

JOHUD: SECURING SOCIAL PROTECTION THROUGH HUB OF MULTIPLE PROJECTS & PROGRAMS

WHAT IS SOCIAL PROTECTION?

The Jordanian Hashemite Fund for Human Development (JOHUD) uses a Human Rights based approach to Community Development. Through our 60 locations, including 53 local Community Development Centers, JOHUD secures the *Social Protection* of children, families and older adults across the Kingdom.

Social Protection by Definition:

- ⇒ “All public and private initiatives that provide income or consumption transfers to the poor, protect the vulnerable against livelihood risks and enhance the social status and rights of the marginalized; with the overall objective of reducing the economic and social vulnerability of poor, vulnerable and marginalized groups.”¹
- ⇒ “The public actions taken in response to levels of vulnerability, risk and deprivation which are deemed socially unacceptable within a given polity or society.”²
- ⇒ Social Protection involves assisting those who are poor and vulnerable, such as children, women, older people, people living with disabilities, the displaced, the unemployed, and the sick³.
- ⇒ Social Protection is theoretically conceived as part of the state-citizen contract, in which the state and citizen have rights and responsibilities⁴.
- ⇒ Which interventions constitute social protection, and which categories such interventions fit into, is open for debate⁵.

Social Protection in Context:

- ⇒ Through the 30 articles of the Universal Declaration of Human Rights⁶, adopted by the United Nations General Assembly in 1948, the rights of all “members of the human family” to “life, liberty and security”, amongst other rights, are proclaimed common standards.

Objectives of Social Protection include, but are not limited to⁷:

- ⇒ Eliminating poverty
- ⇒ Reducing vulnerability
- ⇒ Building human capital
- ⇒ Empowering women and girls
- ⇒ Improving livelihoods, and
- ⇒ Responding to economic and other shocks.

Four Common Social Protection Functions⁸:

1. **Protective:** providing relief from deprivation (e.g. income benefits, state pensions)
2. **Preventative:** averting deprivation (e.g. saving clubs, social insurance)
3. **Promotive:** enhancing incomes and capabilities (e.g. inputs)
4. **Transformative:** social equity and inclusion, empowerment and rights (e.g. community-based interventions)

Two Types of Actions Used Towards Promotion of Social Protection⁹

1. Social Assistance: public actions designed to transfer resources to groups deemed eligible due to deprivation (ie. low income, poverty, social or nutritional status, etc.)
2. Social insurance: social security financed by contributions and based on the insurance principle, that individuals/households protect themselves against risk by pooling resources with a larger number of similarly exposed individuals or households.

Social Protection in the MENA Region:

- ⇒ In the current time of political and social turbulence in the MENA region, interventions aimed at Social Protection must address numerous objectives through various functions and actions.
- ⇒ It is not enough to focus on a purely economic view of Social Protection
 - ◆ Multidimensional aspects of poverty & vulnerability, for instance, should be considered.

A focus on larger social transformation is necessary for significant and lasting change.

Jordan as a Leader of Social Protection in the MENA Region:

- ⇒ Jordan's efforts to develop Social Protection systems to reach vulnerable groups and individual lead most other countries in the MENA region¹⁰.
- ⇒ Average annual expenditures on social protection assistance is estimated to be approximately 3.4% of annual public spending¹¹ and 18% of GDP¹², compared to 32% of GDP in Denmark¹³ and 12% in Turkey¹⁴.

International Conventions/Agreements, Ratified by Jordan, Related to Social Protection*:

- ⇒ Geneva Convention on International Humanitarian Law (since 1951)
- ⇒ ILO Social Security (Minimum Standards) Convention, 1952, (No 102)
- ⇒ International Covenant on Civil and Political Rights (1966)
- ⇒ International Covenant on Economic, Cultural and Social Rights (1966)
- ⇒ International Convention on the Elimination of all Forms of Racial Discrimination (1969)
- ⇒ Convention on the Elimination of all forms of Discrimination against Women (1981)
- ⇒ Convention against Torture (1987)
- ⇒ Convention on the Rights of the Child (1990)
- ⇒ Convention on the Rights of Persons with Disabilities (2008)

* It should be noted that Jordan has not ratified any of the optional protocols to the above agreements. Therefore, individuals are unable to submit complaints directly to specialized monitoring committees of the UN.

Provision of Social Protection in Jordan is generally spearheaded by two systems:

1. Government/Law/ Public Systems
 - ◆ Includes systems of social security, civil servant pension system and military pension system.
2. Non-government Organizations (NGOs)
 - ◆ Provide technical & financial assistance to tackle poverty and support Jordan's most vulnerable.

