

Key information			
Name of applicant (and abbreviation) United Nations Development Programme (UNDP) Country Office Jordan			
Name of project/programme and a brief description HEWAR Community Dialogue for Social Cohesion (Hewar Communities) Project The Hewar Communities project will establish community-driven dialogue processes on social cohesion priorities in two pilot municipalities in Jordan. Through an inclusive and participatory approach, members of the identified communities (including municipal officials, civil society representatives and private sector, with a significant focus on inclusion of women and youth) will be able to engage in dialogue on developmental and marginalisation challenges facing each community, enabling community actors to collaborate on identifying, analysing and understanding key pathways for building social cohesion, and reaching agreement on initiatives to address for their community's development. The project will include a focus on promoting peaceful and inclusive societies at the local level and civic engagement in policy and decision-making, in line with Goal 16 of the Sustainable Development Goals (SDGs). Complementing and building upon an emerging policy framework for local government, the pilot project will develop effective models and capacities for scaling-up community-based dialogue processes and inter-municipality collaboration, contributing to social cohesion, peacebuilding, and participatory governance in Jordan.			
Grant scheme Peace and Reconciliation			
Unit responsible for the grant scheme (in the Ministry or at a mission abroad) Norwegian Embassy, Amman			
Total amount applied for in NOK 2,000,000 NOK	Year 1 2,000,000 NOK	Year 2: N/A	Year 3: N/A

PART I: GENERAL INFORMATION ABOUT THE APPLICANT AND PARTNERS	
1. Contact information, applicant	
1.1 Postal address UNDP Jordan, P.O. Box 941631, Amman 11194, Jordan (Ishaq Al Edwan Street, n ^o .16, Shmeisani)	
1.2 Telephone no. +96265100420	1.3 Email address registry.jo@undp.org
1.4 Website http://www.jo.undp.org	
1.5 Contact person. name and title Richard Chambers, Team Leader, Community Security and Social Cohesion	
1.6 Contact person. email address richard.chambers@undp.org	1.7 Contact person. telephone no. + 962799961277
2. About the applicant	
2.1 Type of organisation (enter a cross in one box per line)	
<input type="checkbox"/> Governmental/public <input type="checkbox"/> Non-governmental <input checked="" type="checkbox"/> Multilateral (Agency of the United Nations)	
<input type="checkbox"/> Norwegian, org. no.: <input checked="" type="checkbox"/> Non-Norwegian, org. no. if relevant:	
2.2 Brief description of applicant UNDP was established in 1966 and helps countries achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development, and building resilience to crises and shocks. The UNDP Country Office Jordan was established in 1976. Its Jordan Country Programme Document for 2018-2022 aims to achieve progress on: inclusive participation; environment and climate change; development impact, policy and planning; sustainable livelihoods; and community security and social cohesion. Its programme in 2017 was US\$15m and employees a total of 82 staff. It operates within the UN Jordan Country Team structure.	

2.3 Brief description of applicant's routines for procurement, anti-corruption work and internal control UNDP has an established accountability and internal control framework. Its procurement policies and procedures are available here and its policy against fraud and corruption is here . The UNDP has a transparency portal and is rated 2 nd in the 2018 Aid Transparency Index .		
2.4 Information about the auditor The Office of Audit Investigations (OAI) conducts UNDP audits. The most recent audit report for UNDP Jordan was conducted in 2017.		
2.5 Has the applicant previously received support from the Ministry, a mission abroad, Norad or FK Norway? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
2.6 If yes, give details Norway is a major contributor to UNDP.		
3. Bank details		
3.1 Name and address of the bank Citibank N.A. Amman – Jordan, P.O. Box 5055, Amman 11183, Jordan		
3.2 Name of the account holder UNDP Representative in Jordan		
3.3 Account number/IBAN number JO77CITI0010000000000250872003	3.4 Swift code CITIJOAX	3.5 Currency of the account USD
4. Partner(s)		
4.1 Name(s) of partner(s) (and abbreviation(s)) UNDP Jordan will directly implement the project. (Participatory partners will include Ministry of Municipal Affairs, the Municipality of Dhiban and the Municipality of Fuhais, but these will not have formal status in the proposal.)		
4.2 Postal address		4.3 Country
4.4 Telephone no.	4.5 Email address	4.6 Website
4.7 Type of organisation (enter a cross in one box per line) <input type="checkbox"/> Governmental/public <input type="checkbox"/> Non-governmental, specify: <input type="checkbox"/> Multilateral <input type="checkbox"/> Norwegian org. no.: <input type="checkbox"/> Non-Norwegian		
4.8 Brief description of applicant's experience with this partner		

