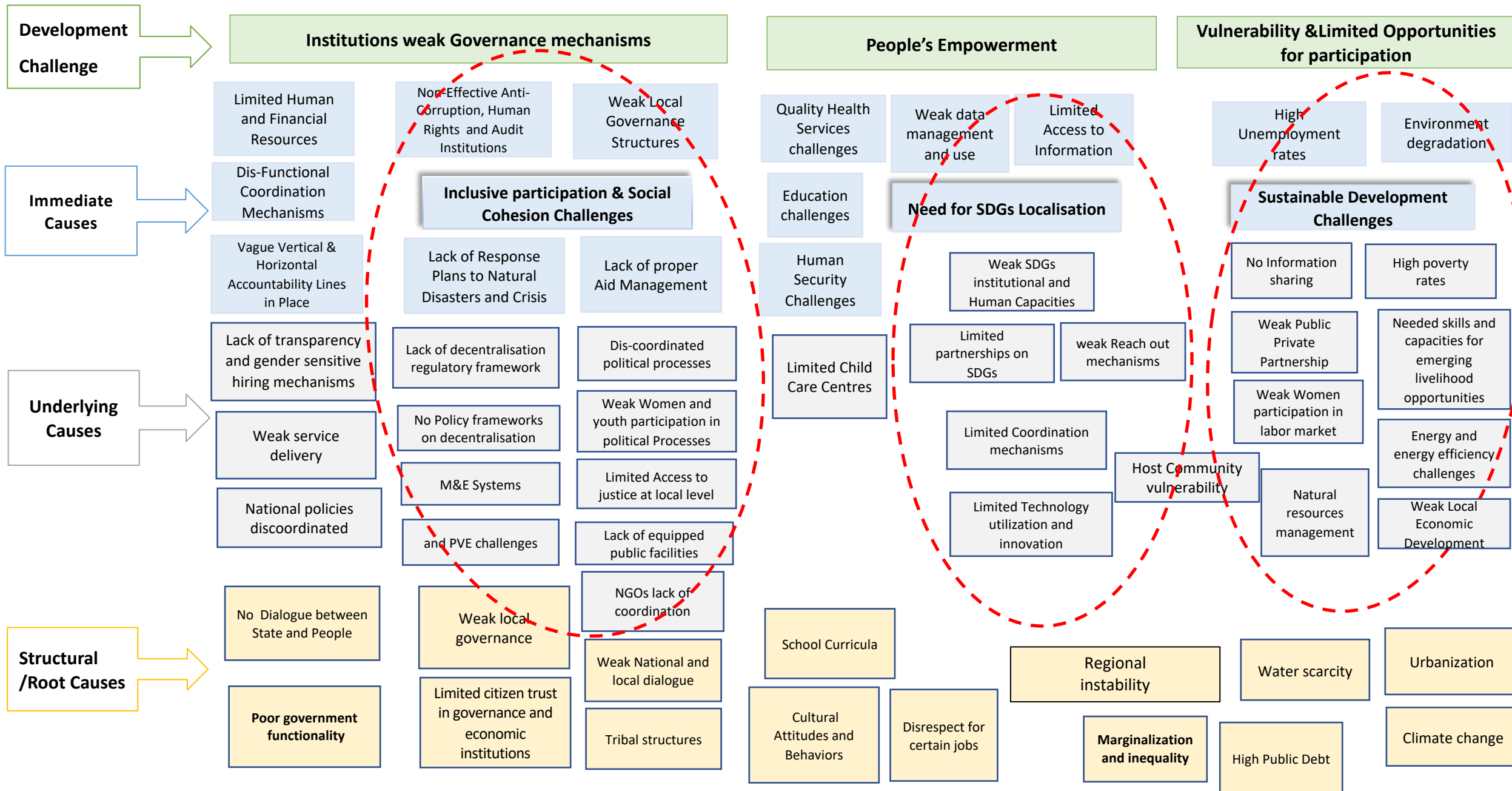