Social Protection through Current Jordanian Law

- ⇒ The Jordanian Constitution (1958) does not expressly note the right to a decent standard of living¹⁵
 - ◆ But, ensures work opportunities and education for all Jordanians¹⁶.
- ⇒ The Jordanian National Charter of 1990¹⁷ is explicit about the goal of combatting poverty and its effects.
 - ◆ Includes language supporting employment opportunities to all who can work, and promoting just regional and social distribution of services (Chapter Four, Sections 7 & 8, respectively).
- ⇒ The National Agenda, 2006-2015, aimed to ensure the well-being of Jordanians, with focuses on Public Health Care, Poverty Alleviation, and Social Security¹⁸.
- ⇒ Jordan's National Poverty Reduction Strategy (2013-2020)¹⁹ aims for "all Jordanians achieve an improved state of well-being; enjoy quality basic services, higher living standards, and gainful employment; and experience inclusion, equality and resilience" by 2020.
 - ◆ Key to this strategy is the Social Welfare & Gender Pillar that includes: "... policy measures for better targeting of cash transfers, effective social insurance and social care services" in order to provide "an inclusive social protection system for the poor and below middle class households."
- ⇒ Currently, there is no national policy on Social Protection in Jordan²⁰.
 - ◆ A policy on "Social Protection and Poverty Eradication" is being prepared.²¹
 - ◆ Each related public entity in Jordan has its own laws and regulations that define Social Protection related policies, roles and responsibilities.
- ⇒ **A comprehensive national policy for Social Protection in Jordan would:**
 - ◆ **More effectively identify challenges and facilitate implementation of policy.**
 - ◆ **Improve quality & access, ensuring equitable distribution of Social Protection related services.**

Key Public Players in Social Protection efforts in Jordan:

- ⇒ Ministry of Social Development (MoSD)
- ⇒ Ministry of Finance
- ⇒ Ministry of Labor (MoL)
- ⇒ Ministry of Health (MoH)
- ⇒ Ministry of Education (MoE)
- ⇒ Ministry of Justice (MoJ)
- ⇒ Ministry of Planning and International Cooperation (MoPIC)
- ⇒ Ministry of Awqaf, Islamic Affairs and Holy Places
- ⇒ Family Protection Department, Public Security Directorate (PSD)
- ⇒ National Council for Family Affairs

Example: Role of Ministry of Social Development (MoSD) in Social Protection

- ⇒ One of the oldest ministries in Jordan, MoSD directly oversees implementation of Social Protection legislation, policies and related services through subsidiary authorities and institutions.
- ⇒ Provides services under four main laws
 1. Social Affairs and Labour Law No. 14 of 1956 and its amendments.
 2. Juveniles Law No. 24 of 1968 and its amendments.
 3. Family Protection Law against Violence No. 6 of 2008.
 4. Association Law No. 51 of 2008 and its amendments in 2009.
- ⇒ Manages a range of services and benefits aimed at serving the:

▪ Poor	▪ Elderly	▪ Orphans/children from broken families, and
▪ Disabled	▪ Babies in nursery care	▪ Battered Women & Children
▪ Unemployed	▪ Juvenile Offenders	
- ⇒ The total number of beneficiaries MoSD served in 2014 was 23,000 persons²².
- ⇒ **Limited resources make it difficult for MoSD to meet needs of all people entitled to services.**

