**Project Title**: Preventing online radicalization and enhancing community security to mitigate socio-economic impact of COVID-19 in Jordan

**Project Number:**

**Implementing Partner:** Office of the Prime Minister (PVE Unit), Public Security Directorate

**Start Date:** March 2021 **End Date:** March 2022 **PAC Meeting date:**

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| **Brief Description** |
| This project seeks to build community resilience and to promote citizen’s engagement and civil society’s response capacity to crisis while strengthening the linkage within communities and between citizens and the government. UNDP aims at enhancing community resilience and security by monitoring risks to trace oscillations in vulnerabilities, building a COVID-19 community initiatives repository, and establishing a conflict resolution mechanism at local level. Also, by ensuring that vulnerable young men and women and communities are the center of proposed interventions/activities, the project hopes to define Jordan’s vulnerabilities while tackling the social impact of COVID-19. This project is envisaged to improve social cohesion, community security, digital literacy, and livelihoods of vulnerable community members in Jordan, including refuges, gender base violence survivors, people with disabilities, while building digital literacy and trust in local government institutions. In parallel, the overall goal of this project is to mitigate the risk of radical movements and promoting social stabilization through a comprehensive and people-centered approach. COVID-19 rapidly changed people’s online habits, increasing significantly the usage of digital platforms for work, school and leisure. This social change increased the exposure to radical content and disinformation which accentuates people’s vulnerabilities. Thus, this project will enhance online security features to promote digital safety by reducing the risk of online recruitment of violent extremists and addressing digital literacy to combat radicalization.  This project will directly contribute to SDG16: Peace, Justice and Strong Institutions; and indirectly contribute to SDG 5: Gender Equality and SDG11: Sustainable Cities and Communities. |

Contributing Outcome: UNSDF/CPD

**UNSDF Outcome 2**: People especially the most excluded and vulnerable proactively claim their rights and fulfil their responsibilities for improved human security and resilience

**UNSDF Outcome 3**: Enhanced opportunities for inclusive engagement of people living in Jordan in social, economic and political spheres

CPD Output 1.3: National and civic capacities strengthened for social cohesion and prevention of violent extremism

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

Contributing Gender Marker: GEN1

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| --- | --- | --- |
| **Total resources required:** | 3,000,000 USD | |
| **Total resources allocated:** |  | |
| **UNDP TRAC:** |  |
| **Donor (Japan):** | 3,000,000 USD |
| **Government:** |  |
| **In-Kind:** |  |
| **Unfunded:** |  | |

Agreed by (signatures):

|  |  |  |
| --- | --- | --- |
| Government | UNDP | Implementing Partner |
| Print Name: | Print Name: | Print Name: |
| Date: | Date: | Date: |

# Development Challenge

1. **Development Challenge**

The Hashemite Kingdom of Jordan is an upper middle-income country with a population of 10 million[[1]](#footnote-2) and young people within the age group of 18 – 30 represent approximately 21% of the total population[[2]](#footnote-3). Unemployment rate of youth (age group of 15 – 24) is 35.6% while that of women is much higher than that of men (57% and 31.5%; respectively)[[3]](#footnote-4). Most of Jordan's youth and refugees (84%) live in cities and urban settings whereas an estimated 16% youth live in rural areas and in refugee camps[[4]](#footnote-5). About 12% of the households are female-headed in the Kingdom.[[5]](#footnote-6) The targeted SDGs will address rising unemployment 23.9%, increasing inequalities and poverty pressures, where 1.5 million Jordanians are expected to fall under poverty due to the compounding effect of COVID-19 impact, reginal instability and economic recession. The SDGs being advanced will be SDG1 (Zero Poverty), SDG8 (Decent Work & Economic Growth), SDG10 (Reduce Inequalities) and SDG 16 (Peace, Justice and Strong Initiations) for advancing human-security centric development.

The absolute poverty rate in Jordan for all the population stood at 14.4% in 2010, 86% of registered

Syrian refugees live below Jordan’s poverty line[[6]](#footnote-7), which increased to 15.7% in 2018. This poverty rate is only for Jordanians, meaning that following the crises more than 0.5 million Jordanian live below the poverty line and 86% of registered Syrian refugees live below Jordan’s poverty line. Youth unemployment in Jordan reached 39.9% (more than 700,000 people) in 2019. Moreover, according to the World Bank, only 5% of registered Syrian refugee women work while half of registered Syrian refugee men do.

There are two major programmes in Jordan to provide support to poor segments of society; the National Aid Fund (NAF) and Zakat fund. Nearly half of the Jordanian households earning less than USD 10,500 per year are not receiving any assistance, only 7% of the households earning less than USD 3,500 per year are receiving NAF assistance and 1% from Zakat Fund. According to the World Bank,[[7]](#footnote-8) the COVID-19 crisis is estimated to have increased poverty by around 38 percentage points (p.p.) among Jordanians, and by 18 p.p. among Syrian refugees, noting that the majority of refugees were already living below the poverty line before the pandemic.

Communities with low coverage of social services and high levels of vulnerability are particularly at-risk and suffer the most due to the impact of the COVID-19 crisis. It is expected that this crisis has affected mainly and severely the segment of population living below the poverty line, families relying on National Aid Fund and Zakat Fund support, girls and women, people living with disabilities, and communities in areas with poor access, especially refugees living in informal tented settlements within host communities, and the persons in Amman and Irbid. These communities face disruptions in the provisions of health, education and other social services delivery (including due to overburdening of local health systems), changes in care seeking behavior, impact on the local economy and livelihoods.

Further, COVID-19 exposed a serious digital divide among citizens in the Kingdom. Digital technology is critical to almost every aspect of the response to the pandemic, from vaccine research to online learning models, e-commerce and tools that are enabling hundreds of millions of people to work and study from home. Worldwide, there is a digital gender divide where women are still disadvantaged in their ability to access, use, and afford digital tools.[[8]](#footnote-9) This while new evidence depicts that internet use increases female labor force participation and reduces gender gaps.[[9]](#footnote-10) This is particularly important in the Jordanian context, where women’s labor force participation is one of the lowest in the world. By promoting women’s digital access, it is envisaged that women will have more chance to participate in the labor market, which will improve their empowerment within the household. This is important considering violence against women and girls has increased since the outbreak of COVID-19.[[10]](#footnote-11)

Economic and social exclusion and relative deprivation may act as significant contextual drivers for violent extremism. As youth feel marginalized, powerless and disenfranchised they may be drawn to violence and radicalization. Providing tangible and equal opportunities for social and economic integration may play an important role in preventing radicalization, promoting cohesion and enhancing livelihoods among marginalized communities. Through responding to people’s immediate economic needs, and providing them with opportunities to improve their livelihoods, they will be empowered to make informed choices and will be better equipped to resist the youth recruitment efforts of violent extremist and radicalized groups.

