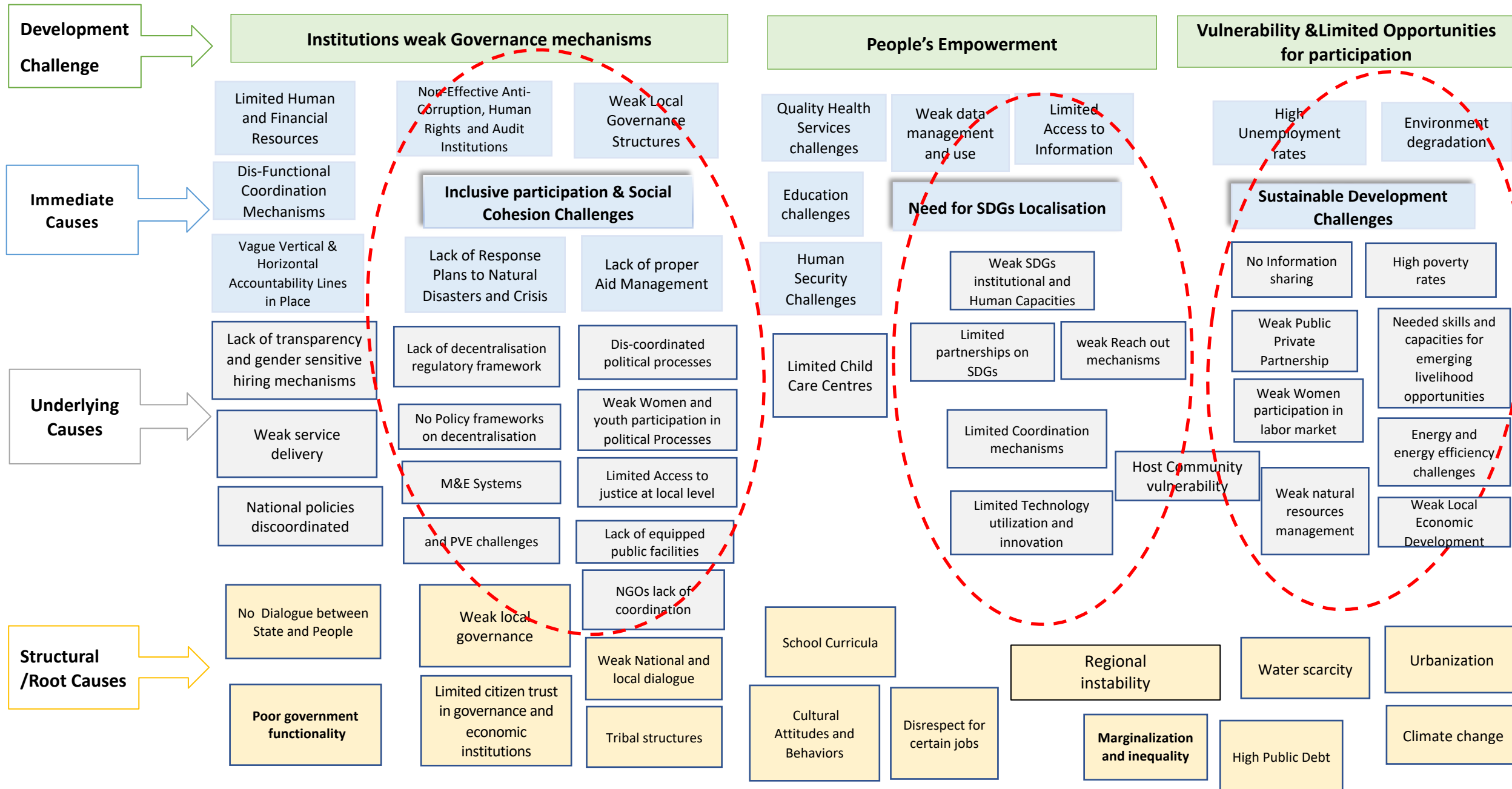
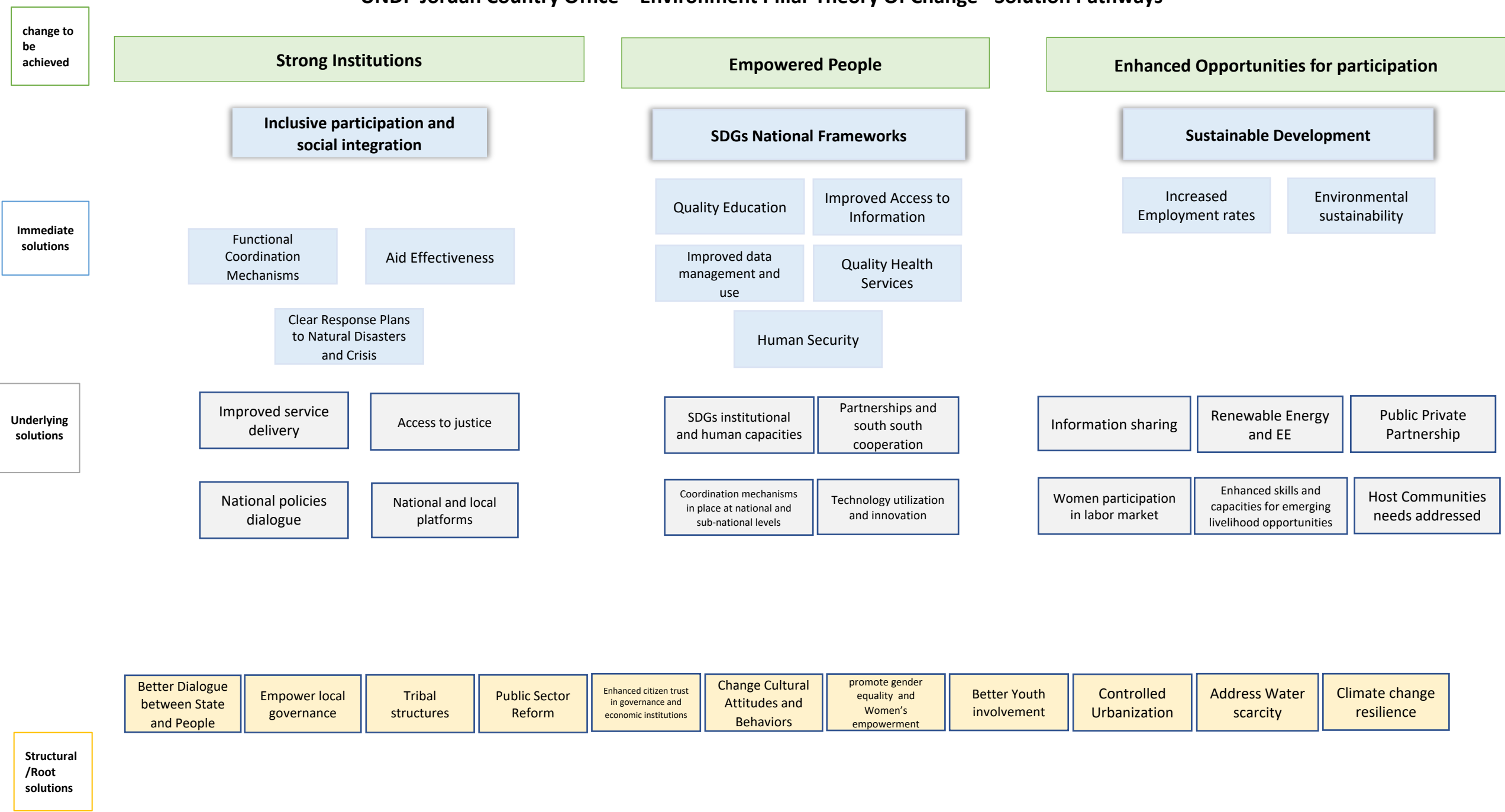


UNDP Jordan Country Office CPD Theory Of Change – Problem Pathway



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



CPD Outcome:
Inclusive participation and social cohesion

CPD Outcome:
Resilient communities, livelihoods, and environment

CPD Outcome:
Enabling an institutional framework for the realisation of the SDGs

Climate Change and Green Economy

Solid waste management

Land degradation and Range Land Management

Biodiversity conservation and protected area management

Disaster Risk Reduction

Output 1.2

National and sub-national government Effectiveness levels enhanced, and accountability strengthened

Output 2.1

Employment opportunities and livelihoods strengthened, for stabilization, and return to sustainable development pathways

Output 2.2

Capacities at national and sub-national levels strengthened to promote local economic development and deliver basic services

Output 2.3

Nature-based solutions developed, financed and applied for sustainable recovery, and improving communities' resilience and living conditions

Output 2.4

Climate change adaptation and mitigation policies and measures, and DRR plans funded and implemented