Role of Jordanian Civil Society in Social Protection

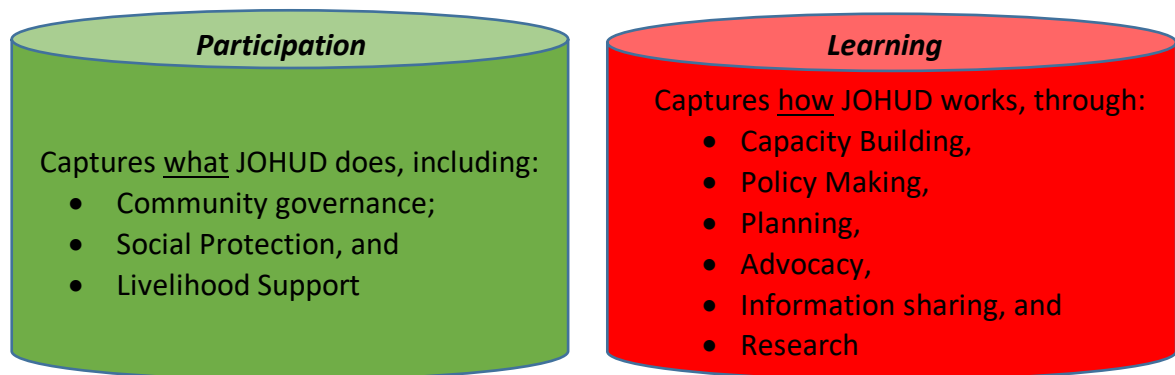
- ⇒ Over the past two decades, the Jordanian civil society sector has grown significantly, taking on a more significant role in addressing socio-economic challenges.
- ⇒ Some of the main civil initiatives aimed at addressing Social Protection in Jordan are:
 - ◆ **National Aid Fund (NAF)**
 - Established in 1986, NAF consists of six programs including regular, and one-off emergency, cash assistance for families living below the poverty line and for families with disabled members.
 - ◆ **National Zakat Fund (NZF)**
 - Under Awqaf, NZF accepts Zakat donations to fund long-term and seasonal cash assistance to poor persons of all ages with a particular focus on orphans.
 - NZF benefits reach about 1% of the poor and also provide benefits to about 1% of the non-poor.
 - ◆ **Tkiyet Um Ali-Food For Life (TUA)**
 - Conceptualized by Her Majesty Queen Alia over 40 years ago, Her Royal Highness Princess Haya Bint Al Hussein launched TUA in 2003 to provide food for the underprivileged towards the goal of eradicating hunger.
 - ◆ **National Alliance Against Hunger and Malnutrition (Najmah)**
 - Established under the leadership of Her Royal Highness Princess Basma in 2004, Najmah involves partnerships among government, civil society and the private sector in Jordan.
 - The alliance, hosted by JOHUD, works with the Ministry of Agriculture, the World Food Programme (WFP), the Agricultural Credit Corporation and the Food and Agriculture Organization, among others, in formulating responsive policies and projects.
 - ◆ **The National Goodwill Campaign**
 - Launched by Her Royal Highness Princess Basma Bint Talal in 1991, The Goodwill Campaign reaches vulnerable families in dire need of assistance to offer essential food items, clothing, medical care, university scholarships, schooling necessities, home maintenance and rehabilitation, support for income generating projects and renewable energy projects.
 - Coordinated through JOHUD, the Goodwill Campaign brings in thousands of volunteers, and engages the business community and private sector, to reach around 15,000 beneficiaries per year.

What is JOHUD?

- ⇒ The Jordanian Hashemite Fund for Human Development (JOHUD), established in 1977, is one of the oldest and largest non-profit, independent, non-governmental organizations in Jordan.
- ⇒ JOHUD is dedicated to promoting rights-based, sustainable human development in the region.
- ⇒ JOHUD's mission is to strengthen national development efforts and reduce poverty and vulnerability in Jordanian communities, focusing on the wellbeing and rights of vulnerable groups, including women, young people, and people with disabilities.
- ⇒ JOHUD places the 'family unit' at the center of our Social Protection work.
- ⇒ Over the past 40+ years, JOHUD has built the expertise, skills set, methodology and network needed to positively impact the lives of many of the most vulnerable throughout the Kingdom.

The JOHUD Model

- ⇒ After 40 years in service, we revisited our strategic direction, developing the "JOHUD Model".
- ⇒ The JOHUD Model is built around two core pillars:



- ⇒ Unique to JOHUD is our human rights based approach to community development.
- ⇒ The core strength of JOHUD is our extensive outreach through more than 60 locations, including 53 local Community Development Centers throughout Jordan.

Securing Social Protection through the Work of JOHUD

- ⇒ Social Protection is a major focus for JOHUD.
- ⇒ Existing projects and programs of JOHUD cover all four common social protection functions: Protection, Prevention, Promotion and Transformation.
- ⇒ JOHUD projects and programs secure the social protection of multiple groups, with a focus on the poor and vulnerable, refugees, children, women, older people, and people living with disabilities.
- ⇒ For instance, JOHUD Community Development Centers in Mafraq and Irbid focus on provision of a multitude of services to secure the social protection of refugees from Syria, as well as members of the Host Community.
- ⇒ Across various JOHUD locations in and around Amman, programs and projects secure the social protection of a variety of community groups, including people of diverse nationalities.
 - The following are two examples of those locations in Amman: ZENID and Nuzha CDC

Example: The Queen Zein Al Sharaf Institute for Development (ZENID), Amman

- ⇒ ZENID was created in 1989 to serve as a regional support center for organizational development and knowledge sharing.
- ⇒ Located in North Hashmi, Amman, ZENID conducts regular research projects, offers regular training sessions to community groups and partners, maintains a library of development knowledge and records, and hosts major regional conferences.