One of the main challenges Jordan faces due to COVID-19 is its reliance on informal labor and its sizeable small and medium-sized enterprise (SME) segment. More than 52% of the workforce are in the informal category and around 95% of private sector businesses are SMEs, which contribute around 40% of GDP. Many SMEs are already suffering and need to lay off some of their workers to cut costs. Many day laborers in the construction and agriculture sectors, who are often foreign workers and ineligible for social services, also lost their source of income, and hence, their ability to meet their daily needs. Women in Jordan carry the heaviest burden of informal and unpaid work as they spend 17.1 times more time than men on unpaid work (vs. a global average of 3.2), while men spend 6.5 more time on paid work than women (vs. a global average of 1.8). Estimations by UN Women based on time-use data for Jordan, are showing that the unpaid work demands on women’s time is most likely to dramatically increase under the pandemic conditions. This is due to school closures (increased childcare demands), suspension of market services (lack of access to market substitutes to household production)), higher vulnerability of the elderly and risk of illness (increased elderly and ill care demands).[[11]](#footnote-12)

Gender-based violence also remains a significant development challenge in Jordan. According to Department of Statistics from 2017-2018, one out of four married women between the age of 15 – 49 have experienced domestic violence perpetrated by their spouse. Moreover, 69% of men in Jordan believe that a husband can be justified to beat his wife.[[12]](#footnote-13) A study by ACTED, Arab Women’s Organization (AWO), Information and Research Center – King Hussein Foundation (IRCKHF), and the Center for Women’s Studies (CWS) exploring the relationship between GBV and radicalization[[13]](#footnote-14) furthermore shows the following:

* A strong link exists between GBV and radicalization in that women who have experienced GBV are more likely to have also been exposed to the effects of radicalization;
* Women are perceived to be among the most at-risk from the effects of radicalization;
* Radicalization is thought to be increasing and, given its perceived effect on women, is a big concern for women across all governorates, ages and education levels in Jordan.

Preventing online radicalization and enhancing community security must therefore also address gender-based violence, as per output 2 of this project.

COVID-19 has affected Jordan significantly and the Kingdom has been severely hit socio-economically. Also, the COVID-19 crisis and accompanying restrictive measures risk exacerbating social tensions and undermining trust within and between communities and with government institutions. Without being part of decision-making process and community dialogue, there is an increased sense of marginalization.

Then socio-economic consequences of COVID-19 impact certain groups more than others and in particular women living in poverty or who are economically dependent. Women have been disproportionately impacted by job-related lockdown implications, including closure of child-care facilities and schools, reduced access to sexual and reproductive health, gender-based violence (GBV) and the closing of other women-centric essential health and care services. Based on existing criteria, certain at-risk groups of women (GBV survivors in shelters, Jordanian women married to foreigners, women owners of home-based businesses) are further impacted by exclusion from social welfare benefits. Women’s economic participation has also been hit hard by COVID-19, given their high representation in the informal economy and in small and medium sized businesses. The pandemic has exacerbated the patterns of limited mobility of girls compared to that of boys. More generally, women and girls have been disproportionately disadvantaged by more limited access to technology and information.[[14]](#footnote-15)

1. **Urgency and unpredictability**

Since 2015, UNDP Jordan started its support to the Government of Jordan’s efforts in PVE engagement. Particularly, UNDP worked closely with various ministries and government stakeholders in developing a national PVE strategy and National Action Plan (NAP) and deployment of technical advisory support to the establishment of a PVE Unit. Especially after the Government of Jordan transferred the PVE Unit from the Ministry of Culture to the Office of the Prime Minister and adopted a NAP in August 2018 to reinforce PVE activities as a key priority for the Kingdom, UNDP and the relevant stakeholders decided a course of actions to be taken in order to strengthen the PVE efforts in the Kingdom.

However, because of the outbreak of COVID-19 in the Kingdom, the Government of Jordan needed to focus its efforts to contain the spread of virus and took serious measures in reducing the risk and prevention, including complete lockdown for about 20 days and closure of an international airport for about 6 months. Since the night curfew and weekend lockdown remained in place even until now, these restrictions forced many industries and shops to remain closed. The number of unemployed increased instantly. It is estimated that 1.4 million workers, representing about 81% of the workforce in Jordan, will be affected by the complete or partial curfew. Further, according to UNDP’s survey to measure the impact of COVID-19 to a sample of the 190,000 vulnerable households in May 2020, 68% of the respondents reported that they have lost their livelihoods during the lockdown and 65% of them lost their jobs during the lockdown[[15]](#footnote-16).

Further, a series of large-scale demonstrations in Amman against the previous administration took place before and aftermath of the COVID-19 crisis. For instance, in September 2019, thousands of teachers from all over the Kingdom protested to demand the Government to fulfil its 2014 promise of increasing teachers’ salary by 50%. Although the Government agreed to do so after a month-long strike, the Government decided to postpone the increase of the salary due to the COVID-19 crisis. As a result, in July 2020, the teachers demonstrated again on the street. Some youth activities supported the demonstration by using online messaging under the hashtag “solidarity with teachers”. Images and videos of the national anti-riot police arresting and clashing with the protesters, portraying excessive use of force, circulated abundantly on social media. This underscores the Jordanians’ political and social volatilities. Such protests surface the underlying frustration against the Kingdom’s political decisions and actions, particularly against their lack of clear strategies in addressing the socio-economic insecurities.

These incidents highlighted that key drivers of violent extremism (i.e. frustration over economic unfairness, social marginalization and political corruption) continue to be highly relevant factors and they need to be addressed otherwise hindering community security and social cohesion. In addition, the increased internet usage for school, work and leisure, triggered by the pandemic, exacerbates the need to intensify measures to prevent at-risk individuals being drawn towards violent extremist responses. With the country’s stagnant economics, a large number of vulnerable Jordanians have been continued to be severely affected socio-economically during the COVID-19 pandemic. With the continuing COVID-19 crisis, the number of residents who are frustrated by the current situation is expected to increase and will continue losing trust in the current administration.

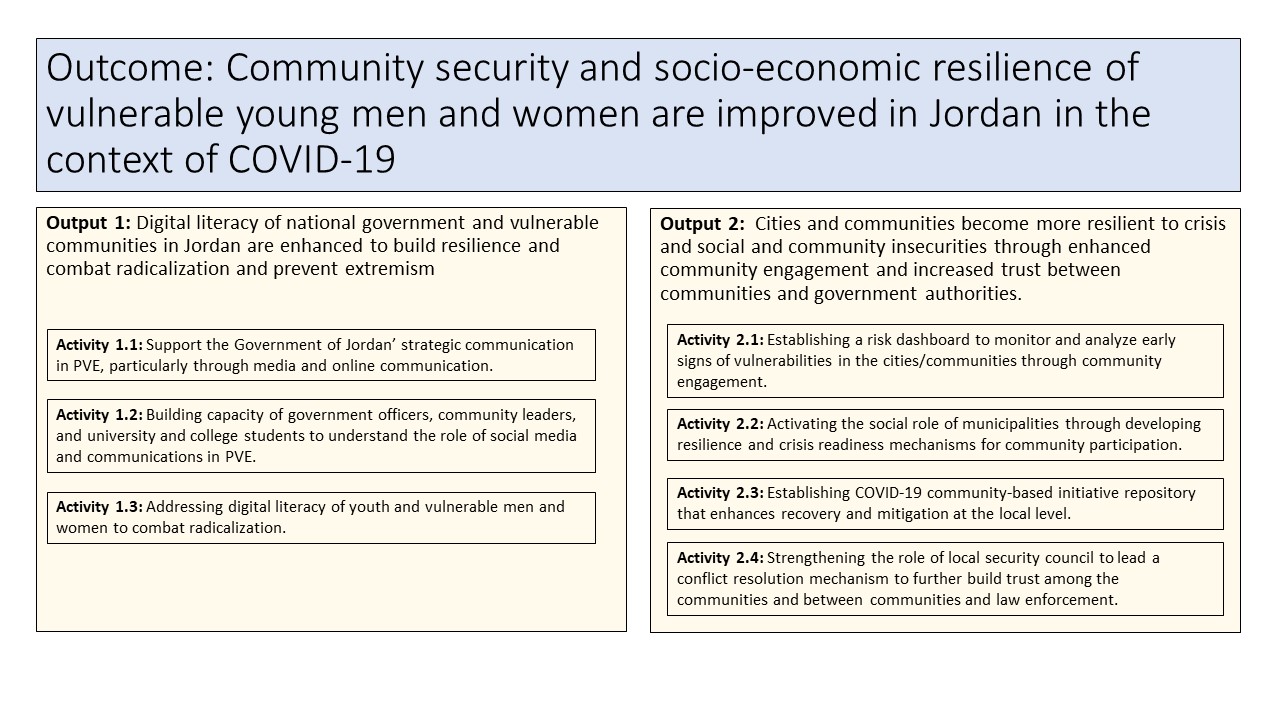
# Strategy

The overall goal of this project is to prevent the risk of violent extremism and support social stabilization through a comprehensive and people-centered approach. By reducing the risk of online recruitment of violent extremists and addressing digital literacy to combat radicalization, UNDP will seek to empower and build resilience of vulnerable young men and women. Further, by regularly monitoring a city/community vulnerability risks as well as promoting community-based approach particularly to mitigate COVID-19 impacts, this project aims at increasing resilience of communities. Establishing a conflict resolution mechanism by closely collaborating with local security councils and other relevant stakeholders will strengthen social cohesion and community security at local level.

