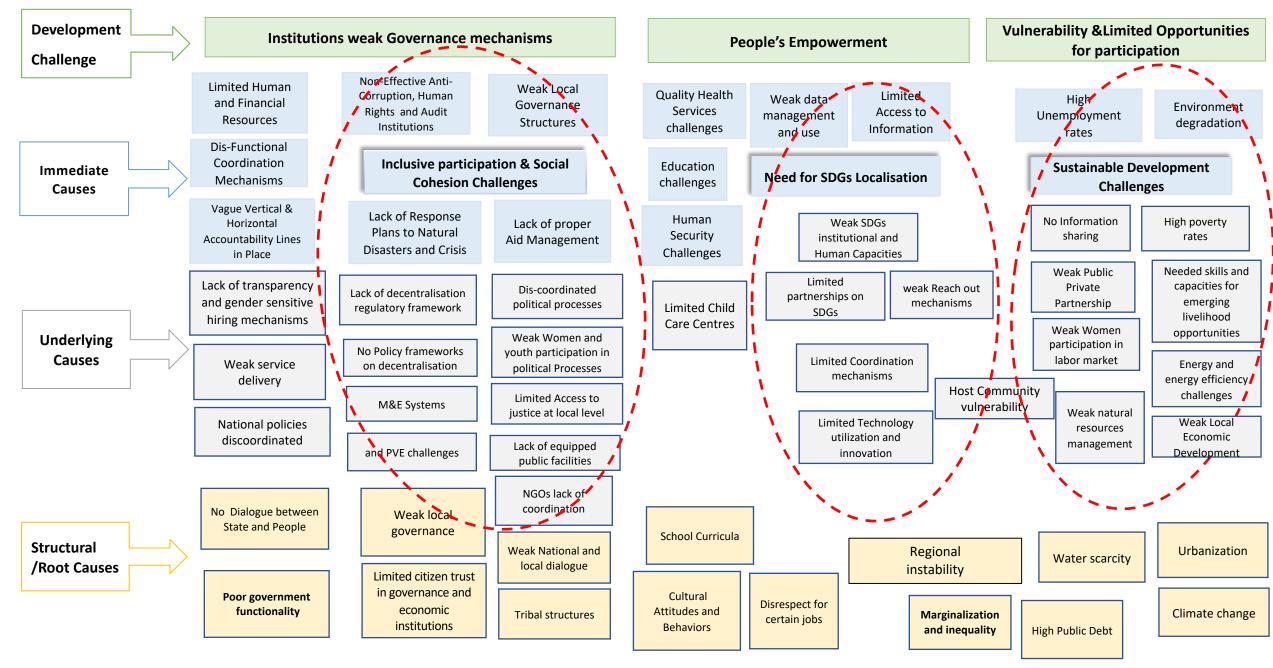
#### **UNDP Jordan Country Office CPD Theory Of Change – Problem Pathway**

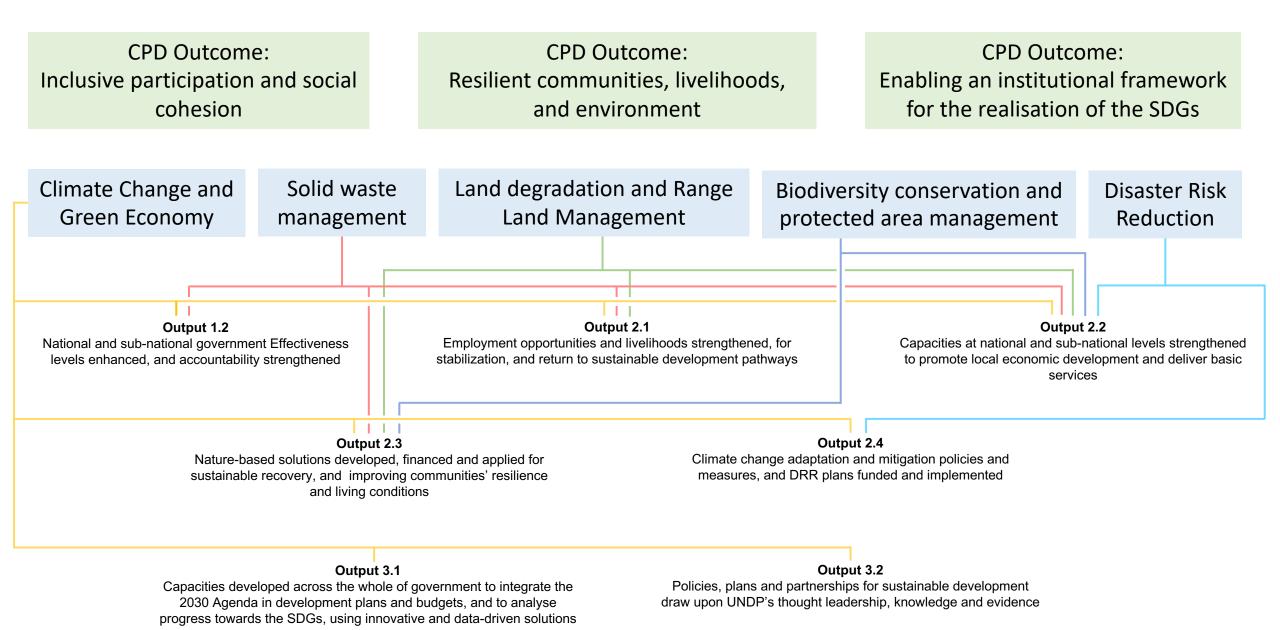


#### UNDP Jordan Country Office – Environment Pillar Theory Of Change - Solution Pathways

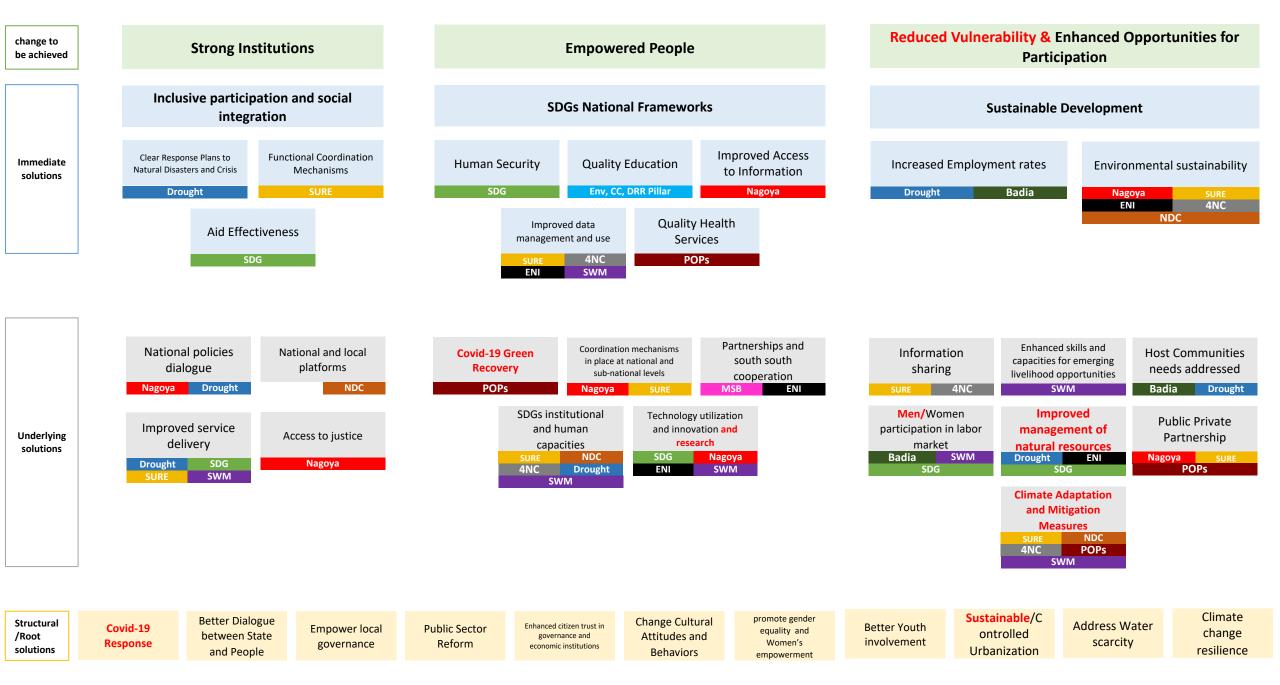
		ONDP Jordan Counti	y Office – Environment	L Fillal	neory of change		vays			
change to be achieved	Strong Institutions		Em	powered	l People	E	nhanced	Opportuniti	es for pa	rticipation
		Inclusive participation and social integration		SDGs National Frameworks			Sustainable Deve		evelopme	nt
Immediate			Quality Educ	ation	Improved Access to Information		Incre Employm	eased ient rates	-	nmental nability
solutions	Functional Coordination Mechanisms	Aid Effectiveness	Improved da management use		Quality Health Services					
	to Natural	Clear Response Plans to Natural Disasters and Crisis		Human Se	ecurity					
Underlying solutions	Improved service delivery	Access to justice	SDGs institu and human ca		Partnerships and south south cooperation	Information	n sharing	Renewable and Ef		Public Private Partnership
	National policies dialogue	National and local platforms	Coordination me in place at natio sub-national	onal and	Technology utilization and innovation	Women par in labor n		Enhanced ski capacities for e livelihood oppo	merging	Host Communities needs addressed

