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PROJECT DOCUMENT

Jordan

Project Title: Preventing Violent Extremism and Building Resilience of Livelihoods in Jordan through Humanitarian-Development-Peace Nexus and Human Security Approaches

Project Number:

Implementing Partner: Office of the Prime Minister (PVE Unit)

Start Date: September 2019 **End Date:** March 2020 **PAC Meeting date:**

Brief Description

This project aims at supporting the stabilization and resilience-building of Jordan through a comprehensive approach that tackles identified drivers of violent extremism. The Kingdom is vulnerable to socio-economic and political exclusionary challenges and factors including high population growth, rising cost of living, high unemployment, low economic growth, and low confidence in governmental institutions. Additional challenges are also caused by the impact of overspill from regional instability. These factors have exacerbated risks to community security and social cohesion, and intensified concerns over the threat to Jordan’s sustained peace and human security from violent extremism and radicalization. This project aims to tackle urgent and unpredictable development challenges, including security concerns that returning foreign fighters may bring, socio-economic stigmatization that their families face, as well as political instability that residents in urbanized areas address.

This project supports the Government of Jordan in implementing its National Action Plan (NAP) on Prevention of Violent Extremism (PVE) and related activities. By strengthening operationalization of the Humanitarian-Development-Peace (HDP) Nexus and linking human security with PVE, the project will seek to improve social cohesion and livelihoods, especially between Syrian refugees, vulnerable youth and women, and Jordanian host communities, with a special focus on urbanized areas, and on another track returning foreign fighters and their families.

This project will directly contribute to SDG1: No Poverty; SDG8: Decent Work in Economic Growth; and SDG16: Peace, Justice and Strong Institutions; and indirectly contribute to SDG 5: Gender Quality and SDG11: Sustainable Cities and Communities.

Contributing Outcome: Strategic Plan: Output 3.2.1 and 3.3.2 UNSDAF: Outcome 3 CPD: Output 1.3; Output 2.1 Indicative Output(s) with gender marker: Output 1: GEN2 Output 2: GEN2	Total resources required:	USD 4,464,285	
	Total resources allocated:	UNDP TRAC:	
		Donor:	USD 4,464,285
		Government:	-
		In-Kind:	
	Unfunded:	-	

Agreed by (signatures):

Government	UNDP
Dr. Mohamad Al-Ississ Minister of Planning and International Cooperation, and Minister of State for Economic Affairs 	Sara Ferrer Olivella Resident Representative, UNDP Jordan 
Date:	Date: 19/1/2019

I. DEVELOPMENT CHALLENGE

a. Development Challenge

The Hashemite Kingdom of Jordan is an upper middle-income country with a population of 9.90 million, approximately 70% of which are under 30 years of age. Despite unprecedented stresses caused by regional volatility, Jordan has demonstrated effective resilience capacities in maintaining stability and responding to crises, including the Syria crisis. Nevertheless, the Kingdom is vulnerable to socio-economic and political exclusionary challenges and factors including high population growth, rising cost of living, high unemployment, low economic growth, and low confidence in governmental institutions, and additional challenges caused by the impact of overspill from regional instability. These factors have exacerbated risks to community security and social cohesion, and intensified concerns over the threat to Jordan's sustained peace and human security from violent extremism and radicalization.

Extensive research on violent extremism has identified marginalization, relative deprivation, and corruption as contextual drivers for radicalization among Jordanian youth. Further reach on the journey mapping of Jordanian fighters and returnees explains how these contextual factors align with other human security concerns, including individual psycho-social grievances and tribal or religious values to shape their transition to violent extremism.

This national instability is coupled with regional uncertainty, given Jordan's geopolitical location. Sharing its borders with Syria, Iraq, and Palestine, the Kingdom has been accepting large number of refugees from neighbouring conflict countries. Since the beginning of the Syrian crisis in March 2011, Jordan has been facing various development challenges concerning its socio-economic situation. As a safe haven in a highly volatile region, Jordan continues to fall under international and national pressure to welcome additional affected populations to move inwards. UNHCR reported that 670,000 registered refugees currently reside in Jordan as of December 2018; and more than 80% of them live outside of refugee camps, particularly in urbanised areas, such as Amman, Mafrag, Irbid and Zarqa. Although after Jordan and Syria agreed to reopen its boarder first time in three years in October 2018, only 3,300 refugees returned home in Syria in the first month. Thus, the situation is likely to continue placing a heavy burden on urban host communities, further exacerbating vulnerabilities and competition over already scarce opportunities and resources. Even the hundred-thousands of jobs created through the 2016 Jordan Compact to provide direct support to refugees through livelihoods and support to social cohesion, were not enough to ease the tension among the communities and provide sustainable solutions to all.

In August 2018, terrorist attacks on Salt and Fuheis revealed that there is still a high risk of attacks may be caused by Jordanians within the Kingdom. Thus, Jordan is still facing elevating risk of domestic attacks due to the influx of returning fighters and high threat of at-risk individuals joining violent extremist groups.

Furthermore, the growing yet largely underserved and marginalized population, particularly youth and women, brings the Kingdom another layer of instability. With youth unemployment rate almost three times as high as the total unemployment rate, many youth and young women are frustrated by the lack of economic opportunities. Further, the low voting turnout rate reveals that youth are irritated with the lack of possibilities in political participation. These factors contribute to the build-up of deep frustrations, leaving youth more prone to radicalization and violent extremism, coupled with the fact that youth are more likely to be targeted by advocates of extremism.

Lastly, a series of large-scale, peaceful demonstrations in urbanized areas, particularly in the capital city of Amman, against the previous administration in June 2018 as well as the ongoing ones against current policies since November 2018 highlighted the importance of social cohesion and resilience-building measures for vulnerable groups, especially those in urban areas, and for women and youth. While the demonstrations are peaceful, they also highlight that key drivers of

violent extremism (i.e. frustration over economic unfairness, social marginalization and political corruption) continue to be highly relevant factors that must be addressed to prevent at-risk individuals being drawn towards violent extremist responses. As a large number of middle- and low-income residents have been severely affected by the Kingdom's socio-economic challenges, political instability remains a threat to the Kingdom. Because urban residents remain at-risk of tensions and the social contract between the government and them is questioned, it is crucial for UNDP to provide rapid assistance so as to improve livelihoods and social cohesion among the urban host communities.

b. Urgency and unpredictability

There is an urgent need to provide immediate assistance in support of the development and implementation of effective reintegration and rehabilitation programmes for returning foreign fighters and their families. In the last few years, a number of Jordanian nationals have joined terrorist groups in Syria to fight alongside them. Seven years on, part of those Jordanian fighters are returning home and a significant number of foreign fighters are expected to return in 2019. Although Jordan has taken security measures for their return, procedures, policy and programming efforts on how best to manage the returns are not well-operationalized yet. In addition, families left behind in Jordan face socio-economic stigmatization, which exacerbates the risk of reintegration and disengagement efforts to fail. These factors highlight the importance of immediate assistance to the Government of Jordan on PVE, particularly to support the surge of returning foreign fighters as reintegration programmes, are increasingly seen as essential for the security of Jordan.

This project seeks to address emergent development challenges in Jordan, which have been impacted by regional and national security and political developments. Over the past few years, Jordan's political decisions and alliances have been influenced by regional and international political dynamics. The on-going conflict in Syria and the refugee crisis have directly influenced PVE-related areas in Jordan, including a surge in the return of foreign fighters from Syria, and continued uncertainty for the post-crisis scenario and the return of refugees to Syria.

II. STRATEGY

The overall goal of this project is to support the stabilization and resilience-building of Jordanian communities through a comprehensive approach that tackles identified drivers of violent extremism. This project supports the Government of Jordan in implementing its National Action Plan (NAP) on PVE and related activities. By strengthening operationalization of the HDP Nexus¹ and linking human security with PVE, the project will seek to improve social cohesion and livelihoods, especially between Syrian refugees, vulnerable youth and women, and Jordanian host communities, with a special focus on urbanized areas, and on a parallel track returning foreign fighters. The theory of change of this project is included in V. Theory of Change.