- ⇒ The ZENID complex also hosts the following JOHUD Programs and Projects:
 - Princess Basma Youth Resource Center
 - Radio Farah al Nas
 - JOHUD's ICT Clubhouse
 - Specialized Intervention Services for Refugees in Jordan
 - Early Childhood Development Centre

Example: Princess Basma Community Development Center (CDC)/Nuzha, in East Amman



- ⇒ JOHUD's CDC in Nuzha provides services to community members in the districts of Jabal al Nuzha, Marka, Hussein Camp, and other underprivileged areas in East Amman.
- ⇒ The CDC provides education and awareness-raising programs to help the community solve local social and economic problems.
- ⇒ The CDC focuses on empowering women and increasing their social and economic participation.
- ⇒ At the Nuzha CDC, local women are trained to:
 - Help with social problems endemic to impoverished urban areas, including drug and alcohol addiction, through the "Active Citizenship" program.
 - Manage water consumption and ease water shortage problems as part of JOHUD's national efforts to conserve water.
- ⇒ Educational programs at the Nuzha CDC help young people learn basic life skills to improve their employability and success.
- ⇒ Community programs at the Nuzha CDC help ease tensions between refugees and Jordanians.
- ⇒ The Working with Refugees Program, currently housed at ZENID, will continue their work at the Nuzha CDC.
 - This project empowers local refugees to meet community needs, though training and Community Support Committee involvement.

While the work of JOHUD across Jordan is vast, this document focuses on the programs and projects that secure Social Protection in and around Amman. The five Programs/Projects/Centres described in more detail on the following pages make up the "JOHUD Social Protection Hub".

Map of JOHUD Locations Across Jordan

Five JOHUD Centres, Programs and Projects that Secure Social Protection In and Around Amman

Name	Location	Groups Served	Services	Social Protection Functions
JOHUD Social Support Centre	Marka District, Amman	Children at risk of child labor School dropouts At-risk Children Home bound girls Host Community Refugees from different countries	Non-formal education to marginalized youth (ie. working children, school dropouts, at-risk children and home bound girls).	Preventative Promotive
Early Childhood Development Centre	ZENID, Amman	Vulnerable children People with disabilities Parents and care givers The Elderly Host Community Refugees from different countries	Supports early childhood development, disability management and psychosocial support, for children and parents.	Preventative Promotive Transformative
Al Nuzhah Community Development Centre	East Amman	Women Men Youth (Boys& girls) People with disabilities The Elderly Host Community Refugees from different countries	Promotes economic empowerment of women and integration of refugees into local communities.	Preventative Promotive Transformative
Mabarrat Um Al- Husain	Marka District, Amman	Boys aged 6 to 18 (Orphaned, or coming from broken/ impoverished homes) Host Community	Provides a home for underprivileged and orphaned young boys, and offers recreational and educational services to the community.	Protective Preventative
Al Raja'a School for the Hearing Impaired	Ruseifa, Al Zarqa	Deaf children Hearing impaired children Parents of deaf/hearing impaired children Host Community	Empowers hearing impaired children through quality education and life skills building.	Preventative Promotive Transformative



Groups Served	Number of beneficiaries	Types of services
Children at Risk of Child Labor School dropouts At-risk Children Home bound girls Host Community Refugees from different countries	More than 1400 children served per year	Non-Formal Education Psycho-social support

Since its inception in 2008, JOHUD's Social Support Centre (SSC), located in Amman's Marka district, has been a multifaceted institution. Initially created to provide non formal education for children working in the labor market, the SSC has since evolved to provide a more holistic approach to meeting community needs.

- ⇒ The SSC strives to be a model center in the region, providing social, educational, and recreational services for working children, school dropouts, at-risk children and homebound girls.
- ⇒ The SSC offers non formal education, child and youth engagement, arts, psychosocial support activities , and a pathway to a better future, via vocational training and other livelihood opportunities.
- ⇒ The SSC provides specialized protection services for children, preventing exploitation and violence.
- ⇒ The center as a whole has improved the lives of thousands of working children, school dropouts, and homebound girls.
- ⇒ Due to a commitment to family engagement, the SSC is held in high regard by the growing numbers of young people and other community members who devote time to the center on a daily basis.

