



Twinning Fiche

Project title: Support to Sustainable Reform of Social Work Injury Insurance in Jordan

Beneficiary administration: Social Security Corporation (SSC), The Hashemite Kingdom of Jordan

Twinning Reference: JO 17 ENI SO 01 19

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EU funded project

TWINNING TOOL

List of Abbreviations

EU:	European Union
FAQ :	Frequently Asked Questions
ILO:	International Labour Organization
ISSA:	International Social Security Association
M&E:	Monitoring and Evaluation
OSH:	Occupational Safety and Health
OS:	Occupational Safety
OSD:	Work Injuries and Occupational Safety Directorate
PSC:	Project Steering Committee
SSC:	Social Security Corporation
USAID:	United States Agency for International Development
WII:	Work Injury Insurance

1. Basic Information

- 1.1 Programme: Support to the Implementation of Partnership Priorities, ENI/2017/040-561, indirect management, with ex-ante control
- 1.2 Twinning Sector: Social Security and Employment.
- 1.3 EU funded budget: €1,500,000

2. Objectives

- 2.1 Overall Objective(s):
To support sustainable reforms of the Work Injury Insurance (WII) and enhance the capacity of the Work Injuries and Occupational Safety Directorate (OSD).
- 2.2 Specific objective:
 1. To support effective governance of OSD through reviewing and improving legal and policy priorities.
 2. To enhance OSD's resource efficiency, primarily financial and human resources.
 3. To support the implementation of quality assurance systems through deploying innovative technologies, and standards.
 4. To support the Social Security Corporation (SSC) in engaging and communicating with different stakeholders
- 2.3 Major strategic documents in the light of WII in Jordan, such as the following:
 - Jordan Vision 2025: sets Jordan's economic and social long-term priorities
 - SSC Strategy 2017-2019: sets the strategic goals and objectives and projects to be implemented.
 - 8th Actuarial Evaluation Report: assess the financial sustainability of the pensions scheme and is reviewed every three years
 - Policy and operational assessment reports on WII developed by EU funded technical assistance project for SSC (2017-2018).

The SSC is also commencing on developing its 2020-2022 Strategy, additionally a national WII strategy for Jordan will be prepared during the years 2019-2020.

3. Description

- 3.1 Background and justification:

Background:

Over the past many years, Jordan has developed, implemented, and improved a legislative framework on social protection schemes to ensure a decent life for the employed and their families, in case of old-age, work injury and disability or death of the families' breadwinner. It all started in year 1978 when Social Security Corporation (SSC) was established as an independent public institution with a mandate to run Jordan's National Retirement System. Under its organizational structure, a dedicated directorate entitled "Occupational Safety and Work Injuries" was formed for overseeing occupational safety and health of the workers.

The SSC covers five types of workers insurance:

1. Work Injury Insurance (WII)

2. Old-Age Disability and Death Insurances
3. Maternity Insurance
4. Unemployment Insurance
5. Health Insurance (insurance was legislated but still not activated)

All employees in Jordan (Jordanians and non-Jordanians) are compulsory covered by the different insurances and pension scheme provided by the SSC which is a defined benefit system. The insurances are funded by transfers representing a percentage of the total monthly wage of the worker. For workers in the private sector the monthly contribution rate accounts to 21.75% of the workers monthly income, 7.5% paid by the worker himself and 14.25% by the employer. The following table shows the contribution rates as percentage of the workers income which funds the different insurances provided by the SSC:

Table.1: Contribution Rates as Percentage of the Workers Income

Type of Insurance	Contributions % of Employee Wage Paid by Employee	Contributions % of Employee Wage Paid by Employer
Work Injury	0	2%
Old-Age, Disability and Death	6.5%	11%
Maternity	0	0.75%
Unemployment	1%	0.5%
Total	7.5%	14.25%
	21.75%	

In its pursuit for continuous development, the SSC has always worked on developmental programs and initiatives; the most prominent of which was the enactment of the new Social Security Law No (1) for year 2014 which paved the road towards attaining the corporation's ultimate goal to broaden its coverage to embrace all citizens without exceptions. This new law is an outcome of continuous endeavours towards the adoption of a sustainable pension system, and exchange best practices on improving the effectiveness of social protection with a view to enhancing both its social adequacy and financial sustainability. Furthermore, it provides relevant definitions and describes in Articles (24) – (41) the layout of the Work Injury Insurance, including aspects of funding, benefits, and procedures.

