UNDP Jordan Country Office CPD Theory Of Change – Problem Pathway

**Immediate Causes**
- Limited Human and Financial Resources
- Dis-Functional Coordination Mechanisms
- Vague Vertical & Horizontal Accountability Lines in Place
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- Vague Vertical & Horizontal Accountability Lines in Place
- Non-Effective Anti-Corruption, Human Rights and Audit Institutions
- Weak Local Governance Structures
- Lack of transparency and gender sensitive hiring mechanisms
- Weak service delivery
- National policies discoordinated
- No Dialogue between State and People
- Poor government functionality
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**Structural /Root Causes**
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- No Dialogue between State and People
- Poor government functionality

**Inclusive participation & Social Cohesion Challenges**
- Lack of Response Plans to Natural Disasters and Crisis
- Lack of proper Aid Management
- Lack of decentralisation regulatory framework
- Dis-coordinated political processes
- Weak Women and youth participation in political Processes
- Limited Access to justice at local level
- Lack of equipped public facilities
- NGOs lack of coordination

**People’s Empowerment**
- Quality Health Services challenges
- Weak data management and use
- Limited Access to Information
- Human Security Challenges
- No Policy frameworks on decentralisation
- M&E Systems and PVE challenges
- Limited Child Care Centres
- Limited partnerships on SDGs
- limited SDGs institutional and Human Capacities
- Limited Coordination mechanisms
- Limited Technology utilization and innovation
- Host Community vulnerability
- School Curricula
- Cultural Attitudes and Behaviors
- Disrespect for certain jobs
- Regional instability
- Marginalization and inequality

**Vulnerability &Limited Opportunities for participation**
- High Unemployment rates
- Environment degradation
- No Information sharing
- Weak Public Private Partnership
- Weak Women participation in labor market
- Needed skills and capacities for emerging livelihood opportunities
- Energy and energy efficiency challenges
- Weak Local Economic Development
- High poverty rates
- Water scarcity
- Urbanization
- Climate change

**Sustainable Development Challenges**
- No Information sharing
- Weak Public Private Partnership
- Weak Women participation in labor market
- Needed skills and capacities for emerging livelihood opportunities
- Energy and energy efficiency challenges
- Weak Local Economic Development
- High poverty rates
- Water scarcity
- Urbanization
- Climate change
Host Community vulnerability - IG&SL Theory Of Change – Problem Pathway

**Development Challenge**

- **Institutions weak Governance mechanisms**
  - Limited Human and Financial Resources
  - Weak Local Governance Structures

- **People’s Empowerment**
  - Limited Access to Information

- **Vulnerability & Limited Opportunities for participation**
  - High Unemployment rates
  - Environment degradation

**Immediate Causes**

- **Inclusive participation & Social Cohesion Challenges**
  - Lack of transparency and gender sensitive hiring mechanisms
  - Weak Women and youth participation in decision making
  - Weak service delivery
  - Limited Child Care Centers/
    and PVE challenges

- **Need for SDGs Localisation**
  - Human Security Challenges
  - Limited partnerships on SDGs
  - Limited Technology utilization and innovation
  - Limited Child Care Centers/
    and PVE challenges

- **Sustainable Development Challenges**
  - Host Community vulnerability -
    Natural resources management
  - Weak Local Economic Development

**Underlying Causes**

- **Structural/Root Causes**
  - Weak local governance
  - Weak National and local dialogue
  - Cultural Attitudes and Behaviors
  - Disrespect for certain jobs

- **Weak Women and youth participation in decision making**

**Structural**

- Lack of available jobs - weak presence of private sector institutions outside of Amman and overstretched public sector
  - Marginalization and inequality

- Urbanization

UNDP Jordan Country Office CPD Theory Of Change - Solution Pathways

**Strong Institutions**
- Effective Anti-Corruption, Human Rights and Audit Institutions
- Local Governance Structures in Place

