



## Contracting Authority: Delegation of the European Union to Egypt

### Annex I Description of the Action

<b>Title of the action:</b>	<b>Strengthening the capability in the League of Arab States Secretariat and its Member States to provide early warning and effective responses to impending regional crises, conflicts and post conflict situations</b>
<b>Location(s) of the action:</b>	<b>Egypt/League of Arab States – 22 Member States – Arab Region</b>
<b>Name of the applicant</b>	<b>UNDP- Regional Bureau for Arab States</b>
<b>Nationality of the applicant<sup>1</sup></b>	<b>International Organization</b>

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<sup>1</sup> An organisation's statutes must show that it was established under the national law of the country concerned and that the head office is located in an eligible country. Any organisation established in a different country cannot be considered an eligible local organisation. See the footnotes to the Guidelines for the call.

Signature

W. A. Schur

Name

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Designation

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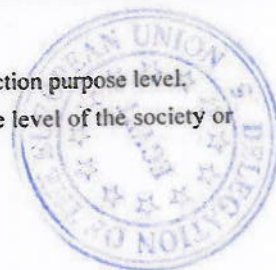


## Summary of the action

Title of the action:	<b>Strengthening the capability in the League of Arab States (LAS) Secretariat and its Member States to provide early warning and effective responses to impending regional crises, conflicts and post conflict situations</b>
Location(s) of the action:	22 Member States of the LAS
Total duration of the action ( <i>months</i> ):	36
EU financing requested (amount)	<b>EUR 2,500,000</b>
EU financing requested as a percentage of total budget of the Action (indicative)	55.56 %
Objectives of the action	<p><i>Overall objective:</i></p> <p>To strengthen the capability in the LAS Secretariat and its Member States to provide early warning and effective responses to impending regional crises, conflicts and post-conflict situations</p> <p><i>Specific objectives:</i></p> <ol style="list-style-type: none"> <li>1) Enhance the League of Arab States Secretariat's technical and institutional crisis management capacity for response to crisis, conflict, and post-conflict situations</li> <li>2) Contribute to the establishment of an Arab Cooperation Framework and support the building of crisis response capacities in national crisis response entities of the Arab States</li> <li>3) Deepen the policy dialogue between LAS, the EU, and possibly other international/regional organisations</li> <li>4) <u>Mainstream gender in all activities</u></li> </ol>
Target group(s) <sup>2</sup>	There are two main target groups for the action: the LAS Secretariat and LAS Member States.
Final beneficiaries <sup>3</sup>	Arab societies at risk of conflict
Estimated results	<p>R1: Crisis Management Department (CMD) restructured and Phase 1 achievements maintained and extended to relevant LAS sectors/departments and Member States.</p> <p>R2: Task forces are established by League of Arab States and become active to support an Arab Cooperation Framework on Early Warning and Crisis Response.</p> <p>R3: Task force members are given an in- depth training of</p>

<sup>2</sup> "Target groups" are the groups/entities who will directly benefit from the action at the action purpose level.

<sup>3</sup> "Final beneficiaries" are those who will benefit from the action in the long term at the level of the society or sector at large.





	<p>trainers program in (1) conflict and (2) peace and security</p> <p>R4: The LAS/Member States and the EU (in the framework of the EU-LAS Strategic Dialogue), and possibly other regional/international bodies deepen their policy dialogue and increase coordination on crisis related issues of mutual interest</p> <p>R5: Cross-cutting results focused on gender are in place</p>
<p>Main activities</p>	<ol style="list-style-type: none"> <li>1. Activities related to the restructuring of the Crisis Management Department (CMD), maintaining and extending achievements from the "Strengthening crisis response capacities of the League of Arab States" project to relevant LAS sectors/departments and Member States.</li> <li>2. Activities related to initiating an Arab Cooperation Framework with the aim of exchange of experience and strengthening collective capacities to respond to different types of crises: <ol style="list-style-type: none"> <li>a. Activities related to regional cooperation among senior officials to promote collaboration and expertise exchange on early warning and crisis management;</li> <li>b. Activities related to creation of expertise hubs of well-trained analysts and practitioners from LAS sectors/departments and Member States (drawn through the Task Forces) who are resourced to deliver training to others. This entails setting up and running LAS/Member State Task Forces on a) Conflict and b) Peace and Security;</li> <li>c. Provision of capacity development support through the task forces and other types of assistance to the selected willing member states on early warning and crisis management.</li> </ol> </li> <li>3. Activities related to policy dialogue and increased coordination between the LAS/Member States, the EU, and possibly other regional/international bodies on crisis issues of mutual interest.</li> <li>4. Activities related to gender mainstreaming and conducting gender analysis in conflict and post-conflict situations</li> </ol>





# 1 THE ACTION

## 1.1. Description of the Action

### Background to EU-LAS-UNDP Collaboration

The origins of this initiative that builds on the ongoing LAS efforts date back to an EU-LAS Memorandum of Understanding (MoU) on crisis response and early warning that was signed in 2009 by the EU Commissioner Benita Ferrero-Waldner and LAS Secretary General Amre Moussa. The MoU established the basis for long-term institutional cooperation and dialogue in the field of conflict prevention, risk assessment, crisis response and peace-building.

A first phase of cooperation commenced in 2010 under the EUR 1.9 million project 'Strengthening the crisis response capacities of the League of Arab States' which was implemented by UNDP (following a cooperation agreement between the LAS and UNDP). Specifically, the project (phase I) aimed to re-enforce the capacity of the League - via its Secretariat - to respond to political, social, economic and environmental crises, through a joint capacity development programme; to operationalize LAS capacity for gathering and channelling early warning signals and their analysis in support of early action and to systematize a long-term dialogue between the LAS and the EU in the fields of risk analysis, crisis response, conflict prevention and peace-building.