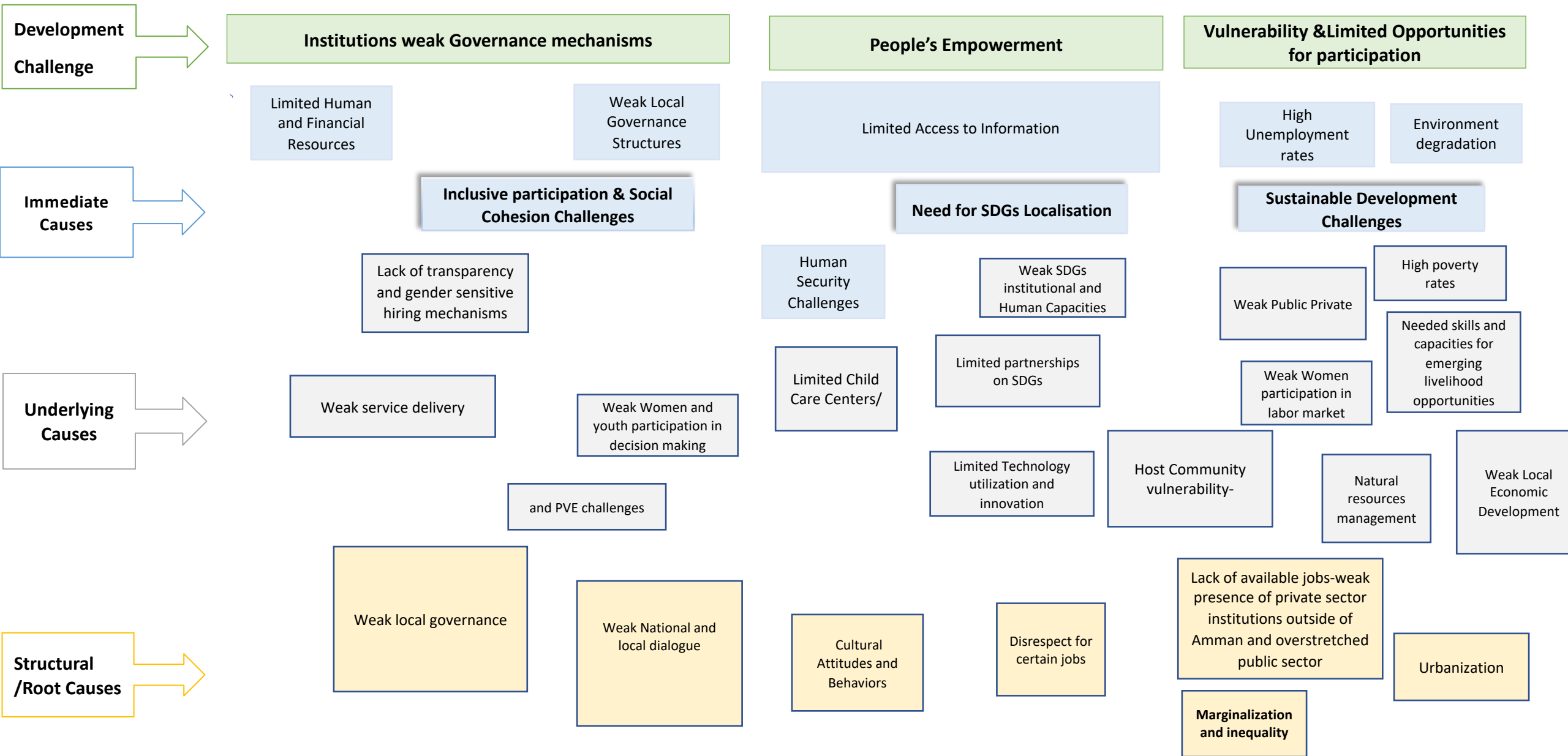