The project has one overall outcome: **Resilience to violent extremism is increased among Jordanian communities** with three supporting outputs: Output 1: National institutions and stakeholders, including government and community organizations, have increased capacities, and partnerships are established to prevent violent extremism; Output 2: Socio-economic resilience to violent extremism is increased through employment and livelihoods initiatives, with a special focus on urbanized areas; and Output 3: Strengthened stabilization through evidence-based policy-making for Humanitarian-Development-Peace (HDP) Nexus and Human Security approaches (through technical and coordination support).

¹ The "triple nexus" refers to the interlinkages between humanitarian, development and peace actors. The approach seeks to capitalize on the comparative advantages of each sector to reduce need, risk and vulnerability following the recommendations of the World Humanitarian Summit and in accordance with the 2030 Sustainable Development Goals (SDGs) agenda. It also focuses on removing the "unnecessary barriers" hindering the collaboration between humanitarian and development actors. However, in his statement upon taking office in December 2016, UN Secretary-General António Guterres called for "sustaining peace" to be considered "the third leg of the triangle.". For the past decades, both the humanitarian and development communities had avoided talking about violence due to concerns of securitizing the space, however, with the SDGs, this has taken a turn..

Outcome: Resilience to violent extremism is increased among Jordanian communities

Output 1: National institutions and stakeholders (including government and community organizations) have increased capacities, and partnerships are established to prevent violent extremism.

Activity 1.1: Providing technical expertise and coordination support to the implementation of National PVE Action Plan activities.

Activity 1.2: Supporting and strengthening the institutional capacities for the PVE Observatory to implement a campaign to address radicalization and violent extremism.

Activity 1.3: Providing technical support to the organization and management of a national civil society platform (Prevention platform), as well as monitoring and evaluating platform activities, to further strengthen the capacities of NGOs and community-based organization (CBOs) to enhance civil engagement and localization of PVE activities.

Output 2: Socio-economic resilience to violent extremism is increased through employment and livelihoods initiatives, with a special focus on urbanized areas.

Activity 2.1: Providing urgent livelihoods support to vulnerable populations, including returning foreign fighters and their families, vulnerable youth and women in urban host communities, through cash for work, marketable skills exchange, civic engagement, and volunteerism (including a 3x6+ approach).

Activity 2.2: Establishing community initiatives to revitalize downtown Amman in order to improve sense of belonging and to protect cultural legacy among residents with different backgrounds.

Output 3: Strengthened stabilization through evidence-based policy-making for Humanitarian-Development-Peace (HDP) Nexus and Human Security approaches.

Activity 3.1: Updating Conflict and Development Analysis for Identifying disparities among citizens as well as political and socio-economic marginalization with an aim to developing policy recommendations.

Activity 3.2: Evaluating UNDP Jordan's PVE projects as knowledge tools and lessons learned.

Activity 3.3: Defining and operationalizing HDP Nexus and Human Security approaches among relevant UN agencies and other actors to further support resilience-building in Jordan.

The project will contribute to the 2018 – 2022 UNDP Jordan's Country Programme Document's outcomes: 1) Outcome 2: People especially the vulnerable proactively claim their rights and fulfil their responsibilities for improved human security and resilience; and 2) Outcome 3: Enhanced opportunities for inclusive engagement of all people living in Jordan within the social, economic, environmental, and political spheres. Also, Jordan's 2018 National Action Plan (NAP) on PVE, the technical development of which was supported by the UNDP, provides the overall framework for the proposed interventions.

Output 1: National institutions and stakeholders, including government and community organizations, have increased capacities, and partnerships are established to prevent violent extremism.

The project will support national efforts on PVE by key institutions (i.e. government and civil society) and enhance ownership of relevant partners in preventing violent extremism in Jordan, particularly through encouraging top-down and bottom-up/horizontal approaches among government institutions and civil society. As a top-down approach, relevant government institutions will be empowered so that they can efficiently and effectively facilitate the PVE activities through providing policies and guidelines, and conducting relevant research related to possible drivers of Violent Extremism (VE) and political grievances. As a bottom-up/vertical approach, civil society will be empowered so that they can proactively collaborate with government institutions on PVE activities as well as implement their community-level PVE activities through a national consortium called Jordan Prevention Platform. In doing so, collective capacity of Jordanian civil society will be increased, and social cohesion among them will be further enhanced.

The 2018 NAP recognizes the importance of government institutions and civil society in PVE and stresses the urgent need of empowering them. However, the capacities of civil society, particularly their skills and knowledges in the design, monitoring and evaluation of PVE activities, are still limited, and most of the civil society organizations (CSOs) and Community-based organizations (CBOs) have not taken a proactive role in working closely with the Government in the context of PVE. As the PVE NAP is currently the primary PVE strategy and guideline approved by the Government of Jordan, the activities for Output 1, which includes support the PVE Unit, PVE Observatory, and civil society, will be fully in line with the Action Plan. The activity ensures the capacity building of relevant stakeholders and will provide necessary support to implement PVE NAP activities in 2019.

Output 2: Socio-economic resilience to violent extremism is increased through employment and livelihoods initiatives, with a special focus on urbanized areas.

In the capital city of Amman, many urban areas are divided into wealthy and deprived zones. These risks are causing social unrest and lack of cohesion among the different communities, and threatening sense of belonging and social justice. This is reflected in Amman's inequality rate, where Gini Coefficient is 36% and is the highest among all governorates in the Kingdom. Existing horizontal inequalities paired with the perception of discrimination increase the risk of where youths are at risk of being instrumentalized by radical groups for recruitment. A weak 'societal fabric' and the perceived lack of a shared identity are critical enabling factors for violent extremist groups who excel at promulgating and taking advantage of such grievances.

The government's policy on Support to Counter-Terrorism, Stabilisation and Counter-Radicalisation in Jordan concludes that violent extremism in Jordan is fundamentally "the result of frustration and exclusion" and that "extremism is first and foremost a socio-political phenomenon". With the ongoing demonstrations happening particularly in Amman every week, it is clear that a large number of urban residents in the capital city currently face the extreme frustration and feel excluded. As a result, this makes them vulnerable to the potential recruitment of violent extremists.

In this regard, UNDP provides community interventions through 3x6-approach and a pilot project offering beneficiaries an opportunity to engage in community initiatives and rehabilitation of a key infrastructure. UNDP believes that the cultural and historical heritages of the city can become assets to generate economic opportunities among marginalised groups, especially youth and displaced population. Further, it will also promote a stronger sense of belonging and identity and social justice which helps social cohesion and prevents violence. In this way, development acts as a tool not only for economic advancement but also as an expression of the identity of its people

The PVE NAP suggests that the renovating public facilities, such as educational labs and libraries, through coordinating with government institutions is essential, and that volunteer hours should be mandated for passing secondary education and graduating from universities. The NAP also encourages to develop a special program for youth to support entrepreneurial community projects as this will provide them a unique opportunity and encourage them to transform their ideas into a project. Thus, through providing young women and men opportunities in volunteering with Greater Amman Municipality (GAM) to rehabilitate key public buildings in downtown Amman (i.e. the public library) and providing technical and financial support in the development and management of community initiatives, this activity will further contribute to youth empowerment and the increase of their sense of belonging in Jordan, particularly in urbanized areas.

Output 3: Strengthened stabilization through evidence-based policy-making for Humanitarian-Development-Peace (HDP) Nexus and Human Security approaches (through technical and coordination support)

HDP nexus and human security approaches are similar in the sense that both required to work together with different actors to maximize their impacts on humanitarian, development and peace sectors. At the 2016 World Humanitarian Summit, Member States stressed that there is an urgent need for the humanitarian and development sectors to align more effectively around collective outcomes and work jointly on analysis and data collection, planning against multi-year planning frameworks and to collaborate at the country level and increase the coherence of aid deployment. Later, the peace actor was added in the working mechanism to ensure its full alignment.