The project contributed directly to the establishment and equipment of a Regional Crisis Centre (RCC), which was inaugurated in November 2012, allowing the LAS Secretariat to create the necessary rolling capacity to perform effective crisis-related early warning. Moreover, 665 staff from different LAS departments and member states participated in more than 15 training courses and 25 workshops covering various themes *inter alia*: Scenario Analysis, Crisis Communication, Conflict Management & Peace-building, Knowledge Management and Mind Mapping. In cooperation with the UN and other organizations, institutional dialogue and networking was further enhanced through the organisation of a series technical training seminars including Disaster Risk-Reduction; Humanitarian action in the Arab Region; Post-Conflict Needs Assessment (PCNA); Preventive Diplomacy and Mediation, Gender and Conflict and establishing a crisis response network in the Arab Region. All project activities over 42 months of implementation<sup>4</sup> directly related to or underpinned EU regional policy of strengthening dialogue with the Arab world.

On the basis of the activities and resource investments of Phase I, an institutional capacity within the LAS Secretariat has emerged in the area of crisis response, crisis preparedness and early warning. This process should be further sustained as the League of Arab States Secretariat General and individual member states will be the ultimate beneficiaries of the project activities and developed capacities. The Declaration of the 3<sup>rd</sup> EU-LAS Foreign Ministerial Meeting in Athens (June 2014) commits the League and the EU to further cooperation on crisis response and early warning.

The Athens Ministerial Declaration foresaw the establishment of an EU-LAS Strategic Dialogue on "political and security matters", covering *inter alia* the fields of crisis management, humanitarian assistance, fight against organised crime, counter-terrorism and weapons of mass destruction. Building on precedent EU-LAS cooperation in the field of

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<sup>4</sup> The Contribution Agreement between the European Commission and UNDP for implementation of Phase I was signed on 20 November 2010.





crisis management (project 'Strengthening the crisis response capacities of the League of Arab States'; the field being also included in the Joint Work Programme adopted in 2012), the Strategic Dialogue should act as a platform for cooperation between both organisations, contributing to the expansion of LAS existing crisis management structures and capabilities to the other fields included, searching for synergies among them, and acting as a catalyst for further activities, beneficial to both organisations.

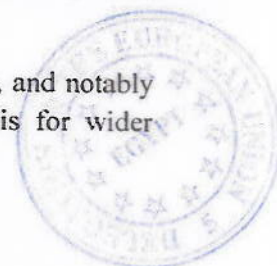
Developments over the past three years demonstrate the necessity to further support and build a regional capacity within the LAS Secretariat, in order to help Arab countries address multiple regional political and security challenges. Long-term support to crisis response, early warning and emerging crisis management capacity of LAS, is in the interest of both organisations.

The project is seen by LAS as an important contribution towards:

- Advancing the Secretary General's vision of up-grading the LAS Secretariat General and reforming the overall LAS system;
- Reinforcing the incipient LAS Peace and Security Council;
- Consolidating Arab League Council resolutions regarding crisis response, particularly in the field of natural disasters;
- Concretising one aspect of the Euro-Arab cooperation envisaged by the Malta Foreign Affairs Ministerial Meeting of February 2008 and further developed in the Foreign Affairs Ministerial Meetings in Cairo in November 2012 and in Athens in June 2014; and
- Extending the cooperation mechanism to face natural disasters and man-made crises elaborated by the Euro-Mediterranean Partnership to all EU and Arab League States.

From the EU perspective, the rationale for this investment builds upon multiple elements:

- The EU's overall objective is to strengthen the global architecture needed to anticipate, analyse, prevent and respond to the threats to stability and human development posed by violent conflict and natural disasters, as well as to improve post-conflict and post-disaster recovery activities.
- The existence of ongoing crises throughout the Arab world with potential spill over effects that might have an impact on the EU favours further development of Arab capabilities to face such situations.
- Building capacity for future joint crisis response action is likely to contribute towards the promotion and establishment of a Crisis Response Capacity Initiative (CRCI) between the LAS Secretariat and its member states.
- The development of the LAS capabilities in the field of crisis response, and notably the effective functioning of the LAS crisis room, will serve as basis for wider





cooperation between the EU and the LAS in the framework of the EU-LAS Strategic Dialogue (in areas such as: humanitarian assistance, fight against organised crime, etc.).

- The EU has a substantial potential in contributing to the development of policy and practical implementation of crisis response at the international level;

Building on this MoU, UNDP joined LAS and the EU through a project (first phase of this project) that worked towards supporting the LAS capacity to respond to crises and disasters. Building resilience to crises and disasters is at the very heart of UNDP's work. UNDP helps countries prevent conflict, alleviate the risk and effects of disasters from natural hazards and build back better and stronger when crises happen. When a crisis strikes, UNDP ensures that while the humanitarian response focuses on the immediate lifesaving needs of a population, those responsible also work towards longer-term development objectives.

Reflecting such an understanding between LAS and UNDP, and expanding on the existing collaboration through this specific project, a cooperation agreement between the two organizations was signed on 28 September 2012. The Cooperation Agreement calls on UNDP and LAS to establish close cooperation, exchange assistance and build capacities at the country and regional levels in all fields of development. This includes strengthening institutional capacities in the LAS Secretariat and, as requested, of its Member States to support crisis prevention and post-crisis recovery including participation in removing the adverse effects of natural disasters and crises, and support to post-conflict reconstruction and recovery programmes.

#### **Rationale for a project based cooperation**

Arab region is witnessing numerous types of crises or disasters- man-made or natural, many of which countries may individually fail to face as most of them are of cross- boundary nature. With this understanding, crisis and natural disaster management have become of great importance for countries as many of them are exposed to internal and/or cross boundary crises.

Managing crises and disasters require advanced infrastructure, precise and detailed emergency plans that are regularly updated.

The opening of the Crisis Room at the headquarters of the LAS in Cairo has been a milestone in a larger project of cooperation in the field of early warning and crisis response. LAS is also working on establishing cooperation among the countries in the region to deal with emergencies and communicate during crises. According to Dr Nabil Elaraby, the LAS Secretary General, "although there would be some challenges, a network would require joint efforts to ensure swift political response and action".