Additionally, this project focuses on enhancing socio-economic resilience of communities that were deteriorated by the COVID-19 pandemic. As research suggests that vulnerable groups were negatively affected the most by the lockdown in Jordan, UNDP targets them in the project implementation in order to restore their livelihoods and re-build trust within their communities and to the government institutions. Further, by addressing economic and community insecurities that were increased during COVID-19 pandemic, UNDP will establish a mechanism where the vulnerable community members can be ready for any crisis to come, mitigate the impact, and recover quickly from them.

The project has one overall outcome: Community security and socio-economic resilience of vulnerable young men and women are improved in Jordan in the context of COVID-19 with two supporting outputs: Output 1: Digital literacy of national government and vulnerable communities in Jordan are enhanced to build resilience and combat radicalization and prevent extremism; and Output 2: Cities and communities become more resilient to crisis and social and community insecurities through enhanced community engagement and increased trust between communities and government authorities.

The Outcome also falls in line with the SDG 16, “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.” The Outputs 1 and 2 align with the SDG 16 because they work on both institutional and individual levels, with an aim of promoting inclusivity within communities, providing justice by building effective and accountable institutions, which targets enhanced digital literacy and community engagement capacities within Jordan. The project also contributes to trust building between the individuals and governments.



The project will contribute to the 2018 – 2022 UNDP Jordan’s Country Programme Document’s outcomes: Outcome 2: People especially the vulnerable proactively claim their rights and fulfil their responsibilities for improved human security and resilience; and Outcome 3: Enhanced opportunities for inclusive engagement of all people living in Jordan within the social, economic, environmental, and political spheres. Further, this project also contributes to Jordan Socio-economic Framework for COVID-19 Response in Jordan.

**Socio-Economic Framework for COVID-19 Response in Jordan**:The UN Framework connects urgent health and humanitarian requirements with what needs to be done to support Jordan in addressing the multiple social and economic challenges that the pandemic has brought to the Kingdom. It also outlines impacts and interventions in five pillars: 1) Protecting Health; 2) Protecting People; 3) Economic Recovery; 4) Macro-economics and Multilateral Cooperation; and 5) Social Cohesion and Resilience. For each pillar, the impacts of the crisis were assessed to help understand what is needed to simultaneously address immediate and medium-term needs. This project is fully in line with the analyses of the Framework and plans to support some of the “accelerators” to build back better from the crisis, including i) equity and inclusiveness to make sure that new and pre-existing vulnerabilities are addressed; and iii) Digital Transformation that supports innovation and progress in public and social services as well as business and economic initiatives.

# Results and Partnerships

***Expected Results***

**Output 1: Digital literacy of national government and vulnerable communities in Jordan are enhanced to build resilience and combat radicalization and prevent extremism.**

The National Action Plan (NAP) on PVE highlights the importance of implementing PVE activities through coordinating with key stakeholders including relevant government, academia, international community, community organizations and civil society. Since 2017, UNDP has been leading the engagement with national partners as well as community-based organizations (CBOs) and civil society organizations (CSOs) on the PVE-related activities, and in 2018, UNDP launched an online-based Jordan Prevention Platform (JPP) as an innovative knowledge sharing and capacity development network to engage on PVE at all levels in the Kingdom. This activity will further support the Government of Jordan’s efforts in reducing the risk of violent extremism, particularly online and on social media. Communication and media play an important role in delivering a message and raising awareness of PVE in a given country. Wrong way of communicating with its citizens can harm the trust from civil society and could accelerate individuals to support the nongovernmental and/or radicalized view. As part of this activity, UNDP will first provide raising awareness sessions targeting relevant ministries, and eventually provide technical support in developing a strategy, which is gender- and age-responsive, in order to reach out to communities in a more effective and strategic way.

The outcomes of these activities can inform targets 16.a and 16.6 from SDG 16 which include:

* 16.6: Develop effective, accountable and transparent institutions at all levels
* 16.a: Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime.

As part of the activities below, further supporting the Government of Jordan’s efforts in reducing the risk of violent extremism and building the capacities of government officers, community leaders and university and college students, will feed into targets 16.6 and 16.a specifically, thus, developing accountable and transparent institutions and preventing violence and combatting terrorism and crime.

**Activity 1.1: Support the Government of Jordan’ strategic communication in PVE, particularly through media and online communication.**

As part of this activity, UNDP is currently negotiating with a Think Tank dedicated to understanding and innovating real-world responses to the rising tide of polarization, hate and extremism of all forms, to start a research about the dynamic trends in online recruitment and spread of extremist messages, and hate speech. This research is expected to shed lights on how extremist groups, particularly Salafi-Jihadism, launched their messaging campaign to recruit citizens, and how Jordanians accessed these messages on Facebook before the COVID-19 lockdown (January – February 2020), during the lockdown (March – May 2020) and aftermath of the COVID-19 pandemic in Jordan (June – December 2020). Building upon this research and lessons learned, UNDP plans to continue mapping out online extremism ecosystem and how it affects Jordan during times of crisis like COVID-19. By doing so, UNDP will identify the target population likely to be recruited by the extremist groups and analyze the narrative patterns of fake news and radicalized messages that extremist groups prefer to use.

UNDP will continue to partner with the P/CVE Unit while implementing its core functions: operationalizing the National Action Plan on PVE, organizing expert group meetings; establishing communication, cooperation and information sharing channels amongst ministries, civil society and development partners; monitoring and evaluation; capacity building; outreach; and the biannual NAP update. Further, UNDP will help the Unit to develop the Government of Jordan’s communication strategy in reducing the risk of online recruitment of extremism and radicalization.

**Activity 1.2: Building capacity of government officers, community leaders, and university and college students to understand the role of social media and communications in PVE.**

Activity 1.2 is envisaged to build capacity of producers of media and social media, instead of viewers, to ensure comprehensive approach in the media environment. By targeting government officials at the Ministry of Media, they will be more aware of the effect of radicalized messages and how to identify them to block them, if possible. The possibilities will be explored of using an AI bot to monitor hate speech online, which has already been piloted in Tunisia and could be transferred to Jordan. It is also important to train them in producing media contents with counter narratives. Further, by holding lectures and seminars to target students at media colleges about PVE, overall media and social media contents in Jordan will be likely to have stronger messages in PVE in the near future.

Further, as part of JSB2018 project, UNDP Jordan produced a set of PVE training manuals to cover various topics including media information literacy, arts and sports, community dialogue, empowering youth, and gender equality. Based on the research results and findings as a result of Activity 1.1, UNDP will finetune the PVE training manuals covering media information literacy and empowering youth, and provide a series of capacity building training. Also, where needed, UNDP Jordan will equip the community centers in targeted communities so that vulnerable groups including refuges have improved access to digital content. By doing so, participants will have a higher capacity in digital literacy and will be aware of the effect of radicalized messages and media content.

