (SEP). These documents will be publicly disclosed both in-country and on IFAD's website and are annexed to the current PIM.

The full SECAP review note, ESCMP matrix, ESAPs, GRM and SEP can be found in annex 5 of the PDR.

The ESCMP outlines the project components, relevant legal and policy frameworks, baseline environmental and social conditions, potential impacts, and mitigation and monitoring measures. The ESAP specifies actions required by ACC to ensure its Environmental and Social Management Systems (ESMS) enable adequate due diligence for loan approvals. The GRM includes provisions for addressing complaints, including those related to sexual exploitation, abuse, and harassment (SEA/SH), and will be tailored to the project's specific context.

Roles and Responsibilities. In line with the project's implementation arrangements, MoA and the selected implementing partners are responsible for applying and monitoring the ESCMP. MoA PMU will oversee the planning and coordination of environmental and social activities, including hiring qualified national consultants or firms to provide training, technical assistance, and ongoing supervision if needed.

The PMU will recruit a Climate, Environment and Rangeland Officer and a Scoail Inclusion, Gender and Nutrition Specialist (see TORs in section 9) to support MoA in the implementation, monitoring and updating the ESCMP including the GRM and SEP, with IFAD's technical support. This consultant will also help organize training sessions for stakeholders and project participants.

During implementation, the rural finance expert with the Climate, Environment and Rangeland Officer will ensure that ACC fully implements its ESAP, enabling its ESMS to meet SECAP's minimum standards. In coordination with ACC, the project will conduct further due diligence on the participating commercial banks. The Climate, Environment and Rangeland Officer and the Social Inclusion, Gender and Nutrition Specilaist will ensure as part of the technical

assistance (sub-component 2.2) that all banks develop and implement an appropriate environmental and social screening procedure according to loans size to assess any risks related and recommendations for loans proposal.

Monitoring and Reporting. In addition to the indicators defined in the ESCMP for monitoring environmental and social risks and mitigation measures, the project's logical framework includes specific indicators on social inclusion, natural resource management, and climate change adaptation. The Climate, Environment and Rangeland Officer and the Social Inclusion, Gender and Nutrition Specialist will support MoA/PMU in the monitoring and reporting on ESCMP implementation annually.

SECAP compliance will be assessed through IFAD supervision missions and project progress reports, with a focus on risk monitoring and mitigation performance. The project's annual progress report must provide sufficient detail on the implementation of the ESCMP, including the integration of ESCMP and ESAP requirements into grant and loan agreements, as well as into bidding and contractual documents.

6 FINANCIAL MANAGEMENT

6.1. Updates and changes to financial management arrangements

SIGHT II is an IFAD-funded Project, therefore, in line with IFAD's efforts to capacitate and support Projects, this section was developed during the Project design process. It is envisaged that ongoing improvements and updates to financial management arrangements be updated in this section of the PIM under supervision of the Senior Accountant of the Project and the accounting and finance department at the Ministry of Agriculture and subject to IFAD no objection.

6.2. Pre-implementation activities

During the start-up of the Project it is recommended that Project staff undertake the following activities. These activities are recommended to ensure that Project staff are well informed and knowledgeable with regards to the financial management aspects of the Project once implementation commences:

Activity	Overview
<i>Financial management staff appointment</i>	The accounting and finance department at the Ministry of Agriculture will facilitate the availability of Senior Accountant and Accountant dedicated to the project and seconded staff
<i>Accounting software procurement and updates to the Financial Manual</i>	- The Finance Manager in consultation with the accounting and finance department at the Ministry of Agriculture will play a key role in the development process to ensure that the accounting software meets the Project's needs. - The Finance Manager in consultation with the accounting and finance department at the Ministry of Agriculture will be responsible for the review and improvement of the financial management arrangements in the PIM (subject to IFAD no objection).
<i>Preparation of first annual work plan and budget</i>	The Project Director will oversee the preparation of the first Annual Work plan and Budget, subject to IFAD no-objection.
<i>Staff training and capacity building</i>	- Newly appointed staff will be required to complete the IFAD FM e-learning and submit completion certificates to IFAD within 1 month of date of appointment. - Newly appointed staff will be required to review and study Project related documents with a focus on FM related issues. (IFAD loan agreement, Financial Management and Financial Controls arrangements letter (FMFCL), Project Design Document (prepared by IFAD), PIM).

6.3 IFAD Anticorruption policy

Link to IFAD policy: <https://www.ifad.org/en/document-detail/asset/40189695>

The management of Project funds shall be sufficiently rigorous to safeguard against Fraud and Corruption. Fraud and corruption include, but are not limited to (as defined in the IFAD anticorruption policy):

- Corrupt practice - offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party.
- Fraudulent practice - any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.
- Collusive practice - an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party.
- Coercive practice - impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.

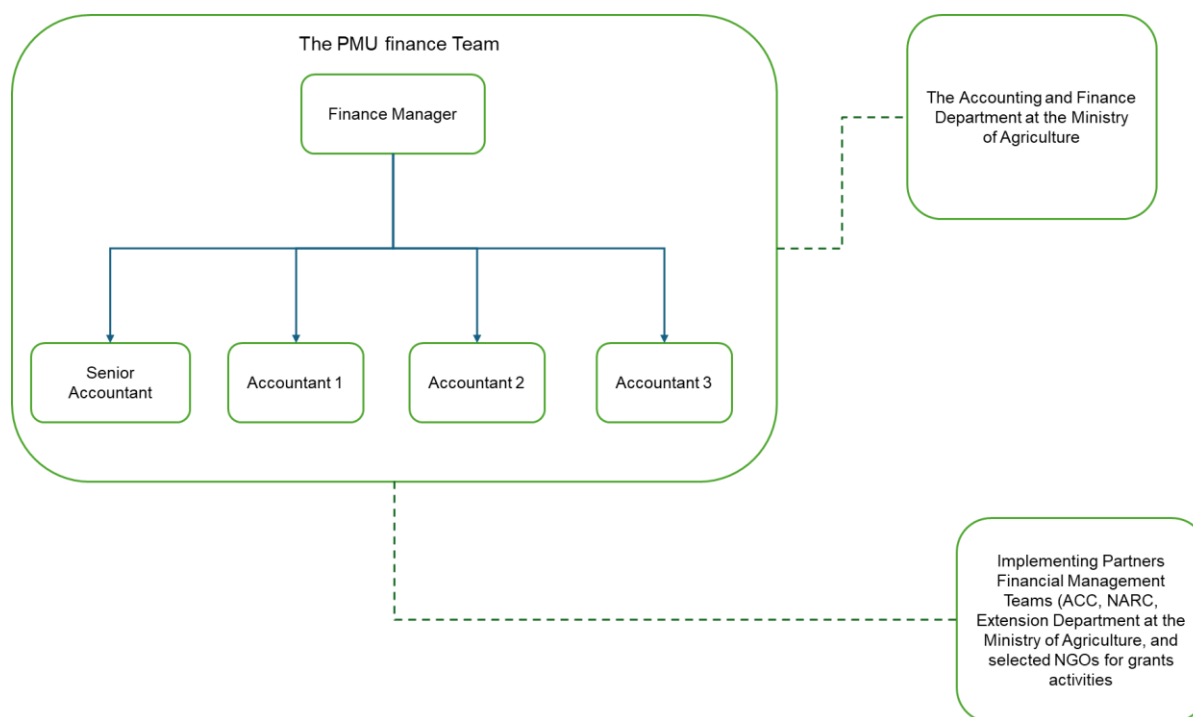
IFAD applies a zero-tolerance policy towards fraudulent, corrupt, collusive or coercive actions in Projects financed through its loans and grants. 'Zero tolerance' means that IFAD will pursue all allegations falling under the scope of this policy and that appropriate sanctions will be applied to parties or entities involved where the allegations are substantiated. IFAD takes all possible actions to protect individuals who submit allegations of fraudulent or corrupt practices in its activities from reprisal. The primary responsibility for enforcing the Anticorruption Policy lies with the SIGHT II, and the first defence for controls shall be exercised by Project staff and counterparts Pursuant to this, the SIGHT II shall have the responsibility to incorporate pertinent provisions of the Anticorruption Policy in its contracts with Project staff, cooperating/implementing partners, and suppliers/consultants.

It is the Project Director and the Finance Manager responsibility to make sure that all Project staff are aware of IFAD's and the National's anticorruption policies and whistle blowing procedures.

6.4 FM organisational structure, roles and responsibilities

6.4.1 Overview of FM organizational structure

The FM organizational structure has been developed based on the needs of the Project. The reporting lines are outlined below:



6.4.2 FM staff - key roles and responsibilities

Detailed job descriptions for the Finance Manager, the Senior Accountant and the Accountants, are decided by the Steering Committee and Project Director. The Finance Manager, Senior Accountant and Accountants are supported by the accounting and finance department at the Ministry of Agriculture as well as the Internal Auditor.

Implementing partners are expected to include the Agricultural Credit Corporation (ACC), the National Agricultural Research Center (NARC), the Extension Department at the Ministry of Agriculture, and selected NGOs for grant activities. Each implementing partner will assign appropriate staff on part- or full-time basis to manage the finances of their respective allocations

6.5 Project funding overview

IFAD financing agreements include

Facility	Reference	Amount (Million USD)	Completion date
IFAD PBAS Loan	Financial instrument: xxxxxx / xxxxxxxx	4,559,000	
IFAD BRAM Loan	Financial instrument: xxxxxx / xxxxxx	10,440,900	

Pandemic Fund	Financial instrument: xxxxxx / xxxxxx	2,850,000	
Adaptation Fund	Financial instrument: xxxxxx / xxxxxx	9,215,100	
ACC FI	Financial instrument: xxxxxx / xxxxxx	2,000,000	

6.6 Planning and budgeting

Project financing has been approved in line with the following expenditure components and categories which will be an important reference for preparation and monitoring of the AWPB and progress in line with the approved financing agreements:

Components	Activities
Component 1: USD 14,900,800	Strengthening productivity and climate resilience of small ruminants' production
Component 2: USD 13,360,500	Supporting investments in the small ruminants' value chain
Component 3: USD 3,329,500	Policy support and coordination.

Facility	Amount (USD)	Eligible cost categories per Financing Agreement (Schedule 2)
IFAD BRAM	10,440,900	✓ Equipment & Material ✓ Consultancies ✓ Grant & Subsidies ✓ Credit Guarantee Fund ✓ Salaries & Allowances ✓ Goods & Services ✓ Training & Workshops ✓ Civil Works ✓ Operating Costs
IFAD PBAS	4,559,000	✓ Equipment & Material ✓ Consultancies ✓ Grant & Subsidies ✓ Credit Guarantee Fund ✓ Salaries & Allowances ✓ Goods & Services ✓ Training & Workshops ✓ Civil Works ✓ Operating Costs
Pandemic Fund	2,850,000	✓ Equipment & Material ✓ Consultancies ✓ Salaries & Allowances ✓ Goods & Services ✓ Training & Workshops ✓ Civil Works ✓ Operating costs

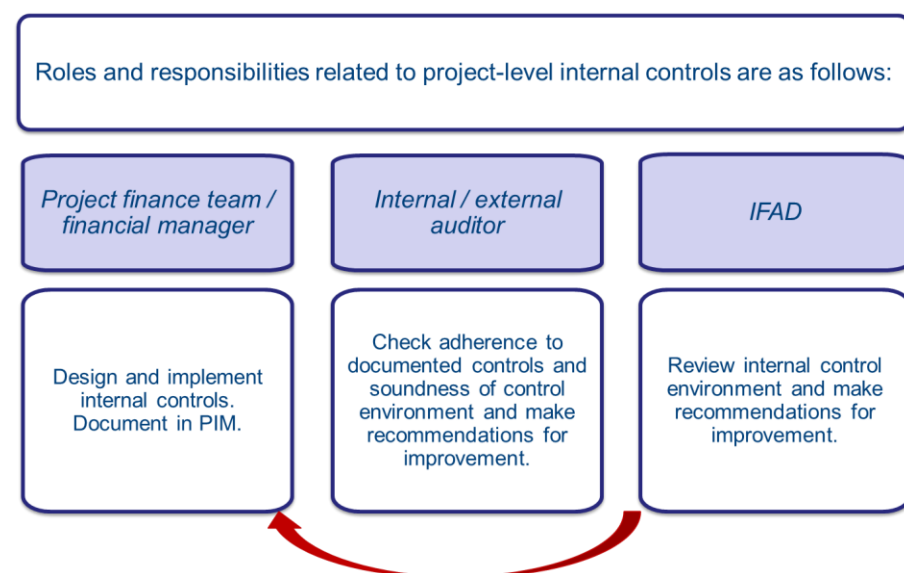
Adaptation Fund	9,215,100	✓ Equipment & Material ✓ Consultancies ✓ Grant & Subsidies ✓ Credit Guarantee Fund ✓ Salaries & Allowances ✓ Goods & Services ✓ Training & Workshops ✓ Civil Works ✓ Operating Costs
ACC FI	2,000,000	✓ Credit Guarantee Fund

The AWPB is developed and modified using excel. The AWPB is prepared using a bottom up approach, starting the lowest levels. The Finance Manager and in consultation with the accounting and finance department at the Ministry of Agriculture is responsible for consolidation of the AWPB at PMU for submission to IFAD for its No Objection. The Finance Manager should ensure that the AWPB is prepared in the recommended format.

However, once the AWPB has been developed and approved, it must be inserted in the budget module of the accounting system for the purposes of monitoring actual implementation in line with the budget. The Finance Manager needs to ensure that expenditure per category is in line with the approved totals in the Financing Agreement. If the budgeting process indicates and expected over-expenditure on one or more of the cost categories, the Project will have to obtain a no objection from IFAD, allowing a reallocation amongst categories.

Cost category overspend may not exceed 130% of the allocated amount as per Schedule 2 of the respective financing agreements.

6.7 Internal controls



6.7.1. Overview of internal controls

Internal control is a dynamic and integral process that is affected by an entity's management and personnel at all levels. The process consists of important checks instituted by management to have reasonable assurance that:

- Operations are carried out in an efficient & effective manner
- Transactions are recorded accurately & completely
- Assets are properly recorded & safeguarded
- Laws & regulations are complied with
- Reliable reports are generated.

Designing, Installing, and maintaining a system of internal financial control is an integral part of the technical and financial management functions and are the responsibility of management.

Component	Description
<i>Control activities</i>	The design of the internal controls starts with the identification of the underlying risks. Based on the identified risks, Project management must put in place a set of controls to mitigate these risks.
<i>Authorization</i>	Authorization controls require assure that a transaction or event is acceptable for further processing. The delegated authority of staff should ensure efficient implementation while mitigating related risks. Authorization levels of Project staff should be in line with their underlying roles.
<i>Reconciliations and checks</i>	Reconciliations between independent, corresponding sources of data are a key control for identifying errors and discrepancies in balances. The reconciliations should be done on a monthly basis. Any reconciling or balancing amounts should be promptly cleared. Unusually long outstanding reconciling items should be investigated. Physical checks should also be performed on assets and petty cash.
<i>Segregation of duties</i>	An important element in any control system is the separation of those duties which would, if combined, enable one individual to record and process a complete transaction an Accountant prepare a document, then be reviewed and cleared by the Senior Accountant and The accounting and finance department at the Ministry of Agriculture, and then approved by the Project Director. It is the Finance Manager and The accounting and finance department at the Ministry of Agriculture responsibility to ensure that certain duties are segregated, including preparation, authorization, execution, custody, recording and the operation of systems.
<i>Restricted access</i>	All data, records and assets should be kept in a physically secure environment. Petty cash, and cheques, should be kept secure. Financial data and other records should also be protected by back up procedures and copy records should be stored securely off site.
<i>Monitoring and review</i>	Periodic financial reports must be prepared and submitted to IFAD during the Project implementation period as outlined. For the purposes of internal control, monthly management accounts should be prepared and monitored by the Project management. Where necessary, corrective action should be taken where the authorized budget and procurement plan are exceeded.

The Project will follow the Financial Control By-law (2011) and its Amendment (2015), detailing internal controls, financial review/approval procedures, and roles within the MoF for managing financial control functions in line ministries and government units. Moreover, this The PIM includes practical guidance on these internal controls in subsequent sections.

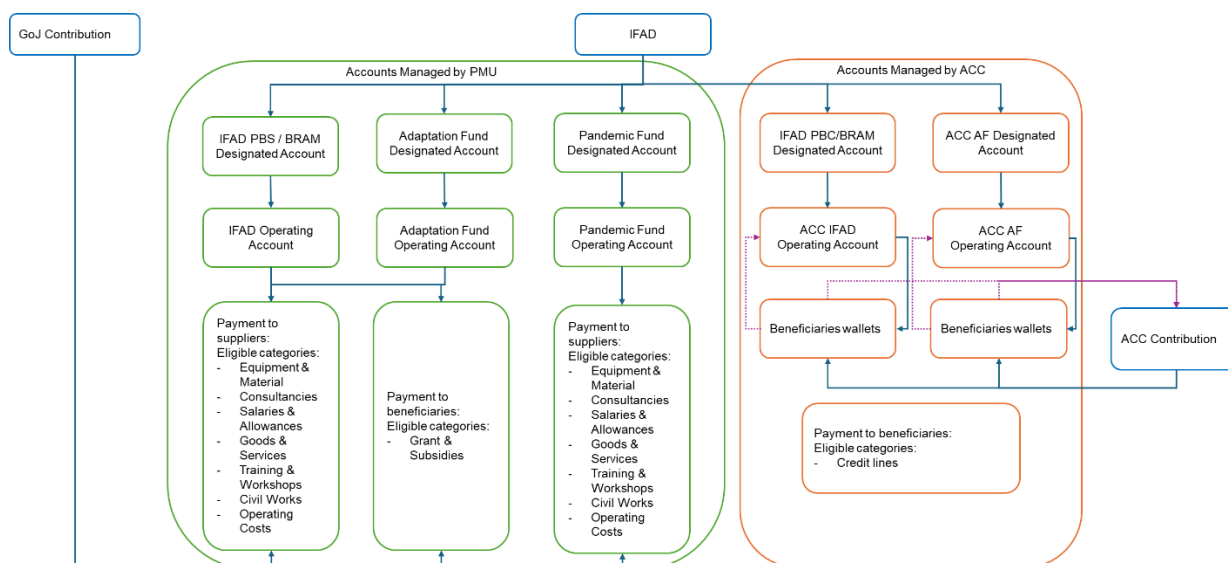
6.7.2. Reconciliations and checks

Reconciliations between independent, corresponding sources of data are a key control for identifying errors and discrepancies in balances. The following reconciliations and checks should be prepared on a monthly basis:

Type	Description	Preparer	Review	Approve
<i>Bank account reconciliations</i>	Reconciliation of the bank balances per the bank statement to the cash book balance.	Accountant	Senior Accountant /Internal Auditor	Finance Manager/Project Director
<i>Petty cash reconciliation</i>	Reconciliation of petty cash to relevant cash book.	Accountant	Senior Accountant /Internal Auditor	Finance Manager/Project Director
<i>Advance account justification</i>	Clear all outstanding advances within 2 days of each month end (received and record approved expenditure)	Accountant	Senior Accountant /Internal Auditor	Finance Manager/Project Director

The accounting and finance department at the Ministry of Agriculture will undertake random spot checks of the petty cash.

6.8 Flow of funds



6.8.1 Flow of funds from IFAD, Adaptation Fund, Pandemic Fund, Government and Beneficiaries

The Project will manage the flow of funds by using the following bank accounts:

- Accounts managed by the PMU:
 - Four designated accounts, maintained with the Central Bank of Jordan, for the purposes of receiving disbursements of the IFAD PBAS, IFAD BRAM Loans and Pandemic Fund and Adaptation Fund Grants (xxxxx denominated)
 - Four operating accounts, maintained in JOD. Those accounts will receive funds respectively from IFAD PBAS, IFAD BRAM, Pandemic Fund and Adaptation Fund designated accounts
 - The accounts managed by the PMU will be used to pay for the eligible categories under each financier, except for credit lines which will be fully managed by ACC.
- Accounts managed by ACC:
 - Two designated accounts, maintained with the Central Bank of Jordan, for the purposes of receiving disbursements of the IFAD PBAS/ BRAM and Adaptation Fund
 - Two operating accounts, maintained in JOD. Those accounts will be used to cover for the credit lines and receive funds from each designated account or through reimbursements from beneficiaries.
- Government will proceed payments directly to cover for eligible categories, by processing payments directly to the suppliers and service providers.
- ACC will proceed transfers directly to beneficiaries to cover for credit lines.

6.8.2 Authorized bank signatories

- The signatory's authorizer will be in three types A, B and C.
- All designated bank accounts will have 3 authorized signatories (A, B and C). All transfers will be required to be signed by 3 authorized signatories.
- All operational bank accounts will have 4 authorized signatories (Two A and Two B). All transfers and/or cheques will be required to be signed by 2 authorized signatories (A and B).

6.9 Accounting

6.9.1 Accounting system

The Project uses IPSAS cash basis of accounting.

6.9.2 Centralized accounting at the PMU

The accounting function will be centralised at the PMU and maintained under the supervision of the accounting and finance department at the Ministry of Agriculture. The PMU will consolidate the accounting transactions from the various implementing partners on a monthly basis by receiving each partner's cash book in an off-line format which can be uploaded to the specific accounting module maintained at the PMU for implementing partners or be monitored separately outside the system. This includes credit lines processed by ACC (loans to end-beneficiaries).

6.9.3 Accounting software

The PMU will use an accounting software system capable of multi-financier fund management and real-time reporting will be used. Ledgers will be maintained by financier, with monthly bank

and ledger reconciliations. Previous projects in Jordan used QuickBooks accounting software. The Financial Manager should identify opportunities to improve the accounting software functionality (also based on recommendations from IFAD) and engage with the software supplier to make upgrades for SIGHT II.

6.9.4 Chart of accounts

The accounting software should include the appropriate Chart of Accounts. The Chart of Accounts should be developed to cater for:

- All components and sub-components are incorporated in the AWPB (outlined in the financing in agreement)
- All categories as outlined in the financing agreements
- Sources of finance (Government, IFAD PBAS, IFAD BRAM, Pandemic Fund, Adaptation Fund, Implementing Partners, Beneficiaries)
- Sub categorisation to cater for activities

The Chart of Accounts should mirror the cost categories and components as per Schedule 2 of the financing agreements.

6.9.5 Recording and processing of transactions

Whenever a transaction takes place under the Project, it should be recorded and processed using the accounting software. Transactions are recorded on the cash basis of accounting which requires the recognition of cash flows when they occur (inflows and outflows).

Each transaction should be recorded in the accounting software based on the following:

- Use double entry accounting (debit and credit, with cash always being one of the entries)
- Capture the transaction using the correct account code (as determined by the chart of accounts)
- Capture transactions which have the required supporting documentation
- Capture information accurately and completely.

6.9.6 Budget to actual monitoring in the accounting software

The AWPB should be captured in the accounting software to allow for regular budget to actual monitoring.

6.9.7 Accounting for in-kind contributions.

In terms of the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects, SIGHT II is required to account for and disclose in-kind contributions. In order to

meet this requirement, the Project is required to measure contributions as outlined below and record in the accounting system (both source and use of funds).

It is expected that the following in-kind contributions will be received by SIGHT II:

From beneficiaries:

(Beneficiaries may be defined as Grant and Rural Finance loan beneficiary)

- Construction materials (e.g. fencing, water supply systems)
- Labor related to operational activities
- Maintenance costs
- Assignment of Land (as collateral for rural finance loans)

From Government:

- Tax exemptions from Government

From the Ministry of Agriculture

- Salary and allowances payments to staff assigned or worked to the Project.
- Equipment and materials
- Other expenses (i.e. office space, utilities, etc.)

From Implementing Partners

- Salary and allowances payments to its staff related to Project activities.
- Equipment and materials.
- Other expenses

The following process is followed to account for in-kind contributions received:

Measure	Values of contributions are measured on a monthly/quarterly basis as outlined in the table below.
Review	The accountant reviews the calculations and supporting documentations.
Approve	The Senior Accountant approves the calculations and supporting documentation before recording the information in the accounting software.
Record	Once approved, the accountant captures the contributions in the accounting software. The information is captured in line with the relevant expense category (source of funds: beneficiaries) on a monthly basis. NB: Sources = expenses

Type	Measurement calculation	Supporting documentation to be retained
<i>Labor hours</i>	Value = total hours worked X salary amount	i.e. JRF to provide in relation to grants.
<i>Maintenance costs</i>	Value = actual cost of materials purchased	Copies of invoices.
<i>Assignment of Land</i>	Value = NPV of reasonable lease fees for land, discounted over the remaining life of the SIGHT II project	Market value of land, as assessed by the PFI
<i>Government/ Ministry of Agriculture salary contribution</i>	Value = government monthly salary X % of time worked for the Project. Value= monthly salary x the % covered by the government	Summary of staff names and top up salary contribution calculation per individual
<i>Government/ the Ministry of Agriculture utility contribution</i>	Value= monthly/annual value of utilities X the % covered by the government	Summary of utility expense

The calculation of tax and duties exemptions will be as the table below.

Category	Tax/duties rate

<i>Goods & Works Services</i>	Tax rate 16%,

The tax-exemptions should be duly recorded in the accounting software if possible.

When recording the in-kind contributions, it is important that the in-kind contributions are classified according to the same principles as regular Project expenditures; that is, every contribution must be by linked to an activity/component, by category and by financing source (government and/or beneficiaries) to ensure that consolidated financial reports can be produced without any extra effort.

In-kind contributions should be disclosed separately in the financial statements. The notes of the financial statements should also briefly explain the methodology of how it was calculated. On the other hand, when in-kind contributions cannot be reliably measured, for example the use of office space, then these should also be discussed in the notes to the Project financial statements.

6.9.8 Accounting for exchange rate matters

When claiming expenditures in local currency in Quarterly Interim Financial Report/Withdrawal Applications it is important to use the prevailing rate (historical exchange rate) at the time of transfer of funds from the Designated Account (denominated in xxxx) to the local currency account. Subsequent expenditures should be recorded in line with FIFO methodology. This type of conversion is also called the First in First out (FIFO) basis.

6.9.9 Accounting for advances

The Project may make advances (cash or bank transfer). Advances are allowed for:

- DSA for training or other travel;
- Fuel expenses;
- A project implementation activity in the field which is required to be paid in cash before an invoice is obtained.

In terms of accounting for advances:

- Advances are recorded in the accounting system at the date that the advance is made, subject to the required approval process.
- The transaction is not recorded as expenditure (in terms of categories, components) on this date.
- All advances should be cleared in a timely manner by the submission of original invoices.
- All outstanding advances should be cleared on a monthly basis/ and in any outstanding advance should be cleared by end of the year.
- In terms of the cash basis of accounting advances at the end of the period should be expensed and disclosed in the financial report.

6.10 Cash flow forecasting

The Senior Accountant is responsible for monitoring cash flows and should prepare cash flow forecasts on a quarterly basis. The cash flow forecasting is required as follows:

PMU	Cash flow forecasting should be conducted to determine the cash flow needs of the Project. The cash flow forecast should be finalized 15 days before

commencement of the relevant quarter. The forecast is prepared by the Senior Accountant and approved by the Project director.

The outcome of the cash flow forecast process is to determine the amount of cash which should be transferred from the IFAD designated account into the PMU pool account.

The Senior Accountant is required to prepare a cash flow forecast per source of finance to avoid the risk of pre-financing amongst financiers. On a per financier basis, the following cash flow forecast can be prepared:

IFAD
Forecast expenses for the two rolling quarters per the AWPB
<u>Less</u> closing IFAD cash balance per the ledger
= Additional transfer from IFAD designated account

Once the cash need is identified per financier, the Project should proceed to access the sources of funds, IFAD funds can be transferred from the designated account based on quarterly interim financial report/WA. Please refer to appendix 3 for quarterly interim financial reports.

The designated accounts are maintained in xxx while most of the Project expenditures are incurred in JOD. This flow of funds arrangement makes it important for the Project to have proper controls and procedures in place to be able to:

- Properly account for the exchange rate and its fluctuations
- Mitigate any risks rising from potential exchange rate fluctuations or shock such as high rate of inflation or devaluations of the local currency.

As soon as funds are transferred from the designated accounts denominated in xxx to the Project account in local currency account, the converted funds may lose part of their value with respect to the designated account denomination currency resulting in an exchange rate loss. Particularly in the case of high domestic inflation or currency devaluation, the Project may incur a substantive exchange rate loss and as a result the Project must have proper procedures in place to mitigate the potential financial impact. The risk of incurring an exchange rate loss can be mitigated by keeping the balance of the local currency account(s) as low as possible while keeping the funds in the designated accounts until these are really needed, keeping in mind the needs as identified during the cash flow forecast process.

6.11. Disbursements

6.11.1 Eligibility of expenditures

In accordance with the IFAD disbursement procedures, between the date of entry into force of the Financing Agreement and the Financing Closing Date, SIGHT II may request withdrawals from the IFAD Loans for eligible expenditures.

Eligible expenditures are defined in the IFAD General Conditions Section 4.08 as follows:

The Financing shall be used exclusively to finance expenditures meeting each of the following eligibility requirements:

- *The expenditure shall meet the reasonable cost of goods, works and services required for the Project and covered by the relevant AWPB and procured in conformity with the Fund's Procurement Guidelines.*
- *The expenditure shall be incurred during the Project Implementation Period, except that expenditures to meet the costs of winding up the Project may be incurred after the Project Completion Date and before the Financing Closing Date.*
- *The expenditure shall be incurred by a Project Party.*
- *If the Agreement allocates the amount of the Financing to categories of Eligible Expenditures and specifies the percentages of such Eligible Expenditures to be financed by the Financing, the expenditure must relate to a category whose allocation has not been depleted and shall be eligible only up to the percentage applicable to such category.*
- *The expenditure shall be otherwise eligible in accordance with the terms of the Financing Agreement.*
- *The Fund may from time to time exclude certain types of expenditure from eligibility.*
- *Any payment prohibited by a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, shall not be eligible for financing by the Financing.*
- *Any payments to a person or an entity, or for any goods, works or services, if making or receiving such payment constitutes a coercive, collusive, corrupt or fraudulent practice by any representative of the Borrower/Recipient or any Project Party, shall not be eligible for financing by the Financing.*
- *All expenditures must be supported by sufficient supporting documentation as stated in the FMFCL.*
- *The proceeds of the financing shall not be used to pay taxes. However, taxes paid by the ultimate recipient of an expenditure (e.g. withholding tax, income taxes paid by a Project employee or taxes on the profits of a contractor) are not considered to be taxes paid by the Project.*

The IFAD disbursement procedures as outlined below are governed by the FMFCL.

6.11.2 Disbursement procedures

The following disbursement procedures may be used for withdrawal from the IFAD loans:

Type	Description
<i>Advance withdrawal</i>	The advance withdrawal modality for SIGHT II is revolving account: ▪ The advance amount is usually sufficient to cover average Projected eligible expenditures for a period of approximately two rolling quarters based on cash forecast presented as part of the quarterly interim financial report.

<i>Direct payment</i>	The direct payment modality is used for eligible Project expenditures to be paid directly by IFAD. This payment method is used when IFAD has been requested to pay the Supplier directly and is suitable in the following situations: ▪ Credit lines to ACC and CBoJ <u><i>The Withdrawal Application MUST indicate the date on which payment becomes due to the payee.</i></u>
<i>Reimbursement</i>	Reimbursement is applicable when eligible Project expenditures are pre-financed by the Borrower before access to IFAD loans finance is possible. Such reimbursements are expected to be claimed no later than 90 calendar days from the date of payment by the Borrower.

6.11.3 Evidence of Authority to sign Withdrawal Applications

IFAD requires SIGHT II's Up representative, as designated in the financing agreement, to furnish satisfactory evidence of the authority and authenticated specimen signatures of the individuals who will sign WAs on behalf of SIGHT II. This evidence must reach IFAD before the first WA is presented by SIGHT II and should be the original (photocopies, facsimiles or other means of transmission are not acceptable unless approved by IFAD). A sample template is provided in annexes of FMFCL. Each WA should be signed by such duly authorized individuals, and the Fund must be notified of any change in the signatories authorized to withdraw funds from the loans accounts.

IFAD must also be notified of the designated signatories for operating any designated and/or project or other accounts, including changes thereto, whether or not these authorized signatories are included in the financing agreement. Such changes, as effected during the life of the Project, must be communicated promptly to the IFAD. SIGHT II, guided by the sample in annex of FMFCL, should provide the names and specimen signatures of the newly appointed signatories and include the date when such change is to take effect. The original of such changed documentary evidence is to be provided to IFAD.

6.11.4 The Designated Accounts

The flow of funds for SIGHT II starts with the opening of the Pool Project Designated Account (DA) at the Central Bank of Jordan, in accordance with IFAD's requirements identified in the Financing Agreement and the FMFCL (xxxx denominated). The The accounting and finance department at the Ministry of Agriculture is responsible for opening and managing the Designated Account including preparing a monthly reconciliation and statement in line with the IFAD templates. Disbursements from the DA should be recorded in the PCMU account records as of the date they are made, that is when the checks are issued.

6.11.5 Withdrawal of Financing Proceeds using withdrawal applications (WA)

As per IFAD requirements, SIGHT II is required to submit quarterly WA linked to IFRs along regardless of if there is need for new cash advances or not. Therefore, Senior Accountant is required to ensure that WAs are prepared and submitted to IFAD with consideration of the following requirements:

Requirement	Guidance
<i>Timeliness</i>	Withdrawal applications should be prepared on quarterly basis
<i>Completeness and accuracy of supporting documentation</i>	Prepare and submit the complete quarterly interim financial report package. Please see to the appendix to this PIM and the Annex of FMFCL
<i>Account reconciliation</i>	SIGHT II should submit the designated account reconciliation as part of the quarterly interim financial report package and statement, prepared the same reporting period in which the eligible expenditures are being claimed. This form needs to be accompanied by bank statements of the designated account and that of any other operating Project accounts ensuring that the closing bank balances for all these accounts correspond to the balances at the end of the same reporting period as indicated in the WA period.
<i>Duly authorized</i>	Ensure that WAs are duly authorised in terms of SIGHT II's Up authorisation procedures and signed by the duly authorised representatives.
<i>Document retention</i>	Retain original documentation at the PMU for inspection by IFAD upon request.

6.11.6 Initial advance

Ensure the disbursement conditions as per the financing agreement (if any) and the Project Financial Management and Financial Control Arrangements Letter (FMFCL) have been met which includes provision of the following:

- Evidence that a designated account has been opened and the names/titles of the persons authorised to operate this account (for initial advance or any case of any changes)

- A letter from the project, designating the name(s) of official(s) authorised to sign withdrawal applications including their specimen signature(s) (for initial advance or any case of any changes)
- Form 100 (integral part of ICP)
- Interim Financial Report package, including (i) a cash forecast for the following two quarters, as per the approved Annual Work Plan and Budget (AWPB) for IFAD financing; (ii) Sources and Uses of Funds Statement; (iii) DA Activity Statement. (iv) Actual vs. budget for quarter; (v) Actual vs. budget for financial year; (vi) Actual vs. cumulative allocation; (vii) additional statements such as reports on lending to end beneficiaries
- Bank statement(s) of designated account(s) and
- Statement(s) of other operating/district/Project accounts.

6.11.7 Justifications

- Form 100 (integral part of ICP)
- Interim Financial Report package, including; (i) a cash forecast for the following two quarters, as per the approved Annual Work Plan and Budget (AWPB) for IFAD financing; (ii) Sources and Uses of Funds Statement; (iii) DA Activity Statement. (iv) Actual vs. budget for quarter; (v) Actual vs. budget for financial year; (vi) Actual vs. cumulative allocation; (vii) additional statements such as reports on lending to end beneficiaries
- IFRs must be signed by authorized signatories and all supporting documents indicated in the FMFCL must be uploaded to ICP with Withdrawal Applications.
- Bank statement(s) of designated account(s) and
- Statement(s) of other operating/district/Project accounts

6.11.8 Foreign exchange conversion in preparing withdrawal applications

When claiming expenditures in local currency in Withdrawal Applications (forms 101, 102 and 104) or preparing a financial report, it is important to use the prevailing rate (historical exchange rate) at the time of transfer of funds from the Designated Account (denominated in XXX) to the JOD account. This type of conversion is also called the First in First out (FIFO) basis.

The historical exchange rate/FIFO basis of converting is to be used in the following two cases in particular:

- When preparing designated account reconciliation as part of a WA or a financial report, the closing balance of the local currency account(s), and any expenditures already incurred in local currency but not yet claimed must be converted to the denomination currency of the designated account using the historical exchange rate/FIFO basis of converting.
- When preparing withdrawal applications (form 101 and 102) the expenditures incurred in local currency (or any other currency than the denomination currency of the designated

account) and claimed in the WA, must be converted to the denomination currency of the designated account using the historical exchange rate/FIFO basis of converting.

6.11.9 Suspension and the designated account

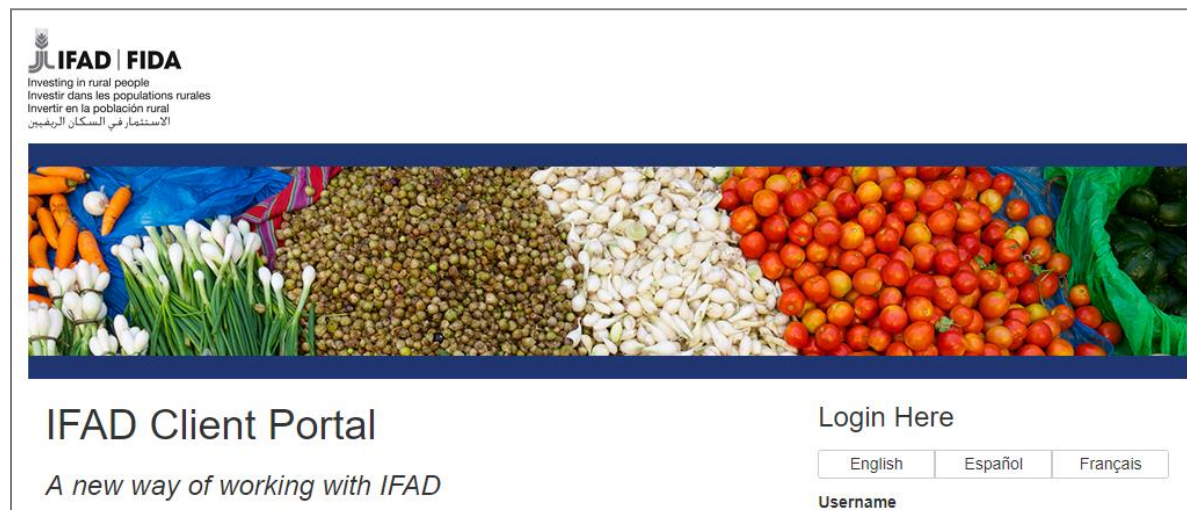
During a full suspension, IFAD will not replenish the designated account. However, Recipients may continue, except as otherwise indicated, to use any balance in the designated account to meet eligible expenditures and applications documenting these expenditures should continue to be regularly submitted.

6.11.10 ICP

The IFAD client portal (ICP) enables SIGHT II to:

- access real-time financing information on country portfolios as well as operational and financial information related to Projects
- submit Withdrawal Applications directly and obtain electronic approvals required both from concerned ministries and IFAD
- manage banking instructions electronically
- create and download relevant reports

The Project may submit electronic copies of its withdrawal applications and maintain hardcopies for audit purposes.



6.11.11 Refund of withdrawals

If the IFAD determines that any amount withdrawn from the Loan and/or Grant Accounts was not used for the purposes indicated or will not be needed thereafter to finance Eligible

Expenditures, the Borrower shall promptly refund such amount to the IFAD upon instruction by the Fund.

6.12. Processing of payments

IFAD funds may not be used for payment of taxes, customs or duties.

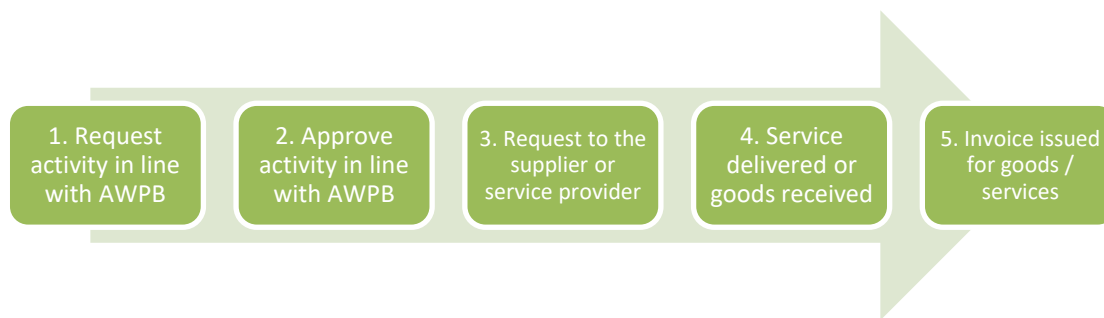
6.12.1 Supporting documentation

The processing of all payments is subject to SIGHT II retaining the following original adequate supporting documentation – refer Appendix 2.

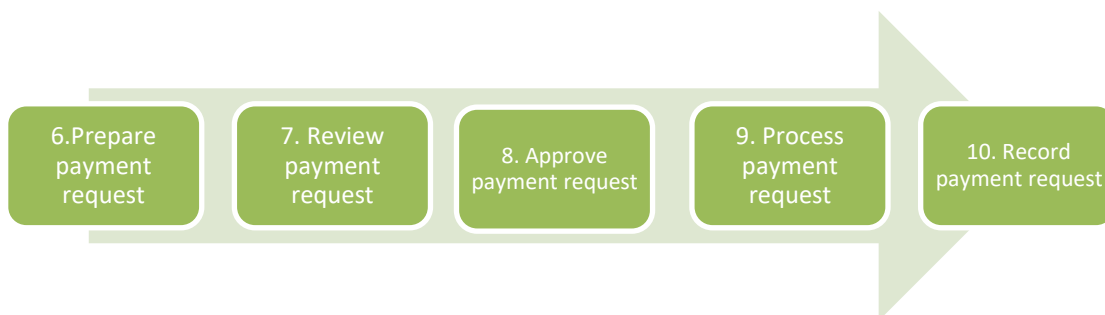
6.12.2 General guidelines for processing of payments

For invoice related payments, the following general process is applicable:

Up to receipt of the invoice:



From receipt of invoice to payment recorded:



Activity	Procedures
<i>Request and approve activity in line with AWPB</i>	The request and approval for activities is undertaken in line with the specific procedures are outlined for each category of expenditure as outlined in: ▪ Travel ▪ Civils works, equipment and tools ▪ Consultants ▪ Technical assistance and Grants & loans to Community Groups to fund activity implementation Generally, ensure that expenses are in line with the AWPB and that IFAD no objection has been obtained if required.
<i>Service delivered, or goods received</i>	Obtain evidence that the goods were delivered / services received to the satisfaction of the Project. Evidence to be retained for the purposes of providing supporting evidence for processing of invoice.
<i>Prepare payment request</i>	▪ Once invoices are received, the <u>Accountant</u> prepares a payment request which includes supporting documentation. ▪ The <u>Finance Specialist/ Finance Manager</u> reviews the payment request for accuracy and validity. ▪ The <u>Finance Specialist/ Finance Manager</u> adds the correct account codes for the purposes of recording the transaction in the accounting software. ▪ The <u>Finance Specialist/ Finance Manager</u> forwards the payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off.
<i>Review of payment request</i>	The <u>Internal Auditor</u> shall review and sign the payment request, checking/confirming: ▪ The expenditure is included in the approved AWPB (<i>or undertaken with approval of the IFAD CD with subsequent modification of the AWPB</i>) ▪ IFAD no objection was obtained (if applicable). ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Project completion date. ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer to appendix on supporting documents)
<i>Approve payment request</i>	The <u>Project Director</u> shall review and sign payment request, checking/confirming: ▪ The expenditure is included in the approved AWPB (<i>or undertaken with approval of the IFAD CD with subsequent modification of the AWPB</i>)

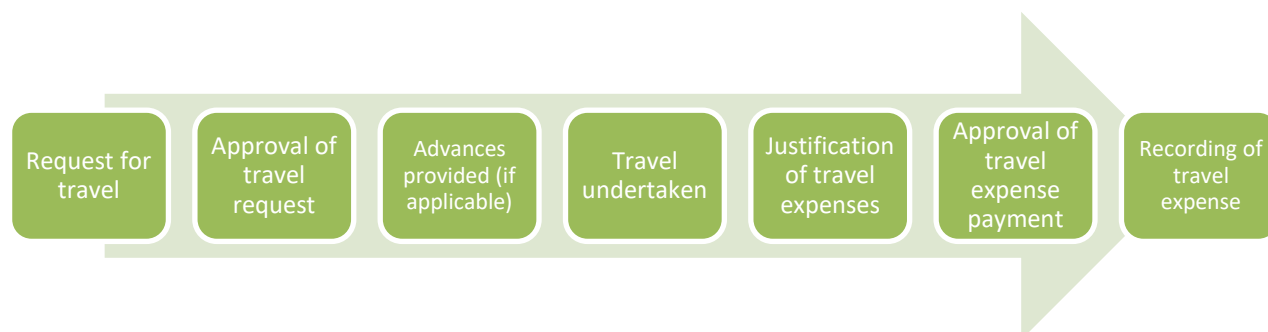
Activity	Procedures
	▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Project completion date ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer to appendix on supporting documents) ▪ The payment request was reviewed and approved by the <u>Senior Accountant.</u>
<i>Process payment</i>	▪ The approved Invoice with related documents shall be sent to the <u>Accountant</u> for processing and issuance of appropriate instruction for mandate/cheque preparation. ▪ Payment Voucher (PV) will be raised by the <u>Accountant</u>, based on a duly authorized payment request which includes supporting documentation. The PV will indicate the accounting codes, category of payment, component of payment and source of finance. ▪ The PV and the supporting documents will be sent to the <u>Internal Auditor</u> who will ensure that the correct account codes as well as the appropriate Project fund have been indicated on the PV. ▪ Where the is satisfied with the internal checks, the PV will be approved for mandate/cheque writing and the appropriate instruction for writing a mandate/cheque will be issued to the Project accountant. ▪ The <u>Financial Manager</u> and <u>Project Director</u> will sign the prepared cheques and return to the <u>Accountant</u> for processing. ▪ Signed cheques will be recorded in the Cheque Issued /mandate Register before collection. ▪ The turnaround time for settlement of invoices shall not exceed 3 working days. Before releasing the cheque to the payee, the accountant will ensure that the beneficiary signs the PV and Cheque Issued/Mandate Register.
<i>Record payment</i>	▪ Record the transaction in the accounting software, using the correct codes as captured on the PV. ▪ File supporting documentation in line with applicable procedures, include proof of payment (bank statement/bank confirmation of payment)

6.12.3 Travel related payments

The following type of travel may take place by Project staff or Project beneficiaries:

- Internal training - Travel for training.
- External training - Travel for training not at PMU.
- International training.
- Project staff field visits.

All types of travel payments follow the general process:



The processes for each type of travel are outlined below:

6.12.3.1 Local training (internal) and field visits

Local training (internal) / field visits	
<i>Type</i>	Training which is conducted for Project staff or beneficiaries at the PMU or field visits
<i>Overview of entitlement</i>	▪ The relevant PMU is expected to provide meals and accommodation. ▪ With regards to field visits, the driver and Project staff are entitled to a daily field allowance as specified in the Project bylaws. ▪ The numbers of travel days used for the calculation of pocket money/field allowance are calculated from date of departure from home until last day of the training. ▪ If Project vehicles are used, the actual cost of fuel is paid by the Project based on invoices. ▪ If private vehicles are used, staffs are reimbursed in line with the allowable rate per kilometer (120 Fills per kilometer), based on actual distance travelled.
<i>Request for travel</i>	The relevant department will prepare a request for travel which includes: <u>For training:</u> ▪ List of individuals to attend training ▪ Dates of training ▪ Overview of training (agenda, location noted) – brochure / email correspondence or other suitable evidence ▪ Related AWPB classification (category, component) ▪ Confirmation from the administration officer that a Project vehicle(s) is available for the travel dates should this be the mode of transportation ▪ Calculation of the pocket money to be paid. <u>For field visits:</u>

Local training (internal) / field visits	
	- List of individuals visiting field - Purpose of field visit - Relevant AWPB line item
<i>Approval of travel request</i>	- The travel request is reviewed by the Project accountant for: - Accuracy and compliance with the staff bylaws in terms of the pocket money allowance / estimation for fuel costs - Alignment with the approved ABPB - The travel request is submitted to the Project Director for approval. - Once approved, the team leader or individual should submit a request for vehicle use.
<i>Advance provide</i>	- An advance for fuel is provide from petty cash if the travel distance is more than 200km and travel is undertaken with a Project vehicle. The advance is provided to the individual undertaking the trip (not provided to the driver). - The administrative assistance records the fuel advance in the petty cash book on the accounting software. - No other advances are provided.
<i>Justification of travel expenses / return of unused fuel advance</i>	- Within 5 business days after the travel, the team leader / individual is required to prepare a travel expense report which includes: - Attendance register completed at the training event - If a private vehicle was used, indication of total distance travelled in kilometers with payment due to vehicle owner, based on the approved rate in the bylaws. - If a Project vehicle was used, invoiced for fuel which was paid from fuel advance. - Back to the office report (in case of field visits) - The travel expense claim is submitted to the administrative assistant together with the fuel advance which was not used. - The administrative assistant confirms the accuracy and validity of the travel expense claim and determines the pocket money which is due. - The fuel advance returned is recorded in the accounting software. - The Project accountant and Senior Accountant review the travel expense claim for accuracy and validity and captures the correct account codes on the request (in line with AWPB line items). (sign as evidence of review)
<i>Approval of travel payment</i>	The travel expense is approved by the Project Director by way of signing the travel expense report.
<i>Payment of pocket money / fuel expenses</i>	- Once the travel expense claim is approved, the administrative assistant will provide the pocket money and reimburse for fuel expenses (in case of private vehicle use). - Fuel is reimbursed based on invoices (if Project vehicle is used), or based on km x rate (120 Fills) if private vehicle is used.

Local training (internal) / field visits	
<i>Recording of expense</i>	▪ The total travel expense is recorded as expenditure in terms of the correct category and component, in line with the account codes which are captured on the travel expense report. ▪ <i>Meals and accommodation provided by the PMU where the training/field visit is held, is recorded to the related expense in terms of the correct account types and codes.</i>

6.12.3.2 Local training (Governorate) and other business-related travel within Jordan

Local training (external) or other business-related travel within Jordan	
<i>Types of travel</i>	▪ Training which is conducted for Project staff or beneficiaries at any Governorates in Jordan. ▪ Other business-related travel within Jordan
<i>Overview of entitlement</i>	▪ Individuals are entitled to DSA, paid based on the number of days of travel for training purposes. ▪ The DSA should be used to pay for the cost of accommodation and meals. ▪ Unused DSA is not returned to the Project. ▪ The DSA is reduced in line with the staff bylaws in the event that meals or accommodations are provided to the individual. ▪ 80% of the DSA is advanced before commencement of the travel. ▪ 20% of the DSA is provide after completion of the travel and subject to approval of the travel expense report. ▪ The numbers of travel days are calculated from date of departure from home until last day of the training. ▪ If Project vehicles are used, the actual cost of fuel is paid by the Project. ▪ If private vehicles are used, staff are reimbursed in line with the allowable rate per kilometer, based on actual distance travelled
<i>Request for travel</i>	The relevant officers will prepare a request for travel which includes: ▪ List of individuals to attend external training ▪ Dates of training ▪ Overview of training (agenda, location noted) – brochure / email correspondence or other suitable evidence ▪ Cost of training and other expenses ▪ Related AWPB classification (category, component) ▪ Mode of transport (Project vehicle or other) ▪ Confirmation from the administrative officer that a Project vehicle(s) is available for the travel dates should this be the mode of transportation ▪ Calculation of total DSA due (100%) ▪ Calculation of total DSA advance required (individuals x applicable DSA rate x 80%) before departure.

Local training (external) or other business-related travel within Jordan	
<i>Approval of travel request</i>	▪ The travel request is reviewed by the Project accountant for: ○ Accuracy and compliance with the staff bylaws in terms of the DSA rate applied. ○ Alignment with the approved documents. ▪ The travel request is submitted to the Project Director for approval. ▪ Once approved, the team leader or individual should submit a request for vehicle use.
<i>Advance provide</i>	▪ Upon approval of the travel request by the Project Director, the Project accountant will advance 80% of the total DSA to individuals or the team leader as appropriate. (Amounts greater than 50 JOD provided by cheque.). ▪ The Project accountant will record the advance in the accounting system, indicating the amount, date of advance, to who advanced and related budget line item. (advance is not recorded as an expense at this stage).
<i>Justification of travel expenses</i>	▪ Within 5 business days after the travel, the team leader / individual is required to prepare a travel expense report which includes: ○ Invoices for hotels, meals (original) ○ If a private vehicle was used, indication of total distance travelled in kilometers with payment due to vehicle owner, based on the approved rate in the bylaws. ○ Attendance register completed at the training event ○ Back to the office report (in case of other business-related travel) ▪ The travel expense claim is submitted to the administrative assistant who confirms the accuracy and validity of the travel expense claim and determines the outstanding DSA which is due for payment. (sign as evidence of review). ▪ The Project accountant reviews the travel expense claim for accuracy and validity and captures the correct account codes on the request (in line with AWPB line items). (sign as evidence of review)
<i>Approval of travel payment</i>	▪ The travel expense is approved by the Project Director by way of signing the travel expense report.
<i>Payment of outstanding DSA</i>	▪ Once the travel expense claim is approved, the administrative assistant will provide the remaining 50% DSA from the training advance and reimburse for fuel expenses. Fuel is reimbursed based on invoices (if Project vehicle is used), or based on km x staff bylaw rate if private vehicle is used.

Local training (external) or other business-related travel within Jordan	
<i>Recording of expense</i>	▪ The total travel expense is recorded as training expenditure, by clearing the travel advance, in terms of the correct category and component, in line with the account codes which are captured on the travel expense report. ▪ Only fuel expenses may be charged to the training budget code. If other vehicle maintenance was incurred, this expense is recorded as maintenance.

6.12.3.3 International travel

International travel	
<i>Type of travel</i>	▪ Training which is conducted for Project staff or beneficiaries at an international location.
<i>Overview of entitlement</i>	▪ Individuals are entitled to DSA, paid based on the number of days of travel for training/meetings/official visits purposes. ▪ The DSA should be used to pay for the cost of accommodation and meals. ▪ Unused DSA is not returned to the Project. ▪ DSA is determined in line with rate set by government of Jordan. ▪ The DSA is reduced in line with the bylaws in the event that meals or accommodations is provided to the individual. ▪ 80% of the DSA is advanced before commencement of the travel. ▪ 20% of the DSA is provide after completion of the travel and subject to approval of the travel expense report. ▪ The number of travel days are calculated from date of departure from home until last day of the training. ▪ If Project vehicles are used, the actual cost of fuel is paid by the Project. (to travel to airport). ▪ If private vehicles are used, staffs are reimbursed in line with the allowable rate per kilometer, based on actual distance travelled. (to travel to airport).
<i>Request for travel</i>	The relevant department will prepare a request for travel which includes: ▪ List of individuals to attend external training ▪ Dates of training ▪ Overview of training (agenda, location noted) – brochure / email correspondence or other suitable evidence ▪ Related AWPB classification (category, component) ▪ Confirmation from the administrative officer that a Project vehicle(s) is available for the travel to the airport. ▪ Calculation of total DSA due (100%) ▪ Calculation of total DSA advance required (individuals x applicable DSA rate x 80%) before departure ▪ Estimated cost of air travel

International travel	
	Estimated cost of visas
<i>Approval of travel request</i>	- The travel request is reviewed by the Project accountant for: - Accuracy and compliance with the bylaws in terms of the DSA rate applied. - Alignment with the approved ABPB - The travel request is submitted to the Project Director for approval. - Once approved, the team leader or individual should submit a request for vehicle use if required. - IFAD no objection should be obtained for travel request before approval by the Project Director.
<i>Advance provide</i>	- Upon approval of the travel request by the Project Director, the Project accountant will advance 80% of the total DSA to individuals or the team leader as appropriate. - The Project accountant will record the advance in the accounting system, indicating the amount, date of advance, to who advanced and related budget line item. (advance is not recorded as an expense at this stage)
<i>Justification of travel expenses</i>	- Within 5 business days after the travel, the traveller is required to prepare a travel expense report which includes: - Invoices for hotels, meals (original) - Invoices for air travel and visas (or copies of visas if invoices were not provided) - Boarding passes for air travel - If a private vehicle was used, indication of total distance travelled in kilometers with payment due to vehicle owner, based on the approved rate in the bylaws. - Attendance register completed at the training event - Back to the office report - Confirmation of IFAD no objection (email correspondence) - The travel expense claim is submitted to the administrative assistant who confirms the accuracy and validity of the travel expense claim and determines the outstanding DSA which is due for payment. (Sign as evidence of review). - The Project accountant and Senior Accountant review the travel expense claim for accuracy and validity and captures the correct account codes on the request (in line with AWPB line items). (sign as evidence of review)
<i>Approval of travel payment</i>	The travel expense is approved by the Project Director by way of signing the travel expense report.
<i>Payment of outstanding DSA / reimbursement for visa fees</i>	- Once the travel expense claim is approved, the administrative assistant will provide the remaining 20% DSA. - Payment for air travel is processed. - Individuals are reimbursed for the actual cost of visas and fuel. Fuel is reimbursed based on invoices (if Project vehicle is used), or based on km x staff bylaw rate if private vehicle is used. - Visas may be reimbursed on presentation of an invoice or a copy of the visa (only in instances where invoices are not issued at passport control for entry visas)

International travel	
Recording of expense	▪ The total travel expense is recorded as training expenditure, by clearing the travel advance, in terms of the correct category and component, in line with the account codes which are captured on the travel expense report. ▪ Only fuel expenses may be charged to the training budget code. If other vehicle maintenance was incurred, this expense is recorded as maintenance.

In all instances, unjustified travel advances will need to be reimbursed to the Project by the traveler within three months after the travel date or the amount will be deducted from the payroll.

6.12.4 Civil works, equipment and tools

Activity	PMU procedures
Request and approve activity in line with AWPB	▪ Civils works, equipment and tools are defined and outlined in both the AWPB and the Procurement Plan. ▪ Civil works, equipment and tools is contracted via a procurement process as outlined in the Project Implementation Manual. ▪ IFAD no objection is required on the bidding document, recommendation of award and contract outline before the final bid award is made. (refer to Procurement Arrangements Letter)
Prepare payment request	▪ The procurement officer will request payment of invoices, subject to providing the following supporting documentation: - Copy of civils contract with award letter (for civils only) - Contract amendment letter (if applicable) - Bid analysis and evaluation report - Evidence of IFAD no objection related to the contract award - Purchase order / Invoice - Progress report prepared by consulting engineer and approved by Project Technical head. ▪ The <u>Accountant</u> prepares a payment request which includes the supporting documentation. ▪ The <u>Senior Accountant/Financial manager</u> review the payment request for accuracy and validity. ▪ The <u>Senior Accountant/Financial manager</u> add the correct account codes for the purposes of recording the transaction in the accounting software. ▪ The <u>Senior Accountant/Financial manager</u> forward the payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off.
Review of payment request	The <u>Internal Auditor</u> shall review and sign the payment request, checking/confirming:

Activity	PMU procedures
	▪ The expenditure is included in the approved AWPB (<i>or undertaken with approval of the IFAD CPM with subsequent modification of the AWPB</i>) ▪ IFAD no objection was obtained (if applicable). ▪ All expenditures are eligible in line with the financing agreement and have been incurred before/completed before Project completion date. ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation attached. ▪ <u>Where stipulated in the contract, the required bank guarantees are valid and is retained in the PMU safe.</u>
Approve payment request	The <u>Project Director</u> shall review and sign payment request, checking/confirming: ▪ The expenditure is included in the approved AWPB (<i>or undertaken with approval of the IFAD CD with subsequent modification of the AWPB</i>) ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Project completion date ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached ▪ The payment request was reviewed and approved by the <u>Senior Accountant/Financial manager.</u>
Process payment	▪ The approved Invoice with related documents shall be sent to the <u>Accountant</u> for processing and issuance of appropriate instruction for mandate/cheque preparation. ▪ Payment Voucher (PV) will be raised by the <u>Accountant</u>, based on a duly authorized payment request which includes supporting documentation. The PV will indicate the accounting codes, category of payment, and component of payment and source of finance. ▪ The PV and the supporting documents will be sent to the <u>Internal Auditor</u> who will ensure that the correct account codes as well as the appropriate Project fund have been indicated on the PV. ▪ Where the <u>Internal Auditor</u> is satisfied with the internal checks, the PV will be approved for mandate/cheque writing and the appropriate instruction for writing a mandate/cheque will be issued to the Project accountant. ▪ The <u>Financial Manager</u> and <u>Project Director</u> will sign the prepared cheques and return to the <u>Internal Auditor</u> for processing. ▪ Signed cheques will be recorded in the Cheque Issued /mandate Register before collection. ▪ The turnaround time for settlement of invoices shall not exceed 3 working days. Before releasing the cheque to the payee, the

Activity	PMU procedures
	accountant will ensure that the beneficiary signs the PV and Cheque Issued/Mandate Register.
<i>Record payment</i>	- Record the transaction in the accounting software, using the correct codes as captured on the PV. - Update the contract monitoring form module in the accounting software with the payment made. - File supporting documentation, include proof of payment (bank statement/bank confirmation of payment)

6.12.5 Payments for consultant services

Activity	PMU procedures
<i>Request and approve activity in line with AWPB</i>	- The process for requesting and approving consultants is outlined in the procurement section of the PIM (and PAL) and is dependent on whether the service is recruited internationally, nationally, locally or on a single source basis. - In all instances the procurement of consulting services is subject to IFAD's no objection.
<i>Prepare payment request</i>	- The procurement officer will request payment of consulting services subject to providing the following supporting documentation: - Copy of consulting contract and invoice requesting payment (invoice to specify bank details in line with contract) - Copy of output (report / study etc.) - Copy of timesheets (if time-based payment is required) - Written recommendation for payment from the relevant technical department which confirms that the consultant(s) have delivered the key outputs as specified in the consulting contract. - Confirmation of IFAD no objection. - The <u>Accountant</u> prepares a payment request which includes the supporting documentation. - The <u>Accountant</u> reviews the payment request for accuracy and validity. - The <u>Accountant</u> adds the correct account codes for the purposes of recording the transaction in the accounting software. - The <u>Accountant</u> forwards the payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off.
<i>Review of payment request</i>	The <u>Accountant</u> shall review and sign the payment request, checking/confirming: The expenditure is included in the approved AWPB (<i>or undertaken with approval of the IFAD CD with subsequent modification of the AWPB</i>)

Activity	PMU procedures
	▪ IFAD no objection was obtained (if applicable). ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Project completion date ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer Appendix 2). ▪ <u>Where stipulated in the contract, the required bank guarantees are valid and is retained in the PMU safe.</u>
Approve payment request	The <u>Project director</u> shall review and sign payment request, checking/confirming: ▪ The expenditure is included in the approved AWPB (<i>or undertaken with approval of the IFAD CD with subsequent modification of the AWPB</i>) ▪ All expenditures are eligible in line with the financing agreement and have been incurred before/completed before Project completion date. ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached. ▪ The payment request was reviewed and approved by the <u>Financial Manager.</u>
Process payment	▪ The approved Invoice with related documents shall be sent to the <u>Accountant/ Senior Accountant</u> for processing and issuance of appropriate instruction for mandate/cheque preparation. ▪ Payment Voucher (PV) will be raised by the <u>Accountant</u>, based on a duly authorised payment request which includes supporting documentation. The PV will indicate the accounting codes, category of payment, component of payment and source of finance. ▪ The PV and the supporting documents will be sent to the <u>internal auditor</u> who will ensure that the correct account codes as well as the appropriate Project fund have been indicated on the PV. ▪ Where the <u>internal auditor</u> is satisfied with the internal checks, the PV will be approved for mandate/cheque writing and the appropriate instruction for writing a mandate/cheque will be issued to the Project accountant. ▪ The <u>Financial Manager</u> and <u>Project Director</u> will sign the prepared cheques and return to the <u>internal auditor</u> for processing. ▪ Signed cheques will be recorded in the Cheque Issued /mandate Register before collection. ▪ The turnaround time for settlement of invoices shall not exceed 3 working days. Before releasing the cheque to the payee, the accountant will ensure that the beneficiary signs the PV and Cheque Issued/Mandate Register.

Activity	PMU procedures
<i>Record payment</i>	- Record the transaction in the accounting software, using the correct codes as captured on the PV. - Update the contract monitoring form module in the accounting software with the payment made. - File supporting documentation, include proof of payment (bank statement/bank confirmation of payment).

6.12.6 Payments to implementing partners

Payments to implementing partners should be based on confirmation of implementation progress and utilisation of funds in line with signed MOU between the project and the implementing partner. In this regard it is required that a request for payment from an implementing partner be accompanied by a **validation report** in the recommended format as per below:

Month									
Implementing agency:									
Contract date:									
Project									
						IFAD		Government	
Nº category	Component /Sub-component	Nº	Items of expenses	Supporting document ref	amount	Grant	Loan	Grant	Loan
		I	Balance at the beginning						
		1	Bank						
		2	Petty cash						
		II	Advance						
		1	Transfer						
		2	By cash						
		III	Expenses						
		1							
		2							
		3							
		4							
		5							
		IV	Balance at the end						
		1	Bank						
		2	Petty cash						
			Director				Checked		
			Accountant				Disbursement specialist		
			stamp				Date:		
			Date: _____						

The validation report should:

- ✓ Reconcile cash balances held by the partner with outstanding advances as per SIGHT II records (with supporting bank statements)
- ✓ Include original supporting documentation for all expenses listed
- ✓ Split expenses by component / cost category and financier as per the approved AWPB
- ✓ By approved by the relevant/authorized individual from the implementing partner

Request with disbursement should be denied if the above is not to SIGHT II's satisfaction.

For payment processing should be followed with specific inclusion of the following:

Activity	
<i>Receive payment request</i>	1. The partner should submit a written request for funds to the PMU. The written request should outline the amount requested, the legal entity to which the funds will be disbursed and bank details of the partner a. The written request should be signed by an authorized representative of the partner. b. The request should be accompanied by a bank stamped letter from the commercial bank where the partner has opened a bank account for the purposes of receiving the funds c. The request should be accompanied by the legal entity registration documents (certified) which indicate the name of the partner (corresponding to name on bank letter) 2. The partner Officer should provide supporting documentation which includes a validation report.
<i>Prepare payment request</i>	▪ Once a disbursement request is received from the partner, the <u>Accountant</u> prepares a payment request which includes supporting documentation. <i>The partner Officer should provide supporting documentation which includes his/her validation report.</i> ▪ The <u>Accountant</u> adds the correct account codes for the purposes of recording the transaction in the accounting software. ▪ The <u>Accountant</u> forwards the payment request with supporting documentation to the financial manager for review and sign off.
<i>Review of payment request</i>	The <u>Senior Accountant/financial manager</u> shall review and sign the payment request, checking/confirming: ▪ The funds allocation is included in the approved AWPB (<i>or undertaken with approval of the IFAD CD with subsequent modification of the AWPB</i>) ▪ All supporting documentation is attached. ▪ The bank details on the payment request agree to the bank stamped letter provided by the partner and the amount of the payment agrees to the amount approved for allocation by the project manager.
<i>Approve payment request</i>	The <u>internal Auditor</u> shall review and sign payment request, checking/confirming: ▪ The expenditure is included in the approved AWPB (<i>or undertaken with approval of the IFAD CD with subsequent modification of the AWPB</i>) ▪ Payment was cleared by the project manager ▪ All supporting documentation is attached (refer Appendix 2).

Activity	
	▪ The payment request was reviewed and approved by the <u>Senior Accountant/financial manager</u>.
<i>Process payment</i>	▪ The disbursement request shall be sent to the <u>accountant</u> for processing and issuance of appropriate instruction for mandate/cheque preparation. ▪ Payment Voucher (PV) will be raised by the <u>accountant</u>, based on a duly authorised payment request which includes supporting documentation. The PV will indicate the accounting codes, category of payment, component of payment and source of finance. ▪ The PV and the supporting documents will be sent to the <u>Senior Accountant/financial manager</u> who will ensure that the correct account codes as well as the appropriate Project fund have been indicated on the PV. ▪ Where the <u>Senior Accountant/financial manager</u> is satisfied with the internal checks, the PV will be approved for mandate/cheque writing and the appropriate instruction for writing a mandate/cheque will be issued to the Project accountant. ▪ The <u>financial manager</u> and <u>project manager</u> will sign the prepared cheques and return to the <u>accountant</u> for processing. ▪ Signed cheques will be recorded in the Cheque Issued /mandate Register before collection. ▪ The turnaround time for disbursements shall not exceed 7 working days. Before releasing the cheque to the payee, the accountant will ensure that the beneficiary signs the PV and Cheque Issued/Mandate Register.
<i>Record payment</i>	▪ Record the transaction in the accounting software, using the correct codes as captured on the PV. ▪ File supporting documentation, include proof of payment (bank statement/bank confirmation of payment)

6.12.7 Payment to Beneficiary grants

Grant payments are made via the E-Wallet system or commercial bank in line with the following process:

- Grants are approved by the Grants Evaluation Committee.
- The list of approved grants is used by the Accountant to prepare a batch payment.
- The payment request is reviewed by the Internal Auditor and approved by the Senior Accountant/financial manager and Project Director.
- The payment is processed and recorded once the e-wallet intermediary/commercial bank confirms that end-recipients received they grant payments via the e-wallet/ commercial bank.

Subsequent payments – grants

Grants to end-beneficiaries are paid in more than 1 instalment, it is therefore required that grants be recorded in the QuickBooks contract module for the purposes of monitoring outstanding obligations to end-beneficiaries. When processing subsequent payments on grants, it is required to confirm that prior tranches were utilized in line with IFAD requirements and agree amounts to the outstanding obligation as recorded in the contracts module. With regards to progress, JRF, as monitoring agent for the grants, to submit supporting documentation to SIGHT II to confirm progress on the grants utilization.

6.12.8 Petty cash payments and replenishments

The advance to petty cash is 500 JOD and is managed by the accountant. The purpose of the petty cash is to allow the PMU to make payments for low value items (e.g. minor repairs, small supplies, newspapers, taxi fares, and other sundry expenses) in a quick and efficient manner.

The Petty cash disbursements may be in the form of an advance or a reimbursement. Advances must be justified with proper supporting documentation (receipts etc.) on a timely basis.

The petty cash box to be kept by the administrative assistant. Petty cash vouchers to be used. Monthly petty cash reconciliations required which are prepared/reviewed/approved by some other than the accountant.

- The cash is placed in a locked cash box which is kept in the accountant's custody. The Petty cash disbursements may be in the form of an advance or a reimbursement (when the staff member has personally advanced the funds).
- For advances, the accountant delivers petty cash advances on the basis of the approved request. After the purchase is made, the requestor must return the invoice/receipt along with the change, if any, to the accountant for recording into the accounting system.
- For reimbursements (i.e. when the goods or services have already been delivered), the invoice or receipt is given to the accountant who reimburses the requesting staff member or directly pays the supplier. The form is signed by the individual who receives the money.
- All disbursements from the Petty Cash must be recorded on a Cash Voucher form showing all particulars: the amount, the account being charged, the description of the transaction, authorization (by accountant) and the signature of the payee. The necessary documents (invoice, payment tapes, receipts) must be firmly attached. The accountant must never disburse from the petty cash to himself/herself without the Finance Manager's authorization.
- The petty cash replenishment point is set to 500 JOD. Once the level of the petty cash on hand falls below this point, the accountant must request replenishment by submitting a completed petty cash replenishment form. This form will show a listing of all disbursements made, the accounts debited and the total sum replenished. All the necessary petty cash vouchers and their supporting documents will be attached. A check will be prepared for the amount to be replenished and the Senior

Accountant/Financial Manager is required to review and confirm all disbursements on the Petty Cash form before signing the check.

- Petty cash is replenished upon presentation of actual receipts to the Senior Accountant/Financial Manager. All Petty cash replenishments will bring the balance of cash on hand to JOD 500 since the cash on hand and the receipts available should always equal JOD 500.
- The Petty Cash Vouchers, Receipts and Electronic Petty Cash Reconciliation Sheet should be updated frequently. At the end of each month, the Project accountant will reconcile the petty cash journal with the physical cash count. These will be checked, along with a surprise cash count by the Senior Accountant/Financial Manager (or Project Director in the absence of the Financial Manager) via unannounced inspections at least once per month.

6.12.9 Payments for fuel

Vehicles may be refueled at the local preferred fuel station using prepaid cards, based on approved purchase orders issued to drivers by the respective officer at the Ministry of Agriculture. In such instances the driver does not pay in cash for fuel. On a monthly basis the respective officer will compare the customer statement information to the respective Project vehicle logbooks to confirm accuracy of the customer statement. In addition, the respective officer will confirm that only approved Project vehicles are listed on the customer statement. Once the respective officer is satisfied with the customer statement, a payment request will be prepared for the top up the pre-paid card.

6.13 Financial Reporting

Financial reporting requirements applicable to IFAD-financed Projects are outlined in the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects.

13.1 Frequency of financial reporting

SIGHT II is required to prepare financial reports and submit to IFAD as outlined in the table below:

Type	Period / Frequency of submission
<i>Annual Financial Statements</i>	▪ <u>Unaudited</u>: Prepare annual reports and submit to IFAD within 4 months of the end of the financial year-end. ▪ <u>Audited</u>: Submit audited financial statements within 6 months of the end of the financial reporting period. The annual financial statement should be authorized by the Project Director for authorization before submission to the auditor/IFAD.
<i>Interim financial reports</i>	Prepare quarterly reports and submit to IFAD within 45 days of the end of the quarter.

Type	Period / Frequency of submission
<i>Monthly management accounts</i>	It is required that the Project prepare monthly management accounts which include information which is useful for the purposes of monitoring the Project. The monthly management accounts are used for internal purposes only. The content may include: ▪ A financial progress report (sources and uses) ▪ Monthly reconciliations ▪ Cash flow forecast ▪ Summary of contract commitments ▪ Overview of budget to actual expenditure analysis with variance explanations ▪ Monthly vehicle maintenance and fuel consumption report ▪ Travel and DSA report. ▪ Contribution in kind status progress report The monthly management accounts should be prepared within 10 days of the end of the month and submitted to the Project Director for review and discussion during management meetings. The purpose of the monthly management accounts is to provide a monitoring tool for management with the purposes of identifying issues and taking corrective action.

6.13.2 Financial reporting requirements

SIGHT II is required to prepare financial reports in line with IPSAS, "Financial Reporting under the Cash Basis of Accounting" (IPSAS Cash). Should SIGHT II propose to use a different accounting standard, this should be agreed with IFAD. In all instances, IFAD required Projects to use internationally accepted accounting standard.

6.13.3 General principles for the preparation of financial reports

SIGHT II shall prepare financial reports with consideration of the following specific principles:

Principal	Guidance
<i>Completeness</i>	▪ The financial reports shall be complete and include the activities of the PMU and present the results of a single entity. ▪ The sources and uses of all categories/components shall be included (including sources received in-kind as per partner). ▪ The sources and uses from all financiers shall be included, including: ○ IFAD PBAS ○ IFAD BRAM ○ Pandemic Fund ○ Adaptation Fund ○ Government Contributions

	○ Beneficiary Contributions ○ Other contributions as applicable
<i>Accuracy</i>	▪ Ensure that the various disclosures are reconcilable as appropriate.
<i>Accountability</i>	▪ The financial reports should promote the concept of accountability.

13.4 Minimum prescribed content for annual and quarterly interim financial reports

SIGHT II is required to prepare financial reports (annual and quarterly) which include the following minimum prescribed content.

Annual Financial Report/Statement:

Content	Source requirement	of	Guidance on preparation of content
<i>Statement of Cash Receipts and Payments</i>	Prescribed IPSAS Cash	by	▪ Layout: ○ Receipts – Payments = Surplus/Deficit + Opening Cash +/- Exchange rate difference = Closing Cash Balance ▪ The opening and closing cash balance should include the balance of the designated account (XXX) and all operational accounts (XXX & JOD) ▪ The opening and closing cash balance in the Designated Account is derived by applying the spot rate on the date of translation ▪ Disclose cash receipts using an appropriate classification system (<i>Contributions from external financiers, Contributions from Government, Contributions from Beneficiaries, Cash generated from Project activities</i>) ▪ Disclose cash payments in line with the categories outlined in the IFAD financing agreement ▪ Disclose the exchange rate gain or loss (resulting from the translation of funds in the designated account from xxx to JOD)
<i>Budget to Actual Comparison</i>	Prescribed IPSAS Cash	by	▪ Ensure that the Budget period corresponds to the Financial Reporting Period ▪ Derive the budget disclosure from the approved AWPB. Disclose both the original and final approved AWPB. ▪ Calculate the variance between budgeted and actual results for both receipts (sources) and uses (payments).

Content	Source of requirement	Guidance on preparation of content
		Provide narrative on the reason for the variances observed.
<i>Accounting policies and explanatory notes</i>	Prescribed by IPSAS Cash	- Develop accounting policies with reference to the guidance provided in IPSAS Cash - Disclose the authorization date - Disclose the basis of presentation - Disclose the presentation currency as JOD & xxx
<i>Sources and Uses of Funds Statement</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	- Include both cash and in-kind contributions in the Sources of Funds - Provide disclosure on uses of funds by financier/by category and financier/component
<i>Designated account reconciliation</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	- Prepare reconciliation which provide justification for the IFAD advance. - Explain variances.
<i>Designated account Statement</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	- Ensure that opening and closing cash balances presented in this Statement is reconciled with the cash balances used in the Statement of Cash Receipts and Payments. - Disclose the exchange rate gain/loss separately and ensure that this is reconciled with the Statement of Cash Receipts and Payments.
<i>Summary of Withdrawal Applications/IFRs</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	- Ensure that summary information is reconcilable with the IFAD historical transaction statement (to be requested from the IFAD Finance Officer) with regards to the value date of the transaction amount of withdrawal in loan denomination currency. - Cross reference amounts included here per WA to amounts included in the Designated Account Statement / Designated Account Reconciliation.

Content	Source of requirement	Guidance on preparation of content
<i>Fixed asset register</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	▪ Include a fixed asset register which lists all Project assets (<i>including those purchased on behalf of the cooperatives if the Project retains the title and the assets will be returned to the Project at Project closure</i>). ▪ Ensure that all fields are included.

Quarterly Interim Financial Report:

The IFR format will be provided in FMFCL and an illustration is provided in the appendix of the PIM (Appendix 3).

Content	Guidance on preparation of content
<i>Cash Forecast</i>	▪ Provide funds forecast for rolling two quarters along with anticipated direct payments, in line with approved AWPB for current year. ▪ In case the Cash Forecast for subsequent two quarters include fourth quarter of the approved AWPB and the first quarter of the subsequent year (for which the approval of AWPB is yet to be approved), provide forecast of the fourth quarter of approved AWPB in "Next Reporting Quarter" column and forecast of the first quarter as per the draft AWPB of subsequent financial year in "Following Reporting Quarter". ▪ Once the AWPB of the subsequent year is approved, the information is to be aligned as per the approved AWPB in subsequent WA. ▪ Cash forecast figures have to be realistic and achievable ▪ Narrative summary to justify the cash forecast calculation has to be included at the bottom of the sheet.
<i>Summary of Sources and Uses of Funds-DA Account</i>	▪ It provides actual data for the opening and closing balance of the DA bank account. ▪ Expenses per category and components are only for expenses incurred from DA only; no direct payment should be included in this sheet". ▪ This applies for the current quarter, year to date and since inception columns ▪ Copy of DA bank statement / certificate for the closing balance must be attached to the IFR. ▪ Narrative summary to be included at the bottom of the sheet if needed.
<i>Designated Account Activity</i>	▪ Reconciles the designated bank accounts with IFAD's records

Content	Guidance on preparation of content
<i>Variance Analysis - Reporting Quarter</i>	▪ It is prepared for the Quarter ▪ It compares target cash forecast/quarterly forecast vs. actuals ▪ Management tool for to monitor financial performance ▪ It includes Direct Payments to provide a complete picture
<i>Variance Analysis - Financial Year</i>	▪ It is updated quarterly as part of IFRs ▪ It compares AWPB vs. year to date actuals ▪ Management tool for to monitor financial performance ▪ It includes Direct Payments to provide a complete picture
<i>Variance Analysis - Cumulative</i>	▪ Covers figures since inception ▪ Compares overall project budget vs. cumulative actuals expenditures ▪ It compares AWPB vs. year to date actuals ▪ It includes Direct Payments to provide a complete picture

6.13.5 Other considerations

The following specific issues should be considered in the preparation of the financial reports:

- Accrual related information should be disclosure in the notes of the financial statements. This includes outstanding advances (if any), which, in terms of the cash basis of accounting, should be expensed when provided. This entails that the advance will be recorded in the relevant categories /components at year-end. (NB: Best practice is that zero advances are outstanding at the end of the fiscal year).

6.14 Audit matters

6.14.1 Internal Audit

SIGHT II will have the Ministry of Agriculture Internal Auditor, based at the PMU. The Internal Auditor will focus on activities at the PMU. The Internal Auditor will be based at the PMU and provide ongoing internal audit support and assist the internal audit firm during their reviews. The Internal Auditor will report directly to the Steering Committee on a quarterly basis to ensure that independence is maintained.

The Internal Auditor should perform checks on all project expenditures, including incurred by implementing partners. Specifically, it is required that the internal auditor select a sample of Grants and rural finance loans provided to end-beneficiaries to confirm the eligibility of such loans as per of the internal audit function annual work-plan. In addition, the Internal Auditor may also assess the internal controls implemented by PFIs when approving and disbursing loans to end-beneficiaries and make recommendations for strengthening such controls.

6.14.2 External Audit

6.14.2.1 Auditing standards

The program's annual external audit will be conducted by the Audit Bureau of Jordan (ABoJ), the Supreme Audit Institution, in accordance with INTOSAI standards and IFAD's audit requirements. The audit scope will include sample testing of grants and sub-loans to verify their use for intended purposes.

6.14.2.2 Auditor terms of reference

SIGHT II should submit the audit TORs to IFAD for no-objection. The IFAD no objection should be obtained before commencement of the audit.

*NB: The auditor terms of reference should specifically include agreed upon procedures related to application of funds for the rural finance component and Grants to end beneficiaries. The procedures should focus on the eligibility of expenditures as it relates to loans extended to end-beneficiaries (extended by commercial banks/ACC).– refer **Appendix 1 for example agreed upon procedures.***

6.14.2.3 Audit opinion and audit package

The audit report will outline the audit opinion on the audited financial statements. The auditor is required to issue an audit opinion in accordance with ISSAI 2701/2705.

The auditor is expected to submit an audit package that at a minimum includes the audited financial statements, the audit report and the management letter. The management letter is an integral part of the audit package, which documents internal control issues identified by the auditor. The management letter should:

- Outline the auditor's recommendations to address identified internal control issues, and the responses to them on the part of the Project's management.
- Where applicable, provide follow-up commentary on the issues identified in the previous year's management letter.
- Include any ineligible expenditures identified during the audit be outlined in the management letter.