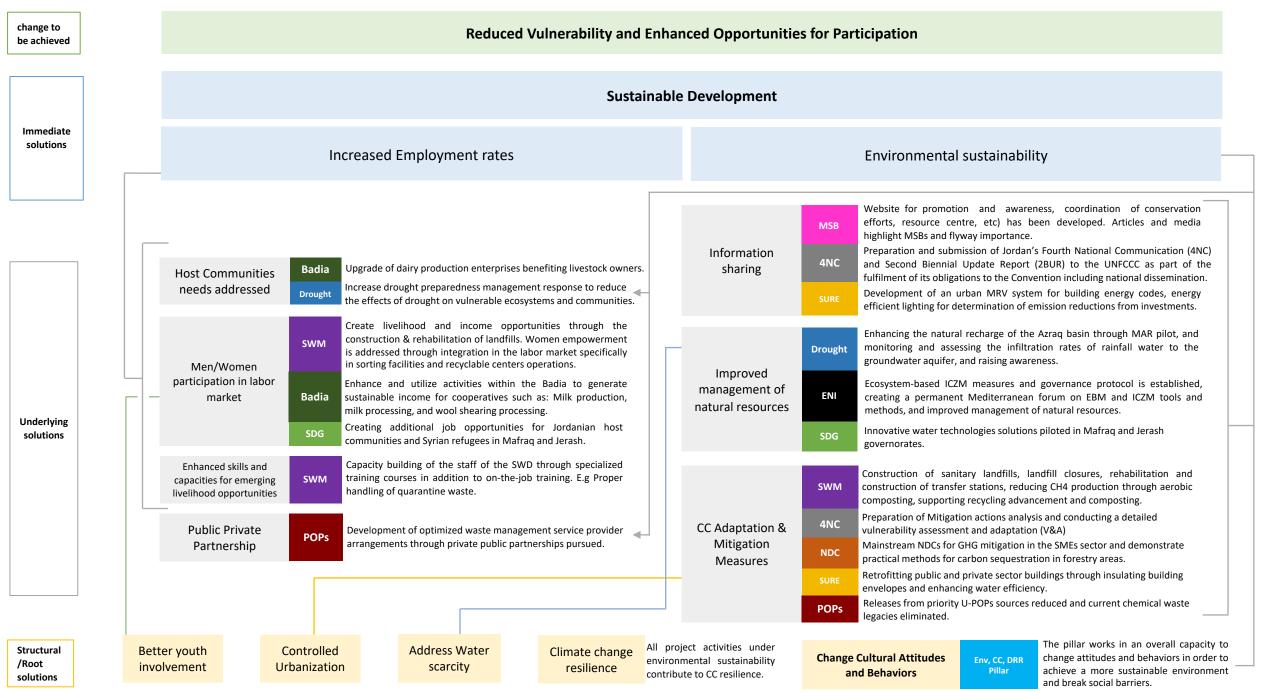
Better Dialogue between State and People	Empower local governance	Tribal structures	Public Sector Reform	Enhanced citizen trust in governance and economic institutions	Change Cultural Attitudes and Behaviors	promote gender equality and Women's empowerment	Better Youth involvement	Controlled Urbanization	Address Water scarcity	Climate change resilience
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Structural /Root solutions



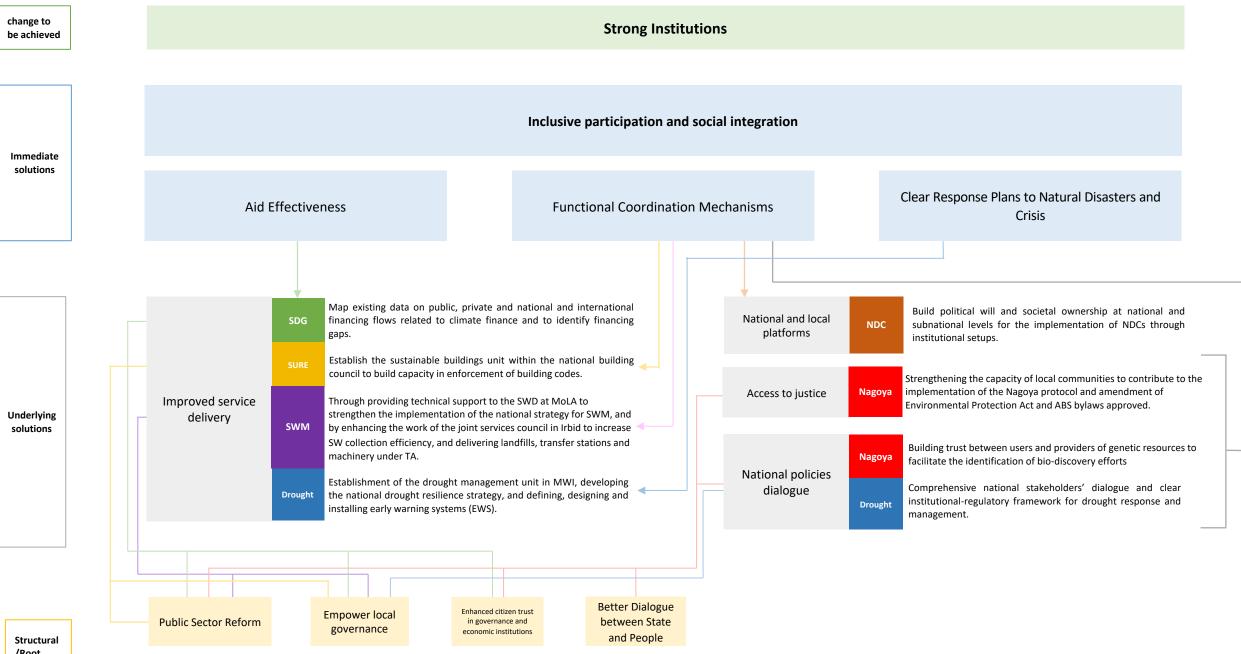
#### UNDP Jordan Country Office – Environment Pillar Theory Of Change - Solution Pathways w/ projects





change to be achieved				Empowered Peo	ople				
				SDGs National Fram	ewor	ks			
Immediate solutions	Quality Education		Human Security	Improved data management and use swm		nt Im	Improved Access to Information		Quality Health Services
	Supported the Ministry with "I Education for Sustainabilit development.	"Environmental	Working on nexus between human security and climate change by achieving water security.	Improved availability and quality for monitoring and verification of standards including specialized trai	environr				
	south south	VISB conserva sector in Through	rate with sectors to strengthen the project in te ation into planning and working cultures (e.g. f a Jordan, collaboration on power lines in Sudan establishing cooperation and coordination pl utions and stakeholders involved in the ma areas.	NREA in Egypt, the hunting , inter alia). atform for administrators		Technology utilization and innovation <b>and</b>	SDG ENI	and SMEs in Northern Utilize Decision Su ecosystem-based ma development plannin Information and expe	upport System (DSS) and incorporate anagement approach to ICZM into local g rience exchange on the interaction
nderlying olutions	St Dro	trofit guidelines and g for codes. ture-based solutions for ings and workshops.		research	Nagoya	between ABS rules and biodiversity-based research and development activities in various sectors , including best practices, training programmes, and modules on biodisco research procedures, intellectual property and business of key industries			
	SDGs institutional and human capacities	INC Strength issues a capacity	en the capacity of the country to identify a nd formulate requisite strategies to address of Jordan to absorb and adapt technology developmental needs.	nd analyze development them, and improve the		Coordination mechanisms in place at national and sub-national levels	Nagoya	Strengthening the lega develop national ABS t	al, policy, and institutional capacity to frameworks.
	_	for unce WM Conduct	e capacity of the national climate change con rtainty (scenario planning). specialist training courses to the SWMD, joint s at landfills.			Covid-19 Green Recovery	POPs	for the treatment of	ves (new environment friendly solution medical waste.) in hospitals, mobile of triage tents to aid in Covid-19.
Structural /Root solutions						Covid-19 Response	P	romote gender equality Women's empowerme Env, CC, DRR Pillar	empowerment is considered in all re

UNDP Jordan Country Office – Environment Pillar Theory Of Change – Strong Institutions



Structural /Root solutions

#### UNDP Jordan Country Office – Environment Pillar Theory Of Change

#### Narrative

The Environment, Climate Change and DRR pillar's theory of change builds on the assumptions of utilizing UNDP comparative advantage and expertise within its five programmes related to Climate Change and Green Economy, Solid Waste Management, Biodiversity Conservation, Land degradation and Range Land Management and Disaster Risk Reduction to strengthen environmental standards and practices while helping implement environmental obligations at the country, regional and global levels, encourage partnership to conserve the environment by inspiring, informing and enabling people to improve their quality of life without compromising that of future generations.

