

**Regional Development and Protection Program
Jordan and Lebanon
(RDPP III)**

2023 – 2026

Program Document

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Abbreviations and Acronyms

3RP	Regional Response and Resilience Plan
AMG	Aid Management Guidelines, Ministry of Foreign Affairs Denmark
CBO	Community-based organisation
CT	Consultant Team
EU	European Union, including the European Commission
GBV	Gender Based Violence
HDP	Humanitarian, Development, Peace Nexus
IDP	Internally Displaced Person
IMSD	Integrated Market Systems Development
JRP	Jordan Response Plan
LCRP	Lebanon Crisis Response Plan
LNOB	Leave No One Behind
M4P	Markets for the Poor
MEAL	Monitoring, Evaluation, Accountability & Learning
MFA	Danish Ministry of Foreign Affairs
MOPIC	Ministry of Planning and International Cooperation Jordan
MOSA	Ministry of Social Affairs Lebanon
NGO	Non-governmental Organisation
PANT	Participation, accountability, non-discrimination and transparency
PMU	RDPP Program Management Unit at RDE Beirut
PSEA	Prevention of Sexual Exploitation and Abuse
RDE Beirut	Royal Danish Embassy, Beirut
RDPP III	Regional Development and Protection Program, Phase III
ROM	Results Oriented Monitoring (EU Review)
SC	RDPP III Steering Committee
SDC	Swiss Agency for Development and Cooperation
SEAH	Sexual exploitation, abuse and harassment
SO 1	Specific Objective 1
SO 2	Specific Objective 2
SO 3	Specific Objective 3
SCO 4	Specific Cross-cutting Objective 4
ToR	Terms of Reference
UNHCR	Office of the United Nations High Commissioner for Refugees

0. Executive Summary

The present program document outlines the context, strategic framework, rationale, justification, objectives and management arrangements for a third phase of the *Regional Development and Protection Program in the Middle East (RDPP III) 2023–2026*. The management arrangements will be based on a delegated partnership between Denmark, the European Union/European Commission (EU), Austria, Czech Republic, Ireland, Netherlands and Switzerland. The RDPP III will be implemented by the Ministry of Foreign Affairs of Denmark with the responsibility decentralised to the Embassy of Denmark to Lebanon, which is side-accredited to Jordan. Denmark will manage and lead the program on behalf of the contributing donors.

The new phase of the RDPP will build upon the lessons learnt and experiences of the previous and current RDPP phases: the first phase of the RDPP for Lebanon, Jordan and Iraq commenced in 2014 and lasted until 2018; the second phase runs from October 2018 till December 2022. The program is part of continuing efforts to strengthen assistance in areas and countries neighbouring crisis and conflict, targeting internally displaced people (IDPs), refugees and affected local communities in accordance with the Global Compact on Refugees, the priorities of Jordan and Lebanon as host countries to large-scale refugee populations and the strategies of contributing donors.

Since the outbreak of civil war in Syria in 2011, more than 6.7 million refugees have fled to the surrounding countries and beyond, including 5,607,707 (as of 31 July 2022) *registered* refugees from Syria in the neighbouring countries. The massive inflow of refugees into Lebanon (831,953) and Jordan (676,164), which had already been receiving movements of forced displacement from the occupied Palestinian territories and other conflicts in the region, has put a massive strain on state structures and social fabrics. *Lebanon* is currently facing a combination of severe, multiple compounding crises in its third year. The country has witnessed a dramatic collapse in basic services, driven by depleting foreign exchange reserves and the high cost of import subsidies on food, fuel and medication. *Jordan's* economy has been able to cope with external shocks better than many other countries in the region, yet high unemployment, rising debt, and low levels of investment pose significant challenges to recovery.

An overall vision of contributing to progress towards durable and sustainable solutions to those affected by the Syria crisis is the key rationale for the RDPP phase III. The absence of political settlements to the Syria conflict and lack of access to livelihoods opportunities and social services inside Syria are key obstacles to large-scale return in the short- and medium-term future. Solutions through third-country resettlement and/or 'complimentary pathways' do exist albeit only for very few. In the absence of notable progress towards durable solutions, it is critical to ease pressure on host countries, based on the recognized impact of the multiple compounding crises that affect areas and communities where refugees reside, uphold protection space and promote self-reliance among Syrian refugees in their countries of asylum and in preparation of a future when return becomes a realistic option for significant numbers of displaced.

The overall objective of RDPP III is *vulnerable refugees and local communities in Lebanon and Jordan access rights, and enjoy increased safety and enhanced self-reliance towards durable and sustainable solutions*. This will be supported through four specific objectives (SOs):

SO 1: *Vulnerable refugees and local communities are more self-reliant and resilient*. Under this objective, private sector entities will be supported to create additional decent and sustainable job opportunities, and RDPP will engage with market- and private sector actors as well as national and/or sub-national entities to promote systemic change within private sector operational modalities and environment. Vulnerable refugees and local community members will be supported in achieving enhanced access to income through employment. With regard to the most vulnerable households, support will be provided to generate alternative or complementary income.

SO 2: *Women and children at risk of exploitation and abuse are enabled to increasingly enjoy their rights, safety and quality services*. To achieve this objective, the RDPP III will seek to a) strengthen gender equality, and b) address child labour. The gender equality focus will include two main directions, first, supporting initiatives promoting equal rights-access for vulnerable women, girls, boys and men, and second, influencing socio-cultural norms, knowledge, attitudes and practices, often rooted in deeply imbedded socio-cultural stereotypes. Regarding child labour, RDPP will support initiatives to sustainably protect children from child labour through holistic and long-term intervention strategies.

SO 3: *Policy dialogue around durable and sustainable solutions, including livelihoods and protection for refugees and local communities is promoted*. Under this programmatic area, RDPP III will be devoting resources to engaging in regional and country-specific policy dialogue and advocacy. The RDPP program unit (PMU) and partners will seek to build an enhanced strategic engagement with relevant and well-positioned stakeholders able to influence legislative and policy processes relevant to RDPP's focus areas.

Cross-cutting SO 4: *National and sub-national institutions, organisations and structures supported have enhanced capacity to respond to community needs*. Overall, the program aims at strengthening an increasingly localised response and will address needs and priorities through a localised and inclusive approach towards both refugees, displaced and vulnerable local communities. The program will primarily work with local partners with potential, thus contributing to the further development and strengthening of civil society. National authorities and other local institutions will be indirectly supported through CSO partnerships.

The four specific objectives will be pursued complementarily to ensure that the various programmatic efforts generate collective outcomes addressing various systemic constraints faced by the Syrian refugees and host communities in their strife for increased self-reliance and resilience to future shocks. The RDPP III formulation process has been guided by a number of cross-cutting strategic considerations. These include a) continued focus on durable solutions, b) humanitarian development peace (HDP) nexus, c) localized response, d) targeting considerations, e) systemic change and innovative approaches, f) conflict-sensitivity, g) adaptive management, h) human rights based approach, h) alignment with national / regional / global response plans and donor priorities, and i) environmental sustainability. Localisation will be the core engagement principle, in line with the World

Humanitarian Summit commitment to be ‘as direct as possible’, and reflect the positive experience from this approach during phases I and II.

1. Introduction

The present program document outlines the context, strategic framework, rationale, justification, objectives and management arrangements for a third phase of the *Regional Development and Protection Program in the Middle East (RDPP III) 2023–2026*.¹ The management arrangements will be based on a delegated partnership between Denmark, the European Union/European Commission (EU), Austria, Czech Republic, Ireland, Netherland and Switzerland.. The management of the delegated partnership is located at the Embassy of Denmark to Lebanon (RDE Beirut), which is side-accredited to Jordan. The program document and annexes constitute an integral part of the delegated partnership agreement.

The new phase of the RDPP will build upon the lessons learnt and experiences of the previous and current RDPP phases: the first phase of the RDPP commenced in 2014 and lasted until 2018; the second and current phase started in October 2018 and will end by December 2022. The program is part of continuing efforts to strengthen assistance in areas and countries neighbouring crisis and conflict, targeting internally displaced people (IDPs), refugees and affected local communities in accordance with the Global Compact on Refugees,² the priorities of Jordan and Lebanon³ as host countries to large-scale refugee populations and the strategies of contributing donors.⁴

The overall *program objective* of the program is to support vulnerable refugees and local communities in Lebanon and Jordan to access rights, and enjoy increased safety and enhanced self-reliance towards durable and sustainable solutions.

A key strength and focus area of the RDPP is the pronounced focus on *localisation*. During phase III, the program will aim to further strengthen this ambition, not least by integrating localisation efforts into the overall RDPP results framework, thereby committing to measurable localisation targets including efforts of RDPP partners to support capacity development of national and sub-national institutions and structures. The selection of implementing partners at the engagement level will take place during the inception phase of RDPP III (Year 1) based on the procedures and requirements described in the present program document, see Annex 2 for further detail.

¹ This program document for the third phase of the Regional Development and Protection Program in the Middle East (2023-2026) has been prepared building on the Program Concept Note endorsed by the Danida Program Committee 28.10.2021, the 2021-2023 3SN program document, and a Concept Note submitted to the EU on 14.4.2022, and EU standard logframe and budget templates and formats. It follows Danish MFA standard format for program documents, see <https://amg.um.dk/-/media/country-sites/amg-en/bilateral-cooperation/guidelines-for-country-strategic-frameworks-programs-and-projects/formulation-quality-assurance-and-approval/standard-project-program-document.ashx>

² <https://globalcompactrefugees.org/>

³ Respectively the latest iterations of the Jordan Response Plan (JRP) and the Lebanon Crisis Response Plan (LCRP).

⁴ As concerns donor strategies reference is made to Denmark's 2021 development strategy, <https://amg.um.dk/-/media/country-sites/amg-en/policies-and-strategies/strategy-for-denmarks-development-cooperation/denmarks-strategy-for-development-cooperation-the-world-we-share-1-.ashx>

2. Context, Strategic Considerations, Rationale and Justification

2.1 Context

The Conflict in Syria and the Syrian Displacement Crisis

The Syria conflict was instigated by pro-democracy demonstrations in Daraa, inspired by what has become known as the Arab spring. The Syrian government crushed the early dissent, which led to protests demanding reforms and the president's resignation in segments of the society. The initial protests and response to these quickly turned violent, leading Syria to rapidly descend into a civil war, over time incited or directly supported by numerous international actors on different sides of the conflict.

Since the outbreak of civil war in Syria in 2011, over half of Syria's population have been displaced with the internal displacement estimates at one point exceeding 7 million. As of February 2022, 14.6 million were said to be in need of humanitarian assistance inside Syria. More than 6.7 million refugees have fled to the surrounding countries and beyond, including 5,607,707 (as of 31 July 2022) *registered* refugees from Syria in the neighbouring countries⁵. The breakdown by relevant countries of asylum is as follows:⁶

Registered Refugees from Syria (as of 31.7.2022)

Country of Asylum	Data Source	Registered Refugee Population
Türkiye	Government of Turkey	3,651,428
Lebanon	UNHCR	831,953
Jordan	UNHCR	676,164
Iraq	UNHCR	263,783
Egypt	UNHCR	143,627

The massive inflow of refugees into Lebanon and Jordan, compounded by the dissolution of regional trade, has put a massive strain on national economies, state structures and social fabrics, and led to an unprecedented international response.

Attempts to achieve national, inclusive political change in Syria have so far been deadlocked, while conflict lines have been relatively stagnant over the past two years. There are no signs of sizeable political dialogue and ongoing major security concerns, combined with economic hardship and lack of essential services make significant refugee returns highly unlikely, unless coerced or forced. Over 330,000⁷ refugees have returned to Syria between 2016 and June 2022, vast majority of those in 2016-2017, while a very small percentage (2%) of the remaining refugees have recently expressed an interest

⁵ Türkiye, Lebanon, Jordan, Iraq and Egypt

⁶ <https://data.unhcr.org/en/situations/syria>

⁷ UNHCR/3RP Durable Solutions Dashboard July 2022;

in returning to Syria within the following 12 months⁸. Millions are likely to remain displaced within and beyond Syria, while even possible forced return, recurrently invoked by various political figures in Syria's neighbourhood, is unlikely to lead to permanent return and reintegration due to Syria's low absorption capacity and ongoing massive internal displacement

The most likely scenario for the region is a continued large-scale protracted refugee displacement in Lebanon and Jordan with little or no perspectives for a durable solution, whether return, resettlement or local integration. Refugees from Syria and affected host community members in Lebanon and Jordan will continue to require support in terms of protection, basic services, income and livelihoods, as the deteriorating economic situation in both countries causes increased poverty levels and needs.

Lebanon

Lebanon has been experiencing a critical economic situation that has resulted in growing poverty levels, soaring inflation, political turmoil, and social crises⁹. The World Bank assessed the Lebanon crisis to possibly rank among the top-3 global peace-time economic and financial crises.¹⁰ The country has witnessed a collapse of the banking system and basic services, driven by depleting foreign exchange reserves and the high cost of imported food, fuel and medication. Lebanon's economic implosion was not necessarily caused by but complemented the sizeable displacement from Syria that had effectively increased the population of the country by ca. 25% and made Lebanon the largest per-capita refugee hosting country in the world.

As of October 2021, the Government of Lebanon (GoL) estimated that the country hosted 1.5 million persons who had fled Syria, including 831,953 registered as refugees with UNHCR¹¹, along with around 180,000 Palestinian refugees. These populations live across all governorates in Lebanon.

The human impact of the multiple crises is devastating, with high levels of poverty and food insecurity amongst both Lebanese and refugee communities. According to WFP¹², 54 percent of the Lebanese (2.1 million people) were found to be vulnerable and in need of assistance in 2021. Food insecurity alone affected 46 percent of Lebanese households by the end of 2021. Since 2020, 88 percent of Syrian households have been living in extreme poverty and require assistance, with food insecurity affecting half the refugee population in 2021. The proportion of households facing challenges in accessing food, healthcare and other basic services has been on the rise¹³. With the currency depreciation, price spikes, and subsidy removals, nine out of 10 Syrian refugee households were not able to afford essential goods and services that ensure minimum living standards, despite increasing humanitarian support¹⁴. The multiple crises have also had a significant negative impact on the local communities and households

⁸ UNHCR, 2021, 6th Regional Survey on Syrian Refugees Perceptions and Intentions to Return to Syria

⁹ World Bank, Economic Update Lebanon October 2021;

¹⁰ See <https://www.worldbank.org/en/country/lebanon> and <https://www.worldbank.org/en/country/lebanon/publication/lebanon-reform-recovery-reconstruction-framework-3rf>

¹¹ <https://data.unhcr.org/en/situations/syria> (31.7.2022)

¹² WFP Lebanon Country Brief July 2022

¹³ Vulnerability Assessment of Syrian Refugees in Lebanon (VASyR) 2021

¹⁴ Vulnerability Assessment of Syrian Refugees in Lebanon (VASyR), 2021

across Lebanon, which has also led to an increase in migration out of Lebanon predominantly by young people resulting in brain drain.

A most likely scenario for Lebanon over the coming four years sees few incentives for political and economic reforms. Depending on the global economic developments and government's ability to stabilise the currency, the economic situation in Lebanon is expected to remain highly challenging, with a continuous decline of household purchasing power, and regular¹⁵ and irregular¹⁶ migration outflows. Inter-communal tensions at the community level are likely to remain and the political pressure on refugee return might further intensify. The emergence of renewed social unrest or armed conflict cannot be ruled out. While the protection situation is likely to continue deteriorating, as more households feel coerced to adopt negative coping mechanisms, the contextual developments also present opportunities to engage on new initiatives.