Current Services & Offerings

- ⇒ Non Formal Education through an eighteen-month-long series of three, 6-month, cycles.
 - The series prepares students for formal schooling, home schooling, and/or vocational training.
- ⇒ Music and Art program to supplement traditional studies
- ⇒ Hair care/hairstyling studio on site, providing services and training for youth.
- ⇒ Psychosocial Support Services, including life skills programs and fun "Healing Through Arts" Program.
- ⇒ Early Childhood Care and Development (ECCD) program for children and siblings of SSC participants
- ⇒ Ideas Box program, with support from *Bibliothèques Sans Frontières*, fosters children's learning skills.
- ⇒ Fitness Gym available to SSC children and youth, their families, and other community members.
- ⇒ Outdoor playground and play area
- ⇒ Capacity building through Child Protection Committee
- ⇒ Child and youth clubs
- ⇒ Parenting skills training for caregivers of the children of SSC

Plans for the Future

- ⇒ Engage and link families served by SSC with employment support, and other complementary services offered by JOHUD and other organizations, through:
 - Integration of case management system, and
 - Formalized system of internal and external referrals.





Groups Served	Number of beneficiaries served per year	Types of services
Vulnerable children People with disabilities Parents and caregivers The Elderly	Approximately: - 800 Children - 100 Parents - 120 Elderly - 2000 People with Disabilities	Education Psycho-social support Elderly services Disability programming Case management

Initiated in 2015, the Early Childhood Development and Disability Centre is implemented under the umbrella of the Queen Zein Al Sharaf Institute for Development (ZENID).

- ⇒ The Centre aims to improve the level of services provided for young children, adolescents, and older adults with disabilities, and their families.
- ⇒ The Centre supports capacity-building through care provided by workers trained in early childhood development and special education.
- ⇒ Workers provide care based on the human rights perspective through home visiting and center-based services.

Current Services & Offerings

- ⇒ The work can be categorized into three main programmes: Early Childhood Development, Disability, and Psychosocial Support.
- ⇒ The Early Childhood Development Programme provides developmental training to children as well as their parents in child-friendly environments and safe spaces.
- ⇒ The Disability Programme is designed to support disabled individuals of all ages, and their families, to best achieve a level of independence in order to contribute positively to society.
- ⇒ The Psychosocial Support Programme provides specialized counselling services to people of all ages, including family counselling, with the aim of aiding people to cope with the complex issues they face in contemporary society.
- ⇒ The programme provides an active community outreach component.

Plans for the Future

- ⇒ Introduce a participatory case management approach for working with cases and families to ensure the highest quality of our services.
- ⇒ Adopt and implement Standard Operating Procedures (SOPs) to guide referral and transfers between organizations





Groups Served	Number of beneficiaries	Types of services
Women Men Youth (Boys and girls) Persons with disabilities The Elderly	NEED INFO HERE	Psycho-social support Recreational activities

JOHUD's Community Development Centre (CDC) in Nuzha provides services to community members from Jabal al Nuzha, Marka, Hussein Camp, and other areas in East Amman.

⇒ The Nuzha CDC is a place where community members of diverse background can meet for social, educational, cultural and recreational activities.

Current Services & Offerings

- ⇒ The work of the CDC targets women, men, boys and girls, persons with disabilities and the elderly.
- ⇒ The CDC focuses on empowering women and increasing their social and economic participation through training.
- ⇒ The CDC also provides education and awareness-raising programs to help the community solve local social and economic issues.
- ⇒ The CDC hosts Refugees & Host Community members through 3 committees:
 - Women's Committee
 - This 65 member committee of women meets regularly to plan and implement trainings and services for women and families throughout the community.
 - Youth Committee
 - This 35 member committee includes young women and young men, ranging in ages from 17-35 years old.
 - The Youth Committee plans and implements trainings and events for other young people that support inclusion, dialogue, and improvement of life skills.
 - Community Support Committee (CSC)
 - This committee is made up entirely of refugees devoted to extending education and support services to other refugees from their communities.
 - The CSC has members from Iraq, Palestine, Somalia, Sudan, Syria, and Yemen.

Plans for the Future

- ⇒ Integration of case managers to engage and link families served by existing programs with employment support, and other complementary services offered by JOHUD and other organizations.





Groups Served	Number of beneficiaries	Types of services
Boys aged 6 to 18 - Orphaned, or - Coming from broken/ impooverished homes	Approximately 70 at a time	Education Shelter

Mabaratt Um Al-Husain was founded in 1958 in order to serve & protect orphaned and underprivileged boys.