6.14.2.4 Audit reporting period

IFAD generally requires an annual audit of Project financial statements. However, the frequency of the audit may be changed by IFAD as a function of the Project's risk profile. In all instances, IFAD will confirm the frequency with which SIGHT II's Up financial statements are to be audited.

The audit reporting period may be amended for the first and/or final audits, in line with the following guidance:

1 ISA 700 (Forming an Opinion and Reporting on Financial Statements) provides illustrative audit reports.

- For the first audit, in cases in which the Project commences during the financial year, the following procedures will generally apply:
 - When the period between the first disbursement and the end of the financial year is less than six months, IFAD may allow the results for the first financial period to be included in the following financial year's audit; or
 - When the period between the date of the first disbursement and the financial year-end is greater than six months, audited financial statements for the period are always required.
- For the final audit, IFAD may recommend an audit reporting period that is longer or shorter than 12 months, but that in no case may exceed 18 months. This is to ensure that the final audit can be concluded and the audit report submitted to IFAD by the Project Closing Date.

In such instances, IFAD will discuss and agree on its requirements with the borrower well in advance of commencement of the final audit.

6.14.2.5 IFAD Audit reviews

IFAD will conduct reviews of SIGHT IIs' Up audit reports. The main purpose of the reviews is to determine whether the Auditor conducted a quality audit resulting in an audit opinion acceptable to IFAD, and to assess the quality of the financial reporting of SIGHT II. IFAD will communicate the results of the audit report review process within sixty days following receipt of the audit package. If required, SIGHT II will be requested to take corrective actions within a specified time frame.

6.14.2.6 Public disclosure of audit reports

IFAD will publicly SIGHT II's Up Project financial statements and audit reports, subject to processes applicable to their publication. In line with the standards of the International Aid Transparency Initiative, SIGHT II is encouraged to publish financial information on its own website, for increased accountability. SIGHT II must ensure that the audit TORs explicitly mention the right of the SIGHT II and of IFAD to publish the audit report, with no limitation-of-use clause.

6.15. Fixed Asset Management

Fixed asset management is an important process that seeks to track fixed assets for the purposes of financial accounting and to ensure preventive maintenance, and theft deterrence. Adequate Fixed asset maintenance also increases the sustainability of the Project. There are three elements in fixed asset management that require the attention of SIGHT II Financial Manager/Senior Accountant:

- Purchase of equipment
- Setting up and maintaining an asset register including verification
- Setting up a plan for disposal and/or handover of the asset once the Project is completed

6.15.1 Purchase of Equipment

The SIGHT II Project Accountant should follow the following process for each fixed asset purchased:

- Assign a unique, sequential asset number (excluding minor items such as stationary).
- Tag each item with its unique asset number.
- Record the item of equipment in fixed asset register

6.15.2 Fixed asset register

The SIGHT II Project Accountant must maintain a fixed asset register in the asset management module of the accounting software. The asset register should record the following information for each individual piece of equipment

- Asset description
- Asset number
- Individual responsible for asset
- Source of funding of asset (IFAD PBAS, IFAD BRAM, Pandemic Fund, Adaptation Fund, government etc),
- Location of the asset
- Date of purchase
- Cost of purchase and invoice number
- Remarks regarding the condition of the asset

The Finance Specialist shall ensure that the consolidated fixed asset register is maintained and updated regularly.

Assets purchased for beneficiary use should be included in the fixed asset register if the assets remain under the ownership of the Project (therefore beneficiaries to return to Project at Project closure).

6.15.3 Asset Verification Review

Under the management of the Financial Manager, SIGHT II must conduct an annual asset verification process whereby the following checks are performed:

- Verify that all fixed assets are still held in the location recorded on the register;
- Confirm the completeness and accuracy of the information recorded on the fixed asset register;
- Check that equipment and vehicles are still in a reasonable state of repair and that remarks regarding the condition of the assets are correct as recorded in the fixed asset register;

The verification review must be performed by different staff from those who use the equipment, to ensure adequate segregation of duty. Discrepancies between the verification exercise and the fixed asset register should be investigated. Where assets are missing or seriously damaged, they should be removed from the asset register. The removal should be formally documented and approved by Financial Manager and Project Director. Moreover, the Financial Manager will undertake random verification of PMU fixed assets during field visit.

6.15.4 Vehicle Maintenance and Fuel

Fuel

The drivers are required to record all trips and fuel refills in a logbook and collect all the supporting documentation (invoices etc.). The vehicle logbook provides control over the use of the cars as well as fuel consumption.

Project vehicles will be refuelled by drivers before commencement of a long-distance trip with prepaid card..

Vehicle insurance

The Financial Manager should ensure that all Project vehicles are comprehensively covered and that all drivers are noted on the insurance policy. Under no circumstance may uninsured drivers drive the vehicles. The insurance policies should be renewed annually or as stipulated in the policy. The safety of cars is the responsibility of the drivers assigned to the vehicles. Consequently, they must ensure that the vehicles are parked in a secure area when not in use or outside working hours.

Maintenance

The drivers are required to monitor the maintenance of their assigned vehicles. The drivers must notify the PMU of maintenance needs so that the cars can be serviced on a timely basis. The relevant person in the PMU is required to request the car maintenance, subject to approval by the Project Director. The assigned cars must always be taken to the selected garage for repairs and maintenance.

Monitoring of fuel usage

On a monthly basis the Ministry of Agriculture responsible officer will compare all fuel consumption with the relevant logbooks and prepare an analysis of consumption per vehicle. The analysis will consider the purposes of the trips undertaken with the intention of allocating the monthly fuel expense to the correct budget items in the accounting software.

6.16. IFAD financial management support

6.16.1 Overview of IFAD support

IFAD's Procurement and Financial Management Division (PFM) will remain involved with SIGHT II from Project inception (starting at Project design) to Financial Closure to ensure that SIGHT II fiduciary requirements are met.

- ✓ PFM's Finance Officer will establish ongoing contact with the Project, by liaising with the SENIOR ACCOUNTANT and MANAGER and will be available to provide remote support on financial management matters. In addition, PFM will visit SIGHT II during missions to the Project (represented by either the Finance Officer or an appointed consultant). Mission types include supervision missions, mid-term reviews and implementation support missions. During missions, PFM will assess and monitor the adequacy of SIGHT II financial management arrangements such as accounting, budgeting, internal controls, flow of funds, financial reporting and the auditing practices.
- ✓ If financial management arrangements of SIGHT II are deemed acceptable, IFAD will rely on them to provide assurance that the financing proceeds are being used for the intended purposes. In the case that IFAD identifies weaknesses in the financial arrangements, it will require SIGHT II to take the appropriate measures to mitigate those risks.
- ✓ The key findings and recommendations of missions will be captured in the Aid Memoire which is a document which is shared with MOPIC and includes an overview of issues

identified and proposed actions to be undertaken by the PMU/IFAD to address issues identified.

6.16.2 Roles and responsibilities related to IFAD support

SIGHT II will be required to participate in IFAD missions as follow:

Stage	Project roles and responsibilities
<i>Before IFAD missions</i>	• Prepare Appendix 1 of this supervision mission report (template to be provided by IFAD) and submit to the FO/Consultant in electronic format (Excel Workbook, including formulae) <u>before</u> commencement of the mission – the FO/Consultant will specify the date range to be covered within this Appendix . • Complete the Financial Management Assessment Questionnaire (provided by IFAD) and submit to the FO/Consultant in electronic format. • Prepare all other information as requested by FO/Consultant before commencement of the mission
<i>During IFAD missions</i>	• Provide the FO/Consultant with all information which was requested before the mission. • Arrange meeting with the auditors (internal and external) and any other selected party requested by the mission. • Ensure that all FM staff are available to assist the FO/Consultant in performing their duties which may include: ○ Review of financial reports, reconciliations ○ Physical verification of fixed assets and inventory ○ Meeting with the auditor ○ Reviewing and completing the FMAQ • Discuss identified FM weaknesses and risks and assist the FO/Consultant with developing appropriate actions for inclusion in the aide memoire.
<i>After IFAD missions</i>	• Respond to any wrap-queries from the FO/Consultant • Commence with implementing all actions which are included in the Aide Memoire • Update the Action Tracker with all actions raised during the missions.
<i>Ongoing</i>	• Monitor and update the Action Tracker to ensure all actions are implemented in a timely manner. Liaise with IFAD Financial Officer if required. • Respond to ad-hoc queries received from the IFAD Finance Officer or other IFAD staff as it related to FM matters.

6.17. Project completion and closure

The Project completion date is defined in the financing agreement and the Project closure

STAGE 1	STAGE 2	STEP 3
Up to the Project completion date	Between Project completion and closure	Project closure date
- Agree on the audit scope of work with IFAD and obtain no objection - Incur eligible expenditure up to the Project completion date	- Commencement of the final audit - Auditor performs the final audit in line with scope of work approved by IFAD - Incur winding up expenditure only (cost of audit, staff salaries, operating costs, Project completion report) - Submit final interim financial report and withdrawal applications; and - Develop an asset handover and disposal plan (include up to date fixed asset register, indicate condition of all assets and to which entity the assets will be transferred).	- Submit final audit report on or before the Project closure date - Submit Project completion report on or before the Financial Closure Date (as required in the financing agreement) - Confirm the final withdrawal application with IFAD - Return outstanding advance if applicable (if due and not recovered via recovery process) - Closure of the Loans with IFAD

date is 6 months thereafter. The following is relevant to period before Project completion up to Project closure:

A notice is sent to the Borrower at least six months prior to the PCD to advise that all applications must be submitted before the closing date, and to remind the Borrower that expenditures incurred and commitments made after the PCD will not be honoured, except for authorised expenditures during the "Winding Up Period" (from PCD to Financing Closing Date). This means that goods are delivered, civil works are completed and services are rendered on or before such date.

After the financing closing date, IFAD informs the Borrower of the formal closure of the loans accounts, provides a history of disbursement transactions and cancels the unused loan/grant balance. A re-amortization plan should be sent where relevant.

Asset handover plan

The plan should develop report outlining the following for the purposes of handing over Project assets to the identified beneficiaries:

- The value of all the assets bought under the Project
- Summary of the current condition of the assets,

- To which entity, will the assets be transferred to and on which date and for what purpose.
- List the assets that will be disposed and the reason for being disposed.

6.18. Useful links

Document	Link
<i>IFAD financial management e-learning</i>	https://www.ifad.org/elearning_cfs_a/index.html
<i>IFAD anticorruption policy</i>	www.ifad.org/governance/anticorruption/index.htm
<i>How to report any alleged wrongdoing to the Office of Audit and Oversight</i>	https://www.ifad.org/en/anticorruption
<i>IFAD Handbook for Financial Reporting and Auditing of IFAD Funded Projects</i>	https://www.ifad.org/documents/d/new-ifad.org/ifad-handbook-for-financial-reporting-and-auditing-of-ifad-financed-projects_e-pdf
<i>IPSAS Cash Standard</i>	https://www.ifac.org/publications-resources/revised-cash-basis-ipsas
<i>ICP page</i>	https://icp.ifad.org/
<i>ICP support</i>	icpsupport@ifad.org

Appendix 1 – Auditor terms of reference

1. Background

The International Fund for Agricultural Development (IFAD) and other as specified is aiding the Borrower in the form of a loan and grants. A financing [and/or grant] agreement(s) has/have been signed between IFAD and the [borrower/recipient]; see appendix 1. IFAD requires the Borrower to appoint an independent auditor to audit the accounts related to the Project, in accordance with the IFAD Handbook on Financial Reporting and Auditing. The reporting entity is [xxx]. The entity prepares its financial statements in accordance with the IPSAS Cash Basis of Financial Reporting. The auditor conducts its audit in terms of [applicable auditing standards]

2. Objective

The objective of this audit is to enable the auditor to express an opinion on whether the financial statements present fairly, in all material respects, the financial position of the reporting entity as at [insert year-end date], and/or the results of its operations and its cash flows for the years then ended, in conformity with the [applicable accounting standards].

3. Responsibilities of the Borrower

I. General

- Provide financial statements for the activities financed by loans/grants/contributions that are reconcilable to its records and accounts.
- Provide the auditor with access to all legal documents and correspondence with consultants, contractors and other persons or firms engaged by the Project, and any other information associated with the Project and deemed necessary by the auditor.
- Ensure that the accounting policies are consistently applied and disclosed.
- Ensure that appropriate internal controls are implemented to prevent misstatements and susceptibility to fraud.
- Ensure compliance with all relevant laws and regulations that pertain to the entity, as well as with the financing agreements between the Borrower and IFAD/xxx.
- Provide the financial statements to the auditor within a reasonable time and be available for any queries that the auditor may have.

II. Financial statements

The Borrower shall:

- Prepare financial statements covering the reporting period [date] to [date], in accordance with IPSAS Financial Reporting under the Cash Basis of Accounting that will be identified in the Notes to the Financial Statements.

In addition, the following IFAD specific disclosures will be included in the financial statements:

- Budget to actual comparison - refer to Project Financial Manual for illustration.
- Withdrawal application summary – refer to Project Financial Manual for illustration.
- Sources and uses of funds statement – refer to Project Financial Manual for illustration.
- Designated Account statement and reconciliation – refer to Project Financial Manual for illustration.
- Fixed asset schedule - refer to Project Financial Manual for illustration.
- Where the amount transferred to the Implementing Partners (IPs) is substantial, the IPs should transmit a copy of the audited financial statement to the PMU/PCU.

4. Responsibilities of the auditor

I. Auditing standards

- The auditor is responsible for issuing an opinion on the financial statements in accordance with **ISA auditing standards**.

II. General principles

By agreeing to these terms, the auditor confirms that:

- The firm is independent from the Project, its staff and activities, consistent with international best practices.
- The firm is not currently providing consulting services to the Project or preparing its Project financial statements (nor has it done so in the previous two years).
- The auditor is suitably qualified and a member of a professional body affiliated with the International Federation of Accountants.
- The auditor is able to conduct the audit in accordance with auditing standards acceptable to IFAD, pursuant to paragraph 4 (I) international auditing standards.
- The firm can assign an audit team with the necessary competence and skills.
- The firm has a proven track record in conducting audits of a similar nature and complexity.

III. Reporting

The auditor is required to deliver an audit package in compliance with ISA 700 and include:

- The audited financial statements, including additional as outlined in paragraph 3 (II).
- A report on factual findings, within the scope of agreed-upon procedures, as outlined in paragraph 6. Any ineligible expenditure identified should be clearly mentioned.
- A management letter, including the information outlined in paragraph 4 (IV)

IV. Management letter

The management letter is an integral part of the audit package that documents accounting and internal control issues identified by the auditors. The format of the management letter should classify the findings by risk priority. The management letter should:

- Provide comments and observations on the accounting records, systems and internal controls examined during the course of the audit, identify specific deficiencies and areas of weakness in systems and controls and make recommendations for their improvement.
- Include the Project management's responses to the identified control issues, and its proposal to address the issues identified within a specific time.
- Where applicable, follow up on the issues identified in the previous year's management letter.
- Provide comments on economy, efficiency, and effectiveness in project management's use of resources.
- Report on the degree of compliance with each financial covenant in the financing agreement and provide comments, if any, on internal and external matters affecting such compliance.
- Communicate matters that have come to their attention during the audit which might have a significant impact on the implementation of the Project.
- Review results and findings on IFR reliability for the reporting period.
- Any other matters that the auditors deem pertinent.

The audit report should provide sufficient detail as to the nature and extent of the procedures performed by the auditor. The auditor is required to provide the audit package by no later than [insert date]. Reports are to be delivered in English.

5. Scope of the financial audit

In performing the audit, the auditor shall, at a minimum:

- Confirm whether the financial statements have been prepared following international (IPSAS, GAAP, IFRS), regional or national accounting standards; in the latter case, identify elements of difference with the international standards.
- Confirm the auditing standards used for the audit.
- Obtain audit evidence that the financial statements are fairly presented and free of material misstatements, in accordance with the applicable accounting framework.
- Assess internal controls related to the financial reporting process, and identify any weakness that might result in misstatements, whether due to fraud or to error.
- Verify the reliability of the SOEs or IFRs, as the case may be, used to support withdrawal applications and ensure that they are reliable and accurately reflect expenditures incurred and activities carried out during the reporting period.
- Verify whether expenditure incurred in the name of the Project is consistent with the terms of the financing agreement(s) and incurred for the purposes intended in this agreement. Both IFAD and third-party funding should be considered;
- Verify whether counterpart funds provided by the Government of [Country] have been provided and used in accordance with the relevant financing agreement; verify that the amount of in-kind contribution is reported according to the agreed accounting principles and that the reported fair-market value for all in-kind contribution items is reasonable and fully and accurately disclosed in the financial statements.
- Verify that the inventory and the fixed assets held by the entity exist, are complete, are properly accounted and are used for the Project purposes; at project closure, confirm

that the project assets are transferred to the borrower /recipient or the entity identified in the financing agreement.

- Verify the project's recurrent costs (salaries and operating costs) claimed under WAs and ensure they are reasonable, congruent with the implementation needs of the project and within the acceptable threshold (FA schedule II and its revisions).
- The audit should cover selected project regional/provincial implementing units as per the audit plan agreed with the PMU/PCU.

6. Scope of the agreed-upon procedures

The auditor is required to perform the following specific procedures and report on factual findings, as required in paragraph 4 (III):

I. Withdrawal application statement

The auditor is requested to obtain the individual withdrawal applications (WAs) submitted to IFAD, as summarized in the withdrawal application statement, and develop test procedures to:

- Confirm that the withdrawal application statement is reconciled with the amounts disbursed by the Fund and deposited to the designated account (DA).
- Confirm that the withdrawal application statement is reconciled with the IFRs submitted to the Fund.
- Ascertain whether the designated account currency equivalent was determined using the historical exchange rate of transfers to the operating account or the accounting rules used.

II. Designated account reconciliation

The auditor is requested to review the activities of the designated associated with the project, including the initial advance, replenishments, interest that accrue on the outstanding and year-end balances. The auditor is requested to develop test procedures to:

- Check the accuracy of the DA reconciliation.
- Confirm that the designated account has been maintained in accordance with the provisions of the financing agreement / Letter to the Borrower and that transactions from the DAs are accurately and correctly recorded in the financial accounts and statements of the project.
- Check that expenditures as reported in the project's financial statements are reconciled with the amounts withdraw from the DA and that the amounts deposited to the DA are reconciled with the amounts disbursed by the Fund.
- Reconciliation should also be made with the amounts paid from the prefinancing account and direct payments (if any).

III. Interim Financial Reports (IFRs) and Certified Statements of Expenditure (SOEs)

The auditor is requested to obtain the certified SOEs or IFRs as submitted to IFAD and apply such tests and control as the auditor deems necessary under the circumstances, to:

- Ascertain that the financial management system is reliable to produce the IFRs and had met Fund requirement during the year.
- Determine whether the expenditures incurred are related to activities outlined in the AWPB and consistent with the grant agreement.
- Determine whether the funds have been utilized for the intended purposes, with due regard to economy, efficiency and social equity.
- Determine whether the SOE threshold was set for the financing instrument and the IFRs prepared accordingly.
- Determine whether the expenditures claimed through IFRs or SOEs were properly and appropriately authorized, classified and supported by adequate documentation.
- Identify any ineligible expenditures, including the nature of the ineligible expenditures, the date incurred, and the IFR period.

IV. Agreed-upon procedures for donor-funded projects

- In the case of projects financed by the Green Climate Fund (GCF), the auditors will assess the compliance of the project accounting records and the GCF Annual Progress Report (APR) with the applicable GCF requirements (e.g. expenditure eligibility, categorization vis-à-vis the GCF budget categories; etc.).
- Include specific requirements for other donors, as needed.

V. Other

The auditor is requested to review the following:

- Select sample of loans (10%) extended in the FY 2024 through Central Bank of Jordan/ its participating banks to end beneficiaries and determine whether they (including SME loans and microloans) were used for intended purposes in accordance with the terms of financing agreement. The loans issued through credit lines these are not properly used in accordance with terms of financing agreement must be quantified and reported. As part of the procedures to determine if funds provided were, used for intended purposes, the Auditor should carry field visit to perform end-use reviews for the aforementioned sample.
- Select sample of grants (10%) extended in the FY 2024 through the Grants Window to end beneficiaries and determine whether they were used for intended purposes in accordance with the terms of financing agreement. The grants issued through the Grants Window that are not properly used in accordance with terms of the financing agreement must be quantified and reported. As part of the procedures to determine if funds provided were, used for intended purposes, the Auditor should carry field visit to perform end-use reviews for the aforementioned sample.
- Review procurement procedures to determine whether sound commercial practices, including competition were used, reasonable prices were obtained, and adequate controls were in place over the qualities and quantities received.

- Review goods and works as applicable procured to determine whether they exist or used for their intended purposes in accordance with the terms of financing agreements, and whether control procedures exist and been placed in operation to adequately safeguard them. As part of the procedures to determine if they were, used for intended purposes, the auditors should perform end-use reviews for an appropriate sample of all items based on the control risk assessment. End-use reviews may include site visits to verify their existence or their use for their intended purposes in accordance with the objectives of the project. Questionable items must be, quantified and reported.
- Review technical assistance and services procured to determine whether they were, used for intended purposes in accordance with the terms of financing agreements. The cost of technical assistance and services not properly used in accordance with terms of financing agreements must be, quantified and reported.

7. Public disclosure

IFAD promotes public disclosure of Project financial information to enhance the level of transparency and accountability. IFAD will disclose Project audit reports, as appropriate, in line with the Fund's disclosure policy. Management Letters issued by auditors are not subject to public disclosure by IFAD. In agreeing to the terms of reference, the auditor explicitly acknowledges IFAD's right to publicly disclose audit reports (audited financial statements and audit opinion) and will issue reports without a limitation of use clause.

To facilitate the public disclosure process, the auditor is requested to submit two separate files as follows:

- Audited financial statements, audit opinion and report on factual findings.
- Management Letter.

8. Appendices

Appendix: Financing/loan agreement(s)

Appendix: Letter to the Borrower

Appendix: IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Projects

Appendix: IFAD General Conditions for Agricultural Develop Financing

Appendix 2 – Supporting documentation

Supporting documentation is generated for all expenditure incurred by Projects. The following important requirements are applicable to supporting documentation:

- The Borrower / Recipient must retain separate accounts and records related to the Project for at least 10 years after Financing Close. "Records" include all supporting documentation which confirms the eligibility of expenditure.
- Supporting documentation should be retained for all project expenditure incurred, including expenditure incurred by implementing partners
- Projects should retain original versions of supporting documentation (in hard copy). It is preferred that electronic copies be retained as back-up.

Supporting documentation by type of expenditure:

Pro forma invoices are not acceptable replacements for invoices. In all instances, supporting documentation need to include final invoices.

Workshop and training:

- Approved request for workshop from originating department
- Copy of applicable procurement policy and evidence of application of policy
- Purchase order issued to training venue, duly authorised.
- Reference to AWPB line item – clear linkage to project activities
- Copy of workshop agenda which shows clear linkage to project
- Invoice for training venue hire / equipment hire/ refreshments
- Copies of invitation letters to participants
- List of participants duly signed
- Training workshop agenda and report
- Payment requisition to evidence entry into accounting records
- Copy of bank statement showing payment

Consultancies:

- Approved request for consultancy from originating department
- Copy of applicable procurement policy
- IFAD no-objection email (if applicable)
- Signed consultancy contract
- Reference to AWPB line item
- Copy of consultant deliverable
- Evidence that consultant deliverable was reviewed
- Copy of consultant invoice.
- Payment requisition / journal voucher
- Copy of bank statement showing payment of invoice

Civil works:

- Approved request for civils works from originating department
- Copy of applicable procurement policy
- Evidence of application of procurement policy
- IFAD no-objection email
- Signed contract for civil works

- Purchase order
- Reference to AWPB line item – clear linkage to project activities.
- Invoice indicating related milestone/progress to be paid for.
- Progress report prepared by consulting engineer
- Bank guarantee for advance payments (if applicable)
- Payment requisition / journal voucher to evidence entry into records
- Copy of bank statement showing payment of invoice

Salaries and wages:

- Reference to AWPB line item – clear linkage to project activities
- Employee contracts, appointment letters
- Copies of employee remuneration related policies
- Summary of salary payment– reconciled to individual payslips
- For seconded / part-time staff subject to cost sharing – detailed calculation to support the apportionment applied.
- Evidence that consultant deliverable was reviewed
- Copy of consultant invoice.
- Payment requisition to evidence entry into accounting records
- Copy of bank statement showing payments to individual employees.

Travel:

- Approved travel request
- IFAD no-objection Reference to AWPB line item
- Copy of travel related policies
- All travel details
- Back to the office
- Invoices for flights / accommodation
- Payment requisition to evidence entry into accounting records
- Copy of bank statement showing payments.
- Petty cash vouchers – for cash advances

Lines of credit:

- Request for advance from MFI
- Confirmation that previous advances have been justified
- Payment requisition to evidence entry into accounting records
- Copy of bank statement showing advance
- Signed agreement

Appendix 3: Quarterly Interim Financial Report Template



IFR Template SIGHT
II.xlsx

7 PROCUREMENT AND CONTRACT MANAGEMENT

7.1. Procurement Assessment

In 2022, the Hashemite Kingdom of Jordan has modernized its procurement framework by issuing Regulations No. 8 and 15 that further align with the digitization, sustainability and anti-corruption agendas. The Jordanian e-procurement system (www.joneps.gov.jo) is operational for centralized procurement. Despite presence of several policy papers, guidance documents, and instructions, there is no compiled manual that guides practitioners and economic operators on public procurement. Despite issuance of new standard procurement documents for goods and works in 2024, the public sector still lacks a standard request for proposals for consulting services. There are, however, standard forms of contract for engineering design and supervision services.

Procurement risks relate mainly to vague international publicity requirements, limited use of e-procurement, absence of tangible sustainability practices, limited types of standard procurement documents, absence of strategic procurement planning, absence of SECAP monitoring experiences, challenges associated with grant management, and dilution of responsibilities among multiple procurement committees and project stakeholders. Project Procurement is affected by a number of institutional aspects such as the roles of various committees, a hybrid approach of centralized and decentralized procurement, central purchasing and tendering departments, the use of JONEPS- the Jordanian e-procurement platform- and the role of central procurement regulatory commission, supreme audit and complaints bodies.

Based on the assessment of the Jordanian procurement framework and in line with experiences in previous and ongoing IFAD Projects in Jordan, procurement under SIGHT-II will be in accordance with national procurement regulations to the extent such are consistent with the latest IFAD Project Procurement Guidelines and IFAD Procurement Handbook. This will apply to all funds under SIGHT-II. The National system will be applied to all procurements except for Goods, Works and related Non-consulting services above the threshold for international competitive bidding (ICB) that will be undertaken according to the IFAD Procurement Handbook and in line with IFAD Standard Procurement Documents. The same applies for all consulting services that will also follow the IFAD Procurement Handbook and Standard Procurement Documents. For other procurement methods (NCB and Shopping), national procurement documents, amended to reflect minimum IFAD standards, will be used. As for grants, memoranda or understanding/agreement, and other types of agreements, these shall be based on templates pre-approved by IFAD. Implementing Entities agree to apply a margin of preference based on the bidder's UNGC (United Nations Global Compact) participation when conducting national and international competitive bidding procurement for goods, works and consulting services. Such preferences are elaborated in annex to the PIM.

The detailed manual offering project procurement rules and guidance is as follows:

Applicable Procurement Rules

As per the Procurement Arrangement Letter (PAL), the following procurement rules shall apply:

Procurement of goods, works and services shall be carried out in accordance with the provisions of the **borrower/recipient's procurement regulations, to the extent such are consistent with the IFAD Project Procurement Guidelines**².

The **Project Management Unit** will fully abide by the provisions of the Financing Agreement, Project Design Report, PAL, and IFAD Project Procurement Guidelines as well as with IFAD Procurement Handbook based on the above. The provisions of such references are not repeated here, and the **Project Management Unit** shall persistently consult with the same.

The **Project Management Unit** will endeavor to recruit, train and sustain procurement staff in the required numbers and qualifications as specified in the Financing agreement. The **Project Management Unit** will ensure that any procurement staff is well versed with this Manual and with National procurement rules and IFAD procurement Guidelines as well as with IFAD Procurement Handbook.

7.2. Procurement Methods, Thresholds and Prior Review

Procurement Plans (PP)

The PP shall be prepared using the integrated OPEN interactive interface and shall be fully aligned with the AWPB, and shall be submitted for No Objection sufficiently in advance before the planned start of any procurement activity in the plan. No procurement activity shall start unless it is present in a PP that received a No Objection. The PP shall be updated with actual dates/figures and shall be upgraded for any changes in the procurement methods, addition of activities, elimination of others, increases in the budget, etc. Any upgrade to the PP shall also be submitted for No Objection through OPEN. Procurement activities and their respective methods and timelines shall be strictly adhered to. Further guidance on estimation of costs and schedule is provided under Section 3.2 of this PIM.

The first PP shall be for an 18-months period and subsequent PP's shall be on an annual basis. At the end of each period, all outstanding procurement activities (i.e. not contracted yet) shall be automatically transferred to the upcoming PP with its planned and achieved actual dates included as well.

Regardless of the time limits established by National procurement rules (if applicable), the time limits pre-designed into the PP template and automatically generated by it will be fully respected.

IFAD's No Objection will be secured prior to publishing any General Procurement Notice (GPN). The GPN template is available at www.ifad.org/project-procurement. While the publication of an initial GPN (covering first 18 months of implementation) is mandatory, the subsequent publication of annual GPN's is highly recommended. The GPN should mandatorily include all open procurement methods (i.e. REOI, Request for Prequalification, openly advertised consulting services, ICB and NCB) and preferably also other non-open procurement activities (e.g. prior-list based consulting services, shopping, Limited International Bidding, Direct Contracting and Single Source Selection).

7.3. Contract Register (CR) and the Contract Monitoring

The PMU shall ensure that all contracts are managed through OPEN which will automatically generate all signed contracts uploaded to the system. The CR generated by the system is a cumulative document that is augmented progressively with the new contracts signed, amendments to existing contracts and payments

² Any reference to IFAD Project Procurement Guidelines also includes the IFAD Procurement Handbook. Ensuring that applicable procurement rules are consistent with IFAD's Project Procurement Guidelines is mandatory; the Handbook is used as a guidance document for the borrower/recipient. For both the Guidelines and the Handbook, the latest version shall always apply.

made on such contracts. The PCMU shall ensure that all contracts (procurement or grants) and purchase orders are included in the CR.

The **Project Management Unit** will adopt OPEM interface for managing contracts; the Unit will dedicate sufficient resources to use and operate and generate reports from this system as instructed by IFAD.

The use of OPEN is a mandatory platform for the recording and monitoring of all contracts. It includes

- procurement contracts (goods, works, services, and non-consulting services): all contracts and purchase orders signed based on the PP covering all procurement methods and contract types;
- Grants (all first-level in kind and monetary grants): The procurement method for Grants will include competitive methods or non-competitive methods such as SSS or Selection based on project design/PIM; competitive methods are always recommended unless duly justified and exceptional;
- Implementing Partner contracts (MoU, MoA): including all agreements with all types of third parties who will be delegated procurement authority such as UN agencies and community participation contracts whether contracted competitively or not; procurement methods for these implementing partners are the following:
 - o Community contract (single source selection)
 - o Community contract (recipient or selection process defined at design/PIM)
 - o Community contract (competitive selection)
 - o Governmental body / State owned enterprises
 - o UN agency (competitive selection)
 - o UN agency (single source selection)
 - o NGO / International Organization (competitive selection)
 - o NGO / International Organization (single source selection)
 - o Etc.
- Subsidiary financing agreements and investment agreements: typically include financing contracts for micro-credit loans and other types of loans. In this case, only the first-level financing or refinancing contract selected using one of two methods shall be entered in the CMT:
 - o Selection as defined in Design/PIM; or
 - o Single Source Selection.

Tabular Summary of Applicable Methods and Thresholds

The default procurement method for goods, works and non-consulting services is the ICB; however, for procurement activities estimated to cost less than the ICB threshold, other procurement methods may be used as per the below table.

The default procurement method for consulting services (and non-consulting services similar to them) is the QCBS; however, for procurement activities estimated to cost less than the QCBS threshold, other procurement methods may be used as per the below table.

Procurement Methods, Thresholds and Time-limits³

Procurement Methods è	DC (Direct Contracting)	Shopping (limited Request for Quotations)	NCB (National Open Bidding) ⁴	ICB (International Open Bidding)	PRIOR Review
Project Types and Time limits è					
Goods/NCS	Post Review: < 1,000 US\$ per proc. < US\$ 10,000 aggregated per year	≤ 100,000 US\$	< 200,000 US\$	≥ 200,000 US\$	≥ 70,000 US\$
Works/NCS	Post Review: < 2,000 US\$ per proc. < 10,000 US\$ aggregated per year	≤ 250,000 US\$	< 1,000,000 US\$	≥ 1,000,000 US\$	≥ 150,000 US\$
Minimum Time Limit to submit quotes/bids from launch	n/a	14 days	30 days	45 days	
Minimum Time limit for bidders to ask questions (measured from deadline)	Same day	7 days	15 days	25 days	
Minimum Time limit for PCMU to answer questions (measured from deadline)	Same day	5 days	10 days	20 days	
	SSS	CQS⁵	QBS, FBS, LCS	QCBS	PRIOR Review
Consulting Services / NCS - Firms	Post Review: < 1,000 US\$ per proc. < 10,000 US\$ aggregated per year	≤ 70,000 US\$	QBS: any value FBS & LCS: < 150,000 US\$	≥ 150,000 US\$	<u>> 60,000</u> US\$
Shortlisting	Shortlisting using REOI is mandatory for CQS and ICS; Shortlisting (REOI or Prior List) is mandatory for all other methods ≥ 180,000 US\$ Advertisement is mandatory for consultancy contracts estimated to cost 100,000 US\$ or more, regardless of the selection method				
Minimum Time Limit to submit proposals from launch	n/a	21 days (REOI) 21 days (RFP)	21 days (REOI) 45 days (RFP)	21 days (REOI) 45 days (RFP)	
Minimum Time limit for bidders to ask questions (measured from deadline)	Same day	10 days (REOI) 10 days (RFP)	10 days (REOI) 25 days (RFP)	10 days (REOI) 25 days (RFP)	
Minimum Time limit for PCMU to answer questions (measured from deadline)	Same day	8 days (REOI) 8 days (RFP)	8 days (REOI) 20 days (RFP)	8 days (REOI) 20 days (RFP)	

³ The time limits in this table are minimum periods; the actual dates generated by the Procurement Plan for bid/proposal submission will be the ones adopted for each procurement activity.

⁴ A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification.

⁵ A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification.

Individual	Post Review: < 500 US\$ per proc. < 5,000 US\$ aggregated per year	Competitive ICS applies to contracts with individuals regardless of the value	≥ 30,000 US\$
Minimum Time Limit to submit proposals from launch	n/a	21 days (REOI) 21 days (RFP)	
Minimum Time limit for bidders to ask questions (measured from deadline)	Same day	10 days (REOI) 10 days (RFP)	
Minimum Time limit for PCMU to answer questions (measured from deadline)	Same day	8 days (REOI) 8 days (RFP)	
• Post Review DC or SSS are cleared in advance as part of Procurement Plan approval. All other DC or SSS procedures are subject to Prior Review • Force Account may be used if justified and included in the PAL and Procurement Plan and is subject to Prior Approval. • Secondary Procurement (orders against existing Long-term Agreements, national e-catalogues etc.) follows the regulations and applicable thresholds of the national legislation. The prior review threshold of the respective procurement category (goods, works, consulting services and related non-consulting services) applies.			

Table 1 - Applicable Methods, Thresholds and time limits

Special Procurement Arrangements

Based on the Financing Agreement, PAL and the Project Design Report, the following procurement arrangements apply:

Arrangement	Yes/No	Comments
Force Account	No	
UNGC Terms	Yes	The preference for UNGC is allowed. UNGC participation will be applied to procurement activities utilizing the procurement methods of International Competitive Bidding (ICB), National Competitive Bidding (NCB), and Quality and Cost-Based Selection (QCBS).
Procurement of Commodities	No	
Procurement from UN Agencies	Yes	No particular provision in the design for procurement from UN Agencies; however, it is recommended to keep the door open in the PAL.
Procurement with Community Participation	No	
Domestic Preference for ICB Works	Yes	7.5%
Domestic Preference for ICB Goods	Yes	15%
Central Purchasing in Jordan	Yes	As per national law, goods/services exceeding JOD 60,000 and works exceeding JOD 500,000 shall be procured by the Government Procurement Department and Government Tender Department, respectively.
Implementing Partners	Yes	All implementing partners with a procurement authority in the project are national (public sector) entities. NGOs classified as implementing partners shall not exercise procurement authority on behalf of the project or PCMU; their role will be as elaborated in the design/PIM and basically revolving around grant management.

Table 2 - Applicable Procurement Arrangements

Standard Procurement Documents (SPD) to be used

The PAL states which SPD's will be used; in case national templates need to be used, they need to be reviewed by IFAD in advance. The PCMU shall use national procurement documents as long as they are

supplemented/adapted to meet IFAD's SECAP standards and grievance mechanisms and the IFAD's Project Procurement Guidelines and IFAD Procurement Handbook.⁶

The following Standard Bidding Documents shall be adopted by the Project for all procurement activities:

Procurement Method/Process	Standard Procurement Documents
Procurement Plan	<i>IFAD template on OPEN</i>
GPN	<i>IFAD template</i>
SPN	<i>National template</i>
ICB Works/NCS	<i>IFAD SPD</i>
ICB Goods/NCS	<i>IFAD SPD</i>
NCB Goods/NCS	<i>National SPD</i>
NCB Goods/NCS	<i>National SPD</i>
Shopping Works/NCS	<i>National SPD</i>
Shopping Goods/NCS	<i>National SPD</i>
Direct Contracting	<i>National Standard Contract</i>
Request for Pre-qualification	<i>National SPD</i>
REOI	<i>IFAD SPD</i>
QCBS	<i>IFAD SPD</i>
QBS, FBS, LCS	<i>IFAD SPD</i>
CQS, ICS	<i>IFAD SPD</i>
SSS	<i>IFAD template</i>
Prequalification Report	<i>National SPD</i>
Shortlisting Report	<i>National template</i>
Evaluation Report	<i>IFAD template (ICB, and consulting services)</i>
Negotiation Report	<i>National template</i>
NOITA	<i>IFAD template</i>
NoA	<i>IFAD template</i>

Table 3 - Applicable Standard Procurement Documents

If National documents and templates are permitted as per the above table, the **Project Management Unit** will be responsible to ensure absence of any contradictions with IFAD's Guidelines. National procurement documents shall be amended to eliminate any inconsistency highlighted in Section "Critical Procurement Issues" below.

⁶ Further detail is available in Annex 4 to Volume 1 of IFAD's Social Environmental Climate Assessment Procedure (SECAP) 2020.

IFAD's Standard Procurement Documents are available at www.ifad.org/project-procurement and may be reached directly at: <https://www.ifad.org/web/guest/document-detail/asset/42187284>.

Guidance Offered in the IFAD Procurement Handbook

Application of the Handbook

The IFAD Procurement Handbook includes “best practice advice on all elements of the procurement process for any IFAD-financed operation. It serves as a guidance document when country systems are used, and as an operations manual when IFAD systems are solely used.”

In the implementation of this Project:

The **Project Management Unit** will rely on the Handbook for Guidance where National Procurement complies with IFAD Procurement Guidelines and will rely on the Handbook strictly for areas where National Procurement contradicts the provisions of IFAD Guidelines. These areas of contradiction are spelled out in section “Critical Procurement Issues” below.

Key Provisions of the Handbook

Based on the above, the **Project Management Unit** will refer to the Handbook following the below guidance on relevant sections for various procurement aspects (handbook available at the following link: <https://www.ifad.org/web/guest/document-detail/asset/39501121>).

Procurement Aspect	Reference in the Handbook
Procurement Planning and GPN	Module C
Procurement and Selection Methods	Goods, Works and NCS: Module F1 Consulting Services and NCS: Module F2
Direct Contracting and Single Sourcing	Goods, Works and NCS: Module F1 (Section 6) Consulting Services and NCS: Module F2 (Section 6)
Individual Consultants	Module F2 (Section 7)
Technical Specifications and Terms of Reference	Need identification: Module D Requirements & Specifications for Goods: Module E1 Requirements & Specifications for Works: Module E2 Terms of Reference: Module E3
Prequalification and Shortlisting	Module G
Preparation of Procurement Documents	Goods: Module H1 Works: Module H2 Consulting Services: Module H3 Contract Types: Module J
Bidding Process	Module I
Evaluation	General: Module K1

	General Goods, Works and NCS: Module K2 Goods: Module K3 Works: Module K4 General Consulting Services: Module K5 QCBS: Module K6 LCS: Module K7 NCS: Module K8 Abnormally Low Bids (all methods): Module K9 Post-qualification(all methods): K10 Rejection of All Bids: Module O1
Formation of Evaluation committees	Module K1
Notifications for Intent to Award and for Award	NOITA: Module L1 NoA: Module L2
Standstill and Debriefs	Module M1
Protests and Appeals	Module M2
Negotiations and discussions	Negotiations (Consulting Services): Module N1 Discussions (Goods, Works and Services): Module N2
Contract Award	Module O2 and O3
Contract Management	Module P
Force Account	Module F1 (Section 7)
Community Participation	Module Q
Procurement from UN Agencies	Module F1 (Section 9)
Records Management	Module B

Table 4 - Mapping of Procurement Guidance in the Handbook

7.4. Prior Review Documentation

All prior review submissions shall be communicated and No Objections issued through the Online Project Procurement End-to-End System (OPEN). Through OPEN, the PMU will also upload all documentation for post review activities in a timely manner. The below are the No Objection requirements for all transactions listed in the PAL:

Procurement Plan (PP)

The **Project Management Unit** shall ensure IFAD's no Objection on each of the following:

1. The initial 18-months PP;

2. Annual PP's, subsequently; and
3. Any upgrade to the PP.

The General Procurement Notice(s) (GPN)

The **Project Management Unit** shall ensure IFAD's no Objection on each of the GPN's before publication.

ICB/NCB (Goods, Works, Non-Consulting Services)

Submission through OPEN for No Objection shall be for the following procurement files and documents:

1. Specific Procurement Notice (Announcement);
2. Prequalification documents (if applicable) as well as Announcement for Prequalification;
3. Prequalification report (if applicable);
4. Bidding documents inclusive of Technical Specifications (including cost estimates and, as applicable, drawings, Bills of quantities, and schedules of requirements);
5. Any amendments to the Bidding Documents;
6. Evaluation Reports (including Bid Opening Reports) inclusive of all clarifications; in case of two-envelope procedure, separate opening and evaluation reports for the Technical envelopes and the Financial Envelopes in addition to a Combined report combining both;
7. Draft Contract duly filled;
8. Signed contract (for information and record);
9. Major contract amendments;
10. Cumulative Contract amendments⁷ exceeding 10% of the original contract value (Module P2, article 2 (v)); and
11. Cumulative Contract extensions exceeding 25% of the original contract duration (Module P2, article 2 (v)).

Shopping (Goods, Works, Non-Consulting Services)

Submission through OPEN for No Objection shall be for the following procurement files and documents:

1. Request for Quotations inclusive of Technical Specifications (including cost estimates and, as applicable, drawings, Bills of quantities, and schedules of requirements);
2. Any amendments to the RFQ;
3. Evaluation Reports inclusive of all clarifications; in case of two-envelope procedure (exceptionally used), separate opening and evaluation reports for the Technical envelopes and the Financial Envelopes;
4. Draft Contract or Purchase Order duly filled;
5. Signed contract or PO (for information and record);
6. Major contract amendments;
7. Cumulative Contract/PO amendments exceeding 10% of the original contract/PO value (Module P2, article 2 (v)); and
8. Cumulative Contract/PO extensions exceeding 25% of the original contract/PO duration (Module P2, article 2 (v)).

⁷ Amendments to existing goods, works and non-consulting services contracts involving items of similar nature shall be made using DC up to a maximum of 10% of the original contract value (reference IFAD Handbook Module F1 article 6); amendments to existing contracts for additional quantities (of the same items) may exceed 10% subject to the N.O. of IFAD with no need to use DC (reference IFAD Handbook Module P2 article 2). In case of Consulting Services, SSS may be approved in cases of services that are deemed a natural continuation of previously delivered services for concluded contracts (reference IFAD Handbook Module F2 article 6); if the contract is ongoing, amendments are possible. Amendments increasing the contract price by more than 10% requires IFAD N.O. with no need for SSS (reference IFAD Handbook Module P2 article 2);

Consulting Services: QCBS, QBS, FBS, and LCS

Submission through OPEN for No Objection shall be for the following procurement files and documents:

1. Request for Expression of Interest (REOI) (if applicable), the Terms of Reference, and the detailed cost estimates;
2. Shortlist Report (if applicable);
3. Prior list (if applicable) including the rationale for selecting the firms;
4. Request for Proposals (RFP);
5. Any amendments to the RFP;
6. Technical Evaluation Report (inclusive of Proposal Opening Report) and any clarifications;
7. Combined Evaluation Report (inclusive of Financial Proposal Opening Report);
8. Draft Contract duly filled;
9. Minutes of Negotiations (inclusive of unsuccessful negotiations and intention to cancel or invite second ranked consultant);
10. Signed contract (for information and record);
11. Major contract amendments;
12. Cumulative Contract/MoU amendments exceeding 10% of the original contract value; and
13. Cumulative Contract/MoU extensions exceeding 25% of the original contract duration.

Consulting Services: CQS and ICS

Submission through OPEN for No Objection shall be for the following procurement files and documents:

1. Mandatory Request for Expression of Interest (REOI) and Terms of Reference (including cost estimates);
2. Mandatory Shortlist Report;
3. Request for Proposals (RFP);
4. Any amendments to the RFP;
5. Evaluation Report (inclusive of any clarifications);
6. Draft Contract duly filled;
7. Minutes of Negotiations (inclusive of unsuccessful negotiations and intention to cancel or invite second ranked consultant);
8. Signed contract (for information and record);
9. Major contract amendments;
10. Cumulative Contract amendments exceeding 10% of the original contract value; and
11. Cumulative Contract extensions exceeding 25% of the original contract duration.

Direct Contracting and Single Source Selection

Submission through OPEN for No Objection shall be for the following procurement files and documents:

1. Justification for Single Sourcing (including below the DC/SSS thresholds set above in Table 1) and rationale for selecting the particular firm/individual;
2. Technical Specifications or Terms of Reference;
3. Simplified Bidding Document or Request for Proposals;
4. Negotiation Report (inclusive of evaluation of submitted bid/proposal and its full negotiation);
5. Draft Contract duly filled;
6. Signed contract (for information and record);
7. Major contract amendments;
8. Cumulative Contract amendments exceeding 10% of the original contract value; and
9. Cumulative Contract extensions exceeding 25% of the original contract duration.

Procurement from United Nations Agencies

Submission through OPEN for No Objection shall be for the following procurement files and documents:

1. Justification Report for recourse to UN Agencies (if not already submitted along with PP);
2. Solicitation Document for UN Agency to be engaged with the Project for the particular scope;
3. Draft Agreement duly filled;
4. Signed agreement (for information and record);
5. Major contract amendments;
6. Cumulative Agreement amendments exceeding 10% of the original value; and
7. Cumulative Agreement extensions exceeding 25% of the original duration.

Grants

Submission through OPEN for No Objection shall be for the following grant files and documents:

1. Call for Proposals including draft contract
2. Evaluation and Selection report Justification Report
3. Draft Agreements duly filled;
4. Signed agreements (for information and record);
5. Major amendments;
6. Cumulative Agreement amendments exceeding 10% of the original value; and
7. Cumulative Agreement extensions exceeding 25% of the original duration.

Other specific Prior Review requirements

The **Project Management Unit** shall additionally secure IFAD's No Objection for the following:

1. The recruitment of any Procurement staff and audit firms;
2. The templates of bidding documents and requests for proposals for all procurement methods (whether for post review or prior review) in case different from IFAD SPDs;
3. Recommendation to reject all bids or proposals or to cancel a procurement process;
4. Recommendations to terminate negotiations with a consulting firm/individual and proceed with negotiations with the next-ranked consulting firm/individual;
5. Recommendations to proceed to award the next ranked bidder in case the selected bidder failed to sign a contract;
6. Justifications for proceeding with opening of bids/proposals that are less than three;
7. Use of a performance guarantee other than in the form of an unconditional and irrevocable on-demand bank guarantee;
8. Decisions concerning Abnormally Low Bids;
9. Establishing a shortlist composed of less than three entities; and
10. Intention to terminate any contract or agreement.

Other procurement-related coordination with IFAD

The **Project Management Unit** shall coordinate in advance with IFAD on the following matters and issues:

1. Any changes, updates, elaboration, etc. to the PIM shall be coordinated in advance for due No Objection. The strategic implementation modality including the approach to stakeholder involvement and implementing partners' roles/selection, and the delegation of procurement and granting responsibilities to third parties, etc. shall be subject to prior coordination with IFAD and the subsequent N.O.
2. Any changes to the staffing of the **Project Management Unit**;

3. Composition of Evaluation committees;
4. Summaries of Debriefing requests and copies of Protests (for consultation before responding) for all prior review procurement/grant activities (optional for post review procurement activities);
5. Procurement and grant progress reports as well as special reports on critical issues;
6. Details of defaulting or corrupt vendors;
7. Audit findings and corrective actions taken;
8. Debarment of a vendor who appears to be debarred by another MDB for validation by IFAD if cross-debarment should apply (for prior and post review);
9. Staff progress on BUILDPROC and SUSTAIN certification programmes; and
10. Any other matter specifically requested by IFAD.

In addition to the above, the Project will provide full assistance to IFAD implementation support, supervision, MTR, and project closing missions. The Project will avail all necessary staff and provide all required documents, records and files. The same applies for any IFAD audit or investigation.

7.5. Critical Procurement Issues

Areas of Inconsistency between National Law and IFAD Project Procurement Guidelines

As stated in the IFAD Project Procurement Guidelines: “In cases where IFAD deems that a Borrower’s/Recipient’s national procurement system is not fully in line with these Guidelines, alternative provisions for procurement will apply as provided for in the Procurement Handbook.” Accordingly, this section elaborates the areas of inconsistency between National Procurement rules and those of IFAD (Section “Comparison between National and IFAD Procurement”) and resolves this contradiction by specifying the applicable provisions (Section “Extent of Application of National Procurement Rules”).

Comparison between National and IFAD Procurement

The table below summarizes main differences and variations between National (Borrower/Recipient) Procurement Rules (Laws & Regulations) and those of IFAD Procurement Guidelines; the aim is to highlight to the **Project Management Unit** the conflicting aspects that must be settled by applying IFAD Guidelines and Handbook:

Procurement Aspect	National Procurement	IFAD Procurement Guidelines
<i>Procurement Principles</i>	Not explicitly stated in the law except: environmental sustainability, economic development and advancement of SME’s, Domestic preference, and mandatory disclosure of contract terms during bidding (Art. 8). The Government also issued detailed guidance on supporting SMEs and promoting sustainability.	Ethics; Accountability; Competition; Fairness; Transparency; Efficiency, Effectiveness and Economy; and Best Value for Money.
<i>Default Procurement Method for Goods and Works</i>	NCB unless the donor (in a donor-funded project) requires ICB	ICB

<i>Default Procurement Method for Consulting Services</i>	Default: REOI è shortlist ≥ 3 Then, PCMU decides: QCBS, QBS, FBS, LCS, or SSS (No CQS) Design Contest may also be used	QCBS
<i>Restrictions and discrimination</i>	Classification of economic operators Bidding Documents in Arabic B.D. may be distributed for free to consulates, foreign companies, etc.	All procurement opportunities shall be based on full, fair and legitimate competition among eligible suppliers and contractors
<i>Minimum number of quotations, bids, or proposals</i>	Not Present	Three (3) below which a No Objection is required to proceed
<i>Low value procurement</i>	RFQ may be used in low value procurement without setting threshold	Either advertised nationally or launched to a predefined list of vendors
<i>Direct Contracting & Single Sourcing</i>	Very low value è DS/SSS: 5,000 Dinars Only one single suitable source After Cancellation for two times Proprietary items Emergency situations Spare parts and enhancements of software systems Research and Development Increase in contract scope up to 50% In case of legal requirement to Single source Standardization Procurement from a Public Entity	Used in very exceptional circumstances as per Handbook
<i>Exclusions from competitive procurement</i>	No exclusions in the Procurement Law except for conditions of Direct Selection.	IFAD does not tolerate any exclusions, discrimination, bias, prejudice, favoritism, etc.
<i>Eligibility</i>	Legal eligibility provisions are present; no explicit restrictions on country of registration	All countries and territories

<i>Domestic Preference</i>	Applicable as per rules set by CoM under all procurement methods	Accepted under ICB only and on exceptional basis
<i>Transparency</i>	Present Direct Selection may be used to increase contract values by up to 50%;	Public dissemination of (i) availability of procurement opportunities; (ii) Where to access relevant data; (iii) The processes with which the procurement will be undertaken; (iv) The mechanisms by which contracts will be awarded; (v) Contract award data; and (vi) Appeal procedures (debriefs and protests).
<i>Transparency</i>	Present	Procurement award decisions are made on set criteria in bidding documents
<i>Procurement Methods and processes</i>	Goods, Works and Consulting Services: Open Tender Restricted Tender (solicited from at least 3 bidders) Two-stage Tender (At least 2 participate in first stage) Request for Quotation (solicited from at least 3 bidders) Direct Contracting Force Account Individual Consultants (same methods as for firms) (May also use Reverse Action and Framework) No provisions for Non-consulting services Open International – 30 days Local Tenders – 21 days	Methods and processes are proportionate to the budget; Procurement processes should be well organized and carried out correctly with regard to quantity, quality and timeliness, at an optimum price.
<i>Value for money</i>	(i) Present (following UNCITRAL Model Law)	Demonstrated by (i) applying sound, internationally recognized procurement

	(ii) Not Present except for need to plan annually (iii) No Life-cycle provisions (iv) Present through pre or post qualification	principles; (ii) Ensuring that the goods, works or services procured meet the requirements of the activity; (iii) Ensuring that the goods, works or services are contracted on the best possible terms, taking into account their expected life cycle; and (iv) Ensuring that the provider of the goods, works or services is qualified, legally entitled and competent to enter into and execute the contract
<i>Award basis</i>	Price-only basis or mix of price and non-price factors However, the law permits negotiations in a wide set of situations (see below chart).	Lowest price evaluation basis as well as Most Economically Advantageous Bids (merit point evaluation basis or lowest life cycle cost basis)
<i>Community Participation</i>	Not present	Possible arrangements for involving communities are detailed in the Guidelines
<i>Standstill, Debriefing and Protests</i>	Complaint submission window is set in B.D. or by procuring committee. PCMU must respond in 7 days (Works and Services) and 30 days (Goods). There is a fee for filing a complaint. If bidder is not satisfied, it can appeal to central review committee within 5 days of PCMU decision. The Central committee informs PCMU to stand still and answers appeal in 21 days.	Before any award decision is made, B/R must notify its intention to award availing the opportunity for bidders to request debriefs and/or protest the decision within the standstill period as elaborated in the Handbook.
<i>Procurement Decision authority thresholds</i>	Minister Secretary General Director General	

Table 5 - Comparison between National Procurement Rules and IFAD's Guidelines

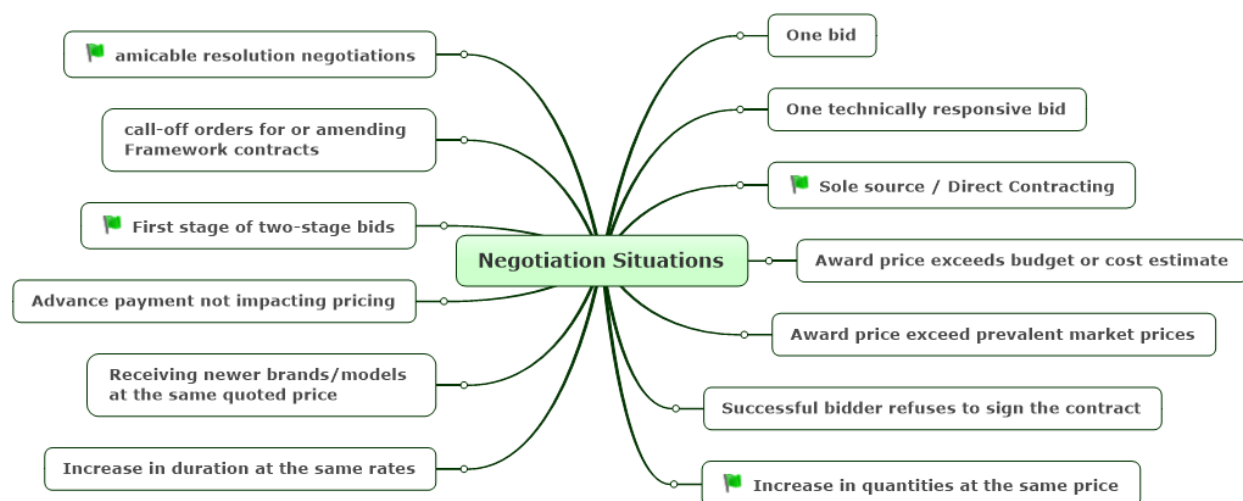


Figure 1 - Situations where price negotiations are permitted as per National Law

Extent of Application of the National Procurement rules

Based on the above comparison, the following will be subjected to the IFAD Procurement Handbook:

- All procurement thresholds shall follow the PAL as elaborated in this Manual;
- Contrary to the provisions of the law setting the threshold of JOD 5,000 to use any form of procurement (DC/SSS), the PIU will follow the PAL thresholds on DC/SSS.
- All procurement timelines shall follow the IFAD Procurement Plan predefined time limits as summarized in this Manual;
- All ICB procurement activities shall be internationally advertised as specified in this Manual and shall follow IFAD methods and templates;
- All debrief and protest mechanism shall follow the provisions of the Handbook, Modules M1 and M2; Appeal provisions shall apply as per National Law;
- Minimum number of bids, proposals or quotations shall be three; in case of less than three, IFAD No Objection shall be solicited based on detailed justifications (this applies for prior review activities as is currently modelled in OPEN);
- Domestic preference shall apply only under ICB procurement of Goods and Works as per IFAD Handbook, Modules K1 and K3;
- All consulting services procurement equal to or exceeding the QCBS threshold set in the PAL and this Manual shall be advertised internationally (REOI) as required in this Manual; contrary to the provisions of the Law, consulting services may also be advertised directly or may be sent to prior lists established based on the thresholds specified in this Manual (excluding CQS and ICS);
- Contrary to the provisions of the Law, consulting services may also be procured using CQS as permitted in this Manual; the CQS procedure shall follow the provisions of the Handbook, Module F2;
- The templates for Consultancy Services' procurement shall be those of IFAD;
- Preparation of Technical Specification and Terms of Reference shall comply with the provisions of IFAD Handbook, Modules D, E1, E2 and E3;
- All clarifications issued by the **PMU** to bidders shall be simultaneously distributed to all bidders (and published online for NCB/ICB);
- Bid Opening for competitive procurement activities should occur immediately after the deadline;

- Publication of the outcome of a procurement activity (award or cancellation) should be made for open procurement activities;
- Minutes of all bid opening meetings should be sent to all bidders simultaneously immediately after opening; the same applies to outcomes of evaluation;
- Consulting services Technical Proposals shall be opened in a public session (Excluding CQS, ICS and SSS);
- Whenever evaluation and award consider qualitative rating and/or non-price criteria, committee members should conduct evaluation individually before convening to discuss the findings;
- Management and handling of bid deviations during evaluation should strictly follow the guidance offered in IFAD Handbook, Modules K2, K3 and K4;
- Evaluation reports should detail all steps of the process and should follow IFAD's Handbook concerning steps of evaluation and minimum contents of evaluation reports available under Modules K;
- Negotiations in consulting services (excluding financial negotiations unless for QBS, CQS, SSS and IC) should normally be conducted before contract signature;
- The government's circular on negotiations shall not apply unless in circumstances consistent with IFAD's Handbook;
- Increase in scope and value of contracts shall follow the provisions of the Handbook (DC or SSS): Module F1 for Goods, Works and Non-consulting Services capped at 10% for increase in items of similar nature and possibly higher for other changes increasing price subject to prior approval if in excess of 10%; and Module F2 for consulting services;
- The use of DC under the justification of "standardization" shall only be possible if it meets the conditions laid down in the Handbook (Module F1);
- In absence of provisions concerning Non-consulting services, the PCMU shall apply the provisions of the Handbook concerning defining those services, elaborating their requirements and methods of procurement and evaluation;
- In line with the partnership between IFAD and UNGC, all NCB and ICB procurement (goods and works) and QCBS shall feature preference for UNGC members (or bidders committing to become members) as per the annex to this PIM.

7.6. Cost and Schedule Estimate

The cost and the schedule of each procurement activity will be accurately estimated at the latest during the elaboration of the requirements (specifications or TOR's). These estimates shall be submitted along with the requirements for prior review activities. Should the cost estimate exceed the allocated budget in the AWP&B and the PP, one of the following will be done:

- 1- Update the AWP&B and PP by reallocating the required funds; if the increase in originally approved budget exceeds 10%, the upgraded PP should be submitted to IFAD No Objection;
- 2- Redesign the procurement activity to fit within the limits of available budget;
- 3- A mix of the two above options.

When packaging procurement activities, due consideration shall be given to pooling of needs and activities into packages that may be launched under one procedure split into several lots in order to achieve economies of scale, promote competition, facilitate access to small and medium enterprises, and reduce the transaction cost associated with procurement activities. When the procurement activity is split into lots, the total cost estimate of all lots will be used for identifying the correct procurement method. Artificially

splitting procurement activities into smaller packages launched separately in order to escape the application of more open and competitive procurement methods is a breach of the procurement principles.

The schedule estimates for implementing contracts shall also be accurately estimated to ensure that the timeframe specified in solicitation documents are realistic and are not prohibitive.

Publication of Notices

The GPN and all ICB procurement notices (SPN) shall be published on the following fora:

- IFAD Website;
- The designated Borrower/Recipient official website: E ;
- A local newspaper of wide circulation; and
- Other media.

NCB procurement notices (SPN) shall be published on the following fora:

- The designated Borrower/Recipient official website: ;
- A local newspaper of wide circulation; and
- Other media.

Notice of Award (NoA) for all contracts and purchase orders as well as results of shortlisting and prequalification and the decision to cancel a procurement activity and reject all bids/proposals shall be published on the following fora:

- IFAD Website;
- The designated Borrower/Recipient official website: ;
- A local newspaper of wide circulation; and
- Other media.

Award of Grants/Loans

Grants: Award of grants (whether monetary or in-kind) is as provisioned in the Project Design. Grants may be executed (i.e. disbursed in case of monetary grants or procured and distributed in case of in-kind grants) by the **Project Management Unit** solely or in partnership with an Implementing Partner based on the provisions of the design. The selection of Implementing Partners for this purpose will be based on the following provisions under section “Selection of Grant or Refinancing Partners”.

For procurement of grant assets by grant beneficiaries, grantees shall obtain at least three quotations for grants in excess of 2,000 JD. The three quotations shall be solicited based on competitive requirements/specifications with the guidance and support of the PIU or its delegated entity.

All grantees shall, among other requirements, obtain formal invoices from third party suppliers to evidence implementation. Involvement of family members to execute the grant shall not be allowed if the grantee is expected to contribute in monetary terms; in this instance, monetary contribution cannot be considered eligible if it were payment to family members. If grantee contribution is permissible to be in kind, then the involvement of family members is admissible.

Loans: In the case of micro-credits and loans (inclusive of refinancing), the **Project Management Unit** will rely on Partner Financial Institutions (PFI) either as nominated in the project design, or as competitively selected based on the provisions of the Financing Agreement and National Law.

Selection of Grant or Refinancing Partners

Grants: In some cases, the **Project Management Unit** may not be the direct entity responsible for disbursing grants. Disbursement of monetary grants is sometimes conducted through intermediaries, such as Implementing Partners (I.P.). The engagement with such I.P.'s can be made through a proper procurement process resulting in an agreement with each partner. This means that such first level agreements shall be duly registered separately in the PP with the proper selection method of the I.P. When the I.P. is stated in the Financing Agreement, the selection process will be SSS. Otherwise, it would be through a competitive process. The value, where applicable, of such agreements may be composed of several components depending on the case: (i) the fees that such I.P.'s charge for the services entrusted to them; and (ii) the other fees and expenses that the I.P. may be required to spend in providing support to beneficiaries (e.g. training, events, coaching, etc.). In very rare cases, if provisioned in the design, the grant funds may also be included in the agreement with the I.P. In any case, the I.P. agreement should be processed in OPEN and recorded in the CMT.

Whenever the grant funds to be disbursed to beneficiaries are included in the I.P. agreement, the I.P. will be responsible for the selection of those beneficiaries through a Call for Proposals (CfP) issued and managed by the I.P. In this case, the selection process is entered in the PP of the I.P. (and in OPEN if subject to prior review) and the resulting grant contracts are entered in the CMT. In the other case, where the grant funds are to be disbursed by the **Project Management Unit** to beneficiaries, the CfP shall be issued and managed by the **Project Management Unit**. In this case, the CfP is entered in OPEN (if subject to prior review) and the resulting grant contracts are entered in the CMT. For both cases, details of issuing the CfP and awarding the grants are found in section "Grant beneficiary selection" below.

Loans: PFI's must meet eligibility criteria set in Government Decisions and following national legislation. The selected financial institutions in the design are ADP and MSMEDA. The draft agreements with these entities shall be subject to the prior review by IFAD; each such agreement shall be planned in the PP and registered in the CMT. However, credit and refinancing agreements (second-level agreements such as micro-credits) with third parties are neither entered in OPEN nor in the CMT, but should be maintained in a separate CR.

The table below summarizes the various types of agreements/contracts normally associated with grants and loans and specifies whether use of OPEN and CMT are required:

Type of Agreement/activity	Entered in OPEN	Entered in CMT
Grant Call for proposals launched by PMU and subsequent Grant contracts signed between PMU and beneficiaries (first-level agreements)	Yes ⁺	Yes
Agreement between PMU and I.P. for the disbursement of monetary grants (first-level agreement)	Yes ⁺	Yes
Agreement between PMU and I.P. for the procurement of in-kind grants (first-level agreement)	Yes ⁺	Yes
Agreement between PMU and PFI for the refinancing of micro-credits (first-level agreement)	Yes ⁺	Yes

Grant Call for proposals launched by I.P. and subsequent grant contracts signed between I.P. and beneficiaries (second-level agreements) for either monetary or in-kind grants	Yes ⁺	Yes
Procurement of grant assets by PMU (in-kind grants)	Yes ⁺	Yes
Procurement of grant assets by I.P. (in-kind grants)	Yes ⁺	Yes
Loan contracts signed between PFI and borrowers (second-level agreements)	No	No*
+ if above the prior review threshold as per the PAL. * even though not entered in the CMT, those contracts are entered in a dedicated and separate CR specific to the I.P./PFI.		

Table 6 - Guidance on whether OPEN and CMT apply for some types of contracts or agreements

Grant Beneficiary Selection

As mentioned under section “Selection of Grant or Refinancing Partners”. above, Grants provisioned in the Financing Agreement shall be openly advertised by the **Project Management Unit** and/or an Implementing Partner (I.P.) as the case may be. In either case, the process shall follow the following steps:

- Planning the call(s) for proposals in the respective PP(s) (**Project Management Unit's** PP or the I.P.'s PP as the case may be); the total value of grants provisioned under the CfP and the method used shall be the basis for the determination of the review procedure (prior or post). Grants award processes can be done through one of the services' methods;
- Preparation of the Request for Proposals (by **Project Management Unit** or I.P.) using the appropriate selection method and the detailed Terms of Reference elaborating the requirements, selection criteria, evaluation criteria, etc. for award of grants in multiple contracts; since the ceiling of the grant is usually fixed, selection should ideally follow the Fixed Budget selection. The template to be used shall be reviewed by IFAD in advance and N.O. issued for adoption of the template;
- The use of REOI facilitates shortlisting of qualified applicants who later submit proposals in response to the RFP; all applicants meeting the eligibility criteria can be shortlisted for the next stage of the application. However, REOI is not mandatory as the CfP for grants may be launched directly subject to N.O. without threshold limitation;
- The grant proposals are evaluated based on the pre-disclosed criteria, and an evaluation report is prepared recommending award of grants in the requisite numbers within the grant cap and total ceilings set; evaluation shall include scoring of applications based on the evaluation criteria of the RFP to (i) identify those who pass from those who don't and (ii) enable selection of the passing applicants that will be awarded grants in case the total number of eligible and passing applications exceeds the financial resources available. In the latter case, the selection will be starting from the top ranked applicant downwards;
- When an I.P. launches the Call for Proposals, the I.P. will submit to **Project Management Unit** the evaluation of the applications as well as the applications received for **Project Management Unit** verification; **Project Management Unit** will prepare a verification report approving/amending the evaluation process as is necessary;
- The resulting evaluation and selection reports shall be uploaded on OPEN. In case the CfP is managed by the I.P., the **Project Management Unit** will handle OPEN submissions. If applicable, IFAD's review will ensure consistency with the Financing Agreement, PIM, and CfP. Once N.O. is

issued by IFAD, the grant contracting process with the selected beneficiaries may start by signature of Agreements by the **Project Management Unit** or the I.P. as the case may be;

- All monetary grant agreements disbursed directly by the **Project Management Unit** will be entered in the CMT. Monetary grants disbursed by an I.P. will also be recorded in the CMT;
- All In-kind grant agreements where the distributed assets are procured by the **Project Management Unit** will be entered in the CMT with a monetary value set to zero. The purpose is to avoid double accounting for the grant amount since the value of the grant will appear in the procurement contract through which the **Project Management Unit** will procure the subject of the grants (assets). Similarly, in-kind grant agreements where the assets are procured by an I.P. are registered in the CMT with a value of zero as the Partner will be procuring those assets through a separate contract.

The flowcharts below summarize the basic steps in the selection process of grant beneficiaries:

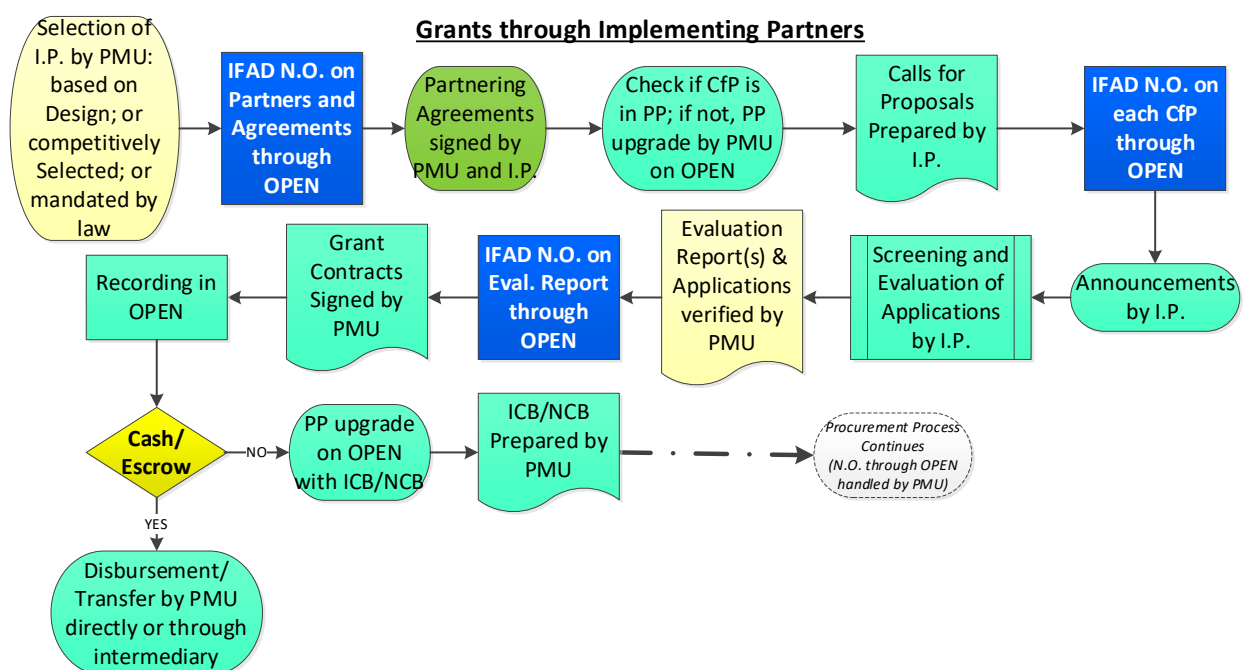


Figure 2 - Grants through Implementing Partners

Grants through PMU

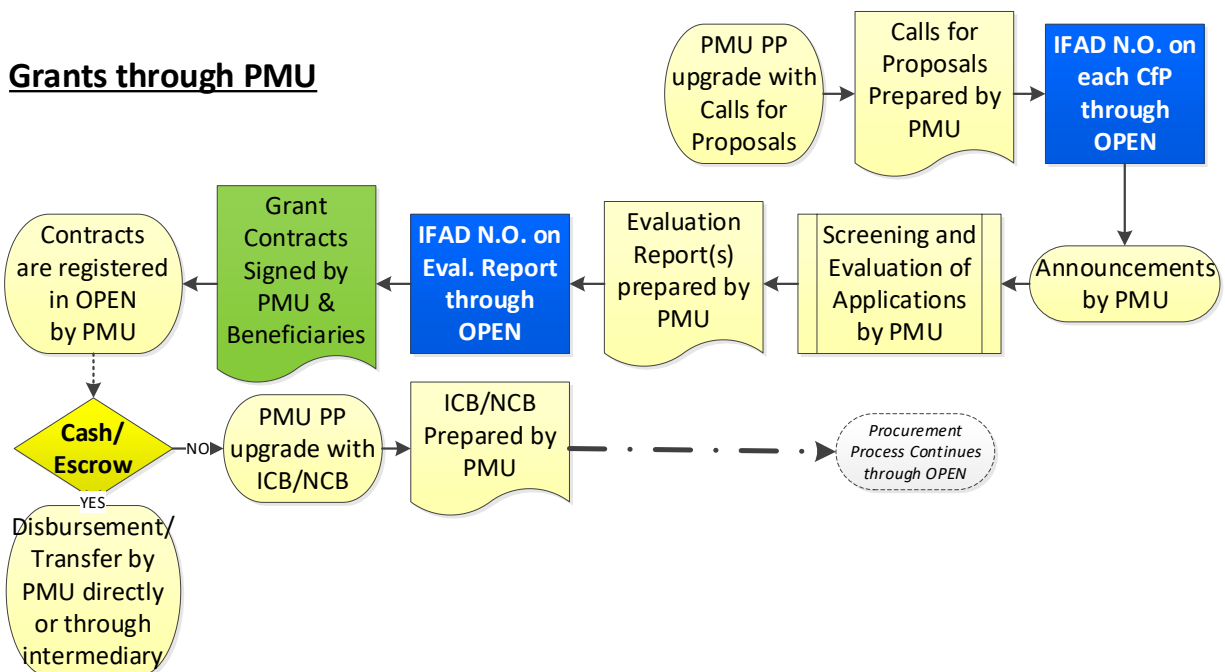


Figure 3 - Grants through PMU

Grant Scheme Governance

In order to ensure proper governance of grant management and avoid conflict of interest and bias, the PIU will design a novel arrangement for executing the grant scheme. There are several approaches that can be employed different from the previous (REGEP) approaches of consolidating responsibility within one single I.P. Below is a schematic representation of 3 different options by way of suggestion:

Figure 4 - Grant Scheme Governance options

Grant Scheme Governance		Grant Scheme Governance		Grant Scheme Governance	
Option 1		Option 2		Option 3	
Prepare and Launch Cfp	I.P. 1	Prepare and Launch Cfp	I.P. 1	Prepare and Launch Cfp	I.P. 1
Provide Support to Applicants	Consulting Firm	Provide Support to Applicants	I.P. 1	Provide Support to Applicants	I.P. 1
Receive and Evaluate Applications	I.P. 1	Receive and Evaluate Applications	I.P. 2	Receive and Evaluate Applications	I.P. 1
Sign Contracts	JEDCO	Sign Contracts	JEDCO	Sign Contracts	JEDCO
Monitor Execution/ Train Beneficiaries	I.P.2 or Consulting Firm	Monitor Execution/ Train Beneficiaries	I.P.3 or Consulting Firm	Monitor Execution/ Train Beneficiaries	I.P.2 or Consulting Firm

To ensure SECAP compliance, Annex 8 provides detailed guidance on the management of SECAP within the grant scheme.

Micro-credit Financing

The agreements with partner financial institutions for the provisioning of micro-credit loans shall be planned in the PP as per the requirements of Section “Selection of Grant or Refinancing Partners” above. The resulting credit agreement with the financial institutions shall be recorded in the contract tab of OPEN. However, the procedures for selecting loan recipients shall not be governed by this Manual and shall follow pre-agreed mechanisms set with the credit institutions.

7.7. Procurement Principles and Ethics

The **Project Management Unit** will strictly adhere to the provisions of Section II of the IFAD Project Procurement Guidelines (2019) covering the key Procurement Principles:

- Ethics;
- Accountability;
- Competition;
- Fairness;
- Transparency;
- Efficiency, Effectiveness and Economy; and

- Best Value for Money.

Furthermore, the **Project Management Unit** will strictly adhere to the provisions of **IFAD's Policy on Preventing Fraud and Corruption in its Activities and Operations** available at www.ifad.org/en/document-detail/asset/40738506. The Project shall ensure that this policy is clearly stated in all procurement documents (solicitation documents and contracts) and that all vendors comply with this policy. All such documents shall clearly include also IFAD's Anti-corruption Hotline:

Office of Audit and Oversight (AUO)
Investigation Section (IS)
Via Paolo di Dono 44
00142 Rome, Italy
Email: anticorruption@ifad.org
Phone: +39 0654592888
Fax: +39 0654597888

Combatting Corruption and Sexual Harassment

The **Project Management Unit** will strictly adhere to the provisions of **IFAD's Policy to Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse** available at www.ifad.org/anticorruption_policy. The Project shall ensure that this policy is clearly stated in all procurement documents (solicitation documents and contracts) and that all vendors comply with this policy. All such documents shall clearly include also IFAD's Ethics Hotline:

Ethics Office (ETH)
Via Paolo di Dono 44
00142 Rome, Italy
Email: ethicsoffice@ifad.org
Phone: +39 06 5459 2525
<https://www.ifad.org/en/ethics>

Anti-Money Laundering and Countering Financing of Terrorism

The Project Management Unit will strictly adhere to the provisions of IFAD's Policy on Anti-Money Laundering and Countering Financing of Terrorism available [here](#).

Record Keeping

As per the provisions of Module B of the Handbook, the **Project Management Unit** will retain procurement records and files in an easily accessible and easily retrievable manner that facilitates review and audit even when conducted remotely. The table of records as extracted from the Handbook for ease of reference is available in Annex 2. To facilitate review, supervision and audit, all procurement and contract management records shall be archived under the responsibility of the procurement staff. Should other departments or teams or entities be entrusted with archiving some of the procurement documents, a copy should be retained by the procurement staff.

Originals of EOI's/bids/proposals are filed by the MoA Procurement Committee for procurement activities conducted by the PCMU. The Central Procurement Committee archives EOI's/bids/proposals for activities

exceeding the threshold; however, MoA shall maintain easy and unrestricted access and can facilitate any IFAD's mission's access to the same.

Procurement Transactions – Institutional Setup and RACI

Delegated Procurement Responsibilities to local entities

As elaborated in the Financing Agreement, REGEF-UP does not foresee engaging local entities (municipalities) for project execution.

However, in case this is amended in due course, each local entity must adhere to the provisions of the PAL and this Manual and shall operate under the full authority of the **Project Management Unit**. The institutional arrangements (Roles and Responsibilities) for each local entity shall be developed following the same format as the two tables presented below under Section "Accounting for Procurement by Local Entities and Partners" and shall be annexed to the PIM. The **Project Management Unit** will handle the associated procurement planning and will offer procurement guidance, support, training, approvals, etc. to the above local entities.

Implementing Partners

The main implementing agency is MoA: **Ministry of Agriculture**

Below is a list of potential Implementing Partners:

NARC: National Agricultural Research Center (along with MoA Extension Services)

DEF: Development and Employment Fund

ACC: Agricultural Credit Corporation

CBJ: Central Bank of Jordan (along with selected Banks and MFIs)

JRF: Jordan River Foundation

JOHUD: The Jordanian Hashemite Fund for Human Development

DAA: Dar Abou Abdallah

In case the Project calls for competitively selecting Implementing Partners, the requisite methods and procedures elaborated in the applicable procurement rules will be applied for the selection of any Implementing Partner (non-public sector).

Each Implementing Partner (forming part of the Jordanian public sector) must adhere to the provisions of the PAL and this Manual. Other Implementing Partners (from the private sector or civil society) may apply their own procurement rules as long as these do not contradict with IFAD Procurement Guidelines and after a positive assessment by IFAD. The design process does not foresee procurement to be executed by non-public entities. The institutional arrangements (Roles and Responsibilities) for each implementing partner shall be developed following the two tables presented below under Section "Accounting for Procurement by Local Entities and Partners" and annexed to the PIM. Each Implementing Partner will prepare its PP following the above specified templates and shall submit the same to the lead PIU (MoA) for integration within consolidated PP in OPEN. The same applies to their updates and upgrades.

7.8. Accounting for Procurement by Local Entities and Partners

Whenever procurement responsibilities (including grants) are entrusted to Local Entities (L.E.) or Implementing Partners (I.P.), the following provisions shall apply:

- The procurement plans prepared by L.E./I.P. will follow IFAD's PP template and will be consolidated with the **Project Management Unit** PP in OPEN; to avoid double counting of financial figures, the agreements with such L.E./I.P.'s shall be recorded in OPEN showing only (where applicable) the fees payable to such partners to render the services entrusted to them;
- The PP prepared by the **Project Management Unit** will include also the procurement activities of engaging with L.E.'s or I.P.'s (MoU/Agreement) and will show the value of fees (if any) entrusted to L.E.'s or I.P.'s; whenever procurement authority is delegated to an L.E./I.P., the latter will spend this allocated budget by conducting procurement activities that will be planned and executed as per this Manual and the PAL (see PAL article 23⁸);
- The PP by a L.E./I.P. will be subject to prior review by IFAD; procurement activities managed by an L.E./I.P. will be subject to prior/post review by IFAD as the case may be;
- All contracts concluded by a L.E./I.P. must be entered in the CMT by the **Project Management Unit** or the partner;
- The **Project Management Unit** will supervise the procurement activities conducted by each L.E. or I.P. based on detailed provisions included in the MoU/Agreement which is subject to the prior review by IFAD as applicable;
- Where a procurement activity by a L.E./I.P. is subject to prior review by IFAD, the **Project Management Unit** will handle the reporting through OPEN (except for loans and micro-credits which are not entered in OPEN);
- All first level MoU/Agreements signed between **Project Management Unit** and any L.E./I.P. will be entered in the CMT as explained in Section "Selection of Grant or Refinancing Partners" above; and
- The L.E./I.P. is bound to the record keeping requirements of this Manual; **Project Management Unit** shall ensure availability of and accessibility to all records and documentation for review operations.

7.9. Institutional Setup, Roles and Responsibilities

The subsections below elaborate on the operational procedures for Evaluation Committees, on the mechanism for staff recruitment and on the responsibilities of key stakeholders and staff.