With this understanding, the LAS cooperated with the EU through a 2010 project titled "Strengthening crisis response capacities of the League of Arab States", which involved LAS, the EU, and UNDP. The main objective of project actions, implemented over two years, were to "Strengthen capacities of the Arab region in forecasting, prevention and response through enhanced cooperation between the Secretary General of the League of Arab States, the European Commission, and the United Nations Development Programme". Specific objectives were to:





- Strengthen capacities of the LAS to respond to political, social, economic and environmental crises, through a joint capacity development programme
- Operationalise capacity within the LAS for gathering and channelling early warning signals and their analysis in support of early action
- Systematise a long-term dialogue between the LAS, the EU and when deemed appropriate UNDP in the fields of risk analysis, crisis response, conflict prevention and peace-building

By mid-2014, the first phase of the project was reviewed and seen as having yielded important achievements – while also having experienced some challenges. Key achievements were the creation of a Crisis Department with the necessary media monitoring and information dissemination equipment; skills development among LAS Secretariat and Member State officials, and policy dialogue between LAS, EU, and UNDP. As such, the LAS Secretariat General was able to put in place the project's infrastructure, and to provide the Crisis Room with the latest equipment to help with data collection and analysis.

The achievements and challenges of the Phase 1 project are provided in Table 1 below.

**Table 1: Phase 1 achievements and challenges**

<b>Result</b>	<b>Achievements</b>	<b>Challenges</b>
Result 1: Physical capacities installed to facilitate functioning of the Crisis Response Centre and Early Warning System	The Crisis Department is now equipped with: (a) access to the most important TV and radio channels as well as access to others through computers; (b) tele- and video-conference facilities; (c) capacity to issue early warning alerts through voicemail, SMS, and emails; and (d) access to a database of more than 20,000 open sources	Services acquired have not been utilised fully by LAS; SMS and other dissemination approaches used to only 15-20% capacity
Result 2: Software and an online database installed at the LAS Crisis Response Centre to perform functions of data-gathering and analysis	The Tariqa platform and online database have been installed and subscriptions procured, however, with no external access to Member States. The Arabic interface that has been completed, 100 user access points have been distributed within the LAS building, two access points per department or sector, and 15 user access points are in the Crisis Department	Subscriptions acquired were not aligned to staff capacity and therefore not effectively used; most have not been renewed until staff capacity is strengthened
Result 3: Technical knowledge and skills of the LAS enhanced through training to achieve the scope of this action	665 staff from different LAS departments and Member States have participated in more than 15 training courses, 25 workshops and events. Training has been given in Early Warning, Scenario Analysis, Crisis Response, Crisis Communication, Conflict Management & Peace Building, Knowledge Management and Mind Mapping. Crisis Department core staff has received training on EIDOS (Scenario Analysis Tool).	High turnover of staff among LAS and member state focal points affected training effectiveness; allocation of selected staff to attend trainings was problematic given competing priorities and no training policy
Result 4: Institutional dialogue and cooperation established between LAS, EU, UNDP and other stakeholders	In partnership with the EU and other organisations, the project organized a series of workshops and events, including: (a) "Current and Future Challenges facing the Arab World and Europe: A Vision for a More Effective Partnership" (Malta, 26 to 29 June 2013); (b) "Implementation of the Arab Strategy for Disaster Risk Reduction" (Cairo, November 2013); (c) "Advancing the Humanitarian effectiveness of Action in the Arab region: the challenges and ways	Senior level exchanges did not happen in the context of crisis room development, but have occurred through other platforms





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forward” (Cairo, 29 to 30 January 2014); (d) 3<sup>rd</sup> Meeting of Regional, Sub-Regional and other International organisations on Preventive Diplomacy and Mediation (Cairo, 5 to 6 February 2014); (e) The Arab Contribution to Global Early Action for Peace and Stability: Building the Pan-Arab Early Warning System (Malta, 27 February to 1 March, 2014); (f) LAS familiarization Workshop on Post Conflict Need Assessment (PCNA) (Cairo, 11 to 13 March 2014); (g) Regional seminar on Gender in Conflict and Emergency (Amman, 1 to 3 April, 2014); and (h) Regional Conference: “Towards a Crisis Response Network in the Arab Region” (Amman, 7 to 8 April 2014)

Result 5: Contractual arrangements for effective functioning and maintenance of the LAS Crisis Response Centre in place

This result was completed on schedule.

Enabling Arabic text SMS broadcast through DAKS has not been possible

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LAS is now working on the second phase of its project that expands the focus through establishing a Pan-Arab cooperation that allows all Arab countries to cooperate among themselves and establish expertise hubs for capacity development to support its member states. With the wrap up of the project, LAS and Member States began a process to define what its continuation would involve; a process which is ongoing as this project document is prepared.

Building on this first phase, the following sections describe the second phase of the project.

### The Region

Arab region has been facing different types of crises that are associated with different levels of conflict and instability. These crises have led to serious humanitarian impact, such as in Somalia, with significant displacement and famine in 2011. The war in Syria has led to a refugee crisis in Lebanon and Jordan, and has spilled over to Iraq, with serious humanitarian and development impacts there. In 2014, almost 40 percent of the world’s displaced population came from the Arab region, while the region is home to only 5 percent of the world’s population. The share of displaced –more than 16 million– is four times higher than 14 years ago. As such, the Arab region now has one of the highest number of refugees in the world, which has put to the test the resilience of both the refugees and the host communities.

In relation to natural disasters, the burden is also significant – but appears less than with man-made crises; cyclones in Oman, drought in Somalia, and floods in Yemen, Sudan and Tunisia, and pandemics in other countries.

A literature review of man-made crises and natural disasters among LAS Member States in the period 2009-2014 shows that 71% of Member States have been directly impacted by man-made crises, while 29% were directly impacted by natural disasters (see Table 2 below). All LAS Member States have been indirectly affected, to varying degrees, by man-made crises and natural disasters<sup>5</sup>.