Jordan

The Covid-19 pandemic has exacerbated existing structural weaknesses in the country's economy, brought unresolved social challenges to the fore, and put pressure on the country's fragile macroeconomic stance. Over the past decade, Jordan's GDP and employment growth rates were insufficient to keep up with the country's young workforce, as the private sector environment has remained inflexible and overregulated. As a consequence, Jordan has been on a declining investment trend and its trade balance has deteriorated. ODA and concessional financing, many agreed as a part of the Jordan Compact, continue to play a major role in protecting Jordan from economic turmoil.

High unemployment (particularly among youth at around 40%¹⁷), rising poverty levels, inefficient governance structures, rising public debt, and low levels of investment pose significant challenges to economic recovery.¹⁸ Jordan has committed to multiple strategies aimed to address the various structural causes, yet their implementation has not been as fast as envisaged. As a result, Jordan's private sector may not be able to galvanize quickly, while the government continues to contend with lack of fiscal space.

As of July 2022, Jordan hosted 676,164 refugees from Syria and 86,417 refugees of other nationalities registered with the United Nations High Commissioner for Refugees. The results of WFP's Food Security Outcome Monitoring (FSOM) of the first quarter of 2022¹⁹ showed that almost 81 percent of refugees in communities and 90 percent of refugees in camps are either food insecure or vulnerable to food insecurity. Female-headed households, small households, and households with disabilities have disproportionately poor food consumption.

¹⁵ Through UNHCR's *third-country resettlement* and *complimentary pathways*

¹⁶ As of 2022, there is no major migration route passing through the Lebanon.

¹⁷ <https://data.worldbank.org/indicator/SL.UEM.1524.ZS?locations=JO>

¹⁸ <https://www.worldbank.org/en/country/jordan/publication/jordan-economic-monitor-fall-2021> and <https://www.worldbank.org/en/country/jordan/publication/economic-update-october-2021#>

¹⁹ WFP, 2022, Food Security Outcome Monitoring Q1-2022 Jordan

According to the Department of Statistics, Jordan's unemployment rate was 22.8 percent during the first quarter of 2022. Also, Jordan has the third lowest female participation in the labour market. Despite tentative signs of economic recovery in Jordan, the household livelihoods situation of refugees in Jordan had worsened, as documented by UNHCR in 2022²⁰. Of special concern is a sharp increase (from 22% in early 2021 to 30% in early 2022)²¹ in the percentage of households making use of emergency coping strategies such as high-risk jobs, begging, child labour and child marriage.

While the risk of political or financial instability in Jordan has risen, the most likely scenario is that the government maintains macroeconomic control and the economy will see a rebound that will gradually also positively impact on household-level economies. The country will remain highly dependent on foreign aid with only moderate growth, given continued structural impediments.

Programmatic consequences and considerations

The third phase of RDPP is launched in a context of multiple compounding crises, which are likely to continue to negatively impact on the various stakeholder and beneficiary groups, and impede necessary reform and revitalisation processes. It is expected that the macroeconomic situation in both countries will remain challenging and protection and economic conditions for the most vulnerable will continue deteriorating, most likely for the better part of the program's duration. The program and its individual partnerships have however demonstrated their ability to adapt to challenging environments and to exploit opportunities that arise as a result of contextual developments, such were the sector openings related to the Covid-19 pandemic in Jordan or support to domestic production of originally imported produce in Lebanon.

A major challenge will be the rising cost of living putting additional pressure on households and devaluing any income they are able to generate from various livelihoods engagements, where RDPP and the partners will need to remain ambitious yet realistic about how far self-reliance and resilience can be secured for the most vulnerable. Hence the focus on fostering strong partnerships with private sector, combined with household-level livelihoods support and holistic approach to protection cases based on due diagnostics and medium- to long-term strategies.

Further, RDPP will in the selection process need to carefully consider how the partnerships can contribute to replicability, scaling and systemic change through the approaches and engagements with stakeholders applied in the proposed projects. Contributing to policy dialogue and -change within the programmatic objectives will likely remain challenging throughout the program period, which will require the need to be strategic in the selection of areas for policy engagement and carefully consider how the RDPP at PMU level can amplify and support the partners to leverage their efforts.

2.2. Strategic Considerations

²⁰ UNHCR, Q1 2022, Situation of Refugees in Jordan – Quarterly Analysis

²¹ *Ibid.*

The RDPP III formulation process has been guided by a number of strategic considerations. These have informed the process of problem and needs analysis, response analysis and final program design resulting in the present Program Document, Results Framework and Annexes. Also, the strategic priorities of interested donors as well as key stakeholders such as hosting governments, EU and UN have been carefully considered and integrated. The section below presents the most central strategic considerations integrated into the program design.

Continued focus on durable solutions

An overall vision of contributing to progress towards durable and sustainable solutions to those affected by the Syria crisis is a key rationale for the RDPP phase III. While there is currently little realistic prospect of achieving any of the three formal durable solutions for the majority of refugees due to the absence of a number of essential enabling factors, within the envisioned life-span of the RDPP III, it is critical for the program to align itself with the international standards for forced displacement and to maintain a clear overall strategic focus on longer-term solutions to the Syria displacement crisis. This will be achieved through a response strategy building on four programmatic objectives (livelihoods support, gender equality and prevention of child labour, advocacy and policy dialogue, localisation), all of them critical to a sustainable solutions perspective.

Humanitarian Development Peace (HDP) Nexus

The majority of existing humanitarian and development needs identified throughout the formulation process have complex political, economic and social causes and require a multi-layered, multi-sectorial and multi-stakeholder approach. RDPP III will integrate humanitarian and development nexus approaches to the provision of assistance, and do so with an enhanced sensitivity to real and potential tensions and conflicts. RDPP III will primarily retain a longer term, outcome-driven perspective, while paying attention to immediate humanitarian needs and applying humanitarian approaches primarily as transitional measure towards longer-term family-, household- and community-level solutions. Humanitarian needs caused by protracted displacement and other socio-economic causes are in essence developmental problems requiring developmental and systemic approaches through long-term strategic partnerships, a thorough focus on strengthening local capacities at all levels, working with and through government institutions in service provision and addressing barriers to economic and social inclusion of refugees. While RDPP III is not a peace-building program, it explicitly addresses root causes of conflict and tension and seeks to prevent future conflict, as elaborated further below. The complementarity of humanitarian and development interventions is reflected in the theory of change and the results framework for the program. The wide scope of different forms of expertise required to realise an ambitious nexus program is met through a partnership portfolio comprising national partners with different expertise, experiences, networks and technical knowledge. The RDPP PMU will ensure that the selected partners will work in the same direction and contribute to collective HDP nexus outcomes as defined in the results framework. Given the dynamic nature of the context, a high level of flexibility and adaptation will be maintained throughout the program period. Such an approach is in line with relevant policy frameworks including the OECD DAC Recommendations on the

Humanitarian Development Peace Nexus, the Global Compact on Refugees, the Grand Bargain and the EU Conclusion on the operationalization of the Humanitarian Development Peace Nexus.²²

Localized response

The impetus to live up to the commitments of the 2016 World Humanitarian Summit (WHS) in Istanbul is now stronger than ever. Humanitarian needs have increased sixfold over the past 15 years, and crisis have grown in number, duration, and complexity over the last decade. Humanitarian crises tend to take on a more protracted nature, lasting for decades, and humanitarian financing has been stretched to meet the growing and long-lasting needs. Nonetheless, there is a growing gap between humanitarian financing and the needs of individuals and communities affected by displacement, conflict, and crisis. The notion that local and national actors have an essential role to play in responding to these growing vulnerabilities and urgent needs has been around for several decades. The Grand Bargain agreement reaffirmed exactly that by placing localization firmly on the agenda. Signatories of the Grand Bargain²³ made six broad commitments, focusing on ensuring local organizations' access to financing, investing in their institutional capacities, forming more equitable partnerships, and ensuring national and local actors' inclusion and leadership in coordination. In the face of an overstretched humanitarian system, with growing financing gaps, concerns related to cost-effectiveness have been a central part of the drive to localize aid. However, there is increasingly also a recognition of the critical role local and national actors have as first responders on the frontlines of emerging crises, and more systemically, the importance of strengthening capacities at the local level to build strong structures that enable resilience of affected communities in the longer-term.

RDPP III strongly supports a position that recognizes, respects and strengthens the leadership of national and local authorities, national and local civil society and the private sector in order to better address needs among affected populations and to strengthen future response capacities²⁴. The program will form a relatively unique instrument for the localisation of aid in terms of working closely with and almost exclusively through national and sub-national civil society organizations, local and central authorities, private sector and other relevant stakeholders. This will enhance the efficiency of the assistance provided, support the empowerment of and ownership of solutions by local actors and institutions, as envisioned in the Grand Bargain. While RDPP III understands localisation efforts to include governmental, regional and local institutions and private sector actors, the program cannot contract those directly but will support their capacities through partnerships with national CSOs. In the unique context of Lebanon and Jordan (middle-income countries with relatively vibrant civil societies), the localisation of aid has the potential to enhance the overall legitimacy, effectiveness and sustainability of response due to the greater contextual and cultural knowledge and legitimacy of local and national responders. One of the key challenges for national civil society organizations in Lebanon

²² ICVA, 2022, Advancing Nexus in the MENA Region: breaking the silos;

EU, October 2017, Council Conclusions: Operationalising the Humanitarian-Development Nexus;

²³ There were 63 signatories constituted by 25 donors, 11 UN agencies, 5 international organizations (incl. IFRC and ICRC) and 22 NGOs.

²⁴ OECD 2017, Localizing the response – putting policy into practice.

and Jordan is access to predictable funding, in the context of a high level of competition among local NGOs and between INGOs and LNGOs as well as, in Jordan in particular, ongoing lack of understanding of the role of the civil society that continues to affect its operational space. Hence, there is a clear niche for a program that seeks to translate international localisation commitments into practice and strengthen local leadership through long-term strategic partnerships that are flexible and adaptive to the dynamic context.

Building on previous RDPP phases, phase III has defined a stronger commitment to localisation by formulating a distinct localisation outcome area in the theory of change and results framework, with the ultimate aim of enhanced accountability and evaluability of RDPP III. The RDPP approach will be two-fold.

Firstly, it will focus on direct partnerships with national and local civil society with a view to support their response through longer-term partnerships, while also supporting them in their effort to enhance their institutional and organisational capacities. Capacity development outcomes will take point of departure in CSO's own priorities and be driven by their own needs, in addition to meeting RDPP III compliance standards. As during earlier phases, the RDPP approach to localisation goes beyond the provision of funding and training, and will be based on participation, inclusion, leadership, ownership, mutual trust, learning and dialogue. Under RDPP III the aim will be to have diversified partnership portfolio, which reflects partners with varying capacity development needs and of diverse organisational sizes and structures.

Secondly, the RDPP will select partnerships based on how they in turn support and partner with national institutions, structures and systems to enhance their outreach, capacity and quality of response to be able to address the needs of their communities or target groups. The national or local institutions, structures or systems should be strategic to the area of engagement and be relevant to enhance the present or future response capacity of the needs of the community e.g. by supporting the outreach of community policing to enable improved interaction with local communities. The targeted entities could include (but not limited to) for example line ministries, municipalities, CBOs, coordination or advocacy networks, private sector entities, etc. The focus on the indirect support to building capacities of national and local entities will be an integral part of the results framework of RDPP III to enable the program to selected partnerships based on their commitment to this area and hold the program accountable toward results in this area as well.

Targeting considerations

Syrian refugees and vulnerable local communities, and their different pathways to economic and social inclusion and empowerment are the focus of RDPP III, with a particular focus on women and youth. Anticipated deteriorating economic situation in both countries and increasing poverty levels have to be reflected in conflict-sensitive targeting that controls for social cohesion dynamics between Syrian refugees and local vulnerable populations. Due to the multi-layered, multi-sectorial and multi-stakeholder nature of the program, a variation of different targeting approaches will be applied. Civil society partner organisations will reach their target groups either directly with support services, skills development or information provision, or indirectly through supporting improved service provision

by other local entities. RDPP PMU will select partner organizations through the partner identification modalities described in Annex 2.

In line with the objectives of the Global Compact for Refugees (GCR), RDPP III works towards supporting self-reliance among refugees and easing pressure on host communities with the application of needs-based (vulnerability) approaches that will include local community members, whose self-reliance and resilience has been affected by the compounded crises. In support of the SDG principle of 'leave-no-one-behind' and the Great Bargain 2.0 Outcome Pillar 'inclusion', RDPP III will directly (through Specific Objective 2), but also indirectly through the remaining three RDPP objectives, assist women at risk of GBV as well as children exposed to child labour including their families. In order to document efforts and results, RDPP III will establish gender- and age-specific baselines and ensure that monitoring and reporting is gender- and age sensitive and uses gender-/age-aggregated indicators. The bulk of the programming will occur in the displacement-affected regions in Lebanon and Jordan, however the programmatic pillar on advocacy and policy dialogue will continue to pursue a regional level engagement focus.

Systemic change and innovative approaches

In line with a developmental approach, RDPP III will seek to positively influence systemic change. This will entail supporting local actors and national institutions in strengthening national systems for service provision and social protection based on an analysis of the efficiency and effectiveness of existing protection mechanisms and systems. Such analysis will identify systemic gaps to be used for RDPP III programming and partner selection and will entail an extended focus on the integration of cost-benefit and Value for Money (VfM) considerations when assessing partner projects, results as well as their potential for working towards systemic support models. Another key opportunity to strengthen systems complementarily to directly supporting individuals, households or communities is the mainstreaming of integrated market systems development (IMSD) approaches to addressing barriers to employment and business start-ups, or protection from GBV and hazardous child labour. Making use of the IMSD entails a reduced emphasis on direct service provision and more focus on facilitating positive change through the markets, social networks or information management. Systemically oriented livelihoods programming takes point of departure in markets as integrated systems and seeks to identify areas where markets fail to provide opportunities for marginalised and chronically poor population groups. Systemically oriented interventions will then temporarily facilitate changes to how selected value chains (markets) can become more accessible and inclusive to e.g. women, refugees or otherwise conflict-affected or disadvantaged populations. To meet such ambitions, RDPP III will encourage innovative project design and promote new impact business models.

Conflict Sensitivity

RDPP III will continue to work across the HDP nexus and integrate humanitarian and developmental approaches. The decision to maintain rooted in a developmental and systems-oriented approach across the nexus in a situation of heightened political and social tension in Lebanon adds on to the importance of integrated conflict analysis and informed decision-making during processes of program management, partner co-creation, implementation and MEAL. RDPP III will employ a conflict

sensitivity framework²⁵ that ensures relevant analysis and understanding of a) the context in which RDPP III is implemented in terms of conflict causes, drivers, actors, dynamics, connectors and dividers, and b) the interaction between RDPP III as a program, and particular partner-implemented project engagements in terms of how RDPP III impacts on real and potential tensions and conflicts. Such an understanding will be critical to ‘avoid doing harm’ and to identify areas where RDPP III can contribute to maximising positive outcomes including improved social cohesion within and between local communities. In practice, conflict sensitivity analysis will need to be integrated at the level of program management (e.g. overall risk management) as well as the process of co-creation and subsequent project management and monitoring of partner-implemented interventions. This will include encouraging partners to seek a deeper understanding of communities’ own resilience to conflicts, i.e. how they manage and avoid conflicts, and how projects can support social cohesion objectives beyond adhering to assistance ratios for refugees versus hosts.