In April 2017 the SSC Strategic Plan 2017-2019 was launched aiming to upgrade services (benefits) and achieving financial sustainability. This strategy was elaborated in the light of Jordan's vision 2025 and the Government's Executive Development Programme 2016-2018. One of the main components of the SSC 2017-2019 strategy is to enhance the awareness and adherence to the WII between employers and employees leading to a better working environment in Jordan. The SSC is also leading the efforts in producing a National Occupational Safety and Health Strategy since it is the national organization responsible for implementing and enforcing the WII across organizations in Jordan.

By the end of 2018 the SSC had 79,446 registered companies and 1,300,445 active subscribers representing 65.0% of the Jordanian active labour force, and 74% of the employed Jordanians; the accumulative number of pensioners is close to 200 thousands

individuals. The annual revenue for the SSC in 2018 was JD 1709.0 million, and the annual insurance expenditure was JD 1092.0 million.

As part of the upheld Social Security Law No (1) for the year 2014, the SSC has a major role in Jordan in protecting the workers in the labour market against Work Injuries at the work place by enforcing the WII. The insurance also covers Occupational Diseases which are medical complications (identified and listed in the SSC Law) that workers might endure (e.g. Poisoning, varicose veins...etc.) because of working in specific conditions. In 2014 the SSC introduced the concept of Hazardous Occupations which gives the right for people who work in specific occupations (set by the SSC) to claim early retirement at the age of 45 instead of 50 conditioned to paying an extra 1% of their monthly income as additional contributions to the SSC.

Vision Statement

Comprehensive social security attaining excellence in service, protection and sustainability, which contributes to advancing development in the Kingdom

Mission and Mandate Statements

A national institution implementing a solidarity social insurance system based on partnership with relevant parties and consistent with the needs of the insured persons and establishments, contributing to the social security and economic development of Jordan

Justification

Work Injury Insurance (WII), also sometimes known as Employment Injury Scheme, is the oldest social insurance scheme and predominantly performs three general functions, i.e.: Prevention, Rehabilitation, Compensation. In general, the Work Injury Insurance shall guarantee equal access, perform efficiently and effectively, and last long to fulfil the pension liabilities in particular.

The WII provides a lot of benefits for the injured including: 1) medical care of the injured and accommodation costs of treatment in hospital; 2) the transportation expenses of the injured from place of residence to the place of treatment; 3) rehabilitation services, medical equipment, and even prosthetic limbs; 4) As for the income protection (75%) of the daily wage of the injured is provided for them until being able to work again, or confirmed to be unable and provided with pension.

The SSC runs inspection visits on employers (registered business) in order to check their compliance with health and safety standards which are defined by guidelines established by the SSC. In the case that the employer has a health and safety environment at his facilities which is below standards contribution rates for the WII is increase from 2% to 3% of employee wages and when his work environment is described to be hazardous contributions are increased to 4%.

Inspections on business to audit their compliance with the health and safety standards was minimal, there was only 53 audit visits in year 2017. In that year, 13,079 work injuries across Jordan were reported to the SSC. More than 86.6% of the reported injuries were accepted by the SSC and covered by the WII, there were 84 deaths in 2017 due to work injuries.

The SSC is looking to advance its current implementation of the WII, across Jordan. The awareness and compliance with safer standards is not well developed especially between small employers. SCC will need to build the capacity of people working on managing and implementing the WII. The utilization of technology and having a simplified procedures is seen as a key enabler for modernizing and improving the insurance. Another dimension is how to provide better services for the injured, the current case management approach is time consuming and allocates allot of liabilities on the injured.

3.2 Ongoing reforms:

Jordan has put efforts into reforming public administration. WII Reforms as integral part of the SSC are mainly driven by the Jordan Vision 2025, and the SSC Strategy 2017-2019 in particular. The government has also recently launched its 2019-2020 priorities program which included a target of enhancing the work place environment between employers across Jordan. Not to forget that the SSC will also be commencing on the development of its 2020-2022 Strategy, additionally a national WII strategy for Jordan will be prepared by the end the year 2019.

3.3 Linked activities:

In 2018, SSC received technical assistance titled "Support To SSC Work Injury In Jordan" from the EU funded programme "Support To the Implementation Of The Action Plan Programme IV" which helped SSC in assessing WII's high level governance policies and regulations, and micro level operations and capacity. Recommendations were developed in the following areas: macro and policy level, M&E and work injuries, Work Injury Insurance performance and finance management, Work Injury Insurance safety standard and enforcement mechanisms and procedures, Work Injury Insurance management, work injury incidents management, human resources capacity in implementing Work Injury Insurance and training programs, IT systems in handling Work Injury Insurance¹. Based on the assessment, recommendations and an overall action plan were developed.

This twinning will be implemented in close coordination with the recently launched EU funded programme for social protection in Jordan. More specifically, in the area of the modernisation of the social protection governance system.