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<sup>5</sup> Nyheim, D. (2014) “Strengthening Crisis Response Capacities of the LAS and Member Countries - Desk Review of Crisis and Crisis Response in the Arab Region” Report prepared for UNDP, 24 August 2014. Unpublished.





**Table 2: The Arab region crisis burden<sup>6</sup>**

	<b>Man-made crises</b>	<b>Natural disasters</b>
<b>Percentage of LAS Member States directly impacted (2009-2014)</b>	71% (political instability, violent conflict, armed extremist groups)	29% (pandemics, floods, drought, and cyclones)
<b>Percentage of LAS Member States indirectly impacted by crises and disasters in neighbouring countries (2009-2014)</b>	100% (refugees, border insecurity, arms flows)	100% (contagion, refugees/migrants)

This project recognizes that the institutional capability to respond to crises and conflicts is critical to avoid vulnerability to conflict and natural disasters. At the same time, the cross-border nature of many man-made crises and natural disasters requires increased regional cooperation. Regional cooperation, however, is often limited to bilateral agreements between Member States and not linked to a broader regional crisis management architecture. The proposed Cooperation Framework under this project, and its expertise hubs through two task forces intend to facilitate further regional cooperation with dedicated capacity support to be provided to the interested member states.

#### **Target Groups and Beneficiaries**

The LAS Secretariat and LAS Member States are the main target groups and beneficiaries of the proposed action.

#### **LAS Secretariat**

The LAS Secretariat is organised in sectors and departments, with the most relevant ones for the proposed action being the Secretary General's (SG) office, sectors and departments; specifically Arab National Security, Palestine and Israel, Political Affairs, Economic Affairs, Social Affairs, and Media and Communication.

The Crisis Department (which was set up during Phase 1) is currently under the Media and Communication Sector, but offers services to all other sectors and mostly to the Secretary General's office. It consists of eight staff with various profiles and is headed by a coordinator. The Department has basic capacity for crisis monitoring, analysis, and the dissemination of crisis-related information.

#### **Member States**

Capacities among Member States for crisis response are variable and remain limited or unknown. Interviews and questionnaires reviewed flag several areas where cooperation between Member States on crisis response is possible, especially focusing on exchange of expertise and provision of on demand capacity support through targeted training programs. The details of possible cooperation areas and the modalities will be discussed and agreed among the member states, based on the questionnaires conducted and the planned needs assessments.

<sup>6</sup> Nyheim, D. (2014) "Strengthening Crisis Response Capacities of the LAS and Member Countries - Desk Review of Crisis and Crisis Response in the Arab Region" Report prepared for UNDP, 24 August 2014. Unpublished.





### Value Added

There are three value added elements to the proposed action: (a) strengthening existing capabilities within the Crisis Department and increasing their value addition for the LAS Secretariat more broadly and Member States; (b) supporting through the development of Member State capacity in crisis response efforts to define the parameters of a regional early warning and crisis management cooperation framework, without prejudging what that architecture should look like; and (c) further deepening policy dialogue between LAS, the EU and possibly other international/regional organisations on crisis response issues.

**Crisis Department's value addition to the broader LAS Secretariat and Member States**  
The main achievements from the Phase 1 project to be extended to other LAS sectors/departments and Member States are: (i) tele/video conference facilities; (ii) media monitoring and analytical reports; (iii) database use, flash reports and news bulletins; and (iv) access to relevant external reports.

What is shared and how with other LAS sectors/departments and Member States, however, needs to be subject to an assessment of demand. Such a demand assessment will shed light on who can benefit from using existing capacities for what purpose, and how access to required capacities can be facilitated. Such an approach is part of a shift from building capacities that are assumed needed, to fine-tuning them in ways that ensure they are better used.

**Capacity-building for Member State crisis response to support the emergence of cooperation on regional crisis management and early warning**  
A critical outcome of the Phase 1 project has been the initiation by the LAS Secretariat and Member States of a process to define an agenda for the further development of a regional crisis management architecture, which involves both the Secretariat and Member States. The process so far and its next steps are outlined in Table 3 below, along with decisions made – and planned topics for discussion.

**Table 3: LAS political discussions on a regional crisis management architecture**

Event	Date	Decision
Malta workshop	February 2014	Recognition by participating Member States that a crisis management system is needed in the region
Regional Conference - Jordan	April 2014	Recommendation by delegations from Member States that endorsed that the establishment of a crisis management system should be submitted to the Ministerial meeting
Ministerial Meeting	September 2014	Decided that the Secretariat needs to prepare a comprehensive study on the CMM and present it to the next Ministerial Meeting
Follow up regional conference - Cairo	January 2015	Follows up the outcomes of the Amman regional conference Discusses the proposed study that will be presented to the ministers meeting and along with its recommendations May discuss a proposed protocol





Ministerial Meeting	March 2015	Submits the outcomes of the Cairo meeting. Guides on steps for establishing a crisis management cooperation. Based on the outcomes, a technical committee will be established to discuss the protocol and working mechanism for regional cooperation
Technical Meeting	April 2015	LAS would call for a meeting for the technical committee to discuss the protocol and the chosen channels of cooperation

**Deepened policy dialogue between LAS, the EU, and possibly other international/regional organisations**

With already a range of topics covered as part of LAS and EU policy dialogue, developing a structured dialogue agenda defined by the LAS Secretariat and Member States is now important. Such a dialogue agenda will add greatest value if it is dovetailed with the development of a regional crisis management architecture. Here useful topics could include: (i) comparative experiences on regional crisis response architectures; and (ii) good practice on national crisis response capacity; to mention but two. Defining a policy dialogue agenda annually will ensure that it stays relevant to developments in the region.

**1.1.1. Description**

**Project objectives**

The overall objective of the proposed action is to “Strengthen the capability in the League of Arab States Secretariat and its Member States to provide early warning and effective responses to impending regional crises, conflicts and post-conflict situations.”

