**Title**: NGO platform for the prevention of violent extremism

**ATLAS Number:** xxx

**Start Date:** 1 October 2018 **End Date:** 30 September 2019

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| **Brief Description** |
| Since the start of the Syrian refugee crisis, UNDP collaborated on an agreement to establish a Community Cohesion Grant Mechanism focused on Jordanian NGOs and CBOs. The agreement also focused on partnering with civil society and community based organizations to nurture a solid environment for peace and non-violence, especially in localities that suffer from extremism and radicalization. Building on UNDP’s qualitative and quantitative surveys on pathways and drivers of extremism in Jordan, the project is expected to create a Platform for key NGOs so to become an alliance-building hub and resource centre for emerging civil society and community-based organizations in the field of preventing and countering violent extremism. The Platform will be an inclusive entity with open membership based on eligibility and impact-based criterion.  Based on input from a national dialogue town-hall with participation from the NGO community, the NGO Platform will aim at enhancing the development of civil society in Jordan with focus on key localities where dealing with rising radicalization and extremism is vital. The Platform will be a hub to provide capacity development services and an opportunity for organizations to network and coordinate PCVE activities so to maximize impact and to support government initiatives when implementing the National PVE Strategy of Jordan. A strengthened civil society in Jordan would in turn lead to more inclusive participation in democratic processes and foster better relations between civil society actors and the State.  The goal is to establish an NGO Platform as an independent autonomous entity with one core objective: Implementing a comprehensive capacity building training plan for civil society, especially CBOs, on core PVE areas and localized PVE interventions |

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| Programme Period: 1 June 2017 – 31 May 2019 | **Total resources required:** | | $338.104 |
| Total Resources Allocated | **Netherlands** | $338.104 |
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**UNITED NATIONS DEVELOPMENT PROGRAMME**

**JORDAN**

# Introduction:

**The Role of Civil Society in Preventing Violence and Violent Extremism:**

Civil society is in many ways uniquely equipped to assist in the prevention of violent extremism. This analysis explains the context in Jordan, including the historical and current challenges faced by organizations at an individual and collective level, which must be considered in the formulation of objectives, goals, and outputs.

Based on comparative and desk research, role of civil society organizations in the prevention of violent extremism is significant. No government could prevent or counter violence nor violent extremism without being inclusive to community and civil initiatives at the national level. In Jordan, the United Nations Development Program (UNDP) works with over 100 non-governmental organizations (NGOs) in 6 governorates on conflict resolution, community cohesion and prevention of violent extremism (PVE) through a Community Cohesion Grant Mechanism structure (CCGM) in which NGOs and CBOs are vetted to receive grants to implement PVE and community security related activities. Throughout the past 6 years, UNDP and other UN agencies scaled up their programming in host community for refugees and other fragile areas so to mostly work through civil society organizations, with specific focus on localities where social and economic tensions are on the rise and started to affect negatively on stability and cohesion. In addition, UNDP started its PVE-related projects early 2014 when radical groups in Middle East and Norther Africa started to engage vulnerable youth living in underprivileged geographies such as Irbid, Salt and Zarqaa. NGOs and CBOs have raised an alerting concern that young fabrics are being subject for recruitment by radical groups and militias fighting in Syria and in Iraq. Since the war started in Syria and before it Iraq, hatred speech, absence of tolerance and acceptance to others, all this made several localities live in societal tension that could escalate to conflict and more family and social violence. Civil society organizations were the first to raise red flags and become the societal early warning system where government, UN agencies and other international actors could enhance their partnerships with. This led UNDP to conduct a conflict analysis in 6 governorates to identify NGOs, CBOs as well as drivers of radicalization, crime and violence. The conflict analysis became the resource document against which UNDP developed a matrix of interventions that needs rapid response and would contribute to lessening violence and extremism in specific localities and districts. Capacities of NGOs and CBOs who expressed interested to programme their activities around the conflict analysis report were limited and primitive given the scarce resources they already suffer from.

Throughout the process of developing a National Strategy to Prevent Violent Extremism, UNDP ensured to engage key NGOs and civic research centres in Jordan into the strategy consultation. Despite the extensive efforts to invite most key players in civil society, limited number of NGOs demonstrated ability and capacity to implement activities that need rapid response in areas relate to community security, crime prevention and prevention of violence and violent extremism. All NGOs showed enthusiasm to engage and learn, while understanding to their key role in preventing violent extremism is not unified rather competitive and scattered.