Furthermore, the USAID funded project "Jordan LENS" which was implemented in 2015-2019, has contributed to the introduction of new procedures for improving registration of small and informal activities by the Ministry of Industry and Trade. Additionally, the SSC recently completed a two- year cooperation with the USAID program "Takamol" which is a flagship initiative focused on gender equity. Recently the SSC signed a memorandum of Understanding with the ILO on issues related to occupational safety. It is important to indicate that the SSC hosts the International Social Security Association (ISSA) regional office.

¹ For details kindly refer to: WII Macro and Policy Level Assessment and recommendations Report, March 2018; WII Governance Policy Regulations Assessment and Recommendations, November 2017; SSC WII Micro Level Operational and Capacity Assessment and Recommendations, March 2018.

3.4 List of applicable *Union acquis*/standards/norms:

- Directive 89/391/EEC – OSH “Framework Directive”. 12 June 1989.
- European Commission: Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions – on an EU Strategic Framework on Health and Safety at Work 2014-2020.

3.5 Results and activities

3.5.1 Components and results per component

The project consists of 5 components with 9 results in total:

Component 1: Strengthening the Work Injury Insurance Policy, Governance and Legal Environment for WII reforms in Jordan in terms of improving the WII coverage, contribution, decentralisation, informal sector and setting up a new paradigm from compensation towards prevention.

- Result 1: WII policy and Evidence based decisions taken on (a) expanding the coverage of WII to include pupils and students and (b) Strengthening WII's performance in the light of sector/industry specifics (c) Shifting from compensation towards rehabilitation;
- Result 2: Developed legal and procedural framework (laws, bylaws, internal standards and SOPs) for implementing policy priorities mentioned in Result (1).
- Result 3: Improved current internal and external governance mechanisms.

Component 2: Developing a modernised WII Information Systems and M&E with an effective shift from monitoring to evaluation which allows investigating into occupational diseases with long-term impact.

- Result 4: An ICT-based M&E system supported by SMART indicators and dashboards is in place.

Component 3: Strengthening the WII Performance and Financial Management by: increasing transparency of published data, avoiding risks of cross subsidies

- Result 5: Financial performance management established in terms of contribution rate, financial projections and prevention of risk on the newly introduced policy reforms indicated in Result (1).

Component 4: Supporting the cross cutting activities related to the development of human resources capacities on WII and WII ICT strategy, focusing on HR development and awareness raising activities.

- Result 6: 3 Triannual Training plan designed and training programs and sessions implemented focusing on inspectors, auditors and WII staff in work injury case management

Component 5: Improving Work Injury Insurance Operations and awareness

- Result 7: SSC Safety Standards and Process based on a combined inspection and consulting services developed, currently only inspection in executed with no consultation services.
- Result 8: Communications strategy on WII developed and operational.

- Result 9: Work Injury Case based counselling, rehabilitation and reintegration implemented

3.6 Means/input from the EU Member State Partner Administration(s):

3.6.1 Profile and tasks of the PL:

Task:

A high-ranking Member State official or assimilated agent who directs the implementation of the EU Twinning project and formally sign all work plan(s) and or/ any updated of these.

- Overall coordination and managing of the implementation of the project in cooperation with the BC Project Leader
- Ensuring sound implementation of the envisaged activities
- Monitoring and evaluating the needs and priorities in the respective sector, project risks, progress against the project budget, benchmarks, and outputs, and taking any necessary remedial actions if needed
- Coordination of MS experts' work and availability
- Providing efficient leadership of the project
- Ensuring backstopping and financial management of the project in the MS
- Participation in Steering Committee meetings
- Project reporting

Education:

Master degree in occupational health, safety, or related scientific or technical field, such as engineering, biology, or chemistry. Alternatively, master degree in Social Security Insurance or 8 years of professional experience in the fields of the project. PHD in the mentioned areas would be an asset

Experience:

- Minimum 3 years of experience in public administration. Additional years of experience will be considered as an asset.
- Proven experience in project management, preferably in the social sector

Language skills:

- Excellent level of English is a must.
- Very good level of Arabic is an advantage.

3.6.2 Profile and tasks of the RTA:

Task:

Resident Twinning Adviser being an official or assimilated agent from a Member State public or semi-public administration or accepted mandated body seconded to the beneficiary country to coordinate the day-to-day activities of the project.