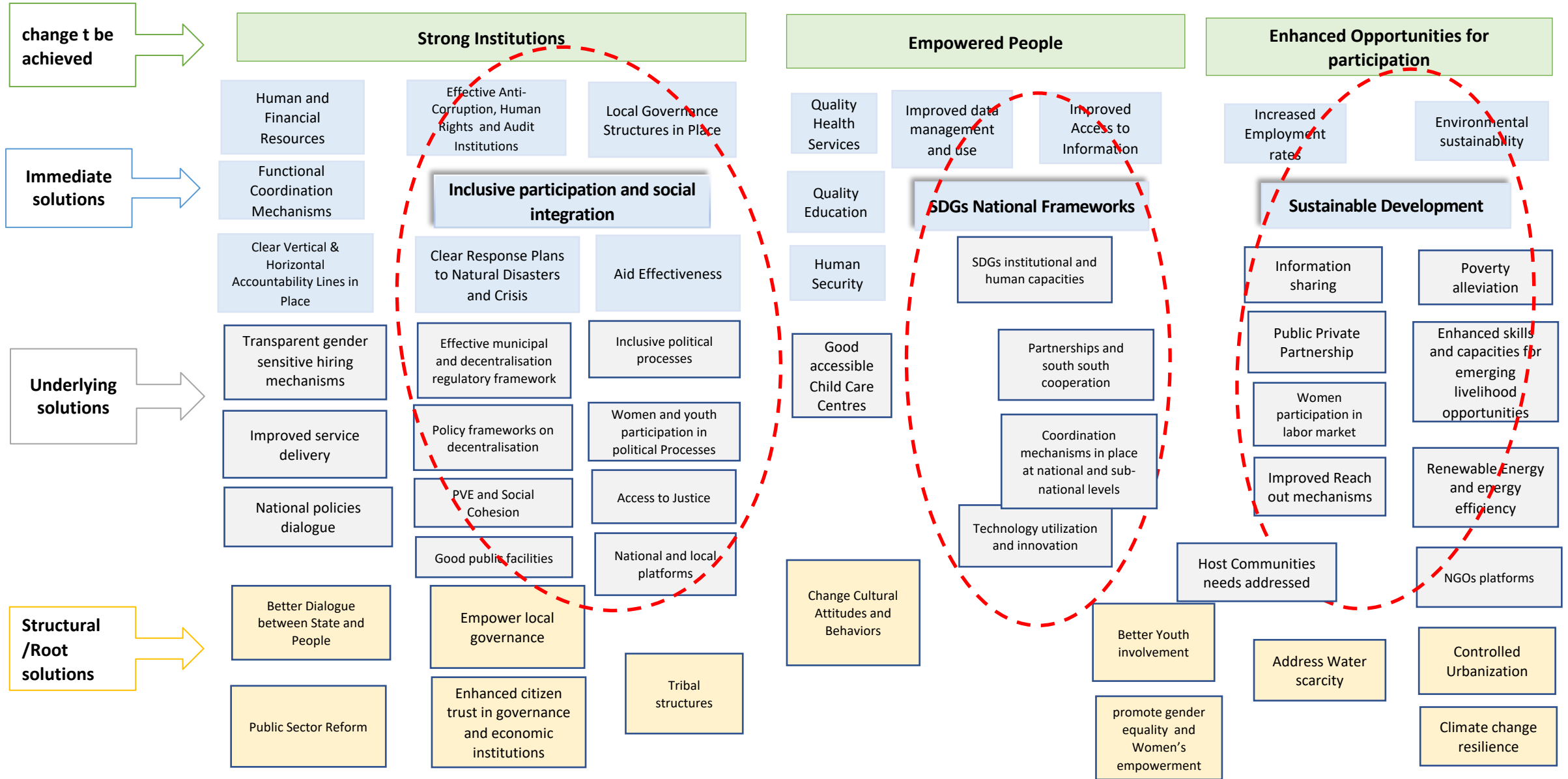
UNDP Jordan Country Office CPD Theory Of Change – Problem Pathway