**Activity 1.3: Addressing digital literacy of youth and vulnerable men and women to combat radicalization.**

UNDP started to implement a Digital Landscape Assessment (DLA), with the assistance of UNDP Regional Hub in Amman and the Estonian Academy and in partnership with the Ministry of Digital Economy and Entrepreneurship (MoDEE) and Ministry of Local Development (MoLA). DLA encompasses three assessments, which will be assembled to provide the baseline for a nationwide digital intervention and a guiding tool in the digital transformation process at local level:

* First, DLA will provide a snapshot of the SDG/ digital landscape profile, while undergoing a gap analysis with recommendations;
* Second, an Accelerator and Bottleneck Assessment will identify digital solutions to SDG acceleration.
* Last, Digital Maturity Assessment (DMA) covers a survey to determine the digital maturity level and providing actionable recommendations.

Building on the efforts of the DLA, UNDP aims to conduct a complementary assessment to provide insights of the community perspective with regards to the digital transformation process in Jordan. The DLA provides a profile of Jordan from the policy perspective. With the findings of the DLA and this complementary assessment, UNDP plans to map out community needs and organize various capacity building training to improve digital literacy of vulnerable community members including young men and women, community leaders, refugees and gender-based violence (GBV) survivors.

Digital skills building for youth will focus on providing beneficiaries with the skills necessary to better integrate into the labor market and to enhance opportunities for sustainable income generation. The proposed training will equip youth with the skills and resources to enhance self-reliance through formal employment or entrepreneurial activity.

Particularly, addressing digital literacy of youth, vulnerable men and women to combat radicalization is envisaged through inclusive digital livelihoods that will empower vulnerable community members, including women, youth and refugees. This type of training aims at improving their digital literacy by participating in bootcamps and intensive training on web development, frontend web design, web and applications content development, coding and interpretation that enhances self-learning and de-radicalize content. Training will also promote inclusive digital livelihoods and self-employment through online vocational training. By offering various sessions (i.e. English language training for coding purpose, graphics and web developers’ soft skills, and digital literacy interventions), the training will capacitate 200 beneficiaries including young men and women, refugees and Jordanians from host community. With a preference to those from communities with high percentage of unemployment rate, young men and women who aspire to improve their skills and to join the digital economy are welcome.

Also, GBV plays an important role in violent extremism as women have played roles as both preventers and perpetrators. As COVID-19 crisis increased the risk of GBV in the Kingdom[[16]](#footnote-17). In 2020, UNDP implemented a Rapid Response Facility project to address the digital gender divide among women at risk and GBV survivors and piloted innovative methods for women at risk and GBV survivors to seek help. Building on this initiative, UNDP will also try to develop overall digital literacy skills of GBV survivors so that they will have improved economic opportunities linked to the private sector.

It is important to note that the digital bootcamps will be leveraged through and are envisaged to be organized at the “Social Entrepreneurship Center Hub” in Amman, which was successfully built thanks to JSB2018 contribution. In addition to the training sessions to be organized, UNDP plans to further support the beneficiaries by providing mentorship from the incubator already established from the social start-ups and entrepreneurs previously participated in JSB2018-supported Heart of Amman interventions. The trained beneficiaries will become advocates and role models for de-radicalization through digital literacy, skills for the future and innovation. In parallel, partnering with the Ministry of Digital Economy and Entrepreneurship (MoDEE), UNDP will organize trainings on how to programme design and replicate similar digital literacy programs in other cities and towns through its network and cluster of incubators and start up accelerators.

**Output 2: Cities and communities become more resilient to crisis and social and community insecurities through enhanced community engagement and increased trust between communities and government authorities.**

Due to the widespread of COVID-19 and the Government of Jordan’s strict measures in controlling the virus, a lack of trust within the communities and towards the Government increased. Coupled with emerged socio-economic challenges during COVID-19 pandemic, these concerns and uncertainties continue to be a crucial threat to the Kingdom as the vulnerable citizens are more likely to be attracted and recruited by the radicalized and violent extremists. It is believed that if an at-risk individual’s resilience to violent extremism is increased, he/she will be better equipped to resist the recruitment efforts of violent extremist and radicalized groups.

In this regard, responding to people’s immediate needs is urgently needed so that they will be empowered to make choices and decisions to address to their rapidly growing challenges and concerns during the COVID-19 crisis. Particularly, during COVID-19 crisis, community security and resilience are continued to be questions in many cities and communities in the Kingdom. Thus, UNDP will implement four activities under this Output, with an aim of reducing community risks and marginalization as well as increasing community resilience and social cohesion by promoting people-centered, inclusive and community-oriented initiatives and approaches.

The outcomes of these activities can also feed into SDG 16, target 16.7 which states the following: Ensure responsive, inclusive, participatory and representative decision-making at all levels. Output 2 focuses on empowering citizens to make decisions and address their rapidly growing challenges, especially during COVID-19 by creating a vulnerability dashboard, activating the social role of municipalities and establishing community-based initiatives for COVID-19.

**Activity 2.1: Establishing a risk dashboard to monitor and analyze early signs of vulnerabilities in the cities/communities through community engagement.**

Crises usually do not erupt without any previous signs. They are the result of an enabling environment and the product of several underlying factors. UNDP Jordan has therefore been partnering with the UNDP Crisis Bureau in NY to develop a Crisis Risk and Early Warning (CREW) system. With the support provided from the JSB2018 and JSB2019 projects, the CREW provides the opportunity to systematically track and analyze the root causes of crisis over time and use this knowledge as an evidence base, which can support decision-making to improve preparedness, mitigate crisis risks, and take early action. The CREW can also support in incorporating risk-informed analysis and decision making into UNDP’s country programming.

UNDP Jordan identified six thematic areas to track and analyze in the Crisis Risk Dashboard and collect data on: 1) Diversity and inclusion; 2) Governance and rule of law; 3) Inequality and socio/economic risks; 4) Health hazards; 5) Environmental risks; and 6) Connectivity and social infrastructure, which focuses on the digital access to e-government services for instance. There is also an incident tracker which also gives insights and helps monitor possible social tensions.

All pillars in the Jordan CO will provide inputs on their area of expertise. Building upon the lessons learned, UNDP will develop a community-level early warning system to identify and assess the risks and vulnerability of cities/communities through engaging with local communities and CBOs/CSOs. As the access to disaggregated data at the municipal level is limited in Jordan, CBOs/CSOs and community members will play an important role in identifying risks and vulnerabilities that may be unique to each city/community and how crisis like COVID-19 may instantly affect their lives and inter-relations within the communities. Additionally, by focusing on collecting and disaggregating gender-related data under diversity and inclusion, UNDP also plans to make the dashboard gender responsive to address and analyse root causes of crisis over time.

Through the development of the online dashboard, UNDP hopes to improve the system and expand its community-level data. By regularly monitoring the identified risks and signs of vulnerabilities, the system envisages to see if a sign of uncertainty in their communities increases. In order to establish this system as a pilot study, UNDP will first conduct a mapping analysis to understand what kind of risks/vulnerabilities should be prioritized through a participatory approach with CBOs/CSOs, and which city/community has higher risks/vulnerabilities. Also, as an offline function, UNDP will work closely with CBOs/CSOs so that the early signs of risks and vulnerabilities alerted online will be validated offline at community level, when needed. UNDP Jordan will provide training sessions in order to build their capacities to regularly monitor the emerging risks and vulnerabilities of each community. Through this exercise, community-specific human insecurities, particularly types of economic and community insecurities, will be identified and addressed.