- Support and coordination of all activities in the BC
- Day to day management of the project in the beneficiary institution
- Coordination and assistance to the short-term experts

- Coordination of the project implementation and proposing corrective actions, if required
- Organization of visibility events (kick-off and final event)
- Organization of PIU and Steering Committee meetings
- Participation in Steering Committee meetings
- Executing administrative issues (e.g. assisting in reporting)
- Providing technical advice on EU policies and best practices, and assisting Croatian administration in the context of project work plan
- Networking with institutions relevant to this project in Jordan and in MS

Education:

- Master degree in occupational health, safety, or related scientific or technical field, such as engineering, biology, or chemistry. Alternatively, master degree in Social Security Insurance or equivalent professional experience of 8 years in public administration. PHD would be an asset

General Experience:

- At least 3 years of experience in social insurance sector, additional professional experience will be considered as an asset
- Policy development expertise
- .
- Experience in project management,
- Experience in critical analysis and report writing.

Specific Experience:

- Proven work experience in Social Work Injury Insurance.
- Working experience in an Arabic country would be an asset.

Language skills:

- Excellent level of English is a must.
- Very good level of Arabic is an advantage.

3.6.3 Profile and tasks of Component Leaders:

Leader of Component 1: Strengthening the WII Governance, Legal and Policy Development

Tasks

- Expert responsible for the specific output in the area of WII Governance, legal and Policy Development

Education

- Master degree in occupational health, safety, or a related scientific or technical field, such as engineering, biology, or chemistry, or 8 years of professional experience in the fields mentioned above. PhD would be considered as an asset.

General Experience:

- At least 3 years of experience in work injury insurance. Additional years of experience will be considered as an asset

- Experience in setting policies and strategic management
- Experience in the insurance sector
- Emprise in pension systems

Specific Experience

- Extensive experience in social protection and labour marker policies and interventions
- Experience in developing and reviewing policies and strategies for occupational safety and WII;
- Ability to develop processes, procedures, criteria, requirements, and methods to attain the best possible management of the hazards and exposures that can cause injury to people, and damage property, or the environment;
- Experience in overseeing, monitoring, and evaluating the implementation of occupational safety and WII.

Language skills

- Excellent level of English is a must
- Very good level of Arabic is an advantage.

Leader of Component 2: Information Systems and M&E

Task:

Expert responsible for the specific output in the area of Information Systems and M&E in social Work Injury Insurance.

Education:

- A Degree in Social Security Insurance, Information Systems, M&E, or related scientific or technical field, e.g. IT or Informatics. A Master Degree would be an asset

General Experience:

- At least 3 years of experience in social insurance sector, additional years of experience will be considered as an asset
- Strong analytical abilities.
- Experience in critical analysis and report writing.

Specific Experience:

- Proven work experience in Information Systems and M&E in the area of Social Work Injury Insurance.
- Solid experience in reforming and upgrading Information Systems.
- Training experience will be considered as an asset.
- Working experience in an Arabic country would be an asset.

Language skills:

- Excellent level of English is a must.
- Very good level of Arabic is an advantage.

Leader of Component 3: Financing**Task:**

Expert responsible for the specific output in the area of Financial Performance Management in social Work Injury Insurance

Education:

- Master degree in Social Security Insurance, economics, finances modelling, actuarial analysis, business administration or related scientific of technical field or 8 years of equivalent professional experience. PHD would be an asset

General Experience:

- At least 3 years of experience in social insurance sector.
- Strong analytical abilities.
- Experience in critical analysis and report writing.

Specific Experience:

- Proven work experience in the area of Social Work Injury Insurance's projections.
- Proven experience in developing mechanism for calculating contributions
- Solid experience in re-designing and upgrading Information Systems.
- Training experience will be considered as an asset.
- Working experience in an Arabic country would be an asset.

Language skills:

- Excellent level of English is a must.
- Very good level of Arabic is an advantage.

Leader of Component 4: Cross cutting activities**Task:**

Expert responsible for the specific output in the areas of Training and Awareness raising in social Work Injury Insurance. Close coordination of and collaboration with experts of each area of interest.

Education:

A Degree in Social Security Insurance, Human Resources Development, economics, business administration or related scientific of technical field.

General Experience:

- Solid understanding of social insurance systems.

- At least 3 years of experience in implementing training and awareness raising activities. Additional years of experience will be considered as an asset.
- Strong analytical abilities.
- Target oriented team player.
- Very solid organisational skills.
- Proven experience in keeping timelines and budgets.

Specific Experience:

- Proven work experience in the area of organising the implementation of training activities, including budget planning and execution.
- Proven work experience in the area of organising the implementation of awareness raising activities, including budget planning and execution.
- Working experience in an Arabic country would be an asset.

Language skills:

- Excellent level of English is a must.
- Very good level of Arabic is an advantage.