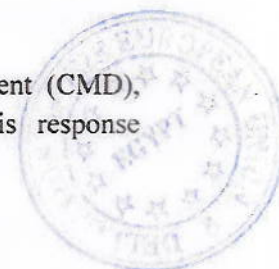
**Specific objectives**

The specific objectives are to:

- 1) Enhance the League of Arab States Secretariat’s technical and institutional crisis management capacity for response to crisis, conflict, and post-conflict situations;
- 2) Contribute to the establishment of an Arab Cooperation Framework and support the building of early warning and crisis response capacities in national crisis response entities of the Arab States;
- 3) Deepen the policy dialogue between LAS, the EU, and possibly other international/regional organisations

These objectives will be delivered through the following activity types:

1. Activities related to the restructuring of the Crisis Management Department (CMD), maintaining and extending achievements from the “Strengthening crisis response



capacities of the League of Arab States” project to relevant LAS sectors/departments and Member States.

2. Activities related to initiating an Arab Cooperation Framework with the aim of exchange of experience and strengthening collective capacities to respond to different types of crises.
  - a. Activities related to regional cooperation among senior officials to promote collaboration and expertise exchange on early warning and crisis management.
  - b. Activities related to creation of expertise hubs of well-trained analysts and practitioners from LAS sectors/departments and Member States (drawn through the Task Forces) who are resourced to deliver training to others. This entails setting up and running LAS/Member State Task Forces on a) Conflict and b) Peace and security.
  - c. Provision of capacity development support through the task forces and other types of assistance to the selected willing member states on early warning and crisis management
3. Activities related to policy dialogue and increased coordination between the LAS/Member States, the EU, and possibly other regional/international bodies on crisis issues of mutual interest.

#### **Expected results and main activities**

***Specific Objective 1: Enhance the League of Arab States Secretariat’s technical and institutional crisis management capacity for response to crisis, conflict, and post-conflict situations***

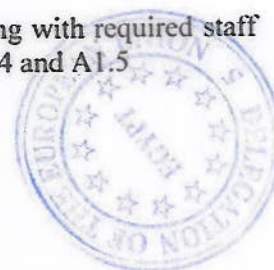
**Result 1: CMD restructured and Phase 1 achievements maintained and extended to relevant LAS sectors/departments and Member States**

Subject to internal Secretariat decision-making processes, the Crisis Department is renamed the Crisis Management Department (CMD), and re-structured according to core areas of service provision. A demand assessment, which provides insights into what CMD services provide the greatest value added to other Secretariat sectors/departments and Member States will help update the CMD’s client base and enable a focus on providing services that are required. The second phase of the project envisages an expansion of the CMD capacity both in terms of size and skills.

**Activities required for Result 1 include:**

1.1. The CMD is restructured to include a) Media Monitoring Unit; (b) Early Warning Unit; (c) Crisis Response Unit; and (d) Operations and Administration Team

1.2. Terms of reference are prepared for each CMD unit and team; along with required staff profiles, reflecting the outcomes of the demand assessments done in A1.4 and A1.5





- In consultation with CMD staff, terms of reference for each unit/team are prepared, covering the unit/team objective, activities, deliverables (including frequency), and an organogram.
- Staff positions and related job descriptions are prepared according to unit/team terms of reference.

1.3. Current CMD staff members are rationalised and deployed according to skills/experience in the new strategy and new staff recruited for each CMD unit and team (estimated 6 new staff)

1.4. A CMD service/product (tele/video conference facilities, media monitoring reports, database access points, etc.) demand assessment is undertaken within the Secretariat to update the CMD client-base and assess which CMD services/products are most required

1.5. CMD Media monitoring and early warning products are revised according to demand assessment results

- Based on demand assessment results, products and services offered by the Media Monitoring Unit and Early Warning Unit are adapted accordingly
- The terms of reference of the Media Monitoring Unit and Early Warning Unit are also adapted to reflect demand assessment findings
- Dissemination lists for revised products are also updated

1.6. Online database subscriptions are reviewed according to identified requirements and relevant subscriptions paid for

- A review of online database subscriptions is done in view of what is required to deliver on demand assessment findings.
- Relevant subscriptions are then paid for and maintained for the project duration.

1.7. CMD media monitoring and early warning products are shared with updated client base

1.8. CMD staff participate in five training workshops on analytical techniques, intervention planning, research methods, and report-writing

- CMD management assesses training needs for staff (e.g. on specific analytical techniques, intervention planning, research methods, and report-writing techniques)
- Training workshops are delivered to relevant CMD staff

***Specific Objective 2: Contribute to the establishment of an Arab Cooperation Framework and support the building of early warning and crisis response capacities in national crisis response entities of the Arab States***

**Result 2: Task forces are established by League of Arab States and become active to support an Arab Cooperation Framework on Early Warning and Crisis Response**





With a view to enhance the LAS Secretariat capacity for response to crisis, conflict, and post-conflict situations, and to support the building of related capacities in Arab States, the project will support the establishment of and provide a capacity support program for an active Arab Cooperation on Early Warning and Crisis Response among LAS member states.

The cooperation will entail two Task Forces on (1) conflict, and (2) peace and security that will be coordinated by the Crisis Response Unit of the CMD. The task forces are envisaged to serve as expertise hubs to support the member states on demand basis. These expertise hubs would form a critical mass of expertise to support preparations and responses to key crises in the region. The principle idea of such a cooperation has already been endorsed in January 2015 by the senior officials from sixteen LAS member states<sup>7</sup>.

Each Task Force will have an explicit scope and terms of reference. Task Force members will be selected from the LAS Secretariat and Member States based on criteria drawn on the basis of the terms of reference.

These specialized task forces will be provided intensive training to develop capabilities as Trainers of Trainers (ToTs) (details of such a program are provided under Result 3) to provide training to others in their countries and to allow them to be deployed on need and demand basis to support member states in their plans for crisis response in line with the LAS' mandates and functions.

This result area describes the activities of the two task forces.

**Activities** required for Result 2 include the following:

2.1. Scope and terms for Conflict Task Force, and Peace and Security Task Force are prepared and endorsed

- Scope and terms for the task forces (Conflict, and Peace and Security) are prepared by CMD staff and include task force objectives, competency areas, envisaged activities, and member profiles. A summary of possible task force scopes is given in Box 1 above.