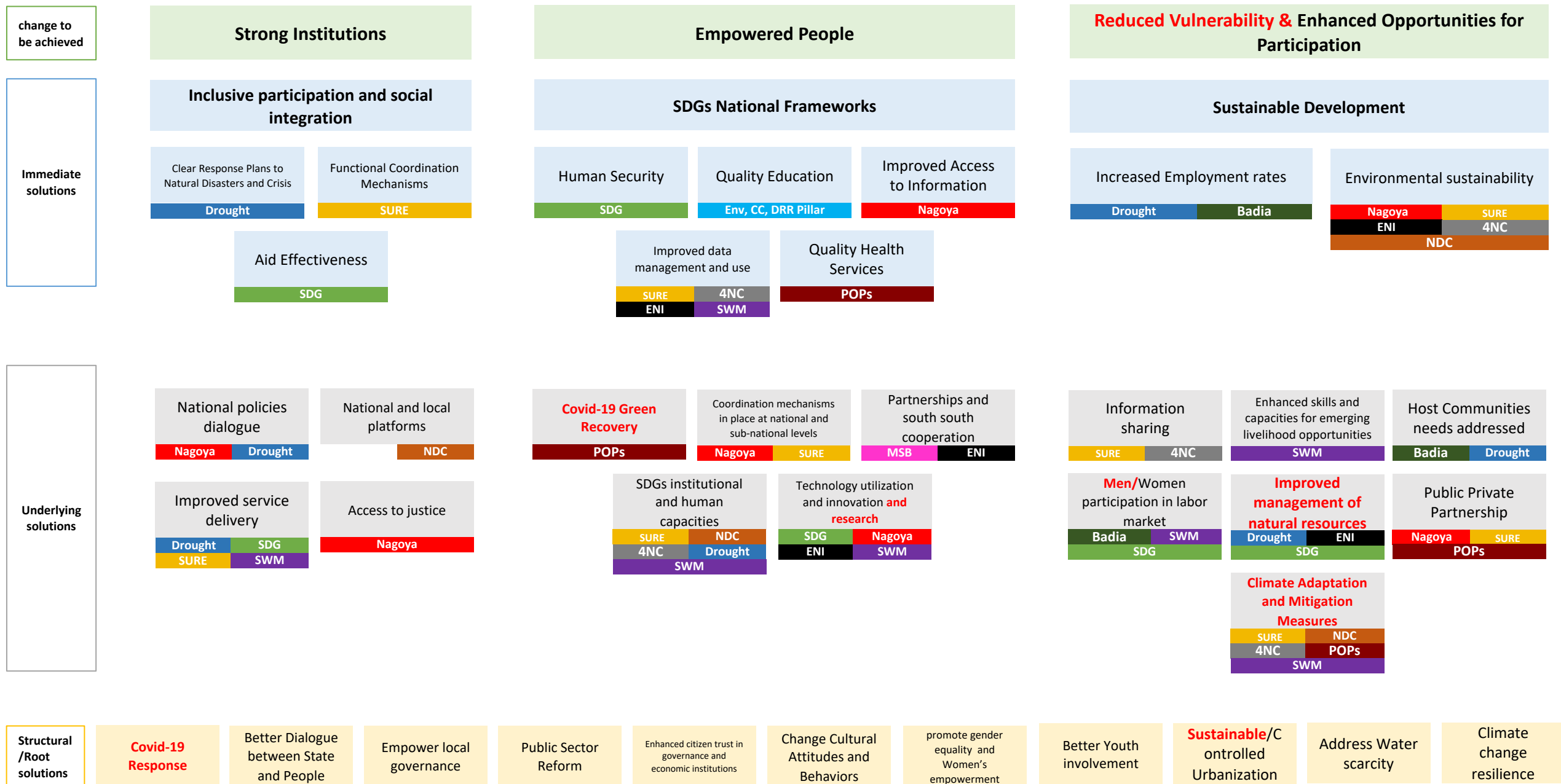
Output 3.1

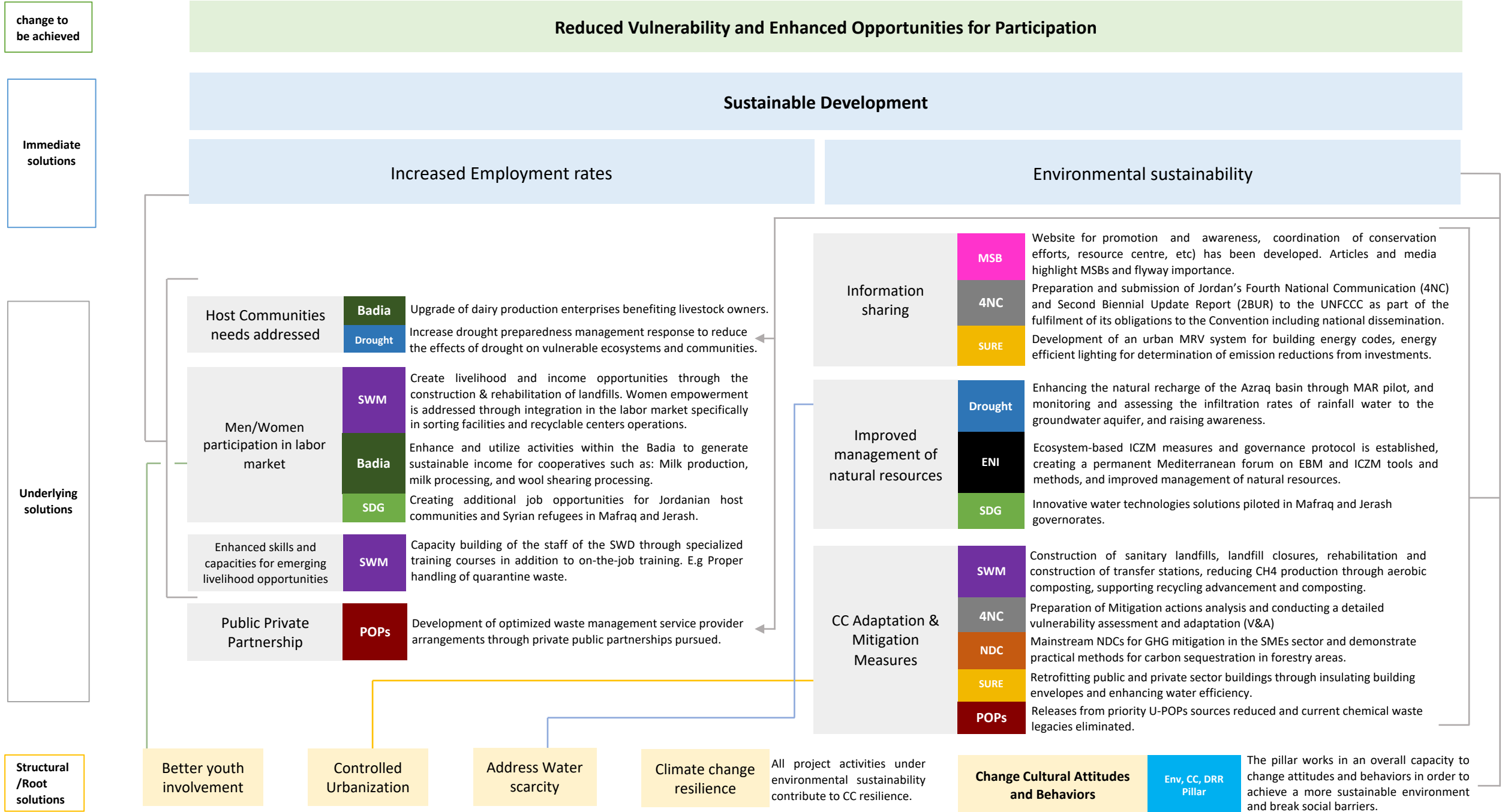
Capacities developed across the whole of government to integrate the 2030 Agenda in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions

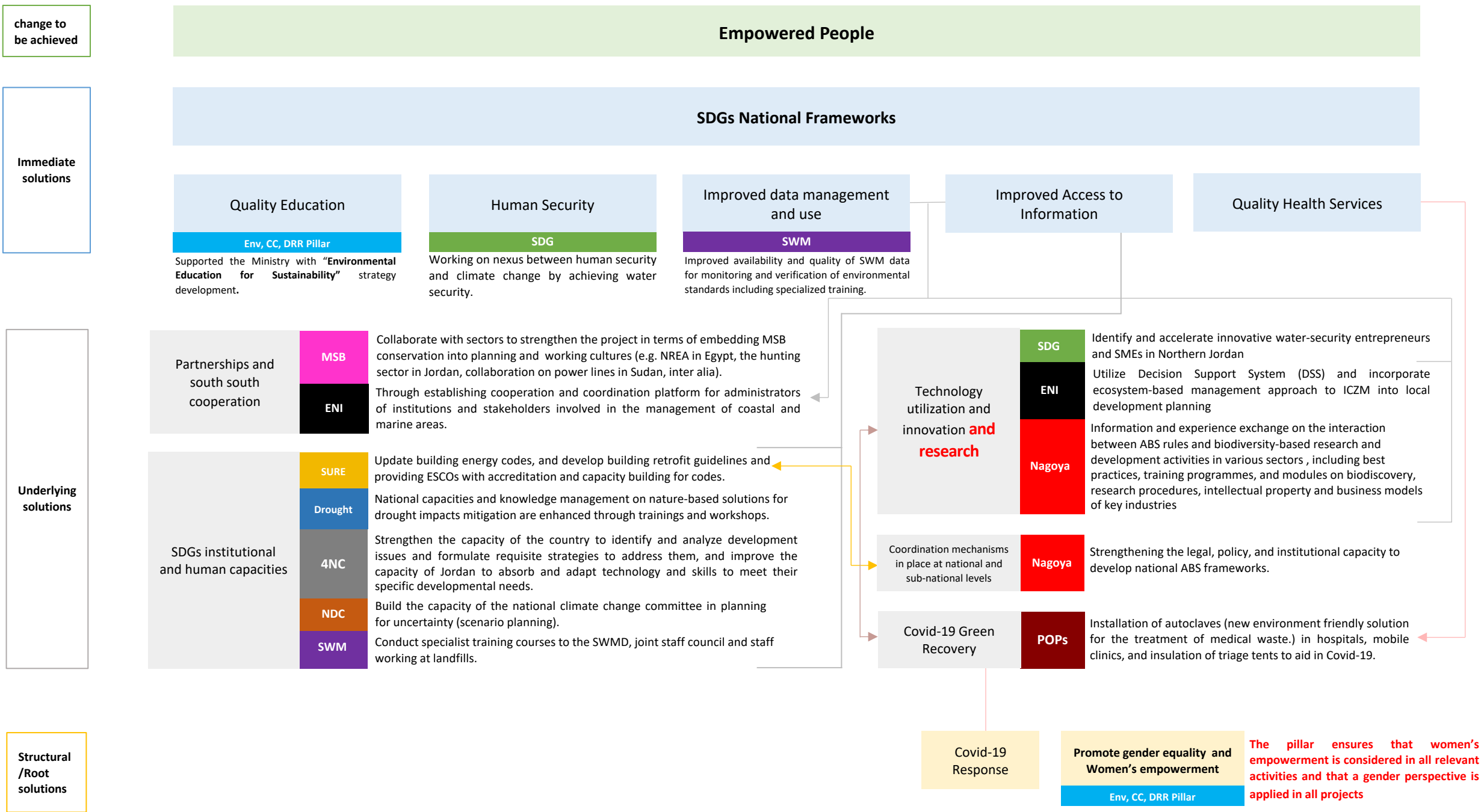
Output 3.2

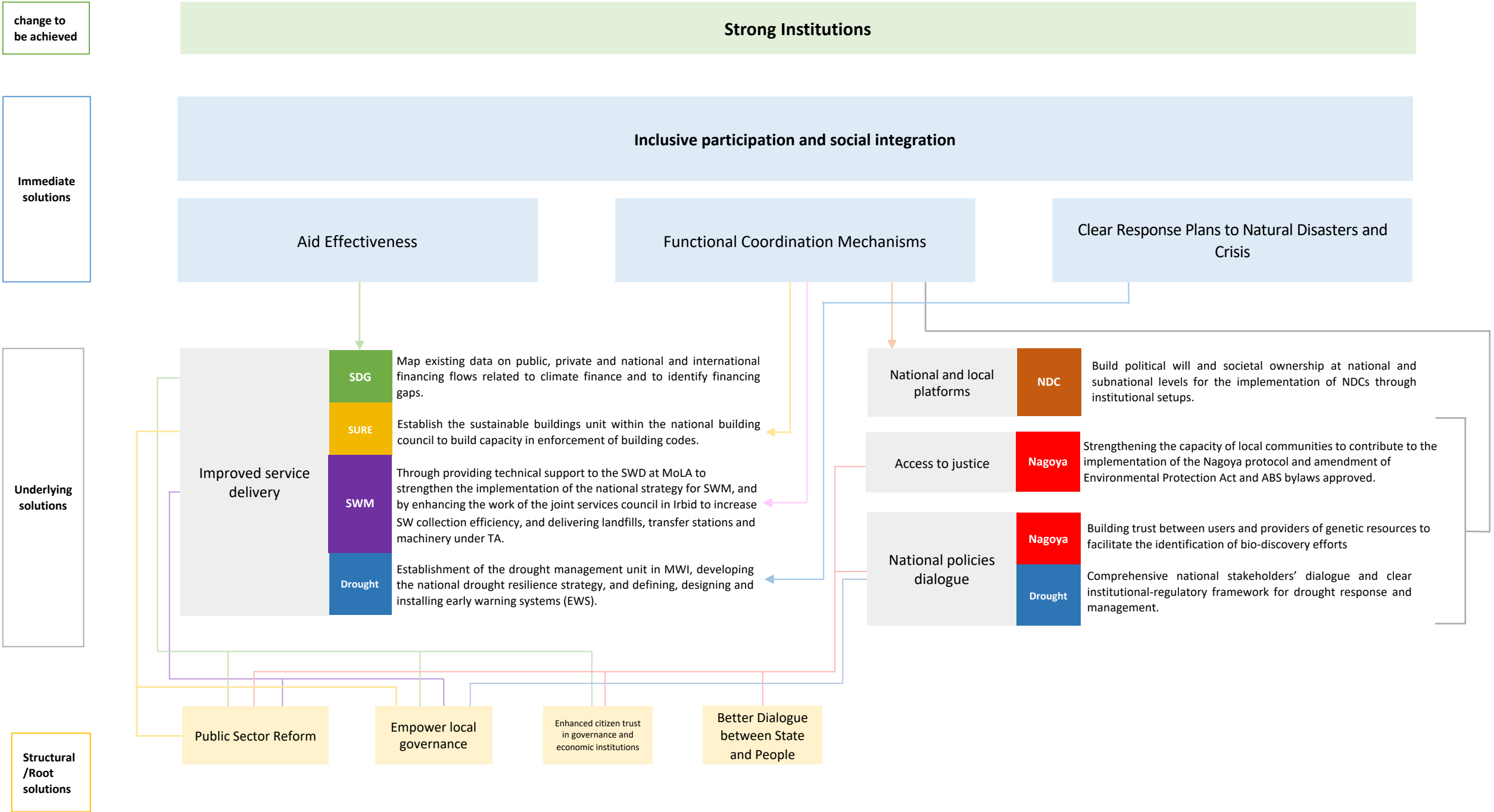
Policies, plans and partnerships for sustainable development draw upon UNDP's thought leadership, knowledge and evidence

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









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

Key Partners



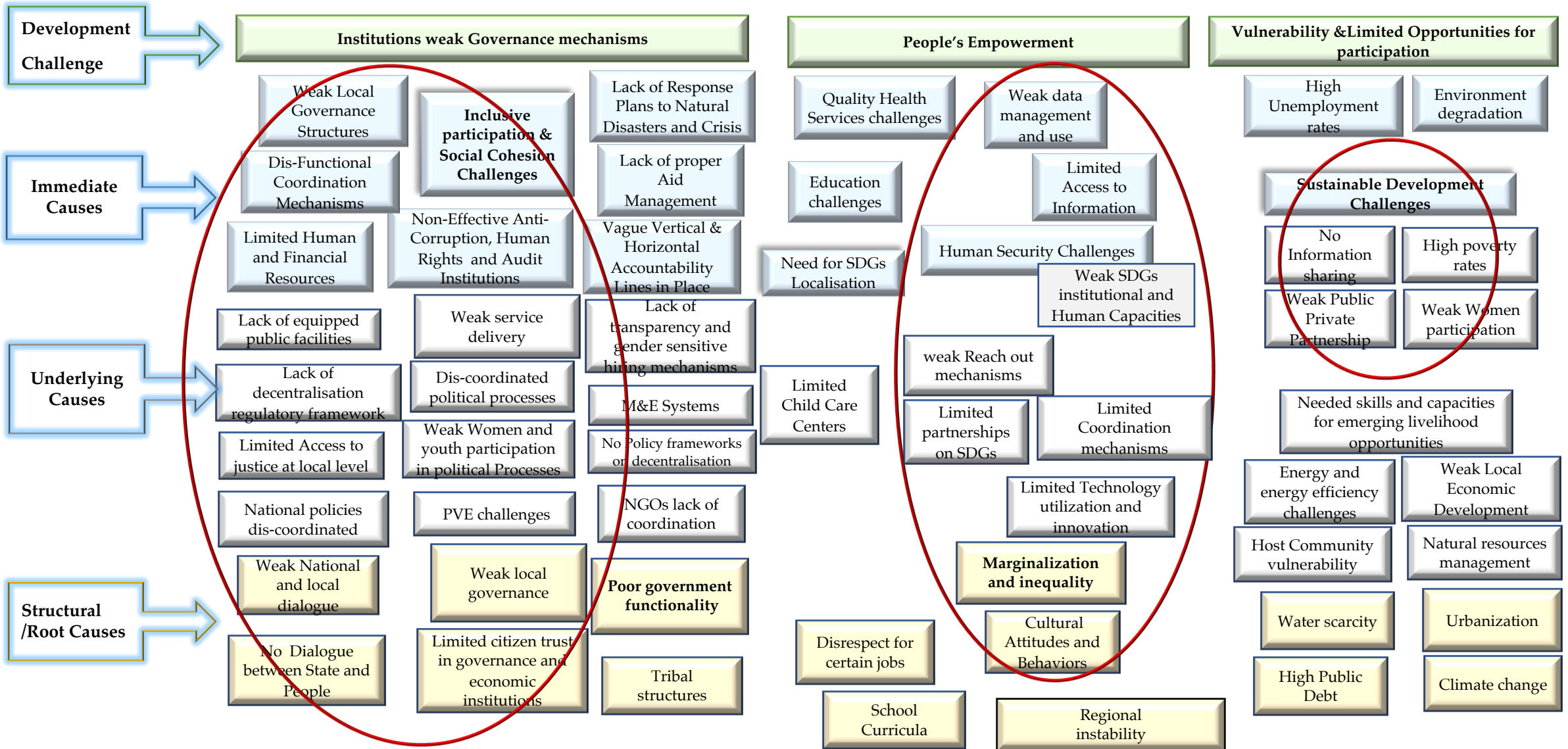
Government Entities			NGOs	Private Sector	CBOs & CSOs	UN Agencies
MoEnv	MoPIC	MEMR	EDAMA	PROGES	Disi RLC	WHO
Local authorities	GAM	Ministry of Social of Development	JREDS	Tafila wind farm	North Badia Joint venture of RLCs	UNEP
Ministry of Agriculture	Ministry of water and irrigation	Jordan Engineers Association	Royal Scientific Society (RSS)	Aqaba water company	Alareen Women RLC	UNICEF
JSMO	ASEZA	RSCN	INSTM	Fujeij Wind Power Company	Badia women RLC	FAO
Aqaba National Park	Ministry of Transport	Municipalities	Private Hospitals association	MASS Wind farm	Royal Botanic Garden	
National Agricultural Research Center	Ministry of Health	DOS	GGGI	Eco-consult	Women's Cooperative Society	
MoLA	MoMA	Royal medical services	ADT	Aqaba Special Economic Zone Authority	Jarasia Charity	
Ministry of Industry and Trade	PDTRA	Joint local services	TCNR	Dar Al Hikma		
Jordan Meteorological Department	JNCW	Al Ekaider landfill	IUCN	NCARE		
Ministry of Municipalities	Women's association	Aqaba Bird Observatory	Birdlife International	Producers/Distributors/Retailers/consumers of EEE, Informal E-waste sector service providers, Private sector HW and HCW service providers		
			Green Building council (GBC)			