Leader of Component 5: Work Injury Insurance Operations

Task:

Expert responsible for the specific output in the area of social Work Injury Insurance Operations

Education:

- Master degree in Social Security Insurance operations. Alternatively, master degree in occupational health, safety, or related scientific or technical field or 8 years of equivalent professional experience. PHD would be an asset.

General Experience:

- Solid understanding of social insurance systems.
- Expertise in the field of work injury insurance .
- At least 3 years of experience in upgrading work injury insurance activities. Additional years of experience will be considered as an asset.
- Strong analytical abilities.
- Experience in critical analysis and report writing.

Specific Experience:

- Proven work experience in the area of awareness building in OSH
- Proven work experience in the area of Safety Standards and Processes.
- Proven work experience in the area of Work Injury Case Management.
- Working experience in an Arabic country would be an asset.

Language skills:

- Excellent level of English is a must.
- Very good level of Arabic is an advantage.

3.6.4 Profile and tasks of other short-term experts:

In close cooperation with the component leaders and on request of the RTA, the short-term experts will support specific aspects of the WII reform in Jordan.

The expertise provided shall include but is not limited to the areas of regulatory/legal frame work in Jordan, good governance, business intelligence, data privacy and safety, occupational diseases with long-term impact, financial impact of policy decisions, Training needs assessment, curricula development, train the trainers, ICE strategy development and implementation, OSH Standards – inspection and consulting, ICT upgrade, HR capacity – OS inspectors, webpage development in establishment, investing in prevention pays-off, state-of-the art work injury insurance operations.

More specifically:

Requirements:

- University level education or equivalent professional experience of 7 years in public administration
- 3 years of experience in development or application labour law, and employee safety , accidents and work injury disputes
- Working level of English language
- Computer literacy
- Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5

Assets (the list is indicative):

- Experience in analysis of legal framework and legal analysis
- Experience in preparing or implementing of training programs related to labour law
- Experience in preparing or implementing of training programs related to employee work injury accident disputes or safety standards.
- Experience in communication and awareness;
- Experience in developing or implementing of promotional activities
- Experience in implementing anti-corruption activities
- Experience in human resources management
- Experience in case management
- Experience on ICT

4. Budget

Maximum Budget available for the Grant is EUR (1.5) million

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCE/PAO/European Union Delegation/Office):

The Ministry of Planning and International Cooperation is the Contracting Authority for the twinning project under which The Programme Administration Office (PAO) is in charge of the coordination of all the related activities and the administrative management of the funding Programme. The PAO will be the responsible institution for the management of this twinning project.

Contact details of PAO responsible of the contract:
Ministry of Planning and International Cooperation
Mr. Marwan Al-Refai
Programme Administration Office
Support to the implementation of the Partnership Priorities Programme
P.O. Box 555 Amman, 11118 Jordan
Fax: 00 962 6 4611669
Marwan.Al-Refai@mop.gov.jo

5.2 Institutional framework

Social Security Corporation (SSC) is an independent public institution established back in 1978. It is governed by a Board of Directors chaired by the Minister of Labour, the board is comprised of 15 members representing the tripartite constituents; employers, employees and government. Today the SSC runs 19 branches across the Kingdom having a branch or more in each governorate in Jordan; the SSC has 29 directorates employing close to 1,400 people. The Work Injuries and Occupational Safety Directorate in the SSC headquarters is responsible for setting policies related to the WII and it monitors implementation of the insurance, SSC branches are responsible for inspecting on safety standards compliance of business within their jurisdiction also they receive reported work injuries submitted to the SSC. The SSC is in continuous dialogue with all stakeholders on occupational safety matters in Jordan including the Ministry of Health, Ministry of Labour, General Directorate of Civil Defence, Vocational Training Corporation, ILO,...etc.

Furthermore, the SSC collaborates with several government agencies across Jordan specifically the Ministry of Labour since the Labour Law also includes two sections on occupational safety and work injuries. In addition the SSC when conducting inspections on safety standards implemented by business collaborates with the Ministry of Health, Ministry of Labour, Ministry of Environment, General Directorate of Civil Defence, and Jordan Food and Drug Administration. The SSC runs the annual Excellence Award of Safety which is a public competition open for all types of business to compete in the area of implementing safety standards within their work environment, the steering committee of the prize is comprised from different national and international agencies including Ministry of Health, Ministry of Labour, General Directorate of Civil Defence, Vocational Training Corporation, ILO.