Moreover, civil society can better understand and respond to the needs of the target groups, because they are much closer to the people than a central government or international organization could be. In this way, they can give a voice to groups that are marginalized and vulnerable. As people tend to distrust their government when they believe that their voices are not heard and their grievances are not resolved, civil society organizations are in a better position to earn the full trust of the target group, and to reshape the dynamics towards stronger trust between citizens and their government.

If well organized, CSOs and NGOs can collectively cover more ground than a single governmental or international organization could, with each CS organization playing to its own strengths and specializations. While the work of each CSO/NGO is valuable CSOs should be made aware of the potential impact of their programs on PVE.

The work of civil society is complementary to the work of security and military services as those services are designed to detect and act when persons are already radicalized. Civil society can monitor and observe individuals at risk of recruitment to violent extremism within their personal and natural environment and could intervene early in this process to enable the individual to resolve disputes peacefully, therefore, civil society is best window to work on prevention at early stages.

Intervention by NGOs has the potential to be highly effective, since these organizations do not use detention or enforcement measures. Individuals at risk of recruitment often experience abuse from institutions holding the monopoly of violence and detention and adopting a repressive legal arsenal, which leads to fear and could make the role of security and military services counter-productive in PVE.

**1.2 Context in Jordan**

Based on the Ministry of Social Development’s Societies Registry, the number of registered Community Based Organizations (CBOs) in Jordan has reached 5,338 in January 2017. These CBOs specialize in areas such as education, health, culture, heritage, arts and sports, agriculture, the environment, economic empowerment, democracy and governance, social and professional relations, rights and freedoms, humanitarian assistance, tourism and archaeological sites, religions, support of civil society organizations, and unions. Governing the establishment, organization, and management of these CBOs is Law No. 51 and its amendments, which was adopted in 2008.

UNDP has, for many years, maintained a strong relationship with the Civil Society in Jordan. Most recently, in 2016, UNDP provided training for 70 CBOs in five governorates: Irbid, Zarqa, and Mafraq, and Tafeeleh. In all, 250 staff members were trained over the course of 18 days. The training programs addressed major problems faced by CSOs, including the fact that most staff members seek supplementary employment due to the low financial capacity of their CBO, and the lack of a sustainable platform for CBO-driven collaboration. These problems, among others, limit the impact CSOs can have in preventing violent extremism.

Civil society organizations (CSOs) in Jordan enjoy relative success on an individual level. However, the inefficient partnerships between one another and the government, a lack of full confidence from international organizations, and an inability to reach vulnerable populations outside of greater Amman, among other weaknesses, prevent civil society from reaching its potential as a key player in the collective effort to prevent violent extremism in Jordan.

In a study conducted by the University of Jordan’s Center for Strategic Studies, 18 out of 19 CSOs indicated some degree of cooperation between one another. [[1]](#footnote-1) However, qualitative reports from the same study indicated that the cooperation is feeble, and that this internal disorganization limits the power of the CSO community to put pressure on the government or international organizations. Between CSOs and the government, the relationship is weaker still. Anecdotal evidence suggests that certain CSOs are taken under the wing of the government, while many more are unable to develop any relationship at all. Finally, some of the consistently strong relationships may be between CSOs and donors. Per the same research, most CSOs reported receiving over 75% of their funding from donors, and nearly half of CSOs interviewed stated that they did not have any problems working with their donors. Others, however, indicated donor’s excessive interference in their programming, or a difference in priorities.

Many international actors assume that local CSOs are not equipped to handle significant development projects, and that the programming they conduct is ineffective. Per AARD-Legal Aid, less than two percent of funding for humanitarian and development aid is given directly to local CSOs. [[2]](#footnote-2) This funding deficiency demonstrates a lack of trust for local CSOs, despite the common knowledge that local actors may be in a better position than international actors to determine the needs of a community and to meet these needs in the most culturally and socially sensitive way possible.

The weaknesses of civil society described above are often a result of the social, political, and cultural context in Jordan, where conservatism causes a significant number of CSOs to lack political independence. Many are also subject to interference from the state and suffer from a lack of rotation in leadership positions in addition to a lack of contest in electing administrative boards. Furthermore, the existence of several national umbrellas and sectorial networks between CSOs does not translate into coordination and efficacy, weakening their chances of mobilizing resources and distributing them equitably among different organizations. This lack of a clear, defined, and comprehensive strategy cripples their collective capability to hold a dialogue with the state, the private sector, and foreign donors, and weakens their ability to define their priorities. Moreover, most CSOs also suffer from lack of financial transparency, which leads to lack of social trust and limits their ability to combat corruption. Finally, significant circles of society believe that the civil society is mostly active in elite circles and does not reach broader masses. Popular opinion also tends to hold that CSO activities are limited to major cities and do not include rural or remote areas.