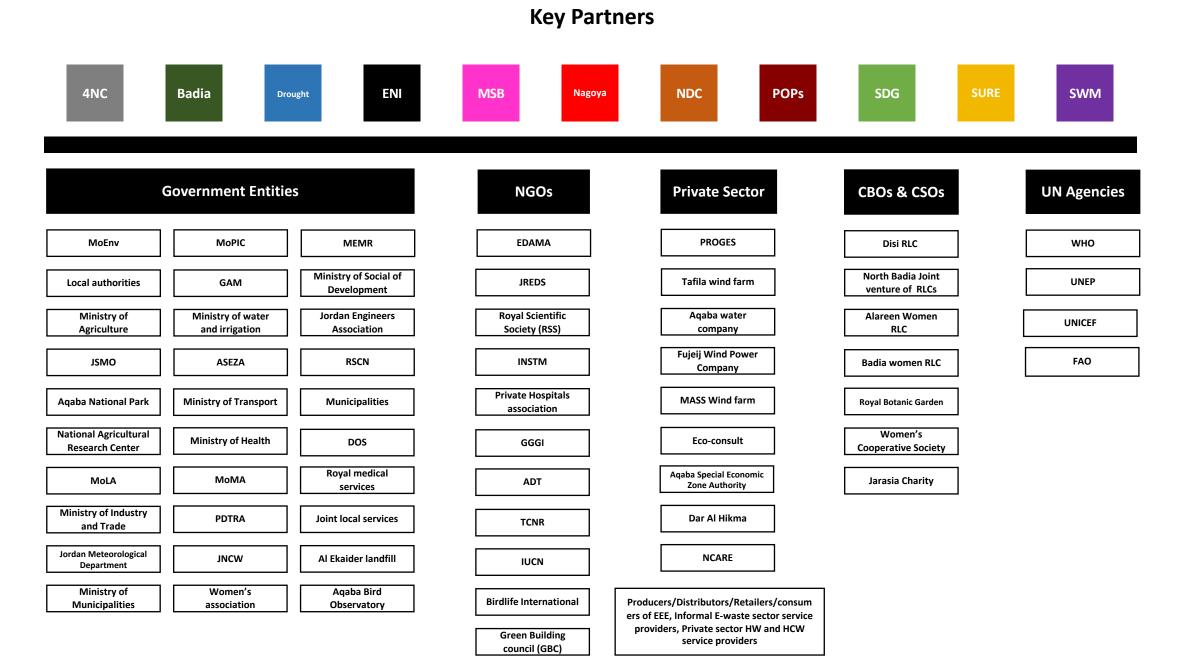
Climate Change and Green Economy program to strengthen the ability of Jordan to mainstream climate change considerations into national and sectoral policies, strategies and plans focusing on facilitating the transition to low-carbon societies, improving the understanding of climate science, facilitating the development of EE/RE interventions and raising public awareness.

Solid Waste Management programme to improve the service delivery to minimize the impact of harmful substances and hazardous waste on the environment and human beings.

Biodiversity Conservation and sustainable land management programmes to ensure that natural resources are produced, processed and consumed in a more environmentally friendly way.

Disaster Risk Reduction programme to

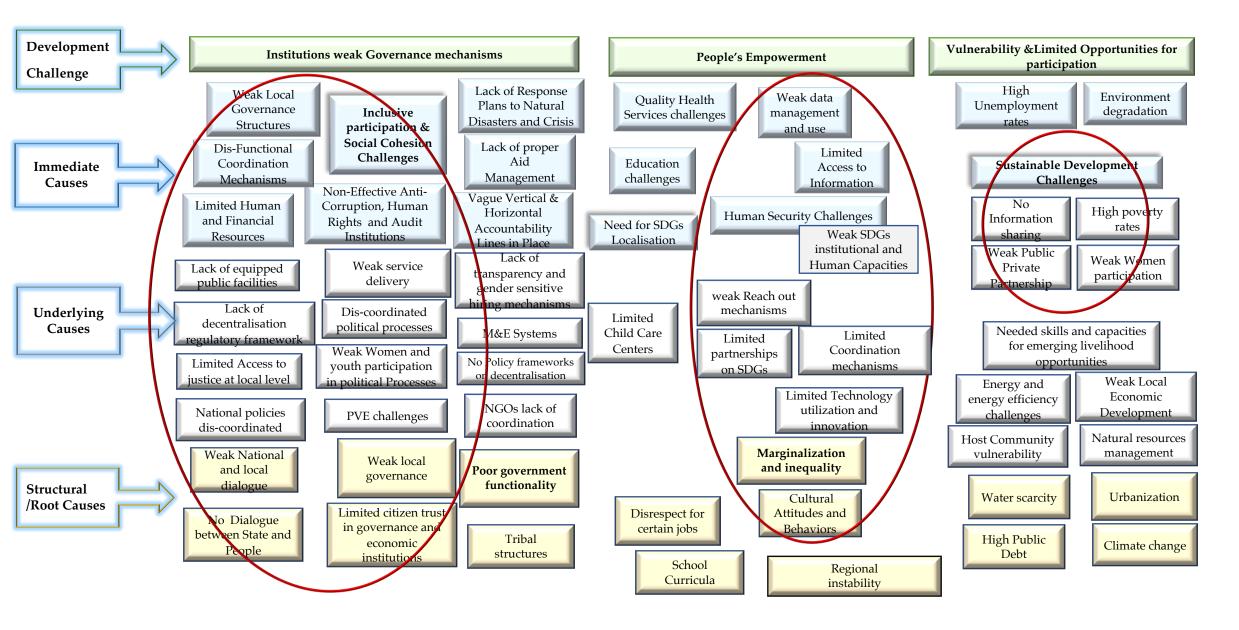
#### UNDP Jordan Country Office – Environment Pillar Theory Of Change



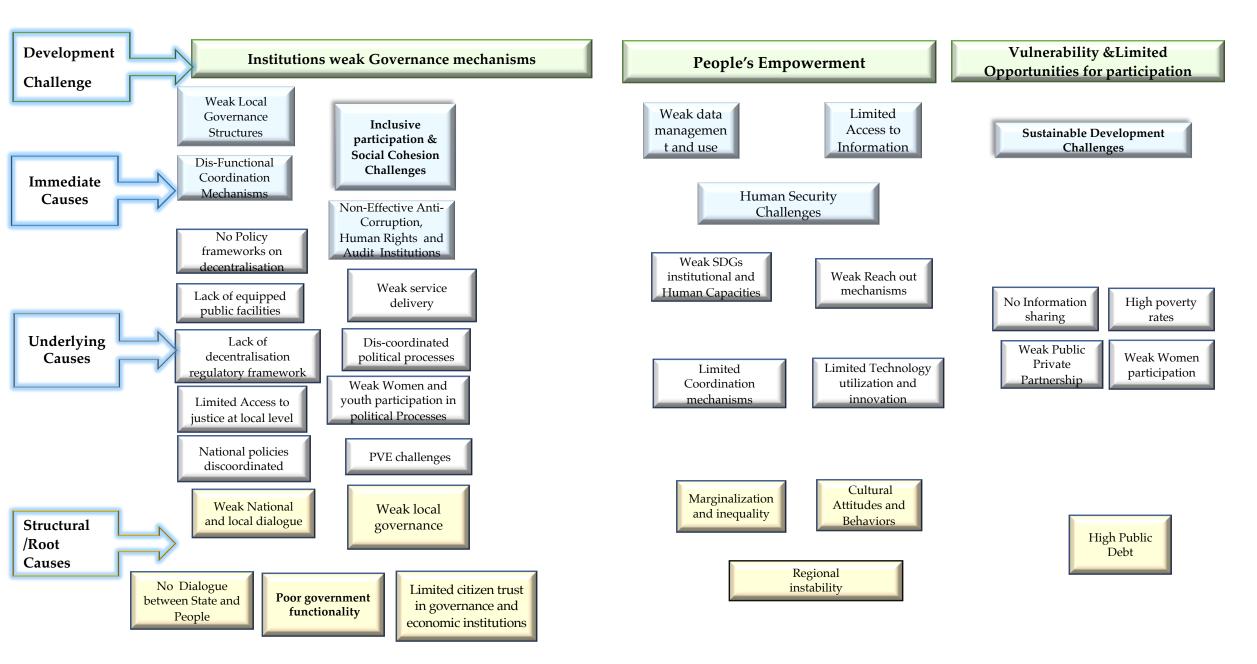
#### **Risks & Mitigation Measures**

Risks	Mitigation Measures	lvl
Restrictions on gatherings and travel due to Covid-19	Conduct virtual meetings and events	Μ
key stakeholders within institutions are not committed to project activities	The project team will ensure the involvement of all relevant stakeholders in implementation of the projects activities and to follow learn-by-doing set of mainstreaming exercises.	Μ
Lack of seed funding/new introduced guidelines for GCF/GEF vertical funding		L
Resilience of stakeholders to change leads to lack of buy-in from policy makers	Involve policy-makers with the project activities and reaffirm goals and communicate progress throughout execution	Μ
Lack of political support		
The procurement processes take more time than envisaged	Constant follow up and proper communication	L
Insufficient capacity of duty bearers to meet their obligations in the project	The engagement of local actors in the different phases of our projects/interventions is of a great value, it ensures the acceptance and smooth implementation at one end and it contributes to the capacity building and empowerment of the groups targeted.	L
		Μ