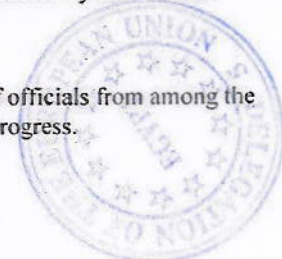
2.2. Task Force selection criteria are set and qualified members from within LAS and Member States are invited to join

- Based on scope and terms set for each Task Force, CMD staff draw up selection criteria for the Task Force members (see Box 1)<sup>8</sup>
- An invitation for applications to join the task forces is sent out, with a request for an expression of interest that details their experience in relevant competency areas,

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<sup>7</sup> Senior officials of LAS member states made a proposition for the Cooperation to be discussed during the LAS's ministerial meeting in March 2015. The cooperation will continue to be shaped by the dialogue among member states to be informed by a technical committee and study to be conducted by the General Secretariat.

<sup>8</sup> LAS Secretariat's CMD has already initiated this process and invited an initial sets of officials from among the Secretariat to take part in the task forces. The project will follow up on this initial progress.





Curriculum Vitae, and reference letter from host institution indicating willingness to grant leave for participation in Task Force activities

- Task Forces are constituted by LAS secretariat, keeping in mind the need for gender balance.

### 2.3. Task Force meetings organized to define and propose regular work and training plans

- Each Task Force convenes regularly (in conjunction with their training activities) to propose a work plan, review previous activities, and assess lessons learnt.
- The plan would include the scheduling of Training of Trainers events and what training task force members are going to provide within their own institutions.
- Task force members also discuss how to (a) contribute to an Arab League Directory of National Crisis Management Institutions; (b) share lessons learnt on crisis response; (c) define good practice in national capacity for crisis response; and (d) define policy dialogue agenda with the EU and other regional/international bodies.

### 2.4. Task Force member capacities are profiled to Member States, along with support that can be provided

- In Years 2 and 3, after an intensive first year training program, Task Force member capacities are assessed and a capability statement is prepared that details possible support that can be provided to Member States at their request through a Deployment Plan
- The Crisis Response Unit may also liaise with Member States that express expertise needs and assess whether requirements can be met through the deployment of Task Force members.

### 2.5. A Task Force Deployment and a Training Dissemination Plan are created to support Member States on demand

**Box 1: Possible Task Force training topics (derived from a questionnaire circulated to member states and to be further discussed by the LAS secretariat and member states)**

#### **Conflict Task Force**

**Objective:** To support Secretariat sectors/departments and Member States with expertise related to conflict management

**Possible topics (to be grouped under modules):** (i) Post-Conflict Needs Assessments (PCNA); (ii) Early warning systems and preventive diplomacy (iv) conflict risk management and analysis ; (v) peacebuilding, mediation, and dialogue; (vi) strengthening national capacities for conflict prevention; (vii) approaches to strengthening the functioning of core government functions (viii) conflict-sensitive and gender-sensitive planning;

#### **Peace and Security Task Force**

**Objective:** To support Secretariat sectors/departments and Member States with expertise related to peace and security support operations and assistance

**Possible topics (to be grouped under modules):** (i) peace support operations and civilian capacity; (ii) peace-building, including the use of good offices, mediation, conciliation and enquiry (iii) Policy making support for peace and security; (iv) peace-building and post-conflict reconstruction (vi) Approaches to community security and social cohesion; (vii) approaches to violence reduction, reconciliation, transitional justice; (viii) approaches to strengthen the role of women in peacebuilding processes

**Possible cross-cutting topics:** (i) Data collection and analysis (including establishment of relevant data banks / databases; geographical information systems and geographic data analysis) (ii) Strategy and coordination in times of conflict and disaster-towards establishing situation rooms, where needed; accompanied by simulation exercises (iii) Dealing with new and traditional media

**Member profiles:** (i) 2 members from each Member State (15 from Secretariat) for each Task Force; (ii) officials with some previous experience in aspects of task force competency area; (iii) officials who have received some previous related training; (iv) officials who are interested and willing to train others; (v) officials whose host institutions are prepared to grant them leave to participate in task force activities



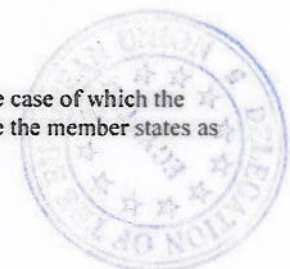
- In Year 2, a Task Force Deployment Plan is created to support the Member States for the remainder of the project. It is estimated that such assistance could be provided for 4-5 countries depending on the request and availability of funds. Consultations between the LAS Secretariat and interested Member States will identify these countries.
- The deployment of Task Force members in support of Member States is done on the basis of explicit (and agreed) terms of reference for short duration missions, which are documented by the Crisis Response Unit.
- Any deployed Task Force members are debriefed by the Crisis Response Unit post-deployment and lessons learnt are fed into regular Task Force meetings

#### 2.6. Scope and general principles for an Arab Cooperation on Early Warning and Crisis Response are prepared and its establishment initiated

- In line with the endorsement of the Senior Officials of the LAS member states, scope and terms for the Arab Cooperation are prepared by the CMD staff and approved by the Secretary General.
- The Secretary General of the League of Arab States and/or senior officials endorse the scope and principles for a cooperation framework<sup>9</sup> and identify possibilities to draw on the resources of the task forces to be created by LAS.
- A set of background studies/assessments are commissioned to identify potential needs that such cooperation would like to focus on- with emphasis on learning from good experiences across member states and foster south-south exchange and identify possible areas for the technical assistance/peer exchange that the member states may request (from the task forces)
- Through regular meetings, senior officials discuss and agree on principles and opportunities for a regional cooperation and the utilization of the two task forces. The utilization could also be decided by the Secretary General of the League of Arab States, as needed. The utilization may include requesting mission deployments and expertise exchange. Based on demands from member states and subject to availability of funds, these may include areas such as providing support to selected member states for developing national strategies, supporting mobile units for civilian protection and/or providing assistance for infrastructure planning for situation rooms. This will be integrated into the task force deployment plan as defined in Result 3.