**Empowered People**
- Improved data management and use
- Improved Access to Information

**Enhanced Opportunities for participation**
- Increased Employment rates
- Environmental sustainability

**SDGs National Frameworks**
- SDGs institutional and human capacities
- Partnerships and south south cooperation
- Coordination mechanisms in place at national and sub-national levels

**Sustainable Development**
- Information sharing
- Poverty alleviation
- Enhanced skills and capacities for emerging livelihood opportunities

**Inclusive participation and social integration**
- Clear Response Plans to Natural Disasters and Crisis
- Aid Effectiveness

**Human Security**
- Human and Financial Resources
- Functional Coordination Mechanisms

**Quality Education**
- Improved Access to Information

**Quality Health Services**
- Clear Vertical & Horizontal Accountability Lines in Place
- Good accessible Child Care Centres

**Human and Financial Resources**
- Transparent gender sensitive hiring mechanisms
- Improved delivery

**Effective municipal and decentralisation regulatory framework**
- Policy frameworks on decentralisation
- PVE and Social Cohesion

**Women and youth participation in political Processes**
- Access to Justice
- National and local platforms

**Empower local governance**
- Tribal structures

**Empower local governance**
- Good public facilities

**Underlying solutions**
- Improved service delivery
- National policies dialogue

**Structural/Root solutions**
- Better Dialogue between State and People
- Public Sector Reform

**Immediate solutions**
- Transparent gender sensitive hiring mechanisms
- Improved service delivery
- National policies dialogue

**Change Cultural Attitudes and Behaviors**
- Change Cultural Attitudes and Behaviors
- Address Water scarcity

**Better Dialogue between State and People**
- Empower local governance
- Enhanced citizen trust in governance and economic institutions

**Coordination mechanisms in place at national and sub-national levels**
- Technology utilization and innovation
- Improved Reach out mechanisms

**Good public facilities**
- Women and youth participation in political Processes
- Access to Justice

**Women and youth participation in political Processes**
- National and local platforms

**Information sharing**
- Host Communities needs addressed
- NGO platforms
IG&SL Theory Of Change - Solution Pathways

Strong Institutions: building the technical capacities of our national partners to improve service delivery/accountability

Empowered People: information provision, equip people with knowledge and capacities

Enhanced Opportunities for participation; ecosystem support and employment generation

Inclusive participation and social integration

Improved Access to Information:

SDGs National Frameworks

Sustainable Development

Increased Employment rates

SDGs institutional and human capacities;

Information sharing

Poverty alleviation

Public Private Partnership

Enhanced skills and capacities for emerging livelihood opportunities

Better Dialogue between State and People

Empower local governance

Change Cultural Attitudes and

Better Youth involvement/community initiatives, and job training

Host Communities needs addressed

Disrespect for certain jobs

Marginalization and inequality:

Natural resources management

Controlled Urbanization

Weak Local Economic Development

Better Youth involvement/community initiatives, and job training

Improved Reach out mechanisms

Women participation in labor market

Partnerships HoA umbrella

Technology utilization and innovation

Good accessible Child Care Centres

Women and youth participation in decision making

Local Governance Structures in Place / Ghadir

PVE and Social Cohesion

Improved service delivery and rehabilitation of public infrastructure

National and local platforms

Human and Financial Resources

Human Security; human security enhanced through improved livelihood opportunities

Immediate solutions

Underlying solutions

Structural /Root solutions

Human and Financial Resources

Transparent gender sensitive hiring mechanisms

Improved knowledge management for decision making

Better Dialogue between State and People

Empower local governance

Change Cultural Attitudes and

Disrespect for certain jobs

Marginalization and inequality:

Natural resources management

Controlled Urbanization

Weak Local Economic Development

Better Youth involvement/community initiatives, and job training

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Human and Financial Resources

Human Security; human security enhanced through improved livelihood opportunities

Immediate solutions

Underlying solutions

Structural /Root solutions
UNDP Jordan Country Office CPD Theory Of Change - Solution Pathways

**Strong Institutions**

- Local Governance Structures in Place / partially attributed to weak national dialogue mechanisms resulting in lack of transparency and gender sensitive hiring mechanisms and low women and youth participation in decision making.