Evaluation Committees

Since the project applies National Procurement Rules as far as they do not contradict with IFAD's Project Procurement Guidelines, the following procedures concerning Evaluation Committees shall apply for all evaluation committees under the project:

- Each procurement activity (including grants and staff recruitment) shall have its officially appointed Opening and Evaluation Committee;
- The committee may be one for both Opening and Evaluation proceedings as long as each member is free from any conflict of interest and assures that his/her engagement in evaluation will not be biased based on preparatory work such as drafting specifications or terms of reference and conducting market studies;
- The following conditions will be respected for all committees:

⁸ "All the above-outlined procurement terms and conditions shall also apply to project implementing partners and implementing agents approved by IFAD."

- The committee is formally appointed by the competent authority;
- The committee members are well acquainted with the REOI, Pre-qualification Documents, Bidding Documents or Request for Proposals; they dedicate sufficient time to fully understand the document and process and allocate full time to complete the evaluation promptly;
- All members of the committee sign a Declaration of Impartiality and Confidentiality (following IFAD standard template) immediately after knowing the names of the bidders and any of their partners, staff, experts, subcontractors, etc. Immediately upon realizing presence of conflict of interest (potential or actual), the concerned committee member should report the same to the Chairperson who shall coordinate immediate replacement;
- The committee includes technical specialists in the subject-matter of the procurement, procurement specialists, and other specialists as is necessary for the particular activity (e.g. finance, legal, etc.);
- The committee may include end-user representatives as well; end-users are engaged when the procurement activity is dedicated to the benefit of a group or community that is legally established;
- Should the staff of the **Project Management Unit** (and of end-users if applicable) lack some qualifications, skills or expertise in the subject matter of the procurement, the **Project Management Unit** may include in the committee an external member (consultant or staff of another public entity) as long as this member is free from any conflict of interest and abides by the rules outlined in this Manual and Handbook;
- The number of committee members is odd with a minimum of three with the size depending on the value and complexity of the assignment;
- The committee operates autonomously and does not include managers who ultimately approve the outcome of the evaluation; there should be also no hierarchical authority between committee members to ensure that no such a hierarchy exerts undue pressure on members;
- The evaluation is done individually by each committee member especially when evaluation involves scoring; in this case, the individual scores are subsequently discussed and may be adjusted accordingly as long as original scores and adjusted scores are both included in the report with reasoning behind the adjustments; combined scores will be on average basis (average of adjusted individual scores);
- In all aspects of evaluation that are on a pass/fail basis (no scoring), the committee should take its decision unanimously, failing which decision should be based on majority vote with due recording of dissenting opinion. In case the disagreement is major with irreversible impact on the outcome, the competent Minister/CEO will decide;
- Committee members are anticipated to evaluate the full set of EOIs/qualification applications/bids/proposals/quotations received for the full steps of evaluation; splitting of evaluation vertically (splitting bids among members for evaluation) or horizontally (some members conducting preliminary examination while others handling technical evaluation) are both not allowed;
- Despite the above, each member of the committee will exert their expertise and qualifications without unduly influencing the opinions of other members;
- In addition to fulfilling the evaluation role just as other committee members, the procurement specialist in the committee is responsible for ensuring the full respect of the procurement rules in place; the procurement specialist shall be responsible for communicating any clarifications (based on committee agreement) with bidders and for drawing up the evaluation report. Furthermore, the procurement specialist will assume the

- role of committee Facilitator as provisioned in IFAD Handbook Module K1 including ensuring compliance with the procurement rules in place as per this Manual;
 - Each committee shall be presided by a Chairperson responsible for coordinating technical discussions within the committee and will assume the roles as per the Handbook Module K1;
 - All evaluations and decisions shall be made based on criteria and requirements elaborated in the Procurement documents, Bidding Documents or Requests for Proposals; all decisions should be sufficiently substantiated with elaboration of deliberations, reservations, discussions, strengths and weaknesses, etc. in sufficient detail to ensure that due process has been applied;
 - The committee completes evaluation promptly and in any case within the period of validity of bids/proposals; in exceptional and duly substantiated circumstances, the committee may request extensions of bid validity. Such requests are addressed to bidders officially in writing before the expiry of the validity through the **Project Management Unit** Director;
- The same evaluation committee should ideally proceed into pre-contract discussions or negotiations within the limitations for the same as specified in the Handbook and this Manual;
- The competent Minister/CEO is the appointing authority of evaluation committees; the competent Minister/CEO is also the approving authority of the evaluation outcomes. Consequently, the competent Minister/CEO will not be a member of chair of such committees; The competent Minister/CEO shall appoint a committee for each procurement activity (or groups/categories of activities as long as the competencies, experience and skills required are common and as long there is no overlap in terms of timing and workload); the committee is formed sufficiently in advance of the date and time of opening, and its constituents should remain confidential until the public opening date and time;
- Any attempt by a prospective bidder or economic operator to influence any of the committee members or any of the **Project Management Unit** or end-user staff or staff of concerned government agencies should not be tolerated; it should be recorded in the evaluation report and referred to competent authorities;
- The committee shall have the following authorities:
 - Independently evaluate each submission based on its own merits and on the basis of criteria included clearly in the solicitation documents;
 - Decide individually (each member) on the outcome of evaluation and collectively (committee jointly) where consensus is needed, without the recourse to any person or authority external to the committee;
 - Request the assistance of subject-matter experts to be appointed by competent Minister/CEO;
 - Decide on the deviations identified in each submission and classify each as minor or major based on the sole guidance of the Handbook, the content of the procurement documents while ensuring fairness, equal treatment, proportionality and transparency;
 - Decide on the need for and content of clarifications from bidders in line with the provisions of the solicitation documents and the Handbook;
 - Decide autonomously on the rejection of a submission with detailed justifications;
 - Decide autonomously on the rejection of all submissions and cancellation of the process if one of the conditions of cancellation in the Handbook is present;
 - Decide with due substantiation on the recommendations for award;
 - Report any attempt to influence the committee in the conduct of its work;

- Refrain from disclosing any information related to its work to any person or entity until the proceedings of evaluation are completed; then, internal reporting as well as reporting to IFAD are required before the evaluation outcome can be made public;
 - Provide detailed opinion and feedback for any complaint or debrief request;
 - Where negotiations are permitted, manage the whole negotiation process within the limits allowed by the Request for Proposal and Handbook and within the validity period of proposals;
- In addition to appointing the committee, the competent Minister/CEO reviews and approves the outcome of evaluation; the competent Minister/CEO has the following authorities:
 - Replace a member of the committee for reasons of conflict of interest or other reasons and amend the committee formation decision accordingly;
 - Issue requests for bid validity extensions if duly substantiated by the committee;
 - Approve the recommendations as submitted by the committee in the signed report;
 - Upon receipt of the signed report, clarify from the committee aspects of the evaluation and request more elaboration and substantiation;
 - Reject the recommendation of the committee based on detailed justifications;
 - Approve the dissemination of the outcome of evaluation (e.g. NOITA, NOA, Cancellation notices, etc.)
- The committees shall refer to IFAD Procurement Handbook for detailed guidance on evaluation (see section 2.6.2 above).
- In case the procurement activity exceeds the threshold for which the PMU can manage procurement and the activity needs to be managed centrally by CTD or CPD, then the committee formation will take into account the above provisions to the extent admissible by law.

7.10. IFAD-funded PMU staff selection

The procedure to recruit IFAD-funded staff to join the **Project Management Unit** will be the Individual Consultant Selection procedure (ICS) described in IFAD Procurement Handbook. This does not apply to staff seconded by government. As stated under section 2.8 (bullet 2), selection of **Project Management Unit** staff or changes to staff shall be coordinated in advance with IFAD. If the selection process exceeds the prior review threshold for individual consultants, the selection shall be also subject to the No Objection by IFAD through OPEN as per section 2.7.6 above. To identify whether the selection process is subject to N.O., the **Project Management Unit** shall estimate the cost covering the remuneration for the full remaining duration of the project as per the Financing Agreement. Some IFAD-funded **Project Management Unit** staff selections are subject to No Objection regardless of the value as per the PAL (including all procurement staff). All staff recruitment shall feature in the relevant Procurement Plan.

The selection process shall follow the ICS procedure with the following highlights adapted for the particular case of selecting **Project Management Unit** staff:

- Preparation of TOR using IFAD SPD Template – TOR;
- Preparation of REOI using IFAD SPD Template – REOI Advertisement;
- If interviews with the shortlisted applicants are foreseen to help identify the most qualified applicant,
 - the interview as well as the related criteria should be explicitly specified in the REOI and TOR; this means that the interview requirement must be known in advance and announced to the public as well;
 - the interview competencies required should be assigned a weight in addition to the weights for other qualification criteria;
 - competency criteria should be formulated in a clear and objective manner;

- interviews should be based on the same set of competency questions used with all candidates;
- all applicants passing the minimum score (for CV evaluation) shall be invited for interview;
- interviewees should be given sufficient time in advance;
- interviews should be held online in case of obstacles to physical meeting are present;
- In addition to competency questions, **Project Management Unit** may test interviewees to validate their knowledge and experience through one or more “technical questions” which also shall be standardized and common to all interviewees;
- **Project Management Unit** shall consult with IFAD in advance for setting up the competency-based interview questions as well as the technical questions for each position; apart from such a consultation, the questions shall remain strictly confidential;
- the interviews shall be fully documented as well as the resulting scoring within the evaluation report;
- for the recruitment of long-term **Project Management Unit** staff funded by IFAD, competency-based interviews are recommended;
- The flowchart below depicts the main steps in the ICS procedure.

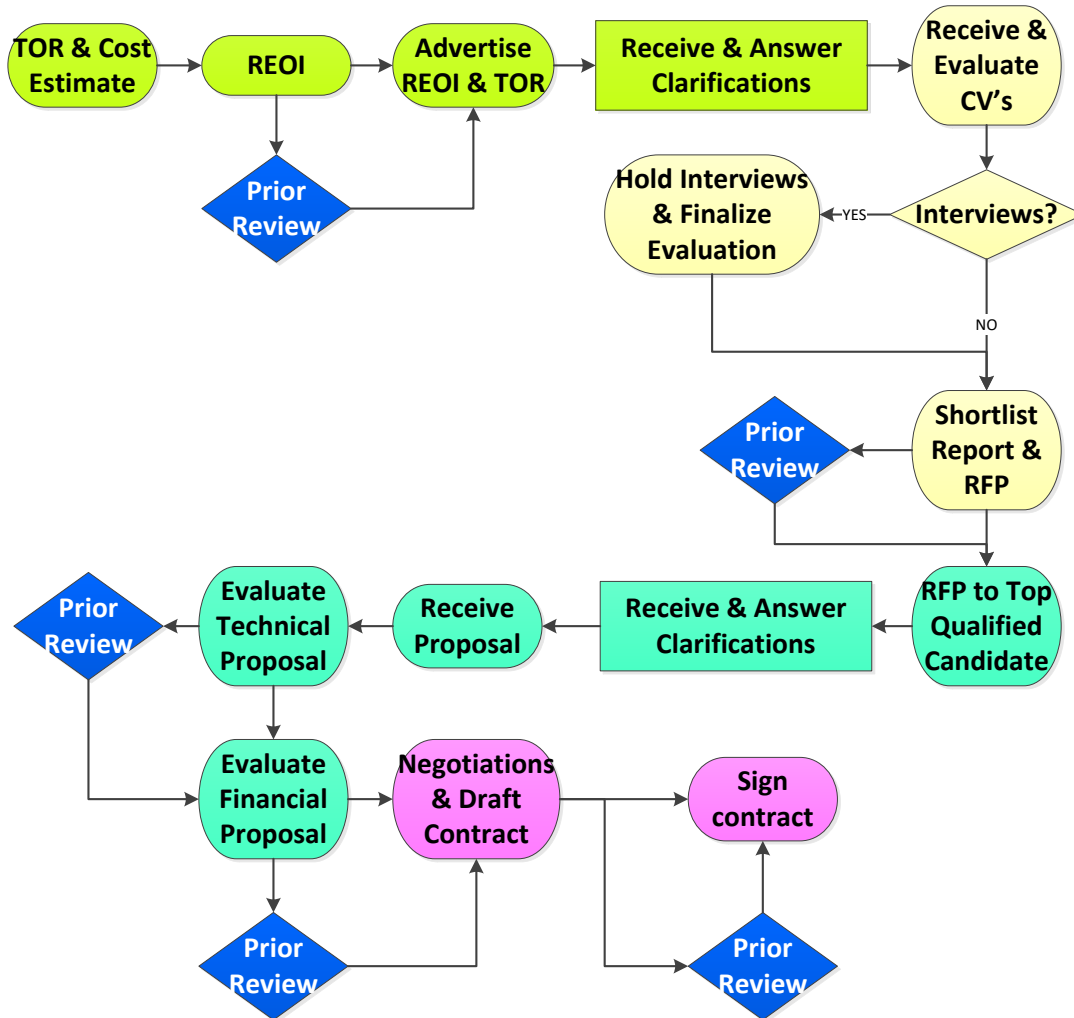
In exceptional and duly justified cases identified in the Handbook, Individual Consultants may be selected on a sole-source basis:

- tasks that are a continuation of previous work that the consultant has done and for which the consultant was competitively selected;
- certain assignments expected to last less than three months;
- emergencies arising from natural disasters;
- when the individual is the only consultant qualified for the assignment; and
- when the individual consultant assignment budget is below the predefined low value threshold for SSS.

In such cases, the **Project Management Unit** will launch a SSS through OPEN including detailed justifications.

Recruitment of Civil Servants is subject to IFAD’s policies. Whenever Operational Policy and Results Division (OPR) issues a new update, the PIM will need to be updated accordingly.

Figure 5- Flowchart for ICS procedure for selecting IFAD-funded project staff



Institutional Setup, Roles and Responsibilities

The below two tables clarify the roles and responsibilities of all stakeholders especially those entrusted with one or more functions of the procurement cycle. The first table is a high level representation of organizational roles and responsibilities of high-level procurement functions among concerned entities while the second table (in Annex 1) is a detailed Responsibility Assignment Matrix covering the majority of procurement functions and steps within the **Project Management Unit**.

	<i>MoA</i> <i>PMU</i> لجنة الشراء المحلية	<i>MOPIC</i>	<i>Steering Committee</i>	<i>Central Proc. Dept.</i> لجنة الشراء المركزية
AWPB	R	--	A	--
Prepare Procurement Plan (PP)	R	--	A	--

Finalize and Approve PP	I	--	R/A	--
Manage PP updates and upgrades	R	--	C/I (major changes only)	--
Prepare Technical Requirements	R	--	--	--
Finalize and Approve Requirements	R	--	--	C (>60,000 JOD)
Prepare Bidding Documents (B.D.)	R (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Finalize and Approve B.D.'s	R/A (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Publish Notices and Advertisements	R/A (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Bid Opening Committee	لجنة الشراء المحلية R (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Evaluation committee Members	لجنة الشراء المحلية R (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Form Evaluation Committees	لجنة الشراء المحلية R (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Manage Bid/Proposal Opening	لجنة الشراء المحلية (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Manage Bid/Proposal Evaluation	لجنة الشراء المحلية (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Approve Evaluation Recommendations	A (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Manage Debriefs and Protests	R/A (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Prepare Draft Contract	R/A	--	--	--
Sign Contract	R/A	--	--	--
Technical Management of Contract	R/A (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Contract Management	R/A (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Acceptance committee members	R/A (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Form Acceptance Committee	R/A (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Review Payment Requests	R/A (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Check and approve payment requests	R/A (<60,000 JOD) with Fin. Controller	--	--	--
Process Payments	R/A (<60,000 JOD)	--	--	--
Archive all procurement-related files	R/A (<60,000 JOD)	--	--	R/A (>60,000 JOD)
Correspond with IFAD for No Objection	R/A	--	--	--

Table 7 - Inter-agency Procurement Roles and Responsibilities

It is worthy to note that the above-mentioned threshold of JOD 60,000 applies to goods and services. For works, the threshold is JOD 500,000. Noteworthy also is that grant management is fully regulated by IFAD in the design report financing agreement and PIM. There are no national thresholds on grant management. Contract signature is by PMU Director.

Annex 1: Procurement Records and Files

Document	Preferred Format
(i) a copy of the published REOI advertisement or shortlist (if applicable) *	Hard copy
(ii) a copy of the published pre-qualification and bidding documents and any amendments, extensions or clarifications requested and issued *	Hard copy
(iii) a record of the tender opening, signed by all TEC members and the bidders present	Hard copy
(iv) a full copy of each bid received and evaluated, plus clarifications requested and responses received	Hard copy
(v) a copy of the evaluation report *	Hard copy
(vi) signed minutes of all meetings related to the procurement, including pre-bid and negotiation meetings, when held	Hard or soft copy
(vii) a contract award notice *	Hard copy
(viii) any letter of tender acceptance to the supplier, contractor or consultant *	Hard copy
(ix) the signed contract document and contract acceptance *	Hard copy
(x) any contract amendments *	Hard copy
(xi) all contractual correspondence between the procuring entity and a supplier, contractor or consultant	Hard or soft copy
(xii) post-contract documents related to the fulfilment of contract obligations, especially photocopies of bank guarantees or payment guarantees	Hard copy
(xiii) signed minutes of any meetings related to contract management, including contract progress or review meetings	Hard copy
(xiv) signed delivery documents evidencing delivery of supplies, or signed completion certificates related to a contract for services or works under the contract, including any contract delivery records	Hard copy
(xv) a copy of all invoices for works, services or supplies, including working papers verifying the accuracy of payments claimed and details of the actual payment authorized	Hard copy
(xvi) a copy of cumulative payment worksheets/records evidencing management of all payments made	Soft copy
(xvii) all decisions of the concerned borrower's approval authority related to the procurement, including the approval of the bidding documents, the approval of the evaluation report(s), the contract award, the approval of contract documents and contract amendments and any decision to suspend or cancel procurement proceedings	Hard copy
(xviii) a copy of any claims made by the procuring entity with respect to any warranty, non-warranty, short supply, damage and other claims against the contracted vendor or the procuring entity	Hard or soft copy
(xix) in the case of IFAD prior review, all submissions and correspondence related to the seeking of IFAD's no objection (NO) and a copy of the respective IFAD NO letter.	Hard or soft copy
(xx) any other communications related to the procurement in question, including internal entity correspondence	Hard or soft copy

** Ideally, previous drafts (before the final version is issued) of these published documents and reports should also be retained for completeness and to provide a full picture of how the published document evolved. It is accepted, however, that in the case of space limitations, this is not always feasible in practice.*

Annex 2: Vendor Assessment Form

VENDOR ASSESSMENT FOR WORKS/SUPPLIES/SERVICES CONTRACTS

FORM⁹

Project Name:
Contract Name:
Location:
Contract Reference:
Name of Contractor:

1 PLANNED IMPLEMENTATION PERIOD

From	<i>Planned commencement date of the contract</i>	To	<i>Completion Date: End of Warranty:</i>

2 ACTUAL IMPLEMENTATION PERIOD

From	<i>Actual Commencement date of the contract</i>	To	<i>Completion Date: End of Warranty:</i>

3 CONTRACT VALUE (Currency)

Original		Updated	

⁹ Adopted with modifications from <https://ec.europa.eu/europeaid/prag/annexes>

3 PERFORMANCE RATING OF VENDOR

Factor	Rating	Comments
Achievement of contract objectives (as per the technical specifications and drawings or terms of reference)		
Achievement of contract objectives (as per the required quantities)		
Achievement of contract objectives (as per the agreed time limits)		
Quality of work/supplies/services		
Good faith and cooperative attitude		
Risk management and mitigation measures		
Respect to contractual responsibilities and liabilities		
Litigation and claims-man-ship: the tendency to engage in claims and disputes		
Beneficiary feedback on the vendor (e.g. trainees in training, target groups in awareness, municipality benefiting from construction, etc.)		
Other criteria: ...		
TOTAL VENDOR SCORE (average) ¹⁰		

Rating scheme	
1	Excellent
2	Good
3	Average
4	Below average
5	Unsatisfactory

¹⁰ The Total Score gives an overview of the overall performance of the Vendor; a score higher than 3 is considered not acceptable and should be justified with the measures taken by the Implementation Unit or Agency during or upon completion if applicable.

4 PERFORMANCE RATING OF KEY PERSONNEL

Name ¹¹	Client relations	Written communication	Verbal communication	Drive & determination	Job management	Personal effectiveness	Technical competence	Overall
TOTAL PERSONNEL SCORE (Average) ¹²								

Rating scheme	
1	Excellent
2	Good
3	Average
4	Below average
5	Unsatisfactory

5 REPRESENTATIVES (Technical and Contractual) ¹³

Name	
Signature	
Date	

Name	
Signature	
Date	

6 APPROVED BY:

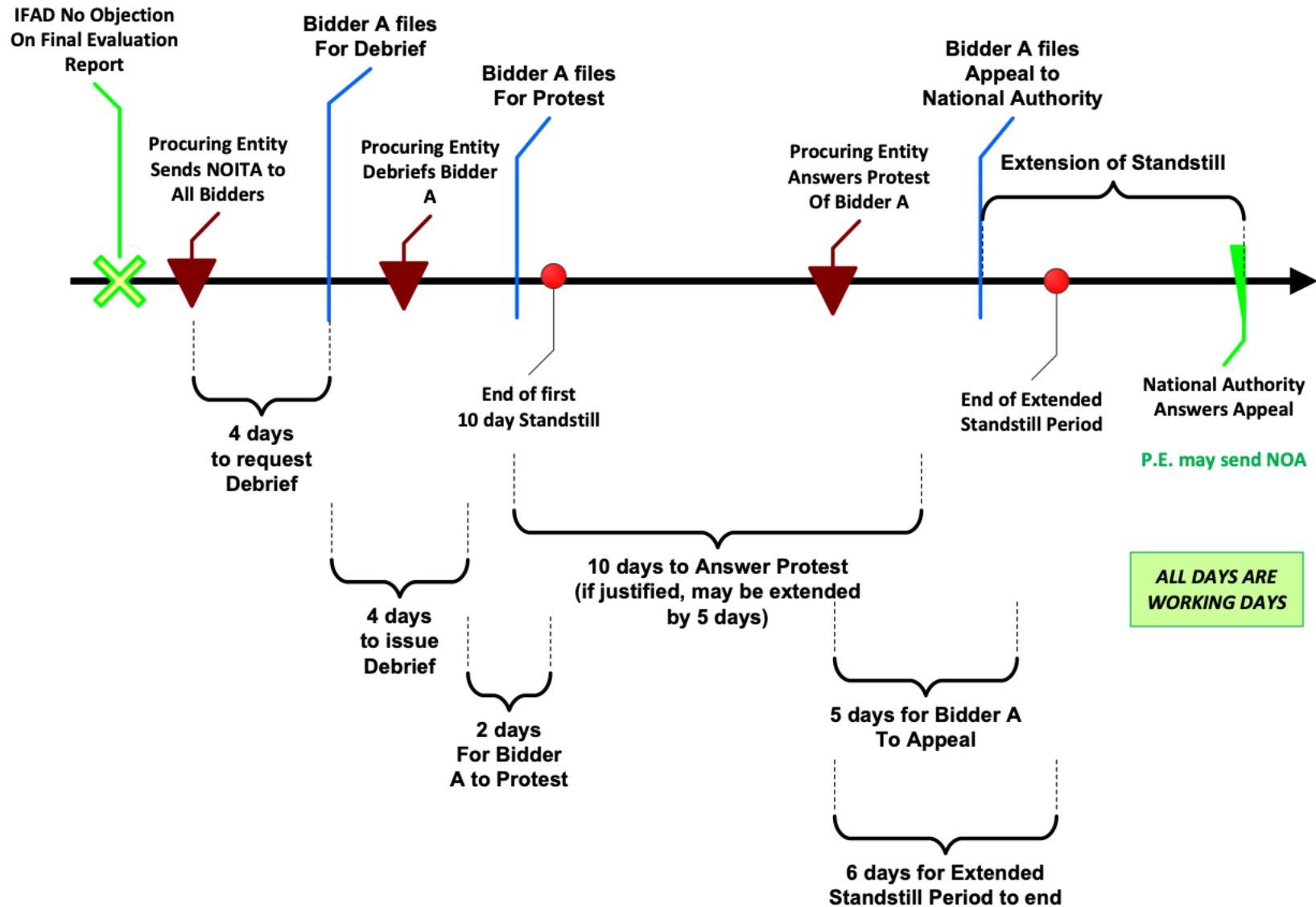
Name	
Signature	
Date	

¹¹ The Key personnel include: Vendor representative or project director; key experts nominated in the contract; other experts not specified in the contract, but were involved in implementation; and (for construction works) staff managing construction.

¹² The Total Personnel Score gives an overview of the performance of the vendor staff on the project; a score higher than 3 is below average and should be appended with clarifications on what measures were taken during implementation or upon completion, if applicable.

¹³ The staff supervising the contract during implementation and not the acceptance committee members.

Annex 3: Debrief, Protest and Appeal Timeline



Annex 4: SECAP for Procurement

Introduction

This document provides indication to the SPO on the SECAP risks to be incorporated into procurement plans. While the general integration of SECAP requirements into procurement documents is described into ANNEX 4, Volume 1 of the SECAP, the project specific risks are as identified by the SECAP online tool. The ES specialists have identified, through the SECAP environmental and social screening checklist, the issues in the table below that need to be mitigated through procurement. In case the SPO has ambiguity as to the guidance provided by the ES specialists in the rightmost column of the below Results Table, then the SPO will need to collaborate with the ES specialists and relevant members of the PDT in order to reach an agreement as to how these ES issues can be dealt with best through procurement mitigation measures that the Borrower must be required to put in place with respect to procurement parameters like:

1. Technical Specifications
2. Bidder Qualification
3. Bid Evaluation Criteria
4. Contract Clauses

For example, if the project involves work in a sensitive cultural heritage area or an area where biodiversity is to be protected, then the successful past experience of the contractor in working in such zones is critical and the ES specialists will select "Bidder qualification" and "Bid Evaluation Criteria". If labour conditions or indigenous peoples' rights are often compromised in the project's area, then the ES specialist may select "Contract Clauses" and give whatever further guidance is possible for SPO. If deforestation or extensive use of natural resources in the project area is an issue identified by the ES specialist, then the ES specialist will choose "specifications" and "Bid Evaluation Criteria" and agree with the SPO to specify legally-harvested timber (or timber certified with the relevant label) and agree as to the evaluation criteria to be used to promote resource efficiency (e.g. evaluation criteria to favour energy efficient pumps, efficient transformer sub-stations, fuel saving equipment etc.).

The ES specialists, relevant members of the PDT and the SPO will need to consult together and pool their collective expertise in the various disciplines in order to arrive at the right mitigation measures to be reflected in the PRM. In this manner downstream work by the SPO in prescribing the project requirements for the Procurement Plan (PP) and PDR are facilitated and can be readily reflected in the PIM and the choice of bidding documents and contract provisions.

Environmental and Social Safeguards			
Biodiversity	Risk Rating	Consequence	Guidance for SPO
1.8 Will the project involve or lead to procurement through primary suppliers of natural resource materials (wood, gravel, sand, etc.)?	Low	Minor	
		Project will require procurement of natural resources through primary suppliers, and resource extraction is tightly regulated. Alternatives to procurement of natural resources through primary suppliers exists.	- Give preference to suppliers adhering to environmental certifications such as ISO 14025, even if their products are more expensive. - For cement, favor suppliers employing the energy-efficient dry kiln process over the more energy-intensive wet kiln process (if rated criteria is used)

Environmental and Social Safeguards				
Resource Efficiency and Pollution Prevention	Risk Rating	Consequence	Guidance for SPO	
2.1 Could the project involve or lead to the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Moderate	Moderate Pollutants may possibly be released, either routinely or by accident, but treatment systems are proven and verified. Receiving environment has absorptive capacity.	- Machinery used for construction work should be relatively new (2018 or newer). - Construction waste should be properly disposed of in assigned landfills. - Procurement of goods should account for life cycle costing where applicable (e.g. vehicles, machinery, solar systems, etc.).	
2.8 Will the project involve livestock and production of animal products (dairy, skins, meat, etc.)?	Moderate	Moderate Manure and wastewater may possibly be released, either routinely or by accident, but treatment systems are proven and verified.	Tender documents for related infrastructure works and equipment (breeding stations, livestock markets, etc.) should include provision for waste (solid and liquid) treatment?	
Cultural Heritage	Risk Rating	Consequence	Guidance for SPO	
3.4 Could the project involve or lead to utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	Low	Minor The project could be located in an area that is considered to be of cultural heritage value, but the project does not use tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial purpose.	- PIU and I.P. shall engage in activities that foster respect and honor to cultural practices and cultural heritage.	
Labour and Working Conditions	Risk Rating	Consequence	Guidance for SPO	

Environmental and Social Safeguards

5.1 Could the project operate in sectors or value chains where there have been reports of discriminatory practices and the lack of equal opportunity (for disadvantaged and vulnerable workers, including women, children of working age, migrants and persons with disabilities), denial of freedom of association and collective bargaining, labour migrants?	Moderate	Moderate The project will operate in sectors or value chains that have, in the past, not met national labour laws, or international commitments, but is now adequately nationally regulated. International value chains are occasionally audited for environmental or social performance.	- PIU and I.P. providing grant support (including application preparation, targeting activities, etc.) shall stress safeguards and SECAP compliance. - SECAP compliance shall feature in eligibility of applicants, evaluation of applications, and monitoring of grant execution. - Having a robust grant scheme governance model proposed in PIM enhances effectiveness of safeguards and SECAP monitoring. - A checklist has been developed for ensuring grant execution SECAP compliance. PIU/I.P. to use this checklist when monitoring grantees.
5.3 Could the project involve children (a) below the nationally-defined minimum employment age (usually 15 years old) or (b) above the nationally-defined minimum employment age but below the age of 18 in supported activities or in value chains?	Moderate	Moderate The project will operate in sectors or value chains where child labour was evident in the past. However, child labour is now regulated and is illegal under national law.	- Any incident of child employment (main or sub-contractors) will be remedied by forfeiture of E&S Performance Security and termination of contract. - The PIUs should provision for SECAP awareness in every pre-bid meeting. - Grantees shall be sensitized about the remedies in case of any incident of child/forced labor. - SECAP compliance checklist shall be properly filled during grant monitoring.

Environmental and Social Safeguards

5.4 Could the project: (a) **Moderate**

operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.)

Moderate

The project will operate in a sector, area, or value chain where workers are occasionally exposed to OSH risks, and where regulation is known to be weak or non-existent. However, there is no evidence of illness or death.

- Insurance clauses on labor and Third-Party Health and Safety should be closely reviewed and monitored. They should be of sufficient coverage.
- All labor (main and sub-contractors) shall be subjected to OSH training before commencing works.
- The E&S specialist (SECAP) in the PIU should conduct scheduled and ad hoc visits to construction sites and manufacturer facilities and validate the compliance with SECAP requirements.
- The Engineer appointed to supervise works shall have in the job description the detailed requirements for monitoring SECAP more regularly.

Community Health, Safety and Security	Risk Rating	Consequence	Guidance for SPO

6.5 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?

Moderate Moderate

The project may lead to moderate changes to community dynamics may result in increased potential for gender-based violence or sexual exploitation. Gender-based violence protocols in place.

- Grantees shall be sensitized by the PIU/I.P.
- Grant CfP and application evaluation shall include clear instructions on prohibited practices and reporting hotlines.
- SECAP monitoring checklist will assess risks and breaches

Physical and Economic Resettlement	Risk Rating	Consequence	Guidance for SPO

Environmental and Social Safeguards

7.4 Could the project result in adverse impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?

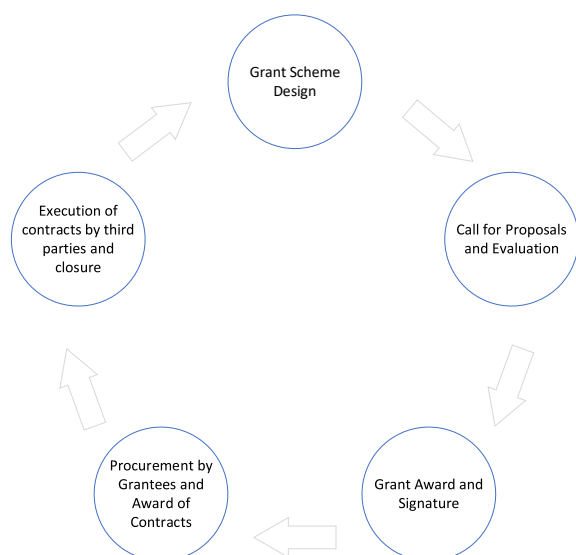
- Grant CfP will require ownership or proper lease of plots in which works or grant projects will be executed.
- SECAP compliance checklist will verify any infringements

Financial Intermediaries and Direct Investments	Risk Rating	Consequence	Guidance for SPO
8.1 Could the investment be granted to an institution that does not have an environmental and social policy and an associated environmental and social management system (ESMS) in place (transparent, publicly available)?	Moderate	Moderate The institution does not have an ESMS in place, but several individual E&S policies. The policies are therefore not considered as transparent. The reporting on E&S is available upon request.	- Larger scale grantees will be assessed for their ESM systems and policies - SECAP compliance checklist will verify infringements
8.2 Could the investment be granted to an institution with insufficient capacities (i.e. unqualified personnel e.g. ES Officer) to implement the ESMS?	Moderate	Moderate The institution does not employ an ES Officer, but has sufficiently trained field staff available to monitor the impact of the operations of the institution.	- Larger scale grantees will be assessed for their ESM systems and staffing - SECAP compliance checklist will verify infringements

Annex 5: Ensuring SECAP Compliance in Grants

Background: SIGHT-II includes a number of grant schemes that involve various monetary grants for grantees (beneficiaries) to procure and execute various types of projects including but not limited to

- Agricultural equipment and inputs
- Rainwater harvesting
- Hydroponic systems
- ISolar power systems
- Etc.



The responsibility of procurement and execution of the above rests with the grantees under supervision by PIU/I.P.

The aim of this checklist is to form a basic SECAP compliance monitoring tool and not to replace SECAP requirements and standards or to undermine extant laws related to environmental and social responsibility and standards. It takes into account that the grants are generally of small value.

The areas to be checked and verified may differ from one grant category to another. For example, grants involving construction, plant and carbon-emitting machinery have a greater environmental

and social footprint compared to other simpler grants such as simple tools and equipment.

Grant Cycle: PMU staff or appointed representatives need to engage in monitoring SECAP compliance at several phases of the cycle:

- **Grant Scheme Design:** The scheme shall, to the maximum extent possible, clearly specify that grants will not be accepted for financing goods or works that are illegal; constitute threat to community, natural habitat, or local customs; consume valuable natural resources; or pose other environmental or social safeguard threats. Grant schemes based on rating shall also rate the extent of negative environmental and social footprints of proposals and integrate the same in the award process whenever possible.
- **Call for Proposals and Evaluation:** The Call for Proposal shall clearly refer to SECAP standards and shall sensitize communities about environmentally and socially-friendly proposals. Evaluation Criteria shall, to the extent possible, integrate the above-mentioned criteria.
- **Grant Award and Signature:** Before any grant is awarded, the PMU shall verify the compliance of grantees with nationally-established licensing and permitting requirements such as, but not limited to, building permits, right-of-way, practice licenses, Environmental Screening, Environmental Impact Assessments, etc. The award of the grant can proceed subject to conditioning payment to the compliance with the above. The PMU shall preferably conduct collective sensitization and training to grantees at the time of award (if not already conducted during proposal preparation) on climate-smart practices, environmentally-friendly construction methods and plant processing techniques, fair labor practices, etc.
- **Procurement by Grantees:** Once sensitized and trained, grantees can engage in procuring the subject of their grants in compliance with SECAP requirements as applicable.
- **Execution and Closure:** During execution of the grants, PMU staff or appointed representatives need to inspect

- The actual compliance of legal requirements concerning all permits, licenses and screenings. For example, the commencement of works can be conditioned on written PMU clearance after verifying the above.
- The execution at least twice: once midway and second towards the end to verify the SECAP compliance (see below checklist).

SECAP Reference: IFAD SECAP standards are accessible at <https://www.ifad.org/en/secap>

Checklist: The below checklist is a first draft that can be continuously updated with new criteria/indicators to be verified. It covers aspects that need to be verified by the PMU during monitoring of grant execution:

Indicator	Finding visit 1 ¹⁴	Findings visit 2*
The grantee is well aware of the needed permits, licenses and screenings in relation to the grant contract.		
The commencement of grant execution starts only after required permits, licenses and screenings are obtained.		
The appointed contractor or supplier does not engage in child or forced labor and exercises fair labor practices (wages, shifts, overtime, working hours, etc.).		
The works on site involve no child or forced labor.		
Labor on site are (a) Jordanian; (a) Refugee; (c) Other		
The works on site do not feature any unsafe or hazardous practices to grantee, grantee family, labor, neighbors and other third parties.		
Labor on site are offered requisite health and hygiene conditions and safety tools and gear.		
Labor on site engage in safe construction practices.		
Labor and third parties on site or adjacent properties have easy access to emergency medical kits.		
The works on site are designed and executed so as not to pose threat, hazard or danger to any person, to on-site facilities, to public spaces, to neighbor facilities or their property.		
Labor and third-party persons on site are aware of standards concerning respect, avoidance of harassment and abuse, etc.		
Works and installations are being executed with minimal (if at all) disruption to natural habitat, environment, vegetation, biodiversity, and ecology.		

¹⁴ Findings are reported based on the degree the indicator is satisfied [1-5] with [5] being fully met and [1] being not met at all. Whenever the rating is less than [5], the PIU staff should please explain the reason and the corrective action.

Indicator	Finding visit 1 ¹⁴	Findings visit 2*
Works including transportation or movement of machinery do not pose any threat to roads and public spaces or to third parties or their properties.		
Any damage to roads, public spaces or third-party properties is sufficiently compensated or corrected as is applicable.		
Any injury (to any person) caused by grant execution is promptly treated and sufficiently compensated.		
Construction/installation waste is disposed of in dedicated sanitary or government appointed landfills or treatment facilities.		
The final works and installations are so executed as to have no negative impact on natural habitat, environment, vegetation, biodiversity, and ecology (consider emissions and production of pollutants, impact on ground water and surface water, impact on soil and vegetation, etc.)		
The grantee is well aware of its legal and contractual entitlements and indemnities against risks of defective design, defective material and defective workmanship.		
The grant does not include use or production of hazardous substances and chemicals.		
The grant execution and operation involve acceptable waste management practices (e.g. handling and treating refuse, waste generated, agricultural waste, etc.)		
There is a reasonable level of recycling and reuse if applicable.		
The site where the grant is being executed is fully owned by the grantee (or has legal title to use it) and is not a cultural heritage site.		
Works on site maximize the use of locally produced and sustainably sourced raw material.		
Works on site adopt, to the extent possible, locally established construction methods and practices.		
Works on site capitalize on labor intensive methods.		
Payment to appointed contractor/supplier by grantee follows acceptable milestones and frequency.		
Payment by contractor/supplier to their labor on site follow acceptable milestones and frequency.		

Indicator	Finding visit 1 ¹⁴	Findings visit 2*
PMU staff (in site visits and interviews) verify the occurrence of any accident on site and ensure the suitable handling of the same in line with national legislation.		
PMU staff (in site visits and site interviews) verify the absence of complaints/grievances or their suitable redress.		
Grantees, contractor/supplier labor, and third parties have easy access to a grievance or complaint system.		
Other findings: ...		

Annex 6: Project Procurement Strategy

Country:	Jordan
Project Full Name and Number:	Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT II)
IFAD Loan / Grant amount (\$):	SIGHT II: SIGHT II – total project cost of USD 25.55 million, including an IFAD loan/grant of USD 15.0 million (59%), Government of Jordan contribution USD 3.6 million (14%), beneficiary contribution USD 1.4 million (5%), and co-financing from the Pandemic Fund (USD 3.0 million) and the Adaptation Fund (USD 10.0 million)
Loan/Grant Number:	TBA
List of Key Components:	The Small Ruminants Investment and Graduating Households in Transition Project – Phase II (SIGHT II) is a follow-up operation to the successful SIGHT I Project (2015–2023). It aims to consolidate and scale up resilience-building interventions for small ruminant producers and vulnerable households across Jordan’s semi-arid zones. SIGHT II seeks to enhance climate resilience, sustainable rangeland management, value chain competitiveness, and financial inclusion, contributing directly to Jordan’s National Agricultural Strategy (2022–2027) and the Green Growth Plan. The project adopts a multi-institutional implementation model involving: • the Ministry of Agriculture (MoA) for fiduciary and overall coordination; • the National Agricultural Research Center (NARC) for technical oversight of rangeland and livestock activities; and • the Agricultural Credit Corporation (ACC) for financial inclusion, credit, and guarantee schemes. SIGHT II combines investment, knowledge, and climate-finance elements under IFAD’s integrated approach to sustainable livestock systems and inclusive rural transformation. Component 1 – Sustainable Rangeland and Water Resources Management Objective: Restore and sustainably manage degraded rangelands and improve water resource efficiency in

	the Badia and semi-arid areas. Main activities: • Rehabilitation of degraded rangelands through reseeded, controlled grazing, and soil–water conservation measures. • Construction and rehabilitation of water harvesting infrastructure (cisterns, hafirs, reservoirs, and small-scale irrigation systems). • Formation and training of Rangeland User Associations (RUAs) and community committees for participatory range governance. • Integration of SECAP compliance measures, including erosion control, biodiversity protection, and use of indigenous plant species. Indicative Cost: USD 8.9 million (35%) Lead Agency: Ministry of Agriculture (MoA) / NARC Component 2 – Climate-Resilient Livestock Value Chains and Market Access Objective: Strengthen small ruminant productivity, resilience, and market integration through improved animal health, feeding systems, and value addition. Main activities: • Improvement of livestock husbandry through breeding services, veterinary outreach, and feed resource management. • Establishment of small-scale processing units (milk, meat, wool) and aggregation centers operated by cooperatives and women’s groups. • Support to market access, certification, and traceability systems, including digital market platforms. • Training for producers on animal welfare, biosecurity, and product diversification. Indicative Cost: USD 7.7 million (30%) Lead Agency: NARC / MoA

	Component 3 – Inclusive Rural Finance and Enterprise Development Objective: Enhance financial inclusion and entrepreneurship among rural producers, with a focus on women and youth. Main activities: • Implementation of a Credit-Guarantee Window through the Agricultural Credit Corporation (ACC) to de-risk lending to smallholders and MSMEs. • Competitive grant schemes supporting innovations in renewable energy, circular economy, and climate-smart agribusiness models. • Financial literacy and business development training targeting rural youth, women, and producer groups. • Establishment of digital tools for loan tracking and performance monitoring integrated with IFAD’s OPEN system. Indicative Cost: USD 5.1 million (20%) Lead Agency: ACC / MoA Component 4 – Project Management, Monitoring, and Knowledge Objective: Ensure effective implementation, fiduciary oversight, learning, and adaptive management. Main activities: • Operation of a Project Management Unit (PMU) under the Ministry of Agriculture, including procurement, finance, M&E, and SECAP officers. • Use of IFAD’s OPEN platforms for procurement planning, contract management, and transparency. • Establishment of a comprehensive MEL (Monitoring, Evaluation, and Learning) system linked to the Results Measurement Framework. • Knowledge generation and dissemination on climate-smart practices and rangeland

	governance models. Indicative Cost: USD 3.85 million (15%) Lead Agency: MoA (PMU).

The Small Ruminants Investment and Graduated Households Transformation Project – Phase II (SIGHT II) is an IFAD-supported initiative implemented in Jordan. The project builds on the achievements of SIGHT I, with a focus on enhancing the productivity, climate resilience, and market access of small ruminant producers. Covering six governorates—Ajloun, Irbid, Jerash, Madaba, Mafraq, and the outskirts of Amman—it operates across diverse agro-ecological zones that are critical for the country’s livestock and rangeland systems.

The National Agricultural Research Center (NARC) serves as the lead implementing agency, hosting the Project Management Unit (PMU) and overseeing fiduciary management. The Ministry of Agriculture (MoA) is a co-implementer, while the Agricultural Credit Corporation (ACC) and selected NGOs contribute to rural credit delivery, income-generating activities, and producer support.

With a total budget of approximately USD 26 million, the project is financed through IFAD, the Adaptation Fund, the Government of Jordan, the Pandemic Fund, and contributions from ACC

Investments include goods, minor works, technical services, and grants, with careful sequencing required to align with breeding seasons and water harvesting cycles.

SIGHT II introduces innovative elements such as climate-smart fodder technologies, genotyping services, and water harvesting infrastructure. Community participation is fostered through participatory planning and Farmer Field Schools (FFS), while environmental and climate safeguards are integrated in line with IFAD’s 2020 SECAP guidelines.

By combining applied research, rural finance, sustainable rangeland management, and inclusive MSME support, SIGHT II aims to improve the livelihoods of vulnerable small ruminant producers, while strengthening Jordan’s capacity to adapt to climate change and secure long-term food security.

1. List of Major Procurements under the Project

Works	W.1 Rangeland and pasture restoration works: Establishment and rehabilitation of degraded rangelands (reseeding, controlled grazing structures, firebreaks). W.2 Construction and rehabilitation of water harvesting structures: Small and medium-scale reservoirs, cisterns, and earth dams in target governorates. W.3 Smallholder on-farm infrastructure works: Animal housing, feed storage units, and watering points to improve resilience and productivity. W.4 Climate-smart land management pilot works: Soil conservation, erosion control, and biomass management activities linked to Farmer Field Schools (FFS).
Goods	G.1 Livestock and breeding inputs: Procurement of small ruminant breeding kits, artificial insemination (AI) consumables, liquid nitrogen tanks, and mobile AI units. G.2 Vehicles and transport equipment: 4x4 vehicles, motorcycles, and a truck to support extension, monitoring, and logistics. G.3 Laboratory and genotyping equipment: DNA/genotyping kits, laboratory diagnostic machines, and accessories for NARC labs. G.4 IT and office equipment: Computers, printers, photocopiers, software, and connectivity equipment for PMU and NARC. G.5 Communication and visibility materials: Procurement of IEC materials, awareness campaigns, and visibility supplies for SIGHT II.
Services	S.1 Local consultants (multiple lots): Specialists in livestock production, breeding/genetics, rangeland management, business development, financial literacy, and M&E.

	S.2 International consultants (targeted): Expertise in advanced genotyping, climate-smart ruminant systems, and SECAP/environmental safeguards. S.3 Technical assistance & capacity building: Training for AI technicians, extension staff, and small ruminant keepers through FFS. S.4 Training and workshops: Climate-smart practices, cooperative strengthening, business skills, and youth/women entrepreneurship. S.5 Baseline & M&E surveys: Household baseline, mid-term reviews, and specialized studies on productivity, resilience, and markets. S.6 Grant management support: TA to support implementation, monitoring, and compliance of MSME and producer grants.
Grants	Gr.1 Targeted grants to producer groups (in-kind/cash): Support to organized groups for feed/fodder technologies, small equipment, and income diversification. Gr.2 Competitive MSME grants: 150–160 competitive grants to youth/women-led MSMEs in livestock/dairy/value chain processing. Gr.3 Climate-resilient livelihood grants: Grants for smallholder adaptation (water-saving irrigation, renewable energy for processing, climate-smart feed units).

2. Overview of Country, Borrower and Marketplace

a. Operational Context

i. Governance aspects

Political Situation	Jordan is a constitutional monarchy led by King Abdullah II, who holds broad executive powers including the appointment of the Prime Minister, cabinet, and Senate. The bicameral National Assembly comprises an elected House of Representatives and an appointed Senate, though legislative authority remains limited compared to the monarchy. In September 2024, Jafar Hassan was appointed Prime Minister, reflecting the King’s continued central role in executive decision-making. Jordan’s power structure provides continuity and stability, but often constrains parliamentary influence and slows the pace of reforms. In April 2025, the government dissolved the local branch of the Muslim Brotherhood, once the country’s main opposition movement, underscoring the dominance of the monarchy and allied institutions in shaping the political landscape. While Jordan has remained comparatively stable in a volatile region, it faces persistent challenges, including high unemployment, fiscal pressures, and periodic public protests over governance and inequality. For development initiatives such as SIGHT II, Jordan’s political context offers both opportunities and risks. The strong role of the monarchy and executive can facilitate high-level alignment and streamlined approvals, supporting effective implementation of donor-financed projects. However, decision-making bottlenecks, risks of patronage in public administration, and economic vulnerabilities may pose constraints that require careful project design, transparent procurement practices, and continuous stakeholder engagement. SDG 16: Peace, justice and strong institutions ● ↑ Homicides ● ↑ Crime is effectively controlled ● ● Unsensenced detainees ● ● Birth registrations with civil authority ● ↓ Corruption Perceptions Index ● ● Children involved in child labor ● ● Exports of major conventional weapons ● ↓ Press Freedom Index ● → Access to and affordability of justice ● → Timeliness of administrative proceedings ● ↓ Expropriations are lawful and adequately compensated
Bureaucracy	Jordan’s bureaucratic landscape is characterized by a relatively large and modernizing public sector, underpinned by ongoing reform programs such as the Public Sector Modernisation Roadmap (2023–2033). According to the World Bank’s <i>Worldwide Governance Indicators (WGI)</i>, Jordan ranks around the 65th percentile in government effectiveness, reflecting moderate confidence in the quality of public services and civil service performance. While regulatory quality and rule of law are comparatively strong in the regional context, bureaucratic efficiency is still hindered by overlapping mandates, slow decision-making, and capacity gaps across ministries. On corruption, Jordan scores 49/100 in Transparency International’s CPI, suggesting persistent concerns despite the existence of formal integrity institutions. Efforts in digital government (notably the Sanad e-government platform) signal progress toward improved service delivery and transparency. Overall, Jordan’s bureaucracy provides greater stability and institutional capacity than many regional peers, but risks of procedural delays and inconsistent enforcement remain relevant for project implementation.

	<table><tr><th>Indicator</th><th>Country</th><th>Year</th><th>Percentile Rank (0 to 100)</th></tr><tr><td rowspan="3">Voice and Accountability</td><td rowspan="3">Jordan</td><td>2013</td><td> </td></tr><tr><td>2018</td><td> </td></tr><tr><td>2023</td><td> </td></tr><tr><td rowspan="3">Political Stability and Absence of Violence/Terrorism</td><td rowspan="3">Jordan</td><td>2013</td><td> </td></tr><tr><td>2018</td><td> </td></tr><tr><td>2023</td><td> </td></tr><tr><td rowspan="3">Government Effectiveness</td><td rowspan="3">Jordan</td><td>2013</td><td> </td></tr><tr><td>2018</td><td> </td></tr><tr><td>2023</td><td> </td></tr><tr><td rowspan="3">Regulatory Quality</td><td rowspan="3">Jordan</td><td>2013</td><td> </td></tr><tr><td>2018</td><td> </td></tr><tr><td>2023</td><td> </td></tr><tr><td rowspan="3">Rule of Law</td><td rowspan="3">Jordan</td><td>2013</td><td> </td></tr><tr><td>2018</td><td> </td></tr><tr><td>2023</td><td> </td></tr><tr><td rowspan="3">Control of Corruption</td><td rowspan="3">Jordan</td><td>2013</td><td> </td></tr><tr><td>2018</td><td> </td></tr><tr><td>2023</td><td> </td></tr><tr><td></td><td></td><td></td><td>020406080100</td></tr></table>	Indicator	Country	Year	Percentile Rank (0 to 100)	Voice and Accountability	Jordan	2013		2018		2023		Political Stability and Absence of Violence/Terrorism	Jordan	2013		2018		2023		Government Effectiveness	Jordan	2013		2018		2023		Regulatory Quality	Jordan	2013		2018		2023		Rule of Law	Jordan	2013		2018		2023		Control of Corruption	Jordan	2013		2018		2023					020406080100
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Law Enforcement	In the World Justice Project’s 2024 Rule of Law Index, Jordan is ranked 61st out of 142 countries globally, placing it 3rd in the Middle East & North Africa region. Jordan’s performance has shown marginal gains over time, although challenges remain. Jordan’s rule of law is reasonably stronger than many regional peers, especially in areas such as civil justice (e.g. “civil justice free of discrimination” scored 0.70, above global/regional averages). However, weaknesses persist in enforcement, constraints on governmental power, open government, and judicial effectiveness. On contract enforcement specifically, Jordan’s institutional reforms have improved processes: the country introduced electronic filing options for court fees to ease contract enforcement. Also, in global governance indicators, Jordan’s <i>Rule of Law percentile rank</i> is around 22.1 in recent years (upper bound 23.5) according to WGI data. In summary, Jordan exhibits a moderate-to-strong rule-of-law baseline: relatively better than many neighbors, with improved judicial and enforcement practices, yet still constrained by structural and institutional gaps in enforcement speed, discretionary powers, and oversight.																																																								
Corruption	Jordan’s control of corruption is moderate but improving. According to the World Bank, Jordan’s Control of Corruption estimate in 2023 is 0.09 (on a -2.5 to +2.5 scale), up from 0.07 in 2022, signaling a positive albeit modest trend. In the World Bank’s <i>Control of Corruption: Percentile Rank</i> metric, Jordan ranks around the 58th percentile (2023), indicating corruption control is better than in many countries but still leaves room for improvement. On the public perception side, Jordan scored 49 out of 100 in the 2024 Corruption Perceptions Index (CPI), placing it 59th among 180 countries. This reflects a moderate level of perceived public sector corruption. The Jordanian government cites improved oversight, digitization of services, and anti-corruption reforms among factors contributing to this incremental gain. In sum, Jordan’s corruption profile is neither among the worst nor the best: it has structural challenges like discretionary power, patronage risks, and enforcement inconsistency, but gradual reforms and improved governance systems provide a foundation for further progress.																																																								
Fragility	Jordan’s fragility score is moderate: according to the Fragile States Index, Jordan’s 2024 value is 74.3 (down from 75.7 in 2023), placing it above the world average fragility level. While that suggests some improvement, the high score still reflects vulnerabilities in social, political, and economic domains. Political stability is modest, with Jordan’s World Bank Political Stability indicator at –0.20 in 2023 (slightly better than –0.23 in 2022). Economic growth is stable but																																																								

	modest (Jordan is projected to grow ~2.5 % in 2025). Jordan’s governance and institutional systems are stronger than many fragile states, but pressures persist from refugee influxes, public debt levels, youth unemployment, and potential social unrest. This mix of moderate fragility underscores the need for resilient project design, responsive monitoring, and flexible implementation for SIGHT II.
Relevant Legislation	In Jordan, Law No. 8 of 2022 on Public Procurement (also referred to as the Public Procurement Law) serves as the foundational legal framework governing public procurement operations, defining rules, thresholds, transparency, and institutional responsibilities. Under this law, the Unified Procurement Bylaw (Bylaw No. 8 of 2022) was issued to operationalize and provide procedures for tenders, complaint mechanisms, procurement units setup, and digital systems. In implementation, Jordan also applies By-law No. 28 of 2019, which was issued under Article 120 of the Constitution to regulate procurement and public-private partnership procedures. Jordan is currently developing a Unified Procurement By-Law / regulation, which, when approved, will further unify procurement processes across government entities, establish a complaints unit, and mandate automated tendering systems under the Government Tenders Directorate. The Government Tenders Directorate (GTD) acts as the central implementation agency, overseeing procurement of works and technical services and ensuring compliance with the law’s provisions. Other relevant bylaws include Government Supplies Bylaw No. 8 of 2022, which governs procurement of goods and supplies across government bodies. The legal reforms are backed by institutional initiatives under USAID’s PFMA program and other support to build capacity for enforcement, digitalization, and transparency in procurement.
Procurement Law	Jordan’s public procurement system is anchored in Public Procurement Law No. 8 of 2022, a major reform designed to unify and modernize procurement practices across government entities. This law replaced fragmented regulations that previously governed works, goods, and services, aiming to improve efficiency, transparency, and accountability. The reform also seeks to harmonize procurement with international best practices, including the adoption of digital tools, standardized procedures, and greater competition to ensure value for money in public expenditure. Key achievements of the 2022 law include the consolidation of procurement frameworks under a Unified Procurement Bylaw, which sets clear rules for tendering, supplier registration, and contract management. The law emphasizes transparency by mandating the public disclosure of procurement plans, tender notices, and contract awards through official channels, improving equal access to opportunities for bidders. It also establishes a central complaints and review mechanism under the Government Tenders Directorate (GTD), enabling suppliers to challenge procurement decisions and strengthening accountability. The law further opens space for broader participation of micro, small, and medium enterprises (MSMEs), ensuring fairer competition in public tenders. Despite these advancements, challenges remain in the full realization of the law’s objectives. Implementation capacity varies across ministries and agencies, with some procurement units lacking trained staff or adequate resources to apply the new rules effectively. Overlapping regulations (such as sector-specific bylaws for PPPs and supplies) continue to create some complexity, diluting the unifying effect of the 2022 framework. Standardized bidding documents exist but are not consistently applied, and weaknesses in procurement planning, cost estimation, and contract management still lead to delays and suboptimal outcomes in major projects. Bureaucratic hurdles—such as slow approval processes and extensive documentation requirements—add further inefficiencies. Corruption risks also persist, as highlighted by Jordan’s moderate ranking in Transparency International’s 2024 Corruption Perceptions Index (score 49/100; 59th globally). While Jordan’s

	oversight bodies, including the Integrity and Anti-Corruption Commission (JIACC), are active, enforcement and monitoring need strengthening to ensure impartiality in contract awards. To build on the 2022 law, Jordan must continue investing in capacity building for procurement officers, particularly in advanced planning, e-procurement, and contract management. Expediting the rollout of e-tendering systems under the GTD will be critical to enhancing transparency and reducing inefficiencies. Harmonization across different legal instruments (public procurement, PPPs, and supplies) is also needed to reduce fragmentation. Finally, simplifying procedures, strengthening complaints and review bodies, and embedding modern contract management guidelines will help streamline processes, reduce risks of corruption, and foster greater trust in Jordan’s procurement system.

ii. Economic Aspects

Growth	Jordan’s economy has maintained modest growth despite regional and fiscal pressures. Real GDP is projected to expand by around 2.5–2.7 % in 2025, supported by services, remittances, and external aid, while inflation is expected to remain contained at about 2 %, reflecting monetary stability under the dinar’s currency peg. GDP per capita stood at roughly USD 4,017 in 2024, with GNI per capita (PPP) estimated at USD 10,570, indicating slow but steady income growth. However, the country’s public debt exceeds 100 % of GDP, limiting fiscal space and increasing reliance on concessional financing. High real interest rates (around 6.5 %) and persistent unemployment, particularly among youth, add to structural vulnerabilities. For projects such as SIGHT II, these conditions suggest a relatively stable but fiscally constrained environment: procurement planning should incorporate realistic timelines, contingencies for cost escalation, and safeguards such as price adjustment clauses for longer contracts. The below ratings of key indicators for SDG 8 and 9 reflect the economic situation in Jordan. SDG 8: Decent work and economic growth ● ● ● Adjusted GDP growth ● ● ● Victims of modern slavery ● ● Adults with an account at a bank or other financial institution or with a mobile-money-service provider ● ● Unemployment rate ● ● Fundamental labor rights are effectively guaranteed ● ● Fatal work-related accidents embodied in imports ● ● Victims of modern slavery embodied in imports SDG 9: Industry, innovation and infrastructure ● ● ● Rural population with access to all-season roads ● ● Population using the internet ● ● Mobile broadband subscriptions ● ● Logistics Performance Index: Infrastructure Score ● ● The Times Higher Education Universities Ranking: Average score of top 3 universities ● ● Articles published in academic journals ● ● Expenditure on research and development

	GDP (CURRENT US\$) <table border="1"> <thead> <tr> <th>Year</th> <th>GDP (CURRENT US\$)</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>38587017887</td> </tr> <tr> <td>2016</td> <td>39892551127</td> </tr> <tr> <td>2017</td> <td>41608435915</td> </tr> <tr> <td>2018</td> <td>43370860704</td> </tr> <tr> <td>2019</td> <td>44503006338</td> </tr> <tr> <td>2020</td> <td>43700383099</td> </tr> <tr> <td>2021</td> <td>46296100141</td> </tr> <tr> <td>2022</td> <td>48764963380</td> </tr> <tr> <td>2023</td> <td>50967475352</td> </tr> </tbody> </table> <i>Figure 6 - GDP Data - Jordan - World Bank Data</i> As per the CBJ, the real economic growth in 2024 has been 2.5%.	Year	GDP (CURRENT US\$)	2015	38587017887	2016	39892551127	2017	41608435915	2018	43370860704	2019	44503006338	2020	43700383099	2021	46296100141	2022	48764963380	2023	50967475352
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Inflation	Jordan's Consumer Price Index (CPI) has remained relatively stable over the past several years, reflecting the country's cautious monetary policy and the dinar's peg to the U.S. dollar. Using 2010 as the base year (100), the CPI was recorded at 120.4 in 2018, marking a 20.4 % increase since 2010. The index rose gradually to 122.9 in 2019 (a 2.1 % increase from the previous year) and to 125.6 in 2020 (a 2.2 % increase). Inflationary pressures remained modest in 2021, with the CPI reaching 129.0, representing a 2.7 % rise compared to 2020. In 2022 and 2023, higher global food and energy prices led to slightly stronger increases, pushing the CPI to 134.5 and 139.1, or annual rises of 4.3 % and 3.4 % respectively. Projections for 2024–2025 indicate inflation stabilizing around 2–3 %, supported by fiscal discipline and price controls on key commodities. This moderate and predictable inflation environment provides relative stability for procurement planning under SIGHT II, though contracts exceeding 12 months should still integrate price adjustment clauses to hedge against input cost fluctuations.																				

	inflation (consumer prices) Annual % <table border="1"> <caption>Data for Figure 7 - Inflation - Jordan - World Bank Data</caption> <thead> <tr> <th>Year</th> <th>Inflation (Annual %)</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>0.3</td> </tr> <tr> <td>2021</td> <td>1.3</td> </tr> <tr> <td>2022</td> <td>4.2</td> </tr> <tr> <td>2023</td> <td>2.1</td> </tr> </tbody> </table> <i>Figure 7 - Inflation - Jordan - World Bank Data</i>	Year	Inflation (Annual %)	2020	0.3	2021	1.3	2022	4.2	2023	2.1
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Exchange Rate	Jordan maintains a fixed exchange rate regime. As of September 2025, 1 USD = 0.709 JOD, meaning 1 JOD = ~1.410 USD. Over recent years, the USD–JOD rate has remained remarkably stable, typically flying within a narrow band around 0.7085–0.7095 JOD per USD. Historically, the rate has held near 0.71 JOD per USD for over a decade. Because of this stability, currency risk is low for contracts denominated in USD or JOD, but care should still be taken with imported goods and equipment, especially if costs or payments extend over long durations; any deviations in global markets or external pressures could test the hook.										
Imports	In 2023, Jordan’s total imports of goods reached about USD 25.71 billion, reflecting part of a trade deficit (exports ~USD 12.59 billion). Imports as a share of GDP (goods & services) are about 23.3 % in recent years. Jordan’s trade openness (exports + imports as % of GDP) stood at ~100 % in 2023, slightly down from ~104 % in 2022 Key import categories include mineral fuels & oils, vehicles and transport equipment, and jewelry/precious metals. Import partners in 2023 were led by China, Saudi Arabia, and the United States. Jordan is highly import-dependent in critical sectors. It imports ~97% of its energy needs and sources nearly all cereals and staple food crops from abroad. Agriculture is constrained: only ~2-4 % of Jordan’s food demand is met domestically, reinforcing dependence on global markets. Because of this high dependence, Jordan is vulnerable to external price shocks, exchange rate pressures, and global supply chain disruptions. For SIGHT II procurement, this means imported goods (lab equipment, AI kits, feed additives) may face lead time delays or cost escalations. Contracts should include contingencies, price adjustment clauses, and reliable logistics planning.										

	Import and Export Statistics (% of GDP) <table><thead><tr><th>Year</th><th>High-technology exports (% of manufactured exports) TX.VAL.TECH.MF.ZS</th><th>Imports of goods and services (% of GDP) NE.IMP.GNFS.ZS</th><th>Exports of goods and services (% of GDP) NE.EXP.GNFS.ZS</th></tr></thead><tbody><tr><td>2015</td><td>2.0</td><td>58.0</td><td>36.0</td></tr><tr><td>2016</td><td>3.0</td><td>54.0</td><td>34.0</td></tr><tr><td>2017</td><td>2.0</td><td>55.0</td><td>34.0</td></tr><tr><td>2018</td><td>2.0</td><td>53.0</td><td>35.0</td></tr><tr><td>2019</td><td>2.0</td><td>50.0</td><td>36.0</td></tr><tr><td>2020</td><td>2.0</td><td>42.0</td><td>25.0</td></tr><tr><td>2021</td><td>2.0</td><td>50.0</td><td>30.0</td></tr><tr><td>2022</td><td>2.0</td><td>62.0</td><td>43.0</td></tr><tr><td>2023</td><td>2.0</td><td>57.0</td><td>44.0</td></tr></tbody></table> Figure 8 - Export/Import statistics - Jordan - World Bank Data	Year	High-technology exports (% of manufactured exports) TX.VAL.TECH.MF.ZS	Imports of goods and services (% of GDP) NE.IMP.GNFS.ZS	Exports of goods and services (% of GDP) NE.EXP.GNFS.ZS	2015	2.0	58.0	36.0	2016	3.0	54.0	34.0	2017	2.0	55.0	34.0	2018	2.0	53.0	35.0	2019	2.0	50.0	36.0	2020	2.0	42.0	25.0	2021	2.0	50.0	30.0	2022	2.0	62.0	43.0	2023	2.0	57.0	44.0
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Market Competition	Jordan’s private sector is more diversified and competitive than many regional peers, but still faces structural challenges that affect fair competition especially in procurement. The country’s market is relatively small, and many industries are dominated by well-capitalized firms with strong networks and established reputations. Regulatory unpredictability, cumbersome licensing, and overlapping bureaucracy create entry barriers for new or smaller firms. According to an EBRD country diagnostic, competition is constrained by weak corporate governance, regulatory gaps, and limited transparency in some sectors. SMEs are vital in Jordan. They constitute more than 99% of registered enterprises and employ about 71% of private sector workers but they struggle with financing, risk-averse banks, and limited capacity to compete on scale or offer guarantees. Only about 11% of total bank lending is directed to SMEs, restraining their ability to scale operations or compete for larger contracts. In public procurement, price sensitivity is acute: governmental and public buyers often emphasize cost over quality, compressing margins for bidders. Utility sectors, historically involving state actors, have undergone reforms (e.g. in energy and telecom), but residual influence and preferential access still favour incumbents. The government also implements subsidies and protection in key sectors such as energy and water, which reduce the competitive pressure on domestic firms operating there. In project settings like SIGHT II, these dynamics suggest risks of bidder concentration, limited competition in remote areas or for specialized items, and oversubscription by established firms. To mitigate, the procurement strategy should emphasize: • lotting to allow participation of smaller contractors, • ensuring equivalence and performance-based design to open room for new entrants, • strict conflict-of-interest and transparency mechanisms, • and capacity-building support or joint ventures to level the playing field.																																								

Doing Business	Jordan has made substantial strides in improving its regulatory environment for business. In the Doing Business 2020 report, Jordan ranked 75th globally (up from 104th in 2018) following reforms in company registration, credit, and electricity access. • Starting a Business: In Jordan, the process can be completed in 1–2 days, assuming all documentation is available, with minimal capital requirements (reduced to 1 JOD) under recent reforms. • Getting Electricity: The time for a permanent electricity connection was estimated at 83.9 days, with procedural and cost burdens. • Construction Permits / Dealing with Permits: Jordan also ranks moderately in permitting processes, with multiple procedures and inspections required, incurring delay and cost burdens. • Other indicators: Jordan’s strengths include reforms to credit access (high score in Getting Credit), while challenges remain in enforcing contracts and dealing with regulatory overlap. Overall, while Jordan’s Doing Business ranking and indicators reflect a relatively business-friendly environment in the region, bureaucratic delays especially in electricity connections, permitting, and contract enforcement remain constraints. For SIGHT II, these imply that timelines must anticipate regulatory lag, ensure permits/clearances are planned early, and factor in the risk of delays in site readiness (power, water, infrastructure).
Employment & Labor	Jordan’s labor market faces structural challenges, including high unemployment, low participation rates, especially among women. As of Q1 2025, the official unemployment rate reached 21.3 %, slightly down from 21.4 % in late 2024, with male unemployment at 18.6 % and female unemployment at 31.2 %. The labor force participation rate has been declining, falling to 32.9 % in Q1 2025 (from ~34 % in late 2024); over the longer term, it averages around 38–39 %. Employment as a share of working-age population is low—only about 25.9 % in Q1 2025. Informal employment is a persistent feature: around 53.4 % of total employment was informal in 2020. Among women, labor force participation is particularly low. For the period 2009–2019, average female participation hovered near 14 %, versus ~62 % for men; female unemployment rates during that period averaged ~23 % (vs ~12 % for men). During COVID-19, female unemployment surged (Q4 2021 female unemployment ~31 %). These dynamics matter for SIGHT II: • High unemployment means good potential supply of labor, especially in rural areas, but capacity gaps and skills mismatch may limit absorptive ability. • Low female participation and high female unemployment highlight an opportunity for inclusive hiring, but also a risk of attracting fewer female participants if project incentives or modalities are not gender sensitive. • Informality implies contractors or workers may prefer off-books arrangements, risking compliance, labor protections, and reputation. • For contract design, especially for field implementation (FFS, infrastructure, restoration works), provision for training, capacity building, and incremental contracting may be needed to ensure quality and compliance. Employment in agriculture is relatively low as per the below plot extracted from World Bank Data:

	<table><tr><td>Goal 13: Climate Action</td><td>93</td></tr><tr><td>Goal 14: Life Below Water</td><td>61</td></tr><tr><td>Goal 15: Life on Land</td><td>58</td></tr><tr><td>Goal 16: Peace, Justice, and Strong Institutions</td><td>71</td></tr><tr><td>Goal 17: Partnerships for the Goals</td><td>73</td></tr></table>	Goal 13: Climate Action	93	Goal 14: Life Below Water	61	Goal 15: Life on Land	58	Goal 16: Peace, Justice, and Strong Institutions	71	Goal 17: Partnerships for the Goals	73	
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Social Protection	Jordan’s social protection system has undergone significant modernization under the National Social Protection Strategy 2019–2025, which is structured around three pillars: Opportunity (decent work and social security), Dignity (social assistance), and Tamkeen (social services). Key instruments include the National Aid Fund’s Takaful cash transfer program, which expanded rapidly during and after COVID-19. By 2024, Takaful was reaching around 220,000 households, covering nearly 62% of the poor (as of 2021) and positioning itself as one of the largest safety net programs in the region by reach. Reforms have improved targeting, delivery systems, and digitization, helping to reduce exclusion and leakage. However, challenges persist: benefit levels remain low relative to needs, many informal workers, women, and refugees are still excluded, and long-term fiscal sustainability is uncertain. Development partners have stepped in to reinforce the system—most notably, the World Bank’s US\$700 million investment in July 2024 to strengthen education, health, and social assistance, alongside UNICEF’s ongoing support for shock-responsive and child-sensitive measures. For SIGHT II, this means that scalable delivery platforms exist, but effective coordination with the National Aid Fund and the Ministry of Social Development will be critical for beneficiary verification, alignment of livelihood support with national registries, and risk management around sustainability and adequacy of benefits. SDGs 1 to 5 latest ratings are as follows: SDG 1: No poverty → Poverty headcount ratio at \$2.15/day → Poverty headcount ratio at \$3.65/day SDG 2: Zero hunger •• Prevalence of undernourishment •• Prevalence of stunting in children under 5 years of age •• Prevalence of wasting in children under 5 years of age ↓ Prevalence of obesity, BMI ≥ 30 ↓ Human Trophic Level → Cereal yield → Sustainable Nitrogen Management Index •• Exports of hazardous pesticides SDG 3: Good health and well-being ↑ Maternal mortality ratio ↑ Neonatal mortality rate ↑ Mortality rate, under-5 ↑ Incidence of tuberculosis ↑ New HIV infections ↓ Age-standardized death rate due to cardiovascular disease, cancer, diabetes, or chronic respiratory disease in adults aged 30 to 70 years •• Age-standardized death rate attributable to household air pollution and ambient air pollution ↑ Traffic deaths ↓ Life expectancy at birth ↑ Adolescent fertility rate •• Births attended by skilled health personnel ↓ Surviving infants who received 2 WHO-recommended vaccines ↓ Universal health coverage (UHC) index of service coverage ↓ Subjective well-being SDG 4: Quality education •• Participation rate in pre-primary organized learning •• Net primary enrollment rate ↓ Lower secondary completion rate •• Literacy rate SDG 5: Gender equality → Demand for family planning satisfied by modern methods → Ratio of female-to-male mean years of education received ↓ Ratio of female-to-male labor force participation rate → Seats held by women in national parliament <tr><td>Education, Health &</td><td>Jordan’s education and health sectors have achieved relatively strong outcomes, but vulnerable groups—particularly refugees and low-income households—continue to face significant challenges. In education, the primary school enrolment rate is around 95% and secondary enrolment about 80%</td><td></td></tr>	Education, Health &	Jordan’s education and health sectors have achieved relatively strong outcomes, but vulnerable groups—particularly refugees and low-income households—continue to face significant challenges. In education, the primary school enrolment rate is around 95% and secondary enrolment about 80%									
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Vulnerable Groups	with a Gender Parity Index close to 1.0, reflecting equal access for boys and girls. However, the influx of Syrian and Palestinian refugees has placed sustained pressure on public schools, leading to overcrowding, double-shift systems, and resource shortages. In health, life expectancy at birth stands at 74.9 years, and the under-5 mortality rate is about 14 per 1,000 live births. Immunization coverage remains strong, with measles and other vaccines above 90%, though disparities persist in rural and refugee communities. Vulnerable populations—refugees, the poor, and those in remote areas—often face barriers in accessing quality education and healthcare due to financial constraints, distance, and overstretched infrastructure. While national systems remain functional, inequality in service delivery persists, underscoring the need for targeted interventions to strengthen inclusion and ensure equitable access for all groups. SDG 4: Quality education ● ● Participation rate in pre-primary organized learning ● ● Net primary enrollment rate ● ↓ Lower secondary completion rate ● ● Literacy rate SDG 10: Reduced inequalities ● ● Gini coefficient ● ● Palma ratio
Local Practices & Standards	Jordan has a strong tradition of environmental stewardship shaped by its arid climate and limited natural resources. In relation to SDG 6 (Clean Water and Sanitation), the country has long relied on rainwater harvesting, cisterns, and efficient irrigation techniques such as drip irrigation to conserve scarce water. Despite these practices, water scarcity remains acute, with per capita availability among the lowest globally, driving reliance on large projects like the Disi Water Conveyance and the planned Red Sea–Dead Sea project. Under SDG 7 (Affordable and Clean Energy), Jordan has become a regional leader in renewable energy: more than 20% of its electricity generation now comes from solar and wind, supported by favorable policies and private sector investment. For SDG 11 (Sustainable Cities and Communities), urban growth has been rapid, particularly in Amman and refugee-hosting areas spurring local initiatives in public transport, solid waste management, and eco-housing, though challenges of congestion and municipal finance persist. Regarding SDG 13 (Climate Action), Jordan is highly vulnerable to climate change impacts, including water stress, desertification, and rising temperatures; its Nationally Determined Contribution (NDC) commits to greenhouse gas reductions and resilience measures, with active donor support. Finally, under SDG 14 (Life Below Water), Jordan’s practices focus on the Gulf of Aqaba, where marine biodiversity conservation and pollution control efforts are central, including protected areas and sustainable tourism regulation. While progress has been notable especially in renewable energy and localized water practices, persistent pressures from population growth, refugee inflows, and climate change underscore the need for integrated policies and innovative solutions to achieve sustainable environmental outcomes.
Waste Management	Jordan’s waste management sector faces mounting pressures from urban growth, industrial expansion, and refugee inflows. In 2020, total greenhouse gas emissions from agriculture and waste combined were estimated at ~2.3 million metric tons CO₂ equivalent, with solid waste a significant contributor. Municipal solid waste generation in Jordan exceeds 3 million tons annually, with the majority disposed of in landfills. The Al-Ghabawi landfill near Amman handles almost half of the country’s waste, but many secondary disposal sites lack proper engineering, creating risks of groundwater contamination, methane leakage, and air pollution. Recycling rates remain low, typically under 10%, despite community-level initiatives in composting, plastics recovery, and informal recycling networks. Waste-to-energy is gaining policy traction, and pilot projects in biogas capture and electricity generation have been introduced at Al-Ghabawi and other sites, but financial, regulatory, and technical barriers have slowed large-scale implementation. The government has adopted the National Solid Waste Management Strategy, emphasizing integrated systems, greater private sector involvement, and alignment with circular economy principles. For SIGHT II, these conditions highlight both risks (e.g. environmental non-compliance in works contracts, higher costs for waste handling)

	and opportunities (e.g. piloting sustainable biomass management, composting, or energy recovery solutions in rangeland and livestock projects). Jordan's performance in SDG 12 is noticeable: SDG 12: Responsible consumption and production ● ● Municipal solid waste ● ● Electronic waste ● ↑ Production-based air pollution ● ⚡ Air pollution associated with imports ● ↑ Production-based nitrogen emissions ● ↑ Nitrogen emissions associated with imports ● ↑ Exports of plastic waste
Relevant Legislation	Jordan has developed a comprehensive legal framework for environmental protection and natural resource management, supported by multiple sectoral laws and strategies: • Environment Protection Law No. 6 of 2017 – establishes the Ministry of Environment's mandate and sets the basis for pollution control, environmental impact assessments (EIAs), and conservation measures. • Water Authority Law (No. 18 of 1988, amended) and the Groundwater By-Law (2002) – regulate water resources, groundwater abstraction, and wastewater management, reflecting the country's acute water scarcity. • Renewable Energy and Energy Efficiency Law No. 13 of 2012 (amended 2014) – provides the framework for investment in solar and wind power, net-metering schemes, and energy efficiency programs. • Solid Waste Management Strategy and Regulations (2015 onward) – set the basis for integrated municipal solid waste management, landfill standards, and private sector participation in collection and recycling. • Agriculture Law No. 13 of 2015 – governs land use, rangeland, and biodiversity protection, with provisions for sustainable farming and forest conservation. • Public Health Law No. 47 of 2008 – includes environmental health dimensions such as air quality, hazardous waste, and food safety. • Climate Change Policy (2013, updated NDC 2021) – frames Jordan's national commitments under the Paris Agreement, with targets for GHG reduction, adaptation, and renewable energy expansion.

iv. Technological Aspects

Internet	Jordan has achieved near-universal energy access, with 100% of the population connected to electricity, including rural areas, which underpins reliable digital connectivity. As of early 2022, approximately 92% of Jordanians used the internet, a figure that has remained broadly stable through 2024, reflecting one of the highest penetration rates in the region. Mobile connectivity is also extensive: in January 2022, there were about 8.1 million cellular mobile connections in Jordan, equivalent to ~79% of the total population (noting some individuals maintain multiple SIM cards). Smartphone adoption is widespread, particularly among youth, and Jordan ranks high in regional digital adoption indices. Urban–rural divides exist but are relatively narrow due to strong public investment in telecom infrastructure. Challenges remain in affordability, digital literacy among older and low-income groups, and coverage quality in remote areas, but overall, Jordan's robust connectivity provides a solid foundation for e-government expansion, digital procurement platforms, and project-level ICT applications relevant to SIGHT II.
Technological Advancement	Jordan has positioned itself as a regional hub for digital transformation and innovation, backed by strong government commitment and private sector engagement. The government launched the

	National Digital Transformation Strategy (2020–2025), which prioritizes e-government services, digital payments, and the expansion of ICT infrastructure to enhance efficiency and transparency. Jordan’s tech sector is supported by initiatives such as the King Hussein Business Park and the Information and Communications Technology Association of Jordan (Int@j), which provide incubation, networking, and investment opportunities for startups. In addition, programs like Startups Jo and the Queen Rania Center for Entrepreneurship nurture innovation and entrepreneurship, particularly among youth. Despite challenges in financing and market size, Jordan has developed one of the most dynamic ICT sectors in the Middle East, with ICT contributing over 12% of GDP and employing a growing share of the labor force. For SIGHT II, this environment provides opportunities to leverage digital tools for procurement, contract management, and community engagement, but also highlights the need to address gaps in digital literacy and access in rural and vulnerable communities to ensure inclusivity.
Digital divide	Jordan experiences a digital divide shaped by geography, socioeconomic status, and gender. While internet penetration exceeds 90% nationally, access and quality differ between urban centers like Amman, Irbid, and Zarqa and rural or remote areas in the south and Jordan Valley, where connectivity may be slower or less reliable. Cost is another barrier: although broadband and mobile packages are widely available, affordability remains a challenge for low-income households and refugees, who make up nearly a third of the population. Digital literacy gaps are evident, urban youth and university graduates typically demonstrate strong ICT skills, while rural communities, women, and older age groups lag behind. These disparities were highlighted during COVID-19, when the rapid shift to online learning revealed that many students lacked devices, stable internet, or the skills needed for effective participation. The government’s National Digital Transformation Strategy (2020–2025) emphasizes digital inclusion, e-services expansion, and targeted training to reduce these gaps. For SIGHT II, this means that while digital platforms (e.g. e-procurement, e-learning, and community engagement apps) are technically feasible, project success will depend on addressing digital literacy gaps, ensuring device and connectivity access for vulnerable groups, and designing offline or blended approaches where necessary.
Access to Information	Legislative Framework: Jordan enacted the Access to Information Law No. 47 of 2007, becoming the first Arab country to adopt such legislation. The law grants citizens and residents the right to obtain information held by public institutions, though its scope has been criticized for broad exemptions and limited enforcement. Amendments in 2012 and 2019 aimed to improve implementation, including clarifying institutional responsibilities and appeal mechanisms, but civil society groups continue to call for stronger guarantees of transparency and accountability. The law is supported by Jordan’s National Integrity and Anti-Corruption Strategy and broader public sector modernization efforts, though practical uptake by government bodies remains uneven. Digital Connectivity: As of January 2024, Jordan’s internet penetration stood at 92.5%, with about 9.7 million internet users and a mobile penetration rate exceeding 80%. Digital government services have expanded under the e-Government Program and the National Digital Transformation Strategy (2020–2025), which aim to digitize licensing, payments, and citizen services. Platforms such as “Sanad” provide citizens with single sign-on access to e-services, while open data initiatives are being piloted to strengthen transparency. Despite these advances, challenges remain in the practical application of the Access to Information Law, particularly regarding institutional capacity, consistency in disclosure, and awareness among citizens. In addition, digital literacy gaps and affordability constraints limit equitable access for rural and vulnerable groups. For SIGHT II, this means that while legal and digital frameworks for information access exist, project communication strategies should include

	both online and offline channels to ensure inclusivity and compliance with transparency standards.						
R&D	Jordan invests modestly in research and development (R&D), with expenditures averaging ~0.6% of GDP in recent years, according to UNESCO and World Bank estimates. While relatively low compared to global benchmarks, R&D is recognized by the government as a key driver of innovation, competitiveness, and sustainable growth. The National Research and Innovation Strategy (2017–2025) prioritizes applied research in water, energy, health, ICT, and agriculture, reflecting national development priorities. However, challenges remain in financing, limited private-sector participation, and translating research outputs into commercial solutions. Jordan’s agricultural and environmental sectors are supported by several key institutions and initiatives dedicated to R&D: 1. National Agricultural Research Center (NARC): The primary government body for agricultural research, NARC conducts applied research in crop improvement, rangeland management, animal health, and water-efficient farming. It operates multiple regional centers and collaborates with universities and international organizations to develop climate-resilient practices. 2. Higher Council for Science and Technology (HCST): Oversees national R&D policy and coordinates scientific research, with affiliated centers like the Royal Scientific Society (RSS) focusing on applied science, standards, and technology transfer. 3. National Water Strategy and Energy Strategy: Both frameworks integrate R&D and innovation to promote water conservation technologies, renewable energy solutions, and resource efficiency, aligning with Jordan’s acute resource constraints. 4. International Partnerships: Jordan collaborates with institutions like ICARDA (International Center for Agricultural Research in the Dry Areas) and FAO to develop drought-tolerant crop varieties, water-harvesting techniques, and sustainable land management approaches. 5. Donor and Private-Sector Initiatives: Programs supported by USAID, the EU, and GIZ strengthen Jordan’s R&D capacity in food safety, renewable energy, and ICT. Several ISO-certified labs have been established to support product testing and compliance with international export standards. Overall, Jordan’s R&D ecosystem shows pockets of excellence in agriculture, ICT, and renewable energy but remains constrained by underfunding and fragmented coordination. For SIGHT II, leveraging NARC and RSS expertise, while integrating international partnerships, can ensure that project innovations in rangeland restoration, water management, and renewable energy are research-backed, context-specific, and scalable. <table><tr><th>Institution / Initiative</th><th>Focus Areas</th><th>Potential Contribution to SIGHT II</th></tr><tr><td>National Agricultural Research Center (NARC)</td><td>Crop improvement, rangeland management, animal health, climate-smart agriculture, water-efficient irrigation</td><td>Provide research-based guidance on pasture restoration, biomass management, and water-saving technologies relevant to project sites</td></tr></table>	Institution / Initiative	Focus Areas	Potential Contribution to SIGHT II	National Agricultural Research Center (NARC)	Crop improvement, rangeland management, animal health, climate-smart agriculture, water-efficient irrigation	Provide research-based guidance on pasture restoration, biomass management, and water-saving technologies relevant to project sites
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	Higher Council for Science and Technology (HCST)	National R&D policy, science–policy coordination, innovation ecosystems	Support policy alignment of project R&D components with national strategies; facilitate access to innovation grants and partnerships
	Royal Scientific Society (RSS) (affiliated with HCST)	Applied science, environmental monitoring, standards, testing laboratories	Offer soil/water analysis, renewable energy pilots, and environmental impact testing for project interventions
	National Water Strategy & Energy Strategy (policy frameworks)	Water conservation technologies, renewable energy solutions, circular economy	Provide strategic direction for integrating water harvesting, solar, and biogas pilots into project design
	ICARDA (International Center for Agricultural Research in the Dry Areas)	Drought-tolerant crops, integrated crop–livestock systems, water harvesting	Collaborate with NARC on developing climate-resilient practices for farmers in project target areas
	Donor & International Programs (USAID, EU, GIZ, FAO)	Food safety, agricultural value chains, renewable energy, ICT for development	Bring financial and technical resources; ensure alignment with donor-funded labs and training programs supporting project beneficiaries
	Jordan’s National Research and Innovation Strategy (2017–2025)	Cross-sectoral R&D priority areas (water, energy, health, ICT, agriculture)	Provide a policy umbrella to anchor SIGHT II’s innovative approaches within Jordan’s national R&D agenda
Innovation	Jordan’s procurement framework, guided by Government Procurement By-Law No. 8 of 2022, includes provisions that allow for flexibility in evaluation criteria, use of two-envelope systems, and adoption of international best practices in donor-funded projects. While the law itself does not explicitly promote innovation, the government’s broader National Digital Transformation Strategy (2020–2025) and Public Sector Modernization Plan (2022–2025) emphasize technology adoption, efficiency, and service innovation. In practice, innovation in procurement is most often advanced in donor-financed projects, where guidelines from IFAD, the World Bank, and other international partners encourage transparent, merit-based competition and sustainable approaches. To enhance innovation within procurement activities in Jordan, practical measures can include: • Relaxing entry barriers for SMEs and start-ups (e.g., reducing financial thresholds, enabling joint ventures) to encourage participation of innovative, tech-oriented firms. • Applying evaluation criteria beyond price, giving weight to technical merit, sustainability, and value-added components. • Integrating value engineering into works and services contracts, enabling contractors to propose more efficient methods and designs that optimize time, cost, and quality.		