PART II: THE PROJECT/PROGRAMME		
5. General information about the project/programme		
5.1 Where will the project/programme be implemented (area/country)? The project will be implemented in the pilot municipalities of Dhiban (Madaba governorate) and Fuhais (Balqa governorate) in the Hashemite Kingdom of Jordan. The project will be managed from Amman (Capital). These municipalities were identified following consultation with national and local partners. Each is of comparative population size (approx. 12,000 Jordanian citizens) but with distinct economic, political, social and cultural dynamics.		
5.2 Project/programme duration (mm.yyyy–mm.yyyy) 12.2018–11.2019		
5.3 Sector/field Social Cohesion and Dialogue. Relevant DAC Sector Codes: 15150 (Democratic participation and civil society) and 15220 (Civilian peace-building, conflict prevention and resolution)		
5.4 Is the application for additional support for a project/programme that is already receiving or has already received support? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, agreement no.:		
5.5 If yes, give a brief description of the results achieved so far and status for the project that has previously received support		

6. Applicant's and partner's/partners' competence and capacity to carry out the project/programme

6.1 The applicant's and partner's/partners' experience with the thematic and geographical area of the project/programme and other relevant experience

UNDP has extensive global, regional and national experience in working on [dialogue](#), [democratic governance](#), [peacebuilding](#) and [local governance](#) as well as playing a lead role in the implementation of initiatives to achieve the SDGs, and of Goal 16 in particular. UNDP ensures a focus on women and youth is prioritised and mainstreamed throughout all policies and programmes.

UNDP has provided technical advice and assistance to the Government of Jordan in its conduct of the 2011 National Dialogue panel, and is currently providing advice for building capacity and process design on a planned national dialogue process in 2019. Through a specialised team, Jordan manages a social cohesion programme that involves 50 grassroots organisations working in host communities, and capacity of civil society and national authorities on peacebuilding and the prevention of violent extremism.. Its Decentralisation programme involves working on the policy and operational framework for localised governance at the governorate and municipal levels, and includes working with the Fuhais municipality as a pilot on integrated fiscal management and planning. UNDP actively supports initiatives to promote the SDGs and on measures to ensure inclusive and participatory decision-making that includes women and youth in line with UN Security Council Resolutions 1325 and 2250. It works in close collaboration and coordination with other UN Agencies and other international and national partners.

Specifically, in 2015 UNDP Jordan developed a conflict-sensitive risk assessment mapping methodology for engaging with municipalities in host community areas that supported 10 municipalities to engage with civil society and other actors in the development of Municipality Resilience Plans. This project envisages building on and broadening that experience to focus on a community-dialogue driven approach across different models of municipalities.

Project leadership will be through a Senior Dialogue Adviser with extensive professional experience of dialogue, political and developmental processes in Jordan, including detailed knowledge of engagement and partnership with the pilot municipalities. The project team also includes members with direct experience of earlier social cohesion activities, including the municipality risk assessment model.

6.2 Distribution of roles between the applicant and the partner(s)

UNDP will directly implement the project through a dedicated team operating under the supervision of the Social Cohesion Team Leader. The full-time Senior Adviser will lead on project management, including development of policy and strategic approaches. A UNDP Project Officer will provide (part-time) technical and management support, including responsibilities for research, data-gathering and reporting. Two part-time UNDP Communities Liaison Officers (one male, one female) will be recruited as UN Volunteers, who ensure direct engagement with members of the local communities, including building a team of 24 volunteer Community Dialogue Focal Points. A UNDP Finance Officer will provide part-time administrative support, and a Driver will provide further logistical support. The project team will work closely with officials from the two pilot municipalities and the community focal points who will advocate for a culture of dialogue and acknowledgement within the community on a day-to-day basis and to help mobilize the community to participate in dialogue sessions.

7. Description of the project/programme and anticipated results

7.1 The project/programme's overall objective and target group (up to 500 characters in English, for statistical purposes)

The overall objective of the project is to achieve strengthened social cohesion and opportunities for sustainable development in municipalities in Jordan through the establishment of effective community-driven dialogue processes, with a focus on inclusion of women and youth. It targets elected officials, civil society representatives, private sector and other community actors in two pilot municipalities (Dhiban and Fuhais) through capacity building activities and inclusive and participatory dialogue sessions.

7.2 Description of the project/programme

Both nationally and at the local community level, Jordan's sustainable development faces a number of political, social, economic and cultural challenges that also threaten to undermine social cohesion. These pressures are especially acute for women and youth, who remain mostly excluded from decision-making and socio-economic structures. At a local governance level, the adoption of a decentralisation framework has provided newly elected

bodies with a basis for consulting with constituents on local economic development, which has been complemented by civil society initiatives to engage citizens in social cohesion efforts; however, these are limited in scope, and there remains no effective structures in place at the community level for enabling collaborative engagement – i.e. one that involves all actors, including elected officials, government officers, civil society, private sector and other groups – in the identification and implementation of priorities and responses for addressing the community's sustainable development needs and the threats to the community's social cohesion.