Adaptive Management

In line with the Doing Development Differently initiative, RDPP III will operationalise an adaptive management approach during all phases of program- and project management. The program operates in an unstable and increasingly volatile environment. This implies that RDPP III will have to be able to adapt to changes in the external context, absorb new information and adjust the path towards meeting its overall objectives. This means to proactively seek updated information and institutionalising joint decision-making processes that ensure the program responds and stays relevant. Extended partner co-creation processes, continuous and frequent engagement with partners, and integrated learning events with partners, donors, and other stakeholders will help facilitate such an adaptive management approach.

Human Rights Based Approach

The conceptual and practical implementation of the HRBA during RDPP III is guided by the PANEL principles (Participation, Accountability, Non-Discrimination and Equality, Empowerment and Legality). RDPP III has a clear human rights focus, and rights-holder perspectives are given special attention during the process of partner selection and implementation. Based on a careful human rights analysis, RDPP puts special emphasis on gender equality, protection, participation, and partner-/community-led responses that support the roll out of HRBA and the closely related *leave-no-one-behind* agenda (LNOB). Therefore, RDPP III has integrated a considerable protection component into its portfolio, aiming to support those who are discriminated against, excluded from services, suffer from poor government accountability, and are vulnerable to shocks and crises. It focuses on the needs, rights, and dignity of Syrian refugees as well as local communities in both Lebanon and Jordan. Through partner-driven contextual analysis with a human rights lens including a focus on rights, rights violations and responsibilities, RDPP partners will identify the specific risks of rights-holders, and respond through a variety of programmatic approaches. In order to strengthen access to rights, RDPP

²⁵ For an example of a conflict sensitivity framework, see the ‘Conflict Sensitive Program Management’ (CSPM) guide published by the Swiss Agency for Development and Cooperation SDC.

III will also work with and through national service providers and other duty bearers to support these to become more accountable to the rights of vulnerable communities and individuals. As can be seen in the program design sections and the results framework, *women and youth* in general, disempowered women, GBV survivors and children engaged in labour in particular, are priority target groups for RDPP III. The above-mentioned principle of *leave-no-one-behind* (LNOB) will be a cross-cutting targeting consideration and ensure that the program maintains a solid focus on severely vulnerable population groups, regardless of status.

Alignment with national / regional / global response plans and donor priorities

RDPP III responds to commitments made under key global policy frameworks such as a) the Global Compact on Refugees (GCR) in terms of easing pressure on host communities and strengthening resilience among refugees, b) the 2016 Grand Bargain through its focus on localisation, and c) the *Sustainable Development Goals* (SDGs). Those include in particular SDG 1 No poverty, SDG 5 Gender Equality, SDG 8 Decent work and economic growth and SDG 17, Partnerships for Goals. At the regional level, RDPP III supports the ambitions laid out in the Regional Refugee and Resilience Plan (3RP), the strategic platform for coordination, planning, advocacy, fundraising, and programming for humanitarian and development partners responding to the Syria crisis²⁶. The 3RP regional plan is partially linked to nationally led response plans. Relevant to RDPP III are the Lebanon Crisis Response Plan (LCRP), and the Jordan Response Plan (JRP). RDPP III supported NGO-projects will directly contribute to achieving the strategic objectives of the JRP and the LCRP. The RDPP III is also embedded in the Danish 2021-2023 phase of the Support to Syria and Syria's Neighbourhood Program (3SN), and as such also aligned with other Danish engagements in the region including the Danish Arab Partnership Program (DAPP) and the Peace and Stabilization Program (PSP). The final version of the RDPP III will also be in full alignment with the strategic priorities of contributing donors following final consultations.

Environmental sustainability

RDPP III will pursue a focus on 'greening' through support to environmental rehabilitation, waste management and support to innovative and green technologies in e.g. energy and agriculture. Hence, the program will have an enhanced focus on partners and projects contributing to cleaner, healthier and more productive environments. Environmental concerns will be integrated during the selection of priority sectors for livelihoods support programming (Specific Objective 1) as well as the selection of localities and private sector partnerships.

2.3. Lessons Learned and Implications for RDPP III

As the program is the third phase of an engagement that has been operational since 2014, important experiences were made and learnings documented. Also, recently two learning studies on livelihoods and localisation respectively were carried out for RDPP phase II, which will inform the programming

²⁶ <https://www.3rpsyriacrisis.org/>

in RDPP III and form an important basis for selecting partnerships and approaches to be supported. Below is a brief summary of lessons learned during RDPP I and II at a) strategic, b) programmatic and c) operational level.²⁷

Ad a) Reviews²⁸ found the RDPP to be a relevant, but complex and ambitious program. The three ‘thematic areas’ livelihoods support, protection, and research and advocacy were assessed to be relevant and appropriate responses to clearly articulated problems. Reviews agree that the establishment of a flexible partner funding and indeed partnership mechanism has been a successful pathway pursued by RDPP I and II, not only at the strategic and conceptual level as a ‘model’ but also in terms of practical and operational partnerships between RDPP and its partners. Both RDPP I and II had invested significant resources in partnership relations as well as into the technical, financial and managerial capacity of partners themselves, with promising results and important long-term localisation outcomes. The localisation study points to that in particular the flexibility and adaptability of the RDPP makes it stand out against other instruments as well as having an approachable team to engage with, who has an understanding the region and the context. Local partners under RDPP II also points to the partnership approach; building on mutual trust, respect and accountability, and further developing the projects through a co-creation approach was key to the added value of RDPP.

Ad b) Programmatic performance under RDPP II in terms of achieving sustainable outcomes was significantly challenged by the Covid19 pandemic. However, a pre-Covid19 final 2018 evaluation of RDPP I and the 2019 synthesis evaluation of RDPP-funded project evaluations report solid performance in terms of the delivery of outputs and found the majority of outcome indicators being met. Still, livelihoods support programming during RDPP II was affected by the economic consequences of the pandemic and other factors such as the high inflation rates and increased cost of living, economic situation in Lebanon, restrictive legal environment in both Lebanon and Jordan, negative political sentiments and rising tensions between refugees and host communities in particular in Lebanon. Also, the political and cultural context for effectively advocating for policy change within areas such as refugee access to labour markets, GBV and child labour was far from conducive. As of 2022, there are indications that the political climate for durable solutions and increased protection space in the region has not improved. A key learning during RDPP II was that strategically well-placed partners with *existing* entry points for advocacy towards government entities and a clear focus on improving specific legal frameworks relevant to access to rights and opportunities for both hosts and refugees were the most successful. Another critical lesson is the importance of closely interlinking

²⁷ Based on the RDPP I Final Evaluation (2018), a Synthesis Evaluation of RDPP project evaluations (2019), the Mid-term Review of the RDPP II (2021) and two EU ROM reports for RDPP in Lebanon and Jordan (2021).

²⁸ The *evaluation documents* that were available to the CT included, 1) the RDPP I Final Evaluation document (2018), 2) Synthesis Evaluation of the RDPP across partners and based on RDPP-funded project evaluations (2019), 3) Mid-term Review of the RDPP II conducted jointly with a review of two other Danish engagements (PSP, SSSN) in and around Syria and Iraq (2021), and 4) two EU Results Oriented Monitoring (ROM) reports for RDPP in Lebanon and Jordan (2021). As of late 2022, two learning-oriented studies, one on livelihoods engagements and one on localisation had been commissioned by RDPP in order to inform the 2023 RDPP III inception phase.

activities under the thematic area *livelihoods* with activities and outcomes under the thematic area *protection*.

In the final stages of its second phase, RDPP commissioned a livelihoods study and a localisation study that will both further inform the emphases and directions of the various engagements pursued in RDPP III. The localisation study pointed to that the previous phases of RDPP have had less focus on support to coordination capacities and facilitating cross-learning between partners and together with external stakeholders until the final years of RDPP II. This should be prioritised and evolved in the next phase of the program. These exchanges might also support partners in identifying opportunities for joint advocacy efforts and collective outcomes. The livelihoods study provided important findings on the different pathways to income generation in terms of relevance, attractiveness and satisfaction for different target groups, reflection on scalability and support for systemic change, private sector engagement and decent jobs. These formed the basis for the open call and selection process for new livelihood partners, and will continue to inform the PMU as the projects are developed and implemented.

The two learning studies provided valuable input to the RDPP and with the strengthened focus on advocacy and policy dialogue, commissioning ongoing learning studies, which can inform the PMU and the SC as the program evolved will be commissioned as part of RDPP III.

Ad c) Beyond Covid19, phase II saw some delays during the processes of partner identification and contracting as well as due to some partners' time optimism, partner staff recruitment challenges and other reasons such as delayed project approval by relevant authorities. Conclusion from the localisation study points to that the investment in the initial co-creation and approval process has to be balanced against the time left for project implementation. During phase III, the PMU will employ a more systematic and structured approach to the process from partner identification through co-creation and till project approval to address this issue. Clear timelines and deadlines will be communicated to ensure mutual expectation management and aim to avoid bottlenecks. The RDPP managerial model and set-up (PMU, SC, Local Advisory Committees and MFA Secretariat) was found to be fit for purpose and efficient. With the decentralisation of the management responsibility for RDPP III to the Embassy of Denmark in Lebanon, a revised governance structure building on previous lessons learnt will be proposed to the new contributing donors. The PMU will also be strengthened to reflect the enhanced focus on localisation, advocacy and policy dialogue. The RDPP results framework was found to be a useful tool for program and project management in terms of reporting against stated output and outcome indicators, while needing to also reflect on the localisation approach of the program to allow for further accountability and evaluability on this key aspect of the program. The localisation study found that the local partners in particular valued the approach applied to capacity development, which takes the starting point in the vision and ambition of their vision for their organisation and goes beyond the compliance focus of most other instruments, which allow them to allocate funds for their capacity development. Further, the ability to retain the 7% administration contribution for indirect costs and not be expected to utilise these for capacity development or staffing cost for project related activities was also highly valued.

3. Program Objective

An overall vision of contributing to progress towards durable and sustainable solutions to those affected by the Syria crisis is a key rationale for the RDPP phase III. The conflict is now in its eleventh year and has triggered mass displacements inside Syria and across the region. Continuing threats to those wishing to return, a political climate of hatred and distrust, the absence of political settlements to the Syria conflict and lack of access to livelihoods opportunities and social services inside Syria are key obstacles to large-scale return in the short- and medium-term future. Solutions through third-country resettlement and/or ‘complimentary pathways’ do exist albeit only for very few. Achieving durable solutions remains a distant prospect for the majority of displaced people in the Middle East, but it remains challenging to consider long-term solutions when many of the enabling factors are absent. In the absence to notable progress towards durable solutions, it is critical to uphold protection space and promote self-reliance among Syrian refugees in their countries of asylum and in preparation of a future when return becomes a realistic option for significant numbers of displaced. Programming that builds resilience and self-reliance can support displaced persons to meet their needs while protecting and promoting livelihoods assets for the future.

Based on the above summarized rationale, the program objective of RDPP III is *vulnerable refugees and local communities in Lebanon and Jordan access rights, and enjoy increased safety and enhanced self-reliance towards durable and sustainable solutions.*

RDPP III will continue to partner with, and support, local capacities in order to generate livelihoods opportunities and uphold protection space for displaced people and host communities. This includes a comprehensive approach to protecting and promoting decent, economically viable, and sustainable livelihoods through collaboration with the private sector, civil society and local/central authorities. The focus for the protection sector is on gender equality, women’s empowerment, combatting child labour and promoting decent working conditions. Youth, women and girls will be prioritized target groups.

The documented comparative advantage of the RDPP as a localisation instrument is well reflected in recent reviews and evaluations. It is one of the few mechanisms in the region dealing with displacement-affected people that creates a partnership between donors and local organizations in a way that supports them to innovate and develop in line with their own capacities and ambitions.

Localisation will be the core engagement principle, in line with the World Humanitarian Summit commitment to be ‘as direct as possible’,²⁹ and reflects the positive experience from this approach during phases I and II. The RDPP’s strength has been particularly obvious in co-creation processes with implementing partners that shape project designs to be more innovative and to move ambitions from immediate outputs to longer-term outcomes.

4. Theory of Change

²⁹ https://civil-protection-humanitarian-aid.ec.europa.eu/eu-commitments-world-humanitarian-summit_en

The programmatic theory of change outlines a four-pronged integrated approach to achieve the program objective: a) livelihoods support, b) gender equality and prevention of child labour, c) advocacy and policy dialogue, and d) localisation.

- a) If the RDPP III, with the private sector's engagement, can create additional decent job opportunities through skills enhancement and employment initiatives, and help generate alternative or complementary income for the vulnerable households; then the newly accessible income will increase the households' ability to predict and plan their financial situation and improve self-reliance and resilience among displacement-affected communities. The change is contingent on the macroeconomic situation allowing for a conducive operational environment for the private sector that maintains the space for businesses to operate and grow. The pursued change is also based on the assumption that businesses are able to generate profit despite fiscal uncertainty in Lebanon, that the Jordanian fiscal health does not significantly deteriorate, and the rates of inflation and price hikes do not entirely devalue the income that vulnerable community members are able to earn.
- b) If the RDPP III supports better access to social and economic rights and gender equality, with the engagement of enabled national and sub-national entities, addressing gender-related social norms and stereotypes, and child labour, RDPP will increase the socio-economic empowerment and agency among women and enhance protective and enabling environment for children at risk of child labour. This will lead to more women and children enjoying their rights, safety and quality services. For the change to occur, state and non-state service providers need to be willing to engage, recognize the need for and endorse institutional change and development. It is also assumed that despite the economic challenges, communities continue to perceive child labour as negative coping, while RDPP partners are able to integrate protection and livelihoods approaches effectively and efficiently in their projects.
- c) If RDPP III partners are able to engage with relevant stakeholders to understand the need and space for policy dialogue and change around issues of concern to the RDPP target groups, they will be able to identify data-related gaps and produce research products and policy documents that increase the engagement of relevant stakeholders in the related discussions aimed to create momentum around selected rights-based issues on durable and sustainable solutions, including livelihoods and protection for refugees and the most vulnerable local populations. As a result, relevant normative/ legislative and policy processes will be influenced and policy change will become better attainable. The required policy engagement dialogue can only be achieved if the key stakeholders are willing to engage and if the various level coordination mechanisms (incl. e.g. donor platforms) remain conducive to alliance building and setting joint strategic advocacy objectives. It also assumes that policy-owners and rights duty bearers are willing to engage in discussions aimed to improve the lives of their broader constituencies.
- d) If RDPP III supports partner institutional capacities and their ability to support the capacities of national and sub-national structures and institutions, the various national entities will be more capable of delivering sustained quality and efficient responses addressing relevant issues and the needs of their communities. The change is based on the assumption that national civil society members are willing and able to critically assess their organisational capacities and development needs, and national and subnational structures and institutions are willing to engage with RDPP partners and interested to improve their service delivery and response capacities. It is further assumed that RDPP partners have or can create adequate linkages with governmental and other non-governmental actors with the aim to establish good partnerships that stimulate collaboration and strategic cooperation beyond the individual project durations.

The above pillars combined will contribute to more self-reliant and resilient communities, although likely to continue to be severely impacted by the displacement and compounded socio-economic crises. The RDPP efforts will contribute to women and children being increasingly able to enjoy safety, access their rights and improved quality of services, while durable solutions in the legal terms will most likely remain elusive. The change is anticipated to be incremental and indefinite with key assumptions related to no large-scale returns or onwards movements, and continued sufficient resourcing of other, donor-funded programs that are able to collectively and in a coordinated manner address the increasing needs among the most vulnerable. RDPP’s contribution to self-reliance will be measured by the change in proportion of household-level income generated through household member income earning activities, while resilience will be measured by beneficiary households’ ability to withstand future shocks, avoid emergency coping strategies and decrease negative coping mechanisms.