Human Security Guidebook states that the human security approach is a comprehensive methodology that allows for a broad perspective on the challenges that people and governments face. As Jordan currently faces all seven types of human insecurities (economic insecurity, food insecurity, health insecurity, environmental insecurity, personal insecurity, community insecurity,

and political insecurity) due to its regional and national instabilities, the Kingdom needs to tackle the issues in an integrated way.

However, even until now, human security approach in Jordan has been largely overlooked, and HDP nexus has not been fully operationalized in the Kingdom. This is due to the fact that the humanitarian challenges in Jordan have been generally dealt with by humanitarian actors while development challenges have been looked at only by development practitioners. Further, peacebuilding and prevention efforts are only focused by peacebuilding specialists. A lack of coordination between the three sides resulted in the failure of dealing with humanitarian, development, and peacebuilding issues collaboratively. Thus, a new way of harnessing the challenges at the same time to address human security issues is urgently needed in Jordan. Through this project, UNDP hopes to establish a clear coordination mechanism where relevant UN agencies such as UNHCR, UNICEF, and UNWOMEN, as well as government institutions enable an effective operationalization of the approaches. Strengthening of the resilience of the poor and those in vulnerable situations, and reducing their exposure and vulnerability to social, economic, environmental and climate, political and security-related extreme events, should be at the heart of all interventions that aim at addressing the HDP nexus. In doing so, relevant knowledge sharing, complementarity of programming and planning among humanitarian, development, and peacebuilding actors will be ensured in the Kingdom.

III. RESULTS AND PARTNERSHIPS

Expected Results

To achieve the objectives outlined in Strategy, **Output 1: National institutions and stakeholders, including government and community organizations, have increased capacities, and partnerships are established to prevent violent extremism** comprises of three key activities.

Activity 1.1: Providing technical expertise and coordination support to the implementation of National PVE Action Plan activities.

Through the previous JSB projects, UNDP provided technical assistance to the PVE Unit under the Ministry of Culture, and supported the development of PVE National Strategy and PVE National Action Plan (NAP). In August 2018, the Government of Jordan endorsed the 2018 NAP, which established the GoJ's priorities in collectively combatting violent extremism in the Kingdom, by adopting a holistic and structured collection of activities and interventions for the period 2018-2019. Throughout the process, the PVE Unit has been empowered with the responsibility of leading the collective efforts through providing policies, conducting researches, coordinating with stakeholders, and monitoring and reporting on activities. Further, the Government decided that the PVE Unit will be transferred to be placed under the Office of Prime Ministry so that the Unit will have more authority and be enabled to act as an expert and coordinator within the government.

Through this activity, UNDP envisages to provide further technical support to the PVE Unit in two ways. First, capacity building support will be provided through deploying specialists, as well as organizing workshop/technical training sessions to the PVE Unit staff. It will introduce Theory of Change in PVE and brainstorm the idea on how to develop and implement activities more effectively. Second, coordination/technical support will offer the Unit opportunities in organizing PVE training sessions with relevant government institutions. UNDP will further provide the Unit technical guidance on the implementation of PVE activities, which are highlighted as priorities under the PVE NAP.

Partnering with relevant government institutions, civil society, and international communities in Jordan, the NAP activities need to be undertaken by the end of December 2019. Therefore, there is an urgent need to ensure that the PVE Unit is fully capacitated to effectively implement the

various range of NAP activities. Through this activity, UNDP believes that the PVE Unit will be fully capacitated to lead the PVE activities within the Government, and more importantly, in collaboration with relevant stakeholders. Further, through the support provided by UNDP, the PVE Unit will also identify and strengthen its coordination function to strategically collaborate with relevant stakeholders (civil society, international communities, private sector) in combating violent extremism in the Kingdom.

Activity 1.2: Supporting and strengthening the institutional capacities for the PVE Observatory to implement a campaign to address radicalization and violent extremism.

The PVE observatory, which was established by RUTAB, a national NGO, has been recognized for providing specialized diagnosis and knowledge products related to radicalization while also establishing alternate narratives to address false rhetoric and recruitment that takes place through cultural pressure and social media. As the PVE Observatory is the only institution empowered to perform the above-mentioned research in the Kingdom, its added value is exceptional.

Through the project, UNDP envisaged to further collaborate with the PVE Observatory in PVE research (including traditional research from books and documentations, as well as social media research), which can be useful to scale up PVE projects/activities in the Kingdom and in the Arab States region. This activity includes empowering its role in research capacity, and adapting campaign strategies, especially on social media, which support key objectives of the NAP. In doing so, UNDP expects that Observatory's evidence-based research capacity will be further reinforced.

Activity 1.3: Providing technical support to the organization and management of a national civil society platform (Jordan Prevention Platform), as well as monitoring and evaluating platform activities, to further strengthen the capacities of NGOs and community-based organization (CBOs) to enhance civil engagement and localization of PVE activities.

In the PVE NAP, civil society is identified as one of the key strategic partners for the implementation of the PVE activities. UNDP's close engagement with national and community-based civil society organizations (CSOs) on related activities has led to the launch of the Prevention Platform as an innovative knowledge sharing and capacity development network for civil society to engage on PVE at all levels in 2018. The NAP highlights the importance of PVE activities to be delivered through coordinating with CSOs.

This activity will support the Jordan Prevention Platform in further capacitating CSOs and ensure a collaborative mechanism for peacebuilding, community stability and human security among at-risk population. By providing various workshop opportunities to civil society, UNDP will ensure that they understand the concept of PVE more precisely and nurture them as a change maker for PVE. Also, through this activity and in close collaboration with the West Asia-North Africa Institute (WANA Institute), UNDP ensures to link human security and PVE in the context of sustainable development, particularly at the community level in the Kingdom. A number of capacity building is planned to be organized throughout 2019.

Further, UNDP will support civil society groups closely working with returning foreign fighters and their families to enhance the Government's reintegration and rehabilitation programme. On a separate track youth and women are also ones of important target groups of NAP. Therefore, the CBO's efforts on youth and women empowerment will be highlighted and strengthened through implementing this activity.

Community police officers are key players for PVE: the NAP suggests encouraging youth to participate in community policing programmes, and UNDP has a long-standing and comparative advantage of implementing such activities in Jordan, particularly through previous JSB projects. Building on the success of the "Youth Ambassadors for community safety project", which was

supported by the Government of Japan through JSB2017, UNDP will scale up its community policing approach by supporting the Public Security Department and CSOs adopt a common understanding of the Jordanian model for community policing. This will allow to continue engaging youth and police officers to work on community security issues in various municipalities, to further reduce the risk of violent extremism in the Kingdom, in more coherent and systematic approach. Japan's Community Police and Police Box (Koban) system is demonstrated as one of the best practices in the world (because of their close engagement with communities, prevention measures, and quick response to emergencies) and it will therefore represent a model for intervention.

To achieve the objectives outlined in Strategy, **Output 2: Socio-economic resilience to violent extremism is increased through employment and livelihoods initiatives, with a special focus on urbanized areas** comprises of two main activities.

Activity 2.1: Providing urgent livelihoods support to vulnerable populations, including victims of extreme violence and foreign fighters' families, vulnerable youth and women in urban host communities, through cash for work, marketable skills exchange, civic engagement, and volunteerism (including a 3x6 plus approach).

The activity is designed to create sustainable livelihoods to vulnerable youth, women. On a separate track It will also support foreign fighters' families and victims against violent extremism, using 3x6 plus approach by engaging local communities in identifying priority interventions to improve local economic development conditions and enhance sense of belonging and civic engagement in marginalized urban areas. For this activity, UNDP will use its vulnerability selection criteria which will help prioritize beneficiaries for their participation (as indicated in X. Vulnerability Selection Criteria).

As mentioned earlier, providing jobs is one of the ways to support peacebuilding efforts in a given country. Thus, UNDP will scale up its 3x6 approach from emergency to medium and long-term responses through tackling socio-economic challenges vulnerable population is facing. By targeting 200 beneficiaries while integrating vulnerable Jordanians and refugees in local economic development, strengthening the social engagement of the private sector, and equipping participants with the skills, the activity will capacitate the beneficiaries. As a result, they will be capable of responding to the Jordanian labour futuristic needs and rebuilding Syria. It will further empower young men and women, and enhance their ability and skills to become entrepreneurs. Ultimately, the improved and positive coping mechanisms will mitigate underlying drivers of radicalization.