**Activity 2.2: Activating the social role of municipalities through developing resilience and crisis readiness mechanisms for community participation.**

The National Action Plan (NAP) on PVE stresses the importance of whole of society approach and emphasizes the key role that communities and local governments can play. UNDP Jordan continues to support the implementation of the NAP activities by collaborating with municipal governments, specifically the ones with communities at-risk, and will develop a mechanism to enhance community participation and engagement. Through this mechanism, UNDP hopes that a sense of belonging of young men and women in these municipalities/communities will be further enhanced. Thus, communities will become more resilient not only to violent extremist and radicalization but also to crisis and disaster such as COVID-19 and flash flooding. Also, it is believed that this will further enhance the Kingdom’s decentralization efforts by increasing municipal governments’ representation.

In order to reduce the spread of misinformation, address the lack of social connectivityduring the COVID-19 crisis and create participatory response strategies that enhance recovery and mitigation at the local level, UNDP has started the establishment of Municipal Community Network Platforms. The platforms will have a specific section for vulnerable groups including women, youth, elderly and economically challenged. The aim of these digital Community Network platforms is to build resilience and strengthen the social contract by improving the relationship between the state, local governments, citizens, and residents. UNDP already targeted two communities, thus, UNDP hopes to increase the number of community platforms to 10. The platforms will be owned by municipal authorities and will facilitate on-going digital dialogue, building on physical community dialogue processes that can help in preventing violent extremism.

**Activity 2.3: Establishing COVID-19 community-based initiative repository that enhances recovery and mitigation at the local level.**

As part of COVID-19 recovery mechanism, UNDP, in close collaboration with municipal governments and local communities, will establish a community initiative repository that enhances recovery and mitigation from crisis and disaster. This will build on the efforts of the Rapid Response Facility (RRF) project. In the first and second wave of the COVID-19 crisis, RRF project played a key role in supporting the government’s critical business continuity of core functions and services including the development of municipal contingency plans and addressing lack of social dysconnectivity of those marginalized communities including refugees and migrants.

UNDP will identify a handful of communities that were impacted the most by the COVID-19 pandemic and its containment measures. Then, UNDP will collect a list of community initiatives or social capital that organically emerged physically or virtually during and after the lockdown, particularly the ones can potentially improve their community and economic insecurities. UNDP will develop a community initiative repository, which would allow to establish a channel of information between communities and local and national governments, UNDP envisages that this channel will help the government’s policy making and accelerate participatory and data informed planning. With this in mind, UNDP will prioritize to select initiatives to be stored in the repository, which can be scaled up in different communities.

In parallel, while collecting best practices and lessons learned, as well as analyzing data and outcomes, UNDP will start the next cycle of the implementation of scalable initiatives by designing and deploying pilot initiatives. By doing so, more individuals in vulnerable communities will be reached out, eventually contributes to building back better their communities and livelihoods.

UNDP will identify 150 vulnerable community members to participate in the design and implementation of community responsive socio-economic initiatives, with an aim of enhancing their communities and local neighborhoods. Beneficiaries will be selected based on criteria that prioritises most vulnerable individuals and communities that were impacted the most by the COVID-19 and its containment measures. The details of the selection criteria can be found in *Section* *X. Vulnerable Selection Criteria*. Beneficiaries participating in community initiatives will receive incentives and vocational training to support improvement in their living conditions. Preferably, initiatives will be area-based and are meant to improve urban and community spaces and/or their neighborhoods (i.e. beautifying public parks, rehabilitating existing buildings to be transformed into public spaces, local markets, health centers or school). However, initiatives can also target sectors/businesses that have been most impacted by COVID-19 in order to reduce negative coping mechanisms and eliminate conditions that are conducive to radicalization. In parallel to Activity 1.3, initiatives with strong focus on enhancing innovation and addressing digital literacy will be also prioritized.

Building upon the successful examples of the development and implementation of area-based community interventions through Heart of Amman programme (supported by JSB2018 and JSB2019 projects), the activity will be conducted by partnering with relevant government offices, including Greater Amman Municipality (GAM). The activity will leverage on and enhance capacity at GAM and Ministry of Local Administration (MoLA) to plan and manage community-based initiatives and build a repository of COVID-19 crises responses. Interventions will also support GAM to establish partnerships with other smaller surrounding municipalities in partnership with MoLA to strengthen emergency response, public health readiness and planning through community and neighborhood led initiatives for pandemic containment, behavioral change advocacy, post COVID-19 socio-economic recovery. It will also enhance the universal access to basic public health services and measures.

**Activity 2.4:** **Strengthening the role of local peace and security council to lead a conflict resolution mechanism to further build trust among the communities and between communities and law enforcement.**

This activity builds on the support to the development of the Community Policing model and its roll out in Jordan (conducted under JSB2019 project) and aims at developing a conflict resolution mechanism at community level by activating Local Peace and Security Councils (LPSCs) and bridging the gap between law enforcement and local communities. In Jordan, local security councils comprised of community stakeholders representing community policing under Public Security Directorate (PSD), local governments, civil society, and other relevant organizations and individuals, and serve to discuss and mitigate the local community security issues and concerns. It is understood that “tribe” and “tribal rules, norms and traditions” play a significant role in Jordanian communities in addition to Sharia’h (Islamic) court and State Court. In some Arab countries and particularly in rural communities, community members prefer to resolve matters locally because some of them would like to handle matters in their own manner to match with their values.

Also, they see the importance of asking some community members whom they are familiar with and trust to handle these matters. In this regard, UNDP, in partnership with PSD and community leaders will suggest an update the LPSC guidelines to ensure vulnerable community members, such as youth and women, are represented in LPSCs so that their views will be counted. Such inclusion may imply a revision on the role and responsibilities of LPSC. By collaborating with LPSCs, UNDP hopes to develop a conflict resolution mechanism that is community-owned and community-engaged, while linking law enforcement officials and local government institutions. By having community policing officers in the mechanism, the communities with LPSCs will be able to monitor negative phenomena in the local communities and find necessary solutions in a fair and peaceful manner. Thus, UNDP will then hold a series of raising awareness sessions in the target communities so that the roles of LPSCs and community policing will be recognized and acknowledged, and LPSC members will be further connected to the community members, particularly to women and youth members. This exercise will shed lights on challenges and problems communities have and help them identify the ways to resolve the issues by their own hands. Further, due to the ongoing COVID-19 crisis, community members face the fear of COVID-19 infection within a community, therefore, inter-community relations may be strained due to the COVID-19 pandemic and thus compromise the unity among the different communities. In this regard, UNDP envisages that empowered LPSCs will also promote awareness of safety and security of the community, with focus on COVID-19, and eventually help them re-build a trust within the communities.