UNDP Jordan Country Office – Environment Pillar Theory Of Change

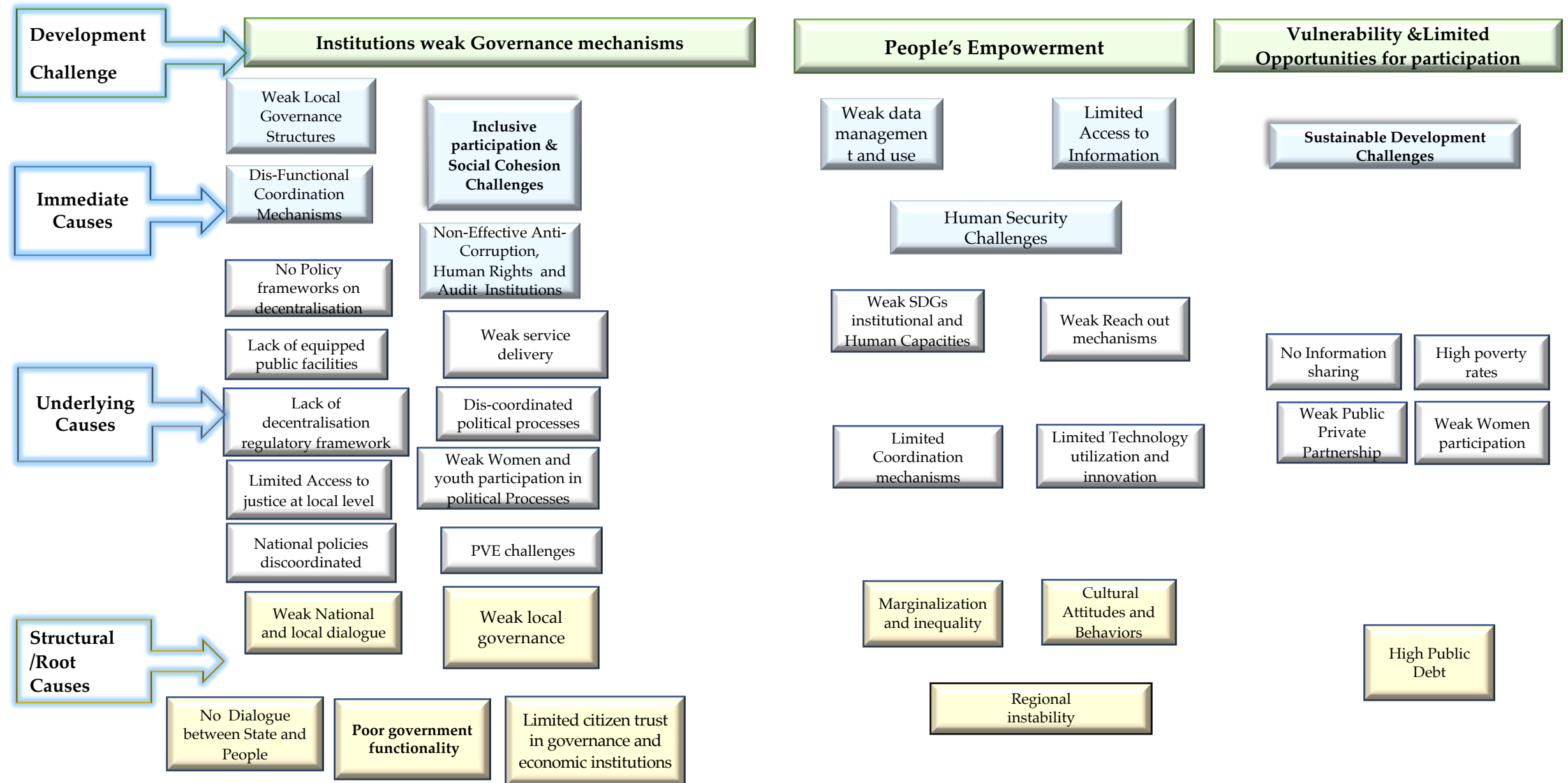
Risks & Mitigation Measures

Risks	Mitigation Measures	lvl
Restrictions on gatherings and travel due to Covid-19	Conduct virtual meetings and events	M
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.	M
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	M
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
		M

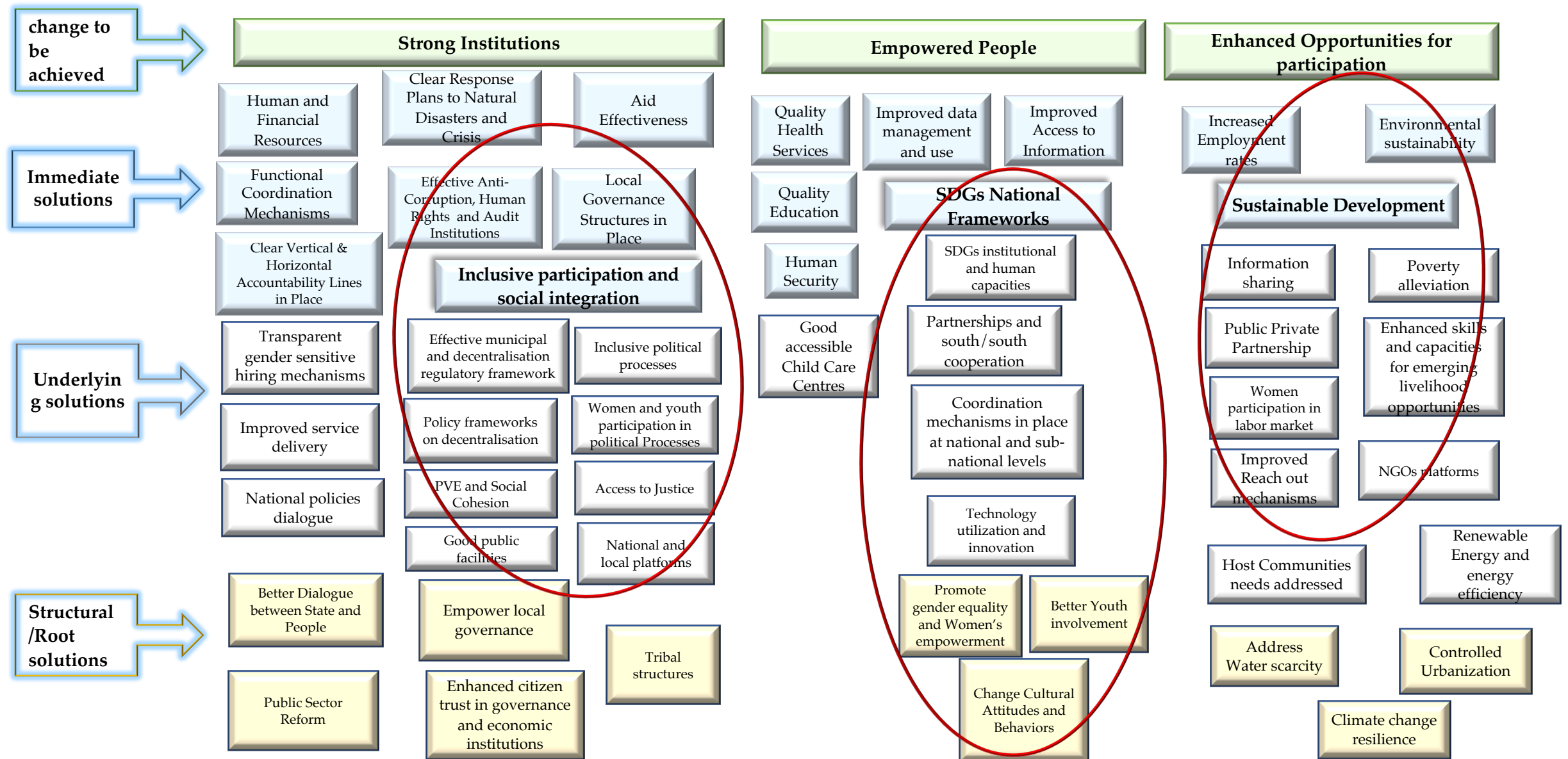
UNDP Jordan Country Office CPD Theory Of Change – Problem Pathway