RDPP Integrated Program Level Theory of Change

PROGRAMMATIC OBJECTIVES	SHORT-TERM OUTCOMES		LONG-TERM OUTCOMES		IMPACT
LIVELIHOODS SUPPORT <ul style="list-style-type: none"> Private sector support Market engagement Skills development National and/or sub-national entities engagement 	Private sector supported to create additional decent job opportunities	THEN	Displacement-affected communities are more self-reliant and resilient	THEN	Vulnerable refugees and local communities in Lebanon and Jordan access rights, and enjoy increased safety and enhanced self-reliance towards durable and sustainable solutions
	Vulnerable refugees and local community members have enhanced access to increased sustained income through employment				
	Most vulnerable households are able to generate alternative or complementary income				
GENDER EQUALITY AND PREVENTION OF CHILD LABOUR <ul style="list-style-type: none"> Support to access to social and economic rights Addressing social norms and stereotypes Household level intervention strategies removing children from child labour National and sub-national entities engagement 	Women and girls benefit from improved protective and enabling environment	THEN	Women and children at risk of exploitation and abuse are enabled to increasingly enjoy their rights, safety and quality services	THEN	Vulnerable refugees and local communities in Lebanon and Jordan access rights, and enjoy increased safety and enhanced self-reliance towards durable and sustainable solutions
	Children are sustainably protected from child labour through holistic and long-term intervention strategies				
ADVOCACY AND POLICY DIALOGUE <ul style="list-style-type: none"> Strategic evidence-based advocacy Strategic alliances Research products and policy documents 	Enhanced strategic engagement with relevant stakeholders able to influence legislative and policy processes relevant to RDPP’s focus areas	THEN	Policy dialogue around durable and sustainable solutions, including livelihoods and protection for refugees and local communities, is promoted		

LOCALISATION <ul style="list-style-type: none"> • RDPP driven partner capacity development • Knowledge sharing and learning initiatives • Partner-driven capacity development of governmental and non-governmental national and sub-national structures and institutions 	National civil society partners have enhanced their institutional capacities to deliver quality and efficient response and to sustain their activities	THEN	National and sub-national institutions, organisations and structures supported have enhanced capacity to respond to community needs		
	National and sub-national institutions and structures supported by RDPP partners have improved ability to address specific issues				

5. Summary of the Results Framework

Building on phase I and II and taking into account the current context and most likely future scenario in Lebanon and Jordan, the design of RDPP III takes its point of departure in the following *overall objective* for the coming phase 2023-26:

Support to vulnerable refugees and local communities in Lebanon and Jordan access rights, and enjoy protection spaces with increased safety and enhanced self-reliance towards durable and sustainable solutions

This will be supported through four specific objectives (SOs) that will be pursued complementarily to ensure that the various programmatic efforts generate collective outcomes addressing various systemic constraints faced by the Syrian refugees and host communities in their strife for increased self-reliance and resilience to future shocks:

SO 1: *Vulnerable refugees and local communities are more self-reliant and resilient.* Livelihoods support aimed at enhanced self-reliance and resilience does not in itself lead to a durable solution. However, enhanced self-reliance is an essential precondition to any form of durable solution, be it local integration, return or resettlement. Private sector entities will be supported to create additional decent and sustainable job opportunities with an emphasis on jobs created for refugees, women and youth, and RDPP III will engage with market- and private sector actors and national and/or sub-national entities to promote systemic change within private sector operational modalities and environment. Vulnerable refugees and local community members will be supported in achieving enhanced access to increased income through employment. Support to demand-driven skills development will seek to link beneficiaries to labour markets, and engagement with national and/or sub-national entities will seek to improve access to employment. With regard to the most vulnerable households, support will be provided to generate alternative or complementary income. The emphases and directions of RDPP’s livelihoods engagements will be informed by the livelihoods learning study concluded in November 2022. The livelihoods learning study has demonstrated that strategic, longer-term engagement with well-selected private sector entities has the potential to create predictable income opportunities, where RDPP partners has been selected on the basis of their ability to analyse the cost-benefit aspects of private sector engagement. Livelihoods support will also need to consider the changing strategies individuals tend to adopt that often combine multiple income streams to decrease dependency on individual and often irregular or unpredictable sources of income. Further, during the selection of partnerships the ability and approach of the proposed projects was carefully considered in order to contribute to systemic change and engage with stakeholders, who can affect this.

SO 2: *Women and children at risk of exploitation and abuse are enabled to increasingly enjoy their access to rights, safety and quality services.* Gender-based violence (GBV) is reportedly on the rise across the region reducing the safety of women and girls within their own households and communities, while access to specialised GBV services remains limited. Due to deeply rooted socio-cultural traditions, women and girls are also often deprived of basic agency, let alone meaningful contribution to the socio-economic well-being of their families, households and communities, while at the same time forced to adopt increasingly active roles in sustaining their households. The RDPP III gender focus will include two main directions: 1) supporting initiatives promoting equal rights-access for vulnerable women, girls, boys and men and 2) influencing socio-cultural norms, knowledge, attitudes and practices, often rooted in deeply imbedded socio-cultural stereotypes. Regarding child labour, RDPP III will support initiatives to sustainably protect children from the child labour through holistic and long-term intervention strategies, including implementation of household level intervention strategies removing children from child labour and support to national and sub-national entities to address child labour.

SO 3: *Policy dialogue around durable and sustainable solutions, including livelihoods and protection for refugees and local communities, is promoted.* RDPP III will devote resources to engaging in regional and country-specific policy dialogue and advocacy. The RDPP program unit (PMU) and partners will seek to build an enhanced strategic engagement with relevant and well-positioned stakeholders able to influence normative documents and policy processes relevant to RDPP's focus areas. Strategic evidence-based advocacy will be conducted by partners in support of policy dialogue about livelihoods and protection at regional, national or sub-national level. An RDPP advocacy strategy will be adopted and implemented to support partner advocacy messages and to identify opportunities for joint regional, national and sub-national initiatives. Furthermore, RDPP will build strategic alliances through engagements that advance identified advocacy objectives and promote research products and policy documents by partners and research entities. This will apply to country-specific activities in Lebanon and Jordan but may also focus on the wider region where relevant and feasible.

Cross-cutting SO 4: *National and sub-national institutions, organisations and structures supported have enhanced capacity to respond to community needs.* Overall, the program will strengthen an increasingly localised response and address needs and priorities through a localised and inclusive approach towards the displaced and vulnerable local communities. Firstly, the program will primarily work with local partners and contribute to the development and strengthening of civil societies in both focus countries. Partners will be supported to invest in institutional and organisational growth and development that will increase their capacity to address the needs of vulnerable social groups in Lebanon and Jordan. RDPP does not directly contract governmental entities, but supports its partners to capacitate their governmental and municipality counterparts and engage other civil society actors, such as locally based community-based organisations to provide quality services to various population groups and to influence policy change. Secondly, the RDPP has selected partnerships based on how they in turn support and partner with national institutions, structures and systems to enhance their outreach, capacity and quality of response to be able to address the needs of their communities or target groups. The national or local institutions, structures or systems should be strategic to the area of engagement and be relevant to enhance the present or future response capacity of the needs of the community. Alliances and partnerships forged

through capacitation of various national and sub-national entities will generate informed programmatic learning and feed into various advocacy and policy dialogue efforts with the aim to identify systemic approaches throughout the respective programmatic priority areas.

The RDPP Results Framework in Annex 2 presents the entire intervention logic at overall objective, specific objective, intermediate objective and output levels including indicators.

6. Inputs/Budget

The overall budget for the 4-year program period (2023-2026) is 50.4 million Euro. Danish program contribution to RDPP III will be DKK 200 million (26-27 million Euro) and the collective contribution from the other donors will be 23,5 million Euro as reflected in the table below.

Contributing donors	Currency	Commitment	Commitment Euro	Donor share
Denmark	DKK	200,000,000	26,900,000	53.4%
EU Delegation Lebanon	Euro	5,000,000	5,000,000	9.9%
EU Delegation Lebanon	Euro	3,000,000	3,000,000	6.0%
Switzerland	Euro	5,000,000	5,000,000	9.9%
Czech Republic	CZK	25,000,000	1,000,000	2.0%
Ireland	Euro		1,000,000	2.0%
Netherlands Jordan	Euro		8,000,000	15.9%
Austria	Euro		500,000	1.0%
Total Budget			50,400,000	

The table below breaks down the budget by thematic priority and by year.

Program budget in million Euro (commitments)

Engagement	2023	2024	2025	2026	Total
SO 1: Livelihoods Support	6,900,000	5,908,500	4,917,000	1,969,500	19,695,000
1.1 Job creation	3,000,000	2,220,000	1,440,000	740,000	7,400,000
1.2 Employability	1,610,000	1,410,000	1,210,000	470,000	4,700,000
1.3 Income generation support	2,290,000	2,278,500	2,267,000	759,500	7,595,000

SO 2: Gender Equality and Prevention of Child Labour	3,300,000	3,120,000	2,940,000	1,040,000	10,400,000
2.1. Gender equality	1,800,000	1,620,000	1,440,000	540,000	5,400,000
2.2 Child labour	1,500,000	1,500,000	1,500,000	500,000	5,000,000
SO 3: Advocacy and Policy Dialogue	1,500,000	1,605,000	1,605,000	640,000	5,350,000
3.1 Advocacy and Policy Dialogue	1,500,000	1,605,000	1,605,000	640,000	5,350,000
CSO 4: Localisation	1,350,000	2,040,000	2,730,000	680,000	6,800,000
4.1 Civil society partner capacities	1,000,000	1,425,000	1,850,000	475,000	4,750,000
4.2 National and sub-national institutional capacities	350,000	615,000	880,000	205,000	2,050,000
Total Planned Budget	13,050,000	12,673,500	12,192,000	4,329,500	42,245,000
Program management, reviews, technical support	1,755,718	2,209,931	2,137,302	2,047,212	8,150,163
Total Budget Allocated	14,805,718	14,883,431	14,329,302	6,376,712	50,395,163

The program will aim for a balanced approach to partner engagement budgets between Lebanon and Jordan with a 50/50 distribution between the two countries. Final allocations will depend on the partnerships selected and the implementation of these throughout the program period.

7. Institutional and Management Arrangements

Program funding structure

The RDPP will be implemented by the Ministry of Foreign Affairs of Denmark with the responsibility decentralised to the Embassy of Denmark to Lebanon, which is side-accredited to Jordan. The contractual agreement with contributing donors will be through a delegated cooperation agreement, or similar contractual agreement, if the donor is not an EU Member State.

The RDPP is a joint European multi-donor engagement, where Denmark will manage and lead the program on behalf of the European Union/European Commission (EU), Austria, Czech Republic, Ireland, Netherland and Switzerland. Denmark will be responsible for ensuring the implementation of the program according to applicable guidelines and to the strategic guidance of the Program Document and the Steering Committee decisions. Denmark is responsible for the staffing and management of the Program Management Unit (PMU). The responsibility for the financial management also rests with Denmark. The Ministry of Foreign Affairs receives a contribution of the non-Danish funding to the program for the management responsibility (a percentage of the none-Danish contributions to the budget).

Program oversight

The Steering Committee (SC) is the governing body of the program consisting of the contributing donors, i.e. the European Union/European Commission (EU), Austria, Czech Republic, Ireland, Netherland and Switzerland.. It provides strategic leadership, overall guidance, and oversight on RDPP priorities. The contributing donors decide their representation in the SC, which will convene in either Lebanon or Jordan and maintain an option for virtual participation. Final decision on the membership of the SC will be decided at the first SC meeting after the initiation of the program implementation, when a ToR will be developed and adopted for the new structure.

The SC will meet as a minimum biannually or on request to provide strategic guidance to the PMU. The SC monitors progress, reviews priorities, and approves progress reports, evaluations and annual financial plans for the next implementation year. Based on the program inception phase, which include contracting of most partnerships, the SC will endorse the revised results framework and implementation plan for the program. The RDPP PMU is accountable to the SC and provides financial and program progress reports to the SC. A minimum number of two thirds of the SC members are required for quorum. Decisions in the SC are made by unanimity. In case of disagreement, consensus will be sought and if not possible, the vote of the majority will prevail. The PMU will arrange regular field visits to enable the SC members to have an insight into program progress and provide input to the strategic direction of the program.

Program Management Unit (PMU)

The PMU team will be directly in charge of identifying partners and projects, daily management, coordination, convening, representation, monitoring, reporting and will support financial control. Its main task will be to ensure both the program is implemented according to the strategic guidance by the SC, and the achievement of the objectives outlined in the program document. The organizational Manual for the PMU will be updated to reflect the tasks, responsibilities and division of labour of the revised structure of the PMU.

Implementation support mechanisms

The Danish contribution to RDPP III will be an integral part of the Danish 3SN program 2021-2023 and the RDPP PMU will be embedded in the Development Cooperation Section of the Embassy of Denmark to Lebanon. The RDPP PMU will ensure close coordination and cooperation with the Development Cooperation team of the embassy. The PMU is supported by a Chief Financial Officer (CFO), who provide financial quality assurance and support in procurement, administration and results reporting. Relevant departments of the Ministry of Foreign Affairs in Denmark provide technical support to the PMU, when requested and needed. The PMU may also procure consultants as needed to support mapping studies for calls, knowledge generation on specific technical topics, as technical consultants for calls or to support lessons learnt from RDPP programming.

Partnerships

The PMU will assess whether partners have sufficient, internal capacity to manage and monitor implementation in line with sound financial management and good M&E practise and RDPP requirements.

Dedicated resources will be included in the budget to support partner capacity development. The implementation of the partner capacity development plan will be monitored and input will be provided by the PMU staff. To monitor and further strengthen the ongoing partnerships dialogue, including mutually agreed decisions and follow-up, the PMU staff will conduct regular project monitoring visits, provide input and maintain regular dialogue with partners, ensuring quality and compliance.

During the Year 1 Inception Phase (2023), the majority of RDPP partnerships will be gradually identified and implementation initiated. In both Lebanon and Jordan, the majority of partners under each Objective has been identified through a restricted call procedure³⁰ during early 2023 to ensure maximum accountability and transparency. Further, based on earlier RDPP II experiences and the call process beginning of 2023, partners for areas requiring specific expertise, such as the protection sub-area child labour and gender specific partners will likely be identified by means of a new limited call beginning of 2024. The call application and selection process will be handled in conformity with the procedures described in Annex 2.

MEAL

As part of the inception phase, RDPP III supported partnerships will establish baselines along indicators identified in the joint RDPP III results framework, seeking to enhance program and project evaluability. Partners will be requested to include dedicated funds for external evaluation to be conducted at the end of their projects. The partners will also be encouraged to include a mid-term review, possibly conducted as a peer-review with the aim to foster cross-learning between partners to the RDPP.

A review of the RDPP III results framework, programme document and budget will be conducted based on the co-creation workshops and the partners submitted project documents, and will be presented for the SC to provide feedback in the 4th quarter of 2023. With further clarity and grounded understanding that the inception phase will provide, the PMU will revisit the draft MEAL plan, where indicators, targets and baselines will be reviewed, based on finalized partner projects and targets. An RDPP III mid-term review is planned for the end of 2024. A final and external program evaluation based on OECD DAC evaluation criteria will be commissioned by the end of 2026.