Specific activities include:

- Training of 200 vulnerable youth on livelihoods and self-employment skills.
- Introducing self-employment packages to vulnerable households and recipients. As a result, their daily household income in average is expected to increase to \$15 above the minimum wage.
- Empowering at least 30% of women participants through economic and decision-making participation.
- Creating income-generating opportunities specifically for marginalized and VE affected individuals and families.
- As a result of the interventions, a socio-economic network of community-based organizations will be created, and neighbourhood committees will be activated.

Activity 2.2: Establishing community initiatives to revitalize downtown Amman in order to improve sense of belonging and to protect cultural legacy among Amman residents with different backgrounds.

Will be implemented through a Memorandum of Understanding between the Greater Amman Municipality and UNDP, and Responsible Party Agreements with NGOs.

This activity is designed as a pilot to assess the increase of beneficiaries' socio-economic resilience to violent extremism through protecting cultural legacy and revitalizing downtown Amman. By assessing three times during the activity (before the activity starts, during the activity, and after the activity finishes), this pilot is expected to see whether community initiatives and revitalization of downtown Amman improves the sense of belonging of vulnerable Amman residents, as well as to encourage them to have a pride in their communities and the neighbourhoods.

As reducing socio-economic disparities is one of the key issues to tackle the violent extremism, the activity will increase economic opportunities for youth and women through micro-interventions around the Roman Amphitheatre (i.e. public library and nearby Raghadan Bus Terminal). Additionally, encouraging the residents to develop their own community initiatives in downtown Amman will enhance the participatory approach in decision-making process on the neighbourhood improvement. As a result, this will help establish a social contract between the local government and residents while promoting responsive public institutions, supporting inclusive politics, and fostering resilient societies, and further increase social cohesion among the urban host communities.

The promotion of cultural initiatives and linkage with volunteerism will be enhanced through rehabilitating key public buildings including public library in downtown Amman. The activity will transform the buildings into a knowledge centre and safe space. In partnership with Greater Amman Municipality (GAM), the intervention will provide local community a safe environment where residents can discuss sensitive issues, enhance youth dialogue, and foster information related to peacebuilding and social cohesion, while keeping it to be fully utilized by civil society as a community gathering place. This also encourages to promote cultural and creative activities in urban locations.

The initiative will provide youth and vulnerable population with access to relevant capacity building activities. In addition, local community members will contribute to improving the environment of public space and nearby key infrastructure (including the Raghadan Bus Terminal) so that it can be also operated as a sustainable market for small-scale businesses and start-ups. This is envisaged to stimulate the local economy, strengthen social cohesion, and increase the sense of belonging specifically through providing innovative employment and income-generation opportunities.

These activities will also contribute to humanitarian assistance and the post-crisis support to Syria as 40 % of the total beneficiaries will be Syrian refugees. For instance, by participating in this activity on the rehabilitation of urban centres, they will be able to learn skills in construction, which will come in handy when they voluntarily return home in Syria. The project also contributes to development advancement through promoting women's economic empowerment by ensuring gender parity of participants (50% of participants will be women). Lastly, it is envisaged to promote equal opportunities among them particularly in equal wages and access to services (social and financial) for young men and women, urban and rural, Syrian refugees and local host communities.

Specific activities include:

- Establishing 10 community-identified initiatives to revitalize downtown Amman and enable linkages between traditional souqs and popular cultural and heritage neighbourhoods (near Roman Amphitheatre).

- Creating 49,500 volunteering hours for civic/community engagement in rehabilitation of public buildings (i.e. public library) and nearby infrastructure.
- Increasing the sense of belonging and social responsibility among marginalized youth and VE affected groups in Amman (disaggregated by age and gender) through providing workshops about this topic and accelerating their behaviour change.

To achieve the objectives outlined in Strategy, **Output 3: Strengthened stabilization through evidence-based policy-making for Humanitarian-Development-Peace (HDP) Nexus and Human Security approaches** comprises of three activities.

Activity 3.1: Updating Conflict and Development Analysis (CDA) for identifying disparities among citizens as well as political and socio-economic marginalization with an aim to developing policy recommendations.

As suggested in the 2018 NAP on PVE, developing national strategy on poverty and social protection is a key element to bring a comprehensive approach against violent extremism. This activity aims at developing governorate-level surveys and assessments with an aim to identifying socio-economic and political disparities among the residents in the target governorates (Irbid, Mafrq, Zarqa, Madaba, Tafilah, Maan, and Amman) through reaching out to 50 CBOs under UNDP's social cohesion network. With the results and findings, UNDP provides policy recommendations to support the government's efforts on addressing socio-development drivers of VE.

In 2015, within the framework of the Jordan Response Plan for the Syrian Crisis, UNDP analysed the varying impact of the refugee situation on host communities, identifying the different types of conflict and dispute which have appeared or developed over time, whether caused by the refugee situation or the result of structural factors with pre-existing roots. Since then, the report has been fully utilized a baseline for social cohesion programmes, however the CDA did not include all the governorates due to the limitation of human and financial resources. Further, given the CDA was developed four years ago, it is possible that the data collected and analysis conducted might be outdated. Therefore, in order to develop an up-to-date and in-depth analysis of at-risk communities/municipalities in Jordan for 2019, the CDA must be reviewed and updated.

Partnering with UNDP Crisis Bureau in NY and UN Country Team members in Jordan, UNDP plans to develop a Crisis Risk and Early Warning (CREW) system, which aims at supporting UN agencies and partnering international communities to take an early action based on information monitoring, analysis and decision-making regarding the emerging crisis and conflict risks in the Kingdom. As crisis risk models and profiles, scenario planning, and risk factors are the key component of the system, the update of CDA will be fully in line with the development of the system, and its data will feed into the system as a result. Further, because the updated CDA and its data will be the core element of the system, UNDP Jordan and relevant international communities will enhance evidence-based decision-making for peacebuilding and development efforts in the Kingdom.

Activity 3.2: Evaluating UNDP Jordan's PVE projects as knowledge tools and lessons learned.

The project will conduct comprehensive learning-evaluation of the previous JSB projects on PVE in Jordan (JSB2015, JSB2016, JSB2017) to identify development results and impacts, and to enable sharing of best practices and lessons learned with national, regional and global partners. Particularly, although the previous JSB projects presumably impacted to tackle issues related to socio-economic disparities and political grievances, there is not enough evidence-based data and case studies to be showcased. Through this activity, therefore, UNDP will conduct an overall impact evaluation of PVE projects in order to highlight the positive/negative changes the previous interventions brought to the communities in Jordan.

Activity 3.3: Defining and operationalizing HDP Nexus and Human Security approaches among relevant UN agencies and other actors to further support resilience-building in Jordan.

Humanitarian-Development-Nexus and human security approaches ensure complementarity of programming and effectiveness of the support provided in target host communities. Because of UNDP's familiarities with government systems and structures, and its strength in institutional capacity, cross-disciplinary and multi-sector collaboration on complex development challenges, UNDP is well-positioned to incorporate humanitarian, development, peacebuilding components into its programming. However, HDP nexus is the strongest when the relevant stakeholders and international communities work complementarily, therefore, UNDP plans to lead on the formulation of a new way of working in Jordan. In addition, together with the UN Human Security Unit, UNDP will empower civil society and integrate human security approach in localization of PVE and sustainable development in the Kingdom.

Since there is no official definition of HDP nexus nor working arrangement to integrate HDP approach in Jordan, UNDP, in close collaboration with the Government of Jordan, will coordinate with other UN agencies (both in and outside of Jordan) to develop a definition of HDP nexus and human security approaches in the context of Jordan. Then, through the implementation of the project, UNDP ensures knowledge-sharing and facilitates technical and board meetings to further develop strategic and systematic arrangement under the HDP Nexus/human security in the Kingdom.