**Inclusive participation and social integration**

- PVE and Social Cohesion —HoA through community initiatives and community committees under AICS —adopting a participatory approach- enhancing sense of belonging and ownership thereby preventing violent extremism through empowering communities and creating livelihood opportunities.

- Improved service delivery and rehabilitation of public infrastructure / under the HOA rehabilitation of a GAM owned building into HOA Hub, also through community initiatives and heritage and cultural assets revitalization — coupled with facilitating improved service delivery through enhancing capacities of staff.

- Women and youth participation in decision making in their communities – WEE and Asilah.

- National and local platforms/ through the development of the skills portal, an e-platform to match job seekers with potential employers and providing opportunities for upskilling.

**Immediate solutions**

- Human Resources/ through HoA training of MOLA and GAM officials, specifically on how to design community initiatives and how to engage community members in decision making and in developing solutions to identified problems within their communities.

- Under PVE-5 provision of advisory and technical support to MODEE which will result in transfer of knowledge and information to relevant staff members as well as through establishing WEE units in municipalities.

- Transparent gender sensitive hiring mechanisms; Under WEE working on strengthening capacity of local government staff to integrate gender equality considerations in SWM national strategy and action plans as well as by enhancing knowledge and skills about gender mainstreaming among local authority and staff members.

- Better Dialogue between State and People; conducted through community committees and dialogue tables under the AICS project which bring together local authorities, government organizations, private sector and development partners.

**Underlying solutions**

- Improved service delivery and rehabilitation of public infrastructure / under the HOA rehabilitation of a GAM owned building into HOA Hub, also through community initiatives and heritage and cultural assets revitalization — coupled with facilitating improved service delivery through enhancing capacities of staff.

- Women and youth participation in decision making in their communities – WEE and Asilah.

- National and local platforms/ through the development of the skills portal, an e-platform to match job seekers with potential employers and providing opportunities for upskilling.

- Empower local governance /through providing different platforms and channels for enhanced dialogue between communities, municipalities and government -HoA.

- WEE: Strengthened women organizations capacity to represent women voices and address negative gender and social norms and enhance women participation in decision making.

**Structural /Root solutions**

- Change Cultural Attitudes and Behaviors- attitudes and perceptions on entrepreneurship and social entrepreneurship, perceptions about employment of women in SWM, perceptions and attitudes about volunteering and importance of adopting a participatory approach to solving social and environmental problems.

- Knowledge management;1) Assessments inform interventions and ensures alignment with institutional and market needs 2) facilitate generation and sharing of knowledge 3) Used for evidence-based advocacy.
## UNDP Jordan Country Office CPD Theory Of Change - Solution Pathways

### Empowered People: information provision, equip people with knowledge and capacities

- **Improved Access to Information:** All assessments conducted by UNDP under HoA as well as the WEE, provision of training programs -financial literacy, on the job and apprenticeship / provision of market information specifically information on microbusiness registration/ AICS PSS referrals

### SDGs National Frameworks

- SDGs institutional and human capacities; through wide-ranging capacity and skills building programs that are market driven and informed by assessments / intensive technical and vocational. Under WEE capacity building of CBOs-institutional capacity building and enhancing the role of cooperatives

### Immediate solutions

- **Human Security through improving livelihood opportunities, skills building, employment generation and building social cohesion –HoA, Asilah and WEE**

### Underlying solutions

- **Better Youth involvement/ mainly done through community initiatives, and training programs, job placement and encouraging entrepreneurship through HoA**

### Structural /Root solutions

- **Disrespect for certain jobs: WEE project changing perceptions and women working in SWM**

### SDGs institutional and human capacities; through wide-ranging capacity and skills building programs that are market driven and informed by assessments / intensive technical and vocational. Under WEE capacity building of CBOs-institutional capacity building and enhancing the role of cooperatives