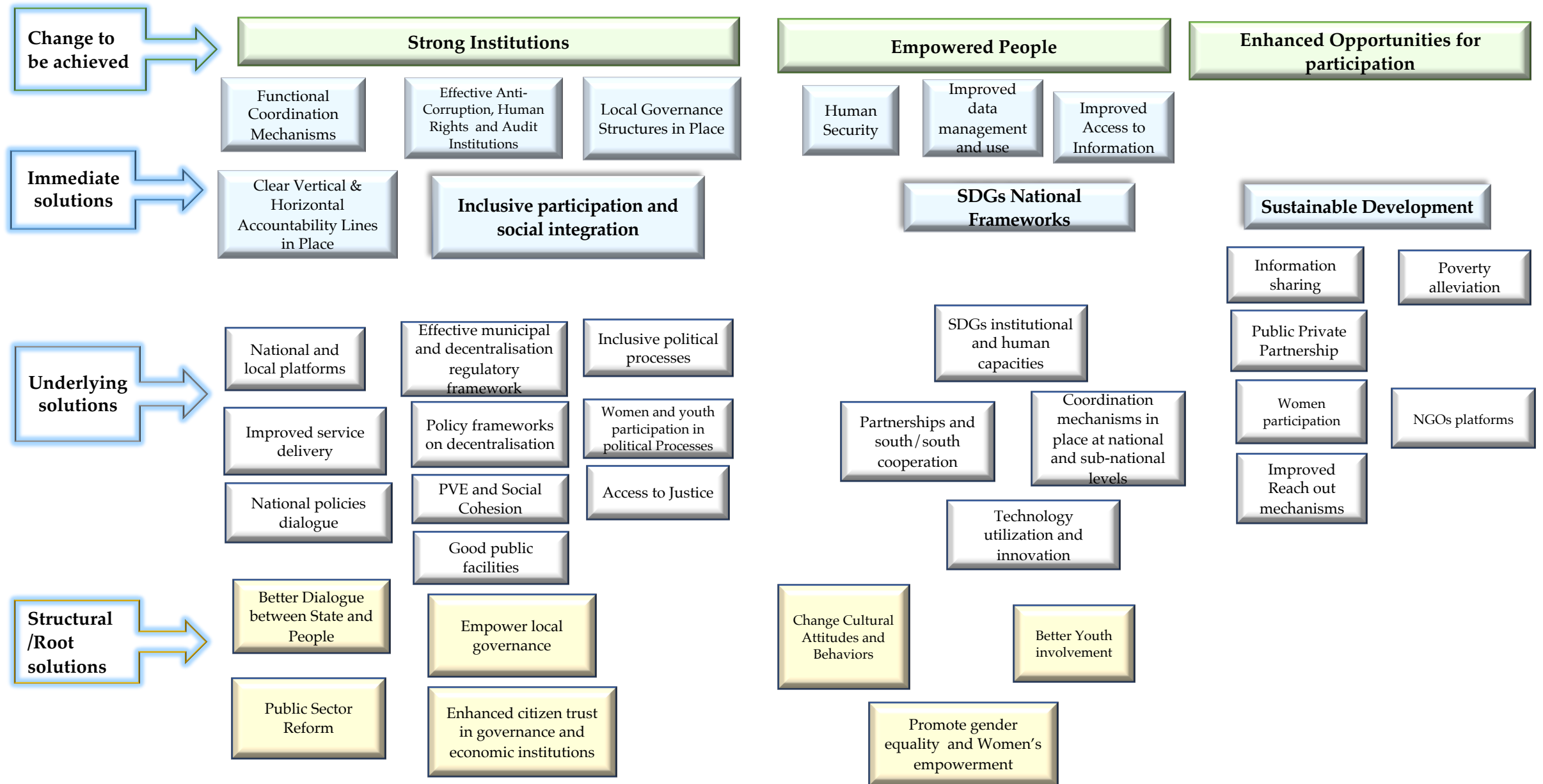
GP Theory Of Change – Problem Pathway



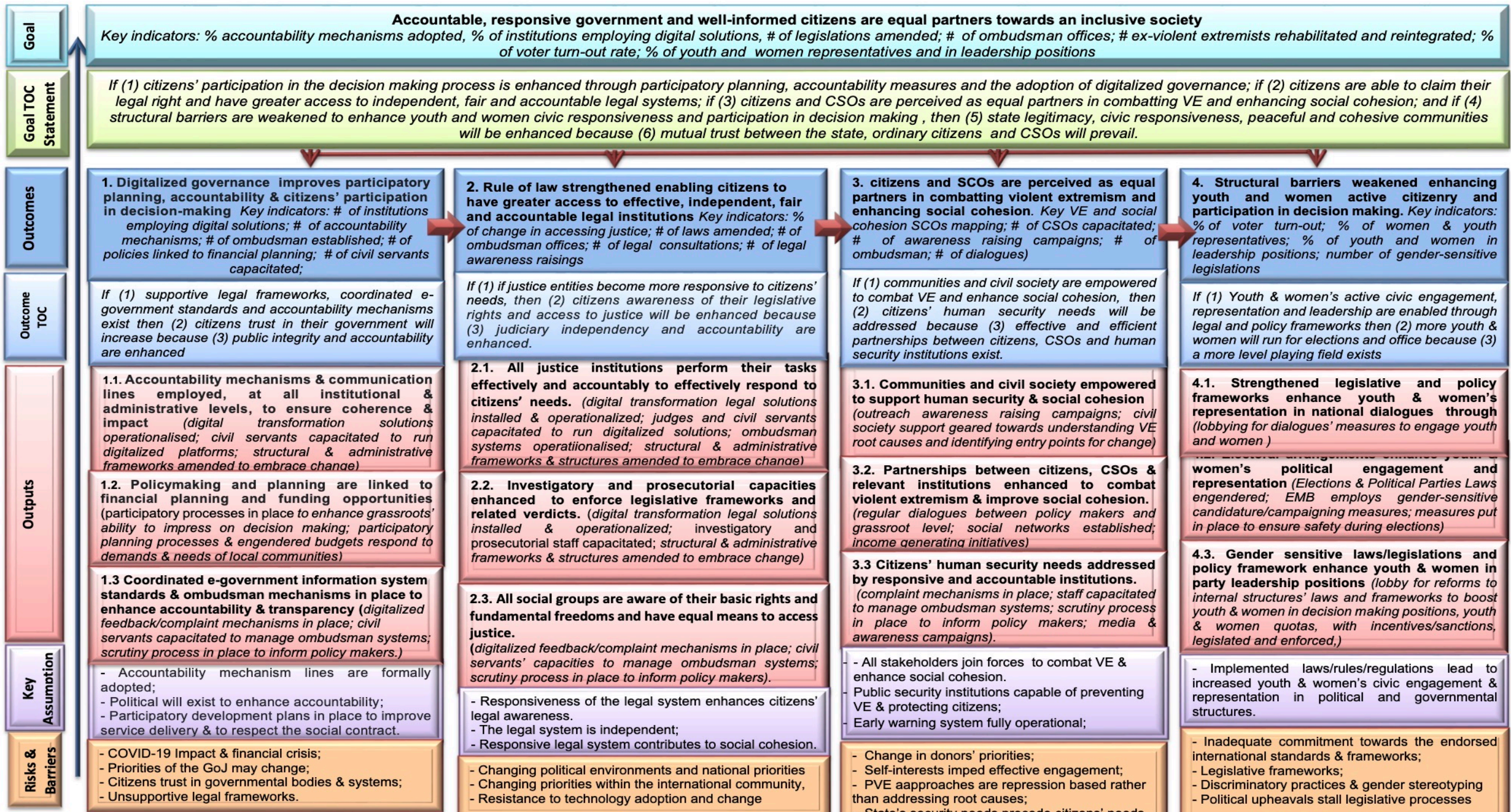
UNDP Jordan Country Office CPD Theory Of Change - Solution Pathways