Resources Required to Achieve the Expected Results

The project will leverage both existing staffing and resources at UNDP Jordan Country Office, supported by global and regional expertise from UNDP RBAS HQ in NY and Regional Hub in Amman. On a need basis, further resources and expertise will be deployed as outlined in the budget plan in the Annex.

Partnerships

1. UN coordination and partnership

- a. **UN agencies:** Together with the UN Resident Coordinator's Office in Jordan, UNDP has been leading the PVE Task Force, which composes of various UN agencies including UNODC, UNWOMEN, UNESCO, UNICEF, etc. Through the project implementation, UNDP continues working with the Task Force members in order to ensure One-UN approach to prevent violent extremism in Jordan. Further, since 2018, UNDP also started the collaboration with UN Office of Counter Terrorism (UNOCT) in relation to the UN Secretary General's Prevention Agenda, as well as with UN Human Security Unit (UNHSU) for the implementation of Human Security approach in the localization of PVE in the context of sustainable development. Under the UNHSU's technical guidance on linking PVE and human security, UNDP hopes to further coordinate with various UN agencies and entities in order to maximize its impact on PVE and human security in Jordan, as well as to showcase its efforts to the Arab States region.
- b. **Government institutions:** After the official announcement of transfer in September 2018, the PVE Unit was transferred from the Ministry of Culture to the Office of Prime Ministry at the end of December 2018. Although UNDP Jordan has been partnering with the PVE Unit for several years through providing technical expertise and capacity building opportunities, there is still a lack of cohesive approach towards PVE within the government institutions due to the limited authority and capacity given to the Unit. From January 2019, UNDP Jordan will coordinate and collaborate directly with the Prime

Minister's Office through the Unit, therefore it is envisaged that UNDP Jordan will be enabled in providing policy support and technical expertise to all the relevant government institutions and more in a comprehensive manner.

- c. **Civil society:** Through the implementation of previous JSB projects, UNDP built a network of CBOs for PVE and Social Cohesion (Jordan Prevention Platform). The PVE NAP stresses the importance of empowering civil society and collaborating with them in order to tackle the key drivers of violent extremism and strengthening social cohesion in Jordan. Therefore, UNDP continues to work with the CBO/CSO network to maximize the impact of this project. Further, UNDP is building a partnership with the WANA Institute on the achievement of human security at communities in Jordan. UNDP Jordan believes that localization of PVE is a key in advancing human security in the context of sustainable development. Thus, UNDP envisages to work closely with the WANA Institute in the facilitation of the PVE capacity building training and research analyses through the project implementation.

2. Partnership with Japan

- a. **Communication strategy:** In line with UNDP RBAS's Japan Visibility Action Plan, UNDP will coordinate with the Embassy of Japan in Jordan to prepare a communication and visibility plan for the implementation of the project. To ensure visibility for Japan's funding, the plan will deliver a project profile and regular updates on the UNDP Jordan website and on social media, especially in the publication of project success stories. Acknowledgment (including logos) will be made in reports, publications, and other public information materials and brochures, with further reference to the Japanese contribution in press releases and speeches relating to events. UNDP will closely consult with the Embassy of Japan throughout the project to ensure it is well-informed of project activities and achievement, and to organize the field visits and participation in events. The Embassy will be a member of the Project Board and its technical steering committee, as well as the HDP nexus coordination task force. In order to ensure accountability and strengthen its working relationship with the Embassy of Japan, UNDP provides regular reporting and communications by sharing quarterly progress reports and frequent meetings at working level.
- b. **Visibility and events:** Together with the UN Human Security Unit (UNHSU), UNDP Jordan hopes to organize conferences/forums to introduce the Jordan's lessons learned on human security approach in PVE. In 2019, upon approval of UN Trust Fund for Human Security (UNTFHS), UNDP, UNHSU and the WANA Institute will organize and facilitate various capacity building trainings to introduce human security approach for the localization of PVE and SDGs while targeting both government officials and civil society. This approach was already utilized by previous JSB projects and will continue to be a key strategy for the JSB2018 project. Therefore, UNDP would like to showcase and introduce a new way to operationalize human security approach in PVE to the Arab States region and more widely at the global level. As the Government of Japan is a strong supporter of human security approach, UNDP, together with UNHSU, hopes to bring this approach and project as a case study to be introduced at the conferences/forums, highlighting Japan's generous support in the implementation of project and research analysis. Preferably, the event takes place in NY and/or Japan where relevant partners, including the Mission of Jordan to the UN, JICA, academics and researchers on human security, can be easily invited, and where visibility of the Government of Japan is maximized.
- c. **Involvement of Japanese nationals in the project:** The Programme Analyst (3rd-year JPO), a Japanese national, is providing management support and policy development to the UNDP Jordan Community Security and Social Cohesion Team, and supports related livelihoods and resilience projects. She will manage this project as a

Programme Specialist, providing technical expertise and coordination on PVE, livelihoods, urbanization, human security, and HDP nexus issues.

- d. **Involvement of Japanese NGO:** UNDP has consulted with a Japanese NGO, Nippon International Cooperation for Community Development (NICCO) on community engagement in urban host communities. NICCO has participated in one of the UNDP events on social cohesion in December 2018 to understand UNDP's work on community engagement, social cohesion and youth empowerment. UNDP will further seek collaboration with NICCO to mutually strengthen their presences at community level in Jordan, and to maximize Japan's contribution to Jordan.
- e. **Linkage with Japan's development assistance activities:** As part of this project, UNDP and JICA are seeking possible collaboration on improving livelihoods in host communities in Amman, and undertook a joint site visit with the government counterpart (GAM) in August 2018. Since then, UNDP and JICA has met several times at a working level, in order to further discuss on the possible working arrangement. Through the project implementation, UNDP hopes to further collaborate with JICA on the socio-economic development around Raghadan Bus Terminal and the public library near Roman Amphitheatre in downtown Amman through rehabilitation of the area as an urban tourism/business centre in Amman. In close partnership with JICA, UNDP will collaborate with GAM to provide technical and coordination support on urban improvement initiatives near the bus terminal and public library in Amman, and transform the neighbourhood as a symbol of social cohesion.
- f. **Involvement of Japanese private sector and academia:** UNDP has been seeking a partnership with Japanese private sector and academia to focus on youth employment and empowerment. Where possible, UNDP plans to work closely with them so as to bring new way of working in development-related works in Jordan.

Risks and Assumptions

Besides more traditional risk relating to the capacity and engagement of partnership organizations, key risks for this project include critical changes in the external environment (i.e. government and civil society). The rest of the risks and assumptions are as follows (Probability: P1-P5 where P5 is the highest; Impact: I1-I5 where I5 is the highest).

Description	Type	Probability & Impact	Mitigation measures	Owner
Political	Political instability and unpredictable security situation within the Kingdom will delay the progress of project activities	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 will be changed to ensure the progress of project activities in a safer location. 	UNDP
Political	Lack of trust between the government and empowered civil society	P 2 I 3	<ul style="list-style-type: none"> - Organizing meeting opportunities to discuss the objectives of the projects and possible collaboration - Building trust through having ongoing dialogue between the government and civil society 	UNDP, Government, and civil society