- ⇒ Over more than 50 years, the Mabarrat has become recognized, locally & nationally, as an institution that provides critical care and support to societies most marginalized children.
- ⇒ Since 2010, 63 boys under the care of Mabarrat have graduated from high school.
- ⇒ Many adult men who previously resided at Mabarrat currently work in a range of capacities including the Armed Forces, as electricians, bakers, drivers, cooks, mechanics, accountants, in retail, IT and cleaning services.
- ⇒ Many boys have also returned to live with their families, under continued supervision from Mabarrat.

Current Services & Offerings

- ⇒ The Mabarrat provides residential and integrated social services for boys, including shelter, food, and clothing, health check-ups, educational and non-curricular (enrichment) activities.
- ⇒ The Mabarrat aims to develop the knowledge and skills of boys from a social, cultural, health and creative perspective.
- ⇒ Mabarrat boys, aged 6 to 18, are either orphaned or come from broken and impoverished homes.
- ⇒ Currently, there are approximately 70 children living within the facility.
- ⇒ The Mabarrat hosts the Integrated Knowledge Station, under the supervision of The National Information System Department, which is open to the local community, provides IT and computer literacy programs, as well as training courses.
- ⇒ The Mabarrat is currently working on an upgrade to the football field, which will be used by the youth in the facility, as well as be available for local community use.
- ⇒ The Mabarrat also hosts the Humanitarian Support Fund, which offers monthly small salaries and food packages to families in need from the local community.





Groups Served	Number of beneficiaries	Types of services
Deaf children Hearing impaired children Parents of deaf/hearing impaired children	Approximately 160 students each year	Education

Al Raja'a School, located in Ruseifa/Al Zarqa governorate, is a renowned leader in specialized, high quality, relevant and balanced education for hearing-impaired children.

- ⇒ The school was established in 1983 as a multifaceted center, dedicated to the development of intellect and the enhancement of quality of life for the hearing-impaired students.
- ⇒ The school's innovative total communication philosophy embraces Arabic, English, sign language, the integration of speech, auditory training, reading, writing and use of assistive devices as essential parts of education.
- ⇒ The school works hard to improve the students' ability to communicate and thereby integrate with their peers.
- ⇒ Teachers adapt teaching and learning processes to meet the specific needs of each student.
- ⇒ The school continues to develop and update their methods in order to not only reach out to their students, but also to be a place where specialized methodologies and modern techniques are available for use as a reference.
- ⇒ Al Raja'a has an impressive record graduating a prominent number of students with a High School Diploma, preparing them for higher education.

Current Services & Offerings

- ⇒ The school currently maintains classes from the first to the twelfth grade.
- ⇒ Students and teachers use sign language, lip reading, and a study of body language to communicate.
- ⇒ The school is equipped with 22 qualified teachers, many of whom have been with Al Raja'a since its inception.
- ⇒ The school boasts a diverse range of curricular and extra-curricular programmes.
- ⇒ Al Raja'a students earned numerous awards at local championships organized by the Jordanian Sports Union for the Disabled.
- ⇒ In the academic year 2017/2018, 160 students were enrolled at Al Raja'a, coming from both Amman and Zarqa Governorates.



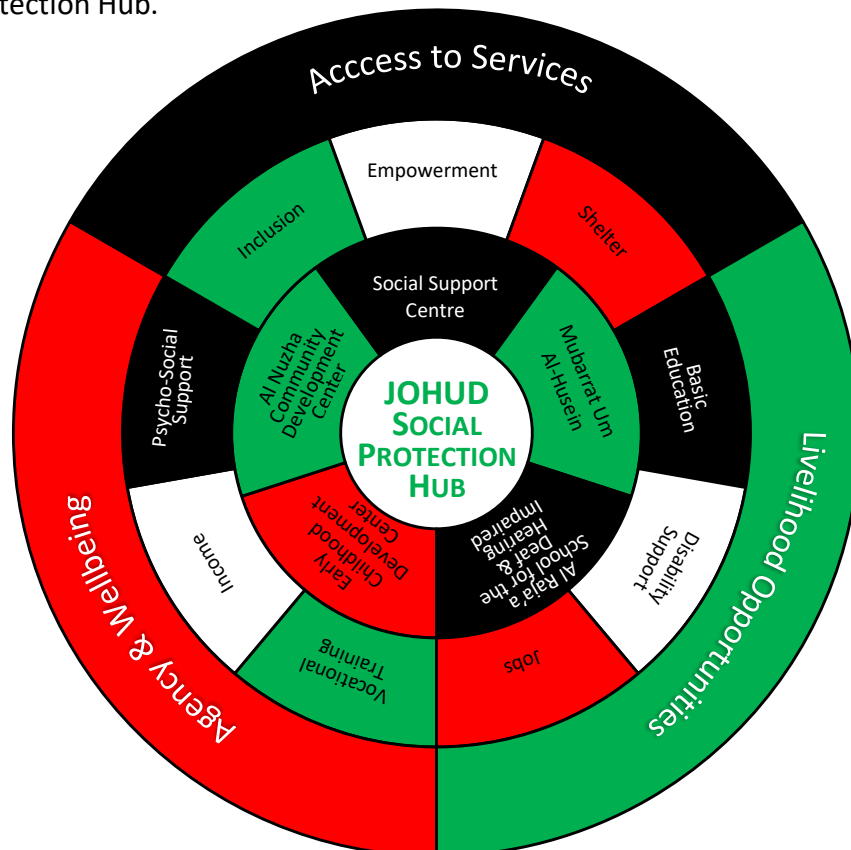
Improving Upon JOHUD's Already Successful Model of Practice