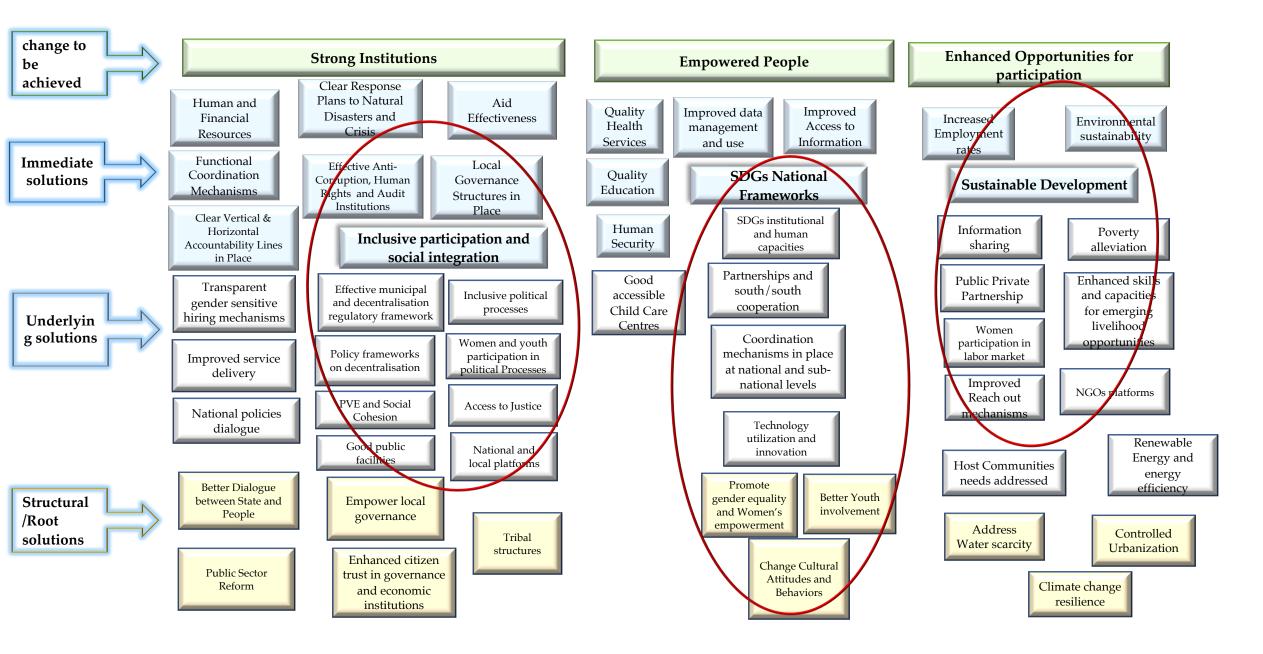
#### UNDP Jordan Country Office CPD Theory Of Change - Problem Pathway



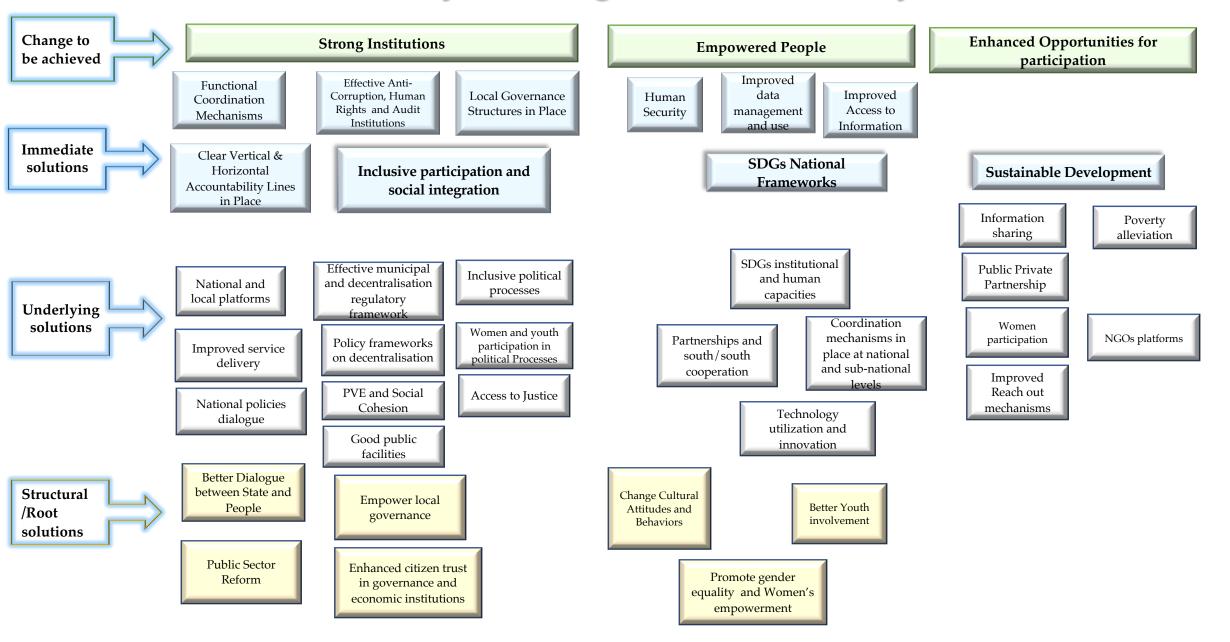
#### GP Theory Of Change – Problem Pathway