Operational	Low engagement of civil society and communities in project activities (capacity building training and participation in 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) 	Civil society and communities
Operational	Inability to access target groups based on vulnerability criteria (such as returnees and their families) to relate to VE objective	P 3 I 2	<ul style="list-style-type: none"> - Targeting based on vulnerability criteria and on hotspot targeting - Working through local CSOs and CBOs with trust and access in the communities 	UNDP, CSOs and CBOs
Operational	Backlash from community due to support for returnees and their families (perceived as preferential)	P 3 I 3	<ul style="list-style-type: none"> - Communications plan developed - Work through local CSOs and CBOs with trust and access in the communities 	UNDP, CSOs and CBOs
Institutional	Limited capacities at GAM in project management (i.e. rehabilitation of key infrastructure)	P 3 I 2	<ul style="list-style-type: none"> - Providing capacity development to strengthen their skills and understanding in project and financial management. - Ensuring transparent implementation, monitoring and reporting. - Ensuring regular communications and structuring a reporting line. 	GAM
Institutional	PVE NAP is not published or shared and therefore it is difficult for implementing partners to monitor and report against it	P 2 I 4	<ul style="list-style-type: none"> - Communications and consultations with PVE Unit and relevant government institutions to publish PVE NAP more openly and publicly. - Supporting PVE Unit to endorse the PVE NAP and publish it. - Raising awareness of the importance of PVE NAP and the approach to undertake its activities in a comprehensive manner (targeting civil society and government offices). 	PVE Unit UNDP
Environment	Established businesses and urban rehabilitations are not compliant to the environment	P 2 I 2	<ul style="list-style-type: none"> - Raising environmental awareness among the participants. - Monitoring the rehabilitation process to ensure its compliant to the environment as possible. 	UNDP and implementing partner
Strategic	Lack of willingness between humanitarian, development, peacebuilding actors to cooperate	P 2 I 4	<ul style="list-style-type: none"> - Raising awareness of the importance of the new way of working among the actors - Careful, ongoing dialogue aimed at strengthening partnerships 	International communities

Stakeholder Engagement

The project relies on intensive consultations and collaborations with key government institutions (i.e. PVE Unit at the Office of Prime Minister, Ministry of Planning and International Cooperation, Ministry of Culture, Ministry of Youth, Ministry of Municipal Affairs, Ministry of Social Development, etc). Based on the previous assessments and rapid analyses conducted and/or to be conducted by UNDP, the target beneficiaries will be identified and selected from civil society and residents in Jordanian host communities, particularly in an urban setting. During the project implementation period, UNDP will continue liaising and engaging with relevant government and civil society partners and beneficiaries, particularly to monitor and evaluate the impact of the project.

South-South and Triangular Cooperation (SSC/TrC)

The project intends to draw on international and regional best practices. For instance, UNDP Jordan recognizes that there are a few successful PVE and Livelihoods programmes/projects in Arab States and African countries (i.e. Sudan, Lebanon, Uganda, South Sudan), therefore, UNDP Jordan will proactively liaise with relevant colleagues from different UNDP office and UN entities to learn from their experiences and scale up their lessons learned.

Knowledge

Building upon the experience and lessons learned, the project will further develop knowledge products, including newsletter, research, and social success stories. During the project implementation period, the resource products for PVE are envisaged to be shared and fully utilized by relevant actors, such as civil society, government institutions, and international communities.

Sustainability and Scaling Up

The project is guided by national priorities and guidelines developed by the Government of Jordan, including 2018 PVE National Action Plan, Vision 2025, and Jordan Response Plan (JRP) 2018-2020. These principles will highlight the importance of combined efforts of peacebuilding, resilience, and humanitarian needs.

In this regard, UNDP will coordinate with relevant stakeholders (government institutions, CSOs, international communities) in the area of peacebuilding, resilience and humanitarian assistance, for the implementation of the project, and develop capacities of relevant actors by providing various training opportunities to them. In doing so, UNDP will further develop the existing capacities particularly at community and government levels, and ensure sustainability of the project outcome. Scaling up of the project, particularly at different geographical locations and government levels, is also the focus of the result of the project.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Using a portfolio management approach to improve cost effectiveness by leveraging activities and partnership with different initiatives/projects, UNDP Jordan will ensure its efforts to achieve cost-efficiency and effectiveness of spending.

Project Management

The project will be managed on a day-to-day basis by a dedicated project team composed of a Programme Specialist assisted by two national Project Officers (POs) in PVE; by four national POs, two field officers, and one UNV in Livelihoods; and by one national PO in HDP Nexus and Human Security. The POs will be supporting the project team in the follow up and coordination of activities.

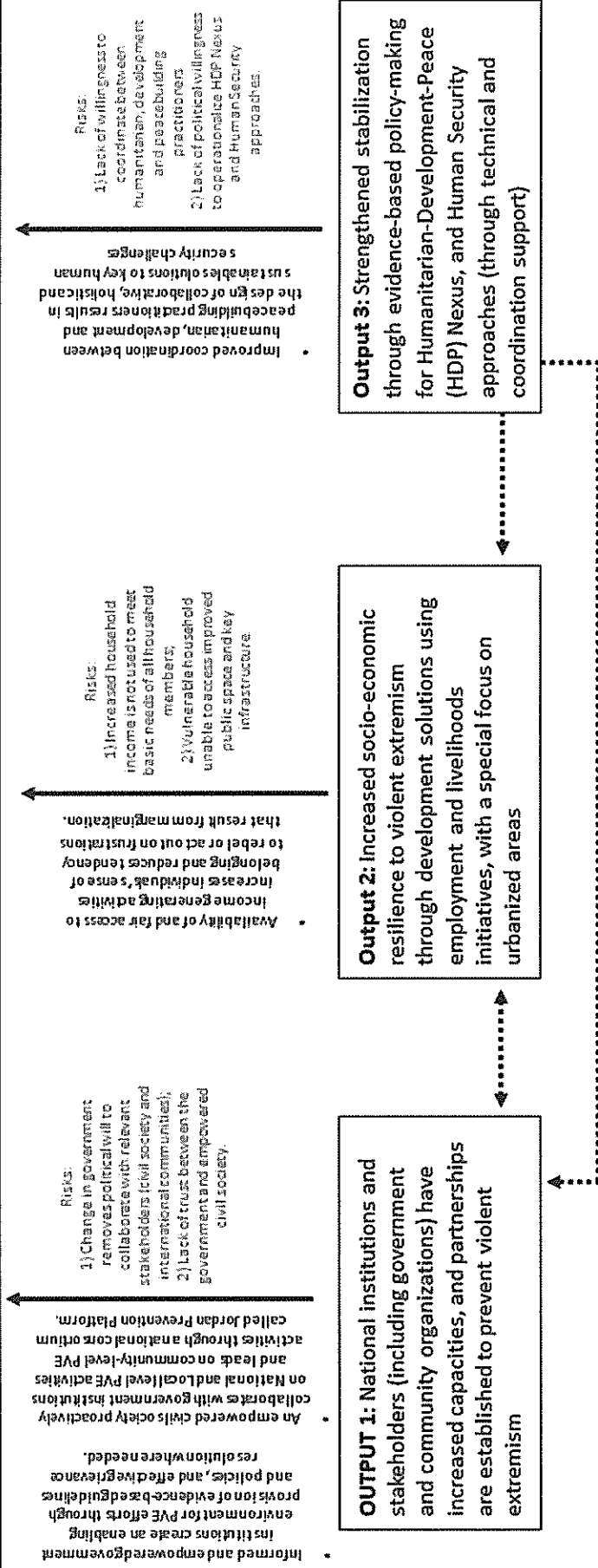
The team will be supported by the overall guidance of the Team Leader, Social Cohesion, and the Program Manager in the Country Office, as well as technical expertise by Resilience Advisor, particularly for Output 2. All operational procedures are undertaken based on UNDP rules and regulations, and will be processed through the country office.