	• Encouraging early contractor involvement (ECI) and participatory planning to foster collaborative problem-solving in infrastructure and rangeland restoration activities. • Leveraging Jordan's active ICT ecosystem (start-up incubators, Int@j, RSS, and NARC) to source innovative digital tools, renewable energy solutions, and water-saving technologies for project components. For SIGHT II, aligning procurement with these practices shall stimulate local innovation ecosystems, build SME participation, and improve project sustainability, while also ensuring compliance with IFAD's innovation-driven procurement principles.

v. Key Conclusions of Operational Context analysis and IFAD-PRM Part A

Impact of Operational Context on Project Procurement	
Governance	Jordan's governance environment is characterized by heavy bureaucracy and complex administrative procedures, which can cause delays in procurement processes, particularly in decision-making and contract approvals. The adoption of the Government Procurement By-Law No. 8 of 2022 and the rollout of the JONEPS e-procurement system represent major reforms aimed at improving transparency, efficiency, and accountability. However, implementation challenges persist, including limited institutional capacity, uneven compliance across entities, and the need for continuous training of procurement staff. While political stability is stronger than in many neighbouring countries, governance weaknesses—such as overlapping mandates and lengthy clearance processes, still constrain the timely execution of project procurement.
Economic	Jordan's economy remains under fiscal pressure, with public debt above 100% of GDP and constrained public spending. Although inflation has been moderate (2–3%), high unemployment, limited access to affordable financing, and a heavy reliance on imports expose procurement to risks of price escalation, supply chain delays, and contractor liquidity challenges . Budget rigidities can slow down disbursements, while SMEs and local contractors often face difficulties in securing performance guarantees and bank financing, limiting competition in tenders.
Sustainability	Jordan has made progress on sustainability through its National Green Growth Plan and commitments under its Nationally Determined Contribution (NDC), focusing on renewable energy, water efficiency, and climate adaptation. Procurement is increasingly expected to integrate green and climate-smart practices, but in practice sustainability remains underutilized in government contracting. Weaknesses in solid waste management, high water stress, and limited renewable uptake outside the energy sector pose challenges. For SIGHT II, procurement must ensure SECAP compliance and embed sustainability measures such as resource-efficient materials, renewable energy solutions, and climate-resilient infrastructure.
Technological	Jordan has advanced rapidly in digital transformation, with the National Digital Transformation Strategy (2020–2025) and near-universal internet penetration supporting broader adoption of e-services. The JONEPS e-procurement platform is now mandatory for public tenders, representing a significant step toward transparency and efficiency. However, challenges remain in ensuring consistent use across agencies, addressing digital literacy gaps among procurement staff, and enhancing system interoperability. For donor-financed projects like SIGHT II, reliance on both national systems and IFAD's OPEN/STEP platforms will require capacity-building and clear guidance to ensure smooth integration.

Summary of Key PRM Issues (Part A)

The overall risk rating for PRM Part A under SIGHT II is **Moderate**, reflecting both progress in Jordan’s procurement system and remaining gaps. The legal and regulatory framework, anchored in By-Law No. 8/2022 and JONEPS, provides a sound basis but remains incomplete due to the absence of standardized RFPs for consulting services, weak integration of sustainability/SECAP requirements, and lack of a consolidated practitioner manual. Institutional arrangements show clear mandates for MoA, NARC, and ACC, but coordination challenges, overlapping roles, and uneven e-procurement uptake create inefficiencies. Public procurement operations and market practices carry a **Substantial risk**, as weak strategic planning, liquidity constraints in the contractor base, and a thin consulting market (especially for livestock, rangeland, and climate-smart agriculture) affect competition and delivery. Accountability and transparency mechanisms exist through JONEPS and national audit/complaints bodies but are inconsistently applied, with publicity requirements and complaints handling lacking uniform standards. To mitigate these issues, SIGHT II will rely on IFAD Standard Procurement Documents for ICB and consulting services, amended national SBDs for NCB/Shopping, and IFAD-cleared templates for grants. It will strengthen planning through a rolling 12-month Procurement Plan in OPEN, enforce mandatory NOITA and debriefs, introduce a RACI matrix with a central Procurement Lead, and ensure procurement/SECAP staff complete BUILDPROC and SUSTAIN certifications. These measures, alongside market sounding, proportionate qualification criteria, and improved contract management practices, will enable SIGHT II to manage its procurement environment effectively under IFAD oversight.

b. IA Capability Assessment¹⁵

The Implementing Agencies for SIGHT II—primarily the Ministry of Agriculture (MoA), the National Agricultural Research Center (NARC), and the Agricultural Credit Corporation (ACC)—demonstrate moderate capacity in managing procurement and fiduciary functions. Document quality and compliance with IFAD minimum standards are generally adequate, and there is evidence of SME participation in national-level procurements. However, significant challenges remain, particularly with procurement timelines, where delays often stem from multi-layered committee approvals and fragmented responsibilities across MoA, NARC, and ACC. Integration of sustainability and SECAP practices into procurement is still nascent, with only partial uptake in small-value and routine purchases. While the IAs show foundational competence and a willingness to adopt IFAD practices (including use of OPEN and standardized documents), inconsistencies in process management, uneven adoption of e-procurement (JONEPS), and limited experience in complex or innovative contracting underscore the need for continued capacity building. Targeted training, stronger central oversight through the MoA PMU, and clear delegation of responsibilities will be critical to strengthen the agencies’ ability to deliver timely, compliant, and sustainable procurement outcomes.

i. Experience

PPS	The PIUs in Jordan have limited direct experience in preparing comprehensive Project Procurement Strategies (PPS) . Their planning work has historically focused on Annual Work Plans and Budgets (AWPBs) and Procurement Plans (PPs), with little exposure to the more strategic and risk-based PPS approach required by IFAD. Capacity strengthening will be necessary to institutionalize PPS preparation and align it with long-term project objectives.
Works	The PIU, particularly NARC, has experience in small- to medium-scale works such as rangeland rehabilitation, water harvesting structures, and community-level infrastructure. However, it has less exposure to complex or large-scale works contracts. Experience with SECAP integration into

¹⁵ If I.A. staff have not yet been nominated, the analysis can be based on Borrower organization and a PIU within the Borrower that will likely manage the procurement.

	works procurement is still modest, with limited practice in translating environmental and social safeguards into qualification criteria, evaluation matrices, and contract clauses.
Goods	MoA and NARC have solid experience in procuring agricultural inputs, laboratory equipment, vehicles, and IT goods. Specifications are usually prepared internally by technical specialists, though procurement timelines have sometimes been affected by over-customization of technical requirements. Overall, the agencies are expected to handle goods procurement adequately under SIGHT II.
Services	The PIU has experience with engaging consultants —both national and international—across agricultural, rural development, and technical assistance fields. However, reliance on national templates rather than IFAD-standard RFPs has created inconsistencies in quality. With the adoption of IFAD SPDs, the agencies will be able to standardize processes and improve compliance.
Grants	Jordan's PIUs, through MoA and ACC, have previous experience managing matching grants and guarantee schemes under earlier donor-funded programmes, including IFAD-supported operations. The structure includes a dedicated Grants/Finance team within the PMU and a Grants Committee for oversight of selection, implementation, and monitoring. While experience in financial management of grants is relatively strong, further capacity-building is needed to align beneficiary procurement with IFAD standards (e.g., simplified procedures, spot checks, and post-review compliance).

ii. Need for hands-on support

PPS	- The PIU (MoA PMU, with NARC and ACC as partners) requires support to prepare and operationalize the Project Procurement Strategy (PPS), since this is a new requirement beyond the traditional AWPB and PP. - Assistance is needed in integrating PPS with the credit/guarantee instruments managed by ACC and the rangeland/livestock technical packages of NARC. - Automation of procurement tracking through OPEN linked to JONEPS is needed to strengthen transparency and reduce delays in bid evaluation, contract management, and financial reporting. - Guidance is required to structure evaluation committees across MoA, NARC, and ACC with clear RACI to ensure transparency, avoid duplication, and accelerate decision-making.
Works	- Technical assistance is required for contract packaging and sequencing of interdependent works such as rangeland restoration, terracing, and construction/rehabilitation of water harvesting structures and reservoirs. - Monitoring and quality control systems must be reinforced to ensure that works comply with environmental, social, health, and safety standards, as well as SECAP requirements. - Support is needed to embed climate-smart construction practices (erosion control, water efficiency, soil stabilization) into contract terms and supervision protocols.
Goods	- Procurement planning support is needed for veterinary supplies, aquaculture equipment, agroecological inputs, water tanks, and solar-powered irrigation pumps, ensuring timely delivery during seasonal production cycles. - The PIU requires help in drafting robust specifications that balance technical requirements with sustainability objectives (energy efficiency, reduced chemical use, resilience to drought). - Logistics support is necessary to coordinate timely distribution of inputs to producer groups and rangeland users across dispersed rural areas.
Services	The PIU requires guidance in structuring consulting assignments for technical areas such as rangeland/livestock management, biodiversity, ecosystem restoration, and rural finance.

	• Additional support is needed for contracting and managing international consultants in specialized fields (e.g., aquaculture, feed systems, climate adaptation), ensuring effective transfer of know-how to national staff. • Assistance is required in drafting TORs and service contracts with clear deliverables, milestones, and performance-based payment arrangements. • Procurement focal points at NARC need training in contract management of TA providers, including monitoring deliverables, linking outputs to project KPIs, and integrating SECAP/ESHS standards.
Grants	• The PIU (with ACC) needs support in designing and rolling out competitive grant schemes for producer groups, MSMEs, and aquaculture enterprises, ensuring transparent Calls for Proposals (CFPs). • Technical assistance is required in developing selection criteria and evaluation methodologies that integrate climate-smart and SECAP objectives. • Grant recipients will require capacity-building in simplified procurement, financial management, and reporting to meet IFAD standards. • Robust verification, spot-check, and monitoring mechanisms must be established to ensure grant utilization delivers intended outcomes (e.g., improved animal health, aquaculture productivity, bioenergy adoption).

iii. Contract management capability and capacity

Works	• The Project Management Unit (PMU) under the Ministry of Agriculture will award contracts for rangeland restoration, water harvesting structures, and livestock infrastructure works to national contractors through transparent annual tenders. Selection will prioritize firms with proven experience in dryland agriculture and rangeland management, and contracts will embed structured work plans, milestones, and clear quality assurance protocols. • Internal supervision capacity within the PIU and NARC is limited; therefore, the project will rely on technical experts and engineering supervision firms to monitor execution, enforce contract conditions, and ensure SECAP and OHS compliance. • To maximize local impact, the PMU will include clauses mandating the use of local labor, with specific targets for youth and women employment, in all works contracts.
Goods	• Goods procurement will cover items such as veterinary supplies, aquaculture equipment, irrigation systems, solar-powered pumps, and monitoring tools, procured under IFAD's guidelines and national SBDs where applicable. While MoA and NARC have experience in technical specification drafting, bulk procurement and timely distribution remain a challenge. • Technical support is needed for quality control, vendor compliance monitoring, and inventory management, particularly for equipment that requires assembly, calibration, or after-sales service. • The project includes provisions for capacity-building of procurement and technical staff to enhance contract performance management, vendor oversight, and integration of SECAP considerations into goods contracts (e.g., energy-efficient and climate-smart equipment).
Services	• The PMU will procure and manage consulting services for ecosystem restoration, biodiversity, market development, and livestock/aquaculture value chain strengthening. While MoA/NARC have previous experience in consultant recruitment, they require support in structuring evaluation methodologies, linking payments to outputs, and adopting performance-based contracting. • Specialized M&E and impact evaluation services will be contracted to external firms and research institutions (potentially including NARC in a technical role), ensuring robust data collection, learning, and adaptive management.

	Service contracts for training, capacity development, and business advisory will be standardized with reporting templates to track knowledge transfer, inclusivity (youth, women, refugees), and measurable beneficiary outcomes.
Grants	- The PMU, working through ACC and a Grants Committee, will manage competitive Calls for Proposals (CFPs) for grants targeting producer organizations, MSMEs, and aquaculture/livestock initiatives. The Grants Committee will include representatives from MoA, ACC, academia, and the private sector to ensure balanced expertise. - Disbursements will be milestone-based, with funds released only after verification of technical and financial benchmarks, using simplified beneficiary procurement rules (e.g., three-quote system for purchases above the de minimis threshold). - Grant recipients will undergo capacity-building on financial management, procurement compliance, and reporting, supported by ACC's experience in financial oversight. - While the PIU and ACC have moderate experience with donor-funded grants, additional technical support is required to strengthen monitoring of financial flows, ensure transparent beneficiary selection, and measure impact through robust verification and spot-check mechanisms.

iv. Complaints management and dispute resolution systems

Presence of Systems in Law	- Jordan's Government Procurement By-Law No. 8/2022 and its associated instructions establish a formal mechanism for bidders to file procurement-related protests. - The Government Tenders Department (GTD), under the Ministry of Public Works and Housing, manages procurement complaints for central government procurement, while for decentralized procurement (such as SIGHT II through MoA/NARC/ACC), responsibility rests first with the Procuring Entity. - The law provides that procurement actions may be suspended until the complaint is resolved, safeguarding bidders' rights. - Complaints follow a two-tier process, starting with the Procuring Entity and, if unresolved, escalating to the Complaints Review Committee formed under the By-Law. - Timelines under national rules typically require: - Protest to Procuring Entity (PE): - Affected bidders may file within 7 calendar days of receiving a decision. - The PE must issue a decision within 5 working days. - Escalation to Complaints Review Committee: - If no response is received, or if the bidder is unsatisfied, an appeal may be filed within 3 calendar days. - The Committee is mandated to request documentation immediately and issue a ruling typically within 10–15 working days, ensuring an expedited resolution. - The framework covers all procurement categories (goods, works, services, PPPs), but in practice, smaller procurements are less likely to escalate beyond the PE. To address this, SIGHT II will ensure all complaints, regardless of value, are logged in IFAD's OPEN system for consistency and audit trail.

Effectiveness of Systems	• While the framework provides a structured and time-bound process, in practice: ○ Delays sometimes occur due to slow documentation submission by procuring entities. ○ Limited transparency in decision reasoning has been noted in centralized procurement cases. ○ The application of e-procurement (JONEPS) for publishing complaints and decisions is still inconsistent, reducing accessibility. • For SIGHT II, the project will reinforce these systems by mandating disclosure of protests and outcomes on both JONEPS and IFAD's OPEN, ensuring full traceability. • IFAD's Grievance Redress Mechanism (GRM) remains available to bidders as an independent escalation path, particularly for issues of fraud, corruption, or non-compliance with IFAD rules.
Independence of Systems	• The Complaints Review Committee established under By-Law No. 8/2022 is independent of the procuring entity, though its secretariat is provided by government staff, which may expose it to institutional pressures. • Decisions are legally binding under Jordanian law, but enforcement depends on compliance by the Procuring Entity, which can sometimes lead to procedural disputes. • For SIGHT II, the independence of the process is reinforced through explicit reference to IFAD's complaints mechanism and its Office of Audit and Oversight (AUO).
Statistics (if available)	• Jordan does not publish consolidated statistics on procurement complaints or their resolution rates. Available anecdotal evidence suggests most complaints are resolved at the Procuring Entity level, with fewer cases escalated to the Complaints Review Committee. • To fill this gap, SIGHT II will track its own complaint statistics through OPEN, including: ○ Number of complaints filed. ○ Average resolution time. ○ Proportion resolved at PE vs. Committee level. • A project-level benchmark target will be adopted: 100% of complaints resolved within the 15-day window established by law.

v. Key Conclusions of I.A. Analysis and IFAD-PRM Part B

Strengths	Weaknesses
• Robust regulatory framework: Anchored in Government Procurement By-Law No. 8/2022 and mandatory use of JONEPS, providing a modernized and transparent system. • Institutional experience: MoA and NARC have managed IFAD and donor-funded projects before, with moderate familiarity in procurement planning, works supervision, and grant administration. • Dedicated PMU structure: Centralized procurement oversight at MoA with focal points at NARC and ACC ensures clear institutional anchoring. • Diverse supplier base: Jordan has a competitive market in civil works, agriculture inputs, and equipment supply, which supports competitive tenders. • Alignment with IFAD tools: Commitment to use IFAD SPDs, OPEN for planning, monitoring, and disclosure enhances compliance and oversight. • Existing donor harmonization: Jordan's procurement reforms are recognized by World Bank, AFD, and EU, which reduces risk of fragmented approaches. • Experience with grant schemes: ACC already manages credit and guarantee schemes, providing a foundation for producer/SME grant administration. • Active audit institutions: Supreme Audit Bureau and Audit Bureau of MoA provide an additional layer of oversight for procurement transactions.	• Limited consulting procurement tools: Absence of standardized RFPs for consulting services under national rules creates reliance on IFAD templates. • Capacity gaps: PIU staff need hands-on training in SECAP integration, contract management, and e-procurement (JONEPS–OPEN dual system). • Decentralized risks: Multiple actors (MoA, NARC, ACC) dilute responsibility, creating coordination and timeline risks. • Market constraints: Limited pool of national consulting firms in livestock, rangeland management, and climate-smart agriculture requires reliance on international expertise. • Monitoring and verification of grants can face capacity bottlenecks at PIU level, with limited staff dedicated to real-time oversight, leading to slower reporting rather than systemic inexperience. • No consolidated procurement manual: While By-Law 8/2022 exists, practitioners lack a single user-friendly manual integrating all procedures. • Record-keeping gaps: Contract and procurement files are sometimes inconsistent, with weak digital archiving at implementing entities. • Slow complaints handling: National complaints system lacks strict enforcement timelines, which may affect IFAD's rapid procurement cycle needs.
Opportunities	Threats
• Digital transformation: Expansion of JONEPS and integration with IFAD's OPEN offers a chance to strengthen procurement tracking, complaints management, and transparency. • Capacity building: BUILDPROC and SUSTAIN certifications will strengthen staff technical capabilities and mainstream SECAP and E&S risk management.	• Macroeconomic pressures: High public debt, liquidity constraints, and inflation risk affecting contractor performance and pricing stability. • Climate shocks: Droughts, floods, and extreme heat can delay works, reduce market availability of inputs, and increase costs. • Coordination risks: Fragmentation across MoA, NARC, and ACC may result in

• Inclusive procurement: Potential to expand SME, youth, and women's participation by lowering barriers in qualification criteria and packaging contracts appropriately. • Green procurement: Chance to integrate water-saving technologies, renewable energy equipment (e.g., solar irrigation), and climate-smart inputs into tendering. • E-procurement expansion: Ongoing government push to integrate all entities into JONEPS by 2025 will enhance transparency and competition. • Regional positioning: Jordan's relative stability compared to neighboring countries provides a platform for piloting innovative procurement and grant mechanisms in the agriculture sector.	bottlenecks or duplication unless mitigated by a clear RACI matrix in the PIM. • Supplier insolvency: Risk of small/medium contractors and suppliers defaulting due to financial instability in the national market. • Political and regulatory shifts: Potential for procurement delays due to changes in government priorities, budget reallocations, or administrative approvals. • Weak complaints enforcement: National complaints mechanisms exist but may face delays or lack of independence; unresolved cases could undermine credibility. • Regional instability: Spillover from regional crises (Syria, Palestine) may disrupt supply chains or reallocate national budget priorities. • Human resource turnover: PIU staff rotation within MoA and NARC could weaken institutional memory and delay procurement. • Market concentration risk: Some sectors (e.g., irrigation systems, aquaculture equipment) are dominated by few suppliers, reducing competition. • Judicial enforcement risk: Even if complaints are resolved, weak enforcement of penalties/sanctions against non-performing contractors can undermine accountability.

Summary of Key PRM Issues (Part B)
Overall Rating • Part B is assessed as Moderate risk, balancing generally competitive procurement outcomes with systemic and institutional weaknesses that require attention. Project Complexity • Builds on SIGHT I without introducing new methodologies. • Risks stem from geographic spread across six governorates, involvement of multiple implementing partners (MoA, NARC, ACC), and technically demanding packages (hydroponics, fodder technology, water harvesting, biomass management). Procurement Planning & Procedures • Procurement strategy is in place but requires frequent updating. • Planning is integrated with the AWPB, yet undermined by: ○ market price volatility and inflation; ○ inconsistent treatment of in-kind/cash contributions and taxes;

- delays in harmonizing the AWPB, Procurement Plan, and IFAD's OPEN system.
- Contract management procedures exist but are inconsistently applied:
 - NOITA issuance sometimes missed;
 - small-value purchase orders lack SECAP, dispute resolution, and standard contract clauses;
 - internal audits rarely cover procurement.

Personnel & Capacity

- The PMU relies on a single Procurement Officer (recently replaced), limiting continuity and institutional memory.
- IFAD-specific knowledge is limited, though BuildProc training is ongoing.
- Facilities (IT, office equipment, connectivity) are adequate, and staff can work in IFAD's official languages.
- Overall staffing and training remain insufficient for the project's complexity and volume.

Performance

- 90% of contracts awarded through competitive procedures.
- Cost and time overruns are low; payments are generally timely.
- Weaknesses include:
 - recurrent delays in NARC-managed procurements;
 - **71% cancellation rate of works contracts**, mostly due to weak contractor capacity and planning issues;
 - inconsistent use of IFAD templates, particularly evaluation reports;
 - limited integration of SECAP requirements in small-value tenders.

Record Keeping

- Files maintained, but not fully IFAD-compliant.
- Contracts not always stored in fire/theft-proof facilities.
- Contract files incomplete in some cases.
- National rule destroys unsuccessful bids after six months, in contradiction with IFAD's requirement to retain all records for **10 years beyond project closure**.
- Limited digital archiving; integration with OPEN not systematic.

Contract Management

- Major procurements use IFAD-standard contracts.
- Smaller purchases rely on national purchase order forms lacking:
 - SECAP/ESHS clauses,
 - dispute resolution provisions,
 - structured monitoring obligations.
- Absence of systematic Contract Management Plans for high-value or complex contracts.
- Weak segregation of duties in contract management.
- Occasional delays in consultant payments.

Institutional Arrangements

- Roles spread across MoA PMU, NARC, and ACC, creating risks of diluted accountability and slower decision-making.

- RACI arrangements are not clearly defined in the PIM.

Mitigation Needs

- Strengthen procurement staffing and continuity (additional officers, structured training).
- Enforce systematic use of IFAD templates for all procurement stages.
- Improve contract management systems, including preparation of Contract Management Plans.
- Enhance record keeping and ensure compliance with IFAD's 10-year retention rule.
- Strengthen monitoring of NARC-managed procurements and works packages.
- Mainstream SECAP and ESHS requirements across all procurement categories, including small-value purchases.
- Introduce clear RACI frameworks to avoid duplication or gaps among MoA, NARC, and ACC.

c. Market Analysis¹⁶

i. Market sector dynamics¹⁷

Works	Market Structure: Jordan's construction sector is dominated by medium-to-large civil works contractors registered with the Ministry of Public Works and Housing. While there is a reasonably competitive market for general construction, specialized works such as rangeland rehabilitation, terracing, small-scale irrigation, and livestock-related infrastructure attract fewer bidders. Many firms are based in Amman and Mafrq, with limited presence in remote project areas, affecting responsiveness and increasing mobilization costs. Capacity & Experience: Contractors have strong capacity in road works, buildings, and large-scale infrastructure but weaker experience in ecosystem restoration, biomass management, and climate-smart agricultural works. This capacity gap was evident in SIGHT I, where 71% of works contracts were cancelled due to non-performance, poor contractor preparation, or limited familiarity with environmental and SECAP requirements. Competition & Participation: Competition is moderate in high-value tenders but limited for small, specialized works in rural areas, where only a few local contractors qualify. The use of national competitive bidding often leads to a small pool of bidders. Packaging contracts into appropriately sized lots and adjusting qualification requirements are necessary to attract SMEs and regional firms. Cost & Pricing Dynamics: Inflationary pressures, high import dependence for construction materials (cement, steel, fuel), and fluctuating exchange rates contribute to cost escalation. Contractors also face liquidity challenges, leading to risk premiums and cash-flow issues during contract execution. This has led to frequent requests for contract amendments, extensions, and price adjustments. Regulatory & Systemic Factors: By-Law No. 8/2022 and JONEPS support transparency, but works contractors outside Amman

¹⁶ With reference to the major procurements identified at the beginning of this PPS.

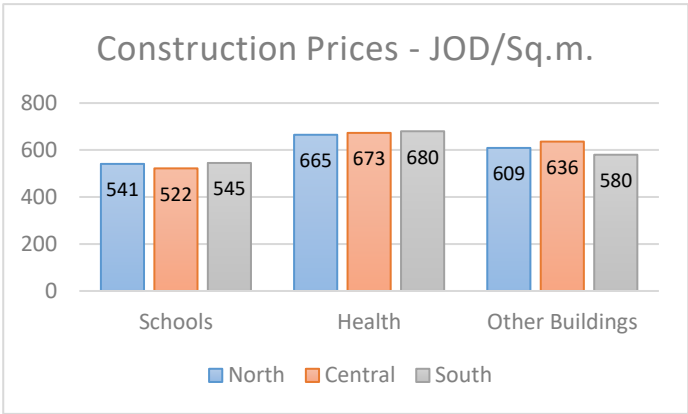
¹⁷ Levels and types of Competition; levels of experience in market in executing proposed contracts; capacity to innovate; interest to partner and form JVs to enhance capacity; partnering with foreign firms; contract object can be met locally or externally; supplier preferences; supply positioning; etc.

	report difficulty accessing and engaging with e-procurement systems. Procurement approval delays and vague international publicity requirements under national rules also limit competition. Sustainability & SECAP Integration: Contractors typically have low familiarity with SECAP and environmental, social, health, and safety (ESHS) requirements. Many lack internal safeguard staff, making compliance dependent on project-level training and contract enforcement. This is a systemic weakness that directly affects project sustainability outcomes. Market Risks & Vulnerabilities: • Contractor cash-flow shortages and reliance on advance payments. • Weak contract management and supervision capacity in smaller firms. • Dependence on imported materials vulnerable to price shocks. • Limited competition in specialized ecological works, raising risk of non-performance.
Goods	• Import dependence and predictability Jordan's procurement of goods remains highly import-dependent, particularly for climate-smart agriculture, aquaculture, renewable energy equipment, and specialized monitoring tools. While basic agricultural inputs (fertilizers, drip irrigation pipes, seeds, greenhouse materials) are produced locally, most advanced machinery and environmental technologies are imported. The pegged exchange rate of the Jordanian dinar to the USD provides relative price stability compared to other regional contexts, but global supply chain disruptions and inflationary pressures still affect procurement costs and timelines. • Customs clearance and import duties Customs clearance procedures at Aqaba Port and border crossings can be lengthy and bureaucratic, requiring multiple approvals (e.g., from the Ministry of Agriculture, Ministry of Environment, and other regulatory bodies). Import duties and the 16% VAT increase costs, though exemptions may be negotiated for donor-funded projects like SIGHT II. Delays at customs and occasional bottlenecks in land transport (particularly through regional transit routes affected by geopolitical tensions) pose risks for timely delivery of goods. • Local manufacturing and supply capacity Jordan's local manufacturing sector can cover certain agricultural inputs and equipment but has limited capacity for specialized goods such as aquaculture systems, solar-powered irrigation units, and bio-composting technologies. As a result, international procurement is often necessary, with delivery periods ranging from several weeks to months. This dependency creates challenges in project scheduling and underscores the importance of early procurement planning. • SME participation and capacity Small and medium enterprises (SMEs) play a dominant role in supplying agricultural inputs and small-scale equipment. However, many SMEs face liquidity constraints and lack familiarity with donor-funded procurement requirements, including IFAD's SECAP and Environmental, Social, Health, and Safety (ESHS) standards. While SME participation is strong, their limited compliance capacity and weak contract management skills require targeted support, training, and flexible packaging of tenders to ensure broader participation.

	• Logistics and distribution challenges Despite Jordan's role as a regional logistics hub, internal distribution challenges remain. Transport from Aqaba Port to rural project sites is costly and subject to seasonal delays. Storage and inventory management capacities at implementing agencies and suppliers are often weak, increasing risks of stock-outs or deterioration of sensitive goods (e.g., aquaculture fingerlings, bio-fertilizers). • Digital procurement systems The JONEPS e-procurement platform is mandatory for national-level tenders, improving transparency and access. However, many rural suppliers and SMEs lack the digital literacy or technical capacity to engage effectively with JONEPS, limiting their participation in formal procurement processes. Capacity-building on e-procurement is necessary to bridge this gap and ensure inclusivity. • Sustainability and SECAP integration Integration of sustainability practices in goods procurement is still at an early stage. Few local suppliers are certified to provide eco-friendly or climate-smart goods. Without proactive market sounding and technical specification support, tenders risk excluding environmentally sustainable options or failing to operationalize SECAP requirements in practice.
Services	• Developed Market: Jordan has a strong services market with local and international firms active in procurement, engineering, and environmental management, many with donor project experience. • Specialized Gaps: Expertise in rangeland restoration, aquaculture, and SECAP integration is limited, requiring international support and capacity transfer. • Capacity Needs: Local firms need training on IFAD procurement procedures, ESHS clauses, and sustainability integration. • Competitive but Risky: High competition ensures cost-effective services but risks underbidding, requiring robust contract management. • Role of Academia & NGOs: NARC, RSS, universities, and NGOs can provide technical consulting, climate studies, and extension services. • M&E Services: Local M&E capacity is strong but external specialists may be needed for climate and ecosystem impact assessments. • Training & Business Development: A growing ecosystem of incubators and training providers supports SMEs, agribusiness, and value chain development.
Grants	• Established experience: MoA, NARC, and ACC have prior experience in managing donor-funded grant schemes (World Bank, IFAD, EU, USAID), but further capacity building is required for designing competitive Calls for Proposals (CFPs) with clear, transparent criteria. • Evaluation and monitoring gaps: While structures exist, technical support is needed to strengthen evaluation methodologies, milestone-based disbursement, and results-based monitoring to ensure accountability and effective impact measurement. • Financial management risks among grantees: Some farmer cooperatives, producer organizations, and SMEs show weak financial controls and limited reporting capacity, requiring training, mentoring, and spot checks to mitigate mismanagement risks. • Participation of smaller actors: NGOs and CBOs are generally active in Jordan, but complex application and reporting requirements can discourage smaller or newly formed groups from applying; simplified templates and capacity support are needed for inclusivity. • Sustainability concerns: While Jordan is politically stable and donor financing is consistent, challenges remain in ensuring long-term sustainability of grant-funded activities,

	particularly in maintaining financial independence and scaling impact once project support ends. • Social inclusion opportunities: Grants can play a strong role in targeting women, youth, and refugees, but proactive outreach and tailored eligibility criteria are required to prevent exclusion of the most vulnerable groups.

ii. Financial¹⁸

Works	Prices for construction works awarded (buildings) range as follows:  <i>Figure 10 - construction unit pricing by zone (source GTD 2024 Annual Report)</i> • Construction costs in Jordan remain relatively stable but are affected by global material price fluctuations and rising transport expenses, impacting cost predictability for rangeland and small infrastructure works. • Limited liquidity among local contractors increases reliance on advance payments, creating potential non-performance risks if guarantees are not properly managed. • The import-dependence of construction inputs (cement, steel, pumps, geomembranes) exposes works contracts to exchange-rate and logistics-related cost variations. • Remote work sites in the Badia face higher logistics and fuel costs, contributing to potential cost overruns and schedule delays. • Market competition for specialized works (e.g., water harvesting, slope stabilization) is moderate to low, necessitating pre-tender market sounding and right-sizing of lots.
Goods	• The Jordanian goods market is competitive but highly import-dependent, exposing procurement costs to global price fluctuations and shipping delays. • Most project-related goods—such as solar-powered irrigation systems, aquaculture units, and water tanks—are sourced from foreign suppliers or regional distributors. • The Jordanian dinar’s peg to the U.S. dollar provides exchange rate stability; however, rising logistics and freight costs still impact overall contract values. • Customs clearance and delivery delays are common, particularly for equipment entering through Aqaba port, affecting timely implementation. • Local suppliers often operate with limited liquidity, relying on advance payments; this increases the need for strong contract guarantees and delivery verification.

¹⁸ Cost benchmarks; cost stability; pricing strategies; etc.

	• The market for agricultural, renewable energy, and environmental goods is growing, but after-sales services and spare parts availability remain inconsistent. • Consolidated procurement by MoA and NARC can improve cost efficiency and supplier leverage, reducing fragmentation and price variance.
Services	• The consulting and professional services market in Jordan is diverse, with a strong presence of national firms in engineering, agriculture, and environmental management, alongside regional and international consultants. • Local firms are cost-competitive but often require capacity-building to meet IFAD's quality, reporting, and SECAP compliance standards. • International service providers bring specialized expertise (e.g., rangeland restoration, aquaculture systems, and climate-smart agriculture) but at higher financial costs, typically priced in USD or EUR. • Consultancy rates in Jordan remain moderate by regional standards, yet long-term technical assistance (TA) contracts may face upward pressure due to inflation and regional demand. • Payment delays in donor-funded projects occasionally strain cash flow for smaller firms, underscoring the need for milestone-based payment schedules. • Framework agreements or retainer contracts can help stabilize costs for recurring services (e.g., monitoring, training, or audits). • There is a limited pool of qualified experts for specialized services such as environmental impact assessments, digital monitoring systems, and climate adaptation modeling—potentially driving up prices in these niche areas.
Grants	• The SIGHT II project does not include a traditional competitive grant window. Instead, it introduces a financial facilitation and credit-guarantee mechanism managed by the Agricultural Credit Corporation (ACC) to improve access to finance for livestock producers, cooperatives, and agri-MSMEs. • The mechanism will support low-interest loans and partial credit guarantees, targeting small-scale livestock keepers, cooperatives, and value-chain enterprises that face challenges obtaining commercial finance. • Many potential beneficiaries have limited credit history or collateral, constraining their ability to access formal lending. This increases the importance of risk-sharing arrangements between ACC and IFAD. • Interest rate volatility and inflationary pressure may affect repayment performance and the real value of financing. To address this, the project will explore fixed-rate mechanisms and transparent loan terms aligned with ACC's national credit policies. • Financial literacy and business-planning training will be integral to improve beneficiaries' repayment capacity and ensure effective utilization of credit resources. • Monitoring costs for ACC and MoA (including portfolio tracking and impact verification) will rise as the number of borrowers increases; these must be reflected in the administrative budget. • Coordination between ACC, MoA, and NARC is critical to ensure that credit recipients are aligned with project objectives (climate-smart livestock production, water efficiency, and rangeland restoration).

iii. Procurement trends¹⁹

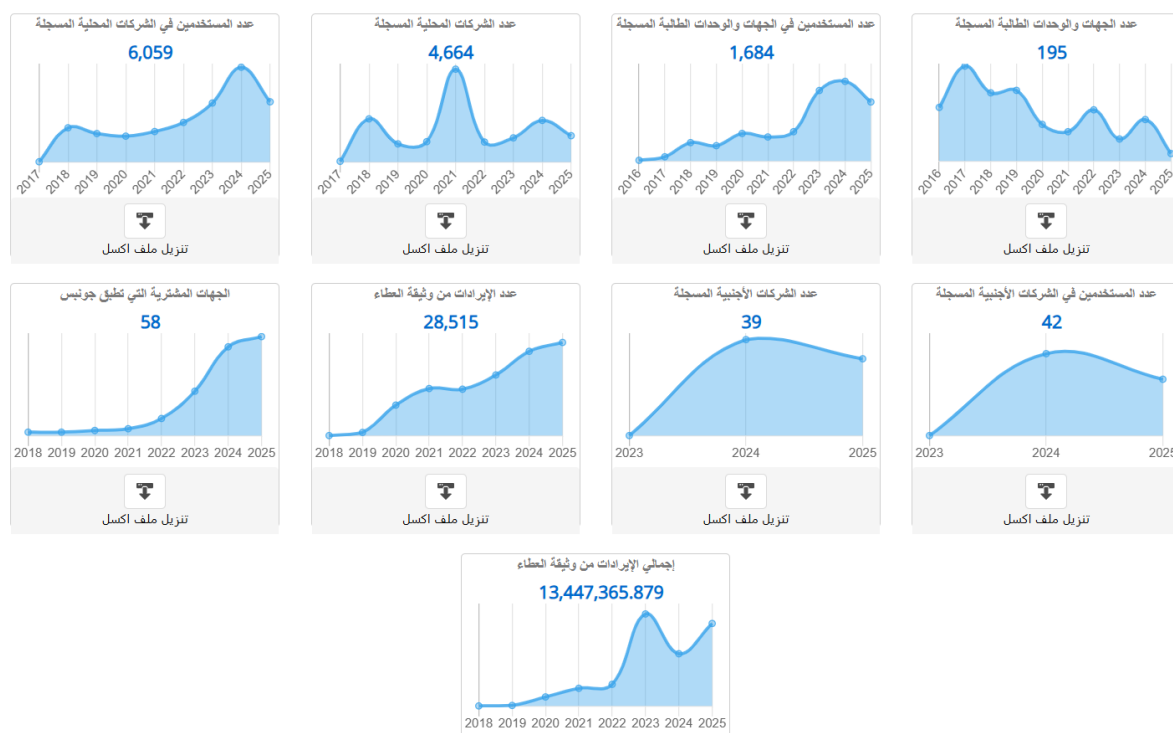


Figure 12 - JONEPS Statistics as of 30 April 2025

Works	• Similar works under SIGHT I and MoA/NARC projects were procured through NCB using national SBDs but often faced low competition and cancellations due to oversized lots, restrictive qualifications, and short bid periods. • Improved results were observed with smaller, right-sized lots, longer advertisement periods, and joint ventures between local and regional firms for remote or specialized sites. • Standard FIDIC-based contracts with advance and performance guarantees, clear variation limits, and ESHS/SECAP clauses remain best practice. • Market volatility in materials and fuel requires inclusion of price adjustment clauses for contracts exceeding 12 months. • Value for Money (VfM) is enhanced through accurate cost estimates, detailed BoQs, mandatory pre-bid site visits, and functional specifications aligned with the project's environmental objectives. • Lessons from SIGHT I: delays mainly stemmed from weak contractor liquidity, limited supervision capacity, and inadequate cash flow—mitigated in SIGHT II by phased procurement, advance payments secured by guarantees, and close supervision by MoA engineers.

¹⁹ How were similar procurements managed elsewhere or previously; key terms and conditions; how to maximize VfM; lessons learned from previous experiences in the country; etc.

- Contract management will rely on Contract Management Plans, monthly site meetings, photographic progress documentation, and milestone tracking through OPEN to ensure timely completion and transparency.

Below is the list of methods as per Jordanian law:

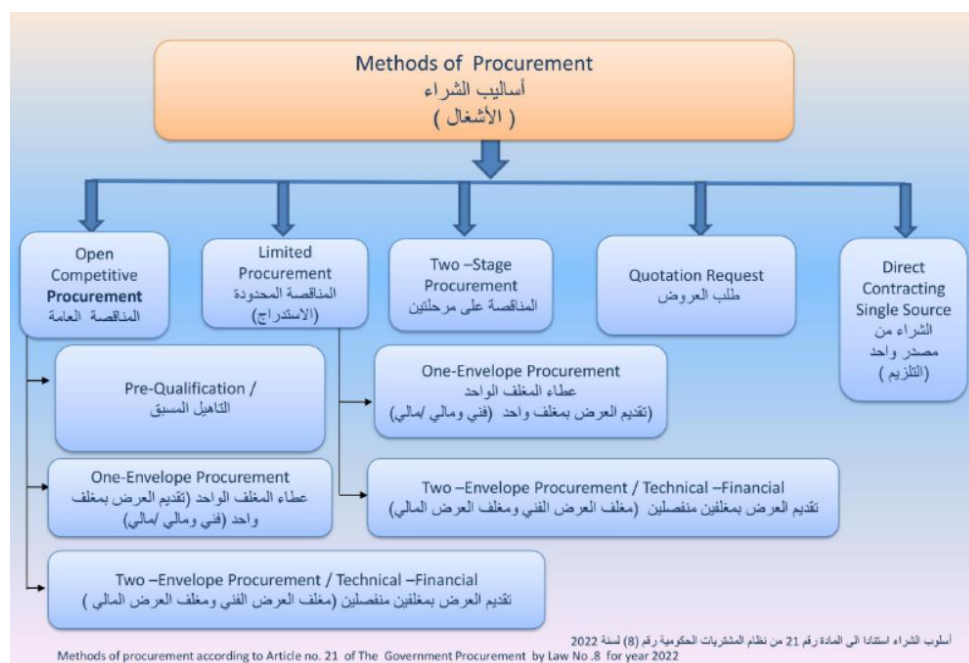


Figure 11 - Government Tender Department, Annual Report, 2024, p. 108

Goods

- Procurement of goods under SIGHT II will primarily include livestock and aquaculture equipment, irrigation and water-harvesting systems, solar-powered units, vehicles, IT equipment, and laboratory tools for NARC and MoA field operations.
- Under SIGHT I, goods procurement was generally efficient but faced delivery delays linked to import procedures, supply chain disruptions, and limited supplier capacity in rural areas.
- The Jordanian market for agricultural and renewable energy goods is competitive, with active regional suppliers and authorized distributors, though some specialized items (e.g., solar irrigation and aquaculture systems) may require international sourcing.
- Value for Money (VfM) will be improved through accurate specifications based on performance standards, open competition via JONEPS, and transparent evaluation procedures using pass/fail criteria for compliance.
- To mitigate foreign exchange and delivery risks, contracts will include clear Incoterms (DAP/DDP), warranty obligations (minimum two years), and insurance coverage up to final delivery.
- Lessons from previous projects: early technical review of specifications, framework agreements for recurrent goods, and supplier performance monitoring in OPEN enhance efficiency and cost control.
- Sustainability measures will include preference for energy-efficient and environmentally compliant goods (aligned with JSMO and ISO 14001 standards), as well as SECAP screening for environmentally sensitive equipment.

Services

- Service contracts under SIGHT I and MoA/NARC programs mainly covered technical assistance, training, and design/supervision services, with a mix of individual and firm-based contracting.

- Consulting services are generally procured through QCBS, CQS, or ICS methods, depending on value and complexity, using IFAD Standard Procurement Documents (SPDs).
- The market includes capable national consulting firms and universities, though specialized expertise in rangeland management, aquaculture, and ecosystem restoration often requires international consultants or consortiums.
- Procurement performance under earlier operations showed good competition but frequent delays in contract negotiation and mobilization due to limited familiarity with IFAD procedures.
- Lessons learned: early preparation of Terms of Reference, timely IFAD no-objection requests, and prequalification of firms significantly improve efficiency.
- VfM is maximized through transparent evaluation criteria, adequate weighting for technical quality (70/30 ratio), and inclusion of SECAP, gender, and youth considerations in TORs and evaluations.
- Contract management emphasizes deliverable-based payments, inception and completion reporting, and milestone verification through OPEN, ensuring traceability and performance monitoring.

Below is the list of methods for services as per Jordanian law; however, for the project, consulting services will be procured using IFAD templates and rules.

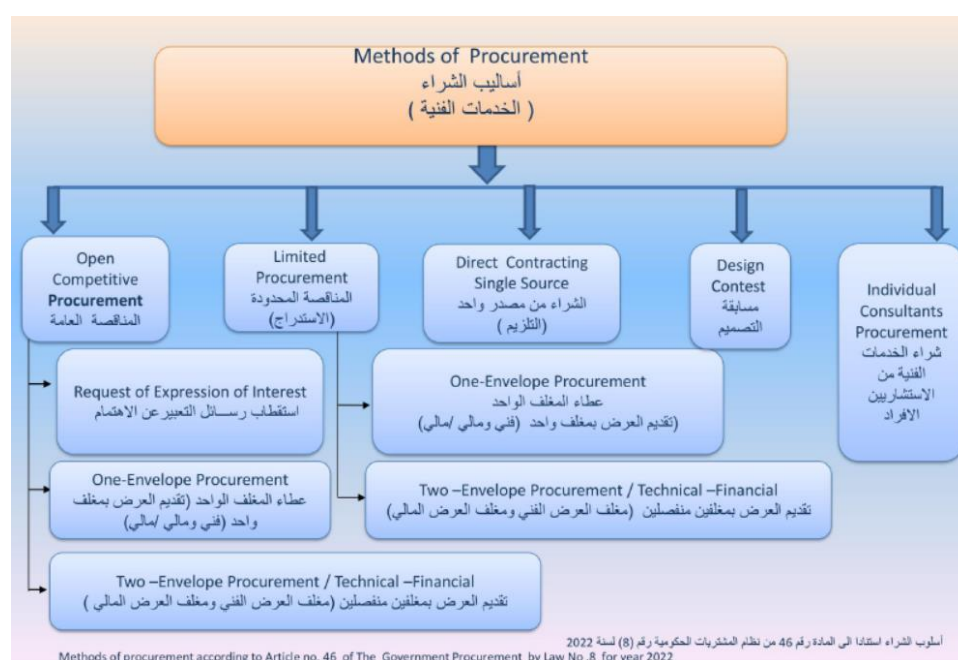


Figure 12 - Government Tender Department, Annual Report, 2024, p. 109

Grants

- SIGHT II does not include a traditional grant window. Instead, it introduces a Credit Facilitation and Guarantee Mechanism, implemented by the Agricultural Credit Corporation (ACC), to enhance access to finance for livestock producers, cooperatives, and agri-MSMEs.
- The mechanism provides partial credit guarantees and interest-rate facilitation for eligible investments in livestock production, rangeland rehabilitation, and climate-smart agricultural technologies.
- Procurement under this component will follow beneficiary-level procurement principles, consistent with IFAD's guidelines ensuring transparency, proportionality, and value for money. Beneficiaries must obtain a minimum of three quotations for purchases above the de minimis threshold.

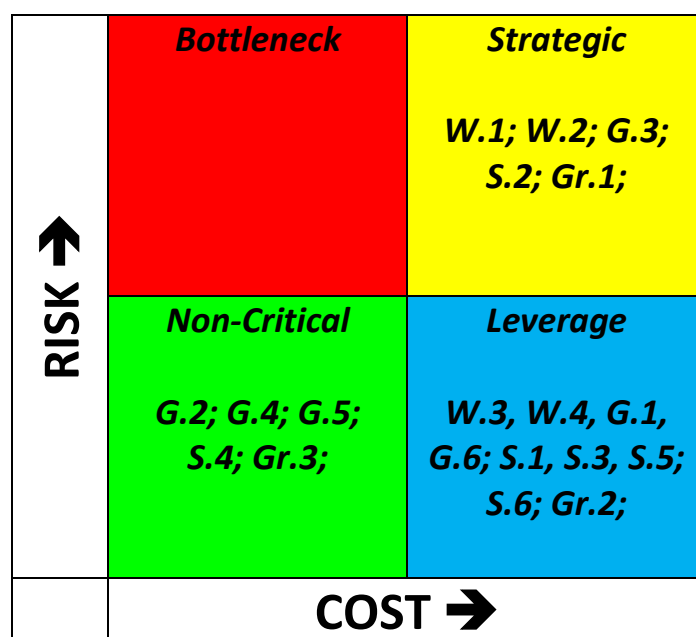
	• The ACC will handle credit processing, guarantee issuance, and repayment tracking, while the MoA PMU will oversee fiduciary compliance and report through OPEN. • Lessons from SIGHT I: simplified application forms, proactive outreach to women and youth beneficiaries, and close coordination between ACC and MoA significantly improve uptake and reduce administrative delays. • Mitigation measures include beneficiary training on procurement and record-keeping, standardized templates for quotations and contracts, and post-disbursement verification to ensure fund utilization aligns with SECAP and environmental safeguards. • Value for Money (VfM) is achieved by leveraging private capital through guarantees while maintaining compliance with IFAD fiduciary standards and focusing on sustainability, gender, and inclusion targets.

iv. Key Conclusions of Market Analysis relevant to this contract

Supply Positioning: The below plot shows the major contracts identified above classified into one of four categories based on their estimates cost and their associated risks (in each block, you can see the contract numbers that fit into that block):

Works	W.1 Rangeland and pasture restoration works: Establishment and rehabilitation of degraded rangelands (reseeding, controlled grazing structures, firebreaks). W.2 Construction and rehabilitation of water harvesting structures: Small and medium-scale reservoirs, cisterns, and earth dams in target governorates. W.3 Smallholder on-farm infrastructure works: Animal housing, feed storage units, and watering points to improve resilience and productivity. W.4 Climate-smart land management pilot works: Soil conservation, erosion control, and biomass management activities linked to Farmer Field Schools (FFS).
Goods	G.1 Livestock and breeding inputs: Procurement of small ruminant breeding kits, artificial insemination (AI) consumables, liquid nitrogen tanks, and mobile AI units. G.2 Vehicles and transport equipment: 4x4 vehicles, motorcycles, and a truck to support extension, monitoring, and logistics. G.3 Laboratory and genotyping equipment: DNA/genotyping kits, laboratory diagnostic machines, and accessories for NARC labs. G.4 IT and office equipment: Computers, printers, photocopiers, software, and connectivity equipment for PMU and NARC. G.5 Communication and visibility materials: Procurement of IEC materials, awareness campaigns, and visibility supplies for SIGHT II.
Services	S.1 Local consultants (multiple lots): Specialists in livestock production, breeding/genetics, rangeland management, business development, financial literacy, and M&E.

	S.2 International consultants (targeted): Expertise in advanced genotyping, climate-smart ruminant systems, and SECAP/environmental safeguards. S.3 Technical assistance & capacity building: Training for AI technicians, extension staff, and small ruminant keepers through FFS. S.4 Training and workshops: Climate-smart practices, cooperative strengthening, business skills, and youth/women entrepreneurship. S.5 Baseline & M&E surveys: Household baseline, mid-term reviews, and specialized studies on productivity, resilience, and markets. S.6 Grant management support: TA to support implementation, monitoring, and compliance of MSME and producer grants.
Grants	Gr.4 Targeted grants to producer groups (in-kind/cash): Support to organized groups for feed/fodder technologies, small equipment, and income diversification. Gr.5 Competitive MSME grants: 150–160 competitive grants to youth/women-led MSMEs in livestock/dairy/value chain processing. Gr.6 Climate-resilient livelihood grants: Grants for smallholder adaptation (water-saving irrigation, renewable energy for processing, climate-smart feed units).



Supplier Preferencing: The below plot categorises potential bidders in key contracts based on how attractive those key contracts are to them and the expected revenue they are expecting to generate (in each block, you can see the key vendors that fit into that block):

ATTRACTIVENESS →	DEVELOP Local rangeland cooperatives, small agri-businesses, women/youth-led MSMEs engaged in feed/fodder production, and community-based enterprises providing range management services.	CORE Medium and large national contractors specialized in rangeland restoration and water-harvesting works; main suppliers of livestock equipment, laboratory materials, and solar-powered irrigation systems; national IT vendors supporting PMU and NARC systems.
	NUISANCE Small stationery suppliers, minor printing and visibility vendors, ad-hoc event organizers, and short-term trainers with limited sector experience.	HARVEST International and regional consulting firms providing high-value technical assistance (breeding/genotyping systems, E&S/SECAP oversight, financial facilitation with ACC); bulk international suppliers of diagnostic and laboratory reagents and specialized equipment.
	Revenue →	

3. Procurement Risk Analysis

Risk Description	A	B	Overall Risk Score (A*B)	Description of proposed mitigation through the procurement process	Risk Owner	Procurement Process Stage	Impact on which Contract(s)
	Likelihood Rating	Impact Rating					
PRE-CONTRACT PROCUREMENT RISKS							

Risk Description	A	B	Overall Risk Score (A*B)	Description of proposed mitigation through the procurement process	Risk Owner	Procurement Process Stage	Impact on which Contract(s)
	Likelihood Rating	Impact Rating					
1. Limited competition in works and goods procurement (especially rangeland and laboratory equipment)	0.7	0.8	0.56	Conduct early market sounding; publish advance procurement notices; disaggregate lots to encourage SME participation; consider framework agreements for standard equipment.	Procurement Unit (MoA)	Planning & Tendering	Works (W.1–W.3), Goods (G.1–G.3)
2. Delays in bid evaluation and contract award due to multi-agency review (MoA–NARC–IFAD)	0.6	0.9	0.54	Establish clear evaluation workflows and timelines in the PIM; assign evaluation committees early; use OPEN to track evaluation deadlines and automate notifications.	Procurement Unit & PMU Director	Evaluation & Award	All contracts
3. Slow recruitment and turnover of key PIU staff (Procurement Officer, FM Specialist, M&E)	0.7	0.9	0.63	Initiate staff recruitment immediately after effectiveness; provide competitive salaries; develop a retention plan; use interim TA support.	HR & PMU Director	Pre-Tendering	All contracts
4. Limited experience of new PIU staff in IFAD and e-procurement procedures	0.8	0.9	0.72	Provide targeted onboarding and certification (BUILDPROC, OPEN); assign IFAD-cleared mentors; conduct hands-on training with sample tenders.	Procurement Unit / IFAD	Pre-Tendering & Tendering	All contracts
5. Weak bidder capacity in specialized areas (genotyping, breeding kits, solar irrigation)	0.8	0.7	0.56	Conduct bidder orientation sessions; include extended clarification windows; apply qualification criteria proportionate to contract value.	Procurement Unit	Tendering	Goods & Services

Risk Description	A	B	Overall Risk Score (A*B)	Description of proposed mitigation through the procurement process	Risk Owner	Procurement Process Stage	Impact on which Contract(s)
	Likelihood Rating	Impact Rating					
6. Fragmented approval and oversight between MoA, NARC, and ACC	0.8	0.9	0.72	Define roles in the PIM; establish monthly coordination meetings; use OPEN as single reporting source for all entities; define approval SLAs.	Project Director / Steering Committee	Cross-cutting	All contracts
7. Challenges in drafting high-quality TORs and technical specifications (especially for TA and IT systems)	0.9	0.8	0.72	Engage technical specialists for TOR/spec review; use standardized IFAD templates; pre-clear TORs through IFAD prior review.	Technical Units & Procurement Unit	Pre-Tendering	Consulting Services, Goods
8. Delay in procurement planning and AWPB alignment	0.7	0.7	0.49	Prepare rolling 12-month PP in OPEN; link procurement activities to budget lines; quarterly update reviews by PMU.	Procurement Unit	Planning	All contracts
9. Valid complaints or bidder protests	0.4	0.8	0.32	Strengthen complaints-handling system; publish NOITA/debriefs within IFAD timelines; maintain an OPEN-based complaints log.	Procurement Unit	Evaluation & Award	All contracts
CONTRACTUAL PROCUREMENT RISKS							

Risk Description	A	B	Overall Risk Score (A*B)	Description of proposed mitigation through the procurement process	Risk Owner	Procurement Process Stage	Impact on which Contract(s)
	Likelihood Rating	Impact Rating					
10. Cost overruns due to inflation and price volatility in construction materials	0.6	0.8	0.48	Include price adjustment clauses for contracts over 12 months; conduct periodic market cost updates; enforce variation ceilings.	Procurement Unit	Contract Execution	Works contracts
11. Delays in contract execution due to bureaucratic approvals and payment bottlenecks	0.6	0.9	0.54	Establish internal approval time limits; streamline payment authorization workflows; track through OPEN milestone dashboard.	PMU & Finance Unit	Contract Execution	All contracts
12. Weak contract management and record-keeping at field level (NARC)	0.8	0.8	0.64	Implement contract management plans for all major contracts; digitize records in OPEN; conduct quarterly post-review.	NARC / PMU	Contract Execution	Works & Services
SECAP ISSUES							

Risk Description	A	B	Overall Risk Score (A*B)	Description of proposed mitigation through the procurement process	Risk Owner	Procurement Process Stage	Impact on which Contract(s)
	Likelihood Rating	Impact Rating					
13. Inadequate environmental and social safeguard compliance (especially OHS on rangeland works)	0.7	0.9	0.63	Integrate SECAP clauses into all tenders; require ESHS plans for contractors; conduct quarterly E&S spot checks.	Environmental & Social Officer	Tendering & Execution	Works & Goods contracts
14. Weak gender and youth mainstreaming in procurement participation	0.6	0.8	0.48	Apply gender-responsive evaluation criteria; reserve lots for youth/women-led SMEs where feasible; track participation in OPEN.	Procurement Unit / Gender Focal Point	Pre-Tendering	All contracts
15. Overreliance on single suppliers for specialized inputs (e.g., lab reagents)	0.7	0.7	0.49	Explore framework agreements; invite regional suppliers; conduct annual supplier performance reviews.	Procurement Unit	Tendering	Goods contracts

PROBABILITY	1										
	0.9								7		
	0.8							5	12	4, 6	
	0.7							8, 15	1	3, 13	
	0.6								10, 14	2, 11	
	0.5										
	0.4								9		
	0.3										
	0.2										
	0.1										
		0.1	0.2	0.3	0.4	0.5	0.6	0.7	0.8	0.9	1
		IMPACT									

4. Procurement Objectives (related to the 5 Rs)

- **Right Quality:**
Ensure that procured goods, works, and services comply with IFAD technical and environmental standards—particularly SECAP and ESHS requirements—to enhance climate resilience, livestock productivity, and sustainable rangeland management.
- **Right Quantity:**
Procure materials, equipment, and services in quantities consistent with field needs and budget ceilings, avoiding over- or under-procurement that could disrupt delivery or inflate storage and maintenance costs.
- **Right Time:**
Align all procurement activities with the Annual Work Plan and Budget (AWPB) and implementation schedule to guarantee timely contract awards, mobilization, and delivery—minimizing start-up and seasonal delays in works and inputs.
- **Right Price (Value for Money):**
Promote transparent, competitive bidding through JONEPS and OPEN, applying cost-effective approaches such as lot packaging, framework contracts, and proportionate qualification criteria to ensure efficiency and accountability.
- **Right Source:**
Engage technically competent and financially sound suppliers, contractors, and consultants—including qualified national SMEs—who can ensure reliable service delivery, compliance with SECAP and OHS standards, and timely performance.

5. Recommended Procurement Approach for the Major Contracts in the Project

Contract (or category)	Lab & genotyping equipment for NARC (G.3)	
Estimated Cost	\$3,827,878.70	
Attribute	Selected arrangement	Justification Summary/Logic
Specifications	<u>Conformance</u> /Performance	
Sustainability Requirements (SECAP compliance)	<u>Yes</u> /No	-
Contract Type	A. Traditional B. Design and Build C. Design, Build, Operate, Maintain D. Design and Build – Turnkey or Prime Contractor E. EPC and EPCM F. Other: _____	
Pricing and costing mechanism	A. Lump Sum B. Performance based contracts C. Schedule of Rates / Admeasurement D. Time and Materials E. Cost Plus	The Bid Document will include a schedule of items and quantities to be priced.
Supplier Relationship	A. Adversarial/ <u>Collaborative</u>	This sector in Jordan is famous for its collaborative attitude.
Price Adjustments	A. <u>None, fixed price</u> B. Negotiated C. Percentage	Items under this contract are not subject to variations.
Form of Contract (Terms and Conditions)	D. State any special conditions of contract	- Duration: 6-12 months - Commencement: upon contract signature - Payment: 10% advance against guarantee; 80% after delivery, installation and acceptance; 10% upon successful completion; - Performance guarantee: 10% of contract price - Liquidated Damages: 1% per week up to a maximum of 10% - Warranty: 3 years - Dispute resolution: amicable resolution followed by national arbitration
Selection Method	A. Request for Proposals (RFP) B. <u>Requests for Bids (RFB)</u> C. Requests for Quotations (RFQ) D. Direct Selection	IFAD's SPD for NCB Goods will be used.

Selection Arrangement	A. Commercial Practices B. United Nations (UN) Agencies C. Commodities D. Community Driven Development E. Force Accounts F. Framework Agreements	Not Applicable
Market Approach	A. Type of Competition 1. <u>Open</u> 2. Limited 3. International 4. <u>National</u> 5. No Competition – Direct Selection B. Number of Envelopes/Stages 1. <u>Single Envelope</u> 2. Two Envelopes 3. <u>Single Stage</u> 4. Multi Stage B. Negotiations (Yes/ <u>No</u>)	The standard NCB procedure will be applied.
Pre / Post Qualification	A. Pre-Qualification B. <u>Post-Qualification</u> C. Initial Selection	The project size and complexity does not warrant pre-qualification. Qualification criteria: - Financial 1. Average annual turnover (2022, 2023, and 2024) of not less than US\$ 3,000,000 2. Positive Net profit over each of the years 2022, 2023, and 2024 - Technical 1. Successful execution of similar projects (worth more than US\$ 2,000,000) under one or more contracts in the past 4 years (September 2021 – September 2025) 2. Previous experience in public or donor-funded projects
Evaluation Selection Method	A. Quality Cost Based Selection (QCBS) B. Fixed Budget Based Selection (FBS) C. Least Cost Based Selection (LCS) D. Quality Based Selection (QBS) E. Consultant's Qualifications Based Selection (CQS) D. Direct Selection	Not applicable
Evaluation of Costs	A. <u>Adjusted Bid Price</u>	LCC is not relevant to this scope.

	B. Life-Cycle Costs	
Domestic Preference	Yes / <u>No</u>	NCB does not allow use of domestic preference.
Rated Criteria	List the type of criteria to be used (mandatory/desired)	Rated criteria not applicable. Mandatory criteria: as per specifications.

Contract (or category)	Breeding inputs & AI kits/consumables (G.1)	
Estimated Cost	\$675,508.01	
Attribute	Selected arrangement	Justification Summary/Logic
Specifications	<u>Conformance</u> /Performance	
Sustainability Requirements (SECAP compliance)	<u>Yes/No</u>	
Contract Type	A. <u>Traditional</u> B. Design and Build C. Design, Build, Operate, Maintain D. Design and Build – Turnkey or Prime Contractor E. EPC and EPCM F. Other: _____	
Pricing and costing mechanism	A. <u>Lump Sum</u> B. Performance based contracts C. Schedule of Rates / Admeasurement D. Time and Materials E. Cost Plus	The Bid Document will include a schedule of items and quantities to be priced.
Supplier Relationship	A. Adversarial/ <u>Collaborative</u>	This sector in Jordan is famous for its collaborative attitude.
Price Adjustments	A. <u>None, fixed price</u> B. Negotiated C. Percentage	Items under this contract are not subject to variations.
Form of Contract (Terms and Conditions)	A. State any special conditions of contract	- Duration: 6-12 months - Commencement: upon contract signature - Payment: 10% advance against guarantee; 80% after delivery, installation and acceptance; 10% upon successful completion; - Performance guarantee: 10% of contract price - Liquidated Damages: 1% per week up to a maximum of 10% - Warranty: 3 years - Dispute resolution: amicable resolution followed by national arbitration
Selection Method	A. Request for Proposals (RFP) B. <u>Requests for Bids (RFB)</u> C. Requests for Quotations (RFQ) D. Direct Selection	IFAD's SPD for NCB Goods will be used.

Selection Arrangement	A. Commercial Practices B. United Nations (UN) Agencies C. Commodities D. Community Driven Development E. Force Accounts F. Framework Agreements	Not applicable
Market Approach	C. Type of Competition 1. <u>Open</u> 2. Limited 3. International 4. <u>National</u> 5. No Competition – Direct Selection D. Number of Envelopes/Stages 1. <u>Single Envelope</u> 2. Two Envelopes 3. <u>Single Stage</u> 4. Multi Stage C. Negotiations (Yes/<u>No</u>)	The standard NCB procedure will be applied.
Pre / Post Qualification	A. Pre-Qualification B. <u>Post-Qualification</u> C. Initial Selection	The project size and complexity does not warrant pre-qualification. Qualification criteria: Financial Average annual turnover (2022, 2023, and 2024) of not less than US\$ 1,500,000 Positive Net profit over each of the years 2022, 2023, and 2024 Technical Successful execution of similar projects (worth more than US\$ 5,00,000) under one or more contracts in the past 4 years (September 2021 – September 2025) Previous experience in public or donor-funded projects
Evaluation Selection Method	A. Quality Cost Based Selection (QCBS) B. Fixed Budget Based Selection (FBS) C. Least Cost Based Selection (LCS) D. Quality Based Selection (QBS) E. Consultant's Qualifications Based Selection (CQS) D. Direct Selection	Not applicable

Evaluation of Costs	A. <u>Adjusted Bid Price</u> B. Life-Cycle Costs	LCC is not relevant to this scope.
Domestic Preference	Yes / No	Not applicable;
Rated Criteria	List the type of criteria to be used (mandatory/desired)	Rated criteria not applicable. Mandatory criteria: as per specifications.

Contract (or category)	International TA – genotyping systems & QA	
Estimated Cost	\$1,351,016.01	
Attribute	Selected arrangement	Justification Summary/Logic
Specifications	Conformance/ <u>Performance</u>	The PMC will draw the TOR permitting consultants to propose their own methodologies and approaches which will be qualitatively evaluated.
Sustainability Requirements (SECAP compliance)	<u>Yes/No</u>	The PMC will ensure that the TORs integrate minimum technical standards in line with SECAP standards. The Business development plans should be well aligned with SECAP.
Contract Type	A. <u>Traditional</u> B. Design and Build C. Design, Build, Operate, Maintain D. Design and Build – Turnkey or Prime Contractor E. EPC and EPCM F. Other: _____	The contract is D-B because the consultant will design its own intervention and execute it.
Pricing and costing mechanism	A. <u>Lump Sum</u> B. Performance based contracts C. <u>Schedule of Rates / Admeasurement</u> D. Time and Materials E. Cost Plus	The contract is hybrid where business development plans are on lumpsum basis and the other training and technical assistance are on time-basis.
Supplier Relationship	A. Adversarial/ <u>Collaborative</u>	Traditionally, consultants are collaborative due to the minimal risks they bear in execution and their professional approach to the market.
Price Adjustments	A. <u>None, fixed price</u> B. Negotiated C. Percentage	The duration of the contract and its nature do not warrant price adjustment.
Form of Contract (Terms and Conditions)	A. State any special conditions of contract	a. Duration: 2 years b. Commencement: upon contract signature c. Payment: 10% advance against guarantee; 80% of lumpsum items upon approval; 80% of timesheets and expenses on bimonthly basis for time-based services; 10% upon approval of final report. d. Performance guarantee: not applicable e. Liquidated Damages: not applicable f. Warranty: not applicable g. Dispute resolution: amicable resolution followed by national arbitration

Selection Method	A. <u>Request for Proposals (RFP)</u> B. Requests for Bids (RFB) C. Requests for Quotations (RFQ) D. Direct Selection	IFAD's SPD for consulting services will be used.
Selection Arrangement	A. Commercial Practices B. United Nations (UN) Agencies C. Commodities D. Community Driven Development E. Force Accounts F. Framework Agreements	Not Applicable
Market Approach	E. Type of Competition 1. <u>Open</u> 2. Limited 3. <u>International</u> 4. National 5. No Competition – Direct Selection F. Number of Envelopes/Stages 1. Single Envelope 2. <u>Two Envelopes</u> 3. <u>Single Stage</u> 4. Multi Stage D. Negotiations (<u>Yes/No</u>)	The standard QCBS procedure will be applied after shortlisting.
Pre / Post Qualification	A. <u>Pre-Qualification</u> B. Post-Qualification C. Initial Selection	REOI will precede inviting shortlisted consultants to submit proposals. Qualification criteria: - Financial 1. Average annual turnover (2021, 2022, and 2023) of not less than US\$ 100,000 - Technical 1. Successful execution of similar services in the past 5 years (June 2020 – June 2025) in at least two contracts (worth more than US\$ 50,000 each)
Evaluation Selection Method	A. <u>Quality Cost Based Selection (QCBS)</u> B. Fixed Budget Based Selection (FBS) C. Least Cost Based Selection (LCS) D. Quality Based Selection (QBS)	Due to nature and complexity, QCBS is the best approach: Technical: 70% Financial: 30%

	E. Consultant's Qualifications Based Selection (CQS) D. Direct Selection	
Evaluation of Costs	A. <u>Adjusted Bid Price</u> B. Life-Cycle Costs	LCC is not relevant.
Domestic Preference	Yes / <u>No</u>	QCBS does not allow for domestic preference.
Rated Criteria	List the type of criteria to be used (mandatory/desired)	• Similar experience: 10% • Methodology 40% - Approach and strategy :15% - Timetable and workplan: 15% - Mobilization of all experts and level of effort: 10% • Key Experts 50% - Team leader 15% - Lead trainer 15% - sustainable agriculture specialist 10% - aquaculture value chains specialist 10%

6. Preferred arrangement for low value, low risk activities

(to guide first PP preparation)

Activity	Governorate	Category	Estimated cost	Procurement arrangement/review	Project
Lab & genotyping equipment for NARC (G.3)	National	Goods	\$3,827,878.70	NCB/prior	SIGHT II
Breeding inputs & AI kits/consumables (G.1)	Mafraq	Goods	\$675,508.01	NCB/prior	SIGHT II
Breeding inputs & AI kits/consumables (G.1)	Zarqa	Goods	\$450,338.67	NCB/prior	SIGHT II
Breeding inputs & AI kits/consumables (G.1)	Karak	Goods	\$450,338.67	NCB/prior	SIGHT II
Breeding inputs & AI kits/consumables (G.1)	Tafileh	Goods	\$337,754.00	NCB/prior	SIGHT II
Breeding inputs & AI kits/consumables (G.1)	Ma'an	Goods	\$337,754.00	NCB/prior	SIGHT II
Vehicles & motorcycles for field ops (G.2)	Mafraq	Goods	\$202,652.40	NCB/prior	SIGHT II
Vehicles & motorcycles for field ops (G.2)	Zarqa	Goods	\$135,101.60	NCB/prior	SIGHT II
Vehicles & motorcycles for field ops (G.2)	Karak	Goods	\$135,101.60	NCB/prior	SIGHT II
Vehicles & motorcycles for field ops (G.2)	Tafileh	Goods	\$101,326.20	NCB/prior	SIGHT II
Vehicles & motorcycles for field ops (G.2)	Ma'an	Goods	\$101,326.20	NCB/prior	SIGHT II
IT & office equipment for PMU/NARC (G.4)	National	Goods	\$225,169.34	NCB/prior	SIGHT II
International TA – genotyping systems & QA (S.2)	National	Consulting Services	\$1,351,016.01	QCBS/prior	SIGHT II
Local consultants – breeding, M&E, data (S.1)	Mafraq	Consulting Services	\$337,754.00	QCBS/prior	SIGHT II

Local consultants – breeding, M&E, data (S.1)	Zarqa	Consulting Services	\$225,169.34	QCBS/prior	SIGHT II
Local consultants – breeding, M&E, data (S.1)	Karak	Consulting Services	\$225,169.34	QCBS/prior	SIGHT II
Local consultants – breeding, M&E, data (S.1)	Tafileh	Consulting Services	\$168,877.00	QCBS/prior	SIGHT II
Local consultants – breeding, M&E, data (S.1)	Ma'an	Consulting Services	\$168,877.00	QCBS/prior	SIGHT II
Training & FFS for AI technicians and vets (S.3/S.4)	Ma'raq	Consulting Services	\$168,877.00	QCBS/prior	SIGHT II
Training & FFS for AI technicians and vets (S.3/S.4)	Zarqa	Consulting Services	\$112,584.67	QCBS/prior	SIGHT II
Training & FFS for AI technicians and vets (S.3/S.4)	Karak	Consulting Services	\$112,584.67	QCBS/prior	SIGHT II
Training & FFS for AI technicians and vets (S.3/S.4)	Tafileh	Consulting Services	\$84,438.50	QCBS/prior	SIGHT II
Training & FFS for AI technicians and vets (S.3/S.4)	Ma'an	Consulting Services	\$84,438.50	QCBS/prior	SIGHT II
Lab reagents & consumables (framework)	National	Goods	\$1,238,431.34	NCB/prior	SIGHT II
Rangeland & pasture restoration works (W.1)	Ma'raq	Works	\$623,438.58	NCB/prior	SIGHT II
Rangeland & pasture restoration works (W.1)	Zarqa	Works	\$415,625.72	NCB/prior	SIGHT II
Rangeland & pasture restoration works (W.1)	Karak	Works	\$415,625.72	NCB/prior	SIGHT II
Rangeland & pasture restoration works (W.1)	Tafileh	Works	\$311,719.29	NCB/prior	SIGHT II
Rangeland & pasture restoration works (W.1)	Ma'an	Works	\$311,719.29	NCB/prior	SIGHT II

Construction/rehab of water harvesting structures (W.2)	Ma'raq	Works	\$478,452.86	NCB/prior	SIGHT II
Construction/rehab of water harvesting structures (W.2)	Zarqa	Works	\$318,968.58	NCB/prior	SIGHT II
Construction/rehab of water harvesting structures (W.2)	Karak	Works	\$318,968.58	NCB/prior	SIGHT II
Construction/rehab of water harvesting structures (W.2)	Tafileh	Works	\$239,226.43	NCB/prior	SIGHT II
Construction/rehab of water harvesting structures (W.2)	Ma'an	Works	\$239,226.43	NCB/prior	SIGHT II
Solar-powered pumps & water kits for livestock (G.6)	Ma'raq	Goods	\$217,478.57	NCB/prior	SIGHT II
Solar-powered pumps & water kits for livestock (G.6)	Zarqa	Goods	\$144,985.72	NCB/prior	SIGHT II
Solar-powered pumps & water kits for livestock (G.6)	Karak	Goods	\$144,985.72	NCB/prior	SIGHT II
Solar-powered pumps & water kits for livestock (G.6)	Tafileh	Goods	\$108,739.29	NCB/prior	SIGHT II
Solar-powered pumps & water kits for livestock (G.6)	Ma'an	Goods	\$108,739.29	NCB/prior	SIGHT II
TA & training for adaptive range management (S.3/S.4)	Ma'raq	Consulting Services	\$130,487.15	QCBS/prior	SIGHT II
TA & training for adaptive range management (S.3/S.4)	Zarqa	Consulting Services	\$86,991.43	QCBS/prior	SIGHT II
TA & training for adaptive range management (S.3/S.4)	Karak	Consulting Services	\$86,991.43	QCBS/prior	SIGHT II
TA & training for adaptive range management (S.3/S.4)	Tafileh	Consulting Services	\$65,243.57	QCBS/prior	SIGHT II
TA & training for adaptive range management (S.3/S.4)	Ma'an	Consulting Services	\$65,243.57	QCBS/prior	SIGHT II

Training & awareness (women/youth; extension) (S.4)	Ma'raq	Consulting Services	\$197,069.18	QCBS/prior	SIGHT II
Training & awareness (women/youth; extension) (S.4)	Zarqa	Consulting Services	\$131,379.45	QCBS/prior	SIGHT II
Training & awareness (women/youth; extension) (S.4)	Karak	Consulting Services	\$131,379.45	QCBS/prior	SIGHT II
Training & awareness (women/youth; extension) (S.4)	Tafileh	Consulting Services	\$98,534.59	QCBS/prior	SIGHT II
Training & awareness (women/youth; extension) (S.4)	Ma'an	Consulting Services	\$98,534.59	QCBS/prior	SIGHT II
Communication & visibility (IEC, media, events) (G.5)	National	Goods/NCS	\$248,161.19	Shopping/post	SIGHT II
M&E studies and specialized surveys (S.5)	Ma'raq	Consulting Services	\$166,413.97	QCBS/prior	SIGHT II
M&E studies and specialized surveys (S.5)	Zarqa	Consulting Services	\$110,942.65	QCBS/prior	SIGHT II
M&E studies and specialized surveys (S.5)	Karak	Consulting Services	\$110,942.65	QCBS/prior	SIGHT II
M&E studies and specialized surveys (S.5)	Tafileh	Consulting Services	\$83,206.99	QCBS/prior	SIGHT II
M&E studies and specialized surveys (S.5)	Ma'an	Consulting Services	\$83,206.99	QCBS/prior	SIGHT II
Business development & value-chain TA (incubation) (S.1)	Ma'raq	Consulting Services	\$904,184.79	QCBS/prior	SIGHT II
Business development & value-chain TA (incubation) (S.1)	Zarqa	Consulting Services	\$602,789.86	QCBS/prior	SIGHT II
Business development & value-chain TA (incubation) (S.1)	Karak	Consulting Services	\$602,789.86	QCBS/prior	SIGHT II
Business development & value-chain TA (incubation) (S.1)	Tafileh	Consulting Services	\$452,092.39	QCBS/prior	SIGHT II

Business development & value-chain TA (incubation) (S.1)	Ma'an	Consulting Services	\$452,092.39	QCBS/prior	SIGHT II
Equipment for value addition & small processing hubs	Ma'raq	Goods	\$843,905.80	NCB/prior	SIGHT II
Equipment for value addition & small processing hubs	Zarqa	Goods	\$562,603.87	NCB/prior	SIGHT II
Equipment for value addition & small processing hubs	Karak	Goods	\$562,603.87	NCB/prior	SIGHT II
Equipment for value addition & small processing hubs	Tafileh	Goods	\$421,952.90	NCB/prior	SIGHT II
Equipment for value addition & small processing hubs	Ma'an	Goods	\$421,952.90	NCB/prior	SIGHT II
On-farm small infrastructure (animal housing, storage) (W.3)	Ma'raq	Works	\$663,068.84	NCB/prior	SIGHT II
On-farm small infrastructure (animal housing, storage) (W.3)	Zarqa	Works	\$442,045.90	NCB/prior	SIGHT II
On-farm small infrastructure (animal housing, storage) (W.3)	Karak	Works	\$442,045.90	NCB/prior	SIGHT II
On-farm small infrastructure (animal housing, storage) (W.3)	Tafileh	Works	\$331,534.42	NCB/prior	SIGHT II
On-farm small infrastructure (animal housing, storage) (W.3)	Ma'an	Works	\$331,534.42	NCB/prior	SIGHT II
Entrepreneurship & skills training (youth/women) (S.4)	Ma'raq	Consulting Services	\$301,394.93	QCBS/prior	SIGHT II
Entrepreneurship & skills training (youth/women) (S.4)	Zarqa	Consulting Services	\$200,929.95	QCBS/prior	SIGHT II
Entrepreneurship & skills training (youth/women) (S.4)	Karak	Consulting Services	\$200,929.95	QCBS/prior	SIGHT II
Entrepreneurship & skills training (youth/women) (S.4)	Tafileh	Consulting Services	\$150,697.46	QCBS/prior	SIGHT II

Entrepreneurship & skills training (youth/women) (S.4)	Ma'an	Consulting Services	\$150,697.46	QCBS/prior	SIGHT II
Market linkage & marketing services	Mafraq	Consulting Services	\$301,394.93	QCBS/prior	SIGHT II
Market linkage & marketing services	Zarqa	Consulting Services	\$200,929.95	QCBS/prior	SIGHT II
Market linkage & marketing services	Karak	Consulting Services	\$200,929.95	QCBS/prior	SIGHT II
Market linkage & marketing services	Tafileh	Consulting Services	\$150,697.46	QCBS/prior	SIGHT II
Market linkage & marketing services	Ma'an	Consulting Services	\$150,697.46	QCBS/prior	SIGHT II
Financial facilitation & credit guarantee with ACC (Agreement)	National	Financial Agreement	\$3,997,607.15	Direct Agreement/prior	SIGHT II
TA to ACC and beneficiaries on credit products & risk	National	Consulting Services	\$444,178.57	QCBS/prior	SIGHT II
Policy advisory & regulatory support (breeding, rangeland)	National	Consulting Services	\$452,235.26	QCBS/prior	SIGHT II
Workshops & technical committees (policy dialogue)	National	Consulting Services	\$142,811.14	CQS/post	SIGHT II
Project audits (annual) & final audit	National	Consulting Services	\$134,942.88	CQS/post	SIGHT II
Mid-Term Review & Completion Evaluation	National	Consulting Services	\$202,414.33	CQS/post	SIGHT II
Vehicles & office equipment for PMU	National	Goods	\$674,714.42	NCB/prior	SIGHT II
M&E system and IT tools	National	Goods/NCS	\$506,035.82	Shopping/post	SIGHT II
Specialized implementation support (procurement/ESHS)	Mafraq	Consulting Services	\$354,225.07	QCBS/prior	SIGHT II

Specialized implementation support (procurement/ESHS)	Zarqa	Consulting Services	\$236,150.05	QCBS/prior	SIGHT II
Specialized implementation support (procurement/ESHS)	Karak	Consulting Services	\$236,150.05	QCBS/prior	SIGHT II
Specialized implementation support (procurement/ESHS)	Tafileh	Consulting Services	\$177,112.54	QCBS/prior	SIGHT II
Specialized implementation support (procurement/ESHS)	Ma'an	Consulting Services	\$177,112.54	QCBS/prior	SIGHT II
Communication & visibility (PMU-level)	National	Goods/NCS	\$674,714.42	Shopping/post	SIGHT II
Recruitment of Project Management Unit (PMU) staff (Project Manager, Finance/Admin Officer, Procurement Officer, M&E Officer, Field Officers & Assistants)	National	Non-procurement / Recruitment	\$5,094,396.00	IFAD-cleared recruitment procedure / post review	SIGHT II
PMU operating costs (office rent, utilities, internet, transport, maintenance, supplies)	National	Non-procurement / Operating Expenses	\$297,371.00	PMU internal controls / post review	SIGHT II
PMU staff training and capacity building (incl. procurement & financial management modules)	National	Non-procurement / Training	\$65,915.00	PMU internal process / post review	SIGHT II
Knowledge management / M&E staff training and tools	National	Non-procurement / Training & Systems	\$10,986.00	PMU internal process / post review	SIGHT II

Annex 7 to Procurement PIM – Preference for bidders participating in the United Nations Global Compact (UNGC)

I. Background

IFAD's aim and mandate is to bring about sustainable development outcomes which is in line with the ambition of the United Nations Global Compact (UNGC). UNGC is a multi-stakeholder leadership initiative that seeks to align business operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. Recently, IFAD has been using procurement strategically to expand the impact of its projects. In this context, the commitment to the UNGC offers a policy framework for organizing and developing corporate sustainability strategies while offering a platform to encourage innovative initiatives and partnerships with civil society, Governments and other stakeholders.^[1] The inclusion of the UNGC participation into the IFAD project procurement as a margin of preference in the selection in the bidding process enhances the sustainability of the IFAD-funded projects, in line with the commitment to underpin the challenges in achieving the Sustainable Development Goals (SDGs). Also, the bidder benefits from the membership participation as the UNGC provides with networking access with UNGC participants – representing nearly every industry sector and size throughout the globe and it gives access to partnerships with a range of stakeholders – to share best practices and emerging solutions. Moreover, it furnishes guidance, tools, resources and trainings supported by local networks and the United Nations.