***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 Regional Hub in Amman, Regional Bureau in Arab States (RBAS) HQ in NY and Global Policy Network at the HQ in NY. 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***
   1. **UN agencies***:* In Jordan, the PVE task force led by the RC office is an exchange platform to discuss PVE and Social cohesion related topics, comprising UN agencies and development partners. UNDP also built strategic partnership with UNFPA for the activities related to PVE and youth, under the 2250 Coalition (UNSCR2250; Youth, Peace and Security). In close collaboration with these UN agencies, UNDP will further strengthen the PVE and resilience efforts in the Kingdom.
   2. **Government institutions***:* Through the implementation of the previous JSB projects, UNDP has been working closely with relevant government offices, namely the PVE Unit under the Prime Ministry, which coordinates through the National P/CVE committee for all PVE related activities. Other examples include Community Policing Department under the Pubic Security Directorate, Office of the Government Spokes Person, and other line ministries including the Ministry of Social Development. For the implementation of this project, UNDP Jordan hopes to further collaborate with relevant government partners in order to accelerate the PVE NAP activities by providing technical expertise and coordination support.
   3. **Civil society**:Through the implementation of previous JSB projects,UNDP built strong partnership with communities and networks of CBOs for PVE, social cohesion, and livelihoods intervention (i.e. Jordan Prevention Platform and Mateen Network). As the PVE NAP calls for a whole of society approach while stressing the importance of collaborating with civil society, UNDP continues to work with the CBOs/CSOs to maximize the impact of this project. In this way, this project will help tackle the drivers of violent extremism and enhance social cohesion in Jordan.
2. ***Partnership with Japan***
   1. **Communication strategy and visibility**: In coordination with the Embassy of Japan in Jordan and in line with UNDP RBAS’s Japan Visibility Action Plan, UNDP Jordan will prepare a communication and visibility plan for the implementation of the project by aligning with UNDP RBAS’s Japan Visibility Action Plan. To ensure the visibility of the Government of Japan’s contribution, UNDP Jordan will deliver a project profile and provide regular updates in its website and on social media. Particularly, UNDP will prioritize in publishing project success stories and human centered stories by featuring project beneficiaries. Further, when the report or any other written product is developed (i.e. brochures and publications), the Government of Japan’s acknowledgment (including logos) will be included with further reference to the Japanese contribution in press releases and speeches relating to events. UNDP will regularly consult with the Embassy of Japan throughout the project to ensure it is well-informed of project implementation and achievement, and to organize the field visits and participation in events at different levels (i.e. high level and technical level events). During the project implementation period, the Embassy will be a key member of the Project Board and its technical steering committee, as well as the donor consultation meeting related to PVE and human security, which UNDP will support the relevant government office in the organization. Furthermore, UNDP will provide regular reporting and communications by sharing progress reports and/or holding frequent meetings/consultation at working level so as to ensure accountability and strengthen its working relationship with the Embassy of Japan.
   2. **Involvement of Japanese nationals in the project**: The Programme Specialist, a Japanese national, is providing technical expertise in urban planning and social cohesion, programme management support and policy development to the UNDP Jordan Inclusive Growth and Sustainable Livelihoods Team. She will continue manage this project as a project manager by providing technical expertise and coordination on human security, PVE, resilience and urban development issues, as well as by closely collaborating with the Embassy of Japan in Jordan.
   3. **Involvement of Japanese NGO**: UNDP will seek collaboration with Japanese NGOs, such as NICCOD and KnK, on community engagement and youth issues. By inviting them to participate in the Prevention Network, UNDP ensures the complementarity of the Government of Japan’s support in Jordan and effective strategic working engagement between Japanese NGOs and Jordanian CBOs/CSOs.
   4. **Linkage with Japan’s development assistance activities**: UNDP recognizes JICA’s comparative advantage in human security approach and projects, as well as JICA Research Institute’s various research in this topic. Therefore, UNDP invited JICA Jordan Office and JICA Ogata Research Institute in December 2020 to be part of a webinar series, Takatof, to re-introduce the concept of human security to Jordanian listeners as part of the support against COVID-19. UNDP will continue seeking cooperation and guidance from JICA to establish the human security approach in PVE programming and other social cohesion and livelihoods projects in Jordan.
   5. **Involvement of Japanese private sector**: UNDP has been seeking a partnership with Japanese private sector to focus on youth employment and empowerment, social cohesion and livelihoods. Where possible, UNDP hopes to work closely with them in order to bring a new way of working to 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 community security situation within the Kingdom will delay the progress of project activities | **P 2**  **I 4** | * 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 offices and empowered civil society | **P 2**  **I 3** | * Organizing meeting opportunities to discuss the objectives of the projects and possible collaboration, particularly for community policing and Jordan Prevention Platform * Building trust through having ongoing dialogue between the government and civil society | UNDP, Government, and civil society |
| **Economic** | Current economic challenges put pressure on creating new job opportunities in the labour market | **P 3**  **I 4** | * Economic and business barometers will be used regularly to focus on economic sectors with potential growth as well as hiring potential and growth projections. | UNDP and implementing partners |
| **Socio-economic** | COVID-19 crisis and global pandemic further affects the socio-economic livelihoods of people in Jordan and causes delays in some activities | **P 4**  **I 4** | * Continuous monitoring and following up of the current situation related to COVID-19 crisis and pandemic in the Kingdom * Close collaboration with relevant UN agencies and government offices to monitor and trend of the COVID-19 pandemic in Jordan * Providing incentives to participate in project activities/interventions (other than financial ones) | UNDP |
| **Operational** | Low engagement of civil society and communities as well as relevant government offices in project activities (participation in community initiatives) | **P 2**  **I 3** | * Raising awareness and undertaking visibility exercise on UNDP’s interventions * Participatory approach and engaging potential beneficiaries from the beginning of 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** | Ineffective involvement of stakeholders in the project implementation. | **P 2**  **I 3** | * Roles and responsibilities of stakeholders and partner will be clearly defined at every stage of project design and implementation. The private sector, including employers, will be involved in designing the programmes to ensure that the project will meet the skills that employers require. | UNDP and partners |
| **Operational** | Challenges to sustainability of the project | **P 2**  **I 3** | * The project will develop a Sustainability Plan within the first six months. Follow-up activities will be conducted by UNDP in close coordination and engagement of relevant direct stakeholders and partners | UNDP and implementing partners |
| **Operational** | Sexual exploitation and abuse | **P2 I5** | * All partners that will work directly with vulnerable beneficiaries will be required to have procedures and processes in place to effectively prevent and deal with allegations of SEA. | UNDP |
| **Environment** | Established businesses and community interventions are not compliant to the environment | **P 2**  **I 2** | * 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 government offices and international community to cooperate in responding COVID-19 crisis | **P 2**  **I 4** | * Raising awareness of the importance of the building forward better approach * Careful, ongoing dialogue aimed at strengthening partnerships | International communities and government offices |

***Stakeholder Engagement***

The project relies on regular consultations and collaborations with key government institutions (i.e. P/CVE 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), civil society and local communities. Based on the previous assessments and community engagement, as well as the vulnerable selection criteria developed, the target beneficiaries will be identified and selected from vulnerable youth and marginalized residents in urban host communities in Jordan. During the project implementation period, UNDP will continue liaising and engaging with relevant government and civil society partners and beneficiaries to monitor and analyse the impact of the project.

***South-South and Triangular Cooperation (SSC/TrC)***

The project intends to draw on international and regional best practices for PVE and human security programme/projects and livelihoods interventions. For instance, UNDP recognizes that a few successful human security programmes/projects can be found globally, therefore, UNDP Jordan plans to liaise with relevant UNDP offices and UN entities to learn from their experiences and scale up their lessons learned.

***Knowledge***

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

***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) 2020-2022, and Socio-Economic Framework for COVID-19 Response in Jordan. These principles will highlight the importance of combined efforts of peacebuilding, resilience, and humanitarian needs, with an aim of aligning with the Humanitarian-Development-Peace Nexus approach.

In this regard, UNDP will coordinate with relevant stakeholders (government institutions, CSOs, international community) in the area of PVE, resilience, and humanitarian and development assistance, for the implementation of the project. It will also develop capacities of relevant actors by providing training and capacity building 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 for the achievement of human security, is also the focus of the result of the project.