5.3 Counterparts in the Beneficiary administration:

5.3.1 Contact person:

Mr. Firas Shatnawi,
Director of Work Injuries and Occupational Safety Directorate
P.O. Box: 926031 Amman 11110-Jordan
fshatnawi@ssc.gov.jo

5.3.2 PL counterpart

Dr. Hazem Al-Rahahleh
SSC General Manager
P.O. Box: 926031 Amman 11110-Jordan

5.3.3 RTA counterpart

Mr. Firas Shatnawi

Director of Work Injuries and Occupational Safety Department,

P.O. Box: 926031 Amman 11110-Jordan

fshatnawi@ssc.gov.jo

6. **Duration of the project**

18 months

7. **Management and reporting**

7.1 **Language**

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 **Project Steering Committee**

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements *via-à-vis* the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 **Reporting**

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twining: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements *via-à-vis* the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. **Sustainability**

The achievements of the Twinning project (from results per component to impacts) should be maintained as a permanent asset to the Beneficiary administration even after the end of the implementation. This presupposes *inter alia* that effective mechanisms are put in place by the SSC administration to disseminate and consolidate the results of the project.

This Twinning project emphasises the aspect of sustainability with particular regard to the areas awareness raising, training, and financial performance and transparency:

- I. It has been understood that all involved stakeholders need to better understand the concept of social Work Injury Insurance. This concerns for example but is

not limited to: rights and duties of employers and employees and of SSC in particular, transparency of financial aspects and of decision making procedures. An according ICE strategy will be developed and implemented during the course of the project.

- II. Training is a tool to improve SSC Work Injury Insurance operations in terms of doing the right things and do the things right! The project will train trainers as a basis for sustainable trainings.
- III. Furthermore, improved governance within SSC as well as related to interaction with other stakeholders is supposed to serve as a tool to support sustainable reforms and operations.
- IV. Also the financial dimension is a tool for sustainable reforms. The project is tasked but not limited to prepare the financial impact of increasing the coverage and of decreasing the contribution rate. Urgently an updated and upgraded basis for financial projections is required – 9th Actuarial Report.
- V. Finally, it is expected that this project by its nature (SSC is twinning with one/two EU Member States' social Work Injury Insurances) will inspire the SSC to adopt EU good practice, adapt relevant ideas and mechanisms in the light of Jordan's situation, and improve Work Injury Insurance' performance. It is assumed that the support of this twinning is very practical and thus evident for SSC's reforming efforts.

9. Crosscutting issues

This project will ensure that persons of a particular religion or belief, disability, age or sexual orientation do not suffer from discrimination and instead enjoy equal treatment in the workplace. In addition to its own procedures, SSC has undertaken initiatives with international donors like USAID and Better Work promoting gender equity and compliance with labour standards in working environments which shall be reflected on twinning activities.

10. Conditionality and sequencing

This project will be implemented through a twinning arrangement. Consequently, the SSC will be required to allocate sufficient, suitable experienced staff and all necessary material resources for the efficient implementation of the Twinning Project.

The commitment and participation of Senior Management of the SSC is indispensable, both qualities are intrinsically involved in developing and implementing the policies as well as facilitating any institutional changes required in delivering the project results and ensuring the sustainability of project actions after the completion of the project activities.

11. Indicators for performance measurement

Kindly refer to the Logical Framework Matrix, Annex 1

12. Facilities available

The beneficiary will host the EU twinning project team and will provide the following facilities for RTA, component leaders, and office manager:

- Office space (10 m² /staff), including functional desk and shelves
- Additional office space for the pool of STEs
- Land lines for national telephone

- wLan with internet connection for all project team office environment
- Access to training rooms in the beneficiary's premises, including audio-/video-equipment
- Access to meeting rooms in the beneficiary's premises

ANNEX TO PROJECT FICHE

1. The Simplified Logical framework matrix

Overall objective	Objectively verifiable indicators	Sources of Verification		
To support sustainable reforms of the Work Injury Insurance (WII) and enhance the capacity of the Work Injuries and Occupational Safety Directorate (OSD)	Work Injury Insurance delivers high quality services in efficient and effective manner and respects equal access to the services as well as sustainability.	View of best practice in EU member States related reform social Work Injury Insurance.		
Specific objectives / Project purpose	Objectively verifiable indicators	Sources of Verification	Risks	Assumptions
<ol style="list-style-type: none"> 1. To support effective governance of OSD through reviewing and improving legal and policy priorities. 2. To enhance OSD's resource efficiency, primarily financial and human resources. 3. To support the implementation of quality assurance systems through deploying innovative technologies, and standards. 4. To support the Social Security Corporation (SSC) in engaging and communicating with different stakeholders 	<ul style="list-style-type: none"> • Number of priorities implemented by the SSC in accordance with EU best practices. • The implementation of a new M&E system in OSD. • at least 50% of OSD employees under take capacity building activities. • Communication plan for the OSD established and partially implemented. 	<ul style="list-style-type: none"> • Official reports, statistics, studies. • Project reports and data. • Interviews with the beneficiary and other target groups. • Revised management guidelines and legal documents. • Study visits for each components 	<ul style="list-style-type: none"> • Slow decision making on required policy reforms. • No allocation of needed financial resources to tender required technologies and execute training programs. • Ineffective communication from SSC with project team 	<ul style="list-style-type: none"> • SSC leadership engagement and support to push required policy reforms. • Allocation of required financial resources in the annual budget of the SSC. • Establishment of SSC project team to facilitate the twining engagement.