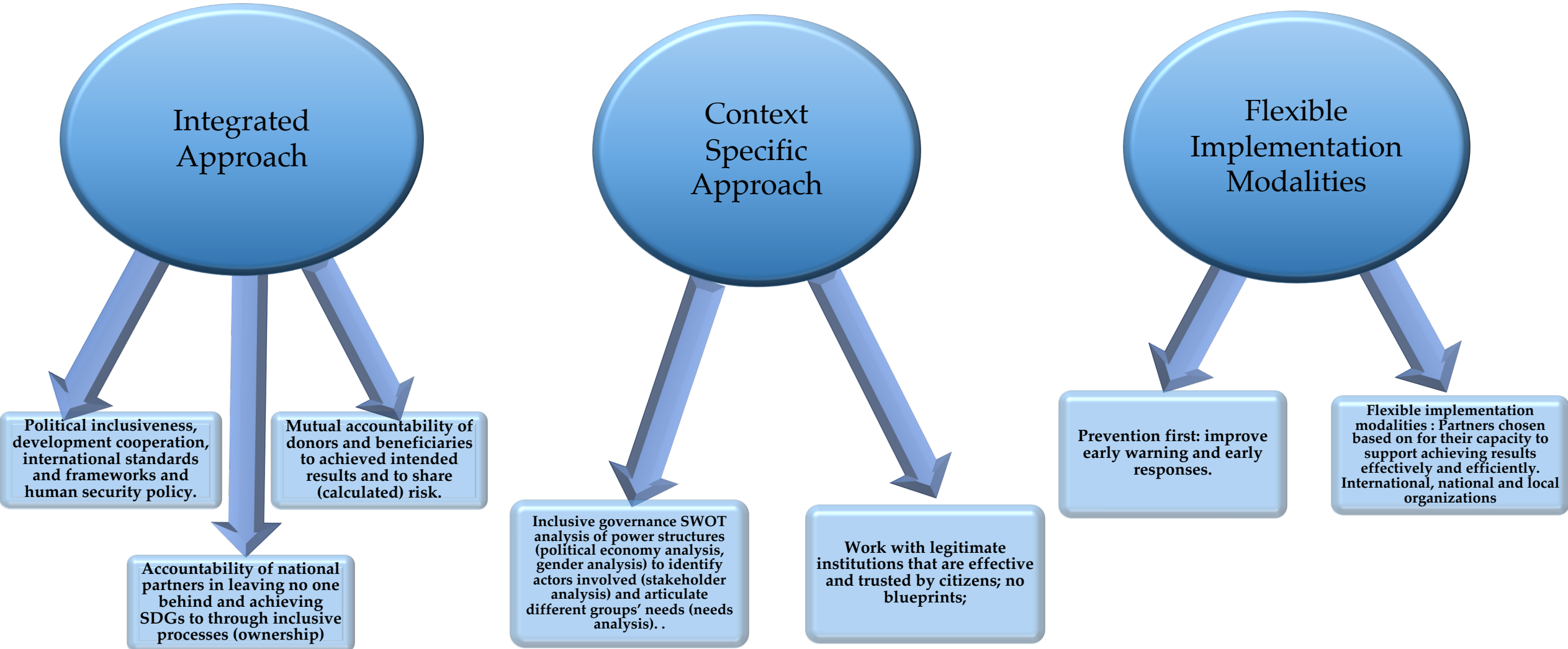
GP Theory Of Change - Solution Pathways



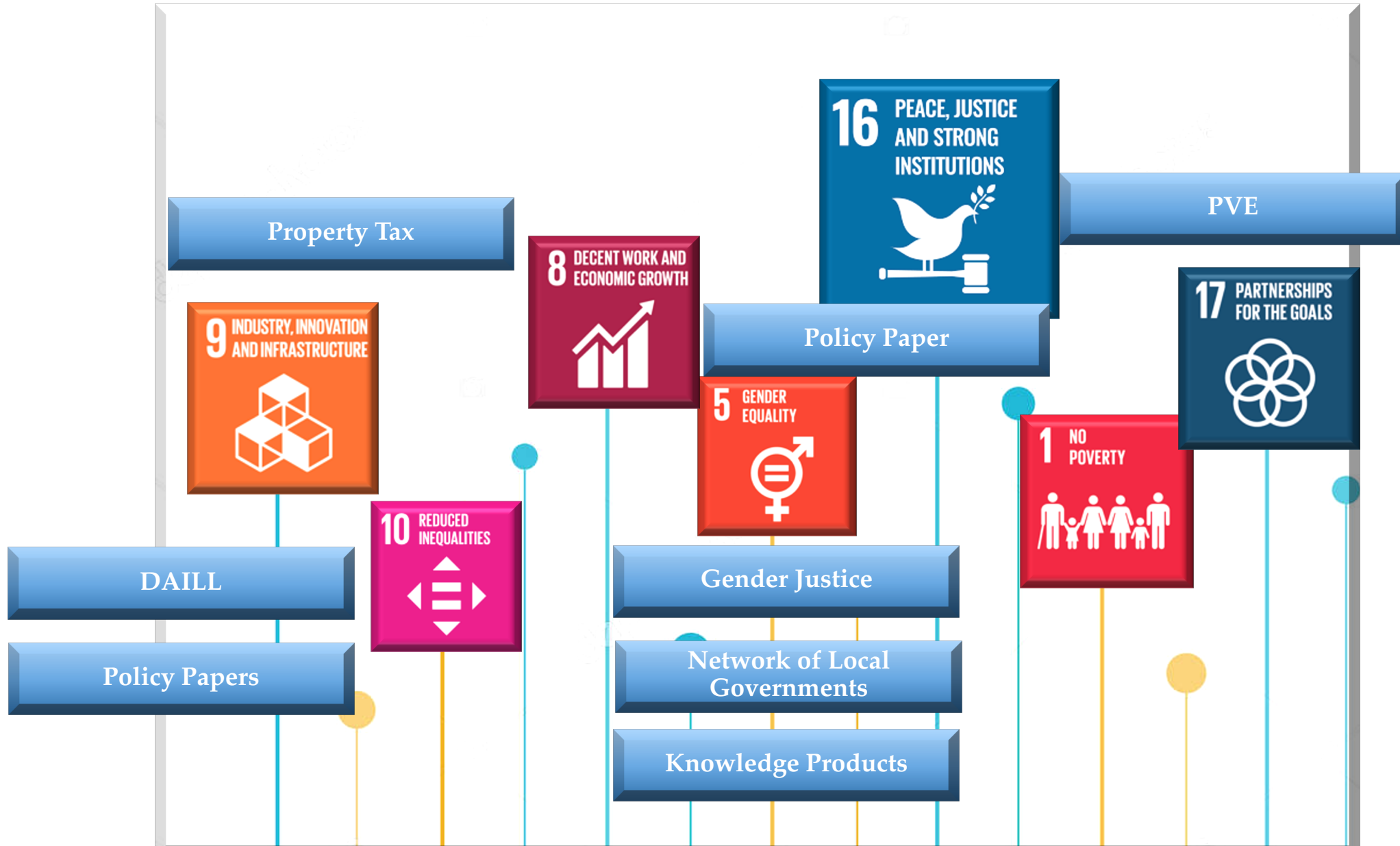
GP Pillar Theory of Change: Governance and Peace



Operational Assumptions



GP Contribution to the SDGs



UNDP Partners in Governance & Peace

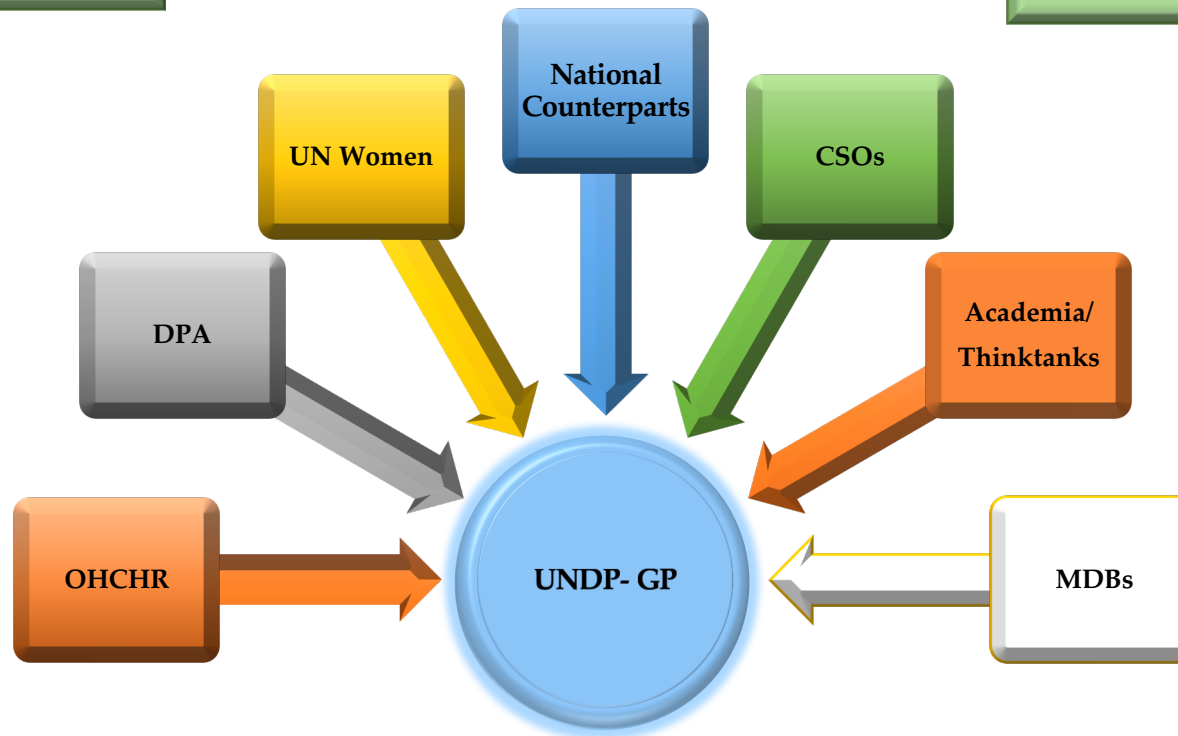
Joint programme to enhance women's representation and leadership (Support Women's/Girls Political rights) technical and Logistical Cooperation

Generate buy-in to enhance legal reforms, policy development, participatory planning, smooth implementation, and institutionalizing sustainability

Increased advocacy and mobilization capacity; wider outreach capacity, including vulnerable/marginalized groups; enhanced ownership of endorsed policies/strategies.

Electoral assistance and support for constitutional reforms (Policy Guidance and Training Material)

Enhancing safety of women to be able to engage actively in the public and political spheres

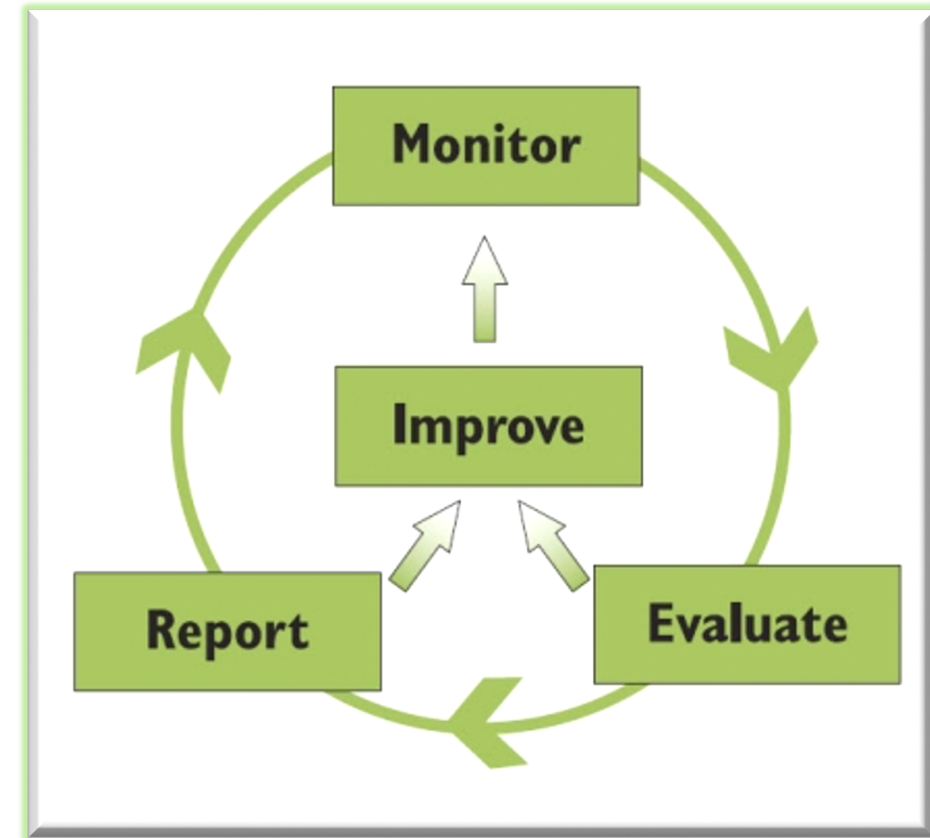


Leveraging access to credible research & development resources; enhancing access to highly skilled experts;

Access to funding; south/south cross fertilizations; access to technical assistance (specialised experts); support to achieve SDGs

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 campaigns



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 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 & Mitigation Measures - 2

Description	Type	Probability & Impact	Mitigation Measures	Owner
Political	Political instability and unpredictable community security situation within the Kingdom might delay progress	P 2 I 4	<ul style="list-style-type: none"> - Continuous monitoring and following up on the security situation - Close collaboration with UNDSS and the Government's security institutions in case risk 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	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 - Close collaboration with relevant UN agencies and government to monitor trend of the COVID-19 pandemic in Jordan 	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 projects' implementation - Building stronger partnerships and trust between UNDP and potential beneficiaries 	UNDP, implementing partners and communities
Operational	Vulnerable population (youth, women and disabled) have difficulty practicing rights and accessing services	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. 	UNDP and partners
Operational	Limited capacity of partners and stakeholders	P 2 I 3	<ul style="list-style-type: none"> - 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
Environment	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

Ways Forward

Where We Are?