8. Financial Management, Planning and Reporting

Program management will be in accordance with the program document and standard Danish MFA Aid Management Guidelines³¹ and financial management in accordance with the Financial

³⁰ In conformity with the *Guidelines for Awarding Grants in Danish Development Co-operation* (July 2019) there are the following options for selection of grant recipients: (1) *direct award* i.e. selection of a single grant recipient; (2) *limited call for proposals*, i.e. invitation to a limited number of potential applicants; (3) *restricted call for proposals*, i.e. open call for proposals with 'pre-qualification' typically in the form of submission of concept note prior to submission of full proposal.

³¹ <https://amg.um.dk/>

Management Guidelines³² in addition to any other arrangements agreed with donors to the program. Procurement will follow Danish MFA rules.³³

The 2023 call for proposals for partnerships included assessment of the partner's selection criteria related to financial management capacities, and grant agreements will require adherence to Danish rules and guidelines on financial management. Individual partner agreements will be multi-annual and include disbursement schedules and annual audits. Partners will submit narrative and financial reports to RDPP PMU in line with reporting cycles included in individual agreements. Both partner-implemented projects as well as RDPP III itself will be subject to independent audits based on standard ToRs.

To mitigate risks related to financial management, the RDPP PMU will invest resources in regular monitoring of financial management with the partners. This will be implemented both with the financial management team in the partner organisations at field level and through annual audits at program level. The program will prioritise partners with effective financial management, fraud detection, internal accountability systems and transparent reporting on such risks. All agreements will contain an obligation on implementing partners to include stringent measures to control, mitigate and respond to misuse of funds. This includes a requirement to report cases of suspected misuse.³⁴ Generally, options include targeted audits and reclaiming funds from partners. The PMU will alert partners and external stakeholders to the Danish MFA's whistle blower and anti-corruption reporting mechanisms.

9. Risk Management

This section presents the preliminary risks that have been identified, their likelihood, impact and the possible mitigation measures. A four-year HDP nexus- and partnership-oriented program of scale will inevitably face a number of challenges and risks. The RDPP III will most likely be implemented in a politically and financially unstable environment in Lebanon, and the politically more stable but economically and climatically vulnerable environment in Jordan and with limited or no outlook for durable solutions being accessible for the majority of Syrian refugees. All major risks identified are analysed and presented in the annexed Risk Analysis Matrix (Annex 4). The narrative below presents a brief *risk analysis summary* along a) risks in the external context, b) programmatic risks for the four Specific objectives, and c) risks related to the institutional capacity of RDPP and partners.

Ad a) The current political and financial situation in Lebanon presents the most severe risk to the RDPP Phase III. A further worsening of the political deadlock and socio-economic crisis could lead to public unrest with serious implications for implementation. Further increasing inflation rates in Lebanon will undermine an already critically low purchasing power among vulnerable groups and threaten the social and economic operational environment for RDPP. Increasing economic hardship

³² <https://amg.um.dk/bilateral-cooperation/financial-management>

³³ <https://um.dk/en/about-us/procurement/contracts>

³⁴ <https://um.dk/en/danida/about-danida/danida-transparency/anti-corruption>

are also likely to lead to rising inter- and intra-community tensions that may impact on the perception of the program activities and/or partners delivering them. While generally more stable, the operational environment in Jordan is also subject to political (governance related unrest), administrative (project approvals), economic (inflation and deteriorating purchasing power) and environmental risks (water shortages). Donor fatigue caused by the duration of the Syria crisis and the need to allocate funding to other humanitarian crises, could lead to reduced funding levels for the overall Syria crisis response. Although currently under control, the Covid19 pandemic also continues to present a risk factor. Also, global economic developments give rise to currency fluctuations in exchange rates between DKK, Euro, Swiss Francs and USD, thus creating uncertainties in financial planning for RDPP. In Lebanon where the currency has essentially imploded after having been pegged to the USD since 1997, the fiscal unpredictability is likely to pose significant operational risks, despite the fact that a large part of the economy has been dollarized. The RDPP PMU will through continuous engagement with the partner monitor the impact of the above risks and through the adaptive management and together with the partner ensure that relevant mitigation measures are implemented.

Ad b) Programmatic risks are identified through scrutinizing the theories of change underlying the four pathways laid out in the RDPP results framework. A challenging environment for livelihoods support activities in terms of competitive markets, restrictive government policies and severe levels of vulnerability among both refugees and hosts will require careful targeting and identification of project opportunities. The ongoing inflationary tendencies also risk significantly de-valuing the various incomes made by the various target groups and are likely to create a need for an ongoing review and re-definition of minimum decent work standards, most often qualified by the earners by the income levels they are able to generate. Protection activities will depend on the receptiveness and willingness to participate among multiple stakeholders. Gender inequality and child labour in particular, although driven by poverty, are also deeply engrained in culture and social structures among conservative segments within local communities in the entire region. The effectiveness of advocacy and policy dialogue will depend on the space accessible for RDPP and partners to present relevant evidence with the aim to influence policy. Especially at central level in Lebanon, such spaces are limited entailing the risk of limited policy outcomes in support of RDPP objectives. Although there are political and operational risks involved in strengthening partners and local leadership, the current environment for supporting national civil society and other partners is relatively promising. Programmatic risks will be mitigated through careful assessments of contextual factors and by directing the programmatic focus towards areas where opportunities exist.

Ad c) Implementing exclusively through partners also entails a number of institutional risks. Local partner organisations could lack capacity to deliver quality programming on time and implement sufficient financial controls, entailing risks of e.g. financial mismanagement. Institutional risks also include physical and sexual exploitation and abuse (PSEA) by partner staff or other relevant stakeholders. Although not experienced during phases I and II, partner staff could be subject to political pressure due to political affiliation and/or their access to resources. The entire capacity of RDPP to successfully implement Phase III depends on the presence of experienced staff with partner organizations, but also within the PMU itself.

All the above-presented risks are deemed to be unavoidable risks for a program working in a challenging context and in the HDP nexus, and testing new approaches in a difficult operational environment. In general, all risks will continuously be analysed, monitored and mitigated to the extent possible. However, residual risks will remain and have to be accepted. RDPP is designed as a flexible instrument in terms of integrating adaptive management principles strengthening its ability to adjust to a changing and unpredictable context.

Risks will be mitigated by having a solid focus on capacity building of local partners, as well as general oversight and MEAL. To ensure both, the RDPP will continue to be staffed with a monitoring and evaluation expert and increase the localisation and partnership specialist positions in the PMU. Further, the risk of overdependence on RDPP support by partners will also aimed to be addressed by having an earlier insight into the financial foundation and organisational structures of the potential partners already as they submit their concept notes. This will be followed up in-depth in the partner assessment prior to short-listing the partners. Exit strategies and dependence on RDPP funds will also be an integral part of the discussion on the capacity development support, while respecting some of the partner organisations aim for growth. In order to avoid delays in implementation, RDPP III will be implemented based on a realistic timeline outlined in Annex 2.

10. Closure

Closure processes will primarily be specified at the engagement level (partnerships). Overall, the program is scheduled to close down by end of 2026. The budget will include allocations at program and project level ensuring appropriate and timely closing-down procedures and measures. The exit plan will include a time frame for the formal closure consisting of four steps: (i) partner final reporting; (ii) RDPP final results reporting; (iii) closure of accounts: final audit, return of unspent funds and accrued interest and administrative closure by reversing remaining provision; and (iv) any other reporting flowing from the delegated partnership arrangement.

11. Summary of Specific and Cross-cutting Objectives

RDPP III programmatic engagements will directly support three specific objectives and one cross-cutting objective, as presented earlier in the theory of change and the results framework. The below sections provide more narrative detail as to the justification³⁵, objectives and approaches that will be employed. Final programmatic emphases will be adjusted on the basis of the partnership portfolio that will be identified and finalised during the inception phase.

³⁵ For a detailed justification and contextual background underlying the response analysis for the four programmatic objectives, please refer to Annex 1, Context.

11.1 Specific Objective 1: Livelihoods Support

The lack of viable sustainable return perspectives to Syria results in protracted displacement in both Lebanon and Jordan, where the multiple compounding crises have further deteriorated the economic situation and, in particular in Lebanon, exacerbated social tensions between refugees and local populations. While the two contexts are in many aspects growing distinctly apart, both are characterised by varying degree of governance crises, where the governments as primary duty bearers have not been able to address basic needs of increasingly poorer local and refugee populations. While in Lebanon the refugee-return rhetoric tends to repeatedly gain various degrees of political and popular traction, Jordan remains committed to the voluntary nature of returns, possibly conditioned by continued international support to the country's various priorities. Close to all refugees in either of the countries essentially exclude the possibility of immediate return, if and as long as given a choice, while local integration in legal terms remains even further remote. The income earning opportunities have been decreasing, with the public sector unable to create additional decent jobs, and private sector struggling to cope with the various shocks caused by the Covid19 pandemic and multiple economic crises, yet also creating new opportunities in specific sectors able to adjust to changing business environment, such as those previously dependent on import to Lebanon. The ongoing mismatch between labour supply and demand has also led to shifts in power dynamics between income providers and income earners, with the latter increasingly willing to accept substandard conditions in an increasingly exploitative environment to secure at least a very basic income.

RDPP-supported livelihoods interventions will take place in the context of protracted displacement and continuously deteriorating economic situation in both countries, with limited prospects of large-scale returns in the short- or medium term, recognizing that refugees and vulnerable non-displaced individuals and communities often, albeit not always, face similar challenges to improving their economic resilience. In line with the Global Compact objectives of enhanced self-reliance and easing pressure on host-societies, this means taking a development-oriented focus of adopting to increasing needs rather than status-driven approaches, while considering contextual differences between Lebanon and Jordan. In the absence of any pathways to legal local integration, the focus on refugee self-reliance and resilience is key for refugees to be able to make informed choices about their lives and be better equipped to return and re-integrate in Syria, should large-scale return become an option for a majority of refugees. The RDPP-supported livelihoods interventions will be conceptually and operationally guided by their potential to support scalability of results as well as three main foci on a) integration of livelihoods and protection outcomes, b) market-driven interventions, and c) sustainability and impact.

Ad a) RDPP partnerships will seek to maximize synergies between livelihoods and protection objectives in order to enhance the sustainability of self-reliance and resilience outcomes. In contexts where household level economies in both Lebanon and Jordan continue to deteriorate through multiple external factors and with limited immediate improvement prospects, RDPP partners will ensure that livelihoods interventions incorporate protection risk assessments and that specific needs and vulnerabilities of women and children are well analysed and accounted for. RDPP partnerships will however not exclusively work on specific social vulnerabilities but also focus on solutions that have a potential to create broader income earning opportunities, including in partnerships with various

governmental and private sector actors, where economic vulnerabilities will determine beneficiary selection processes.

Ad b) RDPP-supported livelihoods interventions will take their point of departure in markets as complex, integrated and interdependent ‘supply-demand systems’ prone to internal and external influences, and comprised of formal and informal rules, relationships and constraints. While the market realities in Jordan and Lebanon are rather distinct and heavily distorted by multiple shocks of the past decade and prior, they are characterised by similarities in their dynamism, unpredictability and defectiveness. They have also been impacted by limited capacities of the various actors to duly understand the market systems, including the ways in which the most vulnerable or disadvantaged interact with markets, and to address the root causes of market failures. RDPP partnerships will not only seek to improve the understanding of those root causes but also engage at various levels (household, private sector, authorities/institutions and similar) to facilitate inclusive market approaches (IMSD/M4P)³⁶ with specific focus on refugee and female economic participation. RDPP and partners will engage in continuous analytical work not only to understand how markets evolve and where opportunities arise but also to keep pulse on changing vulnerabilities and adaptation needs to address those. While in particular in Lebanon, several livelihoods actors have sought to shift the nexus from developmental to humanitarian approaches, RDPP will continue to pursue developmental and, where possible, systemic change³⁷ and solutions to the needs in both countries with a focus on innovation, adaptation and value for money principles. Within RDPP’s localisation commitments, RDPP partners will also be supported to enhance their knowledge in private sector development approaches.

Ad c) The increased focus on sustainable outcomes and impact will be achieved through multi-year implementation periods, rooted in ongoing market assessments and adaptation to changing contexts and emerging opportunities. In addressing specific processes and, where relevant, by employing IMSD/M4P approaches, this will entail systemic, often localised, market-based solutions, and various engagements with relevant national and sub-national, state or private entities who are able and willing to influence the context and operational environment within which RDPP-partner livelihoods interventions take place. The approaches are likely to differ between quite centralised in Jordan and rather de-centralised in Lebanon with RDPP facilitating knowledge exchange and learning between partners in and across the countries.

None of the current scenarios for the RDPP III programmatic period operates with prognoses of significant economic growth in either Lebanon or Jordan. It is therefore essential that initiatives pursued by the program embed adaptive management and iterative learning approaches in terms of continuous analysis, scenario building and strategic considerations to identify scalable opportunities and innovative approaches with increased sustainability, however the basis for the initiatives will remain an improved economic situation for the vulnerable. The multi-year implementation period will provide a strengthened platform for forging partnerships and synergies with national and sub-national

³⁶ Integrated Market System Development / Markets for the Poor

³⁷ See also Section 2.2. Strategic Consideration, *Systemic change and innovative approaches*

institutions and structures, private sector and civil society actors with strong linkages between program delivery, learning and knowledge consolidation, and RDPP and partner advocacy efforts.

Based on an analysis of contextual dynamics in Lebanon and Jordan, as well as lessons learnt and best practices from previous RDPP partnerships, while taking into consideration continued humanitarian needs among vulnerable Syrian refugees and local community members, RDPP will pursue three main livelihoods directions: 1) Job Creation; Private sector support to create new decent jobs opportunities, 2) Employability, and 3) Income generation support.

1.1 Job Creation The highest potential to facilitate income for various beneficiary groups in both program countries is with the private sector that requires multi-level, multi-stakeholder engagements. RDPP partners will provide direct support to private sector actors, not as an objective in its own right, but as a vehicle for creating new, decent job opportunities³⁸. The RDPP role is not to subsidise the private sector actors' access to investment capital nor to replace the role of financial institutions but to strategically engage on job creation agendas, with equal weight on quantitative and qualitative aspects of job creation. This will take place in contexts where the authorities have resigned on legislating around decent work and employees are increasingly willing to accept sub-standard working conditions, where the RDPP engagements will strive to engage with relevant actors essentially to decrease the cost of creating decent jobs. Compared to previous RDPP phases, less emphasis will be made on start-up grants and other support pathways that have limited sustainability and job creation potential, with more focus on small, medium and large enterprises within identified growth sectors, including the energy- and environment- and carbon-emission reduction-oriented sectors. Start-up grants may still be considered as a vehicle of income-generation approaches (cf. below) or where those can demonstrate sizeable job creation potential, with a focus on cost and timeliness of creating job opportunities across all private-sector focused interventions. The direct private sector support will be complemented by strategic engagements with national and sub-national institutions and structures that are able to influence the private sector operational environment, partially to help reconcile the often-contradictory objectives pursued by governmental entities, private sector actors, job seekers, and, in Jordan's case, trade unions. RDPP will also support IMSD/M4P initiatives with demonstrated job creation, sustainability and scalability potential and specific focus on innovative practices. The RDPP co-creation process as well as additional external IMSD expertise will ensure that also partners who in the past have applied a largely humanitarian and service delivery-oriented approach to livelihoods programming are capacitated to increasingly work with and through market systems. The programmatic approaches may include financial or in-kind support as well as various business development and technical assistance services combined with mentoring, legal counselling and similar. Depending on contextual developments, especially if some of the less favourable scenarios materialise,

³⁸ RDPP adheres to key elements in the ILO definition of decent work including 'summing up the aspirations of people in their working lives, securing work that is productive and delivers a fair income, security in the workplace and social protection for all, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men'. However, the concept of 'decent work' will be adapted to the national salary level, labour law, level of inflation and other parameters in both Lebanon and Jordan.