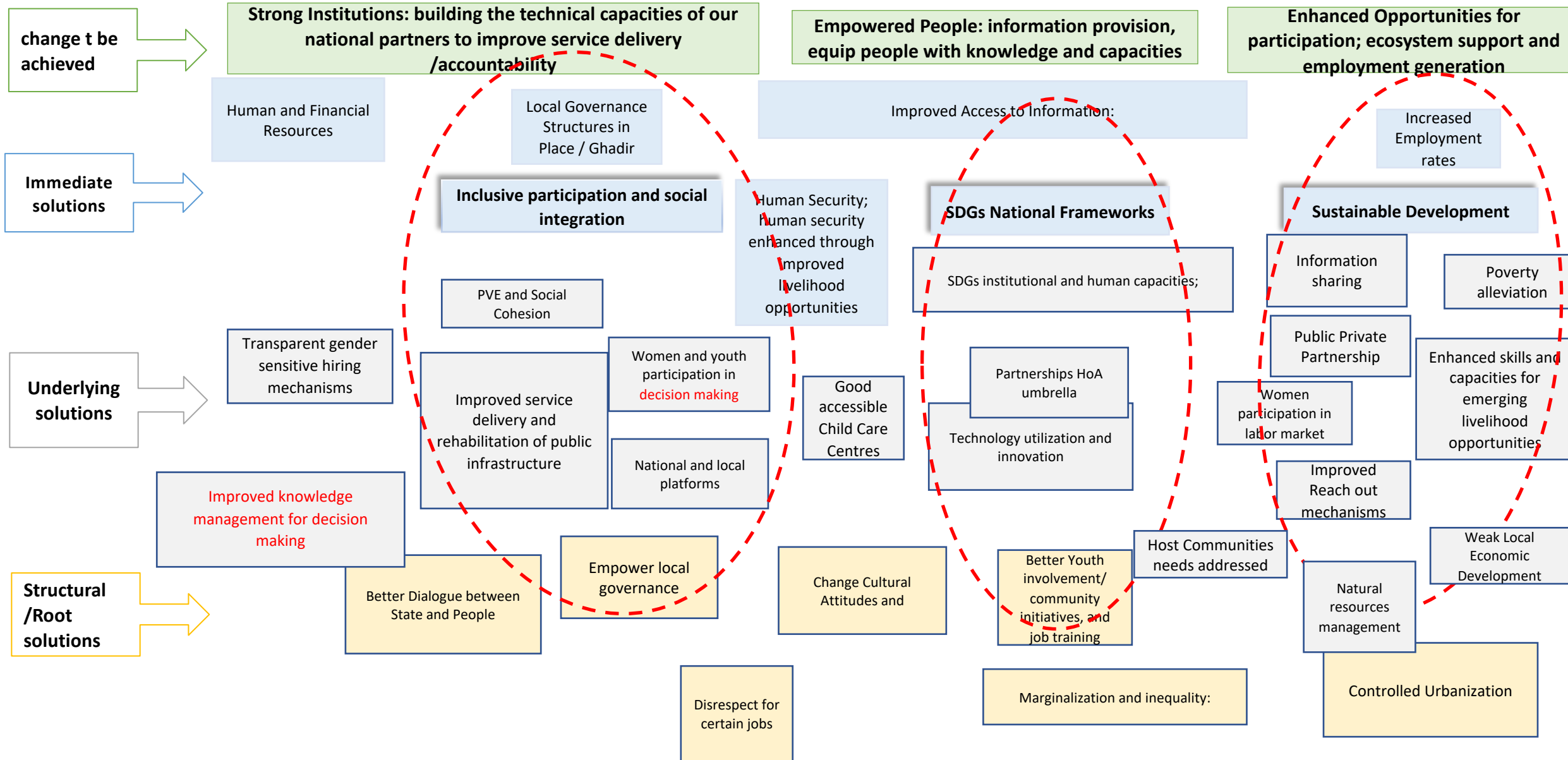
IG&SL Theory Of Change – Problem Pathway