II. What is the United Nations Global Compact (UNGC)

With more than 16,000 corporate signatories in over 145 countries, the UNGC^[2] is the world's largest voluntary corporate responsibility initiative. It does not police or enforce the behaviour or actions of companies. Rather, the UNGC aims to accelerate and scale the global collective impact of business by upholding the Ten Principles^[3] and delivering the SDGs^[4] through accountable companies and ecosystems that enable change. To make this happen, the UNGC supports companies to:

1. Do business responsibly by aligning their strategies and operations with the Ten Principles^[5] on human rights, labour, environment and anti-corruption; and
2. Take strategic actions to advance broader societal goals^[6], such as the UN SDGs, with an emphasis on collaboration and innovation.

As a voluntary initiative, the United Nations Global Compact seeks wide participation from a diverse group of businesses. As a participant at the UNGC, a business entity:

- Sets in motion changes to business operations so that the UNGC and its Ten Principles become part of strategy, culture and day-to-day operations;
- Is expected to publicly advocate the UN Global Compact and its ten principles via communications vehicles such as press releases, speeches, etc; and
- Is required to communicate with their stakeholders on an annual basis about progress in:
 - a) Implementing the Ten Principles, and
 - b) Efforts to support societal priorities.

III. Preference for the participation in the UNGC

The borrower/recipient may apply a margin of preference based on the bidder's UNGC participation when conducting national and international competitive bidding procurement for goods, works and consulting services. Such conditions of preference may be applied in the evaluation of bids as follows:

- For Goods and Works procured under National and International Competitive Bidding, the preference is 5 per cent, added to the price offered by the bidder who is not a UNGC member, for evaluation purposes only.
- For Consulting Services procured under Quality and Cost Based Selection: Participation at the UNGC can be included as a technical criterion of no more than 5/100 points.

The bidder should demonstrate the Entity's Participation in the United Nations Global Compact (UNGC) using the Bid / Proposal Form provided at the end of this document. This form must include the bidders the Letter of Commitment to the UNGC signed by the company's Chief Executive Officer and the latest Communication on Progress (CoP) in case it is available. The evaluation committee can identify the bidder as a participant at the UNGC by verifying the list of UNGC participants, which is publicly available on the official website^[7]. In case the bidder applied shortly before the bidding period and the name of the entity does not appear in the list on the official website of the UNGC, the Letter of Commitment to the UNGC signed by the company's Chief Executive Office will be regarded as sufficient proof of participation.^[8]

During the evaluation process, the evaluation committee will request the UNGC to confirm the effective participation to the UNGC of each bidder eligible to benefit from the margin of preference and will apply said margin only upon receiving written confirmation from the UNGC itself. The evaluation committee will reflect the application of the margin of preference to each bidder in the signed evaluation report.

IV. Inserting the preference for UNGC participation in bidding documents

For Goods and Works procured under National and International Competitive Bidding, the Request for Bids should include a specific preference clause for the participation to the UNGC as follows:

- If the bidding document does not already allow the inclusion of merit-point scores, the following clause must be included in the Instructions to Bidders:

x. Preference for the participation of the UNGC	x. The borrower/recipient may apply a margin of preference based on the bidder's participation in the UN Global Compact (UNGC) as specified in the Bid Data Sheet.

^[1] For further information, consult the UNGC official website: <https://unglobalcompact.org/about/faq>

^[2] For further information, consult the UNGC official website: <https://unglobalcompact.org/>

^[3] The Ten Principles of the United Nations Global Compact are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption. More information is available on the UNGC official website at the following link: <https://unglobalcompact.org/what-is-gc/mission/principles>

^[4] For further information, consult the official UNGC website: <https://unglobalcompact.org/sdgs/about>

^[5] The Ten Principles of the UN Global Compact embrace human rights, labour, environment and anti-corruption. For further information, consult the UNGC official website: <https://unglobalcompact.org/what-is-gc/mission/principles>

^[6] For further information, consult the UNGC official website: <https://unglobalcompact.org/what-is-gc/our-work/sustainable-development>

^[7] For further information, consult the UNGC official website: <https://unglobalcompact.org/what-is-gc/participants>

^[8] The website contains also the Online Application Guidelines - Business Applicants -, which provides with more details about the application procedure. For further information, consult the UNGC official website: <https://unglobalcompact.org/participation/join/application/business>

Annex 8: Procurement Arrangements - Preamble to the Procurement Plan

Country (Full Name): The Hashemite Kingdom of Jordan

IFAD Financing (Loan and/or Grant Number(s)): -----

Project (Full Name of Project): Rural Economic Growth & Employment Programme, Upscaling (REGEPU)

Excellency,²⁰

1. I refer to the Financing Agreement between The Hashemite Kingdom of Jordan ("Borrower/Recipient") and the International Fund for Agricultural Development (IFAD), dated [insert date of FA] ("Agreement"). The Agreement [entered into force as of that date]/[will enter into force when IFAD receives an instrument of ratification].
2. The instructions contained in these Project Procurement Arrangements govern the execution of project procurement operations with respect to the acquisition of goods, works and services under the Agreement. These arrangements replace and supersede any procurement guidance that has previously been issued to the project. In case these instructions conflict with those of the IFAD Project Procurement Handbook, the instruction of these Procurement Arrangements shall prevail.
3. Capitalised terms defined in the Financing Agreement and General Conditions shall have the same meaning in these Arrangements unless expressly defined otherwise in this document.
4. Section 7.05 of the General Conditions provides that the procurement of goods, works and services shall be carried out in accordance with the provisions of the **borrower/recipient's procurement regulations, to the extent such are consistent with the IFAD Project Procurement Guidelines, as amended from time to time**²¹. Each Annual Work Plans and Budget must contain a Procurement Plan, which shall identify the procedures that must be implemented by the borrower/recipient in order to ensure consistency with the IFAD Project Procurement Guidelines. International Competitive Procurement as well as Consulting Services' procurement shall follow IFAD rules and templates. Other procurement methods shall follow national rules as long as they are adapted in line with the detailed gap analysis in the Project Implementation Manual.
5. The IFAD Simplified Project Procurement Procedures for Fragile and Conflict Affected Situations guidelines shall not apply to this project.
6. Each Annual Work Plan and Budget must contain a Procurement Plan, which shall identify the procedures that must be implemented by the borrower/recipient in order to ensure consistency with the IFAD Project Procurement Guidelines. The following procurement methods²² shall be used²³ for:

²⁰ His/Her Excellency (or The Honourable, depending on the country). The letter should be sent to the Authorized Representative of the Borrower/Recipient indicated in Section E of the Financing Agreement, at the address specified in the agreement: [Name], Minister for ----- of [Full name of the country].

²¹ Any reference to IFAD Project Procurement Guidelines also includes the IFAD Procurement Handbook. Ensuring that applicable procurement rules are consistent with IFAD's Project Procurement Guidelines is mandatory; the Handbook is used as a guidance document for the borrower/recipient. The regulations set out in these Procurement Arrangements supersede the Handbook in case of conflict. For both the Guidelines and the Handbook, the latest version shall always apply.

²² In case National Procurement Regulations apply and as far as these do not contradict with IFAD's Project Procurement Guidelines, the equivalent terminology for procurement methods may be used; for example, ICB is the method for a publicly advertised competition at the international level. The Project Implementation Manual (PIM) will map the procurement methods that should be applied in accordance with these Arrangements.

²³ To know the applicable procurement method, the cost estimate shall be for the entire procurement activity whether it is divided into lots or not; in case of lots, the sum of the cost estimates of all lots shall be used for identifying the applicable procurement method for the procurement activity.

- a. Works and works-related Non-Consulting Services:
 - (i) International Competitive Bidding (ICB): This procurement method applies to contracts estimated to cost US\$ 1,000,000 or more. Under ICB, the borrower/recipient may apply a margin of domestic preference to local contractors of 7.5% excluding industrial plants;
 - (ii) National Competitive Bidding (NCB): might be applied to contracts estimated to cost less than US\$ 1,000,000. A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification;
 - (iii) Shopping: might be applied to contracts estimated to cost US\$ 250,000 or less. A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification; and
 - (iv) Direct Contracting: applies to the indicated contracts in the Procurement Plan with due justification (as mentioned in the Handbook) subject to IFAD's NO under prior review²⁴ or alternatively without prior IFAD's NO for low-value unforeseen purchases with estimated cost per each purchase of US\$ 2,000 or less up to an aggregate amount of US\$ 10,000 per annum.

- b. Goods and Goods-related Non-Consulting Services
 - (i) International Competitive Bidding (ICB): This procurement method applies to contracts estimated to cost US\$ 200,000 or more. Under ICB, the borrower/recipient may apply a margin of domestic preference of 15% OR may not apply domestic preference;
 - (ii) National Competitive Bidding (NCB): might be applied to contracts estimated to cost less than US\$ 200,000. A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification;
 - (iii) Shopping: might be applied to contracts estimated to cost US\$ 100,000 or less. A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification; and
 - (iv) Direct Contracting: applies to the indicated contracts in the Procurement Plan with due justification (as mentioned in the Handbook) subject to IFAD NO under prior review²⁵ or alternatively without prior IFAD's NO for low-value unforeseen purchases with estimated cost of US\$ 1,000 or less per purchase up to an aggregate amount of US\$ 10,000 per annum.

- c. Consulting Services and related Non-Consulting Services
 - (i) Quality and Cost Based Selection (QCBS): This selection method is the default for contracts with firms estimated to cost US\$ 150,000 or more; International Advertisement is mandatory for consultancy contracts estimated to cost US\$ 100,000 or more, regardless of the selection method;

²⁴ A sufficiently detailed justification shall be submitted to IFAD to obtain its NO and shall include the rationale for the choice of direct contracting instead of competitive procurement and the basis for recommending a particular contractor/service provider in all such cases. Direct contracting could be justified under any of the circumstances listed in section 6, Module F1: Procurement Methods for Goods, Works and Non-consulting Services of the IFAD Procurement Handbook.

²⁵ A sufficiently detailed justification shall be submitted to IFAD to obtain its NO and shall include the rationale for the choice of direct contracting instead of competitive procurement and the basis for recommending a particular supplier/service provider in all such cases. Direct contracting could be justified under any of the circumstances listed in section 6, Module F1: Procurement Methods for Goods, Works and Non-consulting Services of the IFAD Procurement Handbook.

- (ii) Quality Based Selection (QBS): might be applied to contracts of any value if a proper justification is provided;
- (iii) Fixed Budget Selection (FBS), or Least Cost Selection (LCS)²⁶: might be applied to contracts with firms estimated to cost less than US\$ 150,000. A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification;
- (iv) Consultants Qualification Selection (CQS): might be applied to contracts with firms estimated to cost US\$ 70,000 or less. A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification;
- (v) Individual Consultants Selection (ICS): applies to contracts with individuals regardless of the value;
- (vi) Shortlisting following a Request for Expression of Interest is mandatory for all CQS and ICS procedures. In addition, Shortlisting is mandatory for all consulting services contracts estimated to cost US\$ 80,000 or more;
- (vii) Sole/Single Source Selection (SSS): applies to contracts with firms designated under SSS in the Procurement Plan with due justification (as mentioned in the Handbook) subject to prior review²⁷ and/or contracts estimated to cost US\$ 1,000 or less, up to an aggregate amount of US\$ 10,000 per annum; and
- (viii) Sole/Single Source Selection (SSS): applies to contracts with individuals designated under SSS in the Procurement Plan with due justification (as mentioned in the Handbook) subject to prior review²⁸ and/or estimated to cost US\$ 500 or less and with a contract duration of three months or less and up to an aggregate amount of US\$ 5,000 per annum;.

d. Other Procurement Methods or Arrangements:

- (i) The use of Force Account is not allowed.
- (ii) Extensions of contracts funded by IFAD for Goods, Works or related Non-Consulting Services to cover items of similar nature not listed in the original contract may not exceed 10% of the contract value and require IFAD's No Objection (such extension shall be considered as Direct Contracting). However, extensions of existing contracts, issued in order to increase/decrease items already listed in the original contract as a result of evolutionary changes during contract execution and subject to the contractual clauses governing such change may exceed 10%. In this case, the extension is subject to IFAD's No Objection.
- (iii) Procurement with Community Participation is not allowed.

²⁶ The choice among QBS, FBS and LCS shall be made by the borrower/recipient in the Procurement Plan based on the nature and circumstances of the relevant procurement activity following the guidance of the IFAD Procurement Handbook.

²⁷ Any request for SSS by the borrower/recipient must be accompanied by a detailed justification, which will be carefully examined by IFAD to ensure that no alternative selection methods can be used. To receive IFAD's NO, it must be demonstrated that there is a clear advantage to SSS over competitive selection. Examples of such circumstances are listed in Section 6, Module F2: Selection Methods for Consulting Services of the IFAD Procurement Handbook.

²⁸ Any request for SSS by a borrower/recipient must be accompanied by a detailed justification, which will be carefully examined by IFAD to ensure that no alternative selection methods can be used. To receive IFAD's NO, it must be demonstrated that there is a clear advantage to SSS over competitive selection. Examples of such circumstances are listed in Section 7, Module F2: Selection Methods for Consulting Services of the IFAD Procurement Handbook.

- (iv) The award of Grants and Investment Agreements are subject to the prior review threshold for Consulting Services (firms). The packaging of Grants and Investment Agreements is encouraged, single awards to entities or individuals are discouraged.
- (v) Procurement from United Nations Agencies is allowed.
- (vi) Secondary Procurement (orders against existing Long-term Agreements, national e-catalogues etc.) follows the regulations and applicable thresholds of the national legislation. The prior review threshold of the respective procurement category (goods, works, consulting services and related non-consulting services) applies.
- (vii) The borrower/recipient shall adopt and use the Standard Procurement Documents issued by IFAD (for ICB and for consulting services) and the ones issued by National Authorities for other methods as long as the latter are supplemented/adapted to meet IFAD's SECAP standards²⁹ and grievance mechanisms and the IFAD's Project Procurement Guidelines and IFAD Procurement Handbook. This includes adding the IFAD self-certification form at bidding and at contract stage and adapting the national procedures to align with IFAD's as elaborated in the Project Implementation Manual.

7. In accordance with paragraphs 49, 66 and 67 of the IFAD Project Procurement Guidelines and IFAD's Procurement Handbook, the following will be subject to prior review by IFAD and requires IFAD's No Objection:

1	Procurement Plans submitted as part of Annual Work Plans and Budget and any subsequent amendment of these plans;
2	General Procurement Notices
3	The first 2 procurement activities using <i>NCB and NS for each of goods and works and the first 2 procurement activities using each of ICS, CQS, and QCBS.</i>
4	Void
5	The TOR (Job Description), Advertisement and selection proceedings for the hiring of any staff responsible for carrying out or administering procurement processes as part of the project
6	Award of any Memorandum of Agreement irrespective of its value
7	Award of any contract for goods and goods-related non-consulting services estimated to cost US\$ 70,000 or more;
8	Award of any contract for works and works-related non-consulting services estimated to cost US\$ 150,000 or more;
9	Award of any contract for consulting services provided by firms estimated to cost US\$ 60,000 or more;
10	Award of any contract for individual consulting services estimated to cost US\$ 30,000 or more;
11	Award of any contract via Direct Contracting for Goods and related Non-Consulting Services above the low-value threshold specified in paragraph 6. b. (iv). Any contract below this low-value threshold does not need N.O.

²⁹ Further detail is available in Annex 4 to Volume 1 of IFAD's Social Environmental Climate Assessment Procedure (SECAP) 2020.

	as long as the cumulative value of such low-value contracts does not exceed the cumulative threshold stated in the same paragraph;
12	Award of any contract via Direct Contracting for Works above the low-value threshold specified in paragraph 6. a. (iv). Any contract below this threshold does not need N.O. as long as the cumulative value of such low-value contracts does not exceed the cumulative threshold stated in the same paragraph;
13	Award of any contract via Single/Sole Source Selection of Consulting Services to firms above the threshold specified in paragraph 6. c. (vii). Any contract below this threshold does not need N.O. as long as the cumulative value of such low-value contracts does not exceed the cumulative threshold stated in the same paragraph;
14	Award of any contract via Single/Sole Source Selection to individuals above the threshold specified in paragraph 6. c. (viii). Any contract below this threshold does not need N.O. as long as the cumulative threshold stated in the same paragraph is not exceeded and the contract duration is three months or less.

8. In addition, the following interim steps of the procurement process for Goods/Works/Services also require IFAD's No Objection for contracts designated for "**prior review**" in the project's procurement plan. No downstream procurement action by the Borrower/Recipient can proceed until prior NO is issued by IFAD as to the propriety and compliance of the undermentioned steps with the IFAD PPF:

	Activity / Step of the procurement process for Prior Review Contracts	IFAD "NO" is required
1	Call/Request for Prequalification document and related advertisement	Yes
2	REOI (Request for Expression of Interest) document for consultancy services and related advertisement	Yes
3	Terms of Reference for consultancy services and related non-consulting services	Yes, usually as part of NO request for issue of the RFP (step 9 below)
4	Technical Specifications for Goods/Works/NCS	Yes, usually as part of NO request for issue of the bid docs (step 9 below)
5	Composition of evaluation committees	Yes, usually as part of steps 9, 13 or 15
6	Prequalification report for Goods/Works/NCS	Yes
7	Shortlisting report for consultants' selection	Yes
8	The use of "prior lists" for shortlisting consultants	Yes
9	Complete Bidding Documents and RFPs and CfPs and related advertisement if applicable	Yes

10	Use of a Performance Guarantee template if other than unconditional, irrevocable and on-demand guarantee	Yes
11	Amendments to the Bidding Documents and RFPs, CfPs	Yes
12	Opening bids/quotes/proposals that are less than 3 (excluding DC/SSS)	Yes
13	Technical evaluation report (in two envelope procedures)	Yes
14	The combined evaluation report (in two envelope procedures)	Yes
15	The single evaluation report (in one envelope procedures) for Goods/Works/NCS/Consulting Services (SSS)	Yes
16	Decisions concerning abnormally low bids	Yes
17	Draft contract	Yes
18	Minutes of negotiation at award for consultancy services (where applicable) or when using DC for Goods/Works/NCS	Yes
19	Rejection of all bids/proposals and cancellation of the procurement procedure	Yes
20	Failure of negotiations and proceeding to next ranked consultant	Yes
21	Proceeding to next ranked bidder if top ranked fails to sign the contract in Goods/Works/NCS	Yes
22	Determination to reject a bid/proposal because of cross-debarment	Yes, usually as part of steps 13, 14 or 15
23	Amendments to contracts exceeding 10% in value (increase/decrease in quantities as a result of evolutionary changes). Additional unforeseen new items exceeding 10% of the contract value is a new procurement subject to Single Source/DC conditions.	Yes
24	Extension of time to contracts exceeding 25% of the original contractual duration in Goods/Works/NC Services/Consulting Services	Yes
25	Termination of a contract in Goods/Works/NC Services/Consulting Services	Yes
26	Void	

9. Award-related Protests and Appeals: For prior-review procurements, all protests, submitted by bidders to the borrower/recipient as a result of a Notice of Intent to Award, must be communicated to IFAD before a decision on the complaint is issued. IFAD reserves the right to provide inputs or comments

to the borrower/recipient to help it reach the decision. A copy of the decision must also be provided to IFAD. For post-review procurements, the borrower/recipient may - at its discretion – inform IFAD about the protest. The borrower/recipient shall inform IFAD of any related Appeal filed to competent national authorities immediately upon becoming aware of such an appeal.

10. IFAD must receive a duly completed Authorised User(s) Letter (see Annex 1), from [the designated representative specified in Section E of the Agreement or his/her delegate], designating the name(s) of official(s) authorised to undertake actions in the IFAD's client project procurement systems which includes client project submitting electronic documentation, entering and updating fiduciary data and to request IFAD's No Objection. The designated representative of the Borrower/Recipient may from time to time change the name/s of the Authorised User(s) or add new ones by written notice to IFAD.
11. Requests for IFAD prior review and no objection, should be routed through OPEN, IFAD's End-to-End Procurement system. OPEN enforces a step-by-step documentation of the workflow for the process for the entire procurement process (expression of interest, IFAD No-Objection, to contract signature) according to the type (e.g. national competitive bidding, international competitive bidding) and object of procurement (e.g. civil works, goods, services). OPEN also has a function as a tracking system for non-procurement workflow (e.g. Project Implementation Manual – PIM, Annual Workplan and Budget). Until this functionality is rolled out, these workflows will be tracked through NOTUS (IFAD No-Objection Tracking Utility System).
12. All contracts, Memorandums of Agreements,³⁰ purchase orders and related payments must be recorded in the Contract Monitoring Tool of the IFAD Client Portal. The register of contracts contained within the Contract Monitoring Tool replaces the requirement to complete the Forms C-10 (Register of Contracts) and C-11 (Contract Payment Monitoring Form). Instead, an extract of the register of contracts must be downloaded from the Contract Monitoring Tool for submission together with Withdrawal Applications. The register of contracts must be kept up-to-date on a continuous basis.
13. All the above-outlined procurement terms and conditions shall also apply to project implementing partners and implementing agents approved by IFAD.
14. The aforementioned terms and conditions may be modified by IFAD during the course of Project implementation.

Anticorruption Measures

15. IFAD-financed and IFAD-managed activities and operations are governed under the Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations; therefore, the Borrower/Recipient is required to familiarize itself with this Policy in order to comply with all applicable requirements therein.
16. Specifically, paragraphs 11 to 15 in Section II. D (iii) of the Policy states the actions that the Borrower/Recipient will take to prevent, mitigate and combat Prohibited Practices (i.e., fraud, corruption, collusion, obstruction and coercion, as defined by the Fund) in any IFAD-financed and/or IFAD-managed activity or operation. Borrowers/Recipients are instructed to, *inter alia*:
 - a. Prior to the implementation of an IFAD-financed and/or IFAD-managed operation or activity, inform the Fund of the arrangements made for receiving and taking action in response to

³⁰ IFAD distinguishes between a Memorandum of Understanding, Memorandum of Agreement and a service contract in the following way:

Memorandum of Understanding: equivalent to a letter of intent, it cannot involve payments of any kind.

Memorandum of Agreement: it can involve payments but is only applicable to the public sector. It needs IFAD NO regardless of the value.

Commercial (service) contract: should be used for all private sector entities including NGOs.

allegations of fraud and corruption relating to IFAD-financed and/or IFAD-managed activities and operations, in particular:

- i. appoint **and inform the Fund of the** independent and competent national or local authority (or authorities, if the activities that follow fall under the jurisdiction of more than one authority) to be responsible for receiving, reviewing and investigating allegations of fraud and corruption relating to IFAD-financed and/or IFAD-managed activities and operations; and;
 - ii. provide the name(s), position(s) and contact information of a focal point within that authority (or those authorities, as appropriate) and inform IFAD of any potential changes of that focal point.
- b. Borrower/Recipients are also encouraged to have in place, in accordance with effective whistle-blower protection measures and confidential reporting channels in order to appropriately receive and address allegations of fraud and corruption relating to IFAD-financed and/or IFAD-managed operations and activities.

Sexual Harassment, Sexual Exploitation and Abuse

17. IFAD has no tolerance for acts of sexual harassment, sexual exploitation and abuse in relation to its funded activities or operations. In April 2018, IFAD released its Policy to preventing and responding to Sexual Harassment, Sexual Exploitation and Abuse (the IFAD Policy³¹) to define obligations and responsibilities of all individuals who are holders of a contract with IFAD as well as third parties and recipients of IFAD funding.
18. According to Section 7.07 of the General Conditions, the Borrower/Recipient and the Project Parties shall ensure that the Project is carried out in accordance with the provisions of the IFAD Policy as may be amended from time to time. The Fund may take appropriate measures in line with such Policy.
19. In line with Section 34 of the Policy, the Borrower/Recipient shall ensure that contracts with Project Parties include: (i) provisions prohibiting acts of sexual harassment, sexual exploitation and abuse, (ii) obligation to immediately report incidents of sexual harassment, sexual exploitation and abuse to IFAD or to the Borrower/Recipient and (iii) provisions allowing for the immediate termination of the contract based on proven acts of sexual harassment, sexual exploitation and abuse.
20. Pursuant to Section 8.06. of the General Conditions, the Borrower/Recipient and Project Parties shall promptly inform the Fund of any non-compliance with the IFAD Policy. In accordance with Section 12.01 (xxv) of the General Conditions, the Fund may suspend, in whole or in part, the right of the Borrower/Recipient to request withdrawals from the Loan and/or Grant Accounts if, after consultation with the Borrower/Recipient, it determines that acts of sexual harassment, sexual exploitation and abuse were engaged in by representatives of the Borrower/Recipient or a Project Party or by any other recipients of the proceeds of the Financing without the Borrower/ Recipient having taken timely and appropriate action, satisfactory to the Fund, to address such acts when they occur.
21. Borrowers/Recipients are also encouraged to have in place, effective whistle-blower protection against retaliation measures, victim support and assistance mechanisms and confidential reporting channels in order to receive, address and respond to allegations of sexual harassment, sexual exploitation and abuse relating to IFAD-financed and/or IFAD-managed operations and activities.

Accept, Excellency, the assurances of my highest consideration³².

³¹ <https://www.ifad.org/en/document-detail/asset/40738506>

³² Correct opening and closing salutations can be found in the [CIAO system](#).

Country Director

Annex 9: Procurement Supervision Plan

1. Introduction

This PSP sets out how IFAD will supervise procurement under SIGHT II to ensure fairness, transparency, competition, efficiency, and value-for-money while complying with the Financing Agreement, IFAD Procurement Guidelines/Handbook, and Jordan's framework (Gov. Procurement By-Law No. 8/2022 and JONEPS). Supervision is risk-based: high-value/high-risk activities receive prior review and closer field oversight; lower-risk items follow streamlined post review..

2. Supervision Approach

- **Overall approach:** Risk-based supervision combining **prior reviews, post reviews, real-time support**, and **field missions** at a cadence proportionate to risk.
- **MoA/PMU:** Fiduciary lead; consolidates the PP in **OPEN/CMT**, runs national tenders on **JONEPS**, ensures NOITA/debriefs, handles complaints routing, and reports to IFAD.
- **NARC:** Technical procurement/execution for rangeland, pasture, freshwater restoration; provides TORs/specs, site supervision inputs, and SECAP verification.
- **ACC:** Implements the credit/guarantee window and coordinates with the grants window to avoid overlaps; applies beneficiary procurement rules for grant-related purchases.
- **Committees:** Evaluation and grants committees constituted per PIM with clear RACI; observers from IFAD as needed for complex/high-risk cases.

3. Procurement Risk Assessment & Supervision Intensity

Each procurement category is assigned a risk level, which determines the level of IFAD procurement supervision:

No.	Procurement Category / Contract Type	Supervision Mode	IFAD Review Required	Frequency & Focus Areas	Remarks / Risk Focus
1	Works – Rangeland & Pasture Restoration	High Intensity Supervision	Prior review for major works, Post-review sample	Semi-annual + field mission	Emphasis on SECAP, OHS, contract management, variations
2	Works – Water Harvesting / Terracing / Infrastructure	High	Prior review (above threshold)	Semi-annual + site visits	Risk of delays, mobilization, environmental impacts
3	Works – Freshwater / Riparian Restoration	High	Prior review	Semi-annual	Sensitive ecosystems, erosion, safeguard compliance
4	Goods – Irrigation /	Medium	Prior review (NCB above threshold), Post review	Annual desk review + spot check	Import logistics, quality

	Pumps / Tanks				assurance, warranty compliance
5	Goods – Livestock Inputs / Monitoring Equipment	Medium	Post review	Annual post review	Technical specification risk, spare parts
6	Services – Technical Assistance & Consultancy	High	Prior review for firm selection and large contracts	Annual + audit of deliverables	Performance, SECAP integration, methodology, deliverables
7	Services – M&E, Audits, Training	Medium	Prior review (above threshold), Post review otherwise	Annual review	Accuracy of results, methodology, inclusion metrics
8	Grants – MSME / Producer Grants	Medium-High	Prior review of CFPs, award recommendations	Semi-annual + spot-checks	Financial management, safeguard adherence, inclusion

4. IFAD Procurement Supervision Plan

Supervision activities include **prior reviews, post reviews, real-time procurement monitoring, and field missions** to ensure compliance.

4.1 Prior Review Activities

Applicable to High-Risk & High-Value Contracts. IFAD will conduct a prior review and clearance for the following procurement activities:

- All ICB (International Competitive Bidding) contracts
- All high-value NCB (National Competitive Bidding) contracts
- Consulting contracts exceeding IFAD's prior review threshold
- All grants involving procurement-sensitive activities
- Contract amendments that exceed 10% of the original contract value and 25% of original duration
- Procurement method changes

4.2 Post Review Activities

Applicable to Moderate & Low-Risk Contracts. For smaller-value procurement, IFAD will conduct annual post reviews, examining at least 10% of randomly selected contracts to:

- Verify procurement compliance to method/thresholds, evaluation integrity
- Assess VfM performance
- Identify systemic procurement weaknesses

- SECAP clauses, NOITA/debriefs, contract administration, and record-keeping (10-year retention beyond closure in line with IFAD)
- Recommend corrective actions for future procurements

4.3 Field Supervision Missions

IFAD will conduct supervision missions every 6 months for high-risk procurements and annually for moderate-risk procurements. These missions will:

- Review procurement implementation status
- Provide real-time support and corrective actions
- Assess procurement performance and delays
- Identify potential risks of fraud, corruption, and inefficiency
- Ensure that SECAP (Social, Environmental, Climate Assessment Procedures) requirements are met

4.4 Support Missions

To ensure effective procurement implementation under the SIGHT II, support missions will be conducted by IFAD at key project milestones. These missions will provide technical assistance, troubleshooting, and capacity-building support to the Project Implementation Unit (PIU) and procurement staff. Support missions will be scheduled semi-annually for high-risk procurements and annually for other procurements, focusing on:

- Technical Support & Troubleshooting: Assisting the PIU in resolving procurement challenges, contract management issues, or supplier disputes.
- Capacity Building & Training: Conducting hands-on training for procurement staff on IFAD procurement procedures, evaluation methods, and contract administration best practices.
- On-Site Risk Assessment: Evaluating procurement risks, compliance with IFAD policies, and adherence to SECAP (Social, Environmental, and Climate Assessment Procedures).
- Stakeholder Engagement: Coordinating with local government agencies, suppliers, contractors, and beneficiaries to ensure smooth procurement execution and address market-related constraints.
- Real-Time Procurement Monitoring: Providing on-the-ground supervision for ongoing procurement activities, reviewing procurement records, and ensuring compliance with IFAD guidelines and national regulations.

4.5 Procurement Monitoring & Real-Time Support

- On-demand support: IFAD will provide real-time support for complex or high-risk procurement cases (e.g., consulting RFPs, large works, or climate-sensitive contracts) and during evaluation or contract management challenges. Spot reviews of tender documents uploaded to OPEN will be conducted during the first year to ensure compliance.
- Procurement Plan (PP): A rolling 12-month PP will be maintained in OPEN/CMT and updated quarterly in alignment with the AWPB. Updates will reflect ongoing procurement changes, including packages managed by MoA, NARC, and ACC, ensuring consolidated oversight at the PMU level.

- Reporting: The PMU will submit quarterly procurement progress reports to IFAD, integrating updates from NARC (technical packages) and ACC (credit guarantee window). These reports will highlight progress, delays, risks, and corrective measures.
- OPEN/CMT monitoring: Used as the single source of truth for procurement analytics and disclosure. Monitoring will cover:
 - Rolling 12-month PP and quarterly updates.
 - Milestone tracking (NOITA, bid opening, evaluation, award, signing, delivery, and payments).
 - Variations, time extensions, and claims.
- SECAP KPIs including: safe use of agrochemicals, water efficiency targets, contractor OHS compliance, % of women/youth engaged, and E&S non-conformities.
- JONEPS: Mandatory for all national-level tenders, ensuring transparency, equal access, and a robust audit trail. OPEN and JONEPS must remain aligned, with OPEN serving as the single reporting source to IFAD.
- Complaints: Procurement-related complaints will be logged and tracked in OPEN, with debriefs provided within required timelines. Initial resolution follows Jordan's Procurement Complaints Committee under By-Law 8/2022. Unresolved cases are escalated through the MoA PMU to IFAD, with final recourse via IFAD's AUO.
- Capacity building: Procurement and SECAP staff at MoA PMU and NARC will complete BUILDPROC within the first year. Targeted training will cover JONEPS, OPEN/CMT, SECAP integration, and complaints handling.

5. Reporting & Compliance

5.1 Procurement Progress Reporting

The PMU (MoA) will consolidate inputs from NARC (technical procurement packages) and ACC (credit guarantee window) and submit the following reports to IFAD:

- Quarterly Procurement Progress Reports: covering procurement milestones, contract awards, implementation status, and explanations for delays.
- Annual Procurement Performance Review Report: analyzing efficiency, challenges, SECAP integration, VfM (Value for Money) realization, and mitigation strategies.
- Compliance Reporting through OPEN/CMT: system-generated reports on procurement status, complaints, and SECAP KPIs, ensuring real-time oversight.

5.2 Procurement Audit & Compliance Checks

- External procurement audits will be conducted at the end of Year 2 and Year 4 of project implementation, commissioned by the MoA PMU, with ToRs cleared by IFAD.
- Procurement compliance will be verified against:
 - IFAD Procurement Handbook and Guidelines,
 - Jordan's Government Procurement By-Law No. 8/2022 (not Lebanon's law), and
 - The SIGHT II Financing Agreement.

- IFAD retains the right to conduct spot reviews and transaction-level post reviews in addition to planned audits.
- Audit results and recommendations will be incorporated into subsequent Procurement Plans and the PIM to ensure continuous improvement.

6. Key Procurement Risks & Mitigation Measures

- Low competition and contractor failure in Works
 - Risk: In SIGHT I, ~71% of works packages were cancelled due to low competition, bidder withdrawal, or non-performance. Similar risks apply to rangeland restoration, water harvesting, and small infrastructure under SIGHT II.
 - Mitigation: Structured market sounding before tenders; right-sized contract lots to attract SMEs; proportionate qualification criteria; pre-award capacity checks; mandatory Contract Management Plans for larger works; embed OHS and SECAP clauses; ensure closer site supervision by MoA engineers and external TA.
- Fragmented roles across MoA, NARC, and ACC
 - Risk: Diffused responsibilities in procurement approvals, grant oversight, and technical procurement can cause delays and duplication.
 - Mitigation: A PIM-attached RACI matrix; milestone Service Level Agreements (SLAs) for reviews; monthly MoA–NARC–ACC coordination meetings; use of OPEN as an early-warning system for slippages.
- Uneven SECAP integration in small-value purchases and services
 - Risk: While large contracts integrate SECAP well, small contracts and services risk omitting E&S safeguards (e.g., waste handling, OHS).
 - Mitigation: Introduce a standard SECAP clause bank; use of checklists at evaluation and contracting; conduct quarterly SECAP spot checks; link payments to E&S compliance (performance-based).
- Grant oversight gaps (financial management/reporting by small POs, SMEs, and CBOs)
 - Risk: Beneficiaries (e.g., producer organizations, smallholder MSMEs) often lack FM/reporting systems, increasing risks of ineligible spending or under-reporting.
 - Mitigation: Staggered milestone-based disbursements; application of beneficiary procurement rules (e.g., minimum 3 quotations); random spot checks; basic FM/record-keeping training for grantees; digital grant tracking via OPEN for transparency.
- Complaints handling and debrief timeliness
 - Risk: Delays in debriefing and weak complaint follow-up undermine bidder confidence and accountability.
 - Mitigation: Mandatory NOITA disclosure; use of template debriefs letters with clear reasons; complaints log in OPEN with escalation path and

deadlines; coordination with Jordan's Government Tenders Department (GTD) to align project practices with By-Law No. 8/2022 complaint provisions.

7. Conclusion

The procurement framework for SIGHT II reflects an overall **Moderate risk profile**, consistent with both Jordan's national procurement system and IFAD's fiduciary requirements. While structural challenges remain, particularly in works competition, SECAP integration in small contracts, and grant oversight, the project is attached in a modernized national system (By-Law No. 8/2022, JONEPS) and strengthened by IFAD's tools (OPEN, CMT, NOITA, and standard SPDs). Institutional coordination among MoA, NARC, and ACC, supported by a dedicated PMU Procurement Lead, will be critical to minimizing delays and enhancing accountability. With the outlined risk mitigation measures, structured supervision, and continuous capacity-building through BUILDPROC, procurement under SIGHT II is feasible, transparent, and aligned with both national priorities and IFAD's commitment to value for money, integrity, and sustainable outcomes.

Annex 10: Procurement Capacity Building Program for PMU

Introduction

This Capacity Building Program aims to strengthen the procurement capacity of the SIGHT II Project Management Unit (PMU) hosted at the Ministry of Agriculture (MoA), in collaboration with the National Agricultural Research Center (NARC) and the Agricultural Credit Corporation (ACC). The program responds to the current institutional capacity gap following the promotion of the former Procurement Officer and the appointment of a new, less experienced officer. It focuses on enhancing staff competencies in IFAD procurement standards, national regulatory frameworks, and effective use of digital procurement systems (OPEN, CMT, JONEPS)..

Objectives

- Equip the new Procurement Officer and PIU team with solid understanding of IFAD's procurement rules, thresholds, and methods.
- Strengthen capacity in planning, tendering, evaluation, and contract management.
- Ensure effective integration of SECAP and ESHS standards into procurement and contract implementation.
- Improve coordination between MoA, NARC, and ACC on procurement oversight, reporting, and supervision.
- Build autonomy in using IFAD's OPEN/CMT and Jordan's JONEPS platforms.

Training

Buildproc: M1-M3. (link to Buildproc <https://ifad-buildproc.org/>)

M1 Certification: Fundamentals, Principles, and General Practices of Project Procurement

This foundational module introduces participants to the core concepts and principles of project procurement. It covers the procurement lifecycle, key stakeholders, and the regulatory frameworks governing procurement processes. The M1 certification is designed to equip professionals with a solid understanding of procurement fundamentals, ensuring they can effectively contribute to project procurement activities. The course is available online and is offered in multiple languages, including Arabic, English, French, and Spanish.

M2 Certification: Effective Procurement Processes for Successful Project Implementation

Building upon the foundational knowledge from M1, the M2 module delves into the practical aspects of procurement. It emphasizes the design and management of procurement processes that align with project objectives. Key topics include procurement planning, tendering procedures, bid evaluation, and contract award processes. The M2 certification aims to enhance participants' abilities to manage procurement activities efficiently, ensuring successful project outcomes. This course is also delivered online and is available in Arabic, English, French, and Spanish.

M3 Certification: Advanced Procurement and Contract Management Strategies

The M3 module focuses on advanced strategies in procurement and contract management. Participants explore complex procurement scenarios, risk management, and the development of strategic approaches to procurement challenges. The curriculum covers contract negotiation, performance monitoring, dispute resolution, and the integration of sustainable procurement practices. The M3 certification is designed for professionals seeking to deepen their expertise and assume leadership roles in procurement and contract management. This module is offered in a blended format, combining online

learning with face-to-face sessions, and is available in Arabic, English, French, and Spanish.

Hands-on implementation support:

The hands-on implementation support is designed to build the capacity of procurement teams within Project Implementation Units (PIUs), ensuring that they effectively manage procurement processes in IFAD-funded projects. This includes technical coaching, capacity-building workshops, and continuous learning sessions tailored to enhance procurement efficiency and compliance with IFAD's requirements. The key areas of support include:

Coaching on Using OPEN (Operations Procurement Exchange Network)

OPEN is IFAD's e-procurement system, designed to enhance transparency, efficiency, and compliance in procurement processes. Coaching in this area ensures that project staff:

- Navigate and utilize OPEN effectively for procurement planning, tendering, and contract management.
- Learn how to publish procurement notices, manage bid submissions, and track procurement milestones.
- Understand real-time reporting and monitoring functionalities to ensure compliance with IFAD's procurement standards.
- Receive practical training on data entry, system troubleshooting, and audit trail maintenance to strengthen accountability.

Coaching on Using IFAD Standard Bidding Documents (SBDs)

IFAD's Standard Bidding Documents (SBDs) are critical in ensuring fair, transparent, and standardized procurement practices. The coaching program helps procurement teams to:

- Understand the structure and key clauses of IFAD's SBDs for Works, Goods, and Consultancy Services.
- Learn how to customize SBDs while maintaining compliance with IFAD procurement rules.
- Ensure the correct insertion of project-specific information such as qualification criteria, technical specifications, and evaluation methodologies.
- Hands-on exercises in drafting, reviewing, and approving SBDs before tender publication.

Coaching on Market Engagement

Market engagement is essential to improving competition, supplier interest, and bid quality. Coaching in this area provides procurement teams with:

- Techniques for conducting market research to identify reliable suppliers and service providers.
- Strategies for engaging local and international suppliers to foster competitive bidding.
- Best practices for organizing pre-bid conferences, supplier briefings, and industry consultations.
- Guidance on structuring procurement packages to align with market conditions and supplier capabilities.
- Negotiation techniques to achieve value for money and ensure contract efficiency.

Training on Contract Management

Contract management is crucial for project success, compliance, and risk mitigation. This training equips teams with:

- Understanding contract administration fundamentals (e.g., contract types, key clauses, performance obligations).
- Techniques for tracking contract performance through KPIs, deliverables, and milestone-based payments.
- Risk management strategies, including handling contract amendments, delays, and penalties.
- Monitoring contractor/vendor obligations to ensure timely completion of goods, works, and services.
- Dispute resolution mechanisms and strategies for amicable settlements to minimize contract failures.

Deep Dive into Critical Procurement Aspects

A strong procurement system in IFAD-funded projects requires an in-depth understanding of managing consulting services, grants, and SECAP compliance at both the bidding stage and contract execution. Below is a structured deep dive into these critical aspects:

Managing Consulting Services

- Modules on QCBS, CQS, and ICS methods with Jordan-specific case studies.
- Drafting Terms of Reference (ToRs) with measurable outputs.
- Strengthening contract performance monitoring and deliverable verification

Managing Grants

- Training on designing Calls for Proposals (CFPs) and evaluation scoring matrices.
- Use of milestone-based disbursement and financial spot-checks.
- Development of a digital grant tracking tool linked to OPEN/CMT.

Ensuring SECAP Compliance at Bidding and Contract Execution

- Embedding environmental and social risk screening in procurement planning.
- Integrating SECAP and ESHS clauses into bidding documents and contracts.
- Conducting SECAP refresher sessions for engineers and evaluators.

Implementation Plan

Phase	Duration	Focus	Deliverables
Phase 1 (Month 1)	Induction & M1 training	Procurement fundamentals, IFAD rules, and ethics	M1 certification + orientation report
Phase 2 (Months 2-3)	M2 training & digital tools	OPEN, CMT, JONEPS, SBD drafting	Updated Procurement Plan in OPEN
Phase 3 (Months 4-5)	M3 training & hands-on coaching	Contract management, SECAP integration	Pilot supervision of high-value contract
Phase 4 (Months 6-7)	Specialized modules	Consulting, grants, and sustainability	Completion of post-training evaluation

Evaluation & Sustainability

- Pre/post-training assessments to track knowledge gain.
- Mentoring programme linking the new PO with the former PO for 6 months.

- Quarterly refresher sessions for MoA/NARC procurement focal points.
- Annual learning review to update materials and ensure institutional retention.

Expected Outcomes

- Certified PO and support staff with full BuildProc M1–M3 credentials.
- Fully functional procurement unit capable of managing all procurement categories.
- Improved compliance with IFAD guidelines, SECAP, and national regulations.
- Enhanced efficiency, transparency, and accountability in procurement delivery.
- Stronger coordination among MoA, NARC, and ACC in planning, supervision, and reporting.

Annex 11: IFAD Procurement Supervision Plan – SIGHT II Jordan

Introduction

This PSP sets out how IFAD will supervise procurement under SIGHT II to ensure fairness, transparency, competition, efficiency, and value-for-money while complying with the Financing Agreement, IFAD Procurement Guidelines/Handbook, and Jordan's framework (Gov. Procurement By-Law No. 8/2022 and JONEPS). Supervision is risk-based: high-value/high-risk activities receive prior review and closer field oversight; lower-risk items follow streamlined post review..

Supervision Approach

- **Overall approach:** Risk-based supervision combining **prior reviews, post reviews, real-time support**, and **field missions** at a cadence proportionate to risk.
- **MoA/PMU:** Fiduciary lead; consolidates the PP in **OPEN/CMT**, runs national tenders on **JONEPS**, ensures NOITA/debriefs, handles complaints routing, and reports to IFAD.
- **NARC:** Technical procurement/execution for rangeland, pasture, freshwater restoration; provides TORs/specs, site supervision inputs, and SECAP verification.
- **ACC:** Implements the credit/guarantee window and coordinates with the grants window to avoid overlaps; applies beneficiary procurement rules for grant-related purchases.
- **Committees:** Evaluation and grants committees constituted per PIM with clear RACI; observers from IFAD as needed for complex/high-risk cases.

Procurement Risk Assessment & Supervision Intensity

Each procurement category is assigned a risk level, which determines the level of IFAD procurement supervision:

No.	Procurement Category / Contract Type	Supervision Mode	IFAD Review Required	Frequency & Focus Areas	Remarks / Risk Focus
1	Works – Rangeland & Pasture Restoration	High Intensity Supervision	Prior review for major works, Post-review sample	Semi-annual + field mission	Emphasis on SECAP, OHS, contract management, variations
2	Works – Water Harvesting / Terracing / Infrastructure	High	Prior review (above threshold)	Semi-annual + site visits	Risk of delays, mobilization, environmental impacts
3	Works – Freshwater Riparian Restoration	High	Prior review	Semi-annual	Sensitive ecosystems, erosion, safeguard compliance

4	Goods – Irrigation / Pumps / Tanks	Medium	Prior review (NCB above threshold), Post review	Annual desk review + spot check	Import logistics, quality assurance, warranty compliance
5	Goods – Livestock Inputs / Monitoring Equipment	Medium	Post review	Annual post review	Technical specification risk, spare parts
6	Services – Technical Assistance & Consultancy	High	Prior review for firm selection and large contracts	Annual + audit of deliverables	Performance, SECAP integration, methodology, deliverables
7	Services – M&E, Audits, Training	Medium	Prior review (above threshold), Post review otherwise	Annual review	Accuracy of results, methodology, inclusion metrics
8	Grants – MSME / Producer Grants	Medium-High	Prior review of CFPs, award recommendations	Semi-annual + spot-checks	Financial management, safeguard adherence, inclusion

4- IFAD Procurement Supervision Plan

Supervision activities include **prior reviews, post reviews, real-time procurement monitoring, and field missions** to ensure compliance.

4.1 Prior Review Activities

Applicable to High-Risk & High-Value Contracts.
IFAD will conduct a prior review and clearance for the following procurement activities:

- All ICB (International Competitive Bidding) contracts
- All high-value NCB (National Competitive Bidding) contracts
- Consulting contracts exceeding IFAD's prior review threshold
- All grants involving procurement-sensitive activities
- Contract amendments that exceed 10% of the original contract value and 25% of original duration
- Procurement method changes

4.2 Post Review Activities

Applicable to Moderate & Low-Risk Contracts.

For smaller-value procurement, IFAD will conduct annual post reviews, examining at least 10% of randomly selected contracts to:

- Verify procurement compliance to method/thresholds, evaluation integrity
- Assess VfM performance

- Identify systemic procurement weaknesses
- SECAP clauses, NOITA/debriefs, contract administration, and record-keeping (10-year retention beyond closure in line with IFAD)
- Recommend corrective actions for future procurements

4.3 Field Supervision Missions

IFAD will conduct supervision missions every 6 months for high-risk procurements and annually for moderate-risk procurements.

These missions will:

- Review procurement implementation status
- Provide real-time support and corrective actions
- Assess procurement performance and delays
- Identify potential risks of fraud, corruption, and inefficiency
- Ensure that SECAP (Social, Environmental, Climate Assessment Procedures) requirements are met

4.4 Support Missions

To ensure effective procurement implementation under the SIGHT II, support missions will be conducted by IFAD at key project milestones. These missions will provide technical assistance, troubleshooting, and capacity-building support to the Project Implementation Unit (PIU) and procurement staff. Support missions will be scheduled semi-annually for high-risk procurements and annually for other procurements, focusing on:

- Technical Support & Troubleshooting: Assisting the PIU in resolving procurement challenges, contract management issues, or supplier disputes.
- Capacity Building & Training: Conducting hands-on training for procurement staff on IFAD procurement procedures, evaluation methods, and contract administration best practices.
- On-Site Risk Assessment: Evaluating procurement risks, compliance with IFAD policies, and adherence to SECAP (Social, Environmental, and Climate Assessment Procedures).
- Stakeholder Engagement: Coordinating with local government agencies, suppliers, contractors, and beneficiaries to ensure smooth procurement execution and address market-related constraints.
- Real-Time Procurement Monitoring: Providing on-the-ground supervision for ongoing procurement activities, reviewing procurement records, and ensuring compliance with IFAD guidelines and national regulations.

4.5 Procurement Monitoring & Real-Time Support

- On-demand support: IFAD will provide real-time support for complex or high-risk procurement cases (e.g., consulting RFPs, large works, or climate-sensitive contracts) and during evaluation or contract management challenges. Spot reviews of tender documents uploaded to OPEN will be conducted during the first year to ensure compliance.
- Procurement Plan (PP): A rolling 12-month PP will be maintained in OPEN/CMT and updated quarterly in alignment with the AWPB. Updates will reflect ongoing procurement changes, including packages managed by MoA, NARC, and ACC, ensuring consolidated oversight at the PMU level.
- Reporting: The PMU will submit quarterly procurement progress reports to IFAD, integrating updates from NARC (technical packages) and ACC (credit guarantee window). These reports will highlight progress, delays, risks, and corrective measures.
- OPEN/CMT monitoring: Used as the single source of truth for procurement analytics and disclosure. Monitoring will cover:

- Rolling 12-month PP and quarterly updates.
- Milestone tracking (NOITA, bid opening, evaluation, award, signing, delivery, and payments).
- Variations, time extensions, and claims.
- SECAP KPIs including: safe use of agrochemicals, water efficiency targets, contractor OHS compliance, % of women/youth engaged, and E&S non-conformities.
- JONEPS: Mandatory for all national-level tenders, ensuring transparency, equal access, and a robust audit trail. OPEN and JONEPS must remain aligned, with OPEN serving as the single reporting source to IFAD.
- Complaints: Procurement-related complaints will be logged and tracked in OPEN, with debriefs provided within required timelines. Initial resolution follows Jordan's Procurement Complaints Committee under By-Law 8/2022. Unresolved cases are escalated through the MoA PMU to IFAD, with final recourse via IFAD's AUO.
- Capacity building: Procurement and SECAP staff at MoA PMU and NARC will complete BUILDPROC within the first year. Targeted training will cover JONEPS, OPEN/CMT, SECAP integration, and complaints handling.

5- Reporting & Compliance

5.1 Procurement Progress Reporting

The PMU (MoA) will consolidate inputs from NARC (technical procurement packages) and ACC (credit guarantee window) and submit the following reports to IFAD:

- Quarterly Procurement Progress Reports: covering procurement milestones, contract awards, implementation status, and explanations for delays.
- Annual Procurement Performance Review Report: analyzing efficiency, challenges, SECAP integration, VfM (Value for Money) realization, and mitigation strategies.
- Compliance Reporting through OPEN/CMT: system-generated reports on procurement status, complaints, and SECAP KPIs, ensuring real-time oversight.
- 5.2 Procurement Audit & Compliance Checks
- External procurement audits will be conducted at the end of Year 2 and Year 4 of project implementation, commissioned by the MoA PMU, with ToRs cleared by IFAD.
- Procurement compliance will be verified against:
 - IFAD Procurement Handbook and Guidelines,
 - Jordan's Government Procurement By-Law No. 8/2022 (not Lebanon's law), and
 - The SIGHT II Financing Agreement.
- IFAD retains the right to conduct spot reviews and transaction-level post reviews in addition to planned audits.
- Audit results and recommendations will be incorporated into subsequent Procurement Plans and the PIM to ensure continuous improvement.

6- Key Procurement Risks & Mitigation Measures

- Low competition and contractor failure in Works
- Risk: In SIGHT I, ~71% of works packages were cancelled due to low competition, bidder withdrawal, or non-performance. Similar risks apply to rangeland restoration, water harvesting, and small infrastructure under SIGHT II.
- Mitigation: Structured market sounding before tenders; right-sized contract lots to attract SMEs; proportionate qualification criteria; pre-award capacity checks; mandatory Contract Management Plans for larger works; embed OHS and SECAP clauses; ensure closer site supervision by MoA engineers and external TA.
- Fragmented roles across MoA, NARC, and ACC

- Risk: Diffused responsibilities in procurement approvals, grant oversight, and technical procurement can cause delays and duplication.
- Mitigation: A PIM-attached RACI matrix; milestone Service Level Agreements (SLAs) for reviews; monthly MoA–NARC–ACC coordination meetings; use of OPEN as an early-warning system for slippages.
- Uneven SECAP integration in small-value purchases and services
- Risk: While large contracts integrate SECAP well, small contracts and services risk omitting E&S safeguards (e.g., waste handling, OHS).
- Mitigation: Introduce a standard SECAP clause bank; use of checklists at evaluation and contracting; conduct quarterly SECAP spot checks; link payments to E&S compliance (performance-based).
- Grant oversight gaps (financial management/reporting by small POs, SMEs, and CBOs)
- Risk: Beneficiaries (e.g., producer organizations, smallholder MSMEs) often lack FM/reporting systems, increasing risks of ineligible spending or under-reporting.
- Mitigation: Staggered milestone-based disbursements; application of beneficiary procurement rules (e.g., minimum 3 quotations); random spot checks; basic FM/record-keeping training for grantees; digital grant tracking via OPEN for transparency.
- Complaints handling and debrief timeliness
- Risk: Delays in debriefing and weak complaint follow-up undermine bidder confidence and accountability.
- Mitigation: Mandatory NOITA disclosure; use of template debriefs letters with clear reasons; complaints log in OPEN with escalation path and deadlines; coordination with Jordan's Government Tenders Department (GTD) to align project practices with By-Law No. 8/2022 complaint provisions.

7- Conclusion

The procurement framework for SIGHT II reflects an overall **Moderate risk profile**, consistent with both Jordan's national procurement system and IFAD's fiduciary requirements. While structural challenges remain, particularly in works competition, SECAP integration in small contracts, and grant oversight, the project is attached in a modernized national system (By-Law No. 8/2022, JONEPS) and strengthened by IFAD's tools (OPEN, CMT, NOITA, and standard SPDs). Institutional coordination among MoA, NARC, and ACC, supported by a dedicated PMU Procurement Lead, will be critical to minimizing delays and enhancing accountability. With the outlined risk mitigation measures, structured supervision, and continuous capacity-building through BUILDPROC, procurement under SIGHT II is feasible, transparent, and aligned with both national priorities and IFAD's commitment to value for money, integrity, and sustainable outcomes.

Annex 12: IFAD PRM - Part A Country Level

Based on MAPS II – ASSESSMENT OF NATIONAL PROCUREMENT SYSTEM

September 2025

Indicator # and Sub-Indicator #	Sub-Indicator Description ³³	Findings regarding possible non-compliance with IFAD PPF	Inherent Risk of non-compliance with Project Objectives & IFAD PPF	Proposed Mitigation measure/s	Net Risk (taking only fully implemented and effective mitigation measures into account, otherwise the net risk should be identical to the inherent risk)
Consolidated Findings at Country Level		[to be determined by the SPO]	[to be determined by the SPO] M	[to be determined by the SPO]	[to be determined by the SPO] M

³³ The Indicators and Sub-Indicators are extracted from OECD-MAPS II of 2017 in order to harmonize with other MDBs and to save time and effort in conducting Part A assessments in case a recent MAPS II assessment has been conducted for the borrower's country system. The criteria to be applied in assessing each Sub-Indicator are those of OECD-MAPS II.

	The Overall Risk on the Country Level is considered Substantial. The public procurement system is regulated through the National Regulation no. 8/2022 and to National Instructions relevant to Procurement process and procedures issued on the 16/02/2022 in which comprehensive rules and processes are enacted and the strengths areas are visible in terms of using competitive methods as the default method, detailed processes and procedures to follow; including Sustainability elements in the regulations; however, some areas need to be improved to align with IFAD guidelines such as: the rules of advertisement, using the national E-procurement system for all procurement operations despite the thresholds; developing SBD and contracts in compliance to the international best practices. The procurement system is decentralized under which each contracting entity is required to apply the procedures of the Public Procurement, the responsibilities and powers of procuring entities are		All projects funded by IFAD will rely on national rules to the extent they do not contradict IFAD guidelines. In particular, procurement shall adopt (a) advertising rules/time limits as per the Handbook; International tenders shall be announced on a widely disseminated platform in addition to the standard means; (b) ICB and consulting services shall be based on IFAD Handbook and templates; (c) all procurements shall include reference to IFAD policies, SECAP, reporting hotlines, IFAD's right to audit, and shall use the self-certification; (d) IFAD handbook in contract management related to consulting services and works; (e) use OPEN fully for procurement planning and execution; (f) to apply the PAL thresholds. The PIU shall strive to enroll all staff engaged on procurement in BUILDPROC and to enhance procurement capacity in donor-funded procurement. Special coordination is required between the PIU and the central	

		defined in the Procurement Regulation in addition to specific thresholds. However, procurements for goods and services exceeding JOD 60,000 are procured centrally in a dedicated central purchasing body. Every procuring entity shall prepare a procurement plan on yearly basis; the General Budget Law details the financial procedure and procurement cycle; Conflict of interest is covered by the national procurement regulation; the use of E-Procurement; the Ministry of Finance/Government Procurement Department regulate the necessity of training; the Procurement is recognized as a profession under the national Law.		procurement committees to align their practices with those of the PAL and PIM. The PIM will clearly elaborate the responsibility matrix for all categories of procurement and for all committees that are involved in procurement. The procurement plan should clearly specify for each activity where will the evaluation committee be formed.	
Pillar 1. Legal, Regulatory and Policy Framework					
1.1.	The public procurement legal framework achieves the agreed principles and complies with applicable obligations.				
1.1.1.	Scope of application and coverage of the legal and regulatory framework	[procurement consultant to insert key findings from existing MAPS or own assessment] The public Procurement is regulated through: 1) Regulation No. 8 of 2022 entitled Government Procurement Regulation, issued pursuant to Articles 114 and 120 of the Constitution; and	[procurement consultant to indicate H, S, M, or L] M	[procurement consultant to insert key measure to be undertaken by the project] Project to follow IFAD guidelines and policies regarding (a) IFAD Policies on Fraud and Corruption; (b) Sexual Harassment and	[procurement consultant to indicate H, S, M, or L] M

		2) National Instructions relevant to Procurement process and procedures issued on the 16/02/2022. The above legal documents are applicable to all procurement transactions with the following exceptions: a) Purchases by the government entity of supplies, investment services, works and technical services related to investments and investment opportunities; b) Purchases such as oil, gas, wheat and other materials that the Council of Ministers decides must be provided as a strategic stock; c) Purchases by the Ministry of Endowments and Islamic Affairs; d) Purchases by the General Organization for Social Security. For International Funds/Grants the relevant rules and regulations of the Donor can be applied as required by the Donor. Regulations on Fraud and Corruption are not very well detailed in the regulations and instructions, without any mention to Sexual Harassment and Exploitation. The law includes clear provisions on sustainability and permits the use of e-procurement.		Exploitation; (c) and Anti-Money Laundering. SECAP compliance is mandatory based on SECAP risk rating. The Procurement Strategy will elaborate detailed approach to procurement and grants for key activities. IFAD policies to be explicitly inserted into PIM and all procurement docs (cross-ref. missing provisions in Arts. 8–10).	

		Regulations lack detailed provisions on fraud, corruption, SH/SEA, AML			
1.1.2.	Procurement methods	The procurement methods covered by the National Procurement Regulation no. 8/2022 are: The Open Tender procedure is the default method under Goods and Works as defined in article 21. For Consulting Services, National regulations use methods that favour quality-based methods (quality over price). In the National Instructions issued on 16/02/2022 relevant to Procurement process and procedures, articles 2.	M	Project to use the procurement methods and process as defined in IFAD Handbook for ICB and consulting services. Apply IFAD SBDs.	M
1.1.3.	Advertising rules and time limits	The National Procurement Regulation no. 8/2022, Article 24 (A-1): All announcements of the Local Tenders shall be published on the electronic portal and in any media decided by the Secretary-General, as for the announcement of the international tenders, they shall be published on the electronic portal and in any appropriate media decided by the Secretary-General. Rules of publications as per article 27 of the same regulations are as follows:	S	Project to apply the advertising rules recommended by IFAD (45 days for international tender, 30 days for national tenders); as for the international tenders the announcement should be published on the UNDB or an alternate platform acceptable to IFAD once UNDB is decommissioned. Other ad platforms remain unchanged. PIM to override with IFAD timelines	S

		The minimum deadline for submitting bids shall be (21) days for local bids and (30) days for international bids. Both periods may be shortened if necessary or the nature of the purchasing process requires it, provided that bidders take sufficient time.			
1.1.4.	Rules on participation	Participation is open to all bidders satisfying the eligibility and selection criteria. Articles 9-A and 24-B state to include eligibility and selection criteria in the announcement, however, no details on the selection criteria. The Law requires giving preference to local products as to be set in bidding documents.	M	Project to apply rules of participation listed in IFAD handbook and IFAD SBDs where applicable, relevant to selection criteria. Self-certification (cross-debarment) shall be adopted.	M
1.1.5.	Procurement documentation and specifications	Insufficient vs. international SBDs.: As per article 7 of the National Procurement Regulation no. 8/2022, specification should be neutral, accurate, clear and without bias to any brand or specific product or origin. Article 27 of the Instruction issued on 16/2/2022 states the necessity of complying with specifications and requirements stipulated in the bidding documents; however, the national procurement documentations are very	H	Project to use IFAD standard bidding documents for all types of procurement transactions funded by IFAD (ICB and consulting services). For grant contracts, the PIU shall adopt competitive procedures in line with the design document and procurement strategy.	H

		simple and not covering all the International requirements, the national bidding documents cover mainly a) the Purchase order; b) the contract award notification and signature; d) acceptance form; e) template of bid guarantee; f) Maintenance guarantee form; g) Final Referral Notice; h) release of guarantee form. Therefore, there are no detailed standard bidding documents to comply with international requirements.			
1.1.6.	Evaluation and award criteria	In the National Procurement Regulation no. 8/2022 Article 8-B, contract shall be awarded according to the award criteria stipulated in the bidding documents. Article 9-A of the same regulation, the award of the contract shall be to the bidder with the eligible qualification and requirement to implement the contract. National Instructions relevant to Procurement process and procedures issued on 16/02/2022: the evaluation process and procedures are covered from article 3 to 33. However more details on the administrative, technical and financial steps need to	M	The project will rely on the Handbook fully for ICB and Consulting Services; will use IFAD SBDs for the same; and shall ensure that the appropriate methods are applied with the fit-for-purpose evaluation and award criteria. Award decisions of all procurement and grant activities need to be publicized online. The evaluation and award of grant contracts shall be based on	M

		be elaborated in addition to more details on the selection, evaluation and award criteria need to be clarified.		transparent, competitive and equal-opportunity manner in line with detailed procedures set out in the PIM.	
1.1.7.	Submission, receipt and opening of tenders	The rules of submission, receipt and opening of tenders are described in articles 30,31,32 and 33 of the National Procurement Regulation no. 8/2022. Further elaboration in the National Instructions relevant to Procurement process and procedures, from article: 3 to article 33. In the instructions article 3 allows for E-submission; article 24-4 requires opening of the bid immediately after the deadline of submission (however the evaluation committee can postpone the opening and publish the rescheduled date the same ways as the announcement published); article 23 a secure box with 3 locks is used to safeguard the received tenders.	M	Project to ensure opening the tender at the same date and immediately after the deadline with no exception as per IFAD requirements. When less than 3 bids/proposals/quotes are received, PIU shall request IFAD N.O. before proceeding with opening and after providing a solid justification.	M
1.1.8.	Right to challenge and appeal	Article 50, 51, 52 and 53 of the National Procurement Regulation no. 8/2022 give the bidder the right to challenge and describe the steps and first levels of challenging with relevant deadlines: the first level is the contracting authority; if the challenge results were not satisfactory the	L	NOITA and NOA as per IFAD templates shall be used. The same provisions shall be transposed to grants.	L

		bidder has the right to appeal to the appeal committee formed by the Council Of Ministers.			
1.1.9.	Contract management	Contract management and acceptance committee and relevant process and procedures are covered in Annex 1 of the National Procurement Regulation no.8/2022 also in Annex 2 of the same regulation rules related to monitoring of the supplies and storage. Noting that the main focus in both annexes is on the process and procedures related to supplies with slight mention to services, and no mention to works contracts process and procedures. However, there are some templates for managing works contracts.	S	To follow IFAD handbook in contract management related to consulting services and works. The PIM shall elaborate clear responsibilities (RACI matrix) to cover all procurement and grant responsibilities and roles including for contract management. CMT shall be fully utilized as well for all procurement and grant contracts.	S
1.1.10.	Electronic Procurement (e-Procurement)	As per National Procurement Regulation no.8/2022 article 30-A: E-procurement is applicable, and submission of e-tender is allowed if stipulated in the bidding documents. (JONEPS)	M	The use of e-procurement at the national level shall not replace the use of OPEN. Use OPEN for IFAD procurement; JONEPS may run in parallel.	M
1.1.11.	Norms for safekeeping of records, documents and electronic data.	The National Procurement Regulation no. 8 and Procurement Instruction the issued on 16/2/2022 cover this area as follows:	M	IFAD General Conditions for Agricultural Development Financing require that borrowers/recipients retain documents and records for IFAD review (including unsuccessful	M

		In the National Procurement Regulation no.8/2022 article 20 states the rule for archiving and safekeeping files (separate file for each transaction with all relevant documents and correspondences), records are kept for 15 years. However, in the Instructions issued on 16/2/2022, article 46 and 47 stipulate that unsuccessful bids received are destroyed within 6 months from the contract award date.		bids) at any time within 10 years of bid or contract completion. The same record-keeping rules shall apply to grants.	
1.1.12.	Public procurement principles in specialised legislation	Principle of openness and competition is safeguarded through considering the open tender procedure as the default method in public procurement. Transparency is maintained through announcement rules and publication of the bidding documents using national newspapers and electronic means. Equal treatment and objectivity is considered through respecting the published selection and award criteria. Objectivity and absence of conflict of interest is also taken into consideration in the code of conduct. However, no specific articles or sections in the legislation stipulating the procurement principles in General.	M	Project to follow IFAD guidelines with respect to all procurement principles under the relevant procurement operations.	M

1.2.	Implementing regulations and tools support the legal framework				
1.2.1.	Implementing regulations to define processes and procedures conditions	Rules and regulation relevant to procurement process and procedures are covered in the regulation no. 8 of 2022 and in the National Instructions relevant to Procurement process and procedures issued on 16/02/2022. However, the evaluation process and procedures relevant to every procurement method are missing some details; in addition, the evaluation process from administrative to technical to finance require more elaboration.	M	A PIM will be elaborated in detail to cover all procurement aspects as well as grant management.	M
1.2.2.	Model procurement documents for goods, works and services	The national procurement documentations are very simple and not covering all the International requirements; the national bidding documents cover mainly a) the Purchase order; b) the contract award notification and signature; d) acceptance form; e) template of bid guarantee; f) Maintenance guarantee form; g) Final Referral Notice; h) release of guarantee form. Therefore, there are no detailed standard bidding documents to comply with international requirements. However, in 2024, 2	H	Project to use IFAD standard bidding documents for ICB and consulting services.	H

		modern SPDs were issued for goods and works.			
1.2.3.	Standard contract	There is a simplified purchase order without general conditions and special conditions, the template doesn't cover the major requirement for Contract under all types of procurement. Works contracts are more regulated in comparison with goods and services.	S	Project to use IFAD contract templates for all types of ICB and consulting contracts funded by IFAD.	S
1.2.4.	User's guide or manual for procuring entities (insert link to manual if possible)	There is the National Instructions relevant to Procurement process and procedures issued on 16/02/2022. However, the instruction needs to be supported with more details and information to become a manual of procedures with detailed guidance.	S	A detailed PIM will need to be developed covering procurement and grants.	S
1.3.	The legal and policy frameworks support the sustainable development of the country and the implementation of international obligations				
1.3.1.	Sustainable Public Procurement (SPP)	Sustainability elements are taken into consideration as per article 8-A of the National Procurement Regulation no. 8/2022 However, there is no mention of the evaluation criteria and how to apply the sustainability criteria in the bidding documents. Chapter: 1507- Ministry of Finance/Government Procurement Department:	M	Hands-on measures to enhance sustainability need to be designed in the Procurement Strategy in line with SECAP. PIU to require category-specific SPP criteria (energy efficiency, lifecycle cost, recyclability) for agreed lots (IT equipment, vehicles, lighting, construction materials), with verification methods and weighting in the evaluation grid.	M

		The Government Procurement Department was established in 2019 under the Government Procurement By law No. (28) for the year 2019: the Priorities and targeted results within the determined ceilings for the years 2024 - 2026: a) First Priority: Positive impact on sustainable development; b) Key procedures to realize the first priority:- Aligning the procurement system environmentally (environment friendly purchasing system). Aligning the procurement system socially (community-responsible procurement system). Aligning the government procurement system with environmental and societal requirements (environmental and community empowerment); c) Priority Outcomes: Environmental-sensitive tenders. Tenders that take into account the community aspect; d) priority of climate change: Taking into account the outputs of climate change within the government procurement system, including the environment. To support and enforce the rule of Law to use IFAD SBDs that detail prohibited practices when approaching International markets. Use IFAD SBDs to clarify the use and			

		application of sustainability criteria in the evaluation.			
1.3.2.	Obligations deriving from international agreement	Article C of the National Procurement Regulation no.8/2022: the rules applicable to international fund and donations will be the one stipulated in the relevant financing agreement and as agreed with the donor.	L	PIM/PAL to include a priority clause: "For IFAD-financed procurements, IFAD rules, SPDs and review thresholds prevail over any conflicting national provisions."	L
1.4. Consolidated findings for Pillar 1.		The legal system is modern (2022) but is a hybrid model with decentralization (up to a certain threshold) and centralization (above the threshold). Multiple committee and stakeholders engage in procurement execution and there is no thorough manual and guidance. There are very few procurement templates in use. Granting is not regulated nationally and needs to follow clear and transparent procedures.	M	ICB and consulting services will follow IFAD procedures and templates. A detailed PIM covering procurement and grant procedures should be developed including a RACI matrix for roles and responsibilities. A Procurement strategy needs to be elaborated to design critical procurement activities and grant schemes.	M
Pillar 2. Institutional Framework and Management Capacity					
2.1.	The public procurement system is mainstreamed and well-integrated with the public financial management system				
2.1.1.	Procurement planning and the budget cycle	Article 4, 5,6 of the National Procurement Regulation no. 8/2022 stipulate that every procuring entity shall prepare a procurement plan on yearly basis and to be submitted 1 month before the end of the current Financial Year and shall be published	H	Strategic procurement planning is critical for project success. A Strategic plan needs to be elaborated to design critical procurement and grant activities.	H

		on the website; no procurement activities can be implemented unless the estimated cost has been done and the relevant budget has been allocated; no fragmentation is allowed unless properly justified. The law does not require strategic procurement planning.			
2.1.2.	Financial procedures and the procurement cycle	The General Budget Law details the financial procedure and procurement cycle, with relevant instruction on expenditure and the type of procurement and authorities involved and, on the preparation, and approbation of financial and procurement plan by each procurement entity on annual basis. Under IFAD project the Financing agreement specify the budget and disbursement cycles. However, aligning AWPB with PP in OPEN remains a main source of FM risks.	M	The project should adopt thorough financial planning and budgeting practices that are streamlined with procurement planning.	M
2.2.	The country has an institution in charge of the normative/regulatory function				
2.2.1.	Status and legal basis of the normative/regulatory institution function	IFAD funded project will be executed under the responsibility of the Ministry of Planning and International Cooperation (MOPIC), NARC is the Lead Implementing Agency for	M	The PIM should elaborate a clear matrix of responsibilities for all actors in project procurement.	M

		SIGHT-II. It is semi- autonomous agency applying the national public procurement rules. NARC is experienced with IFAD projects. However, several committees intervene in project procurement.			
2.2.2.	Responsibilities of the normative/regulatory function	The Regulatory function in Jordan is with the Minister of Finance in relation to the purchase of supplies and investment services, under which there is a dedicated Public procurement department and a general committee of procurement policies, and with the Minister of Public Works and Housing in relation to the purchase of construction and technical services. In addition, there is the Jordanian Integrity and Anti-Corruption Commission. From previous projects, the role and involvement of such central regulatory entities has been ambiguous and needs to be clarified.	M	The PIM should clearly outline roles and responsibilities of all stakeholders including central entities and commissions.	M

2.2.3.	Organisation, funding, staffing, and level of independence and authority	NARC applies the national public procurement rules, and have their own structure for staffing with relevant segregation of duties between Finance and procurement. However, the PIU is not independent in making procurement decisions (see above for RACI). There is a high procurement staff turnover rate.	S	See above for RACI. The PIU should ensure proper staff retention and capacity building to minimize turnover. Functional redundancy is critical in this situation and training should be expanded to cover several staff of the PIU and potential committee members. PIU to take BUILDPROC and targeted refreshers for all committee members.	S
2.2.4.	Avoiding conflict of interest	Ethics and Code of conduct which is included in Annex 2 of the National Procurement Regulation no.8/2022 state thoroughly about conflict of interest and required actions which are applicable to the professionals managing public procurement, the procurement committees, the bidders and contractors participating in public tenders and contracts. Also, in the Procurement Instruction article 76-D states that the technical committee should sign the declaration of impartiality before starting the evaluation.	L	Committee members should sign declarations of impartiality and confidentiality.	L
2.3.	Procuring entities and their mandates are clearly defined.				
2.3.1.	Definition, responsibilities	The national procurement system is a decentralized system. Each	M	IFAD Projects will apply the PAL thresholds. Strategic planning is	M

	and formal powers of procuring entities	contracting entity is required to apply the procedures of the Public Procurement. Responsibilities and powers of procuring entities are defined in article 59-A of the National Procurement Regulation no.8/2022 according to set thresholds. The threshold of 100,000 JOD is the highest threshold for implementing procurement by each procuring entity, all procurement above the 100,000 JOD will be implemented by the public procurement department at the ministry of finance (article 60 of the procurement regulation no. 8/2022). However, the PIU does not know in advance which committee will be handling which activity. It is only when the activities are planned in detail and estimates are calculated that the PIU will know where will procurement be conducted. This creates ambiguity and workload management problems.		critical to know in advance who will be managing what procurement (committees).	
2.3.2.	Centralised procurement body	The National procurement system is a decentralized system up to a certain threshold. As per the National Procurement Regulation no. 8/2022: article 2: The Minister of Finance in relation to the purchase of supplies	S	See above on planning in advance to identify where will each procurement be conducted and to enable workload anticipation and sufficient preparation. A detailed	S

		and investment services under which there is a dedicated department of public procurement and a general committee of procurement policies. Responsibilities and powers of procuring entities are defined in article 59-A of the National Procurement Regulation no. 8/2022 according to set thresholds. The threshold of 100,000 JOD is the highest threshold for implementing procurement by each procuring entity, all procurement above the 100,000 JOD will be implemented by the public procurement department at the ministry of finance (article 60 of the procurement regulation no. 8/2022).		RACI matrix is needed within the PIM.	
2.4.	Public procurement is embedded in an effective information system				
2.4.1.	Publication of public procurement information supported by information technology	Procurement announcement and Procurement Plan are published on the E procurement portal and on the concerned ministry website as per article 4.C of the National Procurement Regulation no. 8/2022. Also, JONEPS publicly posts opportunities and awards and Jordan is listed in the Global Public Procurement Database with an OCDS endpoint.	L		L

2.4.2.	Use of e-Procurement	In the National Procurement Regulation no.8/2022 article 6.C: E-procurement is allowed if this is stipulated in the bidding documents. In the National Instructions relevant to Procurement process and procedures under article 3 allows for the use of E-Procurement. The e-procurement system is not used for all the procurement activities, but only for activities above certain thresholds (above 100,000 JOD implemented by the public procurement department) in addition the system covers the process from planning to tender management until contract award. Contract and contract management is not covered.	M	All IFAD opportunities shall be published in a GPN as per the requirements of the Handbook. Such publication as well as all other notices shall be posted online on a dedicated website. The use of e-procurement shall not replace OPEN.	M
2.4.3.	Strategies to manage procurement data	Chapter : 1507 Ministry of Finance/Government Procurement Department which was established in 2019 under the Government Procurement Bylaw No. (28) for the year 2019 show Some statistical data available and a preliminary strategy to manage the Data. In addition to some statistical reports are found on the e-procurement system.	M	To use OPEN for all procurement activities under IFAD Projects and enable the generation of reliable and up-to-date statistics.	M
2.5.	The public procurement system has a strong capacity to develop and improve				

2.5.1.	Training, advice and assistance	Chapter 1507 Ministry of Finance / Government Procurement Department regulate the necessity of training as follows: 1) 6641 Administration and Support Services Program (page 8): Objective: Providing support, support and guidance to all directorates of the Department. Applying the concepts of overall quality and raising the level of institutional performance... 2) 6642 Regulating government procurement and inventory Program: objective: Ensuring the Government's machinery and meeting its needs for supplies, services, medicines and medical supplies using the latest technologies according to the best quality standards and the lowest possible costs. Reducing public expenditure by regulating the procurement process and adjusting the government's inventory... standardization of procurement reference. Automation and electronic transformation in purchasing and inventory. In many instances where committees outside the PIU handle procurement,	H	Training in BUILDPROC and to enhance procurement capacity in donor funded project for key PIU staff and committee members. Committee members should be well acquainted with the PIM and IFAD templates.	H

		there is a high risk of divergence from IFAD principles and the project PIM.			
2.5.2.	Recognition of procurement as a profession	Procurement is recognized as a profession under the national Law. Terms of reference and job classification exist for procurement.	L	Keep job descriptions and grading aligned to competency frameworks.	L
2.5.3.	Monitoring performance to improve the system	Chapter: 1507 Ministry of Finance/Government Procurement Department, 6641 Administration and Support Services Program: Computerizing and archiving the department's operations. Developing and training government procurement department employees. Improving the efficiency of institutional performance.	M	The start-up mission should dedicate sufficient time on strategic procurement planning. Implementation and support missions will assess the project's performance during procurement implementation.	M
2.6. Consolidated findings for Pillar 2.		Absence of strategic procurement planning, high PIU procurement staff turnover, involvement of a large number of committees and outside of PIU staff in evaluations, ambiguous role of central regulatory and oversight entities, and alignment between AWPB and PP are the major risks.	M	Project to use OPEN for procurement planning and to align with the AWPB; to apply the PAL thresholds; Training in BUILDPROC and to enhance procurement capacity in donor funded project for PIU and committees' staff; IFAD startup, supervision and support missions will assess the project's performance during procurement implementation. RACI within the PIM will elaborate the roles and	M

			responsibilities, and committee staff should be well acquainted with the PIM and IFAD templates.	
Pillar 3. Public Procurement Operations and Market Practices				
3.1.	Public procurement practices achieve stated objectives			
3.1.1.	Procurement Planning	The Public Procurement Law provides in it's Art 4 that an annual procurement plan should be developed and published one month at least before the fiscal year/ The government entities must publish a summary of their annual PP on their website or electronic portal. Article 5 : No purchasing process may be carried out unless its estimated cost has been determined and the financial allocations for it have been verified. The law does not specify how to prepare the estimated costs and does not require strategic procurement planning.	H	The project should prepare a strategic procurement plan to be the basis for planning and should update the strategy regularly. H
3.1.2.	Selection and contracting	The law permits prequalification for complex procurement for goods and works and shortlisting for consulting services (Art 9 / Art 21-b / Art 41 & 42. There are no clear and integrated procurement document that are	S	Projects must use IFAD SPDs for all ICB and consulting services' methods. IFAD policies and self-certification, as well as NOITA and NOA shall apply to all procedures. S

		standardized and proportional to the needs; the projects use various documents which are not standardized. Art 25 of law determines the content of the procurement documents. The procedures for submission, receipt and opening of tenders are clearly described in Art 31 of the law. Bidders or their representatives are authorized to attend the opening of bids but nothing in the law indicates the right of civil society to control or monitor. During the bid evaluation and award process, confidentiality is ensured (Appendix No. 3 of law: Code of Ethics and Conduct). Appropriate techniques are applied to determine the best value for money based on the criteria set out in the procurement documents and when awarding the contract (Art 25 : The procurement documents must include the method of submitting the technical and financial offers, as appropriate, the bases and criteria for evaluation, the method of selecting the winner, and all comprehensive information about the procurement process).		IFAD SECAP requirements should apply to all Projects. All awards regardless of methods shall be publicized online.	