In response, the UNDP Hewar Communities project will take a structured approach towards establishing **community-driven dialogue processes** to enable key members of the community to be brought together to collaboratively identify the developmental challenges facing their community and to define the most appropriate pathways for the community to respond. The facilitated dialogues will focus on enabling an inclusive and participatory approach that includes all relevant stakeholders in the community, but with specific attention being made to achieving meaningful inclusion of women and youth. By enabling participants to identify and articulate their community's priorities for sustainable development, the dialogue process will directly address the political, economic, social and cultural risks that threaten to undermine the community's social cohesion, and in particular will address concerns of marginalisation of the community's voices from decision-making process. In doing so, the project complements and builds on the policy requirements of the decentralisation framework (that encourages elected bodies' consultation with citizens) as well as promoting the Sustainable Development Goals' Target 16.6 (openness, transparency and accountability of institutions) and Target 16.7 (responsive, inclusive, participatory and representative decision-making). The project will also encourage the use of SDGs as a framework for the community to consider in identifying their sustainable development priorities, as well as enabling a twinning approach that enables distinct communities to interact with each other.

The project will undertake activities in two pilot communities of a comparative size (approx. 18,000 population and 11,000 voters) but with contrasting political, economic, social and cultural dynamics. Fuhais (Balqa governorate) is an affluent municipality, close to Amman that is notable for its Christian heritage, and for experiencing urban development pressure. Dhiban (Madaba governorate) has significant economic challenges including high unemployment and low investment. Both communities have 10-member municipal councils, enjoy an active civil society, and saw above average turnout for the 2017 local elections (Dhiban 51%, Fuhais 43%) compared to the national turnout of 31%. Currently, the communities have no established dialogue process for identifying their developmental priorities. They also have no structured interaction with each other.

Over 12 months, the project will implement the following activities (see Implementation Plan at Annex 4):

- Conduct a comprehensive community mapping to identify the relevant context for sustainable development and social cohesion, and the likely participants in dialogue process
- Conduct of focus groups/surveys to identify priority topics and to create baselines for results framework
- Design and preparation of a methodological dialogue framework and time schedule, and a communications plan
- Recruitment and training of Community Dialogue Focal Points for each community
- Conduct of a launch event and bi-weekly dialogue sessions to discuss the priority topics
- Publications of regular reports /summaries of dialogue sessions, shared with stakeholders.
- Follow-up to recommendations of dialogue sessions, including conduct of research/analysis and tracking of steps taken by local/national government
- Comprehensive evaluation and impact assessment of dialogue processes, including lessons learned and creation of relevant materials

Based on the pilots, the project will focus on contributing to the scaling-up of the framework for community-driven dialogue processes across Jordan through the development of resource materials, lessons learned and toolkits.

In addressing Jordan's developmental needs and priorities, building social solidarity, and addressing and promoting trust in citizen-state relations, the project has direct relevance to the national priorities identified in the speech of HM King Abdullah in the October 2018 Opening of Parliament and the governmental statement of PM Razzaz in November 2018. In supporting peaceful and democratic societal development through measures that help facilitate dialogue between parties, and dialogue initiatives that include representatives of civil society, the project is fully in line with the priorities of the Government of Norway's Peace and Reconciliation Fund and its priorities for engagement with Jordan. In advancing social cohesion through inclusive, effective and accountable institutions and dialogue mechanisms, the project is also in line with the UNDP Global Strategic Plan 2018-2021 and the UNDP Jordan Country Programme Document 2018-2022.

The results framework has focused on one outcome indicator (*Targeted communities use dialogue sessions to identify priorities to advance sustainable development and strengthen social cohesion*). A theory of change, highlighting assumptions, context, and activities that defines that outcome and impact has been prepared.

As this is a pilot project for potential scaling up, UNDP will ensure a comprehensive monitoring and evaluation process, using a defined monitoring and evaluation framework that includes the monthly engagement of an M&E Officer to track achievement of results and design of M&E tools, including surveys/focus groups. Quarterly reports will be prepared to report on progress. It is envisaged that there will be regular engagement with the Norwegian Embassy in Amman to discuss progress, and to engage in field visits etc. to attend dialogue sessions, and meet with local participants.