#### **Result 3: Task force members are given an in- depth training of trainers program in (1) conflict and (2) peace and security**

<sup>9</sup> Arab Council of Ministers may also endorse the initiation of an Arab Cooperation in the case of which the formation will take a formal nature. Otherwise, the Cooperation will continue to serve the member states as an informal formation.





The task forces are expected to develop capacities to be able to serve as resource people to deliver training and deploy support missions to member states on demand. Towards the end of 2014, a questionnaire on Member States' suggestions and priorities for the Project has been circulated to Member States. Member States have expressed interest in a number of capacity development areas and identified needs and priorities for expertise exchange. Based on this feedback, some guidelines are proposed for the focus/scope of the training of trainers for discussion and finalization by the CMD Secretariat of the LAS and Member States (please see Box 1):

**Activities** required for Result 3 include:

3.1. A detailed capacity-needs assessment is carried out with the Task Force members to determine their specific training needs and preferences

- A detailed capacity-needs assessment is carried out for Task Force members that determines priority training requirements and informs how the Training of Trainers activities should be calibrated (language and education levels, preferred learning methods, etc.)

3.2. Training scope and requirements for each Task Force are prepared; along with a set of training streams (analysts/practitioners) for each Task Force

- The capacity-needs assessment findings are written up as the training scope and requirements for each Task Force; this includes defining: (i) training modules to be delivered to each Task Force over three years; (ii) the sequencing of training modules; and (iii) the recommended approach for a Training of Trainers approach to these training modules

3.3. Related materials are developed and the Training of Trainer modules delivered for each Task Force

- Terms of reference are prepared and a three-year training modules for each Task Force are designed
- Related materials are developed for the training packages

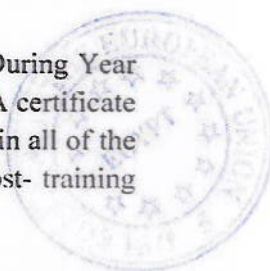
3.4. Training packages approved by LAS

3.5. An annual training agenda is set for each Task Force and communicated to the Task Force members

- Training dates for each Task Force are set by the Crisis Response Unit
- Training dates are communicated to Task Force members to ensure participation

3.6. Training of Trainer sessions are implemented

- Year 1 includes 4 modules (see above), including a simulation exercise. During Year 1, it is proposed that the each task force convenes once for each module. A certificate of completion is proposed to be awarded to trainees that have participated in all of the modules provided for their taskforce and have completed the pre- and post- training





questionnaires and evaluation. The final module of the year is proposed to aim at preparing the dissemination of the trainings to the trainees' colleagues in the Member States, including sessions on trainer methods using a training of trainers pre-prepared manual/notes to provide trainers with guidance and advice on how to successfully lead a training to prepare them for the dissemination of the training to colleagues and also to enable the Task Forces to discuss the way forward.

- Year 2 includes 2 modules, including a simulation exercise: It is proposed to organize for each taskforce a module providing a refresher course and another module using case studies and simulation exercises from the region. It is also proposed that Year 2 be dedicated to piloting the course by the trainees to colleagues in the Secretariat and in Member States. Frequency of training, topics covered and target audience are to be decided by the country in question.
- Year 3 includes 2 modules including a simulation exercise: In this year also, it is proposed to organize for each taskforce a module providing a refresher course and another module using cases studies and simulation exercises from the region. It is also proposed that Year 3 be dedicated to continuing to pilot the course by the trainees to colleagues in the Secretariat and in Member States. Frequency of training, topics covered and target audience are to be decided by the country in question.
- Pre and post training questionnaires and a final evaluation are done for each module and the results discussed to ensure that subsequent trainings build on feedback.

3.7. Crisis response simulation scope and terms are prepared

3.8. One crisis response simulation is implemented each year

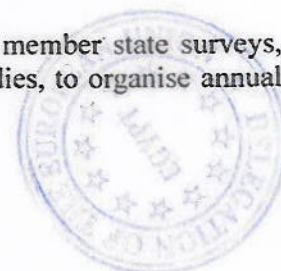
***Specific Objective 3: Deepened policy dialogue between LAS, the EU, and other international/ regional organisations***

**Result 4: The LAS/Member States and the EU (in the framework of the EU-LAS Strategic Dialogue), and possibly other regional/international bodies deepen their policy dialogue and increase coordination on crisis related issues of mutual interest**

A Member State driven agenda-setting process for policy dialogue and coordination with the EU and/or other regional/international bodies follows CRCI annual meeting discussions. Regarding EU-LAS relations, this result is envisaged to feed into the Strategic Dialogue, which deals with crisis management (including crisis preparedness, conflict prevention and peace-building), but also to contribute to promote synergies of this project with other fields included in the Strategic Dialogue (humanitarian assistance, counter-terrorism, fight against organised, weapons of mass destruction). The CMD then engages with the EU and, possibly other regional/international bodies, to agree on an annual dialogue theme/format.

Activities required for Result 4 include:

4.1. Based on senior official meeting outcomes, and other possible member state surveys, CMD engages with EU and, possibly other regional/international bodies, to organise annual policy dialogue on crisis response





- The CMD scopes the theme identified, reaches out to the EU and, possibly other regional/international bodies, and discusses the dialogue format and agenda
- Based on the agreed dialogue format and agenda, the CMD identifies appropriate speakers and resource persons – and sets the date/venue for the event
- The policy dialogue agenda/format, date and venue are shared with member states

4.2. An annual policy dialogue is held on an agreed crisis response theme with EU and, possibly with participation of other regional/international bodies

***Specific Objective 4: Cross-cutting results to mainstream gender in activities***

**Result 5: Cross-Cutting Results Focused on Gender**

Most concepts and approaches to crisis prevention and conflict management have ignored the vulnerability of women and children to crises and the fact that they experience the impacts disproportionately to men because of a number of factors related to culture but also to deficient mechanisms of protection and empowerment. With this understanding, the above-mentioned result areas will be delivered with specific attention to gender related considerations and implications.