# Project Management

***Cost Efficiency and Effectiveness***

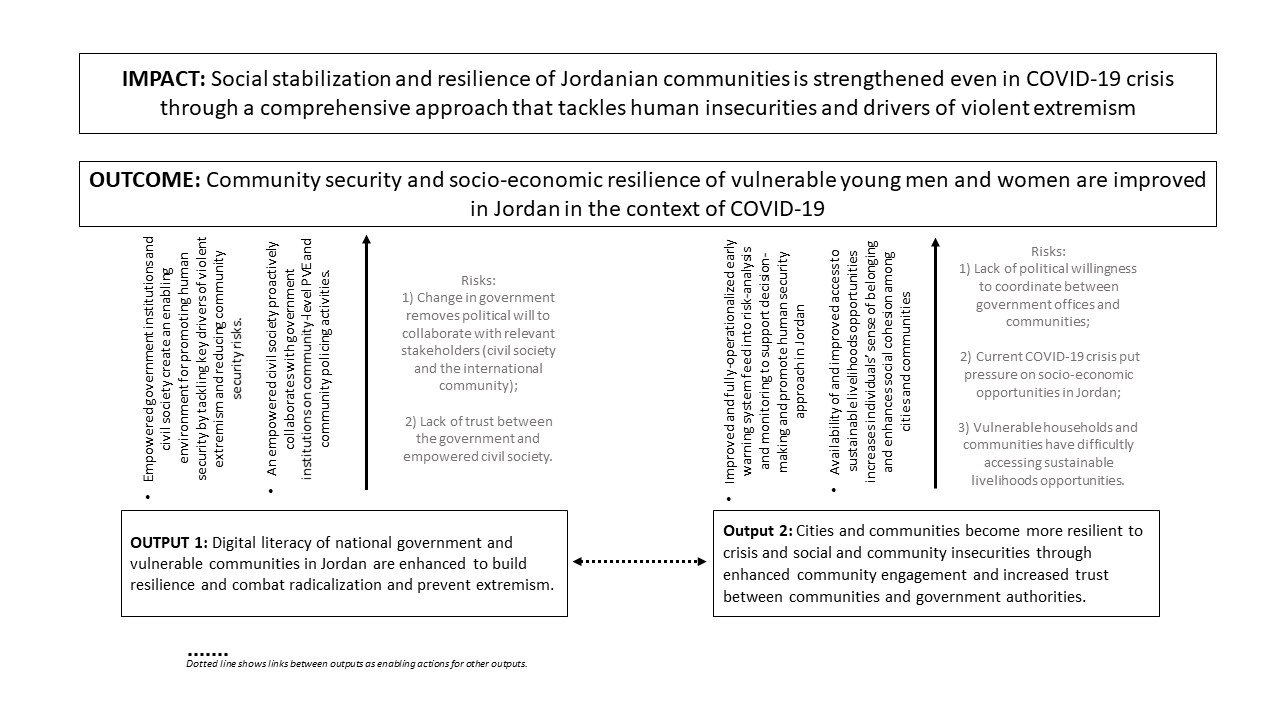
Using a portfolio management approach to improve cost effectiveness by leveraging activities and partnership with different initiatives/projects, UNDP Jordan will ensure its efforts to achieve cost-efficiency and effectiveness of spending.

***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 national Project Officers (POs) in PVE and Livelihoods. 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 and technical expertise of the Team Leaders, Governance and Peace and Inclusive Growth and Sustainable Livelihoods, and the Program Manager in the Country Office.

All operational procedures are undertaken based on UNDP rules and regulations and will be processed through the country office. All operational activities will be handled by dedicated operations team, including an operations officer, 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.

# Theory of Change



# Results Framework[[17]](#footnote-18)

| **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:**  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)  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:**  Signature solution 1: Keeping people out of poverty  Signature solution 2: Strengthen effective, inclusive and accountable governance  Signature solution 3: Enhance national prevention and recovery capacities for resilient societies  Signature solution 6: Strengthen gender equality and the empowerment of women and girls | | | | | | | | |
| **Project title and Atlas Project Number:** Preventing online radicalization and enhancing community security to mitigate socio-economic impact of COVID-19 in Jordan | | | | | | | | |
| **EXPECTED OUTPUTS** | **OUTPUT INDICATORS[[18]](#footnote-19)** | **DATA SOURCE** | **BASELINE** | | TARGETS | | | DATA COLLECTION METHODS & RISKS |
| **Value** | **Year** | **2021** | **2022** | Final |
| **Output 1**  Digital literacy of national government and vulnerable communities in Jordan are enhanced to build resilience and combat radicalization and prevent extremism | **1.1.1:**Number of government institutions engaged in the development of the Government’s communication strategy for PVE | UNDP | 0 | 2020 | 5 | 0 | 5 | Project records |
| **1.2.1:**Number of government officials and students who participated in the capacity building training in the area of digital literacy | UNDP | 0 | 2020 | 40 | 10 | 50 | Project records |
| **1.2.2:** Level of understanding of the online recruitment of violent extremism and radicalization  BL: N/A T: Increased | UNDP | NA | 2020 | NA | Increased | Increased | Project records |
| **1.3.1:**Number of youth and vulnerable men and women participated in digital literacy training | UNDP | 0 | 2020 | 80 | 20 | 100 | Project records |
| **Output 2**  Cities and communities become more resilient to crisis and social and community insecurities through enhanced community engagement and increased trust between communities and government authorities. | **2.1.1:** A community-level risk dashboard developed and fully operationalized | UNDP | No | 2020 | Yes | Yes | Yes | Project records |
| **2.1.2:**2.2 Community-level risks and vulnerabilities are identified and assessed | UNDP | No | 2020 | Yes | Yes | Yes | Project records |
| **2.2.1:** Number of municipal government officials received capacity building training in community engagement and participation, disaggregated by sex | UNDP | 0 | 2020 | 10 | 10 | 20 | Project records |
| **2.2.2:** Number of municipalities organized community dialogue sessions and/or invited community members in decision-making as part of participatory planning | UNDP | 0 | 2020 | 5 | 0 | 5 | Survey |
| **2.3.1:** A COVID-19 community-based initiative repository established | UNDP | No | 2020 | Yes | Yes | Yes | Project records |
| **2.3.2:** Number of community-based initiatives designed and developed to mitigate the socio-economic impact of COVID-19 | UNDP | 0 | 2020 | 10 | 5 | 15 | Project records |
| **2.3.3:** Number of community-based initiatives that focus on gender vulnerabilities are implemented | UNDP | 0 | 2020 | 0 | 5 | 5 | Project records |
| **2.4.1:** Community-level conflict resolution mechanisms developed and fully operational | UNDP | 0 | 2020 | 0 | 5 | 5 | Project records |
| **2.4.2:** Change in percentage of community members who place confidence in their communities and local governments, disaggregated by sex and age | UNDP | No changes | 2020 | Increased | Increased | Increased | Survey |

# 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 Plan[[19]](#footnote-20)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **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 ad 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 improve the project. | Annually | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve 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 Plan[[20]](#footnote-21)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **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 |  |  |  |  |  |  |