#### UNDP Jordan Country Office CPD Theory Of Change - Solution Pathways



#### GP Theory Of Change - Solution Pathways



		GP Pillar Theory of Change: Gove	ernance and Peace	
Goal		table, responsive government and well-informed citize ed, % of institutions employing digital solutions, # of legisla of voter turn-out rate; % of youth and women repr	ations amended; # of ombudsman offices; # ex-vio	
Goal TOC Statement	legal right and have greater access to independer	rocess is enhanced through participatory planning, accounts, fair and accountable legal systems; if (3) citizens and C and women civic responsiveness and participation in deci will be enhanced because (6) mutual trust between the s	SOs are perceived as equal partners in combatting ision making , then (5) state legitimacy, civic respo	g VE and enhancing social cohesion; and if (4)
	₩	~		
Outcomes	1. Digitalized governance improves participatory planning, accountability & citizens' participation in decision-making Key indicators: # of institutions employing digital solutions; # of accountability mechanisms; # of ombudsman established; # of policies linked to financial planning; # of civil servants capacitated;	2. Rule of law strengthened enabling citizens to have greater access to effective, independent, fair and accountable legal institutions Key indicators: % of change in accessing justice; # of laws amended; # of ombudsman offices; # of legal consultations; # of legal awareness raisings	3. citizens and SCOs are perceived as equal partners in combatting violent extremism and enhancing social cohesion. Key VE and social cohesion SCOs mapping; # of CSOs capacitated; # of awareness raising campaigns; # of ombudsman; # of dialogues)	4. Structural barriers weakened enhancing youth and women active citizenry and participation in decision making. Key indicators: % of voter turn-out; % of women & youth representatives; % of youth and women in leadership positions; number of gender-sensitive legislations
Outcome TOC	If (1) supportive legal frameworks, coordinated e- government standards and accountability mechanisms exist then (2) citizens trust in their government will increase because (3) public integrity and accountability are enhanced	If (1) if justice entities become more responsive to citizens' needs, then (2) citizens awareness of their legislative rights and access to justice will be enhanced because (3) judiciary independency and accountability are enhanced.	If (1) communities and civil society are empowered to combat VE and enhance social cohesion, then (2) citizens' human security needs will be addressed because (3) effective and efficient partnerships between citizens, CSOs and human security institutions exist.	If (1) Youth & women's active civic engagement, representation and leadership are enabled through legal and policy frameworks then (2) more youth & women will run for elections and office because (3) a more level playing field exists
Outputs	<ul> <li>1.1. Accountability mechanisms &amp; communication lines employed, at all institutional &amp; administrative levels, to ensure coherence &amp; impact (digital transformation solutions operationalised; civil servants capacitated to run digitalized platforms; structural &amp; administrative frameworks amended to embrace change)</li> <li>1.2. Policymaking and planning are linked to financial planning and funding opportunities</li> </ul>	<ul> <li>2.1. All justice institutions perform their tasks effectively and accountably to effectively respond to citizens' needs. (digital transformation legal solutions installed &amp; operationalized; judges and civil servants capacitated to run digitalized solutions; ombudsman systems operatiionalised; structural &amp; administrative frameworks &amp; structures amended to embrace change)</li> <li>2.2. Investigatory and prosecutorial capacities enhanced to enforce legislative frameworks and</li> </ul>	3.1. Communities and civil society empowered to support human security & social cohesion (outreach awareness raising campaigns; civil society support geared towards understanding VE root causes and identifying entry points for change) 3.2. Partnerships between citizens, CSOs & relevant institutions enhanced to combat violent extremism & improve social cohesion.	4.1. Strengthened legislative and policy frameworks enhance youth & women's representation in national dialogues through (lobbying for dialogues' measures to engage youth and women) women's political engagement and representation (Elections & Political Parties Laws engendered; EMB employs gender-sensitive
Out	<ul> <li>(participatory processes in place to enhance grassroots' ability to impress on decision making; participatory planning processes &amp; engendered budgets respond to demands &amp; needs of local communities)</li> <li>1.3 Coordinated e-government information system standards &amp; ombudsman mechanisms in place to enhance accountability &amp; transparency (digitalized feedback/complaint mechanisms in place; civil</li> </ul>	related verdicts. (digital transformation legal solutions installed & operationalized; investigatory and prosecutorial staff capacitated; structural & administrative frameworks & structures amended to embrace change) 2.3. All social groups are aware of their basic rights and fundamental freedoms and have equal means to access	<ul> <li>(regular dialogues between policy makers and grassroot level; social networks established; income generating initiatives)</li> <li>3.3 Citizens' human security needs addressed by responsive and accountable institutions.</li> <li>(complaint mechanisms in place; staff capacitated to manage ombudsman systems; scrutiny process in place to inform policy makers; media &amp;</li> </ul>	<ul> <li>candidature/campaigning measures; measures put in place to ensure safety during elections)</li> <li>4.3. Gender sensitive laws/legislations and policy framework enhance youth &amp; women in party leadership positions (lobby for reforms to internal structures' laws and frameworks to boost youth &amp; women in decision making positions, youth &amp; women quotas, with incentives/sanctions,</li> </ul>
Key Assumption	<ul> <li>servants capacitated to manage ombudsman systems;</li> <li>scrutiny process in place to inform policy makers.)</li> <li>Accountability mechanism lines are formally adopted;</li> <li>Political will exist to enhance accountability;</li> <li>Participatory development plans in place to improve service delivery &amp; to respect the social contract.</li> </ul>	justice. (digitalized feedback/complaint mechanisms in place; civil servants' capacities to manage ombudsman systems; scrutiny process in place to inform policy makers). - Responsiveness of the legal system enhances citizens' legal awareness. - The legal system is independent;	<ul> <li>awareness campaigns).</li> <li>- All stakeholders join forces to combat VE &amp; enhance social cohesion.</li> <li>- Public security institutions capable of preventing VE &amp; protecting citizens;</li> <li>- Early warning system fully operational;</li> </ul>	<ul> <li>Implemented laws/rules/regulations lead to increased youth &amp; women's civic engagement &amp; representation in political and governmental structures.</li> </ul>
Risks & Barriers	<ul> <li>COVID-19 Impact &amp; financial crisis;</li> <li>Priorities of the GoJ may change;</li> <li>Citizens trust in governmental bodies &amp; systems;</li> <li>Unsupportive legal frameworks.</li> </ul>	Responsive legal system contributes to social cohesion.     Changing political environments and national priorities     Changing priorities within the international community,     Resistance to technology adoption and change	<ul> <li>Change in donors' priorities;</li> <li>Self-interests imped effective engagement;</li> <li>PVE aapproaches are repression based rather than addressing root causes;</li> <li>State's security needs precede citizens' needs</li> </ul>	<ul> <li>Inadequate commitment towards the endorsed international standards &amp; frameworks;</li> <li>Legislative frameworks;</li> <li>Discriminatory practices &amp; gender stereotyping</li> <li>Political upheavals stall legislative processes</li> </ul>

Goal 

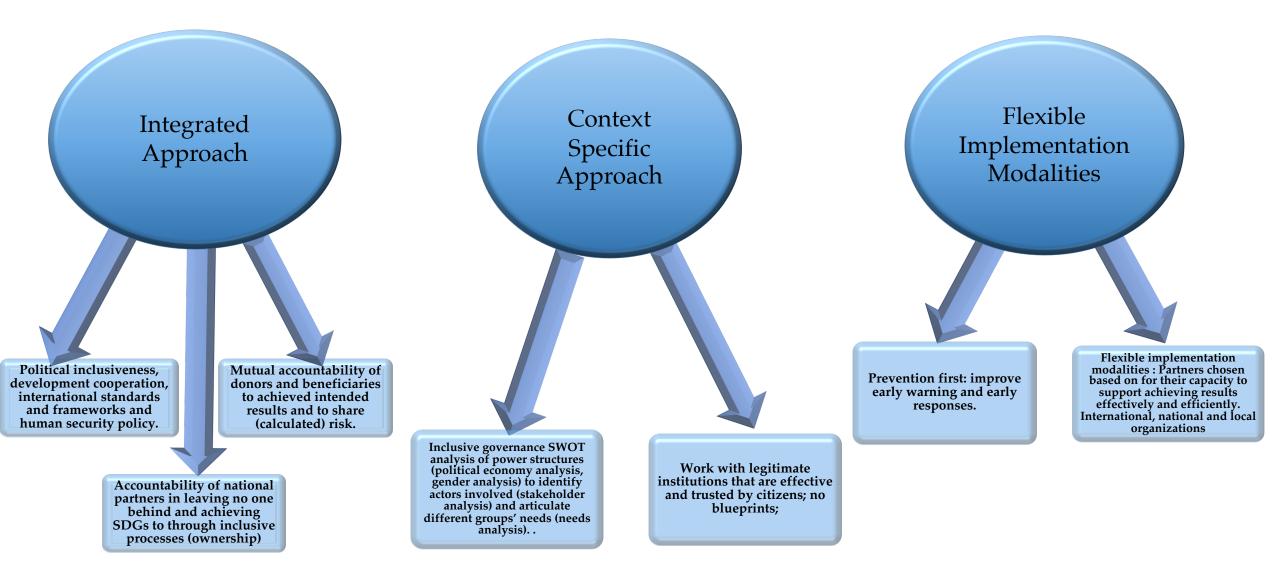
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Outcome TOC

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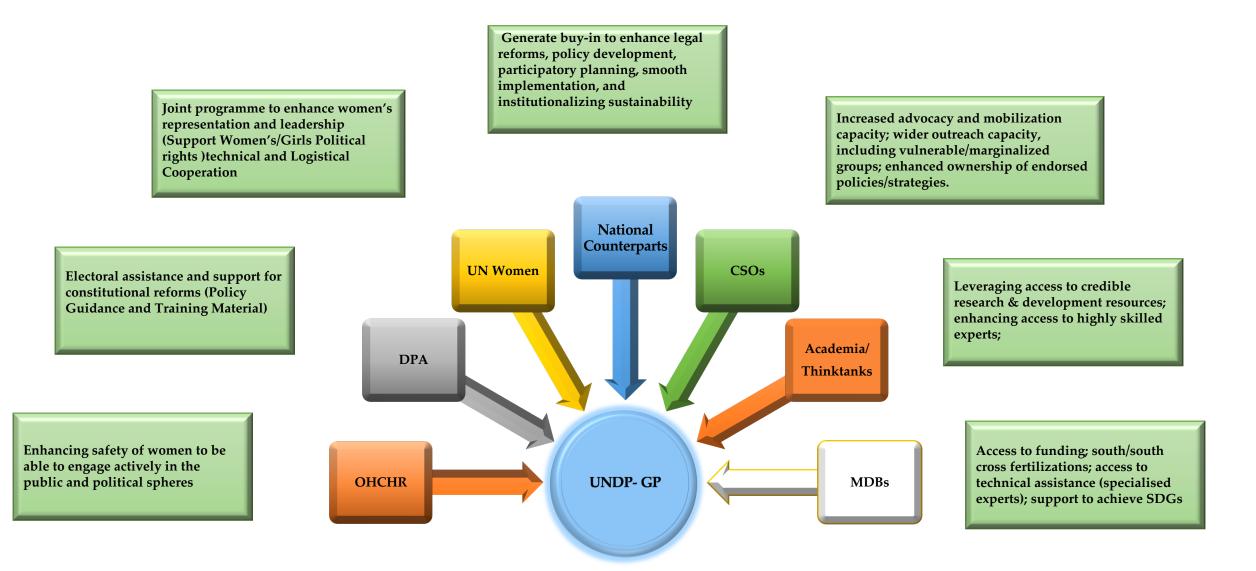
## **Operational Assumptions**