Considering UNDP’s interaction with CSOs/NGOs and the research mentioned above, solutions should concentrate on dimensions such as: enhancing the governance, transparency, and democracy of civil society organizations; supporting governmental efforts in political reform; and motivating the private sector to support civil society by playing its role in Corporate Social Responsibility (CSR), mainly in the marginalized geographical areas. These efforts can be used to monitor the drivers of radicalization leading to violent extremism.

The PVE National Strategy stressed on the issue of effective partnership towards a healthy and impactful implementation. Partnership between government line ministries and relevant NGOs is a must throughout the stages of the strategy implementation, including central government line ministries, municipalities and local development units, community-based organizations, and international organizations. In addition to that, Strategy considers Civil Society Organizations (CSOs) as a major partner to proceed with the implementation phase as well as with the Monitoring & Evaluation component. Therefore, the Strategy recommended and drafted actionable objectives cantered around capacitating and enhancing the role of CSOs in preventing Violent Extremism (VE), mainly at the very grass roots level. These organizations still working on very small scale and with lack of community outreach tools and techniques. Thus, the proposal is considered as a building step toward achieving the goals related to strengthening the role of CSOs in combating, countering, and preventing violent extremism in Jordan. Effective civil society partnership in PVE requires intensive capacity building around the areas of communication, project management, effective partnership and networking with government and grass root communities, as laid out by the PVE National Strategy.

**OBJECTIVES**

Through its extensive experience with civil society organizations, UNDP recognized that it is crucial to engage civil society in finding alternative settlements for conflicts and to promote peace and non-violence as essential elements in the prevention of violent extremism. The efforts invested during the past 5 years by international partners are mostly in line with the recommendations of the national strategy on PVE in Jordan. Moreover, UNDP acknowledges the challenge to reach to a universally accepted definition of the terms “radicalization”, “violent extremism”, “terrorism”, therefore it is easier to work and invest into prevention at early stages.

In response, the overarching goal of the current project is to enhance the role of civil society organizations in the prevention of violent extremism in Jordan. The immediate objectives of this project are to establish a national NGO National Consortium that aims to strengthen the capacities of NGOs and enhance their contribution to and participation in implementing the national PVE strategy in Jordan. The Consortium is expected to serve as a platform or a network composed of development-focused NGOs in Jordan. The objectives of the platform will be to enhance coordination and cooperation of Jordanian NGOs in the field of peace-making, crime prevention and prevention of violent extremism. The consortium will also play as a hub to promote an effective exchange of ideas and experiences, to strengthen organizational capacities of NGOs to carry out PVE projects, to build national capacities within NGOs to develop and manage projects and to expand the contribution of NGOs to national dialogue. The consortium will ensure representation from interest groups, including women’s groups, marginalized groups and vulnerable people. In summary, the objectives of this project will be implemented through:

* Creating an efficient inclusive consortium of civil society organizations to serve as a national platform, with a focus on a core group of NGOs (15 NGOs) which have strong institutional capacities and proven history of experience in Jordan. The Platform will help increase efficiency of collaboration between civil society actors to enhance overall PVE impact.
* Enhancing civic engagement and participation in public life in Jordan in the prevention of violent extremism;
* Raising PVE-centred awareness among CSOs/NGOs, who will work together to target, design, and deliver initiatives and campaigns that provide alternative pathways for CSOs/NGOs in communities vulnerable to violent extremism.
* Fostering a partnership environment between government and non-government institutions to better implement the PVE national strategy.