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<td>Knowledge management;1) Assessments inform interventions and ensures alignment with institutional and market needs 2) facilitate generation and sharing of knowledge 3) Used for evidence-based advocacy</td>
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</table>

| Technology utilization and innovation/A focus on digital skills building through PVE-6 including coding and web development -- Skills portal; Increase employability and livelihoods opportunities through online training and e-marketing and job matching |
| WEE: working on data management and archiving system for the cooperatives |

| Marginalization and inequality: our selection criteria for beneficiaries is developed to reach the most vulnerable. All livelihood interventions target at least 50% women-for example Community Committees 70% women membership, all projects also target 15% of peoples with disabilities and include reach refugees and migrants |

| Good accessible Child Care Centres: all our projects and programmes provide a monthly stipend for women to cover day care expenses 20JOD |

| Partnerships for realization of SDGs: partnerships under HoA umbrella bring together two different donors, a number of NGOs, and government (MODEE and GAM). Also linking activities with with government priorities to improve inclusive living conditions and create sustainable income |

| Host Communities needs addressed: market driven training programs aligned with needs of private sector-providing employment opportunities-seed funding and SME support and business scale-up |

| Immediate solutions are achieved |

| Underlying solutions |

| Structural /Root solutions |
**Enhanced Opportunities for participation; ecosystem support and employment generation**

- **Increased Employment rates; supporting the development of entrepreneurship, provision of incubation and networking services through the HoA Hub, job matching and support for the establishment and scale up of businesses.**

**Sustainable Development**

- **Poverty alleviation: targeting and reaching the most vulnerable and providing opportunities for labour market integration through skills building and enhancement and support for the establishment of micro and small businesses under HoA, AICS and Asilah.**

**Public Private Partnership**

- **Improved Reach out mechanisms; empowering and mobilizing communities with a focus on youth and women and enhancing civic engagement.**

**Women participation in labor market:**

- **Re-connecting women economically through online and remote services - digital skills building – provision of seed funding to facilitate the establishment of home-based businesses - HoA and Asilah.**

**WEE and Asilah:**

- **Increased opportunities for employment and entrepreneurship through capacity building and small business support, and supporting cooperatives and women led businesses.**

**Structural/Root solutions**

- **Enhanced skills and capacities for emerging livelihood opportunities; Support women freelancers and gig economy contractors, adopting a sector-based approach through focusing on growing and rising sectors with high potential for employment such as tourism, green sectors information technology and entrepreneurship.**

- **Natural resources management:** compost facilities under WEE. Under HoA scaling up of green businesses, roof-top greening, floods protection shields, natural and organic skin-care products, recycling and upcycling.

**Change Cultural Attitudes and Behaviors:**

- **attitudes and perceptions on entrepreneurship and social entrepreneurship, perceptions about employment of women in SWM, perceptions and attitudes about volunteering and importance of adopting a participatory approach to solving social and environmental problems.**

**Knowledge management:**

- **1) Assessments inform interventions and ensures alignment with institutional and market needs 2) facilitate generation and sharing of knowledge 3) Used for evidence-based advocacy.**
IG contribution to the SDGs

Heart of Amman Programme (PVE-5 and PVE-6)

1. No Poverty
2. Decent Work and Economic Growth
3. Industry, Innovation and Infrastructure
4. Reduced Inequalities
5. Sustainable Cities and Communities
6. Partnerships for the Goals

WEE and Asilah

1. No Poverty
2. Decent Work and Economic Growth
3. Gender Equality
4. Reduced Inequalities
5. Responsible Consumption and Production
**Assumptions**

• Empowered communities proactively collaborate together and with government institutions on the development and implementation of community initiatives.

• Improved capacities of government officials promotes participatory approach in decision-making.

• Sufficient capacities in government, CBOs and cooperatives to carry related project activities and ensure inclusiveness and sustainability.

• Government organizations, including MoLA, MODEE and GAM are collaborative and facilitate the implementation process.

• Availability of and improved access to sustainable livelihoods opportunities increases individuals’ sense of belonging and enhances social cohesion among urban host communities.

• Improved knowledge in gender equality increases women’s socio-economic empowerment.

• Partnerships are established and sustained between municipalities, joint services council, cooperatives and NGOs.