Results	Objectively verifiable indicators	Sources of Verification	Risks	Assumptions
<p><u>Result 1:</u> WII policy and Evidence based decision taken on (a) expanding the coverage of WII to include pupils (b) students and Strengthening WII's performance in the light of sector/industry specifics (c) Shifting from compensation towards rehabilitation</p>	<p>Decisions on the high level leadership in SSC on:</p> <ul style="list-style-type: none"> • Coverage of pupils and students (at kindergartens, schools, universities etc.) is responsibility of social WII • Strengthen WII performance in the light of sector/industry specifics. Options/phases: <ul style="list-style-type: none"> ○ One task force per sector ○ One department per sector ○ One WII per sector • Shift from compensation towards rehabilitation 	<ul style="list-style-type: none"> • Policy document of SSC WII. • Legal adaptations as necessary. • Project reports. 	<ul style="list-style-type: none"> • Slow decision making on required policy reforms. 	<ul style="list-style-type: none"> • SSC providing the needed support on all levels to introduce policy changes.
<p><u>Result 2:</u> Developed legal and procedural framework (laws, bylaws, internal standards and SOPs) for implementing policy priorities mentioned in Result (1).</p>	<ul style="list-style-type: none"> • Allocation needed Financial and human resources in order to implement policy priorities. • Introduce new procedures needed to deploy policy priorities. 	<ul style="list-style-type: none"> • Draft legal documents • Action plan for implementing policy reforms • Draft of SOPs prepared for new policy reforms to be implemented by SSC 	<ul style="list-style-type: none"> • Lack of financial and human resources to implement needed changes. 	<ul style="list-style-type: none"> • Policy decisions have been made and require adaptations of legal framework. • Allocation of required financial resources in the annual budget of the SSC.
<p><u>Result 3:</u> Improved current internal and external governance mechanisms</p>	<ul style="list-style-type: none"> • 100% of newly developed internal procedure supporting policy reforms are in place and monitored. • At least 1 MOU with each external stockholder involved in implementing agreed upon policy 	<ul style="list-style-type: none"> • MoU with involved stakeholders • Document describing changes on internal and external governance and how 	<ul style="list-style-type: none"> • Employees not adhering to newly developed 	<ul style="list-style-type: none"> • SSC understands the necessity of improved governance. • Training plan for employees on newly

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	reforms.	to implement them <ul style="list-style-type: none"> Project reports 	procedures <ul style="list-style-type: none"> External stockholders not actively engaging with the SSC to adopted their roles 	established procedure in place. <ul style="list-style-type: none"> leadership in SSC is effectively communication with external stockholders.
<p>Result 4: An ICT-based M&E system supported by SMART indicators and dashboards is in place</p>	<ul style="list-style-type: none"> Technology based Work Flow Systems at the OSD in place. M&E tools and their utilization are implemented in full by the end of the project. At least 10 Strategic KPIs for WII formulated and monitored annually. Automated reporting on OSD activities reflecting performance levels. Set of standard reports created and produced regularly on SSC branches in relation work injuries cases and their management. 	<ul style="list-style-type: none"> Action plan and implementation plan for Technology based Work Flow Systems supporting the adoption of Business Intelligence. Identified KPIs for WII on all levels across SSC. Project reports 	<ul style="list-style-type: none"> Lack of financial resources to implement buy and implement the needed ICT system. Resistance to use the newly developed CT system by SSC employees 	<ul style="list-style-type: none"> SSC is willing to improve current ICT system in place used to implement the WII. Regulatory framework is adapted to allow reforms regarding Information Systems (see also Result 2). Allocation of required financial resources in the annual budget of the SSC. Training plan and its implementation takes Information Systems and M&E into consideration