RDPP partnerships may also include support to private sector actors in maintaining existing jobs, with continuous focus on market analysis including emerging market niches and opportunities.

1.2 Employability: Apart from low private sector absorption capacity, poor access to decent employment, including longer transition from education to employment for youth, has been mostly attributed to a mismatch between the supply and the demand side of the labour market. RDPP will continue to focus on addressing the mismatch with an emphasis on knowledge consolidation and demand-driven labour inter-mediation through skills provision and job placements including experience-facilitating internships, skills-building apprenticeships as well as specific skills development training, all based on identified private sector needs and opportunities. Earning an income rather than acquiring specific skills will be the ultimate outcome under this pathway. Hence, RDPP partnerships will not act as a large-scale vocational training facilitator, provider or knowledge hub, but instead will facilitate various employability pathways that result in sustainable decent employment opportunities with due value for money considerations. Many available work opportunities are currently informal and characterized by substandard working conditions where the national governments have to a degree relinquished regulatory practices and control mechanisms. RDPP and partners will engage with relevant duty bearers and private sector actors on protection and decent work standards in particular for refugees, female workers and persons with special needs, which will also feed into RDPP's broader advocacy and policy dialogue efforts. All employability pathways will also include a strong mentorship component with a view to enhance their impact and sustainability.

1.3 Income Generation support: Given the compounded economic crises, likely to continue affecting Lebanon and Jordan throughout most of the RDPP III program period, a significant part of RDPP partner interventions will focus on highly vulnerable refugee and local community members, primarily including families who have been forced to adopt negative coping mechanisms to secure basic livelihoods. Households with working children or persons with special needs, disempowered women and other severely socially and/or economically vulnerable will benefit from a combination of income generation grants and tools for home based micro businesses, combined with skills facilitation, social and legal assistance and longer-term mentorships. While not necessarily always facilitating full-fledged livelihoods self-reliance measurable in monetary terms, the income generation track will result in positive short- and medium-term livelihoods outcomes at individual and household level, enhance household resilience and eliminate negative coping mechanisms. To a degree possible, this component will be integrated with RDPP's protection efforts to withdraw children from labour and to decrease financial GBV against women by increasing their agency and fiscal independence. As in all other efforts, the income generation pathway will be complemented by policy dialogue and advocacy and national and sub-national level aiming to facilitate predictable income opportunities for the most vulnerable.

11.2. Specific Objective 2: Gender Equality and Prevention of Child Labour

Previous RDPP engagements have defined the niches for the program and its value added in facilitating protective and enabling environment for women and engaging specifically on child labour, where a number of RDPP initiatives so far have had a strong pioneering nature. Based on lessons learnt from earlier phases, linkages and synergies between the protection-focused and other RDPP-supported

programmatic objectives such as livelihoods, policy dialogue and advocacy will be a key component of the RDPP protection approach.

Many refugee children and youth have grown up in displacement within changed family structures, often with one parent, increased domestic violence, faced with new social norms and serious protection risks. The changed family structures have evolved into new roles within households, where women and children have been increasingly expected to assume more responsibility for securing household income, often within exploitative environments and no agency to determine on how the income is to be utilised. Because of high unemployment and meagre economic opportunities, refugee families, and, increasingly, socio-economically disadvantaged local populations, tend to take their children out of school before secondary graduation, marry off their adolescent girls and push their children into informal work. As RDPP has in the past engaged on multiple protection issues with the broad engagement range, sometimes with varying impact and less innovative approaches, the current program will focus on two specific areas: Gender equality, primarily yet not exclusively in terms of female agency and economic empowerment, and addressing child labour.

2.1 Gender equality: RDPP has engaged on multiple GBV related issues with a number of other actors also providing comprehensive services that reach beyond the RDPP areas of expertise. Rather than engaging in holistic SGBV services, RDPP gender focus will include two main directions: 1) supporting initiatives promoting equal rights-access for vulnerable women, girls, boys and men and 2) influencing socio-cultural norms, knowledge, attitudes and practices, often rooted in deeply imbedded socio-cultural stereotypes. RDPP's equal rights programming will be limited to issues of concern among vulnerable women and girls, such as equal access to social and economic rights, including relevant procedures, services or resources, while not focusing directly on cultural or political rights, unless specifically related to the former. This is likely to require addressing multiple inequalities at the household and community level, strong links with RDPP livelihoods pathways as well as engagement and partnerships between governmental and non-governmental, national and sub-national actors. RDPP partners will also pursue strategies to address inequalities in perception of gender roles, norms and stereotypes, including promotion of positive masculinity. By applying a gender transformative and culture-sensitive approach within RDPP supported partnerships, the program will challenge harmful gender norms and roles, and seek to support access to equal opportunities ultimately supporting girls and women to make informed choices about their own lives and become active agents in reshaping unequal gender and power relations.

2.2 Child labour: Instances of child labour, already on the rise previously, have risen exponentially during the pandemic-related closures, when many vulnerable adults were deprived of their habitual sources of income and when closed or dysfunctional schools failed to offer at least some alternatives to the children. While the negative consequences of child labour are generally well known and acknowledged including in Lebanon and Jordan, public perception towards the phenomenon has slightly shifted, mostly in indirect recognition of many families' other, positive coping mechanisms often having failed to secure basic household livelihoods. Instances are not uncommon, where children have become primary household income earners and removing children from work will require longer-term household-level engagements and careful consideration of multiple protection risks involved.

With the focus on worst forms of child labour, which includes any form of work for children under the working age, RDPP will prioritise full, sustainable removal of children from work. Where relevant, RDPP partners will also include working-age children and ensure their protection from the worst forms, be it in relation to specific work-related risks, sectors or exploitative conditions of their work. Applying a holistic approach and household level diagnostics, children and their caregivers will be supported through multi-sectoral approaches including psychosocial assistance, legal aid, referrals to specialised care, temporary consumption support (temporary unconditional cash transfers) or viable economic alternatives through integration with RDPP partners' livelihoods efforts, including those implemented under the RDPP Specific Objective 1. Supported partnerships addressing child labour will be co-created with RDPP and adopt a long-term and case-management-based approach, where households and families are engaged over an extended time with the aim to promote increased sustainability of transitioning children out of labour and, where relevant and possible, their reintegration in education. Specific project activities will be complemented by alliance building and targeted policy dialogue with and capacitation of responsible duty bearers at national and sub-national level to support further development and implementation of child friendly policy and assistance frameworks. Also, RDPP will actively support the establishment of effective referral systems between partners and other social service and protection providers including municipalities and other state institutions.

11.3. Specific Objective 3: Advocacy and Policy Dialogue

Ability to engage and influence the environment, within which specific RDPP partnerships work towards the programmatic objectives, remains an important RDPP ambition even in a context where the potential for normative change has gradually decreased, as has the readiness of key governmental duty bearers to engage on issues of importance. The continued lack of predictable governance in Lebanon contrasted by increasingly pronounced disinclination to systemic change in Jordan mean that many advocacy ambitions have to be revised to re-establishment of engagement space and conducive environment that may lead to policy dialogue in the short and, hopefully, policy change in the medium to long term. In particular, when it comes to issues related to refugee rights, let alone durable solutions prospects, specific engagements require longer term, multi-actor strategies rooted in strong alliance building.

3.1 Advocacy and Policy Dialogue: RDPP aims to increase and systematise its own and its partners' advocacy and policy dialogue efforts through multiple levels of engagement with relevant actors, which will include engagements by partners themselves, by RDPP PMU as well as through dedicated research and/or advocacy partnerships. RDPP will also identify opportunities to support partners in joining efforts to or to support collective advocacy outcomes, for example on livelihoods or localisation.

An RDPP advocacy strategy will be developed during the inception phase, once most partnerships are contracted, to be endorsed by the Steering Committee and to guide priority engagements by the RDPP and partners, each of whom will also be required to establish policy dialogue and/or advocacy ambitions in their specific project plans. The RDPP advocacy strategy will also be subject to regular reviews by the Steering Committee to ensure its relevance and to materialise on emerging policy dialogue opportunities relevant to RDPP's and RDPP partners' areas of expertise. In cooperation with

the Steering Committee, the RDPP PMU will engage more extensively in policy dialogue including through annual advocacy and policy prioritisation events. The role of the PMU will however primarily remain as a facilitator of knowledge, convenor of conversations and amplifier of partners' evidence-based advocacy messages.

Knowledge enhancement and sharing will remain key elements of RDPP's advocacy approach including through analysis conducted by partners, inter-partner knowledge sharing exchanges, engaging also non-RDPP entities with specific expertise, and dedicated research partnerships. While regional advocacy is often not an option due to national and sub-national advocacy targets, RDPP advocacy, research and knowledge consolidation endeavours will maintain a regional dimension, in particular with regard to developments related to durable solutions for refugees. This will also include perspectives and experiences from Turkey, Syria and Iraq, where and as relevant. RDPP advocacy will not replace, nor duplicate, but will instead seek to provide additional evidence to the advocacy efforts pursued by individual RDPP Steering Committee members.

11.4. Strategic Cross-cutting Objective 4: Localisation³⁹

The RDPP does not implement directly, but engages in partnerships with relevant national and, where necessary, international organisations. In supporting localised capacities, RDPP will prioritise partnerships with national civil society actors in Lebanon and Jordan, while supporting those partnerships to strengthen the capacities of governmental and non-governmental actors engaging within RDPP priority areas. RDPP may partner with international organisations, where such partnerships include strong engagement with, and capacitation of, national civil society actors and/or national or sub-national authorities. That may include research and advocacy focused partnerships with clearly defined policy dialogue and/or policy change outcomes.

Supporting national and sub-national actors in Lebanon and Jordan to take the lead in a coherent response is not only normatively appropriate, but also the most relevant, effective and sustainable way of reaching vulnerable individuals and households. In terms of long-term impact, RDPP's support to national and sub-national partners is an integrated modality to building more resilient societies.

RDPP's principles of working with non-governmental partners include commitments to equitable partnerships, financial resources, capacity development, participation and ownership, and coordination in policy dialogue in line with relevant international partnership frameworks. RDPP does not enter into funding relationships with governmental institutions either directly or through sub-partners but supports national non-governmental partners to establish partnerships and alliances with governmental counterparts, and to maintain or capacitate service providers to be better able to respond to the needs of vulnerable individuals and households. Localisation approaches may differ between the two program countries to reflect the mostly centralised decision-making processes in Jordan and higher degree of decentralisation in Lebanon. It is also anticipated that directly contracted partners will engage

³⁹ For an elaboration of the RDPP localisation approach, see also Section 2.2., Strategic Considerations, *Localized response*

other civil society actors, such as local community-based organisation, while, where feasible and relevant, opportunities to work directly with refugee organisations will also be explored.

4.1 Civil Society Partnerships Capacities: RDPP partnership approach is rooted in ongoing dialogue between the RDPP PMU and the partners on contextual developments, changing operational realities and related capacity requirements, often complemented by extensive guidance and mentoring. Driven by priorities and needs identified by themselves, often with RDPP support, partners will be supported to invest in institutional and organisational growth and development that will increase their capacity to address the needs of poor and otherwise vulnerable social groups in Lebanon and Jordan. The specific aim and scope of capacity development support will differ between partners and depend on project objectives and assessments of partners' organizational and programmatic capacities and priorities. Dedicated resources will be allocated in the project budgets of the partnerships for identified capacity development needs and priorities. The capacity development support entails a long-term approach rooted in a jointly agreed capacity development plan that is specifically followed up on through an ongoing dialogue and experience exchange between the partners and the RDPP PMU.

4.2 National and sub-national institutional capacities: An important element in RDPP's localisation approach is to support capacities of national and sub-national actors, where governmental and non-governmental entities cooperate and complement each other with the ultimate objective to increase the ability of the former to exercise their duty bearer responsibilities. Examples of these entities could be municipalities engaged in job creation schemes, Chamber of Commerce or trade unions, line ministries involved in policy development, youth structures at the community level or similar. While RDPP does not directly contract governmental entities, it supports its partners to capacitate their governmental and municipality counterparts and engage other civil society actors, such as locally based community-based organisations to provide quality services to the various population groups and influence policy change. Alliances and partnerships forged through capacitation of various national and sub-national entities will generate informed programmatic learning and feed into various advocacy and policy dialogue efforts with the aim to identify systemic approaches throughout the respective programmatic priority areas. Capacitation of public and private service providers instead of direct service delivery will increase the sustainability and scalability potential of multiple RDPP interventions.

Definition of Key Terms

Durable solutions	The three durable solutions available to refugees are (i) voluntary repatriation to home country, (ii) resettlement in third countries and (iii) local integration in country of asylum
HDP - Humanitarian-Development-Peace nexus	Linking humanitarian assistance and development cooperation to anticipate, prepare for and respond to crises and disasters, man-made or natural by strengthening the operational links between the complementary approaches of humanitarian assistance, development cooperation and conflict prevention, in full respect of humanitarian principles and international humanitarian law
HRBA - Human rights-based approach	A conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights to ensure that plans, policies and processes of development are anchored in a system of rights and corresponding obligations established by international law
IMSD – Inclusive Market System Development M4P – Making Markets Work for the Poor	An approach that analyses how disadvantaged groups of women and men interact with market systems and incentivises market actors to introduce systemic change that promotes inclusive growth, rather than engaging at macro- or individual beneficiary/business level
Innovation	New approaches, methodologies, technologies and knowledge products that creates new added value for stakeholders and contributes to deliver higher, sustainable impact, based on risk-willing investments
Localisation	Commitment to make action as local as possible through partnerships with regional, national and local government stakeholders and civil society though the principles ‘reinforce, not replace’ and local leadership
National actors	National actors are understood to include all actors with origin in Jordan and Lebanon i.e. government institutions and non-governmental organisations. It is not an indication of the geographical coverage of the actor, i.e. a local actor only working in a specific city or location is still considered a national actor.
Resilience	Ability of an individual, a household, a community, a country or a region to withstand, adapt to and quickly recover from stresses and shocks
Social cohesion	State of intergroup relations at the community level, where sources of tension between groups are addressed and managed so as to prevent them from resulting in collective violence, human rights abuses, or further loss of opportunities for vulnerable groups, and the development of social bonds within and between communities.
Sustainability	Benefits of an activity are likely to continue after donor funding has been withdrawn. Activities need to be institutionally, environmentally as well as financially sustainable.

Annexes

Annex 1: Context analysis

Annex 2: Partners, call for proposals and PAP for Year 1 (Inception Phase)

Annex 3: Results framework

Annex 4: Risk management matrix

Annex 5: Budget details

Annex 6: List of background documentation

Annex 7: Quality Assurance Checklist or signed table of appraisal recommendations and follow-up actions taken, depending on whether the appraisal has been conducted by a development specialist

Annex 2: Partnerships

The Regional Development and Protection Programme (RDPP) is structured as a joint platform and delegated partnership agreement between the Danish Ministry of Foreign Affairs and contributing donors. The RDPP implements through partnerships identified during the inception phase, based on the objectives set out in the overall RDPP results framework that is embedded in the RDPP programme document. The present Annex 2 describes the modalities for identifying RDPP partners and specifies selection criteria applied during the assessment and scoring process to ensure that partnerships comply with the overall vision and objectives of the RDPP.

Inception Period

Under phase II, the RDPP has engaged with 26 partners comprising national and international NGOs and UN agencies. In phase III, increased focus will be made on the engagement principle of localisation through prioritisation of partnerships with national organizations.