• Community leaders are willing and open to advocate for women rights.

• Gender equality and women empowerment is a priority development area for the government.

• Data and statistics are available and reliable.
<table>
<thead>
<tr>
<th>Risk</th>
<th>Risk Level</th>
<th>Mitigation Measures</th>
</tr>
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<tbody>
<tr>
<td>Delay in receiving government approvals</td>
<td>Medium</td>
<td>Liaising closely with GAM and MOPIC</td>
</tr>
<tr>
<td>Resistance to change by local community members</td>
<td>Low</td>
<td>Awareness session, close engagement, taking into consideration the results of assessments and ensuring the design of responsive interventions.</td>
</tr>
<tr>
<td>Pressing general economic challenges which put pressure on creating new inclusive job opportunities in the labour market.</td>
<td>Medium</td>
<td>The situation of labour market will be evaluated as part of the socio-economic assessment for the targeted area to anticipate the challenges. The assessment will inform about promising and growing economic sectors to reach out to for apprenticeship and sustainable employment.</td>
</tr>
<tr>
<td>Limited capacity of partners and stakeholders</td>
<td>Medium</td>
<td>The project will ensure close coordination with the partners and pursue diversified engagement of the relevant stakeholders and partner institutions resilience throughout the implementation process. The project will also tap into the UNDP’s comparative advantage of having different in-house technical support units and areas of focus, including the gender-mainstreaming, governance, and environment units.</td>
</tr>
<tr>
<td>Insufficient coordination among the relevant stakeholders and partners.</td>
<td></td>
<td>UNDP will facilitate coordination between partners and work to establish forums and platforms for continuous dialogue throughout the lifecycle of programmes.</td>
</tr>
<tr>
<td>Challenges to sustainability of the project</td>
<td>Medium</td>
<td>The project will have in place a Sustainability Plan during project and build on lessons learned and results based management alignment from the baseline and ending assessment from the predecessor Heart of Amman phase I project.</td>
</tr>
<tr>
<td>Changes in work permits regulations and employment politics with impact on the employment of Iraqi refugees and migrants in Jordan.</td>
<td>Medium</td>
<td>The project will follow up the government regulatory developments and keep a continuous coordination with the relevant regulators in this regard i.e. MOL. This will enable the project to react immediately to emerging situation. Iraqi refugees do not have work permits, except for sponsored Iraqi workers by Jordanian employers or if they are granted work/business permits as investors.</td>
</tr>
<tr>
<td>Description</td>
<td>Type</td>
<td>Probability &amp; Impact</td>
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</table>
| Political                                                                   | Political instability and unpredictable community security situation within the Kingdom will delay the progress of livelihoods projects/policy development | P 2 I 4              | - Continuous monitoring and following up of the security situation
- Close collaboration with UNDSS and the Government’s security institutions in case the risk of security concerns is increased
- In case the security situation is worsened, the target areas of specific projects will be changed to ensure the progress of project activities in a safer location.                                                                                         | UNDP                   |
| Economic                                                                    | Current economic challenges put pressure on creating new job opportunities in the labour market                          | P 3 I 4              | - Economic and business barometers will be used regularly to focus on economic sectors with potential growth as well as hiring potential and growth projections.
- The situation of labour market will be evaluated as part of the socio-economic assessment for the targeted area to anticipate the challenges. The assessment will inform about promising and growing economic sectors to reach out to for apprenticeship and sustainable employment. | UNDP and implementing partners                                    |
| Economic                                                                    | COVID-19 crisis and global pandemic further affects the socio-economic livelihoods of people in Jordan                     | P 3 I 4              | - Continuous monitoring and following up on the COVID-19 situation, government’s prevention measures, and its impact on the Kingdom’s economy
- Close collaboration with relevant UN agencies and government offices to monitor and trend of the COVID-19 pandemic in Jordan
- Regularly undertake socio-economic survey in target communities                                                                                                                                | UNDP                   |
| Operational                                                                 | Low engagement of communities in projects, particularly for community initiatives                                         | P 2 I 3              | - Raising awareness and undertaking visibility exercise on UNDP’s interventions
- Participatory approach and engaging potential beneficiaries from the beginning of the project implementation
- Building stronger partnerships and trust between UNDP and potential beneficiaries
- Providing incentives to participate in project activities/interventions (other than financial ones)                                                                                           | UNDP, implementing partners and communities                           |
| Operational                                                                 | Vulnerable households (i.e. women-headed households, refugees) have difficulty accessing sustainable livelihoods opportunities | P 2 I 4              | - Raising awareness and undertaking visibility exercise on UNDP’s interventions
- Regular meeting with communities to address challenges and issues to be part of UNDP’s interventions                                                                                                               | UNDP and implementing partners                                    |
| Operational                                                                 | Ineffective involvement of stakeholders in the project implementation.                                                    | P 2 I 3              | - Roles and responsibilities of stakeholders and partner will be clearly defined at every stage of project design and implementation. The private sector, including employers, will be involved in designing the programmes to ensure that the project will meet the skills that employers require. | UNDP and implementing partners                                    |
| Operational                                                                 | Limited capacity of partners and stakeholders                                                                        | P 2 I 3              | - Close coordination with the partners to pursue diversified engagement of the relevant stakeholders and partner institution.
- Taking advantage of UNDP’s comparative advantage of having different in-house technical support units and areas of focus, including the gender-mainstreaming, governance, and environment units. | UNDP and implementing partners                                    |
| Operational                                                                 | Changes in economic and labor-related policies and laws (i.e. work permits regulations and employment politics, which impact on the employment of refugees and migrants in Jordan) | P 2 I 4              | - Continuously following up with the government on their regulatory developments and coordination with the relevant regulators in this regard (i.e. MOL) to react immediately to emerging situation(s).                                                                 | UNDP and partners       |
| Environment                                                                 | Established businesses, startups and community interventions are not compliant to the environment                      | P 2 I 2              | - Raising environmental awareness among the participants.
- Monitoring the project activities to ensure its compliant to the environment as possible.                                                                                                                                                                                                 | UNDP and implementing partner                                    |
Partnerships