8. Risk, cross-cutting issues and sustainability

8.1. Assess what risks could affect goal achievement. Also describe the risks that could have a negative impact on cross-cutting issues (human rights, women's rights and gender equality, climate and the environment, and anti-corruption)

Identification	Analysis			Management	Follow-up		
Risk	Probability	Impact	Overall risk	Risk-reducing measures	Responsibility	Deadline	Status
<i>Risk:</i> Limited interest/availability by community to engage in dialogue	2	3	6	Investment in preparatory meetings	UNDP to ensure extensive preparation efforts with all key actors	31/1/19	On-going
				Investment in positive communications plan	UNDP to develop effective communications plan		
<i>Risk:</i> Similar activities conducted by other agencies	2	2	4	Investment in effective coordination with other actors	UNDP to conduct coordination efforts, and continue for duration of project	31/1/19	On-going
<i>Risk:</i> Project's dependence on leadership of Senior Adviser may be counterproductive	2	3	6	Investment in building capacity of team approach and sharing knowledge	UNDP to review team building efforts, including investment in training and knowledge sharing	31/1/19	On-going
<i>Risk:</i> Governmental interference in project	1	2	2	Investment in close consultation with MOMA, MOI, MOPPA and MOPIC	UNDP to conduct consultation efforts and continue for duration of project	31/1/19	On-going
<i>Risk:</i> Political or social developments (e.g. elections/ legal changes) limit actors' participation	2	2	4	Flexibility to adapt project modality to include broader social distractions	UNDP to undertake weekly review of developments to assess impact on project, and to propose alternative approaches if required	Weekly review	On-going
<i>Risk:</i> Security developments (e.g. demonstrations) limit actors' participation	2	2	4	Flexibility to adapt project modality to include broader social distractions			
<i>Cross-cutting issue:</i> Negative impact on human rights	1	1	1	Project is reviewed using UN Human-Rights Based Approach and SDG principles, ensuring non-discrimination, participation and accountability	UNDP to conduct HRBA review of project	31/1/19	On-going
				Project design promotes inclusive, participatory dialogue	UNDP ensures dialogue processes are inclusive		
<i>Cross-cutting issue:</i> Negative impact on women's rights and gender equality	1	1	1	Project is reviewed using UNDP gender strategy and mainstreaming policy	UNDP to conduct gender review	31/1/19	On-going
				Project design promotes inclusion of women and dialogue on gender equality	UNDP ensures dialogue includes gender focus		
<i>Cross-cutting issue:</i> Negative impact on climate/environment	1	1	1	Project is reviewed using UNDP climate and environmental impact policy	UNDP to conduct climate review	31/1/19	On-going
				Project design promotes dialogue on climate etc.	UNDP ensures dialogue		

					includes climate focus		
<i>Cross-cutting issue:</i> Negative impact on anti-corruption	1	1	1	Project is reviewed using UNDP integrity policy	UNDP to conduct integrity review	31/1/19	On-going
				Project design promotes dialogue on corruption etc.	UNDP to ensure dialogue includes integrity focus		

8.2. Describe the sustainability, local ownership and exit strategy of the project/programme

A focus of the project will be to demonstrate that, once established, collaborative community-driven dialogue can continue to achieve societal cohesion and contribute to addressing developmental needs with minimal resource requirements. Through supporting the development of sustainable proposals to address community-identified priorities, the project also aims to demonstrate a longer-term impact on social and economic development opportunities. An additional sustainability factor is that the project will establish linkages between the participating communities, building longer-term 'twinning' opportunities for friendship and understanding.

In choosing to focus on using pilot communities, sustainability will also be achieved through establishing an effective model for community-based dialogue processes that can be multiplied for use elsewhere in Jordan. It is also envisaged that the pilot structure will contribute to building long-term national capacity on for other dialogue processes, including that for a national dialogue. A focus of the project will therefore be to provide a detail process for developing resources to enable a toolkit for community dialogue processes, and to ensure effective communication and information sharing with relevant local, national and international actors.

To ensure local ownership of the project, UNDP has designed and developed the project in close consultation with members of the identified communities, including elected municipal leadership, representatives of civil society and other local actors. The project has also been discussed with the Ministry of Municipal Affairs, and other agencies conducting related activities in the identified communities.

For its Exit Strategy, UNDP envisages that there will be a significant appetite for scaling-up the project model for delivery of community-based dialogue elsewhere in Jordan, and will be included into social cohesion and local governance activities, as well as broader dialogue initiatives, within its Country Programme for 2020-2022. It is envisaged that the project will be an important foundation for scaling-up capacities on dialogue, and will leverage significant additional funding for similar activities in the future.

9. Budget and financing plan

9.1. Comments to the attached budget

The Budget is prepared for a 12-month period. Activities conducted in December 2018 will be covered by UNDP directly.

10. Additional information

10.1 Any additional information of relevance for the application

PART III: ATTACHMENTS

- Annex 1 **Results framework**
- Annex 2 **Budget**
- Annex 3 Implementation Plan
- Annex 4 Theory of change
- Annex 5 Documentation of bank details