		Contract awards are announced as described in Art 55 of PPR. Sustainability considerations are required by Art 8 of the PPR but without further details on how environmental and social safeguards requirements should be met in contracts.			
3.1.3.	Contract management in practice	The inspection, quality control, supervision of the works and the final acceptance of the products are carried out and guaranteed by Annex 1 to the Law/regulations (Contract Management). Contract modifications (amendments) are managed by the provisions of Art 88 of the Regulations. In practice no information is found about Contract management and there are high risks of poor management especially for works and services.	S	The PIM shall elaborate clear responsibilities (RACI matrix) to cover all procurement and grant responsibilities and roles including for contract management. CMT shall be fully utilized as well for all procurement and grant contracts.	S
3.2.	The public procurement market is fully functional				
3.2.1.	Dialogue and partnerships between public and private sector	The framework governing PPPs in Jordan is comprised of: The Public-Private Partnership Projects Law (17) for the Year (2020)	S	Mechanisms should be put in place for IFAD projects in Jordan to develop consultations between private and public actors on the subjects of procurement policies and practices (annual	S

		repealing The Public-Private Partnership Law (31) (2014), Law (19) for the Year (2023) Law on Partnership Projects between the Public and Private Sectors. By checking the PPR as well as the Official Procurement website, nothing is provided or indicated regarding the two criteria: (a) The government encourages open dialogue with the private sector. Several mechanisms for open dialogue are available through associations or other means, including the establishment of a transparent and consultative process when implementing changes within the procurement system. The dialogue observes the rules of ethics and integrity of the government. (b) The government has programs aimed at contributing to the capacity building of private companies, especially small businesses, as well as training programs aimed at enabling the integration of new entrants into the public procurement market. Dialogue mechanisms are strengthening via reform workshops and training, but routine market		government/private sector meetings, periodic private sector / regulatory body consultations, etc.). Projects should include in the PIM a section on key actors and detailing the actions to be put in place to promote dialogue and develop the capacity of the private sector. Training should also take place in the context of awareness and sensitization campaigns. Since IFAD projects may target producers, groups, SME's, micro-enterprises, the PIM as well as the procurement strategy shall elaborate on methods for private sector engagement whether in procurement or grants.	

		engagement by procuring entities remains ad hoc.			
3.2.2.	Private sector's organisation and access to the public procurement market	Access to the public procurement Market: According to the PP system, there are no systemic obstacles limiting private sector access to public procurement. The national public procurement portal allows easy access without obstacles to any competitor. Articles 9, 10, 11, 12 and 15 guarantee free and easy access to any qualified bidder to the need to participate, through the obligation to publish tender notices (on the national portal, websites and newspapers) as well as through the transparent and non-discriminatory indications required to be included in the purchasing documents. However, the primary risk is that such access is not pre-planned, motivated, etc. by PIUs. Market sector engagement remains to a large degree ad hoc or random.	S	The PIU should elaborate a market engagement strategy for all targeted markets (critical) as part of strategic procurement planning: - Market analysis of key procurement and grant activities - Supply Positioning and supplier preferencing - Analysis of Competition levels - Market engagement strategy	S
3.2.3.	Key sectors and sector strategies	Private sector's organisation: According to 2022 PEFA Report – Page 19 (: "Public and private services	L		L

		account for about two-thirds of GDP, while manufacturing, mining and construction account for nearly 30%, with the small agricultural sector (reflecting the scarcity of water) accounts for the remainder. Tourism is extremely important and has been very badly hit by the Covid 19 pandemic”. Law No. (21) of 2022 Investment Environment Law³⁴ “The general investment policy in the Kingdom is based on achieving economic and development visions that aims to provide job opportunities, increase economic growth, improve competitiveness and the business environment”.			
3.3. Consolidated findings for Pillar 3.		The risk for Public Procurement Operations and Market Practices is “Substantial” due to the weaknesses noted about lack of statistical information about Contract management, limited dialogue and partnerships between public and private sectors, absence of strategic market engagement.	S	The PIU will elaborate a robust CM framework in the PIM including a detailed RACI matrix. The procurement strategy should include thorough market analysis and engagement approaches. IFAD will support projects to apply to its SECAP requirements.	S
Pillar 4. Accountability, Integrity and Transparency of the Public Procurement System					

³⁴ Published in the Official Gazette No. (5821) on 16/10/2022

4.1.	Transparency and civil society engagement strengthen integrity in public procurement				
4.1.1.	Enabling environment for public consultation and monitoring	Some surveys are published on the public procurement website to measure the satisfaction of the public and private sectors with the national public procurement system: https://gpd.gov.jo/AR/List/%D8%A7%D9%84%D8%A7%D8%B3%D8%A%D8%A8%D9%8A%D8%A7%D9%86%D8%A7%D8%AA	L		L
4.1.2.	Adequate and timely access to information by the public	According to the 2022 PEFA Report this criterion is rated "D": "3 of 6 items available to public, but completeness is not evidenced concerning bidding opportunities and contract awards". This dimension is scored on the basis of the number of a set of pre-defined items of procurement information are made available to the public in a readily accessible way. The regulatory framework is set out in the new 2019 by-law, while the electronic procurement system (JONEPS) provides information for 2020 and 2021 on bidding opportunities and contract awards, but information is not	S	For its projects in Jordan, IFAD will require full transparency of information and public access to market data.	S

		available on annual procurement plans, annual procurement statistics and on the results of complaints. The absence of comprehensive statistics noted in 24.2 above calls into question the completeness of information on bidding opportunities and contract awards Score: D JONEPS publishes opportunities/awards and is referenced in global OCDS trackers, but completeness of plans/statistics disclosure still lags.			
4.1.3.	Direct engagement of civil society	Except for the opening of public bids, nothing else in the PP system indicates the direct engagement of civil society.	S	IFAD requirements for public opening of bids must be applied and clearly mentioned in the PIM with opportunity that enables direct engagement of civil society.	S
4.2.	The country has effective control and audit systems				
4.2.1.	Legal framework, organization and procedures of the control system	At the time of the PEFA assessment (mid-2021), Overall score of Internal Controls it was "A" for all criteria (Segregation of Duties / Effectiveness of expenditure commitment controls / Compliance with payment rules and procedures). "There is a robust, arguably excessive, system of internal controls for non-	M	The involvement and role of central control entities should be made explicit and clear in the PIM. This includes but is not limited to, involvement in budget control, participation in committees, ex-ante review, ex post review, etc.	M

		salary spending based on prior approval and internal oversight in government ministries, departments and institutions, under the external oversight of the MoF"/Page 60. "The regulatory framework exists in various forms dating back to the Financial System by-law No. 3 of 1994 as amended later ..., which include provisions that define duties in all MDAs³⁵. Organisational instructions for the ICUs³⁶ were issued in 2012 and 2016. The instructions define the tasks and responsibilities of all levels of staff ensuring a clear segregation of duties while avoiding gaps or overlaps of responsibilities. Secondly, there are laws and regulations that regulate the purchase of goods and services. Finally, there are strong internal controls in the GFMIS³⁷ system that separate the various responsibilities at all stages of the automated spending processes, thereby eliminating the possibility of financial fraud. All these arrangements were fully in force during 2020 and 2021". (Page 60).			

³⁵ MDAs : Ministries, Departments and Agencies

³⁶ ICUs : Internal Control Units

³⁷ GFMIS : Government Financial Management Information System

4.2.2.	Co-ordination of controls and audits of public procurement	According to the PEFA Report 2022, a significant change has occurred in the expenditure control arrangements as the internal control system now relies on the integrated controls of GFMIS, the financial inspection work of the ICUs of each MDA and the oversight provided by the MoF. Controls : "These mechanisms combine to provide a high level of assurance that no payment can be executed without a budgetary allocation, the quarterly general financial order and the monthly ceiling (cash allocation). Commitments are controlled through the Purchase Order Module, which requires finance to be allocated before an order can be placed. The GFMIS reserves the required finance on the appropriate budget line, without which a purchase order cannot be sent to the supplier to initiate the purchase"³⁸. Audits : Also based on the 2022 PEFA report, significant progress has been made in the development of government internal audit in Jordan. The fact that "internal auditors" were in practice playing roles recognized by	L	Same as above.	L

³⁸ Source : 2022 PEFA Report Parag 25.2 / Page : 60 & 61.

		the Jordanian government in the amended Financial Control Regulation No. 11 (2014) and the associated Prime Minister's Instruction No. 9 (March 2015) which made a clear distinction between internal control and internal audit. A substantial amount of training has been provided by the MoF³⁹ and the AB⁴⁰ to improve all aspects of public internal financial control. The 2021 situation analysis demonstrated the existence of an action plan to guide the transition process and capacity building across the government with the assistance of the internal auditors of the MoF.			
4.2.3.	Enforcement and follow-up on findings and recommendations	"Implementation of internal audits and reporting" was rated "A", "Response to internal Audits" was rated "B" and The "Implementation of internal audits and reporting" was rated "A" by 2022 PEFA Report. "Annual audit plans set out the specific tasks that will be completed during the next 12 months, subject to quarterly evaluations of progress"/ "Audit plans	L	Same as above. The PIM should outline the internal control function and embed the same in the RACI matrix.	L

³⁹ MoF : Ministry of Finance.

⁴⁰ AB : Audit Bureau.

		were produced in 2020 and all work completed albeit with some disruption from the COVID pandemic”. The presence of an internal control function at NARC is not clear and needs to be clarified.			
4.2.4.	Qualification and training to conduct procurement audits	The MoF worked in cooperation with local partners to establish an internal audit team, trained and qualified by leading audit firms in Jordan, as a basis for the transition from internal control to internal audit in accordance with international standards (2022 PEFA Report).	L		L
4.3.	Procurement appeals mechanisms are effective and efficient				
4.3.1.	Process for challenges and appeals	Article 50 of regulations: A bidder who claims to have suffered a loss or any harm as a result of a decision, action, or failure to act by the procuring entity, or who claims that the purchasing committees have violated the provisions of the procurement documents or the regulations and instructions issued under it, may submit a complaint at the first stage and an appeal at the second stage in accordance with the provisions of the regulations.	M	NOITA and NOA should be used as per IFAD template.	M

		Articles 51, 52 & 53 of PPR detailed steps, levels as mentioned in the point 1.1.8. (Pillar 1 of the present assessment).			
4.3.2.	Independence and capacity of the appeals body	Level 1 (the procuring entity) is involved in the procurement or in the process leading to contract award decisions. Level 2 (the appeal committee formed by the Council Of Ministers) is not involved in the procurement process and its opinion is binding on the purchasing entity. The procurement system operates this two-tiered procurement complaints process despite the fact that both tiers are within the executive authority. Article 53(g) PPR : The decision of the Procurement Complaints Review Committee is issued and announced on the official website of the procuring entity and the electronic portal or any site designated, and the decision is communicated to the complainant and the entity being complained against.	M	The PIU should coordinate and consult with IFAD on the response to any complaint (prior review) and at the discretion of the PIU for post review activities.	M
4.3.3.	Decisions of the appeals body	Article 53 (e) of PPR : The Procurement Complaints Review Committee may make any decision it deems appropriate, including	L	Same as above	L

		suspending any procedures, canceling the award, or reinitiating the procurement process. The decision shall be binding on the procuring entity or the purchasing committee.			
4.4.	The country has ethics and anti-corruption measures in place				
4.4.1.	Legal definition of prohibited practices, conflicts of interest, and associated responsibilities, accountability and penalties	Annex 3 of the regulations "Code of Ethics and Conduct" determines the practices prohibited in the procurement but without specifying the definitions of these practices.	M	The definitions of practices as determined in the IFAD guidelines will be applied for projects (IFAD policies).	M
4.4.2.	Provisions on prohibited practices in procurement documents	No Standards Procurement Documents in Jordan except some documents which do not refer to these practices. In 2024, two new SPDs were issued for goods and works.	S	IFAD SPDs will apply for ICB and consulting services. These prohibited practices should also be transposed to grants call for proposals.	S
4.4.3.	Effective sanctions and enforcement systems	According to the regulations, there is no obligation on procurement entities to report allegations of fraud, corruption or other prohibited practices to law enforcement authorities. According to Annex 3 to the regulations, procuring entities have an obligation to not engage in fraud,	M	IFAD's requirements will apply to Project (policies, cross-debarment, and self-certification).	M

		corruption or other prohibited practices.			
4.4.4.	Anti-corruption framework and integrity training	A Commission, titled the "Integrity and Anti-Corruption Commission" established in Jordan by the Integrity and Anti-Corruption law No. (13) of the year 2016 and has a legal personality while being financially and administratively independent. In this capacity, it shall have the power to take all legal actions necessary to achieve its objectives, including conclusion of contracts, and it shall have the right to litigate. The Commission shall exercise its duties and tasks freely and independently without influence or interference by any other party (Art 5). Additional capacity-building is ongoing (incl. oversight bodies): Audit Bureau Launched in June 2025 Specialized Training Program to Improve Internal Audit and Control Units in Line with International Standards.	M	IFAD's reporting hotlines should feature in all procurement and grant solicitation documents.	M
4.4.5.	Stakeholder support to strengthen	Nothing in the PP system indicates the direct engagement of civil society or	M	The procurement strategy will outline an approach to stakeholder	M

	integrity in procurement	other stakeholders to strengthen integrity in procurement.		engagement (including civil society).	
4.4.6.	Secure mechanisms for reporting prohibited practices or unethical behaviour	Based on available information, safe, accessible and confidential channels are available for the public reporting of fraud, corruption or other prohibited practices or unethical behavior (The Integrity and Anti-Corruption Commission). However, there is no evidence of the processing and robustness of such mechanisms.	S	IFAD's reporting hotlines should feature in all procurement and grant solicitation documents.	S
4.4.7.	Codes of conduct/codes of ethics and financial disclosure rule	Code of Ethics and Professional Conduct in Public Service issued based on the provisions of paragraph (a) of Art 67 of the Civil Service Regulation for the year 2013, and any of its amendments, which ensures ethical conduct of the public employees. To promote democratic governance, with a clear focus on anti-corruption and enhancing transparency and accountability, through rectifying international and regional conventions, including United Nations Convention against Corruption (UNCAC) (2005) and the Arab convention against Corruption (2012), in addition to the adoption of comprehensive policies and national	M	Same as above	M

		plans, and setting up of strong governance institutions. key policy documents including the National Integrity Charter of 2013 refers to accountability as a key pillar of national integrity. Integrity and Anti-Corruption Law of 2016. Laws that criminalize corruption practices, including mainly, the Penal Code No (16) for the year 1960. JORDAN is witnessing a slight increase in corruption perception index as reported by Transparency International (+3 since 2023): Score 49/100, Rank 59/180.			
4.5. Consolidated findings for Pillar 4.		Key risks include ambiguity in control, audit and review functions with respects to IFAD projects, limited involvement of civil society, and unclear performance of anticorruption mechanisms.	M	The PIM will outline clear roles and responsibilities with respect to internal control, external control, audit and review. IFAD's cross-debarment and reporting hotlines will be adopted for all procurement and grant opportunities.	M

Annex 13: COUNTRY: Jordan

COUNTRY: Jordan

PROJECT: SIGHT II

Quality Assessment Matrix/Checklist

Pillars/Areas of Quality assessment	Parameter/issue requiring QA scrutiny	Rating of this Parameter (Six-Points Rating Scale)	Justification
1. National Legal and Institutional frameworks of Public Procurement in the Borrower's country	<i>The assessment of the Acceptability of the National Procurement system is based upon analysis of the below-mentioned parameters and, in case of deficiency, assessment of Quality will scrutinise the expected effectiveness of foreseen mitigation measures:</i>	4	
	1. The national public procurement legal framework achieves the established IFAD procurement principles and complies with applicable obligations and the hierarchy of national legal instruments is clearly established (law, Regulations and procedures).	5	The Government Procurement By-Law No. 8/2022 provides a unified and modernized framework, consolidating disparate instructions. It establishes clear hierarchy (law → by-law → instructions). Alignment with UNCITRAL is strong, but gaps remain in sustainability and green procurement.
	2. National Procurement Methods are sufficient to meet the full range of project's needs with clear conditions for use of less competitive methods and ensure value for money, fairness, transparency, proportionality and integrity.	4	National methods cover open tendering, NCB, shopping, direct contracting, and framework agreements. Conditions for less competitive methods exist but lack precision in exceptional cases. SIGHT II

			relies on IFAD SPDs for ICB/consulting to bridge this.
	3.National Advertisement rules are compatible with IFAD requirements	4	JONEPS requires online advertisement of tenders. For IFAD, NOITA and international publication will be used. Some ambiguity persists in timelines for international ads
	4. Rules for participation do not exclude foreign bidders based on nationality or unnecessary national requirements	5	Law explicitly permits foreign participation. However, tender documents sometimes impose burdensome administrative requirements, mitigated through IFAD's oversight
	5. Bidders' qualifications criteria are pass/fail and related to deliver the specific contract. (Exclusions can be justified in case of convictions related to criminal or corrupt activities, non-payment of taxes and social security contributions and for administrative debarment under the national law)	5	Criteria focus on technical, financial, and legal capacity. Practice is consistent, but over-restrictive requirements occasionally appear in works contracts.
	6.National domestic preferences rules are in line with IFAD's requirements	4	By-Law allows for domestic preference in certain categories. IFAD requires proportional application. Clarified in PIM annex.
	7. National Law/Regulations require that Bid evaluation process is confidential and bid evaluation criteria are objective, relevant to the subject matter of the contract, and precisely specified in advance in the procurement documents.	5	Evaluation committees operate under sealed procedures. Objectivity is mandated by law. However, delays in approvals reduce effectiveness.
	8.National Law/Regulations require that Quality is the basis for selection in consultancy services.	4	National law recognizes QCBS but templates and manuals are underdeveloped. IFAD SPDs will apply for all consulting contracts.
	9. National Law/Regulations require "public" bid opening and disclosure of record of bid opening session	5	

			Public bid opening is required and JONEPS records are published. Implementation is consistent
	10. National Law/Regulations require neutral specifications based on international norms while admitting equivalent national standards, and provide for the use of functional /performance specifications where appropriate.	5	Law requires functional/performance-based specs. JSMO norms are accepted alongside international equivalents.
	11. National SBDs are available and the contents of the such documents is sufficient for suppliers/contractors/service providers to respond to the procurement requirement on fair and non-discriminatory basis. National SBDs include provisions on Fraud and Corruption, IFAD's right to audit, SECAP standards and SH/SEA provisions equivalent to those in IFAD's SBDs.	4	Updated SBDs for goods/works exist (2024). However, consulting templates and sustainability clauses are missing. IFAD SPDs will fill the gap.
	12. National SBDs include standard contract conditions which are consistent with internationally accepted practice and which prescribe arbitration as an ultimate forum for dispute settlement in case of contracts with foreign vendors.	5	Arbitration clauses and standard conditions exist and align with international practice.
	13. The national legal framework grants bidders the right to challenge Procuring Entity decisions through a two-tier bidders' complaint procedure, the second being independent of the procurement operations and is empowered to grant remedies that are necessary to enforce compliance with the law by Procuring Entities	4	Complaints handled first by procuring entity, then Government Tenders Department (independent). Timelines not always respected. IFAD AUO provides additional oversight.
	14. The national legal framework prescribes record-keeping rules (should cover the entire procurement process, including contract management phase), and the PDR addresses these rules in an effective and adequate manner ensuring they are respected in practice efficiently.	4	By-Law mandates record-keeping. In practice, retention and archiving are inconsistent. OPEN ensures digital archiving for SIGHT II.
	15. National Law/Regulations prescribe the need for a Procurement Manual detailing all procedures for the correct implementation of procurement regulations and laws and which is to be periodically updated.	3	No single comprehensive practitioner manual exists nationally. The PIM for SIGHT II fills this gap.

	16. National Law/Regulations allow for sustainability and a national SPP (Sustainable Public Procurement) plan exists.	3	Law mentions sustainability but no national SPP policy is in force. SECAP integration will be done project-level.
	17. National Guidance documents exist to enable Procuring Entities to introduce a well-balanced application of sustainability criteria to ensure value for money	2	No consolidated national guidance exists. Reliance on IFAD SECAP guidance and project-specific clause banks.
	18. National Law recognizes precedence of international obligations like those reflected in IFI's Financing Agreements	5	By-Law recognizes donor financing agreements. IFAD financing agreement provisions apply.
	19. Presence and effectiveness of a central Procurement Regulatory authority which is independent from transacting public procurement and assumes its role in disseminating professional guidance and rules concerning prevention of conflict of interest and integrity in the work of bid evaluation committees	4	Government Tenders Department provides oversight and guidance but is not fully independent.
	20. Definitions of fraud, corruption and other prohibited practices in procurement Law/Regulations are consistent with IFAD's and evidence of enforcement is presented.	5	Law defines prohibited practices in line with UNCAC. Enforcement is improving, though still uneven.
2. Implementation Capacity of the parent Ministry (the Implementing Agency) and related management systems, the capacity of the Project's Implementation Unit (PIU) to undertake project procurement and contract management	<i>The assessment of quality for this Pillar will be based on undermentioned parameters which are meant to measure the capacity of the parent ministry and PIU to undertake project procurement and contract management in a timely and effective manner as per the prescribed design of the project's procurement arrangements and the adequacy of the parent ministry's management systems and related interface with the PIU/PCU/PMU:</i>	4	

	1.The parent Ministry (or the Implementing Agency) possesses the 3 P's necessary for project implementation: (i) People (full range of technical and managerial expertise), (ii) Processes (Management systems, delegation of authority, segregation of roles in budget allocation, procurement processing/approval and subsequent payments to vendors. (ii) and (iii) Product/Performance (as demonstrated by successful past experience and ability to deliver public services timely and at the right quality. Foreseen Mitigation measures in the PDR are to be assessed for sufficiency with respect to the 3P deficiencies. Examples of mitigation measures: • Creation of PIU • Hiring of Project Management and/or Technical consultants • Formulation of PIM with adequate interface between the project and parent ministry systems and with adequate internal control measures including avoidance of situations of conflict of interest. • Appointment of external auditors, as relevant. • Training of parent ministry staff connected with project activities.	4	MoA has experience with donor projects (World Bank, IFAD). Systems exist but inter-agency fragmentation persists. The PIM, RACI framework, and TA mitigate weaknesses
	2. PIU Director is issued a charter with clear reporting lines and well-defined and appropriate delegation of authority to transact project business and command timely provision of needed inputs from the parent ministry's various departments.	5	The PMU under MoA has a clear mandate with defined fiduciary responsibility and procurement authority.
	3. PIU staffing levels, in case PIU is established: • Number and range of expertise of PIU staff is adequate to cover all activities of the project (minimum 1 full-time Procurement Officer and 1 Assistant) • Foreseen tasks of needed consultancy firms are clear and established in completed TORs • Training allocations for PIU staff are foreseen especially when parent ministry staff are seconded to the PIU	3	Only 1 procurement officer who were promoted and new staff was assigned the role of PO. Formally in place. Limited capacity to handle complex works/consulting. Needs strengthening.

	- PIU personnel for Procurement and Contract Management are at adequate levels of past experience in similar activities - The bulk of PIU personnel are selected based on fair and open competition in accordance with precise job descriptions.		
	4. Project budget includes adequate financial allocations (salaries, running expenses and per-diems etc.) and other resources (vehicles, decent office working area, equipment and tools etc.) needed by the PIU to deliver its tasks.	4	Project budget provides for salaries, TA, and logistics. Office space and IT systems adequate, but resources stretched if workload grows
	5. Payment, Quality Assurance and Change Management procedures are fully developed by the PIU or mitigation measures are foreseen to deal with any deficiencies as early as possible at project commencement. Examples: Measures to ensure timely authorization and actual processing of due payments to vendors.	4	Systems exist but approval bottlenecks cause delays. Mitigation: milestone-based contract management, stronger internal controls
	6. Codes of Conduct and the consequences of breach of obligations are known to all parent ministry and PIU staff engaged in project activities on part-time or full-time basis.	4	Codes exist under MoA rules and IFAD requirements, but consistent enforcement is variable.
	7. The parent ministry's system for suspension/debarment of bidders ensures due process and is consistently applied.	4	Government has debarment rules; applied with delays. IFAD blacklist applies to project.
	8. The project builds-in third party or civil society and stakeholders' access to procurement information as a transparency safeguard and a precondition for effective monitoring of project's procurement operations.	5	OPEN ensures real-time disclosure, NOITA, and procurement dashboards. Civil society can access PP and contract data.
3. National Competitiveness Delivery Capacity	Market and <i>The assessment of quality for this Pillar will be based upon undermentioned parameters which measure the extent to which the chosen optimal procurement strategies for the acquisition of the project's procurement needs are established following adequate market research which has fed into the design of the project's Procurement Plan:</i>	4	

	1. Market Research is the basis for formulation of the project's procurement strategy for the acquisition of each substantial procurement contract and evidence of: comparison with alternative strategies is evident in the analysis presented in the PPS, at least for major contracts. market capacity to deliver at competitive rates is present	4	Market analysis undertaken for works (civil/irrigation) and goods (agri-inputs, solar pumps). Gaps exist in specialized consulting services.
	2. The identification of the project's procurement needs is done in consultation with the stakeholders and is objective without exaggeration or understatement of the procurement needs.	5	Needs defined through MoA, NARC, ACC consultation, linked to AWPB
	3. National sustainable development goals of as well as relevant IFAD mainstreaming themes (in particular Youth, Gender, Environment & Climate as relevant) have been considered in procurement strategy preparation.	4	Strategy integrates SECAP, gender/youth inclusion in training and works contracts. Limited mainstreaming in small-value purchases
	4. Procurement strategy clearly demonstrates understanding of any constraints facing private firms in their participation in public procurement competitions (e.g. difficulties in obtaining bid securities, insurance policies etc.).	4	Acknowledges SMEs face issues with bid securities and liquidity. Proportionate qualifications and market sounding included as mitigations.
	5. Evidence of Market Engagement with respect to advance dissemination of SECAP requirements and encouragement of the private sector to comply. Evidence of assessment of the capacity of the national market to comply including any foreseen SECAP training plans for the private sector.	3	SECAP standards included in docs, but national contractors have limited prior exposure. Training and clause banks planned
	6. Evidence that cost estimation of procurement contracts are based on market research for Goods or alternatively scientific estimation methods (like bottom-up, analogous or parametric cost estimation methods) for Works and Services.	4	Estimates for goods/services based on market rates and international benchmarks. Works based on MoA/NARC unit prices adjusted with contingencies.

4. SECAP compliance	<i>The assessment of quality for this Pillar will be based upon undermentioned parameters which are needed to verify that SECAP standards have been implemented throughout all stages of the procurement process: definition of procurement needs/specifications, bidders' selection and qualification criteria, bid evaluation criteria and contract terms and conditions:</i>	4	
	1. SECAP standards are considered in identification of project's procurement requirements and evidence that alternatives were considered.	4	Project integrates SECAP into design (rangeland, irrigation). Some suppliers lack familiarity, requiring training
	2. SECAP and SH/SEA standards are incorporated in the bidding documents especially where national SBDs are used.	4	Incorporated in IFAD SPDs and adapted SBDs. Weak integration in national templates, mitigated by PIM
	3. SECAP standards are implemented at all stages of the procurement process: setting of bidders' selection and qualification criteria, bid evaluation criteria and contract terms and conditions including mandatory Self-Declarations by bidders.	4	Included in pre-qualification, evaluation scoring, and contract clauses. Needs close supervision to ensure consistent application
5. Fitness for Purpose of the project's Procurement Plan, Supervision Arrangements and status of project design and its readiness for implementation	<i>The assessment of quality of this Pillar is based upon undermentioned parameters needed to verify that the project's procurement plan takes into consideration the findings of all above assessment pillars/parameters and that the IFAD Supervision Plan is commensurate with the complexity of the project's procurement and the assessed capacity of the implementing agency and the PIU (i.e. both procurement and supervision plans are fit for purpose):</i>	4	
	1. The Procurement Plan incorporates the findings of all above assessment parameters which have been arrived through the use of adequate management tools like SWOT and PESTLE analysis or equivalent methods, market research techniques and sound risk prioritization/mitigation measures.	4	PP reflects market analysis, SWOT/PRM results, risk mitigations. Rolling 12-month PP updated quarterly in OPEN.
	2. The Procurement Plan is conducive to facilitate the project's timely completion and builds-in relevant time contingencies depending on the project's readiness for implementation	4	Plan sequenced with contingencies for works and imports. However, timelines remain vulnerable to approval delays

	3. IFAD's Procurement Supervision Plan is commensurate with the complexity of the project's procurement and the assessed capacity of the implementing agency and the PIU.	5	Moderate supervision intensity defined: prior review of key contracts, post-review sampling, real-time monitoring in OPEN
	4. The provisions of the Financing Agreement and the Letter to the Borrower support the findings of the design of the project's procurement arrangements.	5	Agreement and PAL embed IFAD's rules, prior review thresholds, and mitigation measures

Annex 14: Actionable Procurement Guidance on Addressing SECAP Risks

(Aligned with the SIGHT-II SECAP and Environmental, Social and Climate Management Plan – ESCMP)

1. Purpose and Scope

This Guidance provides practical measures to ensure that all procurement activities under SIGHT-II integrate environmental, social and climate risk management in accordance with IFAD’s Social, Environmental and Climate Assessment Procedures (SECAP 2021) and the project’s Environmental, Social and Climate Management Plan (ESCMP).

It applies to all procurement methods and categories (works, goods, consulting services, and grants) implemented by the Project Management Unit (PMU), the Agricultural Credit Corporation (ACC), service providers, and beneficiaries.

The document operationalizes SECAP requirements within procurement processes—from planning and bidding to contract implementation, supervision and completion—ensuring that all activities comply with IFAD standards, Jordanian national legislation, and the project’s safeguards framework.

2. Guiding Principles

1. **Integration** – SECAP considerations must be embedded throughout the procurement cycle.
2. **Prevention** – Identify and avoid environmental and social risks before contract award.
3. **Accountability** – Assign clear responsibilities for monitoring and reporting.
4. **Evidence-based Verification** – Link payments to documented proof of compliance.
5. **Inclusiveness** – Promote gender equality, youth participation and equitable access.
6. **Transparency** – Ensure open communication and reporting through the OPEN/CMT systems.

3. Screening and Exclusion

- All procurement, grants, and credit-line activities shall undergo SECAP screening using a standardized checklist.
- Activities listed in IFAD’s Environmental and Social Exclusion List and the SIGHT-II Project-Specific Exclusion List are ineligible for support.
- No financing shall be provided for activities involving:
 - clearing of natural habitats or forests;
 - use of unlicensed groundwater resources;
 - purchase or trade of hazardous materials banned under national law; or
 - subprojects inconsistent with approved land-use plans.
- The PMU shall verify screening results prior to issuing a **No-Objection** or authorizing disbursement.

4. Environmental Safeguards

4.1 Biodiversity and Siting

- Works and infrastructure shall not be located in or near protected areas.

- Contractors must submit siting approvals and MoEnv classification/licence before the Notice-to-Proceed.
- For materials derived from natural resources, suppliers must hold valid environmental or energy-efficiency certification (e.g., ISO 14001).

4.2 Water, Wastewater and Waste Management

- Designs shall include dedicated pre-treatment or collection systems for wastewater, solid waste, and manure.
- Contractors and grantees must implement Wastewater, Solid-Waste, and Manure-Management Plans approved by the PMU.
- Interim payments are conditional upon submission of:
 - photo documentation of installed systems;
 - waste-disposal manifests from licensed facilities; and
 - attendance lists for training on water saving and waste management.

4.3 Pollution Prevention and Resource Efficiency

- Preference shall be given to goods and works that promote energy efficiency, renewable energy, water saving and waste recycling.
- Procurement documents must specify minimum performance thresholds for energy and water consumption.

5. Social Safeguards

5.1 Labour and Working Conditions

- All contracts shall include a Worker Protection Annex and Code of Conduct covering:
 - prohibition of child and forced labour;
 - respect for minimum wage and working hours;
 - provision of PPE and safe equipment;
 - regular safety briefings and toolbox talks; and
 - recording and reporting of incidents and near-misses.
- Contractors and service providers must maintain OHS Key Performance Indicators (KPIs) and report monthly to the PMU.

5.2 Gender Equality, Youth and Inclusion

- Procurement and grant selection criteria must reflect project quotas: 40 % women and 15 % youth participation.
- Contract deliverables shall include evidence of inclusive participation (attendance lists, photos, testimonials).
- Facilities and activities must consider women's mobility, childcare needs, and accessibility for persons with disabilities.

5.3 Gender-Based Violence (GBV) and Harassment

- All implementing partners must adopt a GBV/SEA Code of Conduct with sanctions for violations.
- Contractors shall conduct GBV/SEA and gender-norm training for staff prior to mobilization and at least once every quarter.
- The project's Grievance Redress Mechanism (GRM) will handle any related complaints confidentially and promptly.

5.4 Community Health and Safety

- Contractors must prepare an Operational Health, Safety and Environmental Plan addressing zoonotic-disease prevention, hygiene standards, and emergency procedures.
- For dairy and meat value chains, service providers must comply with **JFDA** licensing and hygiene standards (HACCP/GHP).
- Training on safe food handling, sanitation, and animal-waste management is mandatory for beneficiaries.

6. Climate Change and Adaptive Measures

- Procurement specifications shall promote **climate-resilient technologies**, including:
 - drought- and heat-resistant fodder species;
 - rainwater-harvesting systems;
 - energy-efficient pumps and solar-powered equipment; and
 - waste-to-energy or manure recycling solutions.
- Technical-assistance contracts must include deliverables on Measurement, Reporting and Verification (MRV) of livestock emissions.
- All suppliers and contractors are encouraged to adopt greenhouse-gas reduction practices in logistics and operations.

7. Rangeland Restoration and Community Consultation

- Restoration works shall be implemented through participatory planning with local communities.
- A Community Agreement will document the consultation process, temporary grazing restrictions, and mitigation measures for affected households.
- Signed agreements are required prior to commencement of works.

8. Monitoring, Verification and Reporting

Level	Responsible Entity	Frequency	Key Instruments / Deliverables
Contractor / Grantee	Implement ESMP and report progress to PMU	Monthly	OHS log, photo documentation, waste-disposal manifests, attendance lists for training

Level	Responsible Entity	Frequency	Key Instruments / Deliverables
ACC / Service Providers	Verify SECAP screening and ESMS/ESAP compliance	Quarterly	Environmental and social compliance report, exclusion-list confirmation
PMU Specialists	Conduct supervision, site visits, and consolidate data	Monthly / Quarterly	Verification matrix, supervision checklist, GRM records, progress reports
Independent Auditor / IFAD Supervision	Conduct external verification and performance audit	Mid-term and pre-closure	Independent audit report, SECAP compliance summary, lessons learned

- The PMU will consolidate all reports in the **OPEN** system and share SECAP performance data during supervision missions.
- Key indicators include: number of subprojects screened, ESMPs implemented, OHS incidents, waste-management compliance, and participation of women and youth.

9. Payment and Enforcement Mechanisms

- Payment and Evidence Schedules shall link each disbursement to specific, verifiable SECAP deliverables.
- Non-compliance triggers withholding of payments, corrective-action requests, or contract suspension.
- Repeated or severe violations may result in liquidated damages or temporary debarment from future tenders or grants.

10. Standard Clauses for Inclusion in Procurement Documents

Protected Habitats and Siting

“No works shall be executed within protected areas or buffer zones. Prior to Notice-to-Proceed, the Contractor shall provide approved siting documents and MoEnv licence copies. Non-compliance shall constitute grounds for suspension.”

Child Labour and Forced Labour

“The Contractor/Grantee shall not employ any person below the legal minimum age or engage in forced labour. The Employer reserves the right to inspect records at any time. Any violation shall result in contract termination and referral to authorities.”

Wastewater and Waste Management

“Interim payments shall be conditional upon submission of photographic evidence of treatment systems, licensed disposal receipts, and proof of staff training on waste management.”

GBV/SEA Code of Conduct

“All personnel shall sign a Code of Conduct on prevention of GBV/SEA. Training shall be provided prior to mobilization and quarterly thereafter. Breaches shall result in immediate removal and contractual sanctions.”

ACC ESAP Compliance

“Credit-line disbursements are subject to quarterly submission by ACC of Environmental and Social Management System compliance reports confirming screening outcomes and adherence to exclusion lists.”

11. Reporting and Continuous Improvement

- The PMU will review this Guidance annually to reflect updates to IFAD’s SECAP procedures, national regulations, and project lessons learned.
- Feedback from contractors, grantees, and beneficiaries will inform revisions and strengthen sustainability outcomes.
- Findings from supervision missions, GRM reports, and audits will be incorporated into training materials and procurement templates.

Annex 15: Procurement Risk Matrix

Project Name: SIGHT - II

Country: Jordan

IFAD PRM - Part B Project Level

ASSESSMENT OF THE PROJECT'S PROCUREMENT IMPLEMENTATION ARRANGEMENTS

SIGHT-II PROJECT JORDAN SEPTEMBER 2025

Assessment Area # and # of related criterion of assessment	Description of Assessment Criterion	Findings regarding possible non-compliance with Project Objectives & IFAD PPF	Inherent Risk of non-compliance with Project Objectives & IFAD PPF	Proposed Mitigation measure/s	Net Risk (taking only fully implemented and effective mitigation measures into account, otherwise the net risk should be identical to the inherent risk)
Overall Assessment of the risk posed by Part B		[to be determined by the SPO]	[inherent risk to be determined by the SPO]	[to be determined by the SPO] Mitigation measures focus on strengthening institutional capacity and systems. A clear RACI framework	[net risk to be determined by the SPO]

The overall assessment of the risk posed is Medium.	The overall risk posed by Part B is assessed as Moderate. Key risks stem from fragmented procurement execution across MoA, NARC, and ACC, which creates coordination and accountability challenges. Staffing shortages in the PIU, with only one procurement officer and one assistant, constrain the capacity to manage complex procurement processes and increase reliance on external consultants, limiting institutional learning. Weak contract management and inconsistent SECAP operationalization heighten the likelihood of delays, non-compliance, and safeguard violations. Additional risks include slow procurement approvals, limited complaints handling capacity, and potential inefficiencies in managing competitive grant schemes, particularly due to weak financial systems among farmer groups, SMEs, and NGOs.	M	will be embedded in the PIM to define roles across MoA, NARC, and ACC, supported by centralized oversight in the MoA PMU. Staffing gaps will be addressed through early recruitment, TA backstopping, and mandatory certification of procurement and SECAP staff under BUILDPROC and SUSTAIN within Year 1. Contract management will be improved by preparing Contract Management Plans for complex contracts, enforcing SECAP/ESHS clauses, and using OPEN/CMT for digital monitoring. Complaints handling will be strengthened by aligning procedures with IFAD's NOITA/debrief requirements and tracking cases in OPEN/CMT with escalation to IFAD AUO when necessary. For grants, milestone-based disbursements, financial spot checks, and targeted training for recipients will mitigate mismanagement risks while ensuring sustainability and inclusion of women, youth, and vulnerable groups.	M
1. ASSESSMENT OF PROJECT COMPLEXITY				

		[procurement consultant to insert key findings from own assessment]	[procurement consultant to indicate H, S, M, or L]	[procurement consultant to insert key measure to be undertaken by the project]	[procurement consultant to indicate H, S, M, or L]
1.1.	Project is new of its kind and introduces new procurement methodologies	The SIGHT-II project does not introduce new procurement methodologies and hence is not new of its kind as the PMU has previous experience in managing similar procurement activities. However, SIGHT2/REWARD adds procurement of climate-smart technologies (hydroponics, fodder tech), genotyping services, and water infrastructure, slightly increasing technical complexity	M	Maintain compliance with IFAD procurement rules and PAL. Integrate new packages (lab equipment, water harvesting systems, fodder production) into Procurement Plan (PP). Conduct refresher training for PMU and NARC staff on handling technically complex packages.	M
1.2.	Project investment value is high and includes substantial inter-dependent procurement contracts that require advanced sequencing and coordination skills	The project expected duration is 6 years. Total project cost 26 million USD which includes contributions from IFAD (15M), AF (10M), Gov. of Jordan (3.6M), Pandemic Fund (3.0 M), Agricultural Credit Corporation (3.0 M). Investments are mainly goods, minor works, and services. No major interdependencies, but sequencing must align with	L	Conduct market price benchmarking before AWPB; include CPI indexation. Update PP quarterly.	L

		breeding seasons and water harvesting cycles.			
1.3.	Project area is geographically spread in different locations	The project covers 6 geographically dispersed locations in northern and central governorates of Ajloun, Irbid, Jerash, Madaba, Mafrq and the outskirts of Amman. Geographic coverage wider than SIGHT-I. This wide coverage put risks to grants' supervision quality and timelines.	S	Ensure supervision site visits across all six governorates. The PIM shall elaborate a clear RACI matrix and governance mechanism especially with respect to monitoring and controlling grants.	S
1.4.	Project includes a number of implementing partners and cooperating agencies	NARC is the Lead Implementing Agency. The Project Management Unit (PMU) will be at NARC and will have overall responsibility for project financial management, including activities implemented within NARC. The main implementing partners are: MoA and NARC. Other partners may be involved (e.g., ACC for rural credit, NGOs for IGA facilitation, private sector for feed/market interventions)	S	IFAD will continue to assist and train teams involved in procurement. The PIM should clearly outline relationships among implementing partners and cooperating agencies.	S
1.5.	Project involves community participation in procurement activities which calls for detailed monitoring requirements by IA	No direct community procurement mechanism. Community involvement mainly through participatory planning and FFS.	L		L

1.6.	Project is classified with High or Substantial SECAP risks (including security risks)	The SIGHT-II project will be implemented according to IFAD's Social, Environmental and Climate Assessment Procedures (SECAP) 2020 guidelines. No high value works contracts are foreseen under SIGHT-II.	L		L
1.7.	Project is in a Fragile State with weak governance structures	No, Jordan has stable governance and functioning procurement institution; the project is governed by MoA, PMU and NARC.	L		L
1.8. Overall Assessment of the risk posed by Criterion 1.		The project builds on SIGHT-I and does not introduce new procurement methodologies. Risks arise mainly from geographic dispersion across six governorates, multiple implementing partners (MoA, NARC), and the introduction of technically complex packages. Governance structures are stable, but sequencing and oversight of dispersed activities remain a challenge. Jordan is not considered a fragile state and has robust governance structures, including in public procurement.	M	• PIM to define a RACI matrix clarifying roles among MoA and NARC. • Strengthen supervision missions and ensure adequate field visits. • Conduct refresher procurement training for new staff to handle complex packages.	M
2. ASSESSMENT OF IMPLEMENTING AGENCY CAPACITY (Process/Procedures, Personnel and Performance/Product - 3Ps)					
2.1.	PROCESS/PROCEDURES				
2.1.1.	ASSESSMENT OF IA's Procurement Legal & Regulatory Frameworks (Procurement Rules, Methods and Processes)				

	(Section 2.1.1 is to be filled only if the IA is an autonomous national agency or a private entity which is allowed to have a separate legal framework for procurement other than the national procurement law/regulations which was assessed under Part A) <i>The NARC is the Lead Implementing semi-autonomous Agency and applying the national public procurement Law</i>				
2.1.1.a.	IA procurement methods for Goods, Works and NCS (non-consulting services) are consistent with IFAD Project Guidelines	The IA (MoA, PMU and NARC) are not autonomous national agencies or private entities. N/A			
2.1.1.b.	IA Procurement methods for Consulting Services are consistent with IFAD Guidelines and prioritize Quality.	N/A			
2.1.1.c.	Access to IA bidding opportunities and bidding/procurement documents is unrestricted for foreign firms.	N/A			
2.1.1.d.	Bidders, IA procurement staff and the general public have free access to the legal and regulatory framework documents	N/A			

2.1.1.e.	The mandatory Minimum number of received quotations/bids in competitive procurement methods is consistent with IFAD PPF ⁴¹	N/A			
2.1.1.f.	IA's standard Bidding /Procurement Documents and standard contracts (including contractual dispute resolution) are consistent with IFAD standard procurement documents in structure and contents	N/A			
2.1.1.g.	IA's standard Bidding/Procurement Document incorporate IFAD SECAP requirements (to what extent?)	N/A			
2.1.1.h.	IA's standard prequalification documents are consistent with IFAD's and qualification criteria reflect needed past experience, production	N/A			

⁴¹ PPF: Project Procurement Framework

	capacity and financial/cash flow sufficiency				
2.1.1.i.	Bid evaluation criteria are objective, proportionate and based on VFM considerations in the case of Goods/Works/NCS (lowest evaluated cost, Merit Point, lowest price or life cycle cost) and emphasize Quality in the case of consultancy services consistent with IFAD's PPF.	N/A			
2.1.1.j.	Minimum number of days for advertised procurement under IA's competitive bidding processes is consistent with IFAD PPF	N/A			
2.1.1.k.	Bidders' clarification procedure by the IA is consistent with IFAD PPF	N/A			
2.1.1.l.	Bids received by IA prior to the deadline are securely stored and a	N/A			

	receipt is given to the bidder				
2.1.1.m.	Bid securities are securely stored	N/A			
2.1.1.n.	IA's Public bid openings are conducted for advertised procurements immediately after the submission deadline (within an hour of receipt of bids)	N/A			
2.1.1.o.	Minutes of bid opening meetings are recorded and sent to bidders who submitted bids	N/A			
2.1.1.p.	No negotiations at award stage are conducted with the successful bidder that aim at changes in offered bid price or scope unless foreseen in the selected procurement method and stipulated in the bidding documents	N/A			
2.1.1.q.	Under IA procurement rules, bidders have access to a Bidders' Complaint mechanism	N/A			

	consistent with IFAD requirements				
2.1.1.r.	Contract awards are advertised publicly by the IA within reasonable time of contract signature.	N/A			
2.1.1.s. Overall Assessment of the risk posed by Criterion 2.1.1.		Assessed under Part A	N/A		N/A
2.1.2.	IA's Procurement Strategy and Procurement Planning Process				
2.1.2.a.	The IA's preparation of its annual procurement plan is preceded by conceptualization of a Procurement Strategy based on market research, previous experience and own capacity assessments	The SIGHT-II new project design includes the preparation of a project procurement strategy PPS guiding the annual procurement planning during the implementation phase. The PS includes market and SWOT analyses. However, NARC needs to regularly revisit and update the PS in line of new developments and as the project activities become more refined and clearer.	M	The estimations must be guaranteed by IFAD through the recommendations of the missions and the PP and AWPB's verification. Based on the PAL, the project should prepare the AWPB and PP, which will only be implemented upon IFAD No-Objection. NARC should update the PS and undertake market assessment based on procurements identified during execution. To update AWPB based on actual contracts value.	M
2.1.2.b.	IA's procurement plans are prepared ahead of time and in tandem with request for budget	The Procurement Plan is prepared alongside AWPB before the new financial year start by at least 1 month as stated in the National	M	- Conduct market price verification and update cost estimates quarterly. - Add a contingency factor (based on Jordan CPI) for high-inflation inputs.	M

	appropriation to MOF (or competent authority in case on autonomous bodies).	procurement Regulation no.8/2022 and submitted to MoF. Approval is generally timely, but cost estimates sometimes fall short due to market price fluctuations.		Maintain rolling PP to reflect approved budget changes.	
2.1.2.c.	IA's procurement department staff participate in the annual work planning processes	Under SIGHT, the procurement officer is involved with the finance and technical persons in the preparation of the AWPB.	L		L
2.1.2.d.	The project's Procurement Strategy adequately addresses project complexity, IA's internal capacity and experience as well as market supply capacity	SIGT-II does not have yet a procurement strategy that will be prepared as part of the design package to address the increased scope or capacity gaps. However, it is imperative that NARC is well aware and induced with the PS which needs to be updated regularly starting the completion of the start-up workshop. The internal capacity, know-how and experience.	M	NARC shall update the PS and ask for N.O. regularly starting from the start-up workshop and annually thereafter.	L
2.1.2.e.	IA's procurement plan for the project is consistent with the project's annual work plan/budget (AWPB)	With OPEN, AWPB and PP are integrated. Nonetheless, the numbers listed in OPEN, such as beneficiary contributions, taxes, etc., should be consistent and clear.	M	The PIM shall ensure that: AWPB, PP, and OPEN must all use a consistent approach when entering financial amounts.	M

				- It should specify what to include in the value fields (e.g., whether to include or exclude taxes, in-kind contributions, beneficiary contributions). - It should clarify how to treat co-financing (Government, ACC, beneficiaries) so totals match IFAD reporting.	
2.1.2.f.	IA's Procurement Plans follow an effective format with planned and actual rows for tracking progress achieved across the 3 different categories of procurement	PP uses IFAD format and is uploaded to OPEN. Tracking is partly manual, reducing visibility on slippage and compliance metrics.	M	Use OPEN and CMT as the single source of truth.	L
2.1.2.g. Overall Assessment of the risk posed by Criterion 2.1.2.		Annual procurement plans are prepared and integrated into AWPB, but procurement strategy is not consistently updated. Market fluctuations and weak sequencing with breeding/water cycles create risks. Beneficiary/in-kind contributions, taxes, and co-financing are not always consistently captured across AWPB, PP, and OPEN.	M	Prepare and regularly update a Procurement Strategy Note. Clarify financial entry rules (taxes, in-kind, co-financing) in the PIM. Use OPEN and CMT dashboards for tracking and alignment.	M
2.1.3.	Procurement Management and Contract Administration systems and internal control /audit procedures				

2.1.3.a.	IA's standard contracts for procurement of Goods, Works and Services generally consistent with IFAD contracts	For most competitive procurements, IFAD SBDs and RFPs are used. However, low-value purchases often rely on national PO forms that omit critical details (deliverables, acceptance criteria, dispute resolution, SECAP clauses).	M	As part of its oversight responsibilities, IFAD should keep suggesting enhancements and reviewing small procurement activities/contracts.	M
2.1.3.b.	IA's standard contracts for procurement of Goods, Works and Services implement IFAD's SECAP requirements	ESHS/SECAP clauses are included in larger contracts but frequently missing in small-value POs. Given expanded scope (rangeland, water harvesting, fodder tech), this gap increases risk exposure. However, given that the project doesn't pose a substantial SECAP risk, as was previously shown, these flaws don't affect how the activities are carried out.	M	As part of its supervision and support missions, IFAD must monitor compliance through site visits.	M
2.1.3.c.	The IA has established internal control systems with Segregation of Authority including effective separation between procurement and financial management	The PMU has segregation of roles between procurement and finance, but at NARC and MoA directorates, procurement and payment approvals sometimes overlap due to limited staffing. This creates potential conflict of interest and weakens internal control.	M	• Maintain segregation of functions in the PMU: procurement, financial management, and technical approvals must remain separate. • Require NARC/MoA to adopt the same segregation matrix. • Project Steering Committee to endorse segregation policy and monitor adherence.	M
2.1.3.d.	The IA has an effective internal audit function in addition to independent	External financial audits are timely and compliant with IFAD requirements. Internal audit function	M	• Expand internal audit TORs to include procurement compliance. • Share audit findings with PSC and IFAD.	M

	and timely external financial audit (having specialized "procurement audit" is a plus)	exists at MoA but has limited coverage of procurement. No specialized procurement audit is carried out.		Commission targeted procurement audits for high-value contracts (e.g., genotyping, water harvesting infrastructure).	
2.1.3.e.	IA has established contract management procedures and contract management forms for monitoring progress against Time, Cost, Quality and Scope of the signed contracts for Goods, Works and Services.	Standard contract monitoring forms exist. The project use CMT and OPEN.	L		L
2.1.3.f.	The IA develops a comprehensive Contract Management Plan for major contracts with clear indication of roles and responsibilities	Contract Management Plans are not systematically prepared, even for large/complex contracts. Roles and responsibilities are sometimes unclear.	M	To establish a contract management plan for important service contracts that includes roles and duties at the planning stage (when the PP is ready). A RACI matrix created in the PIM ought to serve as the foundation for this.	M
2.1.3.g.	IA's procedures for initiation and approval of Contract Variations are established and clear	Articles 85, 86, 87, and 88 of National Procurement Regulation No. 8 govern the approval of contracts and the process for contract variations. Under "Goods and Consulting Services," a variance of no more than 25% is permitted.	M	NARC shall closely monitor contract execution (including grants) and process any variations on the monitoring tab in OPEN.	M

2.1.3.h.	Contract Amendments beyond a prescribed threshold (not exceeding 15% of time duration or contract value) require higher level approvals	National rules (Regulation no.8 - article 85, 86, 87 and 88) allow contract amendments, but there is no strict cap on time/cost increases. This risks uncontrolled contract inflation.	M	- Enforce IFAD good practice: amendments not exceeding 15% of value or duration require PMU Manager approval; above that require PSC + IFAD NOL. - Record all amendments in CMT.	M
2.1.3.i.	IA has established procedures for receipt/acceptance of contract outputs in Goods, Works and Services	After the procurement organization receives the deliverables, a specialized acceptance committee completes the acceptance process for goods, works and services. However, acceptance of grants has encountered some issues.	M	Before making payments to the grantees, NARC must develop a strong system for confirming that grants have been disbursed/procured, set up, and run effectively. Additionally, NARC must confirm the grant assets' sustainability and at least ongoing functioning for the project's lifetime.	M
2.1.3.j.	IA has established procedures for receipt/approval of deliverables and approval of payments for Consulting Services	Consultant deliverables are generally reviewed, but approval and payment records are sometimes delayed or lack technical clearance notes.	M	- Use deliverable acceptance forms signed by technical lead before payment. - Link payment to acceptance in CMT. - Track consultant performance through completion reports.	M
2.1.3.k.	IA's payment procedures lead to timely payments to the contracted parties in line with IFAD standard contracts	In general, payments are processed according to IFAD contract terms, but delays of up to 60 days have been reported for very few activities due to internal workflow and approvals.	M	- Establish a 30-day maximum payment timeline in PMU SOPs. - Track payment timelines via dashboard; flag delays to PMU Manager.	M

2.1.3.l.	IA's Contractual Dispute Settlement procedures always provide for amicable settlement and stipulate arbitration for contracts with foreign contracted parties	Dispute settlement clauses as regulated by article 84 of the national procurement law no. 8/2022 exist in major contracts since IFAD templates are used, providing for amicable settlement and arbitration for parties. For POs, clauses are missing. Additionally, it should be mentioned that all SIGHT contracts are signed with domestic vendors.	M	• Insert dispute resolution ladder (amicable settlement → mediation → arbitration) in the short-form PO template. • Train PMU/NARC contract managers on dispute handling. • During its missions, IFAD must always continue to check this point and recommend arrangements when necessary.	M
2.1.3.m.	The IA has well-developed claim assessment procedures for initiating own claims or for verification of validity and costing of contractual claims filed by the contracted parties	IA uses national claims assessment procedures (as per Article 50, 51, 52 and 53 of the Procurement Regulation no. 8/2022) that are deemed acceptable by IFAD (see country level assessment) but it's recommended also the use of IFAD's protest mechanism and NOITA should be issued in advance of NOA. Some project procurement documents missed the NOITA procedure.	M	IFAD's protest mechanism should apply and NOITA should be issued in advance of NOA. NOITA should clearly specify debrief and complaint timelines.	M
2.1.3.n. Overall Assessment of the risk posed by Criterion 2.1.3.		Contract management systems are functional but uneven. Use of national PO templates for small purchases omits critical clauses (SECAP, dispute resolution). Segregation of	M	It is recommended to use IFAD requirements, insert them into PIMs and monitor implementation thoroughly.	M

		duties is not always enforced at NARC. Internal audit lacks procurement focus. NOITA procedures were occasionally missed. Payment delays and lack of systematic contract management plans increase exposure.			
2.1.4.	RECORD KEEPING				
2.1.4.a.	A serial-numbered procurement file is maintained for each procurement activity (with records from requisition to acceptance/receipt of goods/works/services)	Yes	L		L
2.1.4.b.	Original contracts secured in a fire and theft proof location	Original signed contracts are physically stored at the PMU, but current storage is not certified fire- and theft-proof. At NARC, some contracts are kept in ordinary filing cabinets with no special security. This creates a risk of loss or damage.	M	IFAD require the use of its electronic systems and put in place within the framework of the PIMs an adequate framework for the preservation of records and accessibility to information.	M
2.1.4.c.	A separate contract file is maintained with a copy of the contract and all subsequent contractual	A separate contract file is maintained for contracts. However, in very few cases, variations, or correspondence, or acceptance certificates are missing	M	Require a complete separate file for every contract, including: • Original contract + amendments	M

	correspondence e.g. contractual notices by supplier, contractor, purchaser or employer; a detailed record of all changes or variation orders issued affecting the scope, quality, timing or price of the contract; records of invoices and payments, progress reports, certificates of inspection, acceptance and completion; records of claim and dispute and their outcomes; etc.)	from the file, making audit and supervision difficult.		• Supplier/contractor correspondence • Variation orders with justification • Invoices and payment vouchers • Progress reports and inspection notes • Acceptance/completion certificates • Records of claims, disputes, and outcomes Assign one staff member as file custodian.	
2.1.4.d.	The IA Procurement & Contract Files are maintained for at least 7 years beyond project closure in a secure place.	In the National Procurement Regulation no.8/2022 article 20 states the rule for archiving and safekeeping files (separate file for each transaction with all relevant documents and correspondences), records are kept for 15 years. However, in the Instructions issued on 16/2/2022, article 46 and 47 stipulate that unsuccessful bids received are destroyed within 6 months from the contract award	M	"IFAD General Conditions for Agricultural Development Financing require that borrowers/recipients retain documents and records for IFAD review (including unsuccessful bids) at any time within 10 years of bid or contract completion"⁴³. PMU shall retain files for at least 10 years.	M

⁴³ PRM Part A : Criterion 1.1.11./Mitigation measure.

		date ⁴² . This is not compliant with IFAD's requirement to retain all records for at least 10 years beyond project closure.			
2.1.4.e.	The IA maintains an up-to-date Contract Register that records all ongoing contracts (with names, prices and dates) per procurement category for ease of retrieval of contract data	Yes, SIGHT is using OPEN and CMT. The procurement records are saved and easy to be retrieved.	L		L
2.1.4.f. Overall Assessment of the risk posed by Criterion 2.1.4.		Record-keeping systems are adequate but not fully compliant with IFAD standards. Original contracts not always in fireproof storage; contract files sometimes incomplete; unsuccessful bids destroyed after 6 months (vs. IFAD's 10-year retention rule).	M	• Mandate 10-year retention beyond project closure. • Digitize and upload all files to OPEN/CMT. • Assign a file custodian and use standardized checklists.	M
2.2.	IA's PERSONNEL CAPABILITIES: IA's Procurement Personnel Capabilities and Procurement resources (systems and facilities).				
2.2.1.	The IA has a dedicated Procurement Department/Unit with a Director and a team of experienced staff	The PMU had one full-time Procurement Officer/Specialist responsible for project procurement. MoA has a procurement department, but project procurement was handled	S	Since SIGHT-II is a new project, securing training to the new PO is essential. It is recommended that IFAD closely monitor and strengthen capacities through support and training.	S

⁴² PRM Part A : Criterion 1.1.11./

		by the PMU specialist with support from MoA/NARC staff. There is no separate “Director” position within PMU procurement. Lately, the PO was promoted to another position (not in procurement department) but is still helping and supporting as needed and a new staff member was recruited or assigned as PO. The new staff member is not yet knowledgeable about IFAD rules and regulations.			
2.2.2.	The IA’s Procurement Unit has previous experience with donor/IFI-funded procurement procedures	Yes.	L		L
2.2.3.	IA’s regular annual procurement volume exceeds expected project procurement in value and complexity (i.e. the IA normally conducts more and more complex procurement than what is required as part of the project)	The regular annual procurement volume is within the expected project procurement in value and complexity. The 2025 PP includes only 17 activities with 705,660 USD as a budget so it can be managed easily	L		L

2.2.4.	IA's procurement staff have Job Descriptions that cover all foreseen functions of the intended project procurement	Yes through national regulations and the Project Implementation Manual (PIM).	L		L
2.2.5.	The number and qualifications of the staff of the IA Procurement Department are sufficient to undertake the additional procurement that will be required under the proposed project	The project procurement activities were managed by only 1 Procurement specialist with adequate experience. Lately, the PO was promoted to another position (not in procurement department) but is still helping and supporting as needed and a new staff member was recruited or assigned as PO. The new staff member is not yet knowledgeable about IFAD rules and regulations.	S	Since SIGHT-II is a new project, securing training to the new PO is essential. It is recommended that IFAD closely monitor and strengthen capacities through support and training.	S
2.2.6.	The IA Procurement Department has adequate facilities such as PCs, internet connections, photocopy facilities, printers, safes etc. to undertake the foreseen project procurement	Yes, the Procurement Department has adequate facilities to undertake the foreseen project procurement.	L		L
2.2.7.	The IA's Procurement Department staff are	The PMU Procurement Specialist took the BuildProc certification	S	Since SIGHT-II is a new project, securing training to the new PO is essential. It is	S

	certified practitioners or have attended relevant procurement training programs	courses and has passed Levels 1, 2 and 3. Lately, the PO was promoted to another position (not in procurement department) but is still helping and supporting as needed and a new staff member was recruited or assigned as PO. The new staff member is not yet knowledgeable about IFAD rules and regulations.		recommended that IFAD closely monitor and strengthen capacities through support and training.	
2.2.8.	The IA's Procurement Department staff are capable of working in one of IFAD's official languages	The IA's Procurement Department staff can work in English and Arabic very well.	L		L
2.2.9.	The Project Director is issued a Project Charter granting him/her sufficient authority to control and authorize project activities (documented in PIM)	Yes, the Project Coordinator has the necessary authority to control and authorize necessary project activities. (Documented in the PIM)	L		L
2.2.10.	The IA has access to claim initiation or claim assessment experts either internally or externally especially for	The structures provided under Jordan's national regulations (MoA legal department, Ministry of Justice arbitration framework, public procurement oversight bodies) guarantee access to claim initiation	L	•	L

	large value contracts with foreign vendors.	and claim assessment expertise when required. However, the project to date has not concluded contracts with foreign vendors, and therefore has not yet faced international arbitration or complex foreign contract claims.			
2.2.11. Overall Assessment of the risk posed by Criterion 2.2.		The PMU has a procurement officer, but recent staff turnover weakened capacity. The newly assigned PO lacks IFAD-specific experience. BuildProc training is ongoing. Facilities are adequate, and English/Arabic proficiency is strong. Internal claim expertise exists via national structures, though no foreign contracts have yet been signed.	M	• Provide BuildProc L2/3 training and IFAD refresher workshops for new PO. • Recruit/assign additional procurement staff to reduce reliance on one officer. • Maintain external legal support for claims/disputes if foreign contracts materialize.	M
2.3.	IA's PERFORMANCE (PRODUCTS & PAST EXPERIENCE) - guided by quantitative indicators of Pillars II and III of OECD MAPS II (based on performance of the previous year)				
2.3.1.	% of the total annual IA contracts that are awarded in open and restricted bidding	90% of contracts are awarded through competitive procedures ⁴⁴ . Knowing that most of the contracts awarded through Direct Agreement are contracts with Breeding Partners. Those contracts got IFAD NO and are in line with the project objectives.	L		L

⁴⁴ This percentage is calculated from the CMT considering all contracts (126) except grant contracts

2.3.2.	Percentage and value of IA's annual contracts that are awarded under direct contracting (single source)	10% Knowing that most of the contracts awarded through Direct Agreement are contracts with Breeding Partners. Those contracts got IFAD NO and are in line with the project objectives.	L		L
2.3.3.	IA's Efficiency in completing the bidding process (open and restricted) for Goods (measured in time from advertisement to contract award and signature)	Some delays are observed in the procurement process. The risk for the new project increases if the first project year does not witness substantial launching and concluding of contracts.	S	In its missions, IFAD recommends careful monitoring and acceleration of procedures. MoA's and MoU's should be established at early stage and Implementing Partners contracts should be launched.	S
2.3.4.	IA's Efficiency in completing the bidding process (open and restricted) for Works (measured in time from advertisement to contract award and signature)	The were some delays, particularly in the files managed by NARC.	M	The PMU procurement specialist must follow up very closely with the other two parties involved in the processes and must inform them of IFAD procedures regularly.	M
2.3.5.	IA's Efficiency in completing the competition process for Services (measured in time from advertisement to contract award negotiations and signature)	Yes.	L		L

2.3.6.	% of bidding documents for Goods/ Non-Consulting Services and Works in the last one or two years where more than one amendment to the bidding documents was issued	No amendments to the bidding documents are usually required for SIGHT-I. It was observed that bidders rarely inquire or clarify aspects of the bid document for goods under SIGHT-I.	L		L
2.3.7.	% of RFPs for consulting services where more than one amendment to the RFP was issued	Same answer above but this is primarily caused by lack of market engagement and clarification on aspects of RFPs.	L		L
2.3.8.	% of procurement competitions in Goods /Non-Consulting Services, Works and Consulting Services that failed or were cancelled	Only for works: 5 out of 7 activities in the 2025 PP have been cancelled, representing 71%.	M	NARC shall carry out a focused awareness campaign targeting consulting businesses in the initial weeks of the project's launch.	M
2.3.9.	Average number of responsive bids in Goods/Non-consulting Services, Works and Consulting Services competitions	Based on the sample examined an average number of three bids was observed	L		L
2.3.10.	% of procurement competitions for Goods/ Non-Consulting Services, Works and	Based on the sample reviewed, no activity was processed electronically.	M	IFAD will strictly enforce the use of electronic procurement systems (OPEN & CMT)	L

	Consulting Services conducted electronically				
2.3.11.	% of contracts awarded to SMEs in the previous year	The mission was unable to verify this criterion due to lack of information and the time frame of the mission.	L		L
2.3.12.	% of procurement competitions and contracts that integrate sustainable procurement considerations (at least 1 social/labour plus 1 environmental criteria)	SECAP requirements are only provided for major activities in the standard IFAD documents used by the project.	M	IFAD will continue to monitor and evaluate the implementation of environmental and social safeguards requirements during each mission.	L
2.3.13.	Percentage of IA's contracts for Works with cost over-runs above 10% of initial contract price.	0%	L		L
2.3.14.	Percentage of IA's contracts for Works with time over-runs above 10% of initial contractual duration	0%	L		L
2.3.15.	Average number of complaints received from bidders as to the fairness of bidding documents or contract award	1 complaint observed out of 15 activities planned for 2025 after NOITA. The complaint was resolved and the technical report was approved.	L		L

2.3.16.	% of bidders' appeal decisions that were accepted and enforced (with ruling against the IA)	0%	L		L
2.3.17.	% of Vendors Invoices paid on time in Goods/Non-Consulting Services, works and Consulting Services contracts.	Based on the sample reviewed, all invoices were paid in time.	L		L
2.3.18.	Is the general quality of documents produced by the IA's Procurement Department in line with IFAD's expected quality levels: i. Quality of Bidding Documents for Goods/NCS and Works ii. Quality of RFP for Consulting Services iii. Quality of Bid Evaluation Reports iv. Quality and adequacy of responses to bidders' qualifications	The general quality of documents produced by the IA's procurement Department is average. The activities for which the project used standard IFAD documents are acceptable while the other documents are of average quality. NARC did not adopt IFAD templates for evaluation reports; committees usually rely on in-house ad-hoc prepared minutes of meeting representing the evaluation report.	M	IFAD missions recommend improving procurement documents (bidding documents and evaluation reports) and recommend the use of standard IFAD documents even for small purchases.	M

2.3.19.	Management Procurement Audit: i. % of IA contracts subjected to specialized procurement audit ii. the IA timely implements recommendations	NARC has not been audited by the Supreme Audit Bureau recently. NARC recruits an external audit firm annually. This audit is financial in nature and does not audit procurement. However, NARC has an internal control department.	M	NARC shall intensify internal control	M
2.3.20. Overall Assessment of the risk posed by Criterion 2.3.		Procurement performance is generally good: 90% of contracts are awarded competitively, with minimal cost/time overruns and timely payments. Weaknesses include: delays in procurement managed by NARC, high cancellation rate of works contracts, incomplete use of IFAD templates, and limited integration of SECAP criteria in small-value tenders.	L	- Strengthen NARC's procurement monitoring with closer PMU oversight. - Mandate use of IFAD standard templates even for small purchases. - Include social and environmental criteria in ≥80% of tenders.	L
2.4. Overall Assessment of the risk posed by Criterion 2.		MoA/NARC capacity is sufficient to deliver procurement but faces weaknesses in staffing continuity, record-keeping, contract management, and timely adoption of IFAD practices (NOITA, SECAP clauses).	M	- Strengthen capacity with staff training and additional PO recruitment. - Enforce PIM updates to capture IFAD requirements (NOITA, SECAP, record-keeping). - Use OPEN/CMT dashboards for transparency and monitoring.	M
3. Overall Assessment of the risk posed by Parts A and B		Jordan's national system (Part A) provides a solid regulatory baseline. Project-level	[inherent risk to be	Strengthen procurement staffing (training + backup officer).	[net risk to be determine

Parts A and B is judged to be Moderate risk.	arrangements (Part B) show moderate risks in personnel capacity, record keeping, contract management, and procurement planning. Past experience shows generally satisfactory compliance with IFAD rules, but weaknesses remain in staff continuity, document quality, and monitoring of NARC-managed activities.	determined by the SPO] M	• Roll out short-form IFAD-compliant PO template. • Digitize files and enforce 10-year retention. • Mandate NOITA issuance and proper complaint handling. • Include contract management plans and RACI matrices in the PIM.	d by the SPO] M

8 MONITORING & EVALUATION, KNOWLEDGE MANAGEMENT AND COMMUNICATION

8.1 Monitoring and Evaluation

8.1.1 M&E System Roles and Responsibilities

SIGHT-II will establish a robust M&E system to track implementation progress, outcomes, and impacts of all project interventions. The M&E system will encompass: (i) a results framework (logframe) aligned with the Theory of Change, (ii) well-defined monitoring tools and procedures, (iii) evaluation instruments and surveys, (iv) a management information system (MIS), and (v) dedicated M&E human resources. Key components include:

- **Results Framework (Theory of Change & Logframe):** Provides the results architecture and the basis for measuring performance.
- **Comprehensive M&E Plan:** Details indicators, data sources, responsibilities, and timelines for data collection and reporting.
- **Digital MIS:** Supports real-time data entry, management, and reporting across project components.
- **Baseline, Midterm, and Completion Surveys:** Measure changes in outcomes and impact over time.
- **Mid-Term Review (MTR) and Project Completion Review (PCR):** Formal evaluations to assess progress and inform decision-making.
- **Annual Outcome Surveys:** Monitor short-term changes in key outcome indicators.
- **Thematic Studies:** In-depth analyses on specific issues to inform adaptive management.
- **Continuous Output Monitoring:** Routine tracking of activities, outputs, and milestones.
- **Risk Tracking:** Ongoing identification and monitoring of risks and mitigation measures.
- **Field Visits & Supervision Missions:** Regular visits by project staff, government counterparts, and IFAD for ground-truthing and joint reviews.
- **Adherence to Standards:** Alignment with IFAD's M&E guidelines and project design documents.

Institutional responsibilities: The project's M&E Unit will be housed in the Project Management Unit (PMU) under the Ministry of Agriculture (MoA). It will consist of at minimum an M&E Specialist (lead) and an M&E Officer/Associate, forming the central M&E Unit. Additionally, each key Implementing Partner (IP) institution will designate M&E focal points or officers. The central and partner M&E staff will work in close coordination:

- **Central M&E Unit (PMU/MoA):** The M&E Specialist leads development of the M&E strategy and tools, including the detailed M&E Plan, MIS design, data collection formats, and oversees all M&E activities across the project. S/he

ensures data quality, analysis, and consolidated reporting. The M&E Specialist supports all IPs' M&E efforts and ensures compliance with IFAD M&E requirements. Day-to-day M&E implementation and quality assurance will be managed by the M&E Specialist, with support from the M&E Officer. The Project Manager will rely on evidence produced by the M&E system to inform strategic decisions, engage with government and donors, and communicate progress.

- **Project Implementing Partners (IPs):** SIGHT-II will work with various partners (e.g. National Agricultural Research Center for breeding improvements, Agricultural Credit Corporation for rural finance, and other NGOs). Each major IP will assign an M&E Officer or focal point. These field-level M&E staff are responsible for collecting and verifying data in their respective components, using the standard indicators and formats defined by the central M&E Unit. They will ensure data is accurate, complete, and reported on time as per the M&E Plan. IP M&E Officers will submit regular reports (monthly updates, quarterly and annual progress reports) to the PMU, highlighting achievements, flagging implementation issues, and feeding data into the central MIS. They also facilitate feedback loops by conveying field insights and lessons learned back to the central team for adaptive management.
- **Service Providers (SPs):** The project will contract specialized service providers for certain activities (e.g. training firms, research institutions for surveys, or IT firms for MIS development). All such contracts will include explicit M&E and reporting obligations. Service providers are required to collect and report data related to their activities (e.g. training attendance and feedback, outputs delivered, quality assessments) using standardized digital data collection tools provided by the project. The M&E requirements (indicators, disaggregation, frequency) will be clearly stated in their Terms of Reference and contracts. For major surveys (baseline, midterm, endline) or MIS development, external firms will be engaged; they must work under the technical guidance of the M&E Specialist and adhere to IFAD's methodological standards.
- **Participating Financial Institutions (PFIs):** If rural finance is involved (e.g. loans through ACC or banks), those institutions will provide regular data on the financial services delivered. For example, ACC and any partner microfinance institutions will submit monthly reports to the PMU on loans disbursed, client outreach, repayment, etc., using data templates designed by the project M&E team. The central M&E Unit (in coordination with the Rural Finance Specialist) will aggregate and analyze these finance reports.
- **Beneficiaries:** The project will promote participatory monitoring by beneficiaries where feasible. Farmer groups, cooperatives, breeding partners, and individual entrepreneurs will be encouraged to keep simple records of project support received (e.g. trainings attended, grants used) and track progress against their own business plans or targets. Beneficiaries will also participate in outcome surveys and provide feedback through stakeholder consultation mechanisms. The PMU must ensure beneficiaries are informed about surveys (e.g. Core Outcome Indicator surveys) and consent to participate, to improve response rates and data reliability.

- **Government and Oversight:** The Project Steering Committee (PSC), chaired by the MoA, will use M&E outputs for strategic guidance. Government stakeholders will ensure that resources for M&E (budget and staff) are in place and that recommendations from M&E findings are acted upon. The government will also benefit from the evidence generated to inform policy dialogue. The PSC will review AWPBs and progress reports (which are based on M&E data) to make high-level decisions.
- **IFAD:** IFAD will play a supervisory and supportive role. IFAD's country team and M&E specialists will review and clear key M&E deliverables (M&E Plan, survey TORs, baseline reports) and join supervision missions to assess M&E performance. IFAD will provide technical assistance and training as needed to strengthen the project's M&E capacity. In particular, IFAD will closely engage in the design and execution of the Core Outcome Indicator (COI) surveys at baseline, midterm, and completion, reviewing TORs, survey designs, and reports to ensure rigor and alignment with IFAD's methodologies.

Overall, all stakeholders have clearly defined M&E roles: the PMU leads and coordinates, IPs execute field monitoring, service providers and PFIs report on specific inputs and outputs, beneficiaries contribute data and feedback, the government oversees and uses results for decision-making, and IFAD supports and validates the M&E system. This multi-tiered arrangement will ensure comprehensive data flow from the field to the central level and upward to IFAD, creating a feedback loop that enables evidence-based management and accountability.

8.1.2 Logical Framework

The Logical Framework (logframe) translates the project's Theory of Change into a set of measurable indicators with baseline and target values. It is the primary tool for tracking whether SIGHT-II is achieving its Goal, Development Objective, and Outcomes. The logframe includes IFAD Core Indicators (CIs) as well as project-specific indicators, covering outputs, outcomes, and impact. All relevant IFAD core indicators (e.g. outreach, jobs, productivity, resilience, nutrition) have been incorporated with appropriate targets. Project-specific indicators are included for any results not captured by core indicators.

The SIGHT-II logframe targets were estimated based on project design studies and lessons from the first SIGHT phase. These targets will be reached by mid-term and by completion, as specified in the logframe matrix. The logframe is directly derived from the Theory of Change, illustrating the causal links from outputs to outcomes to the overall objective. It thereby allows the project team to test the cause-and-effect assumptions by monitoring indicator progress.

The PMU and partners will **continuously monitor and analyze** logframe indicators throughout implementation, using a participatory approach. Progress toward each target will be reviewed at least quarterly internally, and formally at least annually in the project's Annual Progress Report. If certain indicators are off-track, the project will investigate causes and adapt interventions or strategies accordingly. The logframe (and underlying Theory of Change) will be **formally reviewed at Mid-Term**. During the Mid-Term Review (MTR), the project, together with IFAD and government counterparts, will assess whether the indicators and targets are still appropriate or need adjustment in light of realities on the ground. Assumptions and risks stated in the logframe will likewise be revisited to ensure they remain valid. This mid-course correction is critical to account for evolving

circumstances (e.g. economic changes, climate events) and to integrate any new priorities or learning.

Detailed definitions for each logframe indicator, including those from the IFAD Core Indicator framework, are provided in a glossary (see Section 8.4). By using standard IFAD definitions, SIGHT-II ensures consistency in measurement. For outcome and impact-level indicators, especially IFAD Core Outcome Indicators, the project will conduct specialized **Core Outcome Indicator (COI) Surveys** at baseline, midterm, and completion in line with IFAD's guidelines. These surveys will generate statistically robust values for indicators such as household asset index, resilience, food security (FIES), and empowerment. Qualified external service providers will be engaged to carry out these surveys, under Terms of Reference (TORs) approved by IFAD, to guarantee impartiality and quality.

The logframe thus serves as a *management tool*: the project management is responsible for delivering the outputs and outcomes as measured by the logframe indicators. Regular reference to the logframe will guide planning (e.g. setting annual targets in AWPB), resource allocation, and identification of implementation gaps. If an indicator is lagging, the project can increase support in that area or address bottlenecks promptly. In summary, the Logical Framework is the backbone of the M&E system, enabling structured results monitoring and evidence-based management of SIGHT-II.

8.1.3 Start-Up and Baseline

The start-up phase of SIGHT-II is critical for laying a strong foundation for M&E. In the first 3–6 months of the project, the following key M&E deliverables and actions will be completed:

- **Recruitment of M&E Staff:** An M&E Specialist (and M&E Officer) should be on board as early as possible during start-up. These staff will spearhead the development of M&E systems and must be in place when initial activities begin. Early hiring ensures that data collection tools and baseline design incorporate project needs from the outset.
- **Development of the M&E Plan:** The M&E Specialist will lead preparation of a comprehensive M&E Plan during inception. This Plan will detail all project indicators (from the logframe), their definitions, baseline values, mid-term and final targets, and annual performance milestones. It will assign data collection methods, frequencies, and responsibilities for each indicator. The M&E Plan will also include reporting schedules, templates, and data flow diagrams (from field to PMU to IFAD). It effectively operationalizes the logframe into a practical guide for all partners.
- **Design of Data Collection Tools:** Based on the M&E Plan, specific tools and formats will be created during start-up. This includes field data collection forms for outputs (e.g. training attendance sheets, farmer registration forms), survey questionnaires for outcome indicators, and reporting templates for IPs and service providers. Where possible, digital mobile-based tools will be used (e.g. ODK or Kobo forms) to improve accuracy and timeliness. The tools will align with IFAD's Core Indicator definitions and ensure disaggregated data (by sex, youth, etc.) is captured.
- **MIS Conceptualization:** In early start-up, the project will define the requirements for the Management Information System. The M&E Specialist, with

ICT support, will outline the MIS structure – modules for each component, user access levels (e.g. IPs entering their data), and key functionalities (see Section 8.1.5). While actual development of the MIS may take longer, having a clear design from the start ensures that data collection efforts are MIS-ready (e.g. using codes and formats that can be uploaded later).

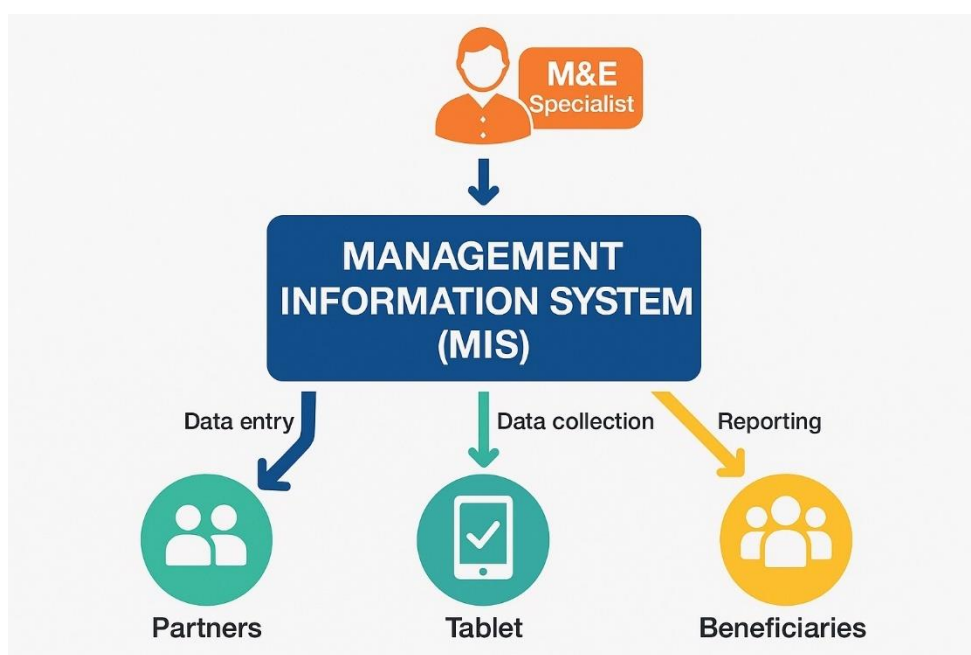
- **Baseline Survey Preparation:** A rigorous Baseline Survey will be conducted in the first year to establish pre-project values for outcome and impact indicators. During start-up, the PMU will: draft Terms of Reference for the baseline survey, procure a qualified survey firm, and work with IFAD to approve the survey design. The baseline will employ IFAD’s COI survey methodology to collect data on household assets, incomes, resilience (ATR), women’s dietary diversity, etc., as listed in the logframe. It is crucial that the baseline data be collected **before project benefits reach beneficiaries**, i.e. prior to any significant interventions on the ground, to provide an accurate point of comparison. The target population and control/comparison groups (if any) will be carefully identified.
- **Baseline Survey Implementation:** Once the service provider is contracted, the baseline survey will be rolled out in Project Year 1. The M&E Specialist will oversee the process, including sampling strategy, questionnaire design (covering all relevant logframe indicators), training of enumerators, and fieldwork supervision. IFAD will review and clear key aspects like the baseline TOR, sampling methodology, and the draft questionnaire to ensure compliance with IFAD’s standard indicators and methods. The baseline survey firm will use IFAD’s standard COI modules and tools (e.g. the IFAD-provided electronic questionnaire template) to ensure comparability.
- **Baseline Report and Logframe Refinement:** The completed baseline survey will yield quantitative values for each outcome and impact indicator. The survey firm will analyze the data and produce a Baseline Report. The M&E Specialist and IFAD will review this report for quality and robustness. The Baseline Report will include: a description of the methodology, details on communities surveyed and sample size, tables of baseline values for all indicators, analysis of findings, and any limitations encountered. Using these findings, the project will **update the logframe**, inserting the baseline values for each indicator. In some cases, baseline findings may lead to refinement of target values or even adjustment of indicator definitions if something was initially misunderstood. Any such changes will be done in consultation with IFAD (especially if targets need revision). The Baseline Report and updated logframe will be submitted to the PSC and IFAD for approval.