Insufficient Lobbying & Advocacy at Policy Level

Limited Visibility

Reporting on Activity Level

scattered Programming & Insufficient Investment in Ensuring Sustainability

Overlooking Human Side of Development

Short-term Programmes

Where We Want to Be?

Influencing Policy Level- utilizing evidence-based data & Technical Advisory

Signature Programmes- Unified Branding

Results Based Reporting

Interlinkages between Initiatives & Targeted Capacity Building to Ensure Sustainability

Human Stories- Showcasing Impact

Medium – Long Term Initiatives



Inclusive Growth and Sustainable Livelihoods Pillar

June 6th, 2021

IG contribution to the SDGs

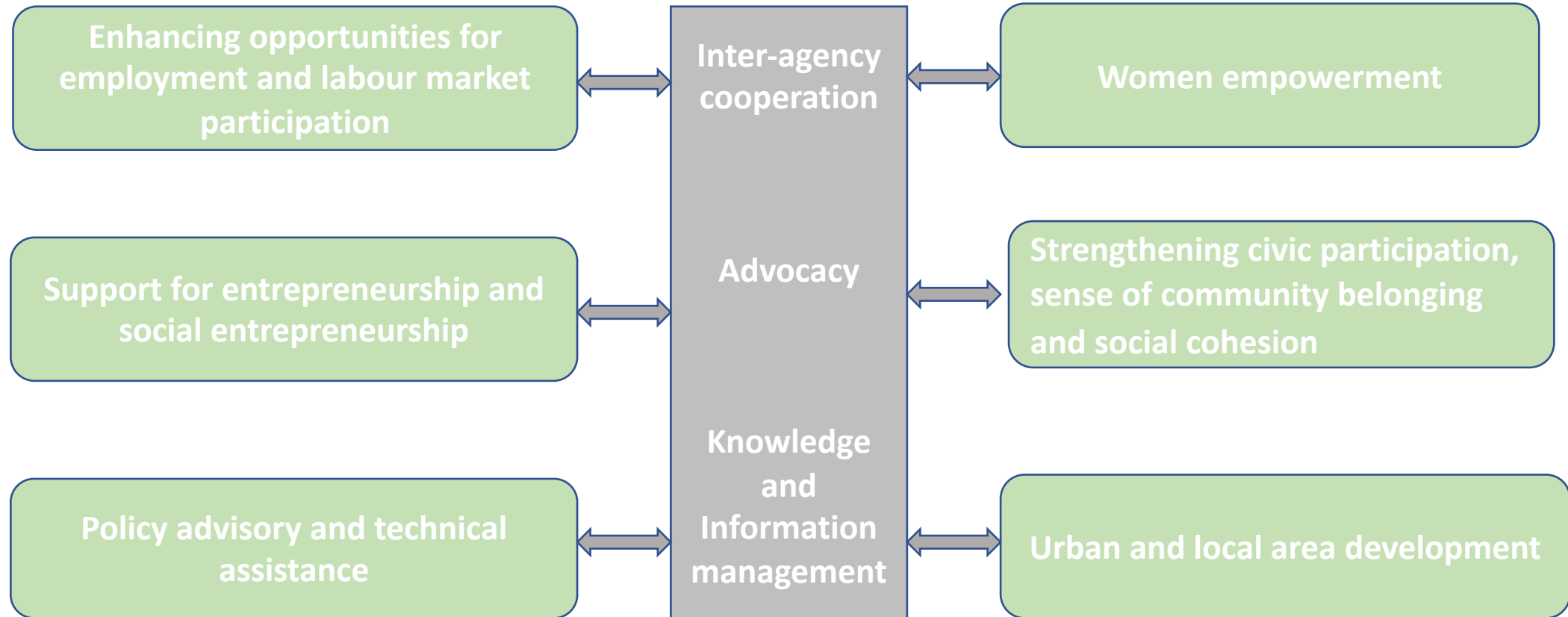
Heart of Amman Programme (PVE-5 and PVE-6)