The first year of phase III will be considered as the inception year focusing on a phased approach building the RDPP partnership portfolio. It will initially focus on a) designing and conducting both open and restricted calls for partnerships, b), commissioning consultancies needed to inform partner selection processes where relevant, and c) finalizing partner documentation and initiating implementation of the selected projects. It is anticipated that learning exercises for livelihoods and localization finalized under phase II of RDPP will further inform the call process.

It is expected that the majority of partnerships are identified by Q2 of 2023, however partnerships for areas requiring specific expertise will likely be identified by a new limited call beginning of 2024. The RDPP retains limited funding to open for initiating research, policy dialogue and advocacy engagements also beyond 2023, with an eye to maintain flexibility to respond to the dynamic context. An inception review will be completed by the end of 2023 to verify that all year-one milestones have been achieved and to further inform baselines and targets, and to possibly make adjustments to the RDPP results framework based on the selected partner portfolio and contextual trends. A tentative overview of milestones is provided at the end of this annex.

Partner selection modality

The methodology and criteria for selection of partnerships has been elaborated based on lessons learned from Phase II and the RDPP III results framework. During RDPP II, it was experienced that partners for specific areas are better identified through targeted and narrower call mechanisms such as restricted calls for a selected group of highly specialized organizations. This learning has been transferred into the design of RDPP III, resulting in the following three methods for selecting partnerships to be employed:¹

- One **restricted call** for proposals for 1) *livelihood support*, 2) *gender equality and prevention of child labour*, 3) *advocacy and policy dialogue* and 4) *localisation*. . The call will be open to specific concept notes targeting one or multiple of the four engagement areas, with an emphasis on synergies across the livelihood and protection areas. Selection criteria will be based on the thematic programme focus, the overall results framework for RDPP III, and an analysis of geographical scope and targeting. Focus will in particular be on the localization aspect of the submitted proposals, including how partners will be working with capacity development of national and

¹ Calls will follow the Guidelines for Awarding Grants in Danish Development Cooperation July 2019

sub-national institutions and structures including private sector partnerships, as well as value for money considerations including timeliness, quality and cost-efficiency.

- One or more **limited calls** for proposals on *child labour* in Lebanon and *gender equality* in Jordan as well as a small locally led *livelihood* project in Jordan (*expected call amount for both Jordan and Lebanon approx. 5 mill. Euro*), and possibly *advocacy and policy dialogue* (call amount to be defined). The call/s will aim to support partners to test or pilot innovative, more holistic and longer-term engagements as far as possible. Similarly, given the varied quality and expertise of various research and advocacy entities in and outside of the region, sensitivities around rights-based advocacy as well as varying potential for linking knowledge-consolidation and learning with policy dialogue, the limited-call approach will also be used for selected *advocacy and policy dialogue* partnerships. Based on the mapping, a smaller group of potential organizations (up to 10 for both countries) will be invited to the respective restricted calls.
- As an exception, **direct award of a single grant recipient** can be used to engage specific advocacy or research partnerships, which have a specific mandate on an area of high strategic relevance to the RDPP III and/ or are uniquely positioned to deliver on the task.
- For specific research products, analysis or studies related to *advocacy and policy dialogue*, specialized consultancies or mapping studies needed for partner selection, **procurement** might also be used as an award method.

3. Assessment and Scoring, Proposal Selection and Co-creation

The selection process for partners submitting proposals for potential projects during the above-described call process will be based on a long-listing selection process followed by a short-listing selection process conducted by the RDPP PMU, and thereafter finalized through a co-creation process aiming to support the further development of the full project documentation and to align them with the RDPP results framework. During phase II, co-creation demonstrated itself to be a valuable investment in the partnership, ensuring a common understanding of envisioned results and indicators between partners and the RDPP, which subsequently supported project implementation.

The process of assessing, scoring and selecting partners for RDPP III will follow the following steps:

- A call with specific criteria for the relevant engagement areas will be advertised as per relevant Danish MFA guidelines. Potential applicants will have access to key documents such as the RDPP programme document, results framework with RDPP indicators, application form (concept note), assessment and scoring information, budget format and capacity self-assessment format.
- After submission, all applications will be assessed for their eligibility according to pre-defined criteria. Only eligible applications will proceed to the assessment and scoring process.
- A proposal review and selection committee will be established for each call to screen, assess and score all received concept notes and conduct the selection process. It will consist of a minimum of three PMU staff members. External technical expertise might be engaged to support the selection process. The process will be as follows:
 - Concept notes will be assessed and scored by committee members independently. Then, scores will be jointly calibrated and settled subsequently. Evaluation criteria will be scored by the review committee based on assessment criteria described in the

scoring matrix suggested below. A PMU team member will take the lead on merging the scoring sheets into an overview scoring matrix.

- When merged, the committee will meet to review the scores and discuss the selection. The discussion will be guided by the overall results framework of the RDPP III. Based on this, the selection committee will decide on a *long list* of potential partners to be invited for the next step.
- The *long list* of applicants will be invited to make a presentation of their proposal to the RDPP selection committee. The potential of the project will be further assessed during the presentation and - following the presentations - a *short list* of selected applicants will be made, based on the same criteria used during the scoring of the concept notes as well as on the overall RDPP results framework to ensure that the collective portfolio of selected partnerships is able to fulfil all programmatic commitments.
- Applicants who do not pass beyond the concept note stage and/or presentation stage will be informed of the decision within one month of completing the short list, and a summary of the review committee decision will be shared with them along with their score.
- When selected applicants have been short-listed, their operational and programmatic capacity will be assessed using the RDPP capacity assessment tool with a view to ensure the applicants have existing capacity to manage the proposed project and comply with relevant guidelines and management requirements. This includes an assessment of administrative and legal aspects, institutional, HR, accounting, budget and cash flow management, and logistical capacity with the aim to determine the risk level entailed in the partnership (significant, moderate, low).
- Applicants included in the final short list will be invited to develop the full proposal and project documentation. The process of developing the full proposal will take the form of a *co-creation process*, which consists of an initial workshop where RDPP and the potential partner based on the submitted concept note jointly discuss and fine-tune the proposal, theory of change, results framework, and the budget to ensure that it is aligned with the RDPP results framework and the partner capacity as assessed. The potential partners will thereafter continue working on the full proposal, which they will submit to the RDPP after three weeks. Upon final submission of the full proposal, the partner and RDPP PMU will meet again to clarify final outstanding issues in order to prepare for contracting and signature within two weeks. The RDPP expects that final contracts will be signed with applicants on the short list, unless substantial challenges occur during the development of the full proposal finalization phase.

4. Partner Selection Matrix

Applications will be assessed and scored against the following weighted evaluation criteria:

1. Relevance and coherence of the action: maximum of 20	Sub-score
1.1 How well does the project address relevant and critical problems for the target population in the area of implementation?	10

1.2 How well is the project in alignment with the overall and specific objectives of RDPP III, as well as the project objectives specified within the call?	10
SUBTOTAL	20

2. Design and logic of the intervention: maximum 15	Sub-score
2.1 How well is the link between problem analysis (needs) and response (outputs and objectives) analysis described and to what extent are main activities logically linked to these?	10
2.2 How are the risk factors relevant to the context?	3
2.3 To what extent is the sustainability of the intervention realistic?	7
SUBTOTAL	20

3. Localisation: maximum 25	Sub-score
3.1 How well does the project support the overall localization outcomes of RDPP III	15
3.2 Does the proposal outline how national and sub-national structures and institutions, which are strategically relevant to the intervention, will be strengthened or capacitated through the project?	10
SUBTOTAL	25

4. Integrated and innovative approach: maximum 15	Sub-score
4.1 To what extent does the project realize synergies between livelihoods and protection outcomes?	5
4.2 To what extent does the project demonstrate innovative and value-adding approaches to systemic change, including methodologies, technologies and knowledge products?	5
4.3 To what extent does the project contribute towards systemic change through advocacy and policy dialogue?	5
SUBTOTAL	15

5. Beneficiary Selection, HRBA, LNOB and PANEL: maximum 10	Sub-score
5.1 To what extent does the project present clear targeting strategies and beneficiary selection criteria?	7

5.2 How well are HRBA and PANT (participation, accountability, non-discrimination, transparency) presented and described?	3
SUBTOTAL	10

6. Cost-efficiency and viability: maximum 10	Sub-score
6.1 Does the project overall present a reasonable balance between support costs, activity costs and expected results and outcomes?	5
6.2 Does the project present sound cost per beneficiary ratios?	5
SUBTOTAL	10
TOTAL SCORE	100

6. Process Action Plan (Year 1)

The below table outlines the agreed process for selection of partnerships and how the selection methodology will be applied.

<u>Stages</u>	<u>Applicants</u>	<u>PMU tasks</u>	<u>Calendar</u>
Call announcement		Elaboration of call criteria and publication	1 month (February)
Long list	Applicants submit concept notes	Screening of incoming concept notes	1 month (March)
Longlist presentations		PMU interviews	2 weeks (March)
Short list		PMU selects	2 weeks (March/April)
Co-creation and finalization	Partners submit ToC Activities Results framework Budget Final project document	PMU provides support	4-5 months (May-September/October)

Annex 3: Results Framework

Programme Title: Regional Development and Protection Programme Phase III (RDPP)

Overall Programme Objective: Vulnerable refugees and local communities in Lebanon and Jordan access rights, and enjoy increased safety and enhanced self-reliance towards durable and sustainable solutions

SO 1 Title	Livelihoods Support	Target	Adjusted target	Adjustments Comments
Specific Objective	1. Vulnerable refugees and local communities are more self-reliant and resilient			
Indicators	1.1 % of target beneficiaries reporting improved economic self-reliance	70% Jordan: 70% Lebanon: 70%		
	1.2 % of target beneficiaries reporting improved resilience against future shocks	85% Jordan: 85% Lebanon: 85%		
	1.3 % of implemented initiatives resulting in normative change addressing operational environment for private sector and its ability to create new and decent work opportunities	50% Jordan: 50% Lebanon: 50%		
	1.4 % of beneficiaries able to retain employment for at least 6 months after completion of support	50% Jordan: 50% Lebanon: 50%		
Engagement Area	1.1: Job creation			
Intermediate Objective	Private sector supported to create additional decent job opportunities			
Outcome indicators	1.1.1 # of decent jobs created (NL 1.3.2.a)	500-600 Jordan: 250-300 Lebanon: 250-300	At least 800 Jordan: 400 Lebanon: 400	A slight increase in target due to a high partner commitment towards the indicator.
	1.1.2 % of private sector actors with improved working conditions	85% Jordan: 85% Lebanon: 85%		
Output 1.1.1	Creation of decent and sustainable jobs through support to private sector entities			
Output Indicator	1.1.1.1 # of businesses supported to create new job opportunities	150-300 Jordan: 75-150 Lebanon: 75-150	400 Jordan: 200 Lebanon: 200	A significant increase in target due to a high partner commitment towards the indicator.

	1.1.1.2 # of new job opportunities created by supported businesses	500-700 Jordan: 250-350 Lebanon: 250-350	950 Jordan: 500 Lebanon: 450	A significant increase in target due to a high partner commitment towards the indicator.
	1.1.1.3 # of decent work tools implemented	10-12 Jordan: 5-6 Lebanon: 5-6	10 Jordan: 4 Lebanon: 6	
Output 1.1.2	Engagement with market- and private sector actors and national and/or sub-national entities to promote change within the private sector operational modalities and environment			
Output Indicator 1.1.2	1.1.2.1 # of systemic or normative initiatives facilitating creation of decent and sustainable work opportunities	3-5 Jordan: 1-2 Lebanon: 2-3	3 Jordan: 1 Lebanon: 2	
	1.1.2.2 # of national and/or sub-national entities engaged with in order to improve private sector operational environment	10-15 Jordan: 5-8 Lebanon: 5-8	16 Jordan: 10 Lebanon: 6	A slight increase in target due to a high partner commitment towards the indicator.
	1.1.2.3 # of IMSD/M4P initiatives implemented	4-6 Jordan: 2-3 Lebanon: 2-3	4 Jordan: 2 Lebanon: 2	A new partner to be identified in Jordan targeting this indicator.
Engagement Area	1.2 Employability			
Intermediate Objective	Vulnerable refugees and local community members have enhanced access to increased sustained income through employment			
Outcome Indicator	1.2.1 % of beneficiaries able to retain employment for at least 3 months after completion of support	60-70% Jordan: 60-70% Lebanon: 60-70%	70% Jordan: 70% Lebanon: 70%	
	1.2.2 % of beneficiaries reporting continued increased income after 3 months.	70% Jordan: 70% Lebanon: 70%		
	1.2.3 % of employability beneficiaries who have benefited from protection support	30% Jordan: 30 % Lebanon: 30%		A new indicator was added to measure how the livelihood component and protection component are interlinked.
Output 1.2.1	Demand-driven skills development support linking beneficiaries to labour markets			
Output Indicator 1.2.1	1.2.1.1 # of individuals having their employability skills enhanced	3000-4500 Jordan: 1500-2250 Lebanon: 1500-2250	2100 Jordan: 1200 Lebanon: 900	A decrease in target due to less partnerships focused on employability
	1.2.1.2 # of individuals benefiting from internship, apprenticeship or	2500-3000	1750	A decrease in target due to less

	<i>job placement</i>	Jordan: 1250 Lebanon: 1250	Jordan: 1000 Lebanon: 750	partnerships focused on employability
	1.2.1.3 % of individuals employed as a result of internship, apprenticeship or job placement	75-80% Jordan: 75-80% Lebanon: 75-80%	75% Jordan: 75% Lebanon: 75%	
	1.2.1.4 % of employed beneficiaries who managed to earn 10% above a defined benchmark	25% Jordan: 25% Lebanon: 25%		A new indicator was added to measure the increased sustained income generated through employment.
Output 1.2.2	Engagement with national and/or sub-national entities to improve access to employment and labour rights			
Output Indicator 1.2.2	1.2.2.1 # of initiatives facilitating improved access to employment and labour rights	4-8 Jordan: 2-4 Lebanon: 2-4	4 Jordan: 3 Lebanon: 1	
	1.2.2.2 # of national and/or sub-national entities engaged with in order to improve access to employment and labour rights	12-24 Jordan: 6-12 Lebanon: 6-12	20 Jordan: 14 Lebanon: 6	
Engagement Area	1.3 Income Generation support			
Intermediate Objective	Most vulnerable households are able to generate alternative or complementary income			
Outcome Indicator	1.3.1 # of individuals supported reporting 10% additional income 3 months after end of support	200-300 Jordan: 100-150 Lebanon: 100-150	2000 Jordan: 700 Lebanon: 1300	A significant increase in target due to a high partner commitment towards the indicator.
	1.3.2 % of targeted households able to cover at least 50% of household expenditures from their additional income after 6 months.	70% Jordan: 70% Lebanon: 70%		
	1.3.3 % of targeted households able to eliminate/ decrease negative coping mechanisms as a direct result of additional income	60% Jordan: 60% Lebanon: 60%		
	1.3.4 % of income generating beneficiaries who have benefited from protection support.	25% Jordan: 25% Lebanon: 25%		A new indicator was added to measure how the livelihood component and protection component are interlinked.
Output 1.3.1	Support to sustainable income generation pathways			
Output Indicator 1.3.1	1.3.1.1 # of vulnerable individuals receiving financial and/ or material support to pursue an income generating pathway (NL 1.3.2.b)	300-450 Jordan: 150-225 Lebanon: 150-225	1400 Jordan: 450 Lebanon: 950	A significant increase in target due to more identified partnerships focused on income generation pathways
	1.3.1.2 # of vulnerable individuals with enhanced skills and/ or	500-550 Jordan: 250-275	3500 Jordan: 1250	A significant increase in target due to more identified

	<i>opportunities to increase their income</i>	Lebanon: 250-275	Lebanon: 2250	partnerships focused on income generation pathways
	1.3.1.3 # of vulnerable individuals benefiting from at least 3-6-month mentorship and/ or coaching	250-350 Jordan: 125-175 Lebanon: 125-175	1000 Jordan: 300 Lebanon: 700	A significant increase in target due to more identified partnerships focused on income generation pathways
	1.3.1.4 % of supported beneficiaries with at least 10% increased income 3 months after start of livelihood support compared to the baseline income.	75% Jordan: 75% Lebanon: 75%		A new indicator was added to measure the alternative or complementary income for supported households.