#### **GP** Contribution to the SDGs

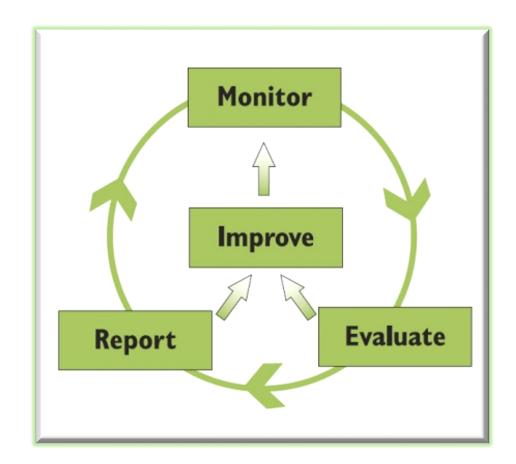


**UNDP** Partners in Governance & Peace



#### Monitoring and Evaluation: Progress & Impact

- How to monitor progress and document impact in the absence of clear and tangible indicators?
- How to develop linkages between projects/initiatives, GP Pillar's ToC and CPD priorities?
- The GP Pillar introduced gender-sensitive M&E components to implemented projects/initiatives.
- The GP Pillar intends to incorporate gender-sensitive indicators in the Logical Frameworks of new projects/initiatives
- Conduct baseline and end-line assessments to all new projects/initiatives
- Utilize developed platforms (Tanmia & CREW) to map relevant stakeholders' and beneficiaries' information, geographical coverage and type of support.
- Disseminate results of baseline and end-line assessments with relevant partner institutions for validation and knowledge sharing
- Use evidence-based data to inform policy and decision making and to feed into advocacy campagins



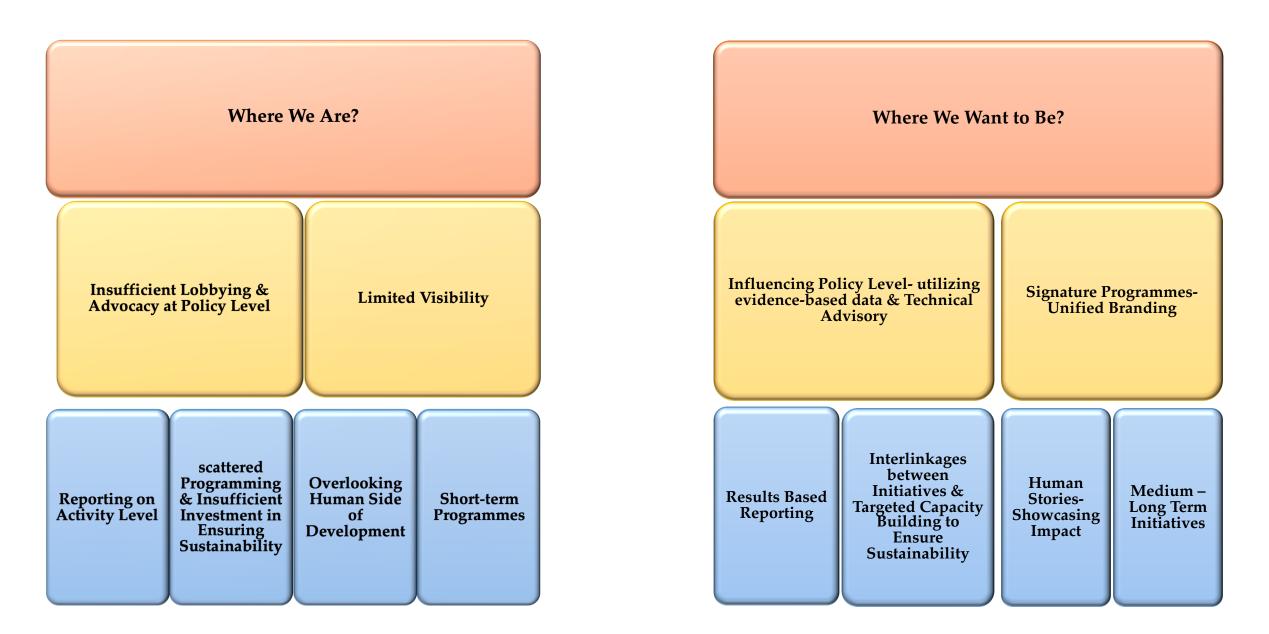
### Risks and Mitigation Measures - 1

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 endling 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 & Mitigation Measures - 2

Description	Туре	Probability & Impac <b>t</b>		Mitigation Measures	Owner
Political	Political instability and unpredictable community security situation within the Kingdom might delay progress	P 2 I 4	-	Continuous monitoring and following up on the security situation Close collaboration with UNDSS and the Government's security institutions in case ris- increased In case the security situation is worsened, the target areas of specific projects will be change to ensure the progress of project activities in a safer location.	
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 prevention measures, and its impact Close collaboration with relevant UN agencies and government to monitor trend of th COVID-19 pandemic in Jordan	
	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 th projects' implementation Building stronger partnerships and trust between UNDP and potential beneficiaries	UNDP, e implementing partners and communities
	Vulnerable population (youth, women and disabled) have difficulty practicing rights and accessing services	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' interventions	UNDP and s implementing partners
	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.	f UNDP and partners
Operational	Limited capacity of partners and stakeholders	P 2 I 3		Taking advantage of UNDP's comparative advantage of having different in-house technica support units and areas of focus, including the gender-mainstreaming, governance, an environment units.	
Environment	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

### Ways Forward

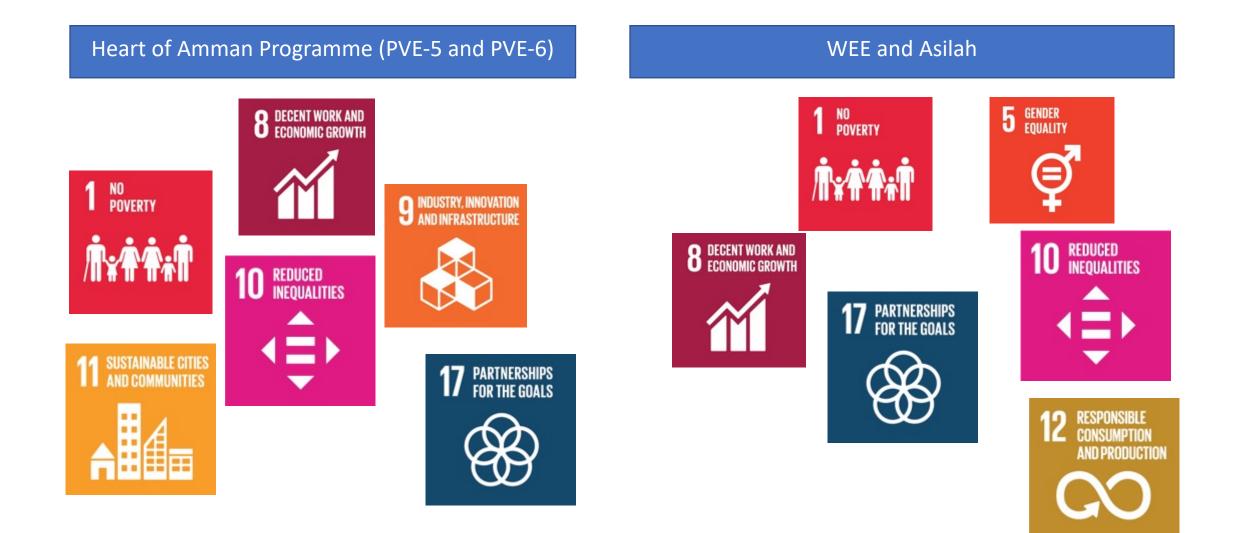




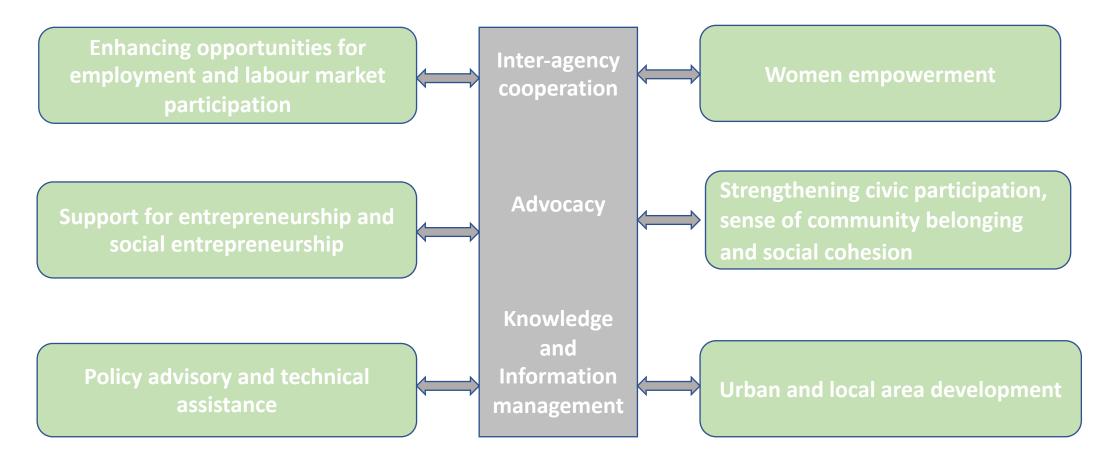
# Inclusive Growth and Sustainable Livelihoods Pillar