**III. OUTPUTS**

* Output 1: Implementing a comprehensive capacity building training plan for civil society, especially CBOs, on core PVE areas and localized PVE interventions

**Output 1: Implementing a comprehensive capacity building training plan for civil society, especially CBOs, on core PVE areas and localized PVE interventions**

* Activity 2.1 Conduct a training needs assessment on PVE capacity amongst CSO/CBOs and for key focus areas for PVE
* Activity 2.2. Recruitment of a core training team and providing core training of trainers (ToT) skills training on PVE
* Activity 2.3 Design of training plan and content for comprehensive capacity development programme – this includes a training needs assessment
* Activity 2.4 Delivery of training courses at governorate levels

**Policy Engagement & Capacity Development Activities:**

In addition to its role in incubating the NGOs Platform, UNDP is engaged in several activities to create space for NGOs to engage policymakers at a national level. These include organizing workshops with the line ministries entrusted to implement the PVE national strategy (8 line ministries + Public Security Directorate) where NGOs can provide implementation support into relevant sections of the strategy and ensuring NGO involvement throughout the strategy implementation stages.

**IV. Timeframe and estimated budget**

**Funding Target:**

The NGO Platform budget over three years of the project is estimated at **US$ 338.104**. This proposal focuses on covering the costs associated with implementing the NGO Platform/consortium and undertaking related civil society engagement and capacity development activities during financial years 2017-2019. Funds to implement PVE activities will be invested mostly through the Community Stability Grant Mechanism.

**Available funding and resource mobilisation plan:** given that PVE is need for a rapid response approach in Jordan, UNDP dedicated seed funding to start up the project and initiate preliminary activities in relation to project management, consultations with relevant NGOs and CBOs, setting up the regulatory foundation and formworks of the NGOs Platform/Consortium, as well as implementation of specific key capacity building and training themes in preparation to the creation of the Platform. In parallel, UNDP will work with international partners to secure the remaining budget required for implementing activities at the national and regional level in Jordan vis-à-vis the recommendations of the OVE national strategy and where NGOs are a must implementing partners through the Platform.

Ongoing efforts to mobilise resources for this project proposals are directed in support to have the NGOs Platform as a national solid entity to implement and lead on prevention of violent extremism in Jordan and in line with Jordan’s National PVE strategy. Efforts are coordinated, in addition to the Government of Netherlands, with the Governments of Canada, France, Norway and Japan.

**Monitoring Framework & Evaluation**

The project management unit will be responsible for delivering the outputs of the project, implementation, input management and sound administrative management.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

* On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
* An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
* Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
* Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
* a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
* a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

* Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
* Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

# Work Plan

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| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **Planned Budget by Year** | | **RESPONSIBLE PARTY** | **PLANNED BUDGET** | | |
| Y1 (2018) | Y2 (2019) | Funding Source | Budget Description | Amount (USD) |
| **Output 1: Implementing a comprehensive capacity building training plan for civil society, especially CBOs, on core PVE areas and localised PVE interventions** | *Activity 1.1 Conduct a training needs assessment on PVE capacity amongst CSO/CBOs and for key focus areas for PVE* | 14.400 |  | UNDP | Netherlands | Consultancy costs | 14.400 |
| *Activity 1.2: Recruitment of a core training team and providing core training of trainers (ToT) skills training on PVE* | 25.000 | 34.000 | UNDP | Netherlands | Staffing, venue, travel, and monitoring costs | 59.000 |
| *Activity 2.3 Design of training plan and content for comprehensive capacity development programme* | 25.000 | 34.000 | UNDP | Netherlands | Localized assessment, staffing, and travel costs | 59.000 |
| *Activity 2.4 Delivery of training courses at governorate levels* | 35.000 | 42.000 | UNDP | Netherlands | Staffing, venue, travel, and monitoring costs | 77.000 |
| *Activity 2.5 International Expert* | 58.102 | 35.557 | UNDP | Netherlands | Consultancy costs | 93.659 |
| Activity 2.6 Monitoring and Evaluation (~3%) | 5.000 | 5.000 | UNDP | Netherlands | Staffing costs | 10.000 |
| **Sub-Total for Output 1** | | | | | | 313.059 |
| **General Management Support** | GMS 8% |  | | | | | 25.045 |
| **Total** | | | | | | | 338.104 |

# UNDP

1. The Role of Civil Society in the Reform Process in Jordan, Centre for Strategic Studies, University of Jordan, 2014, <https://www.researchgate.net/publication/302582734_The_Role_of_Civil_Society_Organizations_in_the_Political_Reform_Process_in_Jordan> [↑](#footnote-ref-1)
2. The Role of Civil Society in Jordan, AARD-Legal Aid, 2016,

   <http://ardd-jo.org/sites/default/files/resource-files/en_the_role_of_civil_society_in_jordan.pdf> [↑](#footnote-ref-2)