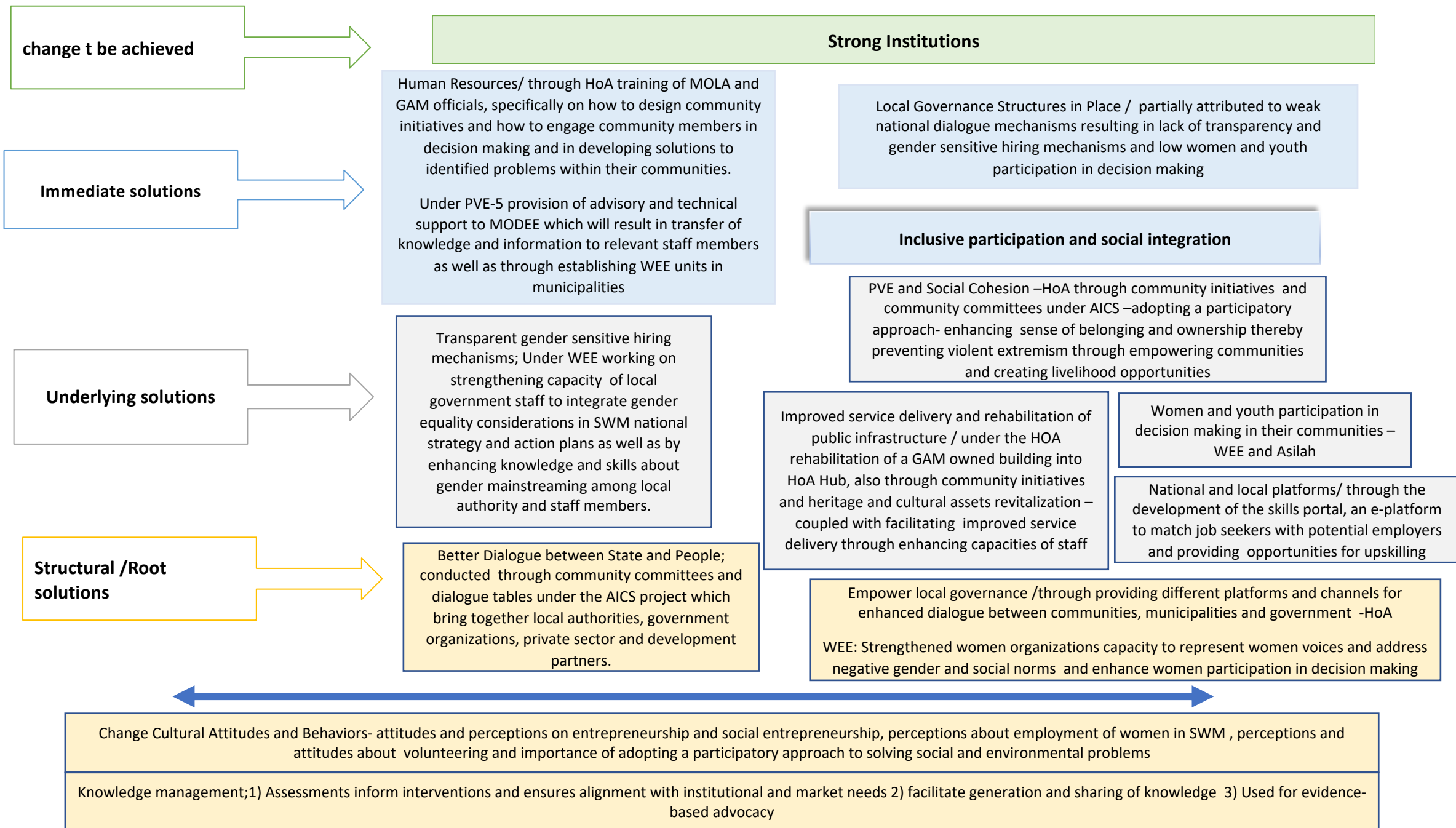
UNDP Jordan Country Office CPD Theory Of Change - Solution Pathways