All operational activities for the project implementation are handled by dedicated operational team, headed by an operational officer, supported by finance officer, and procurement officer. In terms of partnership, communication, and visibility, the Project Team will keep the Embassy of Japan and its relevant staff informed in advance for any events, activities, publications, etc

V. THEORY OF CHANGE

IMPACT: Stabilization and resilience of Jordanian communities is strengthened through a comprehensive approach that tackles identified drivers of violent extremism

OUTCOME: Resilience to violent extremism is increased among Jordanian communities



VI. RESULTS FRAMEWORK²

Intended Outcome as stated in the UNDAF Results and Resource Framework:

UNSDF outcome 2: People especially the most excluded and vulnerable proactively claim their rights and fulfil their responsibilities for improved human security and resilience
 UNSDG outcome 3: Enhanced opportunities for inclusive engagement of people living in Jordan in social, economic and political spheres

Outcome indicators as stated in the Country Programme Document Results and Resources Framework, including baseline and targets:

Strategic Plan Output 3.2.1: National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities
 CPD Output 1.3: National and civic capacities strengthened for social cohesion and prevention of violent extremism

- # of governmental/civil society programmes in place to encourage inter-community dialogue, disaggregated by sector and governorate (BL: 0; T: 6)
- # of programmes designed to encourage refugee engagement in cultural activities as means for social cohesion (BL: 11; T: 30)
- # of governmental/civil society institutions capacitated on preventing violent extremism, disaggregated by governorate (BL: 10; T: 50)

CPD Output 2.1: Employment opportunities and livelihoods strengthened, for stabilization, and return to sustainable development pathways

- # of sectors targeted for job creation, disaggregated by sector (BL: 11; T: 15)
- # of additional females/males benefiting from strengthened livelihoods, disaggregated by age group/vulnerability (incl. refugees) (BL: 19,000; T: 42,000 (at least 30% women))
- # of small and medium enterprises (SMEs) established, disaggregated by status, sex of entrepreneur, vulnerability criteria (BL: 1,091, T: 2,500)
- % of established SMEs with access to finance, disaggregated by sector, and sex of owner (BL: 0; T: 20%)

Applicable Output(s) from the UNDP Strategic Plan:

Project title and Atlas Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE		TARGETS		DATA COLLECTION METHODS & RISKS	
			Value	Year	2019	2020		Final
Output 1 National	1.1.1: PVE Unit (under the Office of Prime Ministry) enhanced and equipped with required professional capacities	UNDP	Basic start-up capacity ready	2018	Technical team partially capacitated	Technical team partially capacitated	Technical team fully capacitated	Survey

² UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

³ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<p>institutions and stakeholders, including government and community organizations, are capacitated, and partnerships are established to prevent violent extremism.</p> <p>Output 2: Socio-economic resilience to violent extremism is increased through employment and livelihoods initiatives, with a special focus on urbanized areas.</p>	<p>1.1.2: % of governmental focal points reported that they have increased capacities toward working on PVE NAP activities (disaggregated by agency/ministry and geographical location)</p>	UNDP	N/A	2018	50%	50%	50%	Post-training survey
	<p>1.2.1: # of videos/documentary and social media responses produced by the PVE Observatory⁴</p>	UNDP	N/A	2018	36	12	48	Assessment
	<p>1.3.1: # of CSOs in Prevention Network (disaggregated by type of organization; target beneficiaries including vulnerable groups, youth, women, etc; geographical location including hot spots). In addition to returnees.</p>	UNDP	53	2018	96	20	106	Assessment against criteria for inclusivity
	<p>1.3.2: Extent of Knowledge transition and sharing related to PVE within platform BL: N/A T: Satisfactory</p>	UNDP	Not yet initiated	2018	Satisfactory	Satisfactory	Satisfactory	Survey
	<p>1.3.3: An evidenced model of Community Policing in Jordan is identified and presented.</p>	UNDP	0	2018	1	0	1	Mapping exercise
	<p>1.3.4: # of police officers successfully completed community policing training/activities</p>	UNDP	0	2018	10	5	15	Post-training survey
	<p>2.1.1: # of vulnerable youth successfully completed training on livelihoods and self-employment under initiative</p>	UNDP	0	2018	150	5	200	Post-training survey
	<p>2.1.2: Household income of participants following the self-employment package</p>	UNDP	Status quo	2018	\$15 daily per household	\$15 daily per household	\$15 daily per household	Survey
	<p>2.1.3: % of women participants who report feeling empowered in their household (economic and decision making)</p>	UNDP	0	2018	30%	30%	30%	Survey
	<p>2.1.4: # of jobs created specifically for marginalized/VE affected individuals</p>	UNDP	0	2018	10	10	20	Survey
	<p>2.1.5: Socio-economic network operationalized as a result of intervention</p>	UNDP	No	2018	No	Yes	Yes	Project Records

⁴ To be consulted and confirmed by the PVE Observatory. In case of any changes required, Project Board will discuss and agree on the amendment.

	2.2.1: # of community-identified initiatives to revitalize downtown Amman established	UNDP	0	2018	7	3	10	Project Records Press/ media coverage, Social media coverage
	2.2.2: # of volunteering hours of civic/community engagement in rehabilitation of selected landmarks	UNDP (survey)	0	2018	49,500	0	49500	Timesheet during rehabilitation
	2.2.3: % of marginalized youth and VE affected persons in Amman who report increased resilience (sense of purpose, agency, belonging and social responsibility) as a result of rehabilitation/community initiative activities (disaggregated by age & gender)	UNDP	0	2018	20%	30%	30%	1. pre-, during-, and post-rehabilitation survey 2. case study examples of increased socio-economic resilience among target group)
	2.2.4: # of awareness campaigns to link preservation, protection, and restoration of cultural assets to Local Economic Development and Social Cohesion	UNDP	0	2018	7	3	10	Promotional videos, media coverage of campaigns,
	2.2.5: perception and social awareness of cultural heritage legacy as a means for livelihoods and self-employment	UNDP	Unclear	2018	Significance established	Significance established	Significance established	Survey
Output 3: Strengthened stabilization through evidence-based policy-making for Humanitarian-Development-Peace (HDP) Nexus and Human Security approaches.	3.1.1: # of research and reports published on socio-economic and multidimensional poverty disparities among citizens (disaggregated by thematic areas)	UNDP	0	2018	1	0	1	Assessment
	3.1.2: # of UNDP assessments reviewed and updated	UNDP	0	2018	1	0	1	Update of assessment
	3.1.3: # of socio-economic policy recommendations provided to the government and municipalities based on updated assessment	UNDP	0	2018	0	1	1	Policy recommendation/guidance
	3.2.1: # of UNDP Jordan's Social Cohesion and PVE projects evaluated for reporting, knowledge management and learning	UNDP	0	2018	3	0	3	Evaluation report
	3.3.1: Definition of HDP Nexus or human security in Jordan established	UNDP	Not defined	2018	Somewhat defined	Somewhat defined	Clearly defined	Survey

	3.3.2: Working arrangement to coordinate with UN agencies and international communities for HDP nexus or human security established	UNDP	None	2018	Established	Established	Established	Survey
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VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan⁵

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Baseline Assessment	To establish a baseline level of data (state of play) on which the targets, monitoring plan and evaluations are based to assess the level and nature of change at the end of the project	At the beginning of the project	Baseline data collection (surveys, consultations etc. to establish baseline for targets)		
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project		

⁵ Where applicable and possible, all data collected will be disaggregated by gender, age, vulnerability status etc. as defined in indicators.

	improve the project.				performance.	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually			Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)				
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)			Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	

Evaluation Plan⁵

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation						

⁵ Optional, if needed

VIII. MULTI-YEAR WORK PLAN ⁶⁷

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET			
		2019	2020		Funding Source	Budget Description	Amount	
Output 1: National institutions and stakeholders, including government and community organizations, are capacitated, and partnerships are established to prevent violent extremism.	1.1 Activity: Providing technical expertise and coordination support to the implementation of the National PVE Action Plan activities.			UNDP	Japan	International Consultant (PVE Advisor to the Unit)	\$ 100,000.00	
						Workshops and conferences	\$ 50,000.00	
						Team Leader (40%)	\$112,000.00	
					UNDP		National PVE Officer	\$ 63,000.00
					UNDP		2 National Consultants	\$ 90,000.00
					UNDP		Capacity building & training	\$ 150,000.00
							Management of Platform	\$100,000.00
							Capacity building & training (Platform)	\$ 163,000.00
							Capacity building & training (Community Policing)	\$ 68,000.00
					UNDP	Japan	Communication & advocacy (printing, visibility)	\$ 10,000.00
						Travel & workshop	\$ 50,000.00	
						Local transportation	\$18,750.00	
						Programme Assistant	\$50,000.00	