- ⇒ We, at JOHUD, want to capitalize on our extensive experience, and improve our project and program delivery, to the benefit of the individuals and families we serve.
- ⇒ To do that, JOHUD's strategic vision builds upon our already existing projects and programs, through a reconceptualization of JOHUD's services as a Social Protection Hub.

JOHUD as a Social Protection Hub

- ⇒ A hub is technically the central part of a wheel; the point of the wheel's rotation; the point from which the spokes that hold the wheel together radiate.
- ⇒ A more conceptual definition of a hub is "the center of activity".
- ⇒ The JOHUD Social Protection Hub will involve all existing institutional branches of our organization, as well as including participation from the local communities JOHUD serves.
- ⇒ Our aim is to foster a unique and innovative platform that engages multiple shareholders and stakeholders (including youth and children, caregivers, families, communities, businesses, as well as policy makers and the public sector) to develop and promote new ways of tackling social support challenges in Jordan.
- ⇒ JOHUD's Social Protection Hub brings together diverse projects and practices across Jordan.
- ⇒ The JOHUD Social Protection Hub ensures linkages between programs and projects are securely in place, partnerships are fully functional, lessons are being learnt, and best practices are being adopted and leveraged across all bodies of the organization.

The diagram below illustrates JOHUD's current services provided in, and around, Amman as the JOHUD Social Protection Hub.



Social Protection Hub Responds to Many Existing Challenges in Civil Sector Work, including:

- ⇒ Tendency to work in silos/ not communicate effectively.
- ⇒ Competition for scarce donor funding.
- ⇒ Lack of standardization of practice and data collection across programs/projects.
- ⇒ Lack of centralized case management system.
- ⇒ Lack of integrated referral system.
- ⇒ Lack of comprehensive capacity building strategy.

Unique Capacity for JOHUD as a Social Protection Hub

- ⇒ Agency and well-being, access to basic services, and livelihood opportunities have been identified as the cornerstones of what families need to thrive.
- ⇒ JOHUD addresses a multitude of family needs through existing programmes, projects and centres under one organization.

JOHUD's Social Protection Hub is an Innovative Practice Method that:

- ⇒ Positions JOHUD as a national and regional center of excellence and a center of thought and practice, focused on intersection of Social Protection and Human rights.
- ⇒ Strengthens national Social Protection systems and support Social Safety Net processes.
- ⇒ Influences national policy by providing statistics, unique initiatives, and novel solutions.
- ⇒ Promotes best practices for national and regional work in sustainable social development.
- ⇒ Leverages JOHUD's position as a community mobilizer and seek to create a more enabling environment for stronger synergies between its centers that promote social protection programs and initiatives.
- ⇒ Provides responsive programing and better delivery of services to communities and families that are most at risk and vulnerable.

Ensuring Success for the JOHUD Social Protection Hub

- ⇒ Two key factors underpin a successful social protection scheme:
 - Simplicity, and
 - Level of investment.
- ⇒ For the JOHUD Social Protection Hub to be effective, inclusive and sustainable, it must employ institutions and administrative systems that are efficient, account for public resources transparently and ensure good quality service delivery.
- ⇒ Key to the JOHUD Social Protection Hub will be success in the current effort to certify JOHUD as a Case Management Agency, in Child Protection, by UNHCR and IMC.