June 6<sup>th</sup>, 2021

# IG contribution to the SDGs



### Main areas of work



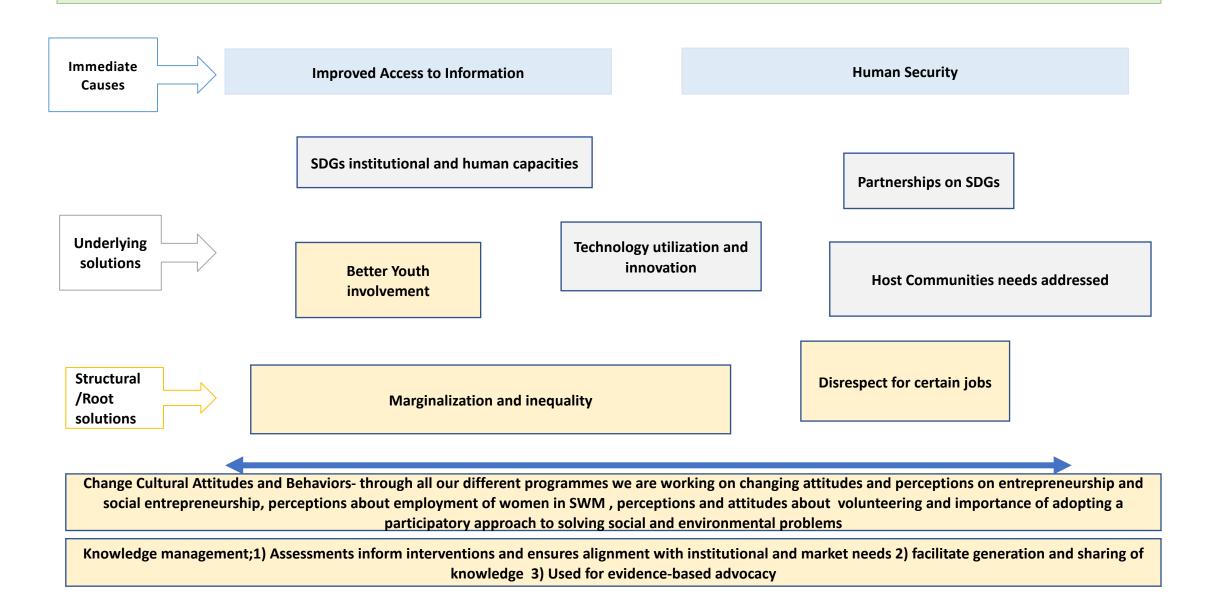
#### **UNDP Jordan Country Office CPD Theory Of Change - Solution Pathways**

	Empowered People	
	Improved Access to Information: All assessments conducted by UNDP under HoA as well as t training programs -financial literacy, on the job and apprenticeship / provision of m specifically information on microbusiness registration/ AICS PSS refer	narket information
improving livelihood	SDGs National Frameworks	
employment generation ar	d SDGs institutional and human capacities; through wide-ranging capacity and skills build	nder WEE capacity
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 (MODEF and GAM).	eeds addressed: market drive aligned with needs of private ployment opportunities-see apport and business scale- u Better Youth
Disrespect for certain jobs: WEE project changing perceptions and women working in SWM	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	involvement/ mainly done through community initiatives, and training programs job placement and encouraging entrepreneurship through HoA
	opportunities, skills building employment generation an building social cohesion –Ho Asilah and WEE Good accessible Child Care Centres: all our projects and programmes provide a monthly stipend for women to cover day care expenses 20JOD Disrespect for certain jobs: WEE project changing perceptions and women working in	Improved Access to Information: All assessments conducted by UNDP under HoA as well as taraining programs -financial literacy, on the job and apprenticeship / provision of m specifically information on microbusiness registration/AICS PSS references and programmes provide a monthly stipend for women to cover day care expenses 2010D         Misrespect for certain jobs: WEE project for certain jobs: WEE projections and women working in a women working in a women working in a women working in the project and women working in a women working in

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 evidencebased advocacy

### **Outcome 2: Empowered People**



### **Outcome 2: Empowered People**

Through adopting an area-based development approach that focuses on the inclusive participation of all members of society, livelihood interventions create pathways for sustainable income generation, build resilience of individuals and national institutions and stimulates local economic development.

The work of the IG pillar focuses on bringing together key national actors and stakeholders to work on achieving the common goal of enhancing human security in Jordan through supporting vulnerable and marginalized individuals in the development of their communities, providing access to sustainable livelihoods and entrepreneurship opportunities and enhancing social cohesion and ownership.

The pillar also works on empowering women through addressing barriers to social and economic integration, improving their access to resources and promoting stronger engagement and participation in decision making and in shaping and influencing policy at the local and national levels.

### Main outcomes

Human Security	Host Communities needs addressed		Marginalization and inequality
		·	

Cities and communities become more resilient to crisis and social and community insecurities through enhanced community engagement and increased trust between communities and government authorities.

- Employment opportunities and livelihoods strengthened for stabilization and return to sustainable development pathways.
- Strengthening economic resilience through supporting capacity building, entrepreneurship and knowledge sharing and assimilation.
- Linking activities with with government priorities to improve living conditions and create sustainable income opportunities.
- Jordan's capacities in digital literacy are advanced.
- Strengthened constructive and effective socio-economic participation of Iraqi Refugees/Migrants and Jordanians in the development of their local communities
- Increased employment and self-employment opportunities for Iraqis Refugees/Migrants and Jordanians in the promising economic sectors.

### Main outcomes

Human Security	SDGs institutional and human capacities	Disrespect for certain jobs
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Improving the effectiveness of women organizations to actively represent and support women, changing attitudes on women's economic participation, increasing the availability of evidence-based information on gender issues, Increasing participation of women in the solid waste management sector

- Enhanced skills of women organisations to mobilize women and synthesize their demands and voices
- Improved capacity of women organisations to develop processes and governance in the design and planning of their operations that respond to gender specific considerations.
- Strengthened women organisations capacity to represent women voices and address negative gender and social norms that
  perpetuate gender inequalities in decision making and realisations of rights at household and community level using SWM as a
  point of entry.
- Improved attitudes on women's economic participation.
- Enhanced women's knowledge and skills to generate innovative income generating ideas using solid waste
- Improved understanding by women of their economic rights and of handling GBV resulting from economic engagement.

### Improved Access to Information and innovation

Improved Access to Information and knowledge

Technology utilization and innovation

- Enhance Results Based Management and Policy Advocacy through assessments and evaluations
- Completed evaluation of IGSL pillar CPD outputs evaluations, contribution, lessons learned and recommendations for CPD formulation and programing cycle
- Improve access to knowledge products, learning and access to information for advocacy, partnerships and resource mobilization
- Support partnerships and resource mobilization
- Technology: enhance technology utilization through developing a national digital skills and self-employment portal that support the pillar portfolio outputs and accelerate SDGs
- IG&SL research, knowledge products and policy support in response to COVID19 (Impact of COVID19 on MSEs beneficiaries, return migration, informal economy
- Completed end-line for HoAI programme and lessons learned

### 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 endling 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.



Description	Туре	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   4	<ul> <li>Continuous monitoring and following up of the security situation</li> <li>Close collaboration with UNDSS and the Government's security institutions in case the risk of security concerns is increased</li> <li>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.</li> </ul>		
Economic	Current economic challenges put pressure on creating new job opportunities in the labour market	P 3 I 4	<ul> <li>Economic and business barometers will be used regularly to focus on economic sectors with potentia growth as well as hiring potential and growth projections.</li> <li>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.</li> </ul>	implementi partners	and ing
Economic	COVID-19 crisis and global pandemic further affects the socio- economic livelihoods of people in Jordan	P 3 I 4	<ul> <li>Continuous monitoring and following up on the COVID-19 situation, government's preventior measures, and its impact on the Kingdom's economy</li> <li>Close collaboration with relevant UN agencies and government offices to monitor and trend of the COVID-19 pandemic in Jordan</li> <li>Regularly undertake socio-economic survey in target communities</li> </ul>		
Operational	Low engagement of communities in projects, particularly for community initiatives	P 2 I 3	<ul> <li>Raising awareness and undertaking visibility exercise on UNDP's interventions</li> <li>Participatory approach and engaging potential beneficiaries from the beginning of the project implementation</li> <li>Building stronger partnerships and trust between UNDP and potential beneficiaries</li> <li>Providing incentives to participate in project activities/interventions (other than financial ones)</li> </ul>	UNDP, t implementi partners communitie	and
Operational	Vulnerable households (i.e. women-headed households, refugees) have difficultly accessing sustainable livelihoods opportunities	P 2 I 4	<ul> <li>Raising awareness and undertaking visibility exercise on UNDP's interventions</li> <li>Regular meeting with communities to address challenges and issues to be part of UNDP's interventions</li> </ul>	UNDP s implementi partners	and ing
Operational	Ineffective involvement of stakeholders in the project implementation.	P 2 I 3	<ul> <li>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.</li> </ul>		and
Operational	Limited capacity of partners and stakeholders	P 2 I 3	<ul> <li>Close coordination with the partners to pursue diversified engagement of the relevant stakeholders and partner institution.</li> <li>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.</li> </ul>	implementi	and ing
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 partners	and
Environment	Established businesses, startups and community interventions are not compliant to the environment	P 2 I 2	<ul> <li>Raising environmental awareness among the participants.</li> <li>Monitoring the project activities to ensure its compliant to the environment as possible.</li> </ul>	UNDP implementi partner	and ing