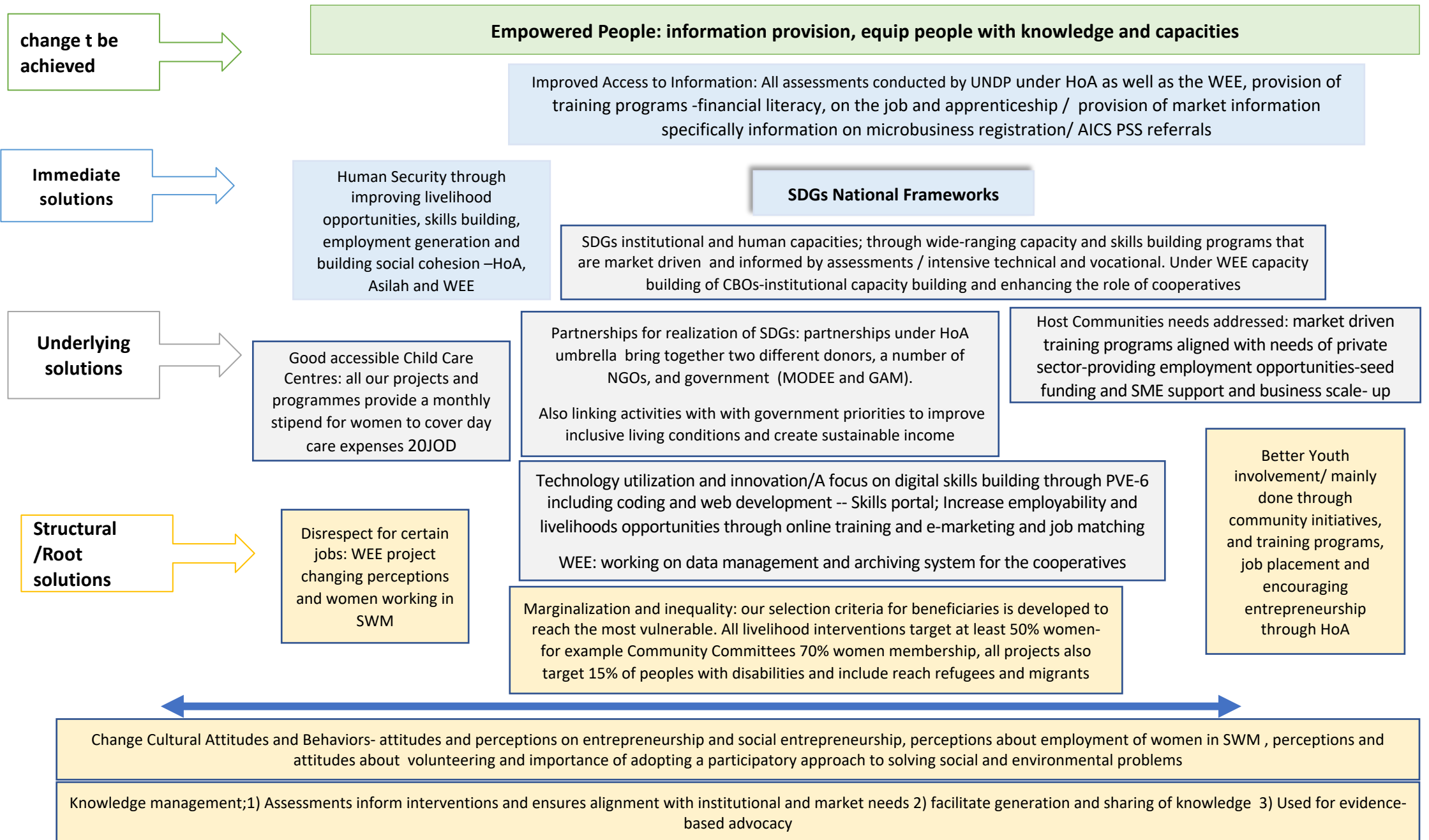
IG&SL Theory Of Change - Solution Pathways