In summary, the inception/start-up phase establishes the M&E “infrastructure”, plans, tools, and baseline data, that will guide the project for its duration. Early investment in these elements is essential. By the end of start-up, SIGHT-II will have a finalized M&E Plan, an initial MIS framework, and a completed baseline study with quality data. This will enable the project to track progress meaningfully from Year 1 onward and to measure change against a solid baseline.

8.1.4 M&E Plan

The **M&E Plan** is the operational blueprint for implementing the M&E system. It translates the logframe into concrete monitoring arrangements.

Data Flow and Stakeholder Roles in the SIGHT-II M&E System:



Key contents of the M&E Plan include:

- **Roles and Responsibilities:** A clear mapping of who collects what data, how often, and who reports to whom. For example, the Plan will specify that agricultural extension officers record training participants monthly and send data to the PMU M&E Officer, who then updates the MIS quarterly. All levels (community, district, central) will see their M&E duties defined.
- **Data Collection and Verification Protocols:** The Plan will detail the standard operating procedures for data collection. It will list each indicator and the approved data source and method (e.g. "Number of farmers adopting technology – source: field demonstration attendance sheets and follow-up adoption survey; verification: random spot-checks by M&E Officer"). It will include guidelines on **data quality assurance**, such as periodic data verification visits by the central M&E unit and data audits. Any sampling approaches for surveys will be documented. The plan will also outline how data on cross-cutting themes (gender, youth, nutrition) will be collected and analyzed.
- **Reporting Formats and Frequency:** Standard templates for all reports will be annexed to the M&E Plan. This includes monthly field progress reports, quarterly IP progress reports, the semi-annual and annual progress report format, and outcome survey report format. The Plan will establish the calendar of reporting – e.g. IPs submit monthly output updates by the 5th of each month; PMU compiles quarterly progress report by the 15th of the month following quarter-end; annual outcome survey every June, etc. It will ensure that reporting timelines align with the Annual Work Plan and Budget (AWPB) cycle and IFAD's reporting schedule.
- **Information Flow and Feedback Mechanisms:** A diagram or description will show how data flows from the field to the PMU and back. For example: Farmer group → extension officer logbook → IP M&E Officer → MIS → PMU M&E Specialist → Project Manager/PSC. The plan will emphasize **feedback loops**, where

analysis is fed back to field staff and beneficiaries. It will include mechanisms like quarterly review meetings where PMU shares performance data with IP field teams and discusses solutions for any shortfalls. Additionally, it will describe how beneficiaries will receive information (e.g. community meetings to share survey results or scorecards).

- **Indicator Reference Sheets (M&E Matrix):** A core part of the M&E Plan is a detailed matrix listing each indicator with its precise definition, baseline, annual targets, mid-term target, final target, data source, data collection method, frequency, and responsible person/institution. For IFAD Core Indicators, the definition will match the IFAD Core Indicator Handbook wording (to ensure consistency). For project-specific indicators, the Plan will provide operational definitions. This matrix serves as a quick reference for all involved in data collection and avoids ambiguity.
- **Linkages to AWPB and Budget:** The Plan will explicitly link output indicators to activities in the AWPB. For instance, if the AWPB includes training 1,000 farmers in Year 2, the output indicator “Number of farmers trained” for Year 2 should target 1,000. This ensures the M&E system tracks what was planned in the budget. Moreover, the Plan will outline the **M&E budget** itself, summarizing the resources allocated for M&E activities (surveys, MIS, staff, equipment). A dedicated subsection will list the estimated costs for major M&E tasks (baseline, midterm, final surveys, MIS development, etc.), drawn from the project Cost Tables (see Section 8.1.5 for MIS cost, and Section 8.1.6/8.1.7 for survey costs). This helps in resource planning and timely procurement for M&E.
- **Capacity Building and Training:** The M&E Plan will include a schedule for training project and partner staff in M&E processes and tools. Early in Year 1, training sessions will be conducted on the use of data collection forms, MIS entry, basic data analysis, and reporting requirements. Refresher trainings or new training (for any new staff) will be planned annually.
- **Learning and Adaptation:** In addition to routine reporting, the Plan will specify how the project will use M&E data for learning. For example, it will plan for **internal reflection workshops** every six months where project staff discuss the implications of the M&E findings (successes, failures) and agree on any course corrections. The Plan will also describe how findings from external evaluations or studies will be integrated into project decision-making.
- **Stakeholder Engagement:** The Plan will describe how key stakeholders (government, IFAD, target community representatives) participate in the M&E system. For instance, it may institute a semi-annual “M&E review meeting” with government partners to discuss progress. It will also reference the **grievance redress and feedback mechanism** (detailed in section 8.1.5 below), how stakeholder complaints or feedback are collected and addressed as part of monitoring.

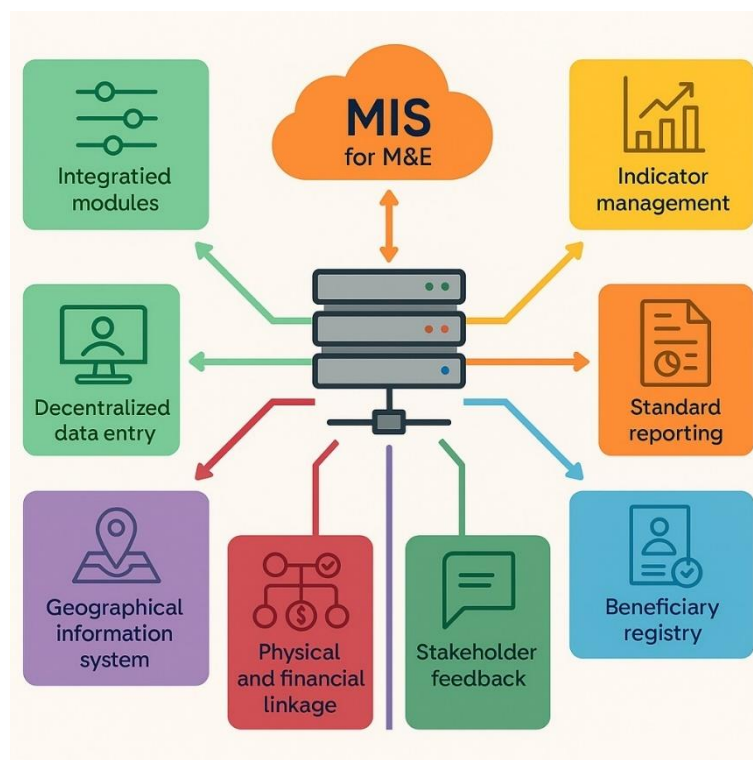
The M&E Plan is considered a living document. It will be reviewed and, if needed, revised annually (e.g. after the AWPB is approved) to incorporate any changes in indicators or procedures. Any revisions will be done in consultation with IFAD to maintain alignment with IFAD’s requirements. By providing comprehensive guidance on all aspects of M&E implementation, the M&E Plan ensures that all implementers share a common

understanding of how data is collected, managed, and used, thereby facilitating a smooth and effective M&E system throughout SIGHT-II.

8.1.5 Management Information System (MIS) for M&E

A **customized, cloud-based M&E Management Information System (MIS)** will be developed in the first year to support systematic and centralized data management. The MIS will serve as the digital backbone of the M&E system, enabling real-time data capture, storage, analysis, and reporting. A budget of approximately **US\$41,000** is allocated for establishing the MIS (software development, equipment, and operational maintenance).

Overview of SIGHT-II's Integrated MIS for Data Management and Reporting:



Key features and design principles of the MIS include:

- Integrated Modules:** The MIS will be organized into modules corresponding to the project's components and sub-components. For example, one module might track **Component 1: Strengthening productivity and climate resilience of small ruminants' production** interventions (e.g. number of inseminations, farmers reached with improved breeds), another for **Component 2: Supporting investments in the small ruminants' value chain** (e.g. microloans provided, enterprises supported), and so on. Each module will house relevant indicators (outputs and outcomes) and forms for data entry. The system will also include cross-cutting modules for overall outreach and beneficiary information, which aggregate data across components.
- Decentralized Data Entry with Access Controls:** Partner M&E Officers (at IP institutions or regional offices) will have log-in access to enter data directly into the MIS for their respective activities. For instance, the NGO partner responsible for community mobilization can input training attendance and group formation data. However, users will only see and edit data relevant to their scope, to ensure

data integrity and security. The central PMU M&E unit will have administrative access to review, verify, and approve data entries, and to generate consolidated reports.

- **Beneficiary Registry and Tracking:** The MIS will maintain a master list of beneficiaries (individuals and households) with unique IDs. For each beneficiary, the system will track all project services they receive (training, grants, loans, etc.). This will enable the project to see a **holistic view of each beneficiary** and to identify those receiving multiple benefits. Double-counting will be automatically prevented at the aggregate level (e.g. the system will count a person once under overall outreach even if they appear in multiple activity lists).
- **Geographical Information System (GIS) Integration:** The MIS will link data to geographic locations. Interventions (like infrastructure built or groups formed) and beneficiary locations will be geo-tagged where possible. This geo-referencing allows mapping of project activities and results. The MIS will produce maps or dashboards showing, for example, where the highest adoption of new practices is occurring, or the distribution of financed enterprises by district. Spatial analysis will support better targeting and understanding of regional impacts (e.g. climate resilience improvements in drought-prone areas).
- **Indicator Management and Dashboards:** For each logframe indicator, the MIS will store baseline values, yearly targets, and achievements. It will generate automated tables and graphs comparing targets vs. actuals, both on an annual and cumulative basis. Dashboards will visually present key indicators with traffic-light status (on track/off track) for quick management reference. For example, a dashboard might show the percentage of **women reporting minimum dietary diversity** achieved so far against the end target, or number of **jobs created** to date versus target, highlighting any shortfall.
- **Physical and Financial Progress Linkage:** The MIS will also integrate financial data with physical progress. There will be a linkage between outputs and the financial expenditures (from AWPB) allocated to them. For instance, for an activity like “establish 50 vet clinics”, the MIS can show how much budget was spent out of the allocation, alongside the number established. This allows monitoring of **efficiency** (cost per output) and helps in financial planning. Summaries of financial progress (budget vs expenditure) by component can be generated to complement physical progress reports.
- **Standard Reporting Outputs:** The system will be configured to produce standard reports required by IFAD and the government. This includes the **semi-annual and annual progress reports**, which the MIS can compile in draft by pulling the latest data on all indicators and activities. It will also produce **AWPB-related reports**, such as lists of activities with their planned targets and actual achievements, to feed into planning for the next year. Custom queries can be run as needed (e.g. list of all beneficiaries in Governorate X with type of support received).
- **Data Quality and Control:** The MIS will enforce certain validation rules – for example, values entered must be within logical ranges, all required fields must be filled, and drop-down lists will be used to ensure consistent category entries (like standardized village names, training topics, etc.). The central M&E unit will

regularly verify data entries through the system's back-end audit trail and by cross-checking with source documents during field visits. Any data discrepancies can be corrected in the system with appropriate comments logged.

- **Interoperability and Data Export:** To facilitate analysis, the MIS will allow data export to common formats (Excel, CSV) for further analysis in software like SPSS, STATA, or R as needed. The system's design will consider future interoperability with any national MIS or IFAD corporate systems (like ORMS) by aligning data fields where possible.
- **User Training and Support:** The project will invest in training all relevant staff on using the MIS. Once developed, an MIS training workshop will be held for PMU and IP staff, covering data entry procedures, error checking, and report generation. A user manual will be provided. Ongoing technical support (possibly from the MIS developer or an IT officer in the PMU) will be available to troubleshoot issues that users encounter.
- **ICT Tools for Field Data Collection:** The project will leverage mobile data collection tools that sync with the MIS. Field staff and service providers may be equipped with **Android tablets or smartphones** to collect data using apps that feed into the MIS. For example, a vet technician in the field could fill an e-form after each farm visit which directly updates the central database when connected to the internet. Using digital tools like Survey Solutions or Kobo Toolbox will speed up data availability and reduce errors from manual transcription. The MIS will be designed to integrate such incoming data streams seamlessly.
- **Stakeholder Feedback Mechanism Integration:** The MIS will also log feedback and grievances from beneficiaries. The project will set up channels like a hotline, social media page, or suggestion boxes for beneficiaries to submit complaints or feedback. These will be recorded in a "feedback" module of the MIS, tagged by category (e.g. complaint about input delivery delay, or suggestion for new training). The system will track the status of each feedback case (received, addressed, resolved) to ensure accountability. This serves the project's **Grievance Redress Mechanism (GRM)**.

Through these features, the MIS will provide **complete, accurate, and up-to-date information** to all stakeholders. The IFAD supervision missions, PSC meetings, and project management can draw directly from the MIS for evidence. The MIS-driven approach will strengthen transparency and learning; for example, being able to quickly see which interventions are yielding results and which are lagging. By enabling near real-time analysis (e.g. a sudden drop in training attendance in one region can be spotted and acted on immediately), it supports adaptive management.

Importantly, while no specific off-the-shelf MIS was pre-selected for SIGHT-II, the approach will follow best practices from IFAD projects: a tailored system that fits the project's needs and capacity. During design, the project will consult similar IFAD projects for lessons on what worked. The MIS development will be outsourced to a competent firm through a competitive process, guided by detailed TORs prepared by the M&E Specialist and approved by IFAD. This will ensure the final product is user-friendly, secure, and sustainable (with plans for maintenance post-project).

By the end of Year 1, the MIS is expected to be operational. As data accumulates over the years, the MIS will become a rich repository for analysis and reporting, significantly simplifying the preparation of mid-term reviews, completion reports, and even future project designs. It will also contribute to knowledge management by documenting all results and allowing query-based analysis (for instance, to research correlations between different outcomes). In summary, the MIS is a critical investment to modernize the M&E system, allowing SIGHT-II to efficiently handle large volumes of data and focus more on analyzing and using information rather than just collecting it.

8.1.6 Mid-Term Survey (Outcome Evaluation)

At the project's mid-point (around Year 3–4), an outcome survey (mid-term survey) will be conducted to measure mid-line values of outcome and impact indicators. This survey is a key input to the Mid-Term Review (MTR) mission. A provisional budget of **US\$95,000** is earmarked for a robust mid-term survey of SIGHT-II. The mid-term survey serves to **assess changes since baseline** and to validate whether the project is on track toward its objectives.

Planning and Timing: The mid-term survey will be carefully timed so that its results are available **before the MTR mission** begins. Working backwards from the MTR mission date, the project will launch procurement of the survey firm and design of the survey about 6–9 months prior. Since procurement and fieldwork can be lengthy, starting early ensures data readiness. The mid-term survey should ideally use the **same sample and methodology as the baseline** (to the extent feasible) to allow direct comparison. If the baseline employed a panel of households, the mid-term will re-survey the same households to measure change over time. In cases where baseline respondents cannot be traced or have dropped out (e.g. migrated), replacements will be done carefully to maintain representativeness.

Survey Scope and Methodology: The mid-term survey will apply the IFAD Core Outcome Indicators (COI) approach, mirroring the baseline. It will collect data on all outcome indicators in the logframe – for example: household asset index, resilience (ability to recover from shock), employment generated, adoption of improved practices, women's dietary diversity, empowerment scores, etc. The questionnaire modules will be similar to baseline, with necessary additions if any new project-specific outcomes need assessment. Using the **same indicators and questions as baseline** allows for direct before-after comparisons (difference in means or percentages). The sample size should be statistically powered to detect meaningful changes. If the baseline had a control group (non-beneficiaries) for impact evaluation, the mid-term will also survey the control group to compare changes against without-project scenario.

Outsourcing and Quality Assurance: Like the baseline, the mid-term survey will be outsourced to an experienced survey firm or research institute. The M&E Specialist will draft TORs outlining objectives, indicators to measure, sample design, and analysis requirements. IFAD will review and clear the TORs and the selection of the firm. The M&E Specialist and Officer will supervise the survey implementation, including enumerator training, spot-checking interviews, and reviewing data quality, to ensure rigor. Any new indicators or methodologies (if introduced) will likewise be subject to IFAD approval to maintain credibility of results.

Mid-Term Survey Report: The survey firm will produce a Mid-Term Outcome Survey Report summarizing the findings. The report will include: methodology and sample details,

tabulation of all indicators at mid-term (with breakdowns by gender, youth, etc. as required), comparisons of mid-term values against baseline values, and an interpretation of the changes. Importantly, the report will analyze *why* certain changes occurred or not, drawing on qualitative insights if available. For instance, if **women's dietary diversity** improved significantly, the report might attribute it to the project's nutrition education activities; if **household resilience** did not improve as expected, it might discuss external factors like an economic shock. The report will also update the Theory of Change analysis, examining whether the assumptions hold given the results observed. Any differences in outcomes by sub-groups (e.g. refugees vs. host community, women vs. men) will be highlighted to inform targeting adjustments.

The Mid-Term Survey Report will present **revised logframe values**: it will populate the logframe with mid-term actual values and compare them against mid-term targets. This shows which indicators are lagging or exceeding expectations. It will also flag any needs to adjust end-of-project targets (for example, if some outcomes have already achieved 90% of end-target by mid-term, targets might be revised upward; or if way behind, perhaps targets revised downward, or strategies changed).

Utilization of Results: The findings of the mid-term survey will feed directly into the MTR mission and report. The MTR mission (including IFAD, government, project reps) will use the data to evaluate project performance and decide on any restructuring or refocusing. For example, if the mid-term survey shows that adoption of improved technologies is low, the project might intensify extension efforts or reallocate resources to that area. Conversely, positive mid-term impacts (e.g. significant poverty reduction in beneficiary households) could justify scaling up certain activities. The project will prepare a management response to the mid-term findings, outlining how it will address any shortcomings.

As with baseline, IFAD requires that the mid-term survey process and results be validated for quality. IFAD may provide technical support, such as reviewing the draft mid-term report and conducting plausibility checks on the data. The PMU will ensure the mid-term report is shared with all stakeholders (PSC members, IPs) and that a dissemination event is held (e.g. a workshop to discuss results and implications).

In summary, the mid-term outcome survey is a pivotal evaluative exercise that measures interim results and informs mid-course corrections. Conducting it with methodological rigor and in a timely manner will maximize its value for steering SIGHT-II towards achieving its development objectives by completion.

8.1.7 Completion Survey (Impact Evaluation)

Toward the end of the project (likely in the final year), SIGHT-II will carry out a **completion impact survey**, which serves as the endline for outcome and impact indicators. This final survey will quantify the project's results and the degree to which objectives were met. A budget of about **US\$99,000** is allocated for conducting a rigorous completion survey and impact assessment.

Purpose: The completion survey (also referred to as the Project Impact Assessment) will measure the final values of all logframe outcome and impact indicators. By comparing these with baseline (and possibly with a control group, if applicable), it will evaluate the **impact attributable to the project**. It provides evidence for the Project Completion Report (PCR) and for IFAD's Results Management System.

Methodology and Rigor: The completion survey will largely mirror the baseline and mid-term surveys in design for consistency. Ideally, it will revisit the *same households* surveyed at baseline (panel survey approach). This before-after comparison on the same units strengthens the attribution of changes to the project. If an experimental or quasi-experimental design was set up (e.g. control communities), the completion survey will also cover those to enable with/without comparisons (difference-in-differences analysis). The survey will use IFAD's COI survey modules for indicators such as food security (FIES), asset index, resilience, women's empowerment, etc., ensuring alignment with previous rounds.

Given the importance of final results, the project will ensure **adequate time** for planning and execution. Procurement of the survey firm will start well in advance so that results are ready **before the final supervision/completion mission** and certainly before the PCR is drafted. As with earlier surveys, IFAD's clearance will be obtained on the survey TORs, sampling, and analysis plan. The highest level of quality control will be enforced: expert peer review of the methodology, tight field supervision, and possibly an independent data quality audit if needed.

Outsourcing and Oversight: An external firm (could be the same firm that did baseline and mid-term, for continuity) will implement the endline survey. The M&E Specialist and IFAD will supervise key steps: enumerator training, piloting of questionnaires, and data analysis approach. Using electronic data collection with in-built checks (as practiced in earlier rounds) will ensure minimal errors and quick data aggregation.

Completion Survey Report: The output will be a comprehensive **Impact Assessment Report**. This report will detail the **final values** of all project indicators, and critically, the **changes** from baseline to completion. It will likely include sections on: project outreach achieved, changes in income and assets of beneficiaries, improvements in agricultural productivity and practices, job creation, nutritional outcomes, resilience and climate adaptation measures, and gender empowerment outcomes. The report will analyze whether the observed changes meet or exceed the logframe targets and discuss factors contributing to success or shortfall. For instance, it might highlight that the project achieved a 25% increase in household income versus a target of 20%, attributing it to higher market prices for livestock products during the project.

Crucially, the report will assess project **impact attribution**, using control group comparisons or regression analyses (if design permits) to argue which changes can confidently be credited to SIGHT-II interventions. It will also examine the **Theory of Change** one final time: Did outcomes lead to the intended impact? Were there unanticipated outcomes? This analysis helps derive lessons on what worked well and what didn't.

The logframe will be updated with final values, and an achievement rate for each target will be calculated (e.g. "Target 10,000 households reached; achieved 11,200 = 112% of target"). The report will also note any unintended impacts (positive or negative) discovered. For example, perhaps an unintended positive impact on host communities' social cohesion with refugees, or any negative environmental effect that was observed, etc.

Utilization of Final Survey: The findings will inform the Project Completion Report (prepared by the government/PMU and reviewed by IFAD) which is the official evaluation of project performance. The evidence from the completion survey will be used to rate the

project's effectiveness and impact in various domains. It will also feed into IFAD's Results and Impact Management System (RIMS) by providing final Core Indicator values.

The project will hold a **dissemination workshop** towards the end to share the impact results with stakeholders: government ministries (MoPIC, MoA), project partners, beneficiary representatives, and other development partners. This ensures transparency about what SIGHT-II achieved and fosters learning for future interventions. The data and reports will also be shared with IFAD's Research and Impact Assessment Division for any broader analysis or global reporting.

As with earlier surveys, IFAD will require that the completion survey undergo methodological approval and that the report is of sufficient quality. The PMU will seek IFAD's "no objection" on the final report. IFAD may also choose to conduct or commission its own independent impact evaluation (sometimes done for selected projects), if so, the project's own completion survey would be designed to complement that.

In summary, the completion survey marks the culmination of the M&E effort, measuring the **final outcomes and impact** of SIGHT-II. It is budgeted and planned as a robust exercise to credibly demonstrate the project's achievements. By comparing completion data to baseline, the project and IFAD can quantify improvements such as reduction in food insecurity (via FIES) or increase in resilience, directly attributable to the project. These findings not only account for the resources spent but also provide valuable insights and lessons to inform scaling up and replication of successful approaches in future programming.

8.2 Reporting, Learning and Adaptive Management

SIGHT-II will adopt a **results-based reporting** system that ensures data and analysis from M&E are actively used for decision-making. Both internal and external reporting mechanisms will be established, creating a continuous feedback loop from field data to strategic management.

Internal Progress Reporting: Internally, all implementing units will prepare **monthly progress updates**. Each IP (e.g. NARC, ACC, etc.) and each PMU component lead will submit a brief monthly report covering activities completed, outputs delivered, and any issues encountered. These reports will be compiled by the PMU M&E Officer into a monthly dashboard for the Project Manager. Regular monthly reporting keeps the pulse of implementation and allows immediate troubleshooting of operational bottlenecks.

On a quarterly basis, the PMU will organize **internal reflection meetings**. In these sessions, the central team and IP representatives review the latest data (e.g. quarterly output achievement against targets) and discuss any deviations. For instance, if one quarter shows low progress in rangeland rehabilitation due to drought, the team can plan catch-up actions in the next quarter or adjust targets accordingly. These meetings institutionalize adaptive management, ensuring that field staff insights and M&E data jointly inform decisions.

Semi-Annual and Annual Reports: Externally (to IFAD and government), the project will submit **Semi-annual** and **Annual Progress Reports** (APRs). These comprehensive reports will be prepared by the PMU M&E Specialist in collaboration with component leads. They will follow IFAD's standard format and present progress against the AWPB and logframe targets for that year. The APR will include: an overview of physical progress

(outputs delivered, outcomes trending), financial execution (expenditures vs budget), procurement progress, and qualitative assessment of results and lessons.

All data in these reports will be drawn from the M&E system (primarily the MIS and field reports). For each logframe indicator, the report will show the annual target and the actual achieved; narrative explanation will be given for any major shortfalls or over-achievements. Importantly, the analysis will not just state numbers but also **interpret them**. For example, *"2,500 farmers adopted improved feeding practices by Year 2, reaching 125% of the target. This was due to higher-than-expected participation in Farmer Field Schools, indicating strong demand for the technology."* Challenges will likewise be discussed: *"Only 60% of the targeted women entrepreneurs accessed loans, due to cultural barriers in some communities, mitigation measures for next year include engaging community leaders to support women's financial inclusion."*

The Semi-annual report (mid-year) allows an interim check and course correction within the year. The Annual report, submitted after each project year, feeds into IFAD's portfolio review and is a critical accountability document. The APRs will be reviewed by the Project Steering Committee (PSC) and IFAD. The PSC's guidance or decisions (e.g. reallocate funds, change an approach) based on the report will be documented and followed up by PMU.

Outcome and Thematic Reporting: In addition to routine progress reports, the M&E unit will produce **thematic analytical reports** as needed. For instance, after the mid-term survey, an Outcome Analysis Report might be prepared focusing on outcome-level changes (incomes, nutrition, etc.) and recommending strategic adjustments. The project may also document **case studies** or **success stories** (e.g. a brief report on a model "graduated household" that moved out of poverty, detailing the factors of success) which serve both learning and communication purposes. These knowledge products will be shared with IFAD and stakeholders to illustrate the project's qualitative impact beyond numbers.

IFAD Supervision and Implementation Support: IFAD will conduct supervision missions at least once a year. For each mission, the PMU will provide a **Consolidated Progress Report** (covering since last mission) and updated logframe. The supervision missions will verify M&E data on the ground and discuss any needed actions. Recommendations from supervision (which often include M&E-related improvements) will be implemented by the project. The project will track these in a **Supervision Follow-up Matrix** (e.g. if IFAD recommends improving data disaggregation on youth, the PMU will address that by the next report).

Feedback to Field and Beneficiaries: SIGHT-II will ensure that reporting is not just upwards but also downwards to those implementing and benefiting. Key findings from progress reports and surveys will be distilled into user-friendly formats (e.g. infographics or community presentations). The project will hold community meetings or use local radio to report back results, thereby closing the feedback loop and increasing transparency. Also, regular coordination meetings with IP field staff will be used to discuss the data reported, so that field staff see how their work contributes to higher-level outcomes and to encourage data quality improvements where needed.

Learning and Knowledge Sharing: The project will create opportunities for learning from M&E data. For example, **annual review workshops** will be convened, bringing together PMU, IPs, government, IFAD, and select beneficiaries. In these workshops, the

annual results will be discussed openly: what worked, what didn't, and why. Success stories will be highlighted for potential scaling up, and failures will be examined to extract lessons (e.g. a particular livestock initiative might have failed – analyzing the reasons such as insufficient training or input supply issues). These reflections will inform the design of the next AWPB and any necessary redesign of interventions.

The project will document lessons learned in its reports, possibly under a section "Lessons and Recommendations". IFAD often requires this, and these lessons can inform not only SIGHT-II's remaining implementation but also other projects in Jordan or the region. For instance, a lesson might be "Community outreach by women extension agents significantly improved women's participation, a practice to continue and expand."

Adaptive Management: With continuous data flow and analysis, the Project Manager and PSC can make evidence-based decisions. If, for example, mid-way the data shows low uptake of improved goat breeds in one governorate, the project might reallocate resources to that area or change strategy (perhaps provide additional incentives or training). Adaptive measures taken will be noted in reports. The AWPB formulation will explicitly use M&E data: planning figures for next year will consider this year's achievements and gaps. The PSC's approval of the AWPB will thus be informed by real performance data rather than just nominal targets.

Finally, **external evaluations** (if any, such as an IFAD Independent Office of Evaluation mid-term or ex-post evaluation) will be facilitated with all necessary M&E records. The credible data collected by SIGHT-II's M&E system will form the foundation on which evaluators can assess project impact. By institutionalizing rigorous reporting and learning practices, SIGHT-II aims to remain responsive and accountable, maximizing its development effectiveness through the life of the project.

8.3 Knowledge Management and Communication

Knowledge Management (KM) and communication are integral to the M&E function of SIGHT-II. The project will systematically capture lessons and best practices, and ensure that knowledge gained is shared and utilized both within the project and externally to inform policy and future interventions.

Capturing and Documenting Knowledge: Throughout implementation, the M&E and KM team will identify innovative approaches or successful models emerging from the project. For example, if a new cooperative model for small ruminant marketing proves effective, the project will document this in a case study or briefing note. The project will maintain a "**Knowledge Log**", a repository of notable experiences, challenges overcome, and stories from beneficiaries. Field staff and IPs will be encouraged to contribute by reporting not just data but context and stories behind the data (e.g. a particular youth entrepreneur's journey). The M&E Specialist, together with a Communication Officer (if designated), will curate these insights into knowledge products.

Knowledge Products: SIGHT-II will produce various knowledge products, such as: (i) case studies and success story write-ups, (ii) thematic lesson learned briefs (e.g. a 2-page brief on effective pasture management practices learned), (iii) technical notes or guidelines derived from project experience (for instance, a guideline on community animal health worker training based on what SIGHT-II piloted), and (iv) audio-visual materials (short videos, photo stories) highlighting project impact on the ground. These products serve to **translate M&E findings into accessible knowledge** that can benefit others. All such

materials will be reviewed for accuracy (using M&E data to back claims) and approved by the PMU and IFAD prior to dissemination.

Sharing Platforms: The project will utilize multiple channels to share knowledge and communicate results:

- **Workshops and Field Days:** Periodic knowledge-sharing workshops will be held, inviting government stakeholders, other development partners, and beneficiaries. For example, a mid-term “Knowledge Fair” might be organized where beneficiaries showcase their products or tell their stories, and project staff present outcomes and lessons. The project will also participate in IFAD’s country learning events and, if relevant, regional workshops to share experiences from SIGHT-II.
- **Publications and Media:** Key achievements and lessons will be packaged into press releases or articles for local media to increase public awareness. Human interest stories (e.g. a woman entrepreneur’s success) will be pitched to newspapers or radio. IFAD’s communication channels (website, social media) will also be leveraged. The PMU will provide content and data for IFAD web stories or Facebook updates about SIGHT-II’s progress.
- **Policy Engagement:** Importantly, the knowledge generated will feed into policy dialogue. SIGHT-II’s evidence on small ruminant sector improvements (productivity gains, market linkages, etc.) will be shared with the Ministry of Agriculture and other policymakers via policy briefs or direct presentations. If the project identifies certain policy bottlenecks (say, regulations hindering cooperative marketing), it will document these and advocate for change using the project’s evidence. The project team will contribute to national forums on agriculture and rural finance, presenting results (for instance, how integrating particular communities in livestock value chains worked) to inform broader strategies.

Internal KM and Staff Learning: The project will foster a learning culture within the team. After any major activity or pilot, an **After-Action Review** will be conducted: staff and partners involved will discuss what went well or not and why, recording these insights. These are fed back into improving implementation approaches. Mentorship and cross-learning will be encouraged; for example, successful field coordinators could mentor others, or exchange visits between governorates can be arranged so staff see different approaches in action. The MIS and M&E data will be used in these sessions to ground discussions in facts (e.g. comparing performance metrics across regions to spur peer learning).

Adaptive Communication to Beneficiaries: Communication with beneficiaries will be two-way. Beyond just providing information, the project will listen and adapt. Feedback mechanisms (as noted, hotlines, community meetings) will capture beneficiary input, which the project will then respond to, demonstrating that voices are heard. For instance, if beneficiaries express difficulty understanding the financial literacy materials, the project may revise its training approach or materials and communicate the changes back to the community. Culturally appropriate communication will be used – for rural communities with low literacy, oral communication (community theatre, radio segments in local dialect) may be favored to convey messages about best practices or project opportunities.

All these efforts ensure that data and experiences from SIGHT-II do not remain static in reports, but are actively used to **educate, influence, and improve**. By the project's end, SIGHT-II aims to leave not just tangible outputs on the ground, but also a wealth of knowledge – for communities (better practices and awareness), for government (evidence to guide policy), and for IFAD and the wider development community (lessons on small-ruminant value chains). Ultimately, effective knowledge management and communication will amplify the project's impact beyond its direct beneficiaries, by enabling others to learn from and replicate SIGHT-II's successes.

Annex 1 on M&E – Glossary and definitions of SIGHT-II indicators

The following CIs and Project Specific indicators have been included in SIGHT-II Logical Framework.

Level	Type	Indicator	Definition	Notes
Outreach	CI	CI 1 Persons receiving services promoted or supported by the project	Refers to the number of new individuals who have received services or participated to activities promoted or supported by the project during the considered period (annual reporting).	if one person received different type of services during the reporting period, it should be counted only once to avoid double counting. If the same person receives services promoted or supported by the project over the years, it should only be counted once. Some years, there may then be no additional outreach (e.g. if the project continues to work only with the same beneficiaries, communities and households. In these cases, the annual value equals zero and the cumulative figure remains the same as the previous year.
		CI 1.a Corresponding number of households reached	Relative to the previous indicator, refers to the number of new households in which at least one member received services or participated to activities promoted or	If two persons belonging to the same household (e.g. the husband and wife) have received direct project support, then this household should only

			supported by the project, during the considered period (annual reporting).	be counted once for annual reporting. If the same families are being supported over the years, they should only be counted once. Some years, there may then be no additional outreach (e.g. if the project continues to work only with the same beneficiaries, communities and households). In these cases, the annual value equals zero and the cumulative figure remains the same as the previous year.
		CI 1.b Estimated corresponding total number of households members	Refers to an estimate of the total number of persons in the households supported by the project (as reported under the previous indicator), during the considered reporting period (annual reporting). This estimate is based on the average number of persons per household recorded in the country or, if available, in the project intervention area.	The indicator includes all household members, even those who did not receive project services (e.g. children). The household average size in the rural areas equals 4.7, which will be validated by the baseline survey.
Goal	Project specific	Reduction in the prevalence of food insecurity measured with Food insecurity experience scale (FIES)	- Household Dietary Diversity Score (HDDS) - Food Insecurity Experience Scale (FIES) and its components	Draft Questionnaire for measuring this indicator will be provided at start-up. .

			Food Insecurity Experience Scale (FIES) is experience-based measures of household or individual food security. The FIES-SM questions refer to the experiences of the individual respondent or of the respondent's household as a whole. The questions focus on self-reported food-related behaviors and experiences associated with increasing difficulties in accessing food due to resource constraints. Household dietary diversity Score (HDDS) is a qualitative measure of food consumption that reflects household access to a variety of foods. HDDS is not meant to be used in accessing dietary diversity at individual level. The household dietary diversity score (HDDS) is meant to reflect, in a snapshot form, the economic ability of a household to access a variety of foods.	
	Project specific	Percentage increase in the HH assets' ownership index	An index that reflects the ownership of selected assets (productive assets, livestock, consumer durables, housing quality, etc.) by a household. It is used as a proxy for household wealth or economic status. Typically constructed using a scoring (often via Principal Component Analysis) of asset ownership data, an increase in the asset index over time means the household has accumulated more or better assets, indicating improved	Draft Questionnaire for measuring this indicator will be provided at start-up.

			economic well-being. <i>In SIGHT-II, the baseline survey establishes the asset index; progress (e.g. a X% increase) by mid-term and completion signifies that households have greater asset endowments than before.</i> (This index follows IFAD's practice in impact surveys of measuring assets like radios, refrigerators, vehicle, agricultural equipment, land, etc., aggregated into a single score.)	
	Project specific	Households reporting an increase in resilience measured through the ability to recover from shocks (ATR)	This indicator measures the household's perceived capacity to recover from shocks, adjusted for the severity and number of shocks experienced. It provides a standardized measure that allows comparison across households by correcting for differences in shock exposure. The index reflects both the impact of shocks on income and food consumption, and the household's ability to return to or improve upon their pre-shock status. - Experience with and ability to recover from shocks - Income diversification	Draft Questionnaire for measuring this indicator will be provided at start-up.

Development Objective	CI	2.2.1 Persons with new jobs/employment opportunities	Number of new full-time or recurrent seasonal on-farm and off-farm jobs created thanks to project activities since project start-up, either as independent individuals (self-employed) or as employees of micro, small and medium-sized enterprises. Jobs created within farmers' organizations that received project support are also included, but temporary jobs created for a limited period (e.g. for road construction) shall be excluded.	Refer to COI Guidelines for COI related methodology and questions
	CI	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices	Project beneficiaries who were trained in environmentally sustainable practices and/or the management of climate-related risks, and who claim that: (a) they have fully mastered these practices; and (b) they are now routinely using these technologies and practices.	Refer to COI Guidelines for COI related methodology and modules
	Project specific	Small scale farmers and MSMEs reporting at least 20% increase in incomes deriving from agriculture-based activities in the target value chains	Number of small-scale farmers and number of MSMEs reporting about increase in incomes deriving from agriculture related activities compared to baseline situation due to project interventions including water-use efficiency, improved and climate adaptive agricultural practices, improved inputs, and/or technologies, improved access to finance, and markets etc.	Income and Cost Data Recording by Farmers To strengthen the accuracy of project outcome measurement, farmers receiving project support should be encouraged and guided to regularly record data on the following: - Sources of income by activity (e.g. crop production, livestock,

				processing, off-farm work) - Gross revenues and input costs per activity - Seasonality of income and production cycles - Frequency and volume of sales across the agricultural calendar When analyzing this data, it is important to consider external factors that can significantly influence income streams and profitability, such as: - Market price fluctuations - Climatic and environmental events - Policy or regulatory changes - Pest and disease outbreaks These factors should be clearly documented where relevant to contextualize changes in income and better assess the attribution of income gains to project interventions.
	CI	3.2.1 Tons of Greenhouse gas emissions (tCO ₂ e)	This indicator captures whether the project has the potential (or has succeeded) to avoid or sequester greenhouse gas	This indicator shall be measured with internationally recognized GHG accounting

		avoided and/or sequestered	emissions as a result of the introduction and uptake of mitigation technologies and practices. As an outcome indicator, it is not measured annually, but rather three times in a project's lifetime: at design (ex-ante), at midline (partially ex-post) and at endline (ex-post). Results are updated based on the latest projection. Each projection covers the same 20-year time horizon (from project start, described below) and becomes more accurate, on the basis of activities actually completed.	tools such as FAO's EX-Ante Carbon-balance Tool (EX-ACT) and GLEAM (Global Livestock Assessment Model). Technical support, data input and analysis for measurement will be provided by IFAD's Environment, Climate, Gender and Social Inclusion (ECG) Division through the FAO-IFAD grants to support GHG accounting. The M&E system shall ensure the availability of the following data : Ha of land under infrastructures and irrigation improvement ; Ha of land which were converted with new practices such intercropping or degraded land rehabilitated through fruit trees cultivation, Ha of crop Land under climate soil and water conservation techniques and/or organic practices ; Ha of land under new irrigation system and improved irrigation management including type of irrigation system, Energy use for all assets provided by the grants to be shared by the

				IFAD ECG Division to ensure data availability in the system necessary for the assessment of CI 3.2.1.
Outcome 1	CI	SF.2.1 Households satisfied with project-supported services	Households reporting that they: (a) easily accessed or used the services provided by the public/private entities supported by the project, and (b) were satisfied with the quality of the services provided by the public/private entities supported by the project. The indicator aims at determining whether the main services delivered by the public/private entities supported by the project adequately meet target groups' productive/business/employment/livelihood needs. The indicator indirectly assesses (1) the responsiveness of the project in reflecting target groups' views and needs during the design, delivery and adaptation of services, and (2) the impact of the project's capacity building support to the service providers towards improving their service delivery capacities.	Refer to COI Guidelines for COI related methodology and questions
	CI	1.2.2 Households reporting adoption of new/improved inputs, technologies or practices	Beneficiary households interviewed claim that: (a) they are fully satisfied with the inputs, practices or techniques promoted; and (b) they are now using those inputs, practices and technologies instead of previous ones.	The inputs and practices should be adapted and contextualized to the project during project implementation, when the training topics and specific inputs (e.g. grants) are defined.

				Refer to COI Guidelines for COI related methodology and modules.
	CI	1.2.4 Households reporting an increase in production	Beneficiary households interviewed who claim that project-supported activities (e.g. training, input provision) have helped them increase the quantity of key crops/plants (aromatic/medicinal plants) harvested as a result of better yields (i.e. quantity of crop/plant harvested per unit of land area) or an increase in cropped/planted area, compared to the pre-project situation. For cereals, grain and legumes, production is normally measured in metric tons or kilograms. May also refer to an increase in livestock production (e.g. increased milk production, reduced animal mortality, improved fertility).	Refer to COI Guidelines for COI related methodology and modules
	CI	1.2.8 Women reporting minimum dietary diversity (MDDW	Women surveyed claiming that they are consuming a diversified diet, which means that they are consuming at least 5 out of 10 prescribed food groups. It is a proxy indicator to judge adequacy of micronutrient (e.g. vitamins, minerals) consumption by women. It is also a proxy to gauge the adequacy of nutrition intake of the household members. MDDW is expected to provide a broader picture of a household's nutrient intake, taking into consideration that in most societies women are more likely to be nutritionally vulnerable because of their disadvantaged	Refer to COI Guidelines for COI related methodology and modules In particular: - Ensure the list of examples within each category is adapted to local context. - Ensure enumerators are familiar with local dishes; If the respondent mentions a mixed dish, ask for all

			position in relation to intra-household distribution of nutritious foods in resource-poor settings, which are the primary targets for IFAD operations. Additionally, women, and in particular women of reproductive age (15-49 years), are more vulnerable due to their higher physiological demand for nutrients compared to adult men.	ingredients and continue asking until the respondent says 'nothing else'.
	CI	IE.2.1: Individuals demonstrating an improvement in empowerment (IFAD empowerment index)	IFAD's empowerment indicator is an index that IFAD has developed building on the project-level Women's Empowerment in Agriculture Index (pro-WEAI) developed by IFPRI, OPHI and USAID. Similarly to the pro-WEAI, IE2.1 reflects a framework of empowerment²⁶ in which empowerment is a process of change on the interrelated dimensions of resources, agency, and achievements. This indicator focuses on measuring agency, i.e. the ability of individuals, who were unable to do so previously, to make strategic choices. (Malapit, et al, 2019). IFAD's empowerment indicator aims at measuring individuals empowerment in the communities where IFAD's projects are implemented, in the domains relevant to IFAD's operations. IE 2.1 includes 10 out of the 12 dimensions for the pro-WEAI, focusing on those IFAD can influence through its supported activities. Each dimension is mapped to one of three	Refer to COI Guidelines for COI related methodology and modules

			domains of empowerment: intrinsic agency (power within), instrumental agency (power to), and collective agency (power with) which are linked to the definition of empowerment. Dimensions' mapping is as follows: - Intrinsic agency: Autonomy in income, Self-efficacy and Attitudes about intimate partner violence. - Instrumental agency: Input in productive decisions, Ownership of land and other assets, Access to and decisions on financial services (if any provided by IFAD supported project), Control over use of income and Work balance. - Collective agency: Group membership and Membership in influential groups. <i>The indicator must be disaggregated by sex in order to compare empowerment between women and men.</i>	
Output 1.1	CI	1.1.3 Rural producers accessing production inputs and/or technological packages	Refers to farmers, livestock owners or other rural producers who received support to access production inputs (e.g. chemical or organic fertilizers, pesticides, improved seeds, stocked livestock, veterinary medicines, etc.) or technological packages (e.g. processing equipment, farming tools, animal health and artificial insemination kits, drip irrigation systems, etc.) thanks to project interventions. Such inputs or	Information is collected by service providers (if inputs/technical packages are provided by external entities) or by project staff (if the support is provided by them). Data are collected by project M&E staff and recorded in the project M&E system.

			technological packages and options may be provided on a free basis, or against some beneficiary contribution.	<i>Note: If the same person has received more than one input/technological package during the considered period, he/she should be counted only once in order to avoid double-counting of beneficiaries.</i>
	Project specific	Artificial Inseminations (AI) performed	Number of artificial insemination procedures carried out on livestock (e.g. goats or sheep) under the project's auspices. This is a measure of improved breeding services delivered. For example, if para-vets trained by the project perform 5,000 AI services in goats, this indicator would be 5,000 (cumulative). <i>It reflects the scale of genetic improvement efforts.</i> (No specific IFAD core indicator; project-specific output.)	Draft Questionnaire for measuring this indicator will be provided at start-up.
	Project specific	Genetically improved breeding stock disseminated	I Number of improved breed animals (such as superior bucks, rams, or does) distributed to farmers or breeding partners by the project. This output indicates how many improved animals were made available to upgrade local herds. For instance, distributing 300 improved rams counts as 300. <i>It supports longer-term genetic gains in the small ruminant population.</i>	Draft Questionnaire for measuring this indicator will be provided at start-up.

	Project specific	Upgraded livestock information and traceability system	This refers to establishing or improving the national Livestock Information and Traceability System (LITS database) under the project. It is typically a yes/no or number of systems (with target = 1 system upgraded). In SIGHT-II, the project aimed to upgrade one central livestock information system (for animal identification and health records). When this system becomes operational (with new software/hardware, expanded registry), the indicator is met (value = 1). <i>It signifies institutional strengthening in the livestock sector.</i> (Output completed by project's end.)	Draft Questionnaire for measuring this indicator will be provided at start-up.
Output 1.2	Project specific	Veterinary diagnostic laboratories upgraded	Number of veterinary labs that have been constructed, renovated, or equipped with improved diagnostic capabilities by the project. For example, if 5 regional labs receive new equipment or infrastructure upgrades and 12 in total by project end, that would match a target like "12 labs upgraded". <i>This output improves animal disease diagnosis capacity.</i> (Project output indicator.)	Draft Questionnaire for measuring this indicator will be provided at start-up.
	Project specific	Proximity vet clinics established or rehabilitated	Number of local veterinary clinics (field animal health centers) set up new or rehabilitated by the project. "Proximity" implies at community or village level. If, say, 110 community vet clinics were	Draft Questionnaire for measuring this indicator will be provided at start-up.

			targeted and those are achieved, the indicator would be 110. Each clinic provides closer access to animal health services for farmers. <i>This output expands animal healthcare coverage in rural areas.</i> (Project-specific output.)	
	Project Specific	Community Animal Health Workers (CAHWs) trained and deployed	Number of Community Animal Health Workers (CAHWs) who have successfully completed project-supported training programs on basic veterinary care, livestock disease prevention, and reporting, and who have been formally deployed to provide field-level animal health services in target communities. Deployment is confirmed when CAHWs are actively engaged in service delivery under the supervision of the Ministry of Agriculture or accredited veterinary institutions.	Draft Questionnaire for measuring this indicator will be provided at start-up.
	Project Specific	Governorates veterinarians trained on animal diagnostics	Number of veterinarians from target governorates who have successfully completed project-supported training programs on animal disease diagnostics , including laboratory techniques, sample collection and analysis, use of diagnostic equipment, and reporting of results. Training completion is verified through attendance records and certification. The indicator captures capacity building aimed at strengthening governorate-level veterinary	Draft Questionnaire for measuring this indicator will be provided at start-up.

			diagnostic services to improve early detection, surveillance, and control of livestock diseases.	
	CI	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers	Households that participate in project-supported groups/organizations reporting that: (a) they have influence over decisions taken in the project-supported group/organization in which they participate; and (b) the project-supported group/organization they participate in can influence decision-making of local authorities and project-supported service providers.	Refer to COI Guidelines for COI related methodology and modules
Output 1.3	CI	3.1.4 Land brought under climate-resilient practices	Land in which activities were undertaken to restore the productive and protective functions of the land, water and natural ecosystems and/or reverse degradation processes with a view to building resilience to specific climate vulnerabilities during the considered period (annual reporting). Examples of climate-resilient practices or adaptation investments that reverse the process of degradation and protect agricultural land and production infrastructure include targeted farm and landscape management practices (e.g. reforestation, afforestation, improved rangeland management, watershed management, erosion control, agroforestry, removal of non-native species and weeds, reintroduction of native	Refer to COI Guidelines for COI related methodology and modules

			species); soil and water conservation infrastructure (terraces and other contour bunds and natural hedges constructed/planted or rehabilitated with project support, preventing soil erosion and sustaining soil moisture); the establishment and management of ecological buffer zones to reduce the impact of climate hazards (e.g. mangrove greenbelts, sand dunes, flood retention zones, storm breaks, groundwater recharge zones, shelter belts); and the establishment of protected areas and biodiversity corridors to restore the biological diversity and ecosystem services of endangered landscapes. Data for this indicator should include both the total areas of land and the total number of persons reached by the interventions.	
	CI	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks	Groups (whether formally registered or not, and also including indigenous peoples' communities) involved in the management of natural resources (rangelands, common property resources, water resources, forests, pastures, fishing grounds and other natural resources) for agricultural production that have received project support during the considered period, to improve the sustainability of services provided to the resource base and to manage climate-related risks. Natural	Refer to COI Guidelines for COI related methodology and modules

			resource management groups involved in promoting technologies and practices for environmental protection, combating deforestation and desertification, or promoting soil/water conservation initiatives to prevent or increase resilience to climate-related risks should also be considered. Climate-related risks are those resulting from climate change that affect natural and human systems and regions. Direct climate change risks are expected especially for productive sectors that rely heavily on natural resources, such as agriculture, fishing and forestry. The aim of such engagement is ultimately to enable these individuals/groups to take better and more resilient decisions that can avoid losses and damage to their livelihoods resulting from climate-related events.	
	Project Specific	Number of farmers receiving and cultivating drought- and heat-tolerant fodder species/varieties	Number of farmers who have received fodder seeds, seedlings, or planting materials of drought- and heat-tolerant species/varieties through project-supported interventions and have successfully established and cultivated these on their farms or rangelands. This indicator measures adoption of climate-resilient fodder production practices that enhance feed availability and reduce vulnerability to climate variability. Farmers are counted once, regardless of the	Draft Questionnaire for measuring this indicator will be provided at start-up.

			number of plots or fodder species cultivated.	
	Project Specific	Number of youth-led MSMEs supported for feed and fodder production	Number of micro, small, and medium enterprises (MSMEs) owned or led by youth (individuals aged 18–35) that receive financial, technical, or in-kind support from the project to establish or expand feed and fodder production enterprises . Support may include grants, credit, matching funds, equipment, or business development services. MSMEs are counted once upon receiving at least one form of verified project support aimed at enhancing their production capacity or market participation.	Draft Questionnaire for measuring this indicator will be provided at start-up.
Output 1.4	CI	1.1.4 Persons trained in production practices and/or technologies	Number of persons who have been trained at least once in improved or innovative production practices and technologies during the considered period (annual reporting). Training and capacity development may be provided in a variety of forms: participation in community mapping of natural resources, participation in a farmers' field school, field demonstrations, training in livestock immunization, etc.; and for various durations (a full day training conducted outside the trainees community, training of extension officers in a district centre; shorter sessions conducted within the trainees'	Information is to be collected by service providers or external trainers (if training sessions are outsourced) or by project staff (if training is provided by them). Data are collected by project M&E staff and recorded in the project M&E system. It is also input in ORMS at least once a year. Notes: If the same person has been trained more than once on the same topic (whether within the same year or spreading over several years),

			community/village, regular short classroom training, or on-the-job or in-field training. Training topics may concern crop production (e.g. cultivation practices, participatory varietal selections, use of improved seeds, soil fertility practices and technology, efficient water use, micro-irrigation, agroforestry practices, proper plant protection, or enhancing produce quality); livestock production (e.g. milking and milk handling, slaughtering, animal nutrition, disease prevention and veterinary practices, animal husbandry).	as part of a multi session training, he/she should be counted only once in order to avoid double-counting of beneficiaries.
	CI	1.1.8 Households provided with targeted support to improve their nutrition	It refers to the number of people that have directly participated in project-supported activities designed to help improve nutrition during the considered period. Note that the nutrition-sensitive activities are not generic but that they are tailored to address context based nutrition problems. Activities may include people participating in nutrition related trainings, exchange visits, behaviours change communication campaigns, integrated food production, infrastructure (e.g. drinking water and sanitation), homestead food production, technical assistance on the use of inputs and technologies intended to improve nutrition outcomes (e.g. bio-fortified seeds, small livestock, labour-savings implements/technologies), socio-cultural related issues impacting on	Information is to be collected by service providers or project staff in charge of the supervision/implementation of nutrition programme or activities. Data are collected by project M&E staff and recorded in the project M&E system. Notes: <i>Service providers' or staff records should also track the following data: date of activity, type of activity, total persons participating in the activity disaggregated by gender, age and indigenous people, and households reached,</i>

			nutrition outcomes etc.. Also note that based on the typology of the nutrition-activity, they may target household members and not individuals e.g. backyard poultry or vegetable gardens. It is important to note that not all nutrition-sensitive activities will be reported under this indicator. For example, mass media campaigns (e.g. radio) and/or other open sessions where it is difficult to quantify the number of people reached should be excluded. While counting beneficiaries, care should be taken not to double count individuals or households benefiting in more than one activity or the same activity more than once in the same year.	<i>disaggregated by women headed households and nonwomen headed households. Should the activity benefit other members in the household not directly participating in the activity, the project should report on the number of household members benefited (e.g. backyard poultry or vegetable garden, school gardens).</i>
Outcome 2	CI	1.2.5 Households reporting using rural financial services	Beneficiary households interviewed who state that they are fully satisfied with and are using the financial products and services facilitated by the project, in order to invest in a productive or income-generating activity (i.e. as opposed to being used for consumption or other non-productive purposes).	Refer to COI Guidelines for COI related methodology and modules <i>Note: The outcome survey could also ask questions on the main use made of the financial services received.</i> <i>Data can also be collected at FSP level and then used for triangulation. The</i>

				<i>FSPs should submit their "usage" indicator (typically "Number of active clients or accounts")</i>
	CI	2.2.6 Households reporting improved physical access to markets, processing and storage facilities	Beneficiary households interviewed who claim that, as compared to the pre-project situation: (a) they can now more easily access the required market, processing or storage facilities; and that (b) these facilities are fully functional.	Draft Questionnaire for measuring this indicator will be provided at start-up.
Output 2.1	CI	2.1.2 Persons trained in income-generating activities or business management	Persons who during the considered period, have received training in topics related to income-generating activities, including post-production handling, processing and marketing. Such activities include cheese-making, small-scale processing of fruit, meat and milk products, conservation of agricultural products, agro-processing techniques, handling in compliance with safety (use of chemicals, pesticides) and other quality requirements, packaging, market information and procedures. Business management training includes organizational management, accounting and bookkeeping, cash flow management and marketing.	Data are collected by project M&E staff and recorded in the project M&E system. Data to be recorded by service providers or external trainers (if training sessions are outsourced) or by project staff (if training is provided by them). <i>Note: If the same person has been trained more than once on the same topic (whether within the same year or spreading over several years), as part of a multi-session training, he/she should be counted only once in order to avoid double-counting of beneficiaries.</i>

	Project Specific	Number of public livestock markets constructed or rehabilitated and made operational	Number of public livestock market facilities that have been constructed or rehabilitated with project support and are fully operational , meaning they are functional, accessible to users, and regularly hosting livestock trade activities under the management of relevant authorities or market committees. "Made operational" refers to completion of all necessary infrastructure works, provision of essential utilities and equipment, and establishment of a management or maintenance arrangement to ensure sustainable use.	Draft Questionnaire for measuring this indicator will be provided at start-up.
Output 2.2	Project Specific	Number of smallholder producers and MSMEs receiving grants for improved milk/meat production and processing equipment or infrastructure	Number of smallholder producers and micro, small, and medium enterprises (MSMEs) that have received project-financed grants to acquire or upgrade equipment, tools, or infrastructure aimed at enhancing milk or meat production, processing, storage, or quality assurance . This includes support for facilities such as small-scale dairy or meat processing units, cold storage, hygiene improvements, and value addition technologies. Beneficiaries are counted once upon verified receipt and installation or use of the supported assets.	Draft Questionnaire for measuring this indicator will be provided at start-up.
	CI	1.1.5: Persons in rural areas	This refers to the number of individuals who have accessed a financial product or service specifically promoted/supported by the project and its partner financial service	Data are collected by project M&E staff and recorded in the project M&E system.

		accessing financial services (credit)	provider (FSP), at least once during the considered period (annual reporting). Such services include loans and micro-loans. Note: When rural enterprises access financial services promoted/supported by the project, only owners and co-owners of enterprises receiving financial services are counted as persons accessing services. This also applies to Outreach CI 1: Persons receiving services promoted or supported by the project: only owners and co-owners of enterprises are counted as persons receiving services.	Importantly, when the data is provided by partner FSP, these should track the numbers of rural clients separately from the outreach numbers of other clients they may service.
Outcome 3	CI	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers	Households that participate in project-supported groups/organizations reporting that: (a) they have influence over decisions taken in the project-supported group/organization in which they participate; and (b) the project-supported group/organization they participate in can influence decision-making of local authorities and project-supported service providers.	Refer to COI Guidelines for COI related methodology and modules
	CI	Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval,	Number of existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment	Data for this indicator can be collected in the relevant legal in-country institutions or through qualitative surveys administered to relevant stakeholders.

		ratification or amendment		
Output 3.1	CI	Policy 1: Policy-relevant knowledge products completed	Policy analyses, research papers, working papers, studies, strategies, pieces of legislation, by-laws or other policy-related material produced as part of the project's policy goals.	Data for this indicator can be collected in the relevant legal in-country institutions or through qualitative surveys administered to relevant stakeholders.

Annex 2 – Draft data request form for monitoring the use of IFAD rural finance projects

Table 7. General data on rural finance outreach and loan terms and conditions

IFAD Project	Beneficiary name/Enterprise legal form	Beneficiary/enterprise/owner/co-owner sex and age	Contact details	Category target group	Number of owners/co-owners of rural enterprises			Government	District	Village	Bank/PFI	Loan amount	Beneficiary contribution	Loan interest rate	Loan approval date	Loan financing date	Loan maturity date	Grace period	Type of activity/use of loan *	Type of financing			New jobs created			Borrower repayment rate
					Total ⁴⁵	Male	Female	Young												Investment	Working capital	Mixed/working capital+investment	Male	Female	Young	

In some instances, instead of reporting the financed sector as Agriculture, Forestry and Fishing, which is a very general category, select narrower sub-categories within the mention category, such as Growing non-perennial crops or Raising of dairy cattle, Production, harvesting, processing and storage of crops , Livestock production/processing,

⁴⁵ Total equals sum of male and female.

Sorting, calibrating, packing of agricultural products, Productive assets, Building of warehouses and cold storage facilities for agricultural products, Production of renewable energy linked to post harvesting activities, etc.

Table 8. General data on the disbursement of the revolving fund

IFAD Project	Bank/PFI	Number of active borrowers	Amount disbursed (mention period)	Currency	Outstanding balance (with PFIs)_

Table 9. Consolidated rural finance performance data

Annex 3: Software and Hardware Requirements

Survey Solutions software works with Android tablets with the following specifications:

- **Version of Android OS:**
 - Android 7.0 or better is required;
 - All versions of Android below 9.0 are [no longer supported](#) by the manufacturers and correspondingly tablets that can't be updated to Android 9.0 or above should be considered unsafe for the IFAD projects.
- **Storage:** 8GB of flash memory storage. At least 1GB of available space must be available for Survey Solutions' use. The Survey Solutions software installation package (.apk) is less than 200MB, but more space will be required during the operation of the software. The ultimate requirements for space depend on the kind of survey (questionnaire) and the mode of use of the tablet (number of assignments, simultaneously started interviews, rejections, use of offline maps, audio recording, etc).
- **WiFi** module, which can be used for software setup, upgrades, and synchronization while in the office.
- **3G/4G** connectivity module is required for synchronization from the field.
- **Hardware architecture:** Survey Solutions Interviewer will not be able to display maps on devices based on x86 architecture, for example, on devices based on the *Intel Atom Z3745* chip. This incompatibility is known and will not be fixed. Users installing the Interviewer App on such devices must opt for the version without the maps.

Minimal requirements are not necessarily going to be optimal for a particular application. Better technical characteristics will improve responsiveness of the program and the user experience. Conduct your independent testing before volume purchases of tablets.

Optional:

- **Screen size** 7-8-inch screens are often chosen. Bigger screens consume more power and reduce autonomous work. The choice of the screen depends on the convenience of use with the software and is usually determined experimentally.
- **Android 8.0** or higher is recommended because of [Project Treble](#), which should make it easier for the manufacturers to update produced devices.

9 Draft Terms of References for PMU Staff

Post Title	: Project Director
Duty station	: Amman, Hashemite kingdom of Jordan
Reporting to	: Ministry of Agriculture
Languages required	: Arabic and English

Background:

The Small Ruminants Investment and Graduating Households in Transition Project – Phase II (SIGHT-II), led by the Ministry of Agriculture, builds on the success of SIGHT-I to enhance the resilience, productivity, and food security of rural smallholders engaged in small ruminant value chains, with a particular focus on southern Jordan. Co-financed by the Agricultural Credit Corporation (ACC) and additional adaptation and pandemic funds, all attracted by the robust outcomes of SIGHT-I and sharing IFAD’s ambitions on the project supports improved breeding, animal health, feeding, and husbandry, alongside better access to markets, financial services, and supportive policies. By targeting smallholders, women, youth, and vulnerable households, SIGHT-II contributes to inclusive rural livelihoods, climate adaptation, and sustainable food systems. It is fully aligned with the Royal Initiatives and His Majesty’s vision for a climate-smart transformation of the livestock sector in Jordan.

The project approach is based on:

- i. Value Chain Development – Strengthening all stages of the small ruminant value chain (breeding, animal health, feeding, husbandry, processing, and marketing);
- ii. Targeted Inclusion: Support poor and vulnerable households—especially women, youth, and smallholders—while engaging commercial farmers, processors, and MSMEs to drive rural jobs and value chain integration;
- iii. Market and Financial Access: Expand access to markets and tailored financial services through the Agricultural Credit Corporation (ACC) and other mechanisms to boost incomes and encourage sustainable investments.
- iv. Climate-Smart Practices: Promote adaptive technologies and resilient livestock management to strengthen productivity and climate adaptation.
- v. Policy and Institutions: Build institutional capacity and support policy reforms for a stronger enabling environment; and
- vi. Knowledge and Service Delivery: Strengthening extension, veterinary, and breeding services to ensure adoption of improved practices

Scope of work

The Project Director will be responsible for the overall implementation, coordination, and management of all SIGHT-II activities as detailed in the PDR. This includes not only overseeing the Project Management Unit (PMU) and ensuring activities align with the project objectives and donor agreements but also providing strategic leadership in areas such as:

- Policy Engagement: Provide leadership in policy dialogue, including support for the mid-term review of national strategies on livestock, food security, and climate-resilient agriculture; advancing evidence-based advocacy; and ensuring project interventions align with national priorities for sustainable small ruminant development and climate-resilient agriculture.
- Knowledge Management: Overseeing the systematic capture, generation, and dissemination of knowledge, best practices, and lessons learned to inform and lessons learned to inform policy and program governance.
- Climate Resilience and Environmental Safeguards: Ensuring the integration and mainstreaming of climate adaptation, water-use efficiency, and environmental and social safeguards (SECAP) across all project components and activities.
- Gender Transformative and Youth-Sensitive Approaches: Championing and ensuring effective implementation of strategies that are gender-transformative and youth-sensitive, meeting the project's demographic targets.
- Stakeholder Coordination: Strengthening partnerships and coordination with relevant government entities, NGOs, community-based organizations, and private sector actors to enhance project impact and sustainability.

Main Task and Duties

- Ensure that SIGHT-II implementation aligns with the provisions of the loan agreement with Government of Jordan and IFAD (and by extension, co-financiers), the final Project Design Report (PDR), the Project Implementation Manual (PIM), and the Appraisal Report;
- Lead the Project Management Unit (PMU) situated in SIGHT-II/Amman, providing leadership to its multidisciplinary team including specialists in finance; M&E; Climate, environment and rangeland; rural finance and Agri business; procurement; gender and nutrition; procurement; and livestock technical expertise.
- Ensure the coordination and synchronisation of all project components and activities with the project staff, implementing partners, service providers, command area communities and other stakeholders;
- Ensure that the Annual Work Plan and Budgets (AWPB) are prepared and submitted in accordance with the Loan agreements and with requirements of the Ministries of Agriculture and Finance;
- Submitting comprehensive project financial and physical progress reports in compliance with Loan Agreement, Government requirements, and the Project M&E system, including reporting to IFAD and other co-financiers;
- Administer the project budget through reviewing payment requests and expense reports, control overall costs within budgetary parameters;

- Ensure procurement processes are timely conducted and in accordance with IFAD and GOJ regulations;
- Guarantee adherence to SIGHT-II targeting strategy, ensuring project benefits reach the poorest and poor smallholders, vulnerable smallholders, women, and youth as defined in the PDR;
- Ensuring gender and youth dimensions, and nutrition approaches are mainstreamed effectively in all project activities and that benefits are equitable;
- Scrutinize the project performance on a regular basis through the review of regular implementation reports, field observations, and communication with the project beneficiaries and counterparts;
- Overseeing the coordination with implementing partners, including MoA departments, NARC, ACC, NAF, private sectors, and other relevant institutions, to ensure smooth delivery of project activities;
- Directly supervise the activities of staff and arrange for short-term training, as needed for staff in areas such as planning and organizational skills, procurement under IFAD credit disbursement procedures, and other areas as may be considered appropriate;
- Managing project risks in line with the Integrated Project Risk Matrix and SECAP Review Note;
- Represent the project in the Donor Coordination Committee; and

Accept/perform any other responsibilities reasonably associated with the position and not listed in this ToR.

Reporting:

The Project Director will report directly to the Secretary General of MoA, the Project Steering Committee (PSC), chaired by Minister of agriculture Regular reporting to IFAD and other co-financiers, as part of the Donor Coordination Committee and through standard progress reports, is also a key accountability.

Required Qualifications and Experience

- A Graduate degree in Agriculture, Animal Science, Veterinary Science, Rural Development, Agribusiness, or other relevant subject in the agricultural/livestock sector and preferably a postgraduate qualification/MBA.
- At least 10 years' experience in agriculture, livestock development, or agribusiness development projects, with proven experience in small ruminant value chains preferred.
- Familiarity with institutions particularly those related to livestock marketing and exports, and ability to communicate with and motivate a wide range of persons, including ministers, senior government officials, private sector directors, and leaders and members of producer and civil society organizations involved in livestock and rural development.
- Initiative, commitment, strategic vision, and capacity for innovative, lateral thinking. He/she should possess a clear vision and strong passion for his/her work and especially that related to linking small livestock farmers, women, youth, and rural poor households to markets and financial services as a means to enhance their productivity, resilience, and livelihoods.

- Leadership and team-building qualities and experience and good communication skills.
- A good knowledge of computer applications, sound writing abilities and fluency in spoken and written English and Arabic.

Location and time

The location of work will be in Amman and target governorate in the project, also visiting other implementing partners. The project duration is six years. The Project Director's contract will be for an initial one-year period, with the possibility of extension up to the full six years of the project, subject to performance appraisals.

Supervision and deliverables

The Project Director will be supervised from the MoA and all reports should be submitted in both language English and Arabic as soft and hard copies, the deliverables are: - Monthly reports; - Quarterly reports; - Progress reports; and - Any other reports, as requested by the MoA, IFAD, and coo financiers.

Position Title: Technical assistant for small ruminant production/ Livestock specialist

Location: Project Management Unit (PCMU), SIGHT, Amman

Reports To: Project Coordinator

Contract Type: Full-time

Duration: 6 years, with possibility of extension based on performance

Background:

The proposed Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT 2) aim to upscale the IFAD co-funded SIGHT project which is to complete by 2025. Implemented by the Ministry of Agriculture, it will support the climate resilient transformation of small-ruminants value chains in all governorates of the Hashemite Kingdom of Jordan. It will do so by supporting delivery of essential livestock services. SIGHT-II is divided into three Components:

Component 1: Strengthening productivity and climate resilience of small ruminants' production. Under this component, the project will support transformation of smallholder production systems to improve their productivity, their resilience, and lower their environmental impact.

Objectives

The livestock specialist will be responsible for overseeing the implementation of Component 1 and assist the Project Director in the overall implementation and supervision of implementation in the field.

Responsibilities and Tasks

-Assist the Project Director in preparing the AWPB budget for Component 1 as well as the overall monitoring and supervision of the component and assisting in the preparation of the reports.

-Oversee the work of the Field Project Coordination (FPC) in dissemination of information and raising public awareness about the scale, scope and overall benefits of the SIGHTII, with focus on women and youth.

-Oversee the work of the field teams in providing support to the breeding stations in identifying eligible multiplier partners (MPs) from the private producers such as the lead farmers or small ruminant cooperatives/ groups based on the specified criteria

-Provide support the MoA, NCARE, Vet doctorate and the JVA, ACC, and other implementers in the target Governorates in the selection, assessment and support individual, groups or cooperatives that are eligible to participate in the various components of the project

-Ensure that the field teams are preparing proper field plans and implementing them to produce quality improved breeds certified by the breeding stations.

-Undertake random checks to ensure that the MPs are keeping records of inputs, management and husbandry practices on farm, on the performance of the elite animals received and their progenies, as well as information on the destiny of the sales of the MPS animals, with priority given to the small scale herders.

- Support the breeding stations and MPs in the targeting strategy ensuring that smallholder herders, and especially women, are prioritized for receiving improved animals.
- Support the sheep government stations and the MPs in the monitoring the replacement of poor producing animals with the improved ones.
- Support the work of the field teams at the research stations in identifying lead farmers in each governorate who will receive improved breeds and ensure that the field teams are undertaking regular follow-up with these lead farmers, ensuring that detailed data are collected and records are kept, reporting the results to the stations and to the M&E system of SIGHTII.
- Ensure that the field teams provide all project beneficiary farmers receiving improved animals with extension support in (i) sheep and goat production, (ii) animal nutrition and feeding, (iii) forage crop production; (iv) livestock health and husbandry including AI;
- Review all the reports received from the MPs and the stations, examine them from the technical perspective, summarize the key findings, discuss them with the field staff, and document them
- Oversee the work of the field teams in supporting the rangeland departments in working with communities and beneficiaries from rangeland activity.
- Follow up and keep records for the hydronic small units at the beneficiaries' level and the research unit at Khanasreh. Also, keep record for the silage produced in Khanasreh, and the results of genomic research.
- Ensure that the FPC are properly supported in the implementation of their field tasks and responsibilities in the breeding program and other activity such as hydroponic units
- Support capacity building of farmers, producer organizations, and service providers to improve livestock productivity, health, and market access.
- Preparing the criteria for purchasing animals from the MPs or other source.
- Any other tasks assigned by the PMU Director or the MoA.

Qualification and experience

- MSc University degree in animal production/livestock.
- At least 4 years of managerial level experience in similar job.
- Fluency in written and spoken English.
- Computer literacy in MS Office applications.
- Good organizational skills and attention to details.
- Excellent interpersonal skills and ability to form and maintain cooperative working relationships with colleagues and stakeholders.

Supervision and deliverables

The technical assistant for small ruminant will be supervised from the PMU director and all reports should be submitted in both languages English and Arabic as soft and hard copies, the deliverables are:

- Monthly reports;

- Quarterly reports;
- Progress reports; and
- Any other reports, as requested by the PMU manager, MoA, and IFAD

Position Title: Project Officer

Location: Project Management Unit (PCMU), SIGHT, Amman

Reports To: Project Coordinator

Contract Type: Full-time

Duration: 6 years, with possibility of extension based on performance

Background:

The proposed Small Ruminants Investment and Graduating Households in Transition Project II (SIGHT 2) aim to upscale the IFAD co-funded SIGHT project which is to complete by 2025. Implemented by the Ministry of Agriculture, it will support the climate resilient transformation of small-ruminants value chains in all governorates of the Hashemite Kingdom of Jordan. It will do so by supporting delivery of essential livestock services. SIGHT-II is divided into three Components:

Component 1: Strengthening productivity and climate resilience of small ruminants' production. Under this component, the project will support transformation of smallholder production systems to improve their productivity, their resilience, and lower their environmental impact.

Objectives

The Programme Officer will be responsible for overseeing the implementation of SIGHTII components and assist the project Director in the overall implementation and supervision of implementation in the field. The specific job description of the programme officer is given below;

Project Officer will work under the direct supervision of the PMU manager and in close collaboration with the MoA, and technical partners.

Responsibilities and Tasks

- Assist the Project Director in preparing the Assist in annual work planning and budgeting (AWPB) for project components as well as the overall monitoring and supervision of the components and assisting in the preparation of the reports.
- Oversee implementation of field activities, with project specialist ensuring adherence to technical standards and timelines.
- Support the procurement and distribution of livestock inputs and equipment in compliance with IFAD and government guidelines
- Oversee the work of the Field Project Coordination (FPC) team in dissemination of information and raising public awareness about the scale, scope and overall benefits of the SIGHTII, with special focus on women and youth.
- Contribute to the design of FFS, FPS and training materials, extension packages, and knowledge products
- Contribute to project monitoring and evaluation systems, including baseline and impact assessments.
- Document lessons learned and success stories for knowledge sharing
- Maintain strong collaboration with the Ministry of Agriculture, veterinary services, NGOs, and private sector actors.

- Participate in technical working groups, technical committee meetings, and field missions with IFAD and partners.
- Perform any other tasks as may be assigned by the Project Coordinator or IFAD related to project implementation
- Provide support the MoA, NCARE, and implementer officers in the target Governorates in the selection, assessment and support of groups or cooperatives that are eligible to participate in the various components of SIGHTII (MPs, rangeland water harvesting, and the rest activities);
- Coordinate with the livestock specialist on oversee the of the field teams in supporting the rangeland departments and other implementer in working with communities and farmers.
- ensure that the FPC are properly supported in the implementation of their field tasks and responsibilities.
- Support the PMU manager in preparation TOR for hiring the FPC and staff seconded by MoA.

Qualification and experience

- Advanced degree in economy, finance, agriculture, or any other related field.
- At least 5 years of managerial level experience in similar projects
- Fluency in written and spoken English.
- Computer literacy in MS Office applications.
- Good organizational skills and attention to details.
- Excellent interpersonal skills and ability to form and maintain cooperative working relationships with colleagues and stakeholders.
- Strong knowledge of participatory approaches, gender-sensitive programming, and climate-resilient livestock practices.
- Excellent analytical, communication, and report writing skills.
- Ability to work in multicultural teams and willingness to travel frequently to rural project sites.

Post title: **Field Project Coordinators (FPC)**

Duty Station: SIGHT-II Field Office(s) – Target Governorates (Ma'an, Karak, Tafilah and Aqaba, and in Mafraq)

Organisation: SIGHT-II

Location: Jordan

Reports to: Project Director, through the Technical Specialist(s) concerned

Contract Type: Full-time staff member

Duration: One year, renewable based on performance and project needs

Background

The SIGHT-II is a Government of Jordan project co-financed by the IFAD. Building on the achievements of SIGHT-I, the second phase seeks to improve the livelihoods, food security, and resilience of smallholder livestock keepers—especially vulnerable rural households, women, and youth—by enhancing productivity, sustainability, and market and finance access within the small-ruminant sector.

The project is implemented by the MoA through a PMU based in Amman, and operates in close collaboration with key national partners including the NARC, and the Rangeland Directorate, along with other technical agencies and local community organizations.

Within this institutional setup, FPCs are deployed in target governorates to facilitate the day-to-day implementation of field activities. They act as the operational link between the PMU, implementing partners, research stations, breeding centers, cooperatives, and beneficiary communities. Their role is vital to ensure that project interventions are effectively implemented, technically sound, and responsive to the needs of the local communities, with special emphasis on inclusion of women and youth

Main Responsibilities and Tasks

The FPCs will be responsible for the following tasks:

- Disseminate of information and raise public awareness about the scale, scope and overall benefits of the SIGHTII, with special focus on women and youth.
- Support breeding stations in identifying eligible MPs from the private producers such as the lead farmers or small ruminant cooperatives/ groups based on the specified criteria.
- Support the MoA, NCARE, and ACC in the selection, assessment beneficiaries that are eligible to participate in the various components of SIGHTII (MPs, rangeland, water harvesting).
- Undertake awareness raising campaigns for small ruminants' owners on the importance of enhanced breeds and husbandry for productivity increase and facilitate their visits to the research stations and farms of MPs flocks.
- Follow-up with the MPs to ensure that they abide by the requirements set by the breeding stations on their farms to produce quality improved breeds from parents received that are able to become certified by the breeding stations accelerating the availability of the improved animals to a larger number of farmers.

- Ensure that the MPs are keeping records of inputs, management and husbandry practices on farm, on the performance of the elite animals received and their progenies, as well as information on the destiny of the sales of the semi-elite animals, with priority given to the small scale flocks (name and address of farmer, number of animals owned, price sold, etc.).
- Support the breeding stations and MPs in the targeting strategy ensuring that smallholder breeders, and especially women, are prioritized for receiving improved animals.
- Support the sheep government stations and the MPs breeds in the monitoring the replacement of poor producing animals with the improved ones in farms receiving improved breeds.
- Provide all project beneficiary farmers receiving improved animals with extension support in (i) sheep and goat production, (ii) animal nutrition and feeding, (iii) forage crop production; (iv) livestock health and husbandry including AI.
- Support the rangeland departments in implementing the project activities related to rangeland.
- Provide technical husbandry support to recipients of livestock packages under the ACC activity

Required Qualifications and Experience

Education:

- Bachelor's degree in Animal Production, , Agricultural Extension, Rangeland Management, or a related field. Master's degree is an advantage.

Experience:

- At least 5 years of relevant experience in livestock development, agricultural extension, or rural project implementation.
- Proven experience working with small ruminant producers and cooperatives.
- Experience with IFAD or donor-funded projects is desirable.
- Skills and Competencies:
- Strong technical knowledge of livestock and rangeland systems.
- Good coordination, facilitation, and community engagement skills.
- Excellent data management and reporting ability.
- Computer literacy (MS Office, data collection tools).
- Fluency in Arabic and good command of English.

Reporting and Supervision

- The Field Project Coordinators report directly to the Project Director and work under the technical specialists' guidance, including Livestock Specialist, Climate, Environment and Rangeland Officer, Gender and Nutrition Specialist, Rural Finance and Agri business specialist, etc, and other PMU staff. They will collaborate closely with the Monitoring and Evaluation (M&E) Unit to ensure timely and accurate data collection and reporting.

Deliverables

- Monthly and quarterly field progress reports;
- Lists of selected breeding partners, cooperatives, and lead farmers;
- Reports of awareness and training sessions;
- Field data and performance monitoring reports;
- Gender-disaggregated beneficiary records; and

- Inputs to quarterly and annual project reports.

Duration and Duty Station

- The FPCs will be based in their assigned governorates with frequent travel to project sites and periodic coordination meetings at the PMU office in Amman. The initial contract is for one year, renewable based on performance and continued project financing.

Position Title: Rural Finance Specialist**Location:** Project Management Unit (PMU), SIGHT, Amman**Reports To:** Project Coordinator**Contract Type:** Full-time**Duration:** 6 years, with possibility of extension based on performance**I. Background**

The proposed **Small Ruminants Investment and Graduating Households in Transition Project II** (SIGHT 2) aim to upscale the IFAD co-funded SIGHT project which is to complete by 2025. Implemented by the Ministry of Agriculture, it will support the climate resilient transformation of small-ruminants value chains in all governorates of the Hashemite Kingdom of Jordan. It will do so by supporting delivery of essential livestock services. SIGHT-II is divided into three Components:

Component 1: Strengthening productivity and climate resilience of small ruminants' production. Under this component, the project will support transformation of smallholder production systems to improve their productivity, their resilience, and lower their environmental impact.

Component 2: Supporting investments in the small ruminants' value chain, aims to enhance value addition and food safety compliance, improve market infrastructure, and strengthen smallholders and MSMEs access to financial services and markets. Two types of grants/matching grants will be provided for smallholder producers and the value chain actors: (i) Grants targeting smallholder producers, women and youth involved in production and small-scale processing for the acquisition of equipment and breeding stock; (ii) Matching grants targeting MSMEs involved in the transport, processing, retailing and marketing of dairy and meat products to upgrade their equipment and premises, and comply with environmental and food safety standards. Access to credit for project beneficiaries will be through the Agricultural Credit Corporation (ACC). Three (3) potential windows are foreseen: (i) microloans for smallholder producers, women and youth for the purchase of livestock, infrastructure, equipment, inputs, (ii) Loans for micro entrepreneurs and agricultural companies to enhance post-harvest and waste management. (iii) Islamic financial products for breeders, producers, and microbusinesses.

Component 3: Policy support and project coordination. under this component, SIGHT II will provide technical expertise, develop studies to support evidence based and inclusive policy dialogue for policy improvement. Possible areas for support include livestock insurance, disease control strategies, privatization of veterinary services, feed strategy and feed balance assessment, and Monitoring Reporting and Verification (MRV) for livestock emissions.

II. Objectives of the Assignment

To support ACC to implement Component 2 of SIGHT-II.

III. Key Responsibilities**1. Planning and Coordination**

- Develop and maintain the annual work plan and budget for Component 2 in close coordination with the Project Coordinator.
- Ensure centralized, harmonized management of the SME and microloan credit lines, including reporting, monitoring, and performance tracking.
- Coordinate with the Value Chain Development Manager to facilitate access to financial services and financial literacy activities for producer organizations and value chain actors identified and engaged under Component 1.
- Liaise with Jordan Loan Guarantee Corporation, Central Bank of Jordan and other stakeholders to promote innovative approaches to expand inclusive rural finance.

2. Credit Line Management

- Oversee the selection and onboarding of Participating Financial Institutions (PFIs), ensuring alignment with project eligibility and performance standards.
- compliance with the project eligibility criteria.
- Monitor disbursements, repayment performance, and impact across both facilities, with disaggregated data by gender, age, agricultural subsector, and governorate.
- Maintain coordination with ACC and CBJ to ensure compliance with eligibility criteria and Component 2 objectives and targets.

3. PFI Capacity Building

- Oversee the recruitment and supervision of consultants or firms delivering training and advisory services to PFIs in accordance with project objectives.
- Support PFIs in developing agriculture-adapted loan products and integrating them into institutional lending policies.