Achievements Supportive of JOHUD Social Protection Hub

- ⇒ Completed staff training on Child Safeguarding Policy by Save the Children: Jordan
 - Prepared to safeguard children from actions that place them at risk for child abuse, sexual exploitation, injury and other harm.
- ⇒ Completed staff training on "Guiding Principles for Prevention of, and Response to Gender Based Violence, Domestic Violence, and Violence against Children".
- ⇒ Completed initial case management training, in Child Protection.
 - Eight (8) key personnel from JOHUD staff were trained on case management techniques, and resources for child protection networks in Jordan.
 - These personnel are prepared to train other JOHUD staff.

JOHUD's Child Safeguarding Policy Requires:

- ⇒ Application of strict, child-safe, staff recruitment practices.
- ⇒ Awareness at all levels of organizational staff of obligation to respond appropriately to concerns of child abuse and sexual exploitation for children coming in contact with JOHUD services.
- ⇒ Appropriate behavior towards children of all levels of organizations staff.
- ⇒ Everyone who represents the organization must actively create a safe environment for children who come into contact with the organization.
- ⇒ All JOHUD activities and programmes to include assessment of risks to children, and reduction of such risks by all means within JOHUD control.

The Guiding Principles for Prevention of, and Response to, Gender Based Violence (GBV), Domestic Violence (DV) and Violence against Children (CP)

- ⇒ JOHUD staff received training on the above defined "Guiding Principles".
- ⇒ These Standard Operating Procedures (SOPs) target the practice of national and international institutions in Jordan that provide programs and services for cases of GBV, FV and CP.
- ⇒ These SOPs were developed and revised via a collaborative process among the national governmental institutions, UN agencies and acting authorities of the civil, international and local practice community.
- ⇒ These SOPs detail the minimal procedures necessary for the prevention of, and response to, GBV, FV and CP, and outline comprehensive and specific interventions.
- ⇒ These SOPs indicate the roles of organizations in four main response sectors:
 - 1) Health 2) Psychosocial Support 3) Law/Justice, and, 4) Security.
- ⇒ These Standard Operating Procedures (SOPs) are designed to be utilized with the existing resources on prevention and response to GBV, FV and CP, including those available at JOHUD.

Integration of Case Management into JOHUD Social Protection Hub

- ⇒ Case management is a structured approach to child protection practice.
- ⇒ The practice of case management outlines a specific process for responding to a specific situation.
- ⇒ In this case, JOHUD staff are being training on a specific case management process to use when working with children subject to, or at, risk of harm, in order to ensure their protection.
- ⇒ Initial Case Management training, in child protection, was completed by 8 key staff members.
 - Next steps: These key staff members will provide training to other JOHUD staff.
- ⇒ Case management techniques can be used to inform best practice for referral and collaboration between entities of the JOHUD Social Protection Hub.

Main Points Outlined in Case Management Training in Child Protection

- ⇒ Orientation to the child's rights context of child protection.
- ⇒ Overview of implementation, processes, skills and resources required for effective case management.

Next Steps to Solidify JOHUD's Social Protection Hub

- ⇒ Adopt centralized and automated referral system.
- ⇒ Adopt centralized case management system, linked to others working with same communities.
- ⇒ Adopt Case Management Methodology across JOHUD Centers
- ⇒ Form Core Team with Particularized Training and Skills
 - Trained on Case Management
 - Trained on Child Protection
 - Responsible for training the remaining JOHUD staff on CP SOPs.
- ⇒ Hire Case Coordinators
 - Specialized employees who possess the required skills, expertise and qualifications to deal with the abused in the concerned institution.
 - Assume responsibility of case management from the commencement of assessment of the risk until case closure.
 - Provide consistent communication with other members of the team.
- ⇒ Hire Supervisor of Case Coordinators:
 - Specialized employee, possessing supervisory skills, who can assume a supervisory position inside institution.
 - Responsible for delegating cases to the case coordinators.
 - Follows up with cases and provides technical, administrative, and logistic support to case coordinators.
 - Ensures that quality service is provided.
- ⇒ Hire Receptionist:
 - Responsible for taking basic information about the case.
- ⇒ Physical preparation of appropriate spaces throughout the JOHUD Centers
 - Provide appropriate waiting areas
 - Provide adequate meeting spaces, equipped for privacy and safety.

Final Moves to Ensure Success of JOHUD's Social Protection Hub

- ⇒ Identify existing successful projects and programs, then build on existing capacities and structures.
- ⇒ Avoid overlap, as much as possible, with parallel structures, such as protection and response services provided by the local community institutions and others.
- ⇒ Ensure and systemize representative participation of the community, including meaningful participation of children in analysis, planning, and assessment.
- ⇒ Link and coordinate with others working on related issues.
- ⇒ **Comprehensive evaluation, with responsive adjustments to agency policies and practices.**

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