Results	Objectively verifiable indicators	Sources of Verification	Risks	Assumptions
				(see also Result 6).
<p><u>Result 5:</u> Financial performance management established in terms of contribution rate, financial projections on the newly introduced policy reforms indicated in <u>Result 1</u></p>	<ul style="list-style-type: none"> • Contribution rate: <ul style="list-style-type: none"> ○ developed and implemented methodology to calculate and regularly re-calculate WII contributions. • Financial projections: <ul style="list-style-type: none"> ○ Measure and report the impact of introduced Policy reforms on the sustainability of the WII 	<ul style="list-style-type: none"> • Methodology for calculation of contribution rate • Report on financial projections of introduced policy reforms effect on WII sustainability • Project reports 	<ul style="list-style-type: none"> • Having access on the 9th Actuarial Report produced by the SSC. 	<ul style="list-style-type: none"> • The 9th Actuarial Report provides the required updated information as a basis for further financial projections for Work Injury Insurance in Jordan.
<p><u>Result 6:</u> 3 Triannual Training plan designed and training programs and sessions implemented focusing on inspectors, auditors and WII staff in work injury case management</p>	<ul style="list-style-type: none"> • Training needs assessment methodology is introduced and yearly implemented • Training plan for WII developed and implemented. • At least 1 training program for every WII staff in work injury case management is done annually 	<ul style="list-style-type: none"> • Training plan • Training material and documents • Project reports 	<ul style="list-style-type: none"> • WII employees not having the time to attend the identified training • Lack of financial resources for needed training 	<ul style="list-style-type: none"> • Collaboration with relevant stakeholders as well as good international experience in this field is taken under consideration. • Financial resources allocated for need trainings • Staff having the needed time to attend training programs according to plans.
<p><u>Result 7:</u> SSC Safety Standards and Process based on a combined inspection and consulting services developed, currently only inspection in executed with no consultation services.</p>	<ul style="list-style-type: none"> • Introducing a methodology for combining Inspection and Consulting. • Develop and launch an Online platform for institution to conduct self-audit to demonstrate the 	<ul style="list-style-type: none"> • Project reports • Manuals on role& function of inspectors • Online platform for self-auditing • Trained WII 	<p>Technical challenges in launching the new self-audit platform</p>	<ul style="list-style-type: none"> • Collaboration with EU partner institutions will inspire SSC to prepare for new improved concepts. • IT and training

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	<ul style="list-style-type: none"> compliance of the SSC OSH 50% of SSC WII Inspectors receiving training on Safety Standards and Process based on a combined inspection and consulting services. Develop and circulate manuals on details of the compliance audit and procedures of SSC OSH standards. 	<ul style="list-style-type: none"> inspectors Audit resources manuals and web-based resources. Workshops. 	<ul style="list-style-type: none"> Lack of financial resources for developing the new platform of to conduct needed training. 	<ul style="list-style-type: none"> capacities are sufficiently available. Training plan and its implementation takes SSC Safety Standards and Process into consideration (see also Result 6).
<p>Result 8: Communications strategy on Work Injury Insurance developed and operational.</p>	<ul style="list-style-type: none"> Communications strategy is developed: <ul style="list-style-type: none"> Identified target groups Utilization of decided media-mix Learn from good practice in EU partner country Elaborated budget for implementation <p>Communications action plan for implementation, including electronic channels of SSC.</p>	<ul style="list-style-type: none"> Communications strategy document Communications implementation action plan document Project reports 	<ul style="list-style-type: none"> Lack of financial resources to execute the communication plan. 	<ul style="list-style-type: none"> Experience from partner institution in EU is taken into consideration. Communications Strategy will take all relevant aspects into account relevant for supporting successful and sustainable reforms.
<p>Result 9: Work Injury Case based counselling, rehabilitation and reintegration implemented.</p>	<ul style="list-style-type: none"> Development of a proposed counselling rehabilitation and return to work system for the WII Developing Rehabilitation procedures including cost defined - fee schedule, payment and invoicing, timeline, etc. Delivering at least 3 training session for WII inspectors on complementary counselling, 	<ul style="list-style-type: none"> Draft legal framework on rehabilitation and return to work as integral part of Work Injury Insurance MoU with rehabilitation providers and training institutions 	<ul style="list-style-type: none"> Resistance to needed legal reform in order the SSC being able to provide counselling, rehabilitation and reintegration 	<ul style="list-style-type: none"> Collaboration with EU partner institutions will inspire SSC to prepare for new and improved concepts. IT and training capacities are sufficiently available.

Results	Objectively verifiable indicators	Sources of Verification	Risks	Assumptions
	rehabilitation, and reintegration services.	<ul style="list-style-type: none"> • Documented refined roles and functions of involved partners. • HR development plan • SSC Work Injury Case Management Operational manuals. • Proposed ICT systems needed to operate and manage counselling, rehabilitation and reintegration services. • Project reports. 	services.	<ul style="list-style-type: none"> • Regulatory framework is adapted to allow reforms (see also Result 2). • Training plan and its implementation takes Work Injury Case Management into consideration (see also Result 6).