4. Financial Literacy Activities

- Coordinate the implementation of financial literacy activities, targeting rural populations with a focus on women and youth.
- Oversee development and delivery of training materials and sessions, including ToT programs, in coordination with service providers.
- Ensure integration of financial literacy into other project activities and collaboration with CBJ and other stakeholders for wider dissemination of materials.

5. Monitoring, Reporting, and Knowledge Management

- Prepare technical reports, presentations, and briefing notes for internal and external stakeholders, including MOPIC and development partners.
- Document lessons learned, success stories, and case studies for integration into the project's monitoring and evaluation system.
- **Other Duties**
- Undertake any other responsibilities assigned by the Project Coordinator necessary for the effective implementation of Component 2.

IV. Qualifications and Skills

- Graduate degree in finance, business administration, economics, or a related field. A postgraduate degree (e.g., MBA or MSc) is preferred.
- At least 7 years of relevant experience in rural finance, microfinance, SME finance, or private sector development.

- Proven experience managing credit lines or financial inclusion initiatives, preferably with donor-funded projects or financial institutions.
- Strong analytical and strategic planning skills, with the ability to manage complex activities and stakeholder relationships.
- Demonstrated ability to coordinate cross-functional teams and communicate with financial institutions and government agencies.
- Fluency in Arabic and English is required (oral and written).
- Proficiency in MS Office (Word, Excel, PowerPoint); experience with financial analysis or MIS tools is an asset.

V. Application Process

Interested candidates with relevant experience are invited to review and download the full Terms of Reference from MOA website (www.moa.gov.jo), and submit their CVs indicating daytime telephone numbers, address and names of three referees to the email address: sightproject@yahoo.com, no later than xx/xx/2026. Only short-listed candidates will be contacted.

Post title: **Financial Manager**
Organisation: SIGHT II-UP
Location: Jordan
Name of Project: SIGHT II-UP
Duration: One-year renewable
Type of contract: Short term
Closing date: Insert

Background

the Ministry of Agriculture has established a PMU to coordinate the management and implementation of IFAD-funded SIGHT II Project in Jordan. The Project Financial Management Unit has a financial management function responsible for financial and accounting matters of SIGHT II Project which it manages. The PMU Financial Manager plays a key role in financial management and reports directly to the Finance Manager with matrix reporting to the accounting and finance department at the Ministry of Agriculture. The PMU Financial Manager will maintain close contact implementing partners and service providers level for the purposes of centralized accounting of all Project activities.

Job Description

- Assist the accounting and finance department at the Ministry of Agriculture with overall financial management activities of the Project.
- Support preparation of consolidated Annual Work Plan & Budget (AWPB).
- Work alongside the accounting and finance department at the Ministry of Agriculture to ensure timely and accurate submission of withdrawal applications and quarterly interim financial reports to IFAD;
- Assist the accounting and finance department at the Ministry of Agriculture in Preparation and submission of all financial statements, budgets, financial Projections, cash flow forecasts and all other Projects reports as requested by the Project, IFAD and the relevant ministries.
- Prepare specific budgetary documentation, according to Jordanian legislation, issue payment requests and obtain the necessary approvals for finalizing payments to the suppliers/contractors;
- Review and validate Payment requests against approved AWPB and supporting documents;
- Submit payment vouchers to the Ministry of Agriculture internal auditor / MoF Controller for the purposes of review and approval.
- Operate and maintain the financial management software system related to accounting and financial management by ensuring that all financial transactions are entered into the system; accurately on a regular basis;
- Ensure that all projects' financial transactions (hard and sot copies) are filled properly and on daily basis and easily accessible;
- Monitor actual expenditure and disbursements against allocations for each category;

- Ensure smooth and timely transfer of approved payments for eligible expenditure to Contractors in compliance with FM Manual and Legal Agreement.
- Maintain the master contract register for all contracts issued at CPMUC level.
- Maintain and update the fixed assets register for the entire Project;
- Maintain and update advance registers and ensure timely clearances;
- Prepare on monthly bank reconciliations.
- Follow up and maintain an up to date records on in-kind contributions;
- Occasional field visit to implementing partners to support accountants if needed.
- Perform other duties, of financial nature which pertains to the implementation of the Project, as may be requested by the Project Director and Finance Manager.

Qualifications and Experience

- An acceptable accounting and finance qualification.
- A minimum of 10 years professional experience with at least 5 years experience in accounting and financial management.
- The candidate would be expected to have a thorough understanding of accounting practices, for internationally funded projects. Familiarity and experience in use of accounting software is a must.
- Good command of Arabic and English, both oral and written
- Prior experience working with donor-funded Projects.
- Good knowledge of Microsoft Office.
- Ability to work in team and multi-tasking.
- Good communication skills.
- Ability to work with multi stakeholders, including government agencies, , and community.
- Professional and personal endurance and commitment to complete complex assignments efficiently and effectively in a high demanding working environment.

The initial contract will be for one year with six-month probation, period, renewable every year on continued satisfactory performance.

Post title: **Senior Accountant**
Organisation: SIGHT II-UP
Location: Jordan
Name of Project: SIGHT II-UP
Duration: One-year renewable
Type of contract: Short term

Background

The Ministry of Agriculture has established a PMU to coordinate the management and implementation of IFAD-funded SIGHT II Project in Jordan. The Project Financial Management Unit has a financial management function responsible for financial and accounting matters of SIGHT II Project which it manages. The PMU Senior Accountant plays a key role in financial management and reports directly to the Finance Specialist. The Senior Accountant will have to maintain a close contact implementing partners and service providers level for the purposes of centralized accounting of all Project activities.

Job Description

- Assist the Finance Manager with financial management activities of the Project.
- Support preparation of consolidated Annual Work Plan & Budget (AWPB).
- Review monthly transactions of the implementing partners.
- Review monthly reports received from implementing partners and record related transactions in the accounting system/respective sheets, using appropriate cost categories /components /sources of finance.
- Review and validate Payment requests against approved AWPB and supporting documents;
- Submit payment vouchers to the Ministry of Agriculture internal auditor / MoF Controller for the purposes of review and approval.
- Operate and maintain the financial management software system related to accounting and financial management by ensuring that all financial transactions are entered into the system; accurately on a regular basis;
- Ensure that all projects' financial transactions (hard and sot copies) are filled properly and on daily basis and easily accessible;
- Monitor actual expenditure and disbursements against allocations for each category;
- Ensure smooth and timely transfer of approved payments for eligible expenditure to Contractors in compliance with FM Manual and Legal Agreement.
- Maintain the master contract register for all contracts issued at central level.
- Maintain and update advance registers and ensure timely clearances;
- Review monthly bank reconciliations.
- Follow up and maintain an up to date records on in-kind contributions;
- Perform other duties, of financial nature which pertains to the implementation of the Project, as may be requested by the Finance Specialist.

Qualifications and Experience

- An acceptable accounting and finance qualification.
- A minimum of 5 years professional experience with at least 3 years experience in accounting and financial management.

- The candidate would be expected to have a thorough understanding of accounting practices, in internationally funded projects. Familiarity and experience in use of accounting software is a must.
- Good command of Arabic and English, both oral and written
- Prior experience working with donor-funded Projects.
- Good knowledge of Microsoft Office.
- Ability to work in team and multi-tasking.
- Good communication skills.
- Ability to work with multi stakeholders, including government agencies, , and community.
- Professional and personal endurance and commitment to complete complex assignments efficiently and effectively in a high demanding working environment.

The initial contract will be for one year with six-month probation, period, renewable every year on continued satisfactory performance.

Post title: **Accountant**
Organisation: SIGHT II
Location: Jordan
Name of Project: SIGHT II
Duration: One-year renewable
Type of contract: Short term
Closing date: Insert

Background

The Ministry of Agriculture has established a PMU to coordinate the management and implementation of IFAD-funded SIGHT II Project in Jordan. The Project Financial Management Unit has a financial management function responsible for financial and accounting matters of SIGHT II Project which it manages. The PMU Accountant plays a key role in financial management and reports directly to the Finance Manager. The Accountant will have to maintain a close contact implementing partners and service providers level for the purposes of centralized accounting of all Project activities.

Job Description

- Assist the Finance Manager and Senior Accountant with financial management activities of the Project.
- Support preparation of consolidated Annual Work Plan & Budget (AWPB).
- Review monthly transactions of the implementing partners.
- Review monthly reports received from implementing partners and record related transactions in the accounting system/respective sheets, using appropriate cost categories /components /sources of finance.
- Review and validate Payment requests against approved AWPB and supporting documents;
- Prepare payment vouchers and submit them for review by the Senior Accountant.
- Operate and maintain the financial management software system related to accounting and financial management by ensuring that all financial transactions are entered into the system; accurately on a regular basis;
- Ensure that all projects' financial transactions (hard and sot copies) are filled properly and on daily basis and easily accessible;
- Monitor actual expenditure and disbursements against allocations for each category;
- Ensure smooth and timely transfer of approved payments for eligible expenditure to Contractors in compliance with FM Manual and Legal Agreement.
- Maintain the master contract register for all contracts issued at central level.
- Maintain and update advance registers and ensure timely clearances;
- Prepare monthly bank reconciliations.
- Follow up and maintain an up to date records on in-kind contributions;
- Perform other duties, of financial nature which pertains to the implementation of the Project, as may be requested by the Finance Specialist.

Qualifications and Experience

- An acceptable accounting and finance qualification.

- A minimum of 3 years professional experience with at least 2 years experience in accounting and financial management.
- The candidate would be expected to have a thorough understanding of accounting practices, in internationally funded projects. Familiarity and experience in use of accounting software is a must.
- Good command of Arabic and English, both oral and written
- Prior experience working with donor-funded Projects.
- Good knowledge of Microsoft Office.
- Ability to work in team and multi-tasking.
- Good communication skills.
- Ability to work with multi stakeholders, including government agencies, , and community.
- Professional and personal endurance and commitment to complete complex assignments efficiently and effectively in a high demanding working environment.

The initial contract will be for one year with six-month probation, period, renewable every year on continued satisfactory performance.

Post Title: **M&E Specialist**

Duty station: Amman, Hashemite kingdom of Jordan

Duration: 1 year (with possibility of extension up to 2 years, based on satisfactory performance with a 6-month probation period)

Reporting to: Project Director

Languages required: Arabic and English

Background

The Small Ruminants Investment and Graduating Households in Transition Project – Phase II (SIGHT-II), implemented by the Ministry of Agriculture with co-financing from IFAD, the Agricultural Credit Corporation (ACC), and other partners, builds on the successes of SIGHT-I to strengthen resilience, food security, and inclusive rural livelihoods. The project emphasizes climate-smart small ruminant development, improved access to markets and finance, and policy and institutional strengthening.

Effective monitoring, evaluation, and learning are critical to track progress, ensure accountability, inform decision-making, and capture lessons for policy engagement and scaling up. To this end, the project requires a dedicated Monitoring and Evaluation (M&E) Specialist within the PMU.

Overall scope of activities

The Monitoring and Evaluation (M&E) Specialist will be responsible for the day-to-day implementation of the project's M&E system, ensuring continuous performance monitoring and assessment of project results against defined indicators and targets. The Specialist will provide timely, accurate, and relevant information to project stakeholders to support evidence-based advocacy, and adaptive management.

The M&E Specialist will lead the overall coordination of M&E activities, collaborating with PMU technical staff, project field coordinators, and implementing partners to ensure consistent data collection, analysis, and reporting. S/he will report directly to the Project Director in knowledge management on the assigned tasks delegated by the project director to strengthen learning and dissemination. The position will be based at the SIGHT-II PMU premises in Amman, with regular field missions to project sites across the governorates, particularly in southern Jordan.

In addition, the M&E Specialist will play a key role in the project's Knowledge Management (KM) function by ensuring that lessons, innovations, and results generated by SIGHT-II are systematically captured, documented, and shared with stakeholders to influence practice, scale up successful models, and support policy dialogue.

Main Tasks and Duties:

M&E System Development and Knowledge Management:

- In line with CSN strategic objectives and SIGHT-II targeting strategy, design, operationalize, and update the project's M&E system, including an M&E Plan, MIS, reporting templates, and data collection tools.
- Develop, operationalize, and maintain the project's M&E system in line with IFAD guidelines, the Project Design Report (PDR), and national requirements.
- Prepare, update, and implement the M&E Plan and system to capture and analyse disaggregated data (by gender, age, and target groups), ensuring alignment with IFAD and national requirements, incorporating baselines, targets, methodologies, timelines, and relevant empowerment and nutrition-focused indicators in line with project objectives.
- Ensure integration of gender, youth, poverty, and climate adaptation indicators in the M&E framework.
- Update the MIS, Logframe, and ORMS indicators regularly, particularly before IFAD supervision and support missions.

- Maintain an organized e-library of project M&E documents, datasets, and reports for internal and external use.
- Ensure evidence, results, and lessons learned are effectively captured and disseminated.
- Identify existing knowledge and data gaps in the area of gender, targeting, social inclusion and nutrition and develop measures to close data gaps.
- Establish and maintain a SIGHT-II “Knowledge Log” to systematically capture innovative practices, implementation challenges, beneficiary experiences, and contextual insights emerging from field activities.
- Lead the documentation of knowledge products, including case studies, success stories, thematic lessons-learned briefs, technical notes, and photo/video stories, ensuring accuracy, evidence-base, and alignment with IFAD standards.
- Contribute M&E-derived evidence to policy briefs, presentations, and analytical materials to support policy engagement efforts with MoA and other national stakeholders.
- Support the planning and delivery of learning events, including knowledge fairs, field days, and review workshops, by preparing evidence, lessons, and KM materials.
- Facilitate After-Action Reviews and internal learning sessions, ensuring insights are recorded and integrated into adaptive management.
- Ensure that knowledge generated from M&E is shared through IFAD and national platforms, including contributions to IFAD web stories, social media content, and learning events.

Data Collection, Analysis, and Reporting

- Coordinate and oversee systematic data collection, validation, and analysis from all project partners, service providers, and field activities.
- Monitor physical and financial progress against AWPB targets, ensuring quality, timeliness, and consistency.
- Produce regular M&E reports, analytical briefs, and technical notes linking inputs, outputs, outcomes, and impacts.
- Support baseline, mid-term, endline surveys, and ad hoc/thematic studies in line with IFAD quality standards.
- Maintain a project results database and support the use of digital tools for data management.

Evidence-Based Learning and Adaptive Management

- Generate evidence and lessons learned to inform adaptive project management and policy dialogue.
- Develop case studies, success stories, and policy briefs to feed into knowledge management and evidence-based advocacy.
- Support the organization of annual review and planning workshops, ensuring lessons learned and best practices are widely disseminated.
- Ensure that insights emerging from monitoring data are systematically fed back into project decision-making, contributing to iterative improvement of implementation approaches.

Capacity Building and Supervision

- Guide and supervise M&E focal points and partners, ensuring accurate and timely reporting.
- Ensure alignment and coordination with national M&E frameworks, IFAD requirements, and co-financiers.
- Build the capacity of PMU staff, implementing partners, and field officers in M&E tools, methods, and participatory approaches.
- Support external evaluations, impact assessments, and audits.
- Deliver training to PMU and field teams on knowledge capture, documentation, and learning practices to strengthen the project’s internal knowledge culture.

Stakeholder Engagement and Feedback

- Establish and manage stakeholder feedback and grievance mechanisms (both online and offline) to enhance accountability and inclusiveness, and regularly analyse data from M&E, GRM, and feedback systems to identify and address any adverse impacts on target groups, recommending remedial measures as needed.
- Ensure participatory M&E approaches that capture feedback from smallholders, women, youth, and vulnerable groups.
- Use feedback mechanisms as a source of knowledge, integrating beneficiary perspectives into lessons learned and KM products.

Support to IFAD Missions and Project Management

- Provide evidence, analysis, and reports for IFAD supervision, mid-term review, and project completion missions.
- Undertake regular field visits for ground-truthing, data verification, and direct engagement with beneficiaries and stakeholders.
- Perform any other tasks assigned by the Project Director to ensure effective monitoring and results reporting.
- Prepare KM inputs for IFAD missions, including consolidated lessons, knowledge products, and evidence summaries.

Required Qualifications and Experience

- Advanced university degree (Masters or equivalent) in Monitoring & Evaluation, Statistics, Development Studies, Agriculture, Economics, or related field.
- At least 5 years of experience in the design and implementation of M&E/MIS in development projects implemented by national/international NGOs/UN bodies/ Government;
- Experience in designing tools and strategies for data collection, analysis and production of reports;
- Proven ICT skills, especially in the development of MIS software using database software;
- Expertise in analyzing data using statistical software;
- Managerial skills and demonstrated capacity to manage people.
- Specific working experience in agriculture and rural development field will be an asset;
- Proven analytical and technical writing skills;
- Language Requirements: Fluency in written and spoken English.

Location and time

Duty Station: The M&E Specialist will be based in the SIGHT-II Project Management Unit (PMU) premises in Amman, Jordan, with frequent travel to project fields across targeted governorates.

Duration of Assignment: Full-time position for the entire duration of SIGHT-II. The initial contract will be for one year, renewable annually based on performance and project needs.

Deliverables

- Project M&E framework and plan (with baselines and targets).
- Quarterly and annual M&E reports aligned with AWPB and IFAD reporting requirements.
- Outcome surveys and mid-term/endline evaluation support.
- Knowledge products capturing lessons learned and good practices.
- Capacity-building workshops for PMU and partners.

Job Title	Procurement Officer
Number of Persons	MoA/PMU: 2 persons (one Senior Procurement Officer and another Procurement Officer)

Reporting To	PIU Project Manager
Subordinates	TBA
Job Description	The Procurement Officer will manage the following tasks: - Review and update (at least once annually) the procurement strategy - Review and provide updates on the PIM as necessary - Coordinate No objections on all grant and procurement matters through IFAD OPEN portal (this includes activities of all other I.A.s) - Participate in AWPB preparation and provide relevant feedback relating to packaging, classification, cost estimation, scheduling, etc. - Prepare the PPs based on approved AWPB; PPs will be prepared through OPEN - Review specifications, requirements, terms of reference, schedules of requirements, etc. to ensure fitness-for-purpose, competitiveness, value-for-money, alignment with needs, alignment with expected quality, etc. - Prepare/Review announcements, prequalification/shortlisting documents, bidding documents and Calls for Proposals using templates specified in the PIM - Manage the advertising process including receipt and answering of clarifications, issuance of addenda and management of pre-bid meetings and site visits - Sit in opening and evaluation committees and ensure compliance with evaluation criteria, bidding requirements, Calls for Proposals and PIM provisions - Lead on communication with bidders/applicants (in writing) soliciting clarifications on their bids/applications - Lead on the preparation of shortlisting, prequalification, and evaluation reports - Prepare draft contracts, minutes of discussion, minutes of negotiation, MoUs, MoAs, grant agreements, etc. - Lead on the receipt and resolution of debrief requests and procurement complaints; prepare debrief and complaint resolution reports - Oversee the contract signature process by competently authorized persons - Oversee contract period implementation from a contractual perspective including commencement, completion, change management, payment, guarantees, insurances, warranty, etc. - Review and clear payment requests and prepare necessary documentation for processing - Ensure that procurement items are finally handed over to end users who are utilizing the assets for their intended purpose sustainably - Ensure that grant beneficiaries are utilizing their grant assets sustainably and for their intended purpose - Review and clear change orders or amendments and prepare necessary documentation for signatures - Ensure accurate and all-inclusive documentation archiving with indexing for ease of retrieval electronically - Contribute to audits, support missions, supervision missions, MTRs, and completion missions and provide necessary

	documentation; actively engage in addressing procurement audit findings and IFAD mission agreed actions - Participate in IFAD-sponsored and other training initiatives on procurement, contract management, etc. - Flag any doubts or findings of inconsistencies, fraud, mismanagement, corruption, etc. to IFAD's C.D. - Other tasks as may be assigned by the Project Manager
Job Requirements	a) Bachelor's degree in engineering, business, public administration, management, or a related field (5 points) b) Preference for a master's degree in procurement management, project management, or contract management (2 points) c) At least 10 years of general professional experience in one or more phases of project execution (10 points) d) Preference for experience in donor-funded projects (5 points) e) At least 5 years of experience in public or donor-funded procurement in Jordan (25 points) f) Preference for experience in IFAD, World Bank, EU or UN Agencies (13 points) g) Very good knowledge of the Jordanian Laws and Regulations on procurement (5 points) h) Possess the following competencies: - o Highest levels of ethical standards including a deep understanding of integrity requirements, corruption red-flags, etc. (10 points) - o Analytical and problem-solving skills including creative thinking and strategic planning (10 points) - o Perfect command of English and Arabic (5 points) - o Efficient and effective communication skills in both languages (orally and in writing) including the use of computer-aided tools (10 points)
Selection Process	The selection will follow IFAD-sanctioned selection mechanism and will include among others: - CV evaluation (criteria a to g): passing score is 45 out of 65 points - Written Exam: passing score is 70% (exam to be cleared in advance by IFAD) - Interview: for candidates that pass the CV evaluation and written exam, interviews will be held using the criterion (h) above. Passing score is 24/35. - When the staff is recruited as a consultant (ICS), the top ranked applicant will be invited to submit a proposal which will be subject to evaluation and negotiation. - Selection of procurement staff is always subject to prior review.

Job Title	Procurement Assistant

Number of Persons	MoA/PMU: 1 person
Reporting To	PIU Project Manager
Subordinates	None
Job Description	The Procurement Assistant will support the following tasks: - Filing and archiving (physical and electronic) of all procurement related documents as well as contract management documentation in line with IFAD requirements - Receiving and registering all procurement-related submissions (applications, EOIs, bids, proposals, quotations, etc.) - Receiving, recording and archiving bank guarantees - Publishing all procurement-related notices (for pre-qualification, REOI, bidding, award, cancellation, etc.) - Acting as rapporteur to procurement related meetings including, when nominated, bid opening, evaluation, discussion and negotiation sessions - Handle simple procurement activities including but not limited to low-value, low-risk or secondary procurement in consultation with procurement officers - Manage simple contracts in line with contract or Purchase Order requirements - Ensure proper, accurate and timely data entry on IFAD systems such as OPEN - Contribute to audits, support missions, supervision missions, MTRs, and completion missions and provide necessary documentation - Participate in IFAD-sponsored and other training initiatives on procurement, contract management, etc. - Other tasks as may be assigned by the Project Manager
Job Requirements	a) Bachelor's degree in engineering, business, public administration, management, or a related field (10 points) b) At least 7 years of general professional experience in one or more phases of project execution or organizational management/support (10 points) c) Preference for experience in donor-funded projects (5 points) d) At least 2 years of experience in public or donor-funded procurement in Jordan (20 points) e) At least 2 years of experience in providing support services to semi-complex projects or operations (20 points) f) Possess the following competencies: - o Highest levels of ethical standards including a deep understanding of integrity requirements, corruption red-flags, etc. (10 points) - o Very good coordination and analytical skills including creative thinking (10 points) - o Perfect command of English and Arabic (5 points) - o Ability to work under pressure, prioritize tasks effectively, and collaborate with multiple teams with competing demands (10 points)

Selection Process	The selection will follow IFAD-sanctioned selection mechanism and will include among others: - CV evaluation (criteria a to e): passing score is 45 out of 65 points - Written Exam: passing score is 70% (exam to be cleared in advance by IFAD) - Interview: for candidates that pass the CV evaluation and written exam, interviews will be held using the criterion (f) above. Passing score is 24/35. - When the staff is recruited as a consultant (ICS), the top ranked applicant will be invited to submit a proposal which will be subject to evaluation and negotiation. - Selection of procurement staff is always subject to prior review.

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II

Project Design Report

Annex 10: Integrated Project Risk Matrix

Mission Dates: 06/09/2025 19/09/2025

Document Date: 19/12/2025

Project No. 2000005508

Report No. 7367-JO

Near East, North Africa and Europe Division
Programme Management Department

Overall Summary

Risk Category / Subcategory	Inherent risk	Residual risk
Country Context	Moderate	Moderate
<i>Political Commitment</i>	<i>Low</i>	<i>Low</i>
<i>Governance</i>	<i>Low</i>	<i>Low</i>
<i>Macroeconomic</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Fragility and Security</i>	<i>Low</i>	<i>Low</i>
Sector Strategies and Policies	Moderate	Moderate
<i>Policy alignment</i>	<i>Low</i>	<i>Low</i>
<i>Policy Development and Implementation</i>	<i>Moderate</i>	<i>Moderate</i>
Environment and Climate Context	Moderate	Moderate
<i>Project vulnerability to environmental conditions</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project vulnerability to climate change impacts</i>	<i>Moderate</i>	<i>Moderate</i>
Project Scope	Moderate	Moderate
<i>Project Relevance</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Technical Soundness</i>	<i>Moderate</i>	<i>Moderate</i>
Institutional Capacity for Implementation and Sustainability	Moderate	Moderate
<i>Implementation Arrangements</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Monitoring and Evaluation Arrangements</i>	<i>Moderate</i>	<i>Moderate</i>
Project Financial Management	Substantial	Substantial
<i>Project Organization and Staffing</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Budgeting</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project Funds Flow/Disbursement Arrangements</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Internal Controls</i>	<i>High</i>	<i>High</i>
<i>Project Accounting and Financial Reporting</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project External Audit</i>	<i>Substantial</i>	<i>Substantial</i>
Project Procurement	Moderate	Moderate
<i>B.1 Assessment of Project Complexity</i>	<i>Moderate</i>	<i>Moderate</i>
<i>B.2 Assessment of Implementing Agency Capacity</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project Procurement Overall</i>	<i>Moderate</i>	<i>Moderate</i>
<i>A.1 Legal, Regulatory and Policy Framework</i>	<i>Moderate</i>	<i>Moderate</i>
<i>A.2 Institutional Framework and Management Capacity</i>	<i>Moderate</i>	<i>Moderate</i>
<i>A.4 Accountability, Integrity and Transparency of the Public Procurement System</i>	<i>Moderate</i>	<i>Moderate</i>
<i>A.3 Public Procurement Operations and Market Practices.</i>	<i>Substantial</i>	<i>Substantial</i>
Environment, Social and Climate Impact	Moderate	Moderate
<i>Biodiversity Conservation</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Resource Efficiency and Pollution Prevention</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Cultural Heritage</i>	<i>Low</i>	<i>Low</i>
<i>Indigenous People</i>	<i>Low</i>	<i>Low</i>
<i>Labour and Working Conditions</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Community health, safety and security</i>	<i>Moderate</i>	<i>Moderate</i>

Risk Category / Subcategory	Inherent risk	Residual risk
<i>Physical and Economic Resettlement</i>	<i>Low</i>	<i>Low</i>
<i>Financial intermediaries and direct investments</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Climate change</i>	<i>Moderate</i>	<i>Moderate</i>
Stakeholders	Moderate	Moderate
<i>Stakeholder Engagement/Coordination</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Stakeholder Grievances</i>	<i>Moderate</i>	<i>Moderate</i>
Overall	Moderate	Moderate

Country Context	Moderate	Moderate
Political Commitment	Low	Low
Risk: Nearly 1.5 million voters (31% voter turnout) cast their ballots on September 10, 2024, to elect members of the House of Representatives. These elections were the first to be held under the new party and electoral laws that were adopted after Jordan's King Abdullah II formed a royal commission to modernize the political system in 2021. The Islamic Action Front (IAF), the political arm of the Jordanian Muslim Brotherhood, made significant gains in the country's parliamentary elections, it won 31 seats (out of 138), up from the seven seats it had in the previous parliament. Although the voter turnout is as low as the elections held during the COVID-19 virus, the overall political situation in the country remains stable. This is in addition to the fact that the political commitment to IFAD's interventions has always been very positive, with a strong standing relationship of over 40 years and nine programmes successfully implemented; including SIGHT phase 1, which the government has now requested to be scaled-up, thus further emphasizing its commitment to this programme.	Low	Low
Mitigations: Continue to monitor for any changes in the political situation.		
Governance	Low	Low
Risk: Overall, Jordan has a stable and well-established governance structure. Jordan is ranked 49th on the list of transparency international in 2024, with a score of 59/100. In World Bank's Governance Indicators Jordan generally performs well in Government Effectiveness and Rule of Law, indicating a relatively efficient and reliable public sector and judicial system compared to regional peers in MENA. It also scores above the regional average in Control of Corruption, corroborating the findings of Transparency International.	Low	Low
Mitigations: Will ensure guidance and supervision of e.g. procurement, financial management, recruitment and grant ward processes.		
Macroeconomic	Substantial	Substantial

Risk: Jordan has been grappling with high levels of public debt, which have been exacerbated by regional instability, economic slowdowns, and the costs associated with hosting a large number of refugees. As of 2023, Jordan's public debt stands at approximately 110% of GDP. Jordan's economy is heavily dependent on external aid and remittances, which make it vulnerable to external shocks. The unemployment rate stood at 21.4% in 2024, 36.6% of them are from 15-24 and 53% are aged 25-39 years. Youth unemployment higher in 2023 (15-19, 20-24, and 25-29 has reached 53.5%, 40.5% and 29.0%, respectively and fiscal space to respond to growing social needs is limited. Jordan relies heavily on energy imports to meet its domestic energy needs, making it susceptible to global energy price fluctuations. Jordan is one of the most water-scarce countries in the world, which poses a significant risk to agricultural productivity, human health, and overall economic stability. Finally geopolitical risks and instability in the region may negatively impact Jordan's economy, particularly tourism and investor confidence	Substantial	Substantial
Mitigations: The financing structure of SIGHT-II will consist of at least 36% grant financing to reduce the implications of the high debt distress facing the country. The programme will also focus on generating employment for women and youth in rural areas. The programme will also focus on promoting climate resilient practices and circular economy that focus on natural resource management, with strong emphasis on water and feed scarcity.		
Fragility and Security	Low	Low
Risk: Jordan is not on the World Bank's list of fragile countries, and it is a center of stability and peace in a volatile region. However, geopolitically, the intensifying levels of conflict in Jordan's neighbouring countries, has placed Jordan in a precarious situation, which increases the risk of unintentional collateral damage. Nonetheless, the overall risk of a significant deterioration in the security situation in the country remains low and the country is expected to maintain its neutral stance on regional disputes.	Low	Low
Mitigations: Closely monitor the situation in close collaboration with IFAD security and UNDSS		
Sector Strategies and Policies	Moderate	Moderate
Policy alignment	Low	Low
Risk: There is a risk that Jordan's future strategies and policies governing the rural and agricultural sector will not sufficiently pro-poor and aligned with IFAD inclusiveness priorities (e.g. on land, environment, climate, gender, nutrition, youth, private sector engagement), undermining SIGHT-II implementation and the achievement of programme development objectives. This is especially pertinent as the current national agricultural strategy of the government expires in 2025 as does the green growth national action plan.	Low	Low
Mitigations: SIGHT-II focus on climate smart livestock development will likely continue to align to governments priorities, also post 2025. However, IFAD continues to monitor the situation and SIGHT-II will support the policy formulation and review process, including the formulation of a small ruminant strategy under the upcoming new agricultural strategy, to ensure that national policies are conducive to the achievements of the project outcomes.		
Policy Development and Implementation	Moderate	Moderate

Risk: That up-scaling efforts will be reduced by limited capacity of domestic public partners to ensure sufficient public financing of operational and maintenance costs of infrastructure (breeding stations) and activities under their responsibility (breeding, veterinary public health, extension).	Moderate	Moderate
Mitigations: SIGHT-II will engage with both public and private service providers with a view to diversify risks and also to ensure commercial sustainability. However, concerted efforts will be devoted to ensuring that core public institutions, will be engaged proportionally to their capacities, and allocate sufficient budget to ensure operationality and sustainability of activities.		
Environment and Climate Context	Moderate	Moderate
<i>Project vulnerability to environmental conditions</i>	<i>Moderate</i>	<i>Moderate</i>
Risk: The key environmental issues that are pertaining to the programme scope and targeted groups include: rangeland degradation, overexploitation of water resources, inadequate wastewater treatment at the breeding stations and dairy facilities, poor environmental conditions at the livestock markets, insufficient capacity for manure and waste management at large, and insufficient awareness of environmental considerations and their impact on the small ruminants sector and the value chain.	Moderate	Moderate
Mitigations: The programme is expected to mainstream environmental sustainability considerations through the promotion of integrated natural resources management practices including: i) restoration of rangelands and support to community-based rangeland management ii) rainwater harvesting iii) preliminary wastewater treatment at the breeding stations and dairy facilities; (iv) solid and liquid waste management at the newly constructed or rehabilitated livestock markets, as well as (iv) providing matching grants and access to credit for the MSEs to invest in manure/ waste management; and (v) raising awareness and build capacities on environmental management		
<i>Project vulnerability to climate change impacts</i>	<i>Moderate</i>	<i>Moderate</i>
Risk: The programme will be implemented in all 12 governorates, which can have varying exposure levels to hazards and climate variability. However, the trends indicate that the country will face increased water scarcity and drought, river floods, greater variability and decreases in precipitation, and increases in temperature accompanied by more frequent heat waves. These hazards will expose the livestock sector to significant risks, particularly increased water stress Furthermore, they may exacerbate the vulnerability of rural communities reliant on the small ruminants sector, by intensifying competition over limited water resources, and increasing the cost of accessing water, thus threatening both food security and livelihoods.	Moderate	Moderate
Mitigations: To increase the adaptive capacity of targeted rural population SIGHT 2 will support restoration of rangelands and community-based rangeland management as well as rainwater harvesting. It will also introduce, test and disseminate drought and heat-resistant fodder species, and support businesses in this field. . In addition, the project will increase awareness and build capacities in climate considerations, including water harvesting, novel feed and fodder technologies, climate sensitive diseases, as well as Monitoring Reporting and Verification (MRV) for livestock emissions, Furthermore, SIGHT2 will support waste management, thus reducing greenhouse gases emissions.		
Project Scope	Moderate	Moderate

Project Relevance	Moderate	Moderate
Risk: The risk that SIGHT-II objectives and interventions are not well aligned with national development and IFAD priorities or are not sufficiently relevant or responsive to the needs and priorities of the intended target group appears very low. GoJ remains adamant to support the livestock sector both for food security and poverty alleviation purposes, and priority targeting of poorest Governorates for component 2 will allow SIGHT-II to reach out the intended target group of rural poor.	Moderate	Moderate
Mitigations: SIGHT-II will continue to align closely with relevant government policies and also engage in the policy dialogue shaping the overall regulatory and strategic framework for inclusive development of the livestock sector (including through the support to the development of a national small ruminants strategy and animal health strategy). It will support Jordan's ambitions to transition small-scale producers into resilient and commercially viable entrepreneurs in ways that enhance resilience and ensures better management of natural resources in general and water and rangelands in particular.		
Technical Soundness	Moderate	Moderate
Risk: SIGHT-II builds on SIGHT lessons and will avoid engaging again in activities and domains that are highly risky. Despite incorporation of new technical domains (animal health, feed, water) under component 2, the project remains simple, with limited number of implementing partners which will simplify implementation. While SIGHT-Included a sub-component for graduation of poor and extreme poor households including Syrian refugees, in domains that were not always related to livestock, that raised multiple implementation challenges, SIGHT-II will be less complex, more coherent and focused only on the small ruminants sub-sector. Addressing these additional domains of animal health, feed, and water, will actually improve project relevance and coherence, as an important lesson from SIGHT was that these issues were limiting the impact of breeding efforts. There are some risks to land and water governance, access to resources and the management of common resources that need to be considered and assessed to ensure that field activities under both components will work.	Moderate	Moderate
Mitigations: In order to avoid excessive implementation complexity, and considering that SIGHT-II will now embrace new topics such as animal health, feed and water, the project will rely on few reliable partners including in particular the relevant technical departments of MoA. The scope of the project, now focused only on the small ruminant value chain, will facilitate and simplify implementation, and improve coherence. In order to mitigate the risks related to land (including rangelands) and water governance, all activities involving those aspects (rangeland management, water harvesting support, fodder production) will involve preliminary assessments of these aspects.		
Institutional Capacity for Implementation and Sustainability	Moderate	Moderate
Implementation Arrangements	Moderate	Moderate

Risk: The risk that the Project Management Unit (PMU) is not adequately staffed or structured to manage the increasing complexity of project activities, particularly in areas such as livelihoods support, microbusiness development, and AI programme expansion. Some key results in the project's theory of change depend on improving or scaling public programmes (e.g. genetic improvement, veterinary services, livestock traceability, rangeland management) through public entities. However, the project has limited direct control over these institutions, which act as intermediary beneficiaries. There is also a risk of limited continuity in station-level operations due to dependency on short-term contracts. In addition, the livelihoods component may face implementation delays or reduced impact unless more tailored support is provided to struggling microbusinesses.	Moderate	Moderate
Mitigations: Mitigations: The programme design includes measures to strengthen PMU capacity by expanding technical staffing, including additional full-time support to AI laboratories and dedicated staff for follow-up on microbusinesses. In order to address the risk of inadequate participation of public entities in project activities targeting public goods, the project will ensure that systems established (such as identification and disease surveillance systems) are simple and cost effective, involve private sector actors, and that capacity building of the institutions is embedded in activities. Further, the design foresees an embedded coaching schedule for the livelihoods component and improved inter-agency coordination, including formalised roles for NARC and the Ministry of Agriculture in support of station-level operations. The breeding strategy will be finalised prior to closure to ensure the sustainability of genetic improvement initiatives.		
Monitoring and Evaluation Arrangements	Moderate	Moderate
Risk: Risk that the M&E systems of both the PMU and implementing partners (IPs) do not fully capture key performance information, particularly related to loan repayment, microbusiness sustainability, and technical follow-up of the breeding programme. Current practices show gaps in systematic tracking and analysis, which may hinder evidence-based decision-making.	Moderate	Moderate
Mitigations: The programme design incorporates a comprehensive upgrade to include a MIS, ensuring it is capable of tracking real-time data across all components, including breeding programme technical data, microbusiness progress, and loan repayment performance. The PMU will be supported by a dedicated M&E officer and will adopt standardised templates and verification tools across implementing partners. IPs will be required to align their reporting systems with these templates, and regular joint reviews will be held to ensure consistency and data quality.		
Project Financial Management	Substantial	Substantial
Project Organization and Staffing	Substantial	Substantial
Risk: The Limited dedicated financial management staff at PMU and reliance on shared/seconded resources from Ministry of Agriculture may result in inefficiencies and delays in financial processing and reporting, and coordination challenges among implementing partners may undermine effective financial oversight and control.	Substantial	Substantial

Mitigations: The existing PMU of SIGHT Phase I will continue to be in charged for SIGHT II, recruit or assign a full-time qualified Financial Management staff to the PMU, with clear ToRs. Provide orientation and training on IFAD procedures and reporting tools for staff at different levels		
Project Budgeting	Moderate	Moderate
Risk: Unrealistic budget and weak integration of the Annual Work Plan and Budget (AWPB) into the national planning systems may lead to delays in fund allocation from different sources.	Moderate	Moderate
Mitigations: The PMU will ensure the timely submission of a realistic budget for approval and its integration into the national planning system. The Annual Work Plan and Budget (AWPB) should be submitted to IFAD for no-objection at least two months prior to the start of the financial year. Additionally, the PMU will establish a mechanism for systematic monitoring of budget versus actual expenditure, allowing for timely adjustments to maintain budget realism and alignment with programme activities.		
Project Funds Flow/Disbursement Arrangements	Substantial	Substantial
Risk: Complex fund structure; risk of delays; flow of funds from different sources.	Substantial	Substantial
Mitigations: Quarterly Interim Financial Reports (IFRs) together with a cash flow forecast and Withdrawal Applications (WAs) to enable timely disbursements and effective liquidity planning. A separate ledger will be maintained for each source of financing, with monthly reconciliations conducted to ensure accurate financial tracking and reporting across all funding streams. Signed subsidiary agreements between the Ministry of Planning and International Cooperation (MoPIC), PMU, and ACC prior to any disbursement. Ensure sufficient provision of counterpart funding allocation in the annual national budget.		
Project Internal Controls	High	High
Risk: Inconsistent internal controls across entities—due to system differences, capacity gaps, and complex fund flows—pose risks of financial mismanagement and weak supporting documents and fiduciary oversight. Absence of internal audit at PMU due to resource constraints may hinder timely identification of control weaknesses and limit assurance on the use of Grants and Loan extended to end beneficiaries for intended purposes.	High	High
Mitigations: Adherence to the Financial Control By-law (2011) and its Amendment (2015) to guide control processes and segregation of duties. Adopt the Financial management of the PIM, which has been prepared during design Include in the annual external audit Terms of Reference (ToR) a requirement for sample-based verification of grants and loans to end beneficiaries.		
Project Accounting and Financial Reporting	Substantial	Substantial
Risk: Inadequate accounting systems, limited staffing, and inconsistencies in accounting standards required by different financiers may result in delays, reporting errors, and reduced transparency in financial reporting.	Substantial	Substantial

Mitigations: Implement an appropriate accounting software system. Adopt IPSAS cash basis for the project's accounts. Monitor systematically the actual expenditures incurred by implementing partners and credit lines capture and record domestic contributions. Timely submission of the quarterly interim financial reports.		
Project External Audit	Substantial	Substantial
Risk: Non-adherence to the audit scope outlined in the approved Terms of Reference (ToR) and delays in the submission of external audit reports may compromise accountability and fiduciary compliance	Substantial	Substantial
Mitigations: Engage the Audit Bureau of Jordan to perform an external audit and discuss the audit schedule before the end of the financial year. Conduct pre-and post-audit meeting with auditor to discuss the TORs and the draft audit report .		
Project Procurement	Moderate	Moderate
B.1 Assessment of Project Complexity	Moderate	Moderate
Risk: The project builds on SIGHT-I and does not introduce new procurement methodologies. Risks arise mainly from geographic dispersion across six governorates, multiple implementing partners (MoA, NARC), and the introduction of technically complex packages. Also, many small, scattered works tenders increase admin burden and the chance of cancellation. Governance structures are stable, but sequencing and oversight of dispersed activities remain a challenge. Jordan is not considered a fragile state and has robust governance structures, including in public procurement.	Moderate	Moderate
Mitigations: PIM to define a RACI matrix clarifying roles among MoA and NARC. Publish a synchronized procurement calendar and bundle works by geography to reduce cancellations. Strengthen supervision missions and ensure adequate field visits. Conduct refresher procurement training for new staff to handle complex packages.		
B.2 Assessment of Implementing Agency Capacity	Moderate	Moderate
Risk: MoA/NARC capacity is sufficient to deliver procurement, but capacity is fragile in a few practical areas. Roles and approvals aren't always crystal-clear across the PIU, line departments, and tender committees, so work slows when people rotate. Uptake of IFAD practices is uneven—some files still miss NOITA, SECAP/ESHS clauses, or use outdated templates. Record-keeping is inconsistent: not every dossier shows a complete digital trail or the 10-year retention and IFAD audit/access language. Contract management is handled differently across teams, so milestones, variations/claims, securities/insurances, and payments are not tracked the same way. Finally, planning and cash availability are not always aligned, which contributes to delays between award and signature.	Moderate	Moderate

Mitigations: Strengthen capacity with staff training and additional PO recruitment. Make IFAD practices default: IFAD SPDs (ICB), IFAD RFP (consulting), NOITA + SECAP/ESHS in all applicable files; Link PP↔AWPB in OPEN. Enforce PIM updates to capture IFAD requirements (NOITA, SECAP, record-keeping). Use OPEN dashboards for transparency and monitoring. File-completeness checklist; insert 10-year retention + IFAD audit/access in all contracts/ToRs.		
Project Procurement Overall	Moderate	Moderate
Risk: Jordan's national system (Part A) provides a solid regulatory baseline which is mostly solid; Jordan has clear procedures, good competition rules, and functioning oversight, but some day-to-day practices still need tightening (planning discipline, full use of e-procurement, consistent templates, and steady staff training). Project-level arrangements (Part B) show moderate risks in personnel capacity, record keeping, contract management, and procurement planning. Past experience shows generally satisfactory compliance with IFAD rules, but weaknesses remain in staff continuity, document quality, and monitoring of NARC-managed activities. Moreover, work is spread across several governorates, a new Procurement Officer is settling in, NOITA wasn't always used, some small POs missed SECAP and dispute wording, records aren't always kept for 10 years, works cancellations were high in the last plan, and OPEN isn't used end-to-end yet.	Moderate	Moderate
Mitigations: Strengthen procurement staffing (training + backup officer). Roll out short-form IFAD-compliant PO template. Digitize files and enforce 10-year retention. Mandate NOITA issuance and proper complaint handling. Include contract management plans and RACI matrices in the PIM. PMU will run every procurement step; plan, advertise, evaluate, NOITA and debrief inside OPEN, creating a complete, auditable trail. The PMU Procurement Officer will refresh the procurement plan quarterly and do quick market checks on volatile lines, keeping estimates realistic and delivery on track. The PMU with the SECAP Focal Point will include at least one environmental/social and one labor/OHS criterion in relevant technical evaluations, so quality and safeguards are visibly scored. the PMU, with IFAD support, will complete BuildProc L2/3 and an IFAD handbook refresher for the new PO and will appoint a named assistant PO by Q1-2026 with a small surge roster, so capacity is steady even during peaks or leave.		
A.1 Legal, Regulatory and Policy Framework	Moderate	Moderate

Risk: The legal system is modern (2022), competition by default with clear method definitions, but is a hybrid model with decentralization (up to a certain threshold) and centralization (above the threshold). Multiple committee and stakeholders engage in procurement execution and there is no thorough manual and guidance. There are very few procurement templates in use. Several gaps versus IFAD persist: (i) advertising minima are below IFAD (21/30 vs. 30/45 days) and global cross-posting is not guaranteed; (ii) standard documents are incomplete for international use (ICB and consulting require IFAD SPDs/RFP); (ii) templates do not consistently embed IFAD's F&C/SEA-SH/AML provisions, 10-year record retention, or IFAD audit/access rights; and (iii) records rules in the Instructions allow early destruction of unsuccessful bids, which conflicts with IFAD. Granting is not regulated nationally and needs to follow clear and transparent procedures.	Moderate	Moderate
Mitigations: ICB and consulting services will follow IFAD procedures and templates. A detailed PIM covering procurement and grant procedures should be developed including a RACI matrix for roles and responsibilities. A Procurement strategy needs to be elaborated to design critical procurement activities and grant schemes. OPEN will enforce lead-time checks and publication evidence. Publish standard SECAP/ESHS clauses (KPIs, reporting, remedies) for goods/works/services and reference them in specs and contracts.		
A.2 Institutional Framework and Management Capacity	Moderate	Moderate
Risk: In practice, project implementation is affected by overlapping committee roles, turnover, and uncertain workload allocation between decentralized entities and the central body (>JOD 100k). Strategic procurement planning is not mandated by law and is often skipped, and AWPB↔PP synchronization is uneven. Capacity for complex evaluations, SECAP integration, and contract management is patchy outside the PIU. Also, absence of strategic procurement planning, high PIU procurement staff turnover, involvement of a large number of committees and outside of PIU staff in evaluations, ambiguous role of central regulatory and oversight entities, and alignment between AWPB and PP are the major risks.	Moderate	Moderate
Mitigations: Project to use OPEN for procurement planning and to align with the AWPB; to apply the PAL thresholds; Training in BUILDPROC and to enhance procurement capacity in donor funded project for PIU and committees' staff; IFAD startup, supervision and support missions will assess the project's performance during procurement implementation. RACI within the PIM will elaborate the roles and responsibilities, and committee staff should be well acquainted with the PIM and IFAD templates.		
A.4 Accountability, Integrity and Transparency of the Public Procurement System	Moderate	Moderate
Risk: Key risks include ambiguity in control, audit and review functions with respects to IFAD projects, limited involvement of civil society (ad hoc), and unclear performance of anticorruption mechanisms. Public information isn't always posted fully or on time, data aren't easy to download, complaints aren't tracked in one place, award-time integrity checks are uneven, assurance work overlaps, and national retention rules can clash with IFAD's 10-year requirement.	Moderate	Moderate

Mitigations: The PIM will outline clear roles and responsibilities with respect to internal control, external control, audit and review. IFAD's cross-debarment and reporting hotlines will be adopted for all procurement and grant opportunities. The PIU will create a single complaints channel (email/portal), a public SOP with timelines, and a central complaints log. When a formal complaint is accepted, the PIU shall pause award/signature as rules require and record the outcome letter. At award, the PIU shall collect bidder self-declarations, run cross-debarment screening, and record beneficial-ownership details for the awardee; keep this evidence in the award file.		
A.3 Public Procurement Operations and Market Practices.	Substantial	Substantial
Risk: The risk for Public Procurement Operations and Market Practices is "Substantial" due to the weaknesses noted about lack of statistical information about Contract management, limited dialogue and partnerships between public and private sectors, absence of strategic market engagement. Annual plans exist, but big packages are not always preceded by market sounding or a clear "route-to-market" decision. Estimates lean on old prices, which leads to re-tendering and delays. Documents are inconsistent; Advertising and lead-times vary; Award to contract takes too long; Handover from evaluation to contract management is weak. Registers, milestones, variations/claims, and securities/insurances are not tracked the same way across contracts. Environmental, social, health and safety commitments in bids are not always converted into contract KPIs, site supervision notes, and incident logs.	Substantial	Substantial
Mitigations: The PIU will elaborate a robust CM framework in the PIM including a detailed RACI matrix. The procurement strategy should include thorough market analysis and engagement approaches. IFAD will support projects to apply to its SECAP requirements. Fix the documents by method (IFAD SPDs for ICB; IFAD RFP for consulting. For NCB/RFQ, attach an NCB Annex—IFAD Adjustments (eligibility, evaluation, integrity, SECAP/ESHS, 10-year records, audit rights)). The Environmental and Social Focal Points and Site Supervisors will convert bidders' ESHS/SECAP commitments into contract KPIs, a worker grievance mechanism, and incident reporting, check them at every supervision visit, record results in the CMT, and ensure 100% of applicable contracts show ESHS KPIs with monthly evidence.		
Environment, Social and Climate Impact	Moderate	Moderate
Biodiversity Conservation	Moderate	Moderate
Risk: Based on initial assessment of programme activities, it is unlikely that SIGHT2 will have major impact on Jordan's biodiversity. SIGHT2 will support the small ruminants sector. These activities may have impact on habitats and biodiversity if not managed sustainably.	Moderate	Moderate

Mitigations: The project foresees activities related to restoration of rangelands and support community-based rangeland management (component 1). The geographical clusters of intervention within each governorate, once fully identified, will be reviewed to ensure that activities proposed are not located in or around protected areas. Small-scale rural infrastructure, such as water harvesting facilities, will be established in pre-designated agricultural areas and will be constructed or rehabilitated, ensuring they do not require the clearing of natural habitats (e.g., tree removal), and when using material composed of natural resources, preference given to suppliers adhering to environmental management and energy efficiency standards. Furthermore, screening and IFAD exclusion list will apply for the grants and loans delivered through the credit line to ensure no financing is directed to projects with potential negative impacts on biodiversity, habitats, or ecosystem (component 2).		
Resource Efficiency and Pollution Prevention	Moderate	Moderate
Risk: Jordan is one of the most water-scarce countries in the world. This has a direct impact on all sectors, including the livestock sector. Potential sources of pollution generated from the activities foreseen under the project (small ruminants production, live animals marketing and meat retailing as well as small scale dairy production and retailing) include wastewater and solid waste generated at the breeding stations, milking units, dairy facilities, and small-scale butcher shops. Poor environmental conditions at the livestock markets, wastewater management, manure and waste management at large, if not adequately addressed, might pose adverse local risk on water, soil and air quality. The project will also support fodder production, however at a small scale, and accordingly the risk related to the primary production of living natural resources sub-category is moderate	Moderate	Moderate
Mitigations: Water scarcity issues will be addressed by supporting rainwater harvesting. Aspects related to pollutants release to the environment will be prevented by supporting preliminary wastewater treatment at the breeding stations and dairy facilities (prior to discharge in the wastewater treatment plants) as well as supporting solid and liquid waste management at the newly constructed or rehabilitated livestock markets and providing matching grants and access to credit for the MSEs to invest in manure and waste management. For fodder production, drought and heat-resistant varieties will be selected and accordingly any potential additional water stress will be minimal. Awareness and capacity building on water awareness, water savings techniques and waste management will also be provided.		
Cultural Heritage	Low	Low
Risk: The risk rating is Low. Unintended negative impact on sites of cultural values is not envisaged. Traditional livestock and dairy production practices are elements of intangible cultural heritage. The project will integrate this traditional knowledge into sustainable livestock and dairy production while ensuring that modernization efforts are fully aligned with cultural traditions.	Low	Low
Mitigations: The programme will invest in small-scale, home-based activities, and will integrate this traditional knowledge into sustainable livestock and dairy production while ensuring that modernization efforts are fully aligned with cultural traditions. SIGHT-II will support women producers and entrepreneurs to invest and add value to their traditional dairy processing and meat retailing practices. Modernising food processing will not undermine traditional food practices, given the local and small-scale nature of these investments.		
Indigenous People	Low	Low

Risk: NA	Low	Low
Mitigations: Not applicable to the context of Jordan		
Labour and Working Conditions	Moderate	Moderate
Risk: Agricultural workers in the country often face unsafe and precarious labor conditions, which require the implementation of adequate mitigation strategies Risks related to: OSH and law wages, of rural labourers, might especially affect women and refugees. The agricultural sector is the second-largest industry that employ children in Jordan, accounting for 27.5% of the total child workers in the country[1]. The incidence of child labour is higher in remote rural areas. Children engaged in agricultural work are exposed to hazardous conditions such as handling dangerous machinery, exposure to harmful pesticides, and performing physically demanding tasks. However, this risk is low in SIGHT-II as children are not engaged in the livestock sector, food and dairy processing. Risk of forced labour, is not a possibility as none of the project activities are expected to utilize forced labor in the project's areas, in addition to the strict adherence to IFAD's exclusion list which includes forced labour. Cases of exclusion/ elite capture may happen due to the community inherited power dynamics and tribal relations in communities	Moderate	Moderate
Mitigations: The project will focus on improving animal health and veterinarian services which will help mitigate these risks by strengthening disease surveillance and prevention. The project will implement safety protocols and training to minimize these risks. Livestock product handling in dairy processing and meat production activities supported by the project will present and ensure food safety and hygiene sensitization and sustainability. The programme will sensitize rural producers and entrepreneurs on the importance that they comply with national legislation on labour conditions, minimum wage (260 JD per month) and OSH standards when hiring workers. This will be considered as a condition to access programme's support. Risk of child labour in agriculture will be mitigated through the implementation of dedicated awareness-raising activities on the impact of labour on children and on the provisions of the law during training activities. Safe labour practices will be promoted among small and medium enterprises (SMEs) working in food production and processing, through the implementation of dedicated training and awareness raising on OSH standards including the use of protective equipment, and first aid boxes. The project will also build on previous successful experiences in Jordan that promoted a decent work environment in home-based micro-enterprises, mostly dominated by women. This included the provision of training and financial resources to ensure a clean, hygienic and safe working environment. The project will comply with ILO labour standard and national regulating labour laws. It'll sensitize implementers and beneficiaries on labour laws with a focus on Child labour negative impacts and obligation to compliance with the law. Further, all contracts, grants, procurement and procedures will ensure compliance with Child labour prohibition measures. Implementing partners will be trained on targeting, and will be well equipped with the selection and exclusion criteria. Applications, M&E, and progress reports will be closely monitored, reported and audited. Activities at community level should be managed and supervised by NGOs or other government organisation to regulate the working relationship among community members and be first point of contact for grievances		
Community health, safety and security	Moderate	Moderate

Risk: The livestock activities may pose limited health risks, particularly for individuals in direct contact with animals, and water saving methods. Potential disease transmission may occur through handling livestock or animal products, especially in governorates with limited veterinary services and dairy and meat production with no proper OHS, hygiene measures. Related is the danger of ground water pollution from these chemicals. Unintended negative impact on nutrition is not envisaged. Enterprise development activities targeting women and girls and fostering women's economic empowerment processes might unwittingly generate intra-household tensions, which could escalate into domestic violence (GBV).	Moderate	Moderate
Mitigations: The project will focus on improving animal health and veterinarian services which will help mitigate these risks by strengthening disease surveillance and prevention. The project will implement safety protocols and training to minimize these risks. Livestock product handling in dairy processing and meat production activities supported by the project will present and ensure food safety and hygiene sensitization and sustainability Risk of exposure to chemical pesticides will be mitigated through the delivery of training and sensitization on the potential negative health impact of pesticides. This will be integrated in the training curriculum of FFSs and is a core component of the programme's strategy to promote climate-resilient agriculture in the programme's area. Many of the target value-chains are nutrition-sensitive (e.g. meat and dairy etc.) and the programme's interventions, especially those targeting women small-scale producers support the processing of healthy and nutritious food to be sold in local markets. In addition, the programme will deliver training to support behavioural changes in nutrition habits especially aimed at promoting women's dietary diversity and addressing micronutrient deficiencies and obesity, which are common among women. The programme will minimize risk of GBV by integrating gender norms dialogue sessions and GBV sensitization in social mobilization and training activities. The Jordanian River Foundation, which is one of the programme's implementing partners has a consolidated experience in integrating GBV sensitization in their operations. A Grievance Redress Mechanism (GRM) system will also be in place to report cases of GBV.		
Physical and Economic Resettlement	Low	Low
Risk: Given the nature of the project, the risk of physical and economic resettlement is not envisioned. However, rangeland restoration interventions developed through Climate-sensitive Community Action Plans may require temporary closure of degraded areas to allow restoration recovery, which may affect households living around/ dependent on those specific grazing zones.	Low	Low
Mitigations: The project will ensure community members are aware that these restrictions will be temporary in 12 sites and they aim at enhancing productivity and will not permanently exclude them. Implementation will follow participatory planning processes ensuring that local communities are engaged in the selection of sites and planted fodder.		
Financial intermediaries and direct investments	Moderate	Moderate

Risk: Component 2 of the programme aims to enhance access to rural finance through a dedicated credit line managed by a well-established national financial partners institution. The Agriculture Credit Cooperation will be the primary financial intermediary and facilitate lending through its rural finance facility. Other Commercial banks and microfinance institutions will then be involved as secondary intermediaries to provide loans directly to agricultural SMEs and individuals. ACC has adhered to guidelines ensuring ethical and legal financial operations, but the institution is still in the process to establish an environmental and social management system (ESMS) to assess, manage and monitor the risks and impact of their investments. Consequently, there could be a risk of loan financing with negative climate, environmental and social impact A risk to effective loan disbursement under the programme stems from the widespread issue of over-indebtedness and the severe legal consequences for loan default in Jordan. The country remains one of the few globally where failure to repay even small debts can result in imprisonment (though recently there has been a relaxation of punishment for women). This legal environment creates a chilling effect on both borrowers and lenders. According to estimates, there may be up to quarter of a million Jordanians facing complaints related to debt delinquency, with approximately 2,630 individuals – 16% of the prison population – imprisoned for nonpayment of loans or bounced cheques. ⁴³ Alarming, 68% of the 158,000 individuals facing charges in 2023 owed less than JOD 5,000, ⁴⁴ highlighting the scale of financial vulnerability and the risk of exacerbating borrower distress through additional credit.	Moderate	Moderate
Mitigations: To ensure that ACC operates in alignment with IFAD's SECAP principles and apply adequate environmental and social screening to loan requests, the agreements signed between the programme, and this financial institution will include a dedicated Environmental and Social Action Plan (ESAP). ESAP is designed to strengthen and enhance the Environmental and Social Management Systems (ESMS) of ACC. Its implementation will be supported by SIGHT-II through the technical assistance provided under Sub-Component 2.2. To mitigate the over-indebtedness risk, the programme will implement strict loan underwriting procedures, which will be documented in the PIM. These procedures will require the PFIs to assess borrower creditworthiness through comprehensive checks of credit history and debt exposure prior to loan approval.		
Climate change	Moderate	Moderate
Risk: The project is not expected to increase absolute GHG emissions since the small ruminants populations are expected to remain stable, or even to decrease since productivity gains will require less animals to satisfy market needs. On top of this, emission intensities (CO ₂ eq / kg of output – milk or meat) is expected to decrease due to intensification and productivity gains, as documented on other similar projects.	Moderate	Moderate
Mitigations: The programme will enhance productivity without increasing GHG emission in the small-ruminant livestock sector through the following activities: (i) scaling-up the breeding programme, (ii) support delivery of veterinary public health services, (iii) support access to feed and water through restoring rangelands and rainwater harvesting, introducing, testing and disseminating drought and heat-resistant fodder species; (iv) and building the capacity and awareness of the producers.		
Stakeholders	Moderate	Moderate
Stakeholder Engagement/Coordination	Moderate	Moderate

Risk: The main risk related to stakeholder engagement is the possible low capacity of MoA to allocate sufficient means (especially qualified and continuous human resources) to its three breeding stations involved in the breeding programme, as it has been the case for SIGHT. The main risk related to stakeholder coordination is the possible lack of coordination, including exchange of data and genetic material, between JRF, MoA and NARC stations, although this has been improved significantly under SIGHT, this could potentially affect the efficiency of the whole breeding programme.	Moderate	Moderate
Mitigations: The main mitigation measure for the first risk will be active advocacy by SIGHT-II and IFAD, as it has been the case under SIGHT. In case advocacy is not sufficient, investments by SIGHT-II could be conditioned to effective mobilization of resources for the stations. Regarding the coordination risk, the main mitigation measure will be the creation of a national breeding committee of NARC, MoA, and the relevant universities to coordinate and supervise the implementation of the national breeding program.		
Stakeholder Grievances	Moderate	Moderate
Risk: Risk: Ineffective ESCMP and grievance redress mechanisms (GRM), particularly those relating to allegations of non-compliance with IFAD's SECAP standards, misuse of seed capital, exclusion from benefits, fraud, corruption, or sexual exploitation and abuse (SEA), could lead to unresolved stakeholder grievances that undermine trust and disrupt implementation. There is also a risk that the current GRM channels are not well understood or may not be sufficiently accessible to more vulnerable groups, including women, youth, and poor households, especially in remote areas.	Moderate	Moderate
Mitigations: Mitigations: ESMP and GRM will be developed at the design stage, finalised and initiated at the early implementation stage of the project prior to the initiation of interventions with designated member(s) staff at PMU responsible of implementation and reporting. The programme will continue to operationalize and expand the PMU-led Grievance Redress Mechanism, ensuring that it is fully inclusive, gender-sensitive, accessible to all target groups, well-integrated across all components, and aligned with "Do No Harm" principles. GRM processes will be clearly communicated through awareness sessions in collaboration with IPs at programme orientation and activity rollouts. Special attention will be paid to ensuring that communication materials are adapted to the literacy levels and preferred communication channels of the diverse target groups. Local implementing partners will play a key role in conducting outreach to ensure broad awareness of the system, particularly among vulnerable groups. Feedback loops will be reinforced through regular monitoring and public reporting on grievance trends and resolutions.		

Jordan

Small Ruminants Investment and Graduating Households in Transition Project II

Project Design Report

Annex 11: Country Level Policy Engagement

Mission Dates: 06/09/2025 19/09/2025

Document Date: 19/12/2025

Project No. 2000005508

Report No. 7367-JO

Near East, North Africa and Europe Division
Programme Management Department

Annex 11: Country Level Policy Engagement

a. Introduction and Policy Engagement Objectives

The SIGHT-II project provides a strategic opportunity to strengthen policy systems and institutional capacity in Jordan's livestock sector. Building on the achievements of SIGHT-I and aligned with the Jordan CSN 2025–2026, the project aims to contribute to national policy transformation through targeted country-level policy engagement (CLPE). The project will focus on three interlinked policy areas: i) the development of a national livestock sector strategy; ii) the design and implementation of disease control mechanisms for small ruminants; and iii) the strengthening of Monitoring Reporting and Verifications (MRVs) of Livestock GHG monitoring systems in alignment with Jordan's climate commitments.

These priorities address key policy challenges identified in the Jordan CSN, namely the need to improve the policy and institutional environment for inclusive rural transformation, enhance climate adaptation and resilience, and strengthen the capacity of the Ministry of Agriculture (MoA) to lead strategic reforms. SIGHT-II's CLPE strategy follows the IFAD Theory of Change on CLPE and combines knowledge generation, evidence-based policy dialogue, and institutional strengthening to influence and inform policy processes.

b. Policy Issues and CLPE Theory of Change

The table below outlines the three core policy issues addressed by SIGHT II, aligned with the CLPE Theory of Change pillars:

Policy Issue	Policy Challenge	CLPE Objective	Expected Change
1. Inclusive National Small Ruminant Sector Strategy	Absence of an integrated, inclusive strategy for livestock development; weak MoA ownership; lack of evidence-based tools, and of inclusiveness, for policy formulation	Support MoA in co-designing a national livestock sector strategy using inclusive and evidence-based approaches	Strengthened institutional ownership and implementation of a Small Ruminant Sector Strategy aligned with overall Agriculture Policy and needs of IFAD target groups
2. Animal Health Strategy for Small Ruminants	Lack of updated frameworks for small ruminant health and disease management, including zoonoses	Contribute to the development of an Animal Health strategy, including livestock disease control strategies and modalities for improving participation of the private sector in the delivery of animal health	Enhanced national capacity for disease control and preparedness, aligned with regional and global frameworks

		services, potentially linked to the Pandemic Fund	
3. GHG Emission Monitoring and Reporting and Verification (MRVs) in Livestock Sector	Limited capacity to monitor and report emissions from livestock, hindering UNFCCC and NDC implementation and compliance	Strengthen data systems and methodologies for tracking, analysing and reporting GHG emissions in livestock production	MoA equipped to track, analyse and report on livestock emissions and propose mitigation measures in line with NDCs

c. Implementation Strategy

The CLPE activities will be anchored under Component 3 “Policy Support and project coordination” of the project, Sub-component 3.1. “Policy and institutional support” which focuses on policy support, institutional strengthening, and knowledge management. The project will work in close coordination with the Ministry of Agriculture, the Ministry of Environment, the Ministry of Planning and International Cooperation, and other relevant national actors. Technical inputs will be mobilized through partnerships with ICARDA, IUCN, FAO, and other specialized institutions.

A phased approach will be adopted:

- Phase 1 (Year 1–2): Stakeholder mapping, policy needs assessment, and piloting of technical tools (e.g. GHG accounting, disease surveillance systems)
- Phase 2 (Year 3–4): Policy design and capacity development, based on project-generated evidence and technical assistance
- Phase 3 (Year 5): Validation, mainstreaming, and dissemination of policies, with integration into national programmes and systems

Policy engagement will be supported by a Knowledge Action Plan (KAP), which will ensure alignment between policy dialogue and evidence generated through project pilots and operational learning.

d. Linkages with the Jordan CSN and IFAD Strategic Priorities

SIGHT II’s CLPE strategy is fully aligned with the Jordan CSN 2025–2026, specifically its second objective: “Strengthening the institutional environment and policy frameworks to support inclusive and climate-resilient rural transformation.” The project will directly contribute to IFAD’s strategic framework by addressing cross-cutting themes such as climate change, gender, nutrition, and youth inclusion, and by generating policy-relevant knowledge to inform future programming.

It will also support Jordan’s national and international commitments, including:

- The National Agricultural Development Strategy (2020–2025)
- The Food Security Strategy (2021–2030)
- Jordan’s updated NDC (2021) and reporting obligations under the Paris Agreement of the UNFCCC
- The UN Sustainable Development Cooperation Framework (2023–2027), particularly Outcomes 1 and 4

e. Partnerships and Engagement Platforms

CLPE activities will engage a wide range of stakeholders:

- Government: MoA (lead), MoEnv, MOPIC
- Research & Academia: ICARDA, Jordan University of Science and Technology (JUST), FAO technical teams
- Development Partners: FAO, GIZ, WFP, EU
- Private Sector & Producer Groups: Breeding stations, veterinary services, women's cooperatives, small ruminant associations

Multi-stakeholder policy platforms, policy fora and technical working groups will be established or leveraged to facilitate dialogue, ensure ownership, and foster institutional uptake of proposed policies.

f. Monitoring and Flexibility

The policy engagement strategy will be reviewed at mid-term, allowing for adaptation to evolving institutional dynamics or emerging policy windows (e.g. new donor initiatives such as the Pandemic Fund). Indicators and milestones will be integrated in the project's results framework and monitored through the M&E system, including:

- Number of policy documents developed/adopted
- Level of government engagement and ownership
- Institutional capacity improvements (training, tools, systems developed)

Annex 12: Profile and Modus Operandi of the Agriculture Credit Corporation

Introduction

1. The Agriculture Credit Corporation (ACC) has been designated by the Government of Jordan as the sole channel for providing credit under the SIGHT-II programme. The purpose of this note is to present the profile of the organisation and its business model.

Legal Status

2. The ACC is a financial institution established, owned, and operated by the Government of Jordan. Its legal foundation is based on Law No. 50 of 1959, which unified previous agricultural credit bodies and assigned assets and liabilities to the ACC, which began operations in 1960. It is the primary government entity for agricultural finance in Jordan, providing financial assistance to farmers and agricultural cooperatives. ACC is supervised by the Ministry of Agriculture (MoA); the Minister of MoA is the Chairman of the Board of the ACC. The ACC is Jordan's stateowned "specialised bank" that exists to make credit, advisory, and technical support available to the country's agricultural sector.

ACC Key Performance Statistics

3. The ACC maintains a nationwide presence through a network of 25 branches digitally connected by an ERP software and Oracle Core Banking Solution. ACC loan portfolio is expected to increase by 4.9% in 2024 over the previous year and further reduce by 2 days the average processing time for loan processing thanks to digitalisation of its operations.

Table 1: Key performance indicators of the ACC

KPI	FY (2023)	FY 2024 projected
Total loan portfolio (JOD in Million)	451.2	475.6 (@+4.9 YOY)
Number of active borrowers	15,340	16,400 (+3.1%)
New loans disbursed volume	118.4M	130.2M (+4%)
New loans disbursed	6,280	7,200 (+5%)
Average loan size (JOD)	29,420	30,500 (+3.5%)
Repayment rate (on-time)	97.6%	98.3% (+0.7%)
Default rate	1.47%	1.25% (-17.6%)
Cost to income ratio	12.4%	11.6% (-6.9%)
Average processing time (days)	15.2	13.5 (-12.6%)
Digital loan application (%) of total	38%	50% (+24%)

Source: ACC Annual Report 2023 <https://www.acc.gov.jo/annual-report-2023.pdf>;

Ministry of Agriculture - Agricultural Credit Update (Q1 2024)

<https://www.moa.gov.jo/en/press-releases>; Jordan Bankers Association - Agricultural Finance Market Outlook 2024 <https://www.jba.org/en/reports/2024/agri-finance-outlook.pdf>

4. Cooperatives are the main distribution channel for ACC's loans. 70% of ACC's total loan volume was disbursed through 1620 cooperatives in 2023. Cooperatives act as intermediaries that receive bulk credit from ACC and then disburse it to individual members. Individuals obtain smaller loans that are collateralised by their share in the

cooperatives. ACC also offers financial management training to cooperatives so they manage the credit cycle effectively.

5. It is noteworthy that under the SIGHT I project, the ACC was an implementing partner, providing financial services to cooperatives and their members eligible for assistance under the project. IFAD's allocation of JOD 2.5 M was disbursed to 585 (46% women) borrowers in 6 governorates over the years 2017-2023. Currently, the NPL on this portfolio is 12%, though the overall NPL of the billion JOD portfolio is 1.25%. ACC attributes COVID-19 as the prime factor triggering NPL of SIGHT-I. ACC is contemplating legal action against the defaulting cooperatives. **The high NPL in SIGHT-I raises uncomfortable questions on the efficacy of the recovery mechanism of small loan defaults.**

ACC Business Model: Revenue, Cost & Funding

6. The key components of ACC business model are the value proposition (what is on offer), target market (who is the client), revenue streams (how is money earned), expense structure (where does the money go), and the channels and activities through which the value is delivered and operations are managed.

Table 2: Elements of business model of the ACC

Element	Details
Offering	- Finance agriculture: provide working-capital, term-loan and lease financing for farm and irrigation equipment, livestock, seed & fertilizer purchases, etc. - Build capacity of farmers – offer advisory on crop management, pest control, post-harvest handling, marketing and value-chain development.
Target market	The target market of the ACC in Jordan primarily includes small and marginal farmers, livestock farmers, cooperatives, agribusiness, microenterprises and those involved in allied agricultural activities.
Revenue streams	- Interest income. - Fees & service charges on application fees, processing fees, training and workshops. - Investment income– earnings from investment on treasury bonds.
Expense structure	- Human resource costs – directors, managers, field officers, credit analysts, technical consultants. - Branch & mobile office operations – rent, utilities, travel, hospitality. - Software and infrastructure – core banking platform, loan-management software, mobile app upkeep. - Risk-loss provisioning– as per CJB norms.
Funding sources	- Government interest subventions financed by the Ministry of Finance. - Common equity and working capital debt raised from the Amman Stock Exchange. - Short-term interbank borrowings for liquidity management. - Grants and concessional loans from international development finance institutions.
Profitability	ACC is a profit-making public institution. In 2023, its' Net Interest Margin (NIM) was ~5.4 % – above the average for commercial

banks in Jordan – indicating that its business model is commercially viable.

SWOT Analysis of the ACC

7. The results of the strengths, weaknesses, opportunities, and threats (SWOT) analysis reveal that the major constraints faced by the ACC could be divided into external and internal threats. Specifically, the most prominent external threats are the recurring droughts, while the major internal threats are the bureaucratic style of working.

Table 3: SWOT Analysis

Strength

- MoA guarantees stable funding and policy backup.
- Specialized focus on agriculture allows tailored products.
- Extensive branch network in rural areas.
- Strong relationships with local cooperatives.
- Access to international development funds and technical assistance from DFIs.
- Established risk mitigation mechanisms: crop insurance, price support.

Opportunities

- 100% digitalisation of loan origination.
- Expansion into value chain financing - processing or marketing can diversify revenue streams.
- Partnerships with private sector for blended financing of large projects.
- Growing demand for climate smart agricultural initiatives (mainly prompted by DFIs)

Weaknesses

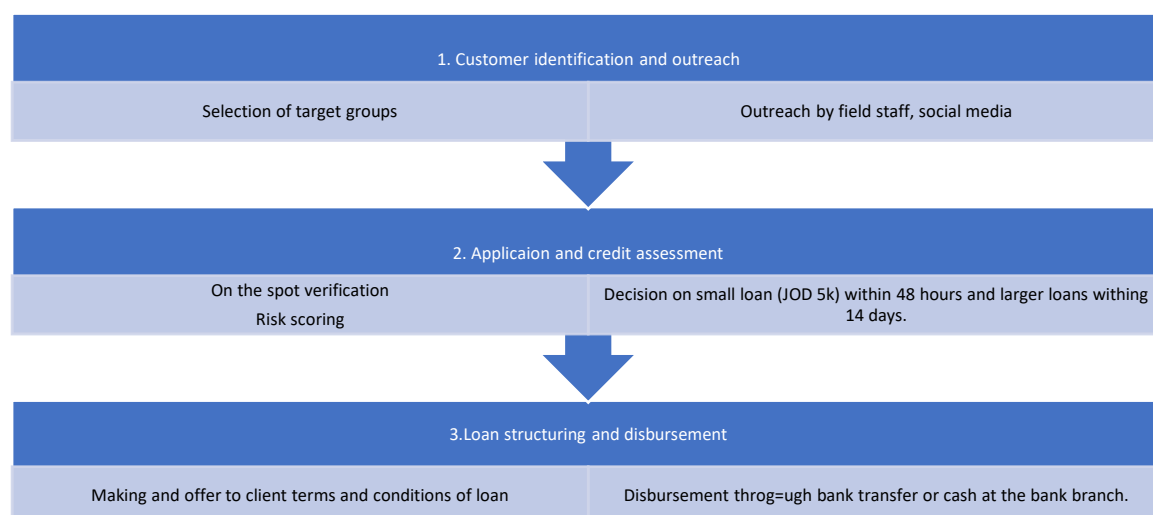
- Concentration risk – 70-80% of the portfolio is in agriculture.
- Restricted ticket size due to regulations that collateral offered as security for a loan should not exceed 60 per cent of the value of the mortgaged property.
- Dependence on cooperatives for loan offtake.
- Large baggage of low margin Government programmes

Threats

- Regional conflict leading to macro-economic roller coaster
- Climate change impacts: drought, floods affecting loan repayments.
- Volatility in global commodity prices.
- Competition from commercial banks offering similar products.

Modus Operandi: How ACC Serves Farmers

8. The modus operandi of the ACC is determined by its legal mandate and the imperatives of serving a large number of farmers dispersed across the country.



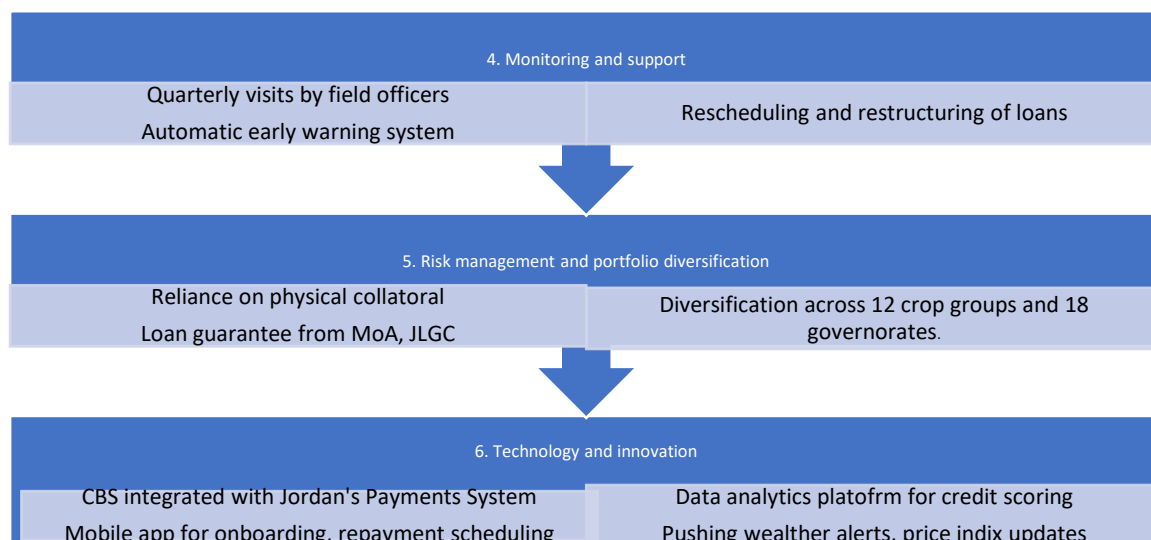


Figure 1: ACC Credit assessment and disbursement process

Credit Products of the ACC

9. The ACC offers various loan products with different interest rates and terms to support the agricultural sector. The specific rates and terms can vary based on the type of loan, the amount, and the purpose.

- **Interest-Free Loans:** The ACC has a history of providing interest-free loans for specific purposes, such as
 - **Renewable energy projects** through an agreement with the Jordan Renewable Energy and Energy Efficiency Fund (JREEEF). Loan amount JOD 15,000.
 - Projects funded in partnership with organizations like the **World Food Programme (WFP)**, to increase the adaptive capacity of farmers and agribusinesses to mitigate the negative effects of climate change, with some loans for individual businesses up to JOD 10,000 and for medium-sized enterprises up to JOD 70,000 being interest-free.
 - Mercy Corps, with USAID funds, has partnered with the ACC to provide 0% interest loans to smallholder farmers, with programs often focusing on improving water efficiency and introducing modern agricultural techniques.
 - ACC supports farms affected by specific issues, such as **foot and mouth disease**.
- **Subsidized and low-interest loans:** The ACC often offers low-interest loans, with rates ranging between **2% and 2.25%** for seasonal and short-term loans like the purchase of seeds, fertilisers, pesticides, wages, and small equipment. To apply for a seasonal or short-term loan from the ACC, a farmer must first become a member of an agricultural cooperative society, as the ACC provides funds to these societies, which then extend loans to their individual members. The application process typically involves applying to the cooperative society, which handles the direct relationship with the farmer and the loan disbursement and collection.
- **Medium-term loans are for** projects and purchasing assets with a useful life of 3-8 years, with a loan tenure of 2-10 years. MT loans are used for purchasing

livestock, constructing shelters, financing feed and veterinary services, and developing pastures. The interest rate for loans up to JOD 10,000 is approximately 6.5%. The interest on loans between JOD 10,000 and JOD 50,000 is 7% to 8.5%. For loans over JOD 50,000, the rate is 9%.

- **Long-term loans** are for major projects such as land development, construction of facilities, or new plantations. The loan tenure is up to 12 years. Interest is collected in the first five years, and capital repayment starts in the sixth year. For loans over JOD 50,000, the rate is 9%.

Potential Collaboration between SIGHT-II and other ACC Projects

10. Donors to the Agriculture Credit Corporation (ACC) of Jordan, such as the World Bank, Islamic Development Bank (IsDB), WFP, IFAD, and potentially other international organizations, should collaborate among themselves to minimise the risk of funding similar projects or targeting the same beneficiaries, leading to redundant efforts. World Bank, WFP, and IsDB can pool their expertise to provide technical assistance and capacity building for the ACC. This collaboration is crucial to maximizing the impact of their investments and ensuring the benefits of the projects are sustained long after the funding ends.
11. **World Bank.** The Agriculture Resilience, Value Chain Development and Innovation (ARDI) Program in Jordan has a total financing of **\$125 million**. The program was approved in late 2022 and is set to run until its closing date of June 30, 2029. The **Agricultural Credit Corporation (ACC)** is a key implementing partner, specifically responsible for the financial instruments and grants that support. The support to the ACC covers a) the scaling up of sustainable rainwater harvesting practices at the farm and community levels, and climate-resilient technologies to improve water efficiency by 30,000 farmers. b) The **Strengthening Agricultural Value Chains** from production and post-harvest handling to processing and marketing. c) **Promoting Innovation and Technology** for the adoption of new technologies and innovations by providing loans for things like modern irrigation systems, renewable energy for farms, and digital tools for farm management. Under ARDI, ACC has committed to developing an ESMP in accordance with national regulations and the World Bank's Environmental and Social Framework. The World Bank uses a Program-for-Results (PforR) financing instrument, which means funds are disbursed based on the achievement of specific results.
12. **The World Food Programme (WFP).** The ACC collaborates with the WFP under the Credit and Loans Initiative for Modern Agricultural Technology Enhancement (CLIMATE) project. A key agreement between the two organisations was approved with a total value of JOD3.5 million. The program provides different loan ceilings for various climate-resilient agriculture projects:
 - Individual farmers can receive loans of up to JOD10,000.
 - Medium-sized agricultural enterprises can receive loans of up to JOD70,000.
13. **The Islamic Development Bank (IsDB).** The AFC has ongoing collaborations with the IsDB. The AFC and IsDB are currently implementing a joint project to develop a comprehensive agricultural finance system in Jordan. The ACC is receiving technical assistance from IsDB to build its capacity in areas such as agriculture finance, developing Islamic finance products, project management, and risk management. In May 2025, the IsDB Group agreed to provide US\$200 million to support food security programs in Jordan. A portion of these funds is likely to be channelled through

institutions like the ACC, which is the primary vehicle for delivering financial assistance to farmers in Jordan. Under SIGHT-II, IsDB and more specifically the Islamic Development Bank Institute (IsDBI) can support the ACC in developing Islamic financial products and train ACC staff. The IsDBI is a leading think tank and research centre that provides technical assistance and capacity building to member countries, including Jordan.

Conclusion

14. Under SIGHT-II, special attention should be paid to control loan default to less than 5% of the portfolio. For this regular and vigorous monitoring by the PMU is must.