# Multi-Year Work Plan [[21]](#footnote-22)[[22]](#footnote-23)

*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** | | |
| 2020 | 2021 |  | Funding Source | Budget Description | Amount |
| Output 1: Digital literacy of national government and vulnerable communities in Jordan are enhanced to build resilience and combat radicalization and prevent extremism | 1.1: Support the Government of Jordan’ strategic communication in PVE, particularly through media and online communication |  |  | UNDP | Japan | IT system development, equipment & management | $125,000.00 |
| National Consultant (Communication Specialist) | $36,000.00 |
| 1.2: Building capacity of government officers and students to understand the role of media and communications in PVE |  |  | UNDP | Japan | Capacity building and Trainings (Government representatives) | $10,000.00 |
| National Consultant (M&E and Learning) | $36,000.00 |
| Capacity building and training (students) | $25,000.00 |
| Website & electronic tools development | $5,000.00 |
| 1.3: Addressing digital literacy of youth and vulnerable men and women to combat radicalization |  |  | UNDP | Japan | Online VE recruitment research (RFP) | $250,000.00 |
| PVE Research Coordinator (consultant) | $100,000.00 |
| Capacity building and training (accessing digital literacy for youth) | $314,250.00 |
| Market assessment on digital landscape | $30,000 |
| Rehabilitation of Innovation Hub | $48,400.00 |
| Travel & transportation | $30,000.00 |
| **Sub-Total for Output 1** | | | | | | **$1,009,650.00** |
| Output 2: Cities and communities become more resilient to crisis and social and community insecurities through enhanced community engagement and increased trust between communities and government authorities. | 2.1 Establishing a community-level risk dashboard to monitor and trace early signs of vulnerabilities in the cities/communities through community engagement |  |  | UNDP | Japan | Human security and risk needs assessment | $30,000.00 |
|  |  | UNDP | Japan | Early warning system development | $15,000.00 |
|  |  | UNDP | Japan | Capacity building & workshop | $20,000.00 |
|  |  | UNDP | Japan | Community forum on CREW | $20,000.00 |
| 2.2 Activating the social role of municipalities by developing resilience and crisis readiness mechanisms for community participation |  |  | UNDP | Japan | Capacity Building and Training | $18,000.00 |
| Community dialogue & initiatives | $60,000.00 |
| 2.3: Establishing COVID-19 community-based initiative repository that enhances recovery and mitigation at the local level. |  |  | UNDP | Japan | Capacity building & training for government officials | $24,000.00 |
| Market assessment on geographic locations and urban revitalization | $25,000.00 |
| Community initiatives | $150,000.00 |
| Capacity building & training for participants | $154,500.00 |
| Implementation of community initiatives (RFP) | $40,000.00 |
| 2.4 Strengthening the role of local security council to lead a conflict resolution mechanism to further build trust among the communities and between communities and law enforcement |  |  | UNDP | Japan | Local Peace and Security Councils operationalization | $100,000.00 |
| UNDP | Japan | Capacity building & training | $20,000.00 |
| UNDP | Japan | General operation cost (rent, utility, etc) | $179,668.79 |
| UNDP | Japan | Communication & advocacy | $32,230.45 |
| UNDP | Japan | Misc. | $8,683.19 |
| UNDP | Japan | Travel & local transportation | $10,000.00 |
| **Sub-Total for Output 2** | | | | | | **$901,565.00** |
| **UNDP project staff cost (Output 1 – 2)** |  | | | | | | **$839,060.00** |
| **Sub-total** |  | | | | | | **$2,750,275.00** |
| **UNDS coordination levy** | Levy 1% | | | | | | $29,703.00 |
| **General Management Support** | GMS 8% | | | | | | $220,022.00 |
| **TOTAL** |  | | | | | | **$3,000,000.00** |

# 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 of Jordan and UNDP, with representation from participating donors (Japan 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 Central Team of UNDP Jordan, **monitoring and evaluation** of project activities and results will be undertaken regularly by the project team.

**Project Organisation Structure**

**Project Board**

**PVE Unit (office of the Prime Minister), MoPIC, MoC, Embassy of Japan, UNDP**

**Senior Beneficiary**

PVE Unit (office of the Prime Ministry), MoC

**Senior Supplier**

Japan

**Executive**

MoPIC

**UNDP Senior Management**

**Project Support**

Operations Team

**Project Management**

Programme Specialist, Urban Planning and Social Cohesion

Expert team for Output 2 (Crisis Risk, Livelihoods & Community Security)

National Programme Analyst; Programme Officers, UNV

Expert team for Output 1 (PVE)

National Programme Analyst; National Officer for Community Policing

**Project Assurance**

1. Team Leader, Governance and Peace

2. Team Leader, Inclusive Growth

# Vulnerability selection criteria

For the implementation of activity 1.3 and 2.1, UNDP will select beneficiaries based on the below vulnerability selection criteria[[23]](#footnote-24):

* 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

# 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.

# 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][[24]](#footnote-25) [UNDP funds received pursuant to the Project Document][[25]](#footnote-26) 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.
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:
   1. Consistent with the Article III of the SBAA *[or 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:
      1. 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;
      2. 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.
   2. 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.
   3. 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.
   4. 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.
   5. 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.
   6. 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.

* 1. *Choose one of the three following options:*

*Option 1:*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.

*Option 2:*Eachresponsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the 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.

*Option 3:* 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 the 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.

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.

* 1. 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.
  2. 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.
  3. 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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1. Department of Statistics, General Statistics, 2019 [↑](#footnote-ref-2)
2. Department of Statistics, Statistical Yearbook of Jordan, 2018 [↑](#footnote-ref-3)
3. CIA, World Factbook, 2021 [↑](#footnote-ref-4)
4. Department of Statistics, Population Estimates, 2018 [↑](#footnote-ref-5)
5. World Bank, 2020 [↑](#footnote-ref-6)
6. UNHCR [↑](#footnote-ref-7)
7. Compounding Misfortunes - Changes in Poverty since the Onset of COVID-19 on Syrian Refugees and Host Communities in Jordan, the Kurdistan Region of Iraq and Lebanon, World Bank, Dec, 2020 [↑](#footnote-ref-8)
8. [Report](http://www.oecd.org/digital/bridging-the-digital-gender-divide.pdf) OECD: Bridging the gender digital Divide, INCLUDE, UPSKILL, INNOVATE 2018.; there are 327 million fewer women than men with a smartphone and can access the mobile internet in the world. [↑](#footnote-ref-9)
9. Report World Bank: Does the Internet Reduce Gender Gaps? The Case of Jordan [↑](#footnote-ref-10)
10. From Insights to Action, Gender equality in the wake of COVID-19 report by UNDP and UN Women [↑](#footnote-ref-11)
11. UN Women, 2020 “Covid-19 and women’s economic empowerment: Policy recommendations for strengthening Jordan’s Recovery” [↑](#footnote-ref-12)
12. Department of Statistics (DOS) 2017 2018 Population and Family Health Survey. See page 14 on Domestic Violence: https://dhsprogram.com/pubs/pdf/SR256/SR256.pdf [↑](#footnote-ref-13)
13. ACTED, AWO, IRCKHF, CWS, 2016. “Exploring the Relationship between Gender-Based Violence and Radicalization in Jordan” [↑](#footnote-ref-14)
14. UNCT (2020), “Socio-economic framework for COVID-19 Response in Jordan” [↑](#footnote-ref-15)
15. UNDP (2020), “COVID-19 Impact on Most Vulnerable Household in Jordan: Rapid Assessment”; A rapid assessment of 12,084 respondents conducted by UNDP through an online survey during the lockdown highlighted the significant impact the measures had on the livelihoods of vulnerable households. Almost three-quarters of survey respondents (72.5%) indicated having difficulties covering basic needs (rent, food, heating and medicine) as a result of the lockdown measures. [↑](#footnote-ref-16)
16. 62% of women respondents indicated that “they feel at increased risk of suffering physical and psychological violence as a result of either/or increased tensions in the household and increased food insecurity, both of which have been caused by the crisis.; UN Women (2020), “Rapid Assessment of the Impact of COVID-19 on Vulnerable Women in Jordan” [↑](#footnote-ref-17)
17. 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. [↑](#footnote-ref-18)
18. 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. [↑](#footnote-ref-19)
19. Where applicable and possible, all data collected will be disaggregated by gender, age, vulnerability status etc. as defined in indicators. [↑](#footnote-ref-20)
20. Optional, if needed [↑](#footnote-ref-21)
21. 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 [↑](#footnote-ref-22)
22. 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. [↑](#footnote-ref-23)
23. 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. [↑](#footnote-ref-24)
24. To be used where UNDP is the Implementing Partner [↑](#footnote-ref-25)
25. To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner [↑](#footnote-ref-26)