SO 2 Title	2. Gender Equality and Prevention of Child Labour	Target	Adjusted target	Adjustments Comments
Specific Objective 2	Women and children at risk of exploitation and abuse are enabled to increasingly enjoy their rights, safety and quality services			
	2.1 % of women and girls reporting improved sense of safety and well-being and agency	400 Jordan: 200 Lebanon: 200	75% Jordan: 75% Lebanon: 75%	Target was changed from # to %.
	2.2 % of children disengaged from child labour 6 months after end of support	60% Jordan: 60% Lebanon: 60%		
	2.3 % of identified children as being at risk of child labour who remain out of child labour 6 months after the end of support	70% Jordan: 70% Lebanon: 70%		A new indicator was added to measure the number of children prevented from child labour. A new partner to be identified in Lebanon targeting this indicator.
	2.4 # of legislative/ administrative/ normative measures adopted and implemented by duty bearers aimed to address gender inequalities or child labour	4 Jordan: 2 Lebanon: 2		
Engagement Area	2.1 Gender Equality			
Intermediate Objective	Women and girls benefit from improved protective and enabling environment			
Outcome indicators	2.1.1 % of targeted community members with changed perception or practices toward gender equality and masculinity concepts	70% Jordan: 70% Lebanon: 70%		A new partner to be identified in Jordan targeting this indicator.

	2.1.2 % of women and girls reporting improved agency and control of their lives and financial resources	50% Jordan: 50% Lebanon: 50%		A new partner to be identified in Jordan targeting this indicator.
	2.1.3 % of gender equality beneficiaries who have benefited from livelihood support	30% Jordan: 30% Lebanon: 30%		A new indicator was added to reflect the linkages between the livelihood component and the gender equality component.
Output 2.1.1	Supporting women and girls in equitable access to social and economic rights			
Output indicator 2.1.1	2.1.1.1 # of initiatives focusing on improved gender equality and enhanced agency	3-5 Jordan: 1-3 Lebanon: 1-3	18 Jordan: 8 Lebanon: 10	A significant increase in target due to a high partner commitment towards the indicator. A new partner to be identified in Jordan targeting this indicator.
	2.1.1.2 # of women supported to increase their socio-economic agency and independence	450-500 Jordan: 225-250 Lebanon: 225-250	1500 Jordan: 800 Lebanon: 700	A significant increase in target due to a high partner commitment towards the indicator. A new partner to be identified in Jordan targeting this indicator.
				This indicator was moved to outcome level, see indicator 2.1.3.
Output 2.1.2	Implementation of initiatives addressing prevalent social norms and stereotypes around gender roles and GBV			
Output indicator 2.1.2	2.1.2.1 # of initiatives implemented	3-5 Jordan: 1-3 Lebanon: 1-3	18 Jordan: 3 Lebanon: 15	A new partner to be identified in Jordan targeting this indicator.
	2.1.2.2 # of governmental and non-governmental actors engaged in the initiatives	10-15 Jordan: 5-8 Lebanon: 5-8	22 Jordan: 10 Lebanon: 12	A significant increase in target due to a high partner commitment towards the indicator. A new partner to be identified in Jordan targeting this indicator.
				The target was moved to indicator 3.1.3.
Engagement Area	2.2 Child Labour			
Intermediate Objective	Children are sustainably protected from child labour through holistic and long-term intervention strategies.			

Outcome indicator				This indicator was split into two new indicators to differentiate reported values between children <i>prevented</i> from child labour and children <i>removed</i> from child labour. See indicator 2.2.2 and 2.2.3.
	2.2.1 % of supported working children above legal working age reporting improved working conditions in line with existing normative frameworks	70% Jordan: 70% Lebanon: 70%		A new partner to be identified in Lebanon targeting this indicator.
	2.2.2 # of children prevented from child labour	300 Jordan: 200 Lebanon: 100		A new indicator was added to measure the number of children <i>prevented</i> from child labour. A new partner to be identified in Lebanon targeting this indicator.
	2.2.3 # of children removed from child labour	375 Jordan: 250 Lebanon: 125		A new indicator was added to measure the number of children <i>removed</i> from child labour. A new partner to be identified in Lebanon targeting this indicator.
	2.2.4 % of CL beneficiaries who have benefited from livelihood support	30 % Jordan: 30% Lebanon: 30 %		A new indicator was added to reflect the linkages between the livelihood component and the child labour component.
	2.2.5 % of supported entities reports ability to implement holistic child labour sustainable plans as a result of the capacity building initiatives.	70% Jordan: 70% Lebanon: 70%		A new indicator was added to measure the enhanced capacity of partnerships at outcome level.
Output 2.2.1	Implementation of household level intervention strategies removing children from child labour			
Output Indicator1.2.1	2.2.1.1 # of assisted households with identified child labour cases	200 Jordan: 100 Lebanon: 100	450 Jordan: 300 Lebanon: 150	A slight increase in target due to a high partner commitment towards the indicator. A new partner to be identified in Lebanon targeting this indicator.
	2.2.1.2 # of finalized household-level interventions	150 Jordan: 75 Lebanon: 75	375 Jordan: 250 Lebanon: 125	A slight increase in target due to a high partner commitment towards the indicator. A new partner to be identified in

				Lebanon targeting this indicator.
	2.2.1.3 <i>% of assisted households who have benefited from livelihoods support facilitated by RDPP partners</i>	50% Jordan: 50% Lebanon: 50%	60% Jordan: 60% Lebanon: 60%	A new partner to be identified in Lebanon targeting this indicator.
	2.2.1.4 <i># of working children above legal working age assisted to improve their working conditions</i>	100 Jordan: 40 Lebanon: 60		A new indicator was added to measure the working conditions for children above legal working age. A new partner to be identified in Lebanon targeting this indicator.
Output 2.2.2	Supporting national and sub-national entities to address child labour			
Output indicators 2.2.2	2.2.2.1 <i># of operational partnerships with local and/or national institutions established</i>	Jordan: 2 Lebanon: 2	20 Jordan: 5 Lebanon: 15	A significant increase in target due to a high partner commitment towards the indicator. A new partner to be identified in Lebanon targeting this indicator.
	2.2.2.2 <i># of CL specific capacity building initiatives implemented by RDPP partners</i>	2 Jordan: 1 Lebanon: 1	10 Jordan: 5 Lebanon: 5	A significant increase in target due to a high partner commitment towards the indicator. A new partner to be identified in Lebanon targeting this indicator.

SO 3 title	3. Advocacy and Policy Dialogue	Target	Adjusted target	Adjustments Comments
Specific Objective 3	Policy dialogue around durable and sustainable solutions, including livelihoods and protection for refugees and local communities, is promoted			
Indicators	3.1 <i># of legislative and policy processes strengthened by RDPP and its partners (NL 1.1cb)</i>	10-15 Jordan: 3-5 Lebanon: 3-5 Regional: 3-5	10 Jordan: 2 Lebanon: 5 Regional: 3	

	3.2 # of normative documents adopted that improve the protection of vulnerable populations and are attributable to RDPP's or RDPP partners' specific efforts	5-10 Jordan: 1-4 Lebanon: 1-4 Regional: 1-4	10 Jordan: 2 Lebanon: 6 Regional: 2	:
Engagement Area	3.1 Advocacy and policy dialogue			
Intermediate Objective	Enhanced strategic engagement with relevant stakeholders able to strengthen legislative and policy processes where needs are identified and relevant to RDPP's focus areas			
Outcome indicator	3.1.1 # of relevant and strategic stakeholders engaged by RDPP partners and RDPP PMU on policy dialogue	50-75 Jordan: 15-25 Lebanon: 15-25 Regional: 15-25	70 Jordan: 35 Lebanon: 15 Regional: 20	
	3.1.2 # of national and sub-national institutions and formal structures engaged with by RDPP and partners in policy-related learning, exchange of expertise and best practices as well as evidence-building	10-20 Jordan: 3-7 Lebanon: 3-7 Regional: 3-7	45 Jordan: 15 Lebanon: 20 Regional: 10	A significant increase in target due to a high partner commitment towards the indicator.
	3.1.3 # of strategic alliances and partnerships entered by RDPP partners in pursuit of relevant advocacy efforts at regional, national or sub-national level	3-5 Jordan: 1-3 Lebanon: 1-3 Regional: 1-3	27 Jordan: 15 Lebanon: 6 Regional: 6	A significant increase in target due to a high partner committed target and merging with indicator 2.1.2.3.
	3.1.4 # of cases where RDPP partners' research products and policy documents were used by other entities such as in donor briefs, country response plans/strategies, guidelines and similar	30 Jordan: 10 Lebanon: 10 Regional: 10	35 Jordan: 10 Lebanon: 10 Regional: 15	A slight increase in target due to a high partner commitment towards the indicator.
	3.1.5 # of policy and legislative processes addressed by RDPP and partners. (NL 1.1.cb)	TBD	6 Jordan: 1 Lebanon: 1 Regional: 4	A slight increase in target due to a high partner commitment towards the indicator.
Output 3.1.1	Strategic evidence-based advocacy conducted by partners in support of policy dialogue about livelihoods and protection at regional, national or sub-national level			
Output indicator 3.1.1	3.1.1.1 # of partner advocacy strategies to support livelihoods and protection-related policy dialogue	4-8 Jordan: 1-3 Lebanon: 1-3 Regional: 1-3	8 Jordan: 2 Lebanon: 5 Regional: 1	
	3.1.1.2 # of partner advocacy initiatives implemented	3-6 Jordan: 1-2 Lebanon: 1-2 Regional: 1-2	20 Jordan: 12 Lebanon: 7 Regional: 1	A significant increase in target due to a high partner commitment towards the indicator.

Output 3.1.2	RDPP advocacy strategy is implemented to support partner advocacy messages and identify opportunities for joint regional, national and sub-national initiatives			
Output indicator 3.1.2	3.1.2.1 #of advocacy events / dialogues conducted by RDPP PMU and supported by the SC	3-5	4	
	3.1.2.2 # of PMU initiatives to amplify partner advocacy messaging	3-5	4	
Output 3.1.3	Building of strategic alliances through engagements that advance identified advocacy objectives			
Output indicator 3.1.3	3.1.3.1 # of structured interactions with relevant actors aiming to secure support for advocacy priorities and alliance building	50-100 Jordan: 15-35 Lebanon: 15-35 Regional: 15-35	80 Jordan: 30 Lebanon: 15 Regional: 35	
	3.1.3.2 # of RDPP partner knowledge-sharing events with advocacy and policy dialogue related agendas	4-6 Jordan: 1-2 Lebanon: 1-2 Regional: 1-2	35 Jordan: 10 Lebanon: 15 Regional: 10	A significant increase in target due to a high partner commitment towards the indicator.
Output 3.1.4	Research products and policy documents by partners and research entities			
Output indicator 3.1.4	3.1.4.1 # of research products and policy documents published	10-15 Jordan: 3-5 Lebanon: 3-5 Regional: 3-5	35 Jordan: 10 Lebanon: 10 Regional: 15	A significant increase in target due to a high partner commitment towards the indicator.

SO 4 Title	4. Localisation	Target	Adjusted target	Adjustments Comments
Strategic cross-cutting Objective 4	National and sub-national institutions, organisations and structures supported have enhanced capacity to respond to community needs			
Indicators	4.1 % of supported institutions, structures and organisations with demonstrated improved capacity to respond to their target group needs	70% Jordan: 70% Lebanon: 70%		
	4.2 % of partners reporting RDPP support having facilitated additional programmatic opportunities	60% Jordan: 60% Lebanon: 60%		The indicator was edited to reflect enhanced capacity beyond only increased financial capacity.

Engagement Area	4.1 Civil Society Partner Capacities			
Intermediate Objective	National civil society partners have enhanced their institutional capacities to deliver quality and efficient response and to sustain their activities			
Outcome indicator	4.1.1 % of RDPP partners reporting improved institutional capacity	80% Jordan: 80% Lebanon: 80% Regional: 80%		
				This indicator is moved to impact level above, see indicator 4.2.
	4.1.2 % of supported civil society partners who managed to increase annual funding	50% Jordan: 50% Lebanon: 50% Regional: 50%	80% Jordan: 80% Lebanon: 80% Regional: 80%	A significant increase in target due to a high partner commitment towards the indicator.
	4.1.3 % of supported civil society partners with defined medium- to long-term organisational vision	50% Jordan: 50% Lebanon: 50%	80% Jordan: 80% Lebanon: 80%	A significant increase in target due to a high partner commitment towards the indicator.
Output 4.1.1	Tailored partner capacity development initiatives			
Output indicator 4.1.1	4.1.1.1 # of partner capacity development plans implemented	20 Jordan: 9 Lebanon: 9 Regional: 2	19 Jordan: 8 Lebanon: 9 Regional: 2	A slight decrease in target due to a slightly lower partner commitment towards the target.
	4.1.1.2 # of partner capacity development initiatives and trainings facilitated by RDPP PMU	2	6	A slight increase in target after internal assessment.
Output 4.1.2	Knowledge sharing and learning initiatives including RDPP partners and/or other stakeholders			
Output indicator 4.1.2	4.1.2.1 # of multi-country and/or multi-partner knowledge sharing events by RDPP PMU	3	6	A slight increase in target after internal assessment.
	4.1.2.2 # of non-RDPP partners joining in RDPP knowledge sharing events	2	25	A significant increase in target after internal assessment.
	4.1.2.3 # of partner-to-partner capacity support / sharing initiatives by RDPP PMU	2	3	A slight increase in target after internal assessment.
Engagement Area	4.2 National and Sub-National Institutional Capacities			

Intermediate Objective	National and sub-national institutions and structures supported by RDPP partners have improved ability to address specific issues (initiatives under 1.1.2. 1.2.2. and 2.2.2. not included here)			
Outcome indicator	4.2.1 % of supported national and sub-national institutions/ structures reporting improved capacity to adequately respond to relevant community needs	70% Jordan: 70% Lebanon: 70%		
	4.2.2 % of supported institutions demonstrating their ability to sustain and/or replicate the capacities enhanced	70% Jordan: 70% Lebanon: 70%		
Output 4.2.1	Partner-implemented capacity development of governmental and non-governmental national and sub-national structures and institutions			
Output indicator 4.2.1	4.2.1.1 # of partnerships with national and sub-national institutions established	20 Jordan: 10 Lebanon: 10	40 Jordan: 20 Lebanon: 20	A significant increase in target due to a high partner commitment towards the indicator.
	4.2.1.2 # of plans for capacity development initiatives for supported institutions implemented	10-15 Jordan: 5-8 Lebanon: 5-8	30 Jordan: 15 Lebanon: 15	A significant increase in target due to a high partner commitment towards the indicator.