MOL needs strengthening

MODEE and MOLA strong existing partnership

CBOs and CSOs: strong relations with partner organizations

Micro-finance institutions: NMB only partner – necessary to expand

Private sector limited engagement

UN organizations ILO and UN Habitat

MOPIC needs strengthening
Monitoring and Evaluation; ability to track progress

• Including relevant targets and indicators in the results framework
• Aligning the results framework with CPD priorities
• Conducting baseline and endline assessments for all projects
• Sharing the results of endline with relevant partner institutions for validation and knowledge sharing- GAM and implementing partners

GAPS:

• Consolidated database of data relevant to the project at the pillar level including beneficiary information, geographical coverage and nature of support (disaggregated data).
• Using data and finding to develop policy briefs – conduct advocacy
Activities not fully reflected in the CPD

• Support to SMEs and development of micro-businesses as well as home-based businesses.

• Support for the development of a vibrant social entrepreneurship and eco-system.

• Financial inclusion and access to finance.

• Civil society organizations and cooperatives; localization and institutional capacity building for improved and more inclusive service delivery.
Going Forward

• Today: operating at an individual level through cash for work and micro-business support and scale up funding for business development.

• Future state: Looking into medium-long term solutions and pathways through a stronger focus on strengthening local institutions and delivery mechanisms to ensure sustainability beyond the lifecycle of projects

• Three tiers

  | Support to government institutions through capacity building, funding and advisory support |
  | Support to CBOs, CSOs and Cooperatives: institutional capacity building and knowledge transfer |
  | Policy support: Evidence based advocacy and formulation of strategies and revision of legislation |
A blended approach

Support at the individual and household level

**Institutional support** including government, CBOs, CSOs and municipalities (local govt)

**Policy support** through advocacy, legal and regulatory support, formulation of national strategies

Accountability; creating a feedback mechanism

Knowledge management and Advocacy; policy briefs and high-level meetings