### Key results from the livelihoods evaluation report

- REC 1: Livelihood outcomes do not have a holistic framework for local economic development. There needs to be a clear framework or strategy that all projects contribute towards achieving.
- REC 2: UNDP has taken large strides to increase women economic participation and empowerment. However, these attempts are disjointed and lack a coherent and systematic approach. There is a need to ensure that all projects encompass strong gender analysis at the design stage and the capacity of the different teams are aware of key concepts in gender mainstreaming such as do no harm.
- REC 3:UNDP has developed a system for monitoring and evaluation. Further efforts need to be exerted to ensure the development of common indicators and data collection methods to improve data quality and reporting.
- REC 4:There is a need to move beyond the emergency employment schemes into more economic growth and market dynamics. UNDP should focus on rendering technical support to the GOJ on improving the labour market and developing sector strategies or area-based approaches.
- REC 5: UNDP has successfully worked on promoting SMEs in Jordan. There is a need to work on the policy reform agenda to ensure the adequate support and access to finance for newly established SMEs. UNDP should focus on creating an enabling environment for businesses by working on legal reform, IT support and software and other key requirements for the development of a sustainable economic growth.

### Management response to evaluation results

- REC 1 (a holistic framework for local economic development):
  CPD indicators to be specified within a strategic framework that design outcomes targeting inclusive local economic development.
- Conducting needs assessments and analysis to design an evidence-based holistic strategy/framework for inclusive local economic development.
- Introduce and advocate policy dimension for interventions that ensure a holistic programming (i.e. Multidimensional Poverty Index).

#### REC 2: (gender analysis at the design stage- gender mainstreaming):

- Advocate decent work conditions and policies alongside our interventions to ensure an economic empowerment that provides
- security and protection not only income-generation. Conduct a thorough analysis for women's education, skills, competencies, needs, main economic barriers, etc. segregated by nationality, age, and urban-rural context to move ahead towards more gender-responsive interventions that meet the women's • specific needs.

#### REC 3: (development of common indicators and data collection methods):

- Design specific pillar related indicators to measure progress on a semi-annual basis on livelihood outcomes.
- Develop a set of standardized M&E and reporting tools and templates.

#### REC 4: (technical support to the GOJ on improving the labour market-sector based strategies):

- Conduct labour market and sectoral demand and supply assessment visioning interventions with time frame within the • humanitarian-development nexus.
- Conduct a mapping for regional and global best practices that can be adopted within the Jordanian economic context and dynamics.
- Moving to sector-focused interventions and programming in resources mobilization and partnerships through a new IG&SL • strategy and action plan.
- Using evidence and success stories from different employment and livelihoods focused programs to develop a policy brief that • is presented to the government.

REC 5: (SME support through creating an enabling environment for businesses-legal reform- IT support-software):
 Outreach and advocate public-private dialogue and partnerships to discuss policy reforms for an enabling tech-enabled social entrepreneurship that offer city and community-based solutions in response to post-COVID-19 economic context.

### Partnerships for the achievements of the SDGs

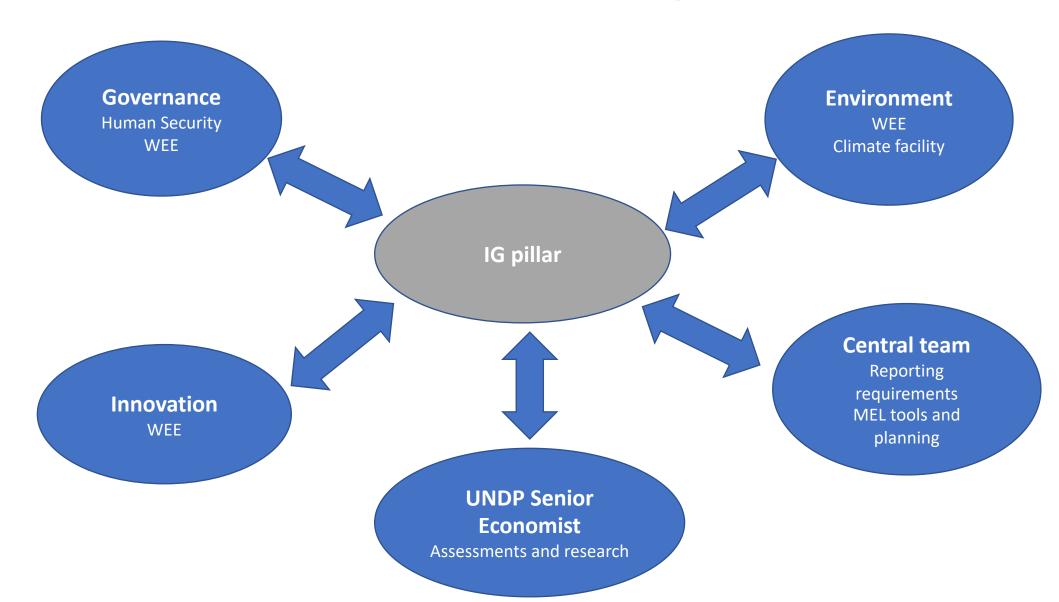
Partner	Type of partnership	Status	Potential areas for expanding current cooperation
GAM	MOU-Strategic partner	Ongoing-strong	Capacity building/ knowledge and information sharing
MODEE	MOU-Advisory	Ongoing-strong	Advisory/ assessments/research
MOLA	Strategic partner	Ongoing-strong	Capacity building and advisory
MOPIC	Framework agreement	Needs strengthening	MOPIC requested support with JSP unit capacitating and national database established of impact of IG&SL moving into nexus and resilient models
MOL	-	Needs strengthening	Assessments/research/advisory
MOSD	-	Weak	Assessments/research/advisory
MOE	Strategic partner	Ongoing-strong	Assessments/research/advisory
MIT	-	Needs strengthening	SME support
Private sector	Donor agreement	Mapping- strengthening	Funding/resource mobilization
CSOs/CBOs	MOUs through partners	Ongoing-strong	Capacity building/ rights-based programming/ knowledge sharing
UN organizations	-	Needs strengthening	Exploring joint programming
Financial institutions	Pro-Bono with NMB	Mapping- strengthening	Financial inclusion/research

### Inter-agency cooperation JRP/3RP

IG pillar works to include and enhance resilience-based programming through the JRP/3RP Inter-Agency work. The main ongoing effort consists of involving 3RP partners – UN agencies so far – in a detailed tracking exercise of the financial support provided to Public Institutions (PIST exercise) in order to support more coordinated resilience- based programming and support the Government of Jordan in building resilient institutions that better respond to the Syrian crisis.

This exercise became the basis for an ongoing exercise to track the support provided to the Jordanian Government through IFIs, in order to identify synergies and complementarities with 3RP actors.

#### Internal coordination and joint work



### 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
- End of year workshops with key stakeholders-govt and 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
- How are we sharing the results of our assessments(endline and other findings-not only a focus on success stories but also a focus on what has worked and what has not in livelihoods programming)

### Activities not fully reflected in the CPD

- Support for entrepreneurship and the development of a vibrant social entrepreneurship eco-system.
- Financial inclusion and access to finance.
- Support for civil society organizations and cooperatives ; localization and institutional capacity building, adopting a rights-based approach, gender mainstreaming for improved and more inclusive service delivery.

## **Going Forward**

- Today: operating at an individual/household level through cash for work and micro-busines 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(localization) and delivery mechanisms to ensure sustainability beyond the lifecycle of projects.

 Displaces
 Support to government institutions through capacity building, funding and advisory support

 Three tiers
 Support to CBOs, CSOs and Cooperatives: institutional capacity building, knowledge transfer and improved service delivery

 Policy support: Evidence based advocacy and formulation of strategies and revision of legislation