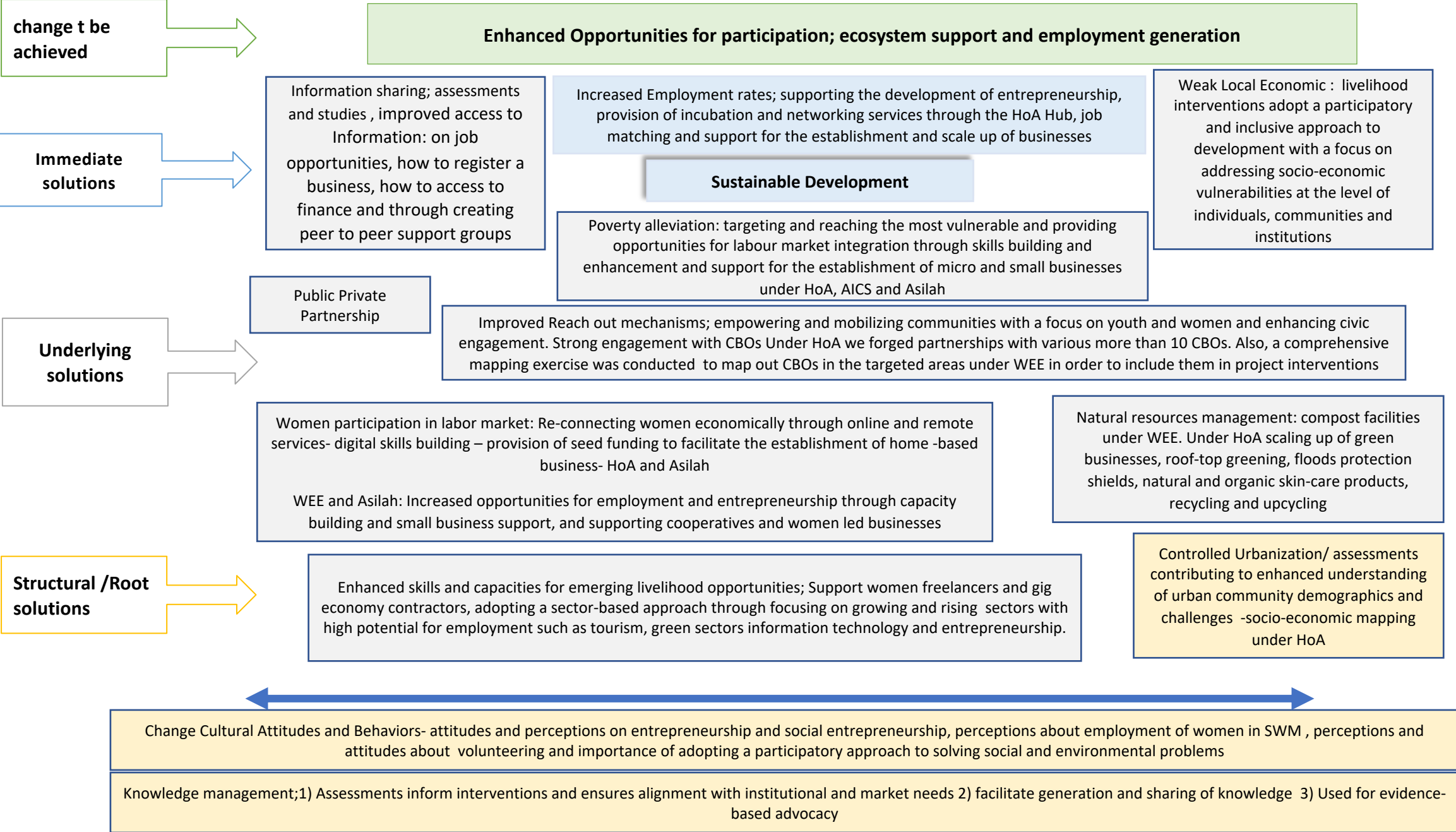
UNDP Jordan Country Office CPD Theory Of Change - Solution Pathways