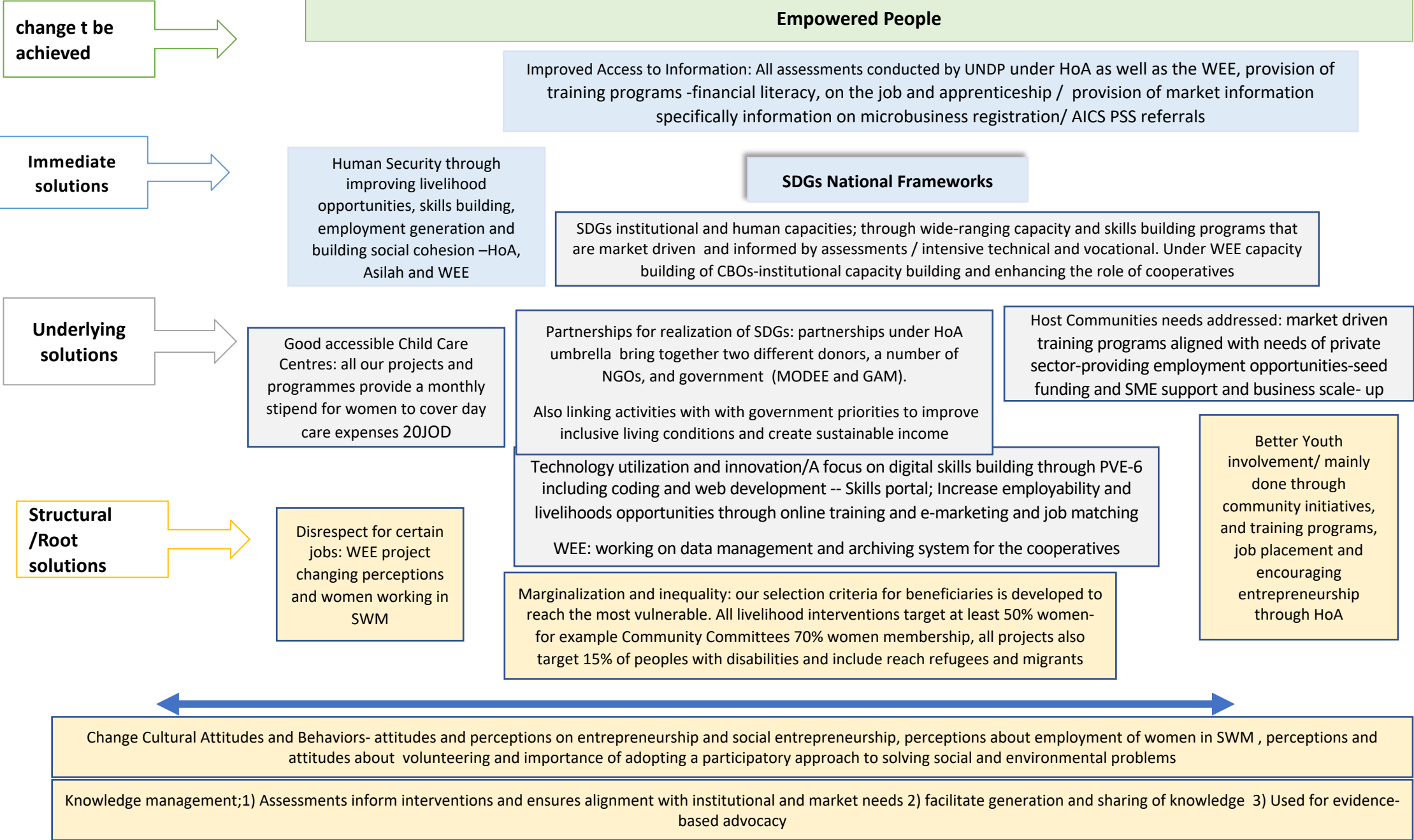
WEE and Asilah



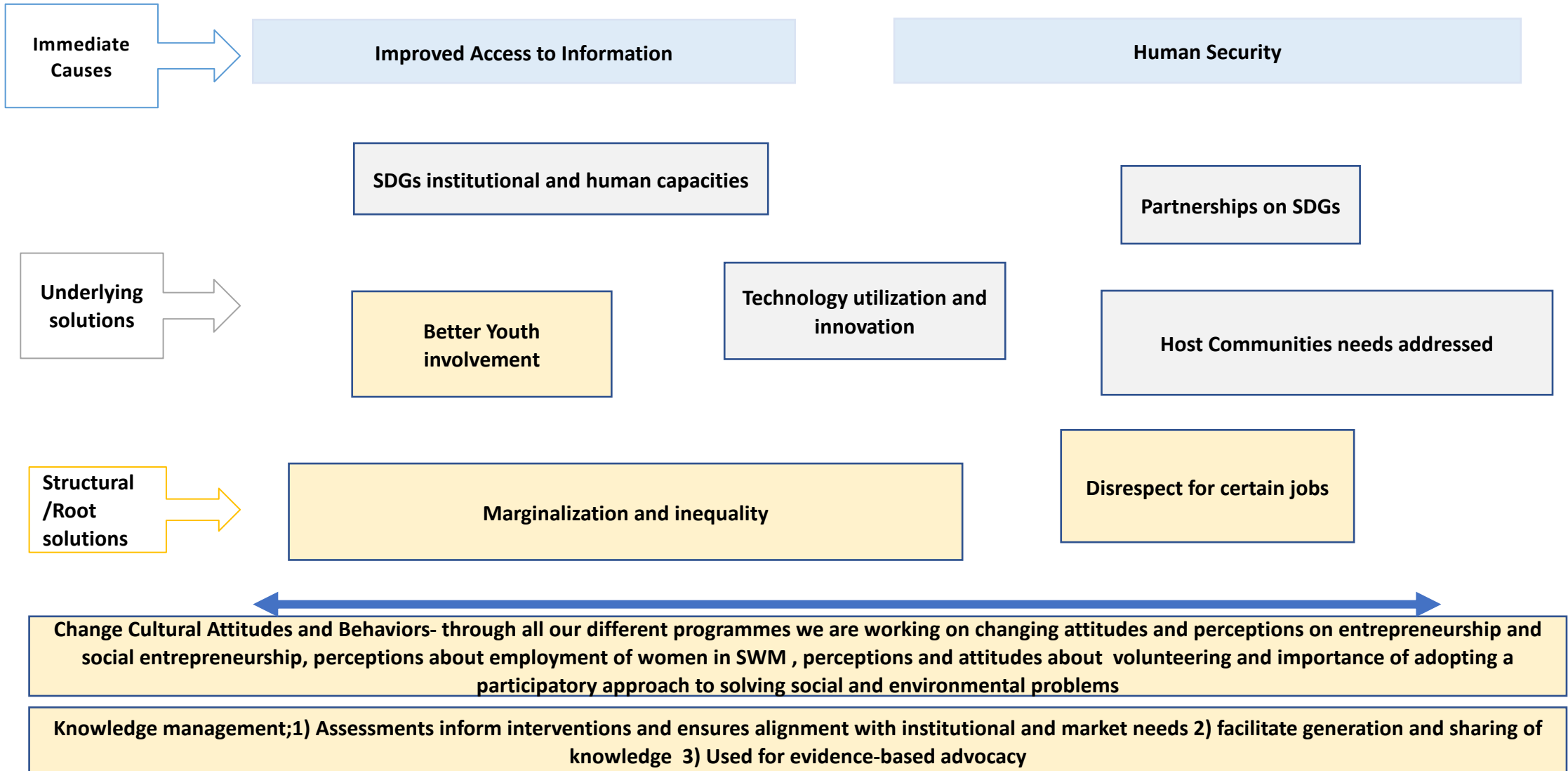
Main areas of work



UNDP Jordan Country Office CPD Theory Of Change - Solution Pathways



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 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

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 programming 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 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

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

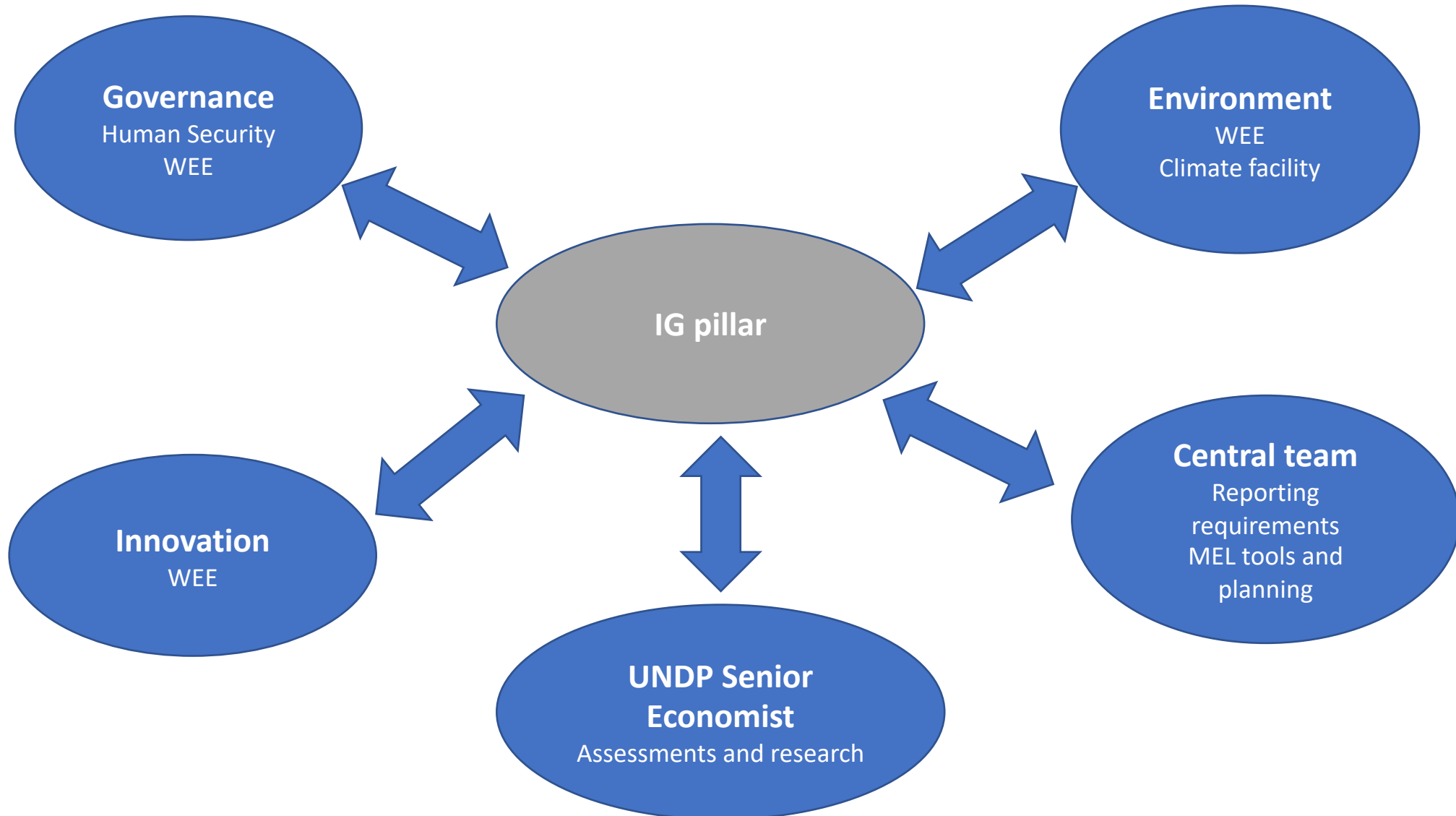
Partner	Type of partnership	Status	Potential areas for expanding current cooperation
GAM	MOU-Strategic partner	Ongoing-strong	Capacity building/ knowledge and information sharing
MODEE	MOU-Advisory	Ongoing-strong	Advisory/ assessments/research
MOLA	Strategic partner	Ongoing-strong	Capacity building and 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:

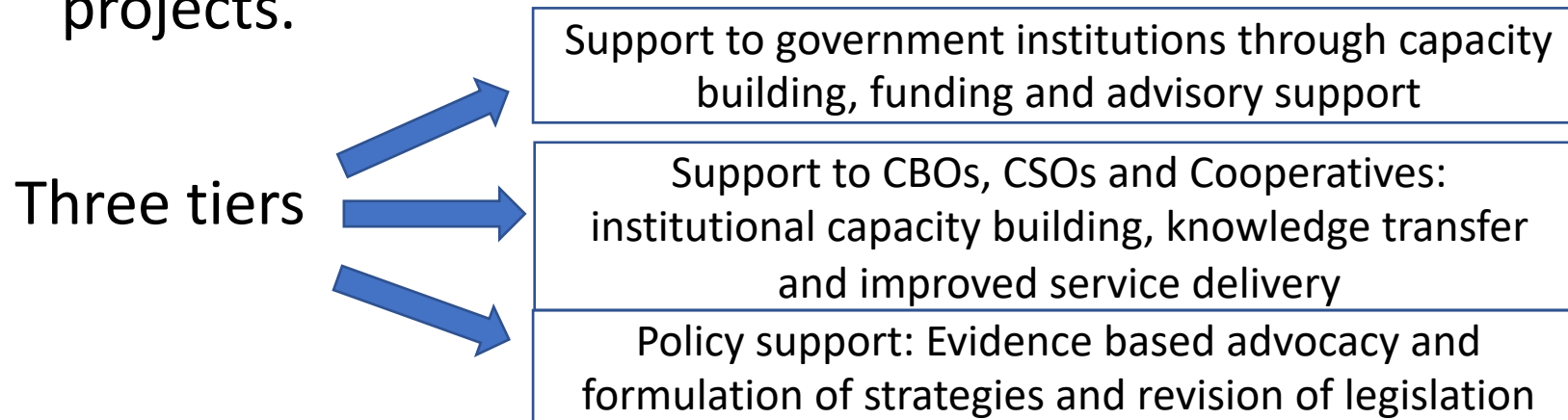
- Consolidated database of data relevant to the project at the pillar level including beneficiary information, geographical coverage and nature of support (disaggregated data).
- Using data and finding to develop policy briefs –conduct advocacy
- How are we sharing the results of our assessments(endline 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-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(localization) and delivery mechanisms to ensure sustainability beyond the lifecycle of projects.



A blended approach