⁶ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

					General operating expenses (including rent, utilities)	\$ 226,371.82
Sub-Total for Output 1						
Output 2: Socio-economic resilience to violent extremism is increased through employment and livelihoods initiatives, with a special focus on urbanized areas	2.1 Activity: Providing urgent livelihoods support to vulnerable populations, including victims of extreme violence and returning foreign fighters, vulnerable youth and women in urban host communities, through cash for work, marketable skills exchange, civic engagement, and volunteerism (including a 3x6+ approach).	UNDP	Japan		Community work (cash for work) Seed capital (3x6 approach) Capacity building training Local transportation Resilience Advisor (50%) Programme Officer Field Coordinator 2 Field Assistants General operating expenses Community work & initiatives Rapid assessment Capacity building training Rehabilitation Assessment for resilience to VE Outreach & seed capital Communication & advocacy (printing, visibility) Senior Programme Officer Programme Officer Senior Programme Assistant UNV	\$ 198,000.00 \$ 200,000.00 \$ 225,000.00 \$26,250.00 \$141,000.00 \$45,000.00 \$27,000.00 \$42,000.00 \$ 28,200.00 \$ 398,500.00 \$20,000.00 \$ 242,000.00 \$ 148,500.00 \$70,000.00 \$ 150,000.00 \$ 10,000.00 \$ 71,000.00 \$ 45,000.00 \$ 27,000.00 \$ 18,000.00 \$ 2,132,450.00
Output 3: Strengthened stabilization evidence-based policy-making for Humanitarian-Development-Peace (HDP) Nexus and Human Security approaches.	3.1 Activity: Updating Conflict and Development Analysis for identifying disparities among citizens as well as political and socio-economic marginalization with an aim to developing policy recommendations. 3.2 Activity: Evaluating UNDP Jordan's PVE projects as knowledge tools and lessons learned. 3.3 Activity: Defining and operationalizing HDP Nexus and Human Security approaches among relevant UN agencies and other actors to further support resilience-building in Jordan.	UNDP	Japan		Consultancy (implementing partner) Early warning system (i.e. IT system development & management) Geospatial assessment Workshops Programme Specialist Programme Assistant Consultancy (independent evaluation) Rapid online survey Research & consultancy (implementing partner)	\$ 70,000.00 \$30,000.00 \$ 20,000.00 \$20,000.00 \$ 210,000.00 \$50,000.00 \$ 200,000.00 \$ 1,340.00 \$60,000.00
Sub-Total for Output 2						

								Communication & advocacy (printing & visibility)	\$ 48,685.40
								Travel & workshop	\$40,000.00
								Sub-Total for Output 3	\$ 750,025.40
Sub-total									\$4,133,597.22
General Management Support								GMS 8%	\$ 330,687.78
TOTAL									\$ 4,464,285.00

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

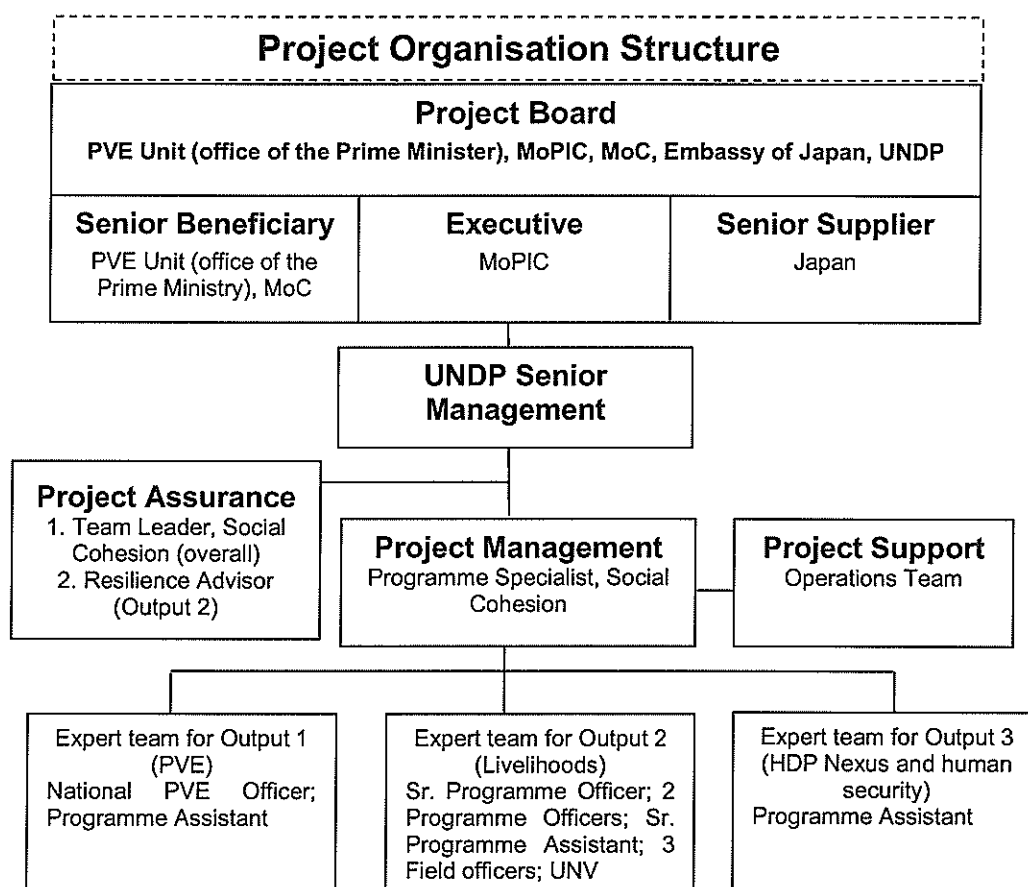
This Project will be implemented by UNDP through the direct implementation modality (DIM), and UNDP will act as the executing and implementing agency. The project will be implemented in close cooperation with different partners, to mobilize their varying policy-making, decision-making, consultation, community mobilization, resource mobilization, implementation, monitoring, supervision, lobbying, policy influence capacities and/or mandates.

To facilitate management monitoring and reporting of the project, the management arrangements will be as follows

Project Board/Steering Committee will be co-chaired by the Government and UNDP, with representation from participating donors (Japan, Netherlands, and other donors contributing to the overall Programme). The Board/Steering Committee will provide overall direction and strategic guidance, monitors progress, and approves work plans and agrees to management actions to address specific risks raised by the UNDP. The Board/Steering Committee also approves geographical coverage and beneficiary selection criteria, review and adopt the implementation modality. The board shall be convened on semi-annual basis or as required.

The **project assurance functions** rests with the project management team to follow up on management actions, keeping track of progress benchmarks, perform regular monitoring activities, ensuring funds are made available to the project towards the intended outputs and resources entrusted to UNDP are utilized appropriately.

In close collaboration with Results Based Management Team of UNDP Jordan, **monitoring and evaluation** of project activities and results will be undertaken regularly by the project team.



X. VULNERABILITY SELECTION CRITERIA

For the implementation of activity 2.1 and 2.2, UNDP will select beneficiaries based on the below vulnerability selection criteria⁸:

- Individuals who are victims of violence and extremism or related families;
- Individuals who are members of households benefiting from the National Aid Fund;
- Individuals who are members of households earning less than minimum wage of 220 JD/month;
- Young females who are the head of households;
- Individuals who are from women-led households;
- Individuals who are members of households with high percentage of people with disabilities
- Individuals within age group between 18 and 40, especially those who graduated recently;
- Individuals who are unemployed for the past 3 months (based on Social Security Records);
- Individuals who are from districts with high concentration of Syrian refugees;
- UNHCR registered refugees or individuals who are from Syrian refugee households, which is not registered with UNHCR;
- Individuals who live in urban poverty pockets or social housing

XI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Jordan and UNDP, signed on 12 January 1976. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by [name of entity] (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

XII. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]⁹ [UNDP funds received pursuant to the Project Document]¹⁰ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

⁸ This will be further reviewed and revised at the time of the project implementation so as to meet the urgent need of vulnerable population in the Kingdom.

⁹ To be used where UNDP is the Implementing Partner

¹⁰ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*for the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
 - f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the

head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- g. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
 - h. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
 - i. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.
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