UNDP Jordan Country Office CPD Theory Of Change - Solution Pathways



UNDP Jordan Country Office CPD Theory Of Change - Solution Pathways



IG contribution to the SDGs

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



WEE and Asilah



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.

Risks

Risk	Risk Level	Mitigation Measures
Delay in receiving government approvals	Medium	Liaising closely with GAM and MOPIC
Resistance to change by local community members	Low	Awareness session, close engagement, taking into consideration the results of assessments and ensuring the design of responsive interventions.
Pressing general economic challenges which put pressure on creating new inclusive job opportunities in the labour market.	Medium	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.
Limited capacity of partners and stakeholders	Medium	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.
Insufficient coordination among the relevant stakeholders and partners.		UNDP will facilitate coordination between partners and work to establish forums and platforms for continuous dialogue throughout the lifecycle of programmes.
Challenges to sustainability of the project	Medium	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.
Changes in work permits regulations and employment politics with impact on the employment of Iraqi refugees and migrants in Jordan.	Medium	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.

Risks

Description	Type	Probability & Impact	Mitigation measures	Owner
Political	Political instability and unpredictable community security situation within the Kingdom will delay the progress of livelihoods projects/policy development	P 2 I 4	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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 implementing partners
Environment	Established businesses, startups and community interventions are not compliant to the environment	P 2 I 2	<ul style="list-style-type: none"> - 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

Private sector limited engagement

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

UN organizations ILO and UN Habitat

MOPIC needs strengthening

CBOs and CSOs: strong relations with partner organizations

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:

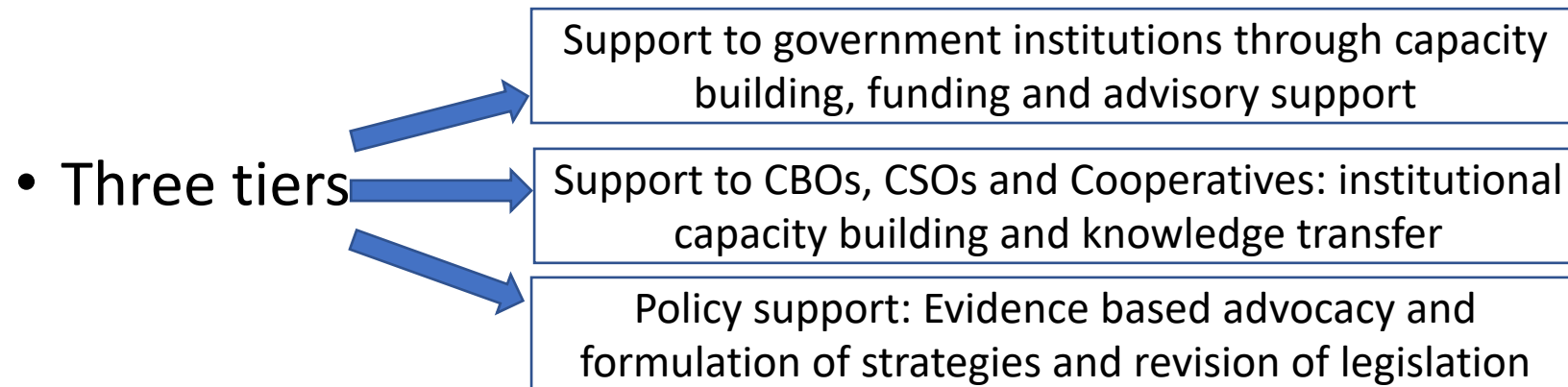
- Consolidated database of data relevant to the project at the pillar level including beneficiary information, geographical coverage and nature of support (disaggregated data).
- Using data and finding to develop policy briefs –conduct advocacy

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 ecosystem.
- 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



A blended approach