In this regard, as noted in the implementation principles, the project's delivery will also be guided by other regional projects through which LAS and UNDP have been cooperating. A new initiative as such is the Mosharka Project (Fostering Women's Participation in Public Sphere) that has elements related to a regional peace and security network. The capacities in this new initiative will be utilized in mainstreaming gender in the management of crisis, conflict and post-conflict situations. Crisis and disaster related issues that affect gender will be closely scrutinized in determining best approaches in implementing the project.

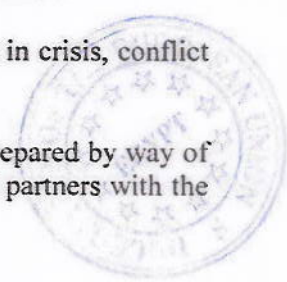
To guide the four result areas as explained in the Action section, the following cross-cutting activities will be pursued through this project, and to be complemented with the other ongoing work as mentioned above:

**5.1 Conducting a regional gender analysis report in crisis, conflict and post conflict situations**

An assessment is carried out, using different country typologies, to identify the differences between women and men, girls and boys regarding their specific activities, conditions, needs, access and control over resources and support during and in post conflict situations. The Gender Analysis will identify areas for action; design interventions; examine implications of interventions; identify processes and structures that perpetuate disadvantages (e.g. legislative, political, socio-cultural, and economic); and identify potential response processes.

**5.2 Tailoring and/or adapting existing tools to be used for gender analyses in crisis, conflict and post conflict situations in the Arab context.**

Building on the gender analysis described in 5.1, a guidance note will be prepared by way of tailoring existing tools to Arab context. This will entail work with selected partners with the





leadership of LAS and train them on the possible uses of such tools based on the guidance note.

5.3. Establishing a regional observatory for the collection, analysis and dissemination of gender and age disaggregated data in crisis, conflict and post conflict situations, including data on children.

Based on the planned study on observatories under 5.3, this will entail exploring options to collect, analyse, and disseminate gender data through an observatory. The project will explore partnership opportunities with institutions that can host such an observatory for sustainability purposes.

5.4 Organizing a workshop, presenting the gender analysis report, tailored gender tools, and the study on observatory and provide a platform for South-South and North-South exchange of expertise and experiences on gender responsiveness in crisis, conflict and post conflict situations.



### 1.1.2. Methodology (max 5 pages)

The implementation methods for each result of the proposed action are given in tables 4-9 below. Management arrangements to underpin implementation methods follow.

**Table 4: Result 1 - methodology**

Year	Activities	Methodology
Year 1	<p><b>Result 1: CMD restructured and Phase 1 achievements maintained and extended to relevant LAS sectors/departments and Member States</b></p> <p>1.1. The CMD restructured to include: (a) Media Monitoring Unit; (b) Early Warning Unit; (c) Crisis Response Unit; and (d) Operations and Administration Team</p> <p>1.2. Terms of reference are prepared for each CMD unit and team; along with required staff profiles</p> <p>1.3. Current CMD staff members are rationalised and deployed according to skills/experience in the new strategy and new staff recruited for each CMD unit and team (estimated 6 new staff as additional capacity for the CMD unit)</p> <p>1.4. A CMD service/product (tele/video conference facilities, media monitoring reports, alerting functions, database access points, etc.) demand assessment is undertaken within the Secretariat to update the CMD client-base and assess which CMD services/products are most required</p> <p>1.5. CMD Media monitoring and early warning products are revised according to demand assessment results</p> <p>1.6. Online database subscriptions are reviewed according to identified requirements and relevant subscriptions paid for</p>	<p>CMD restructuring is done through an internal LAS Secretariat process.</p> <p>Technical Assistance: Expertise with management consultancy experience in large international organisations is recruited for this work</p> <p>CMD staff rationalisation is done by top management of the Media and Communication Sector within LAS</p> <p>The demand assessment with other Secretariat sectors/departments is done by CMD staff.</p> <p>Adjustments to media monitoring and early warning products are done by CMD staff, based on demand assessments, along with updating their client lists.</p> <p>Based on updated media monitoring and early warning product requirements, subscriptions are chosen for online databases and paid</p>





	for.	
	Dissemination of media monitoring and early warning products, according to demand, starts.	
	Technical Assistance: Experts (or training institutes) are recruited to deliver training to CMD staff on topics identified. Training design is based on an assessment of trainee skills-levels and learning preference	
	Dissemination of media monitoring and early warning products, according to demand, continues.	
Year 2	1.7. CMD media monitoring and early warning products are shared with updated client base in LAS	As in Year 1
	1.8. CMD staff participate in three training workshops on analytical techniques, intervention planning, research methods, and report-writing	As in Year 2
	1.7. CMD media monitoring and early warning products are shared with updated client base in LAS and among Member States	As in Year 2
	1.8. CMD staff participate in one training workshop on analytical techniques, intervention planning, research methods, and report-writing	
Year 3	1.7. CMD media monitoring and early warning products are shared with updated client base in LAS and among Member States	
	1.8. CMD staff participate in one training workshop on analytical techniques, intervention planning, research methods, and report-writing	

**Table 5: Result 2 - methodology**  
**Result 2: Task forces are established by the League of Arab States and become active to support an Arab Cooperation Framework on Early Warning and Crisis Response**

Year	Methodology
Year 1	Drawing on feedback from Member States, and based on the senior officials' meeting in January 2015, CMD staff draft scope and terms for Task Forces



2.2. Task Force selection criteria are set and qualified members from within LAS and Member States invited to join (LAS secretariat already initiated this process)

Selection criteria could include: (i) previous experience in aspects of task force competency areas; (ii) previous related training in task force competency areas; (iii) interest and ability to train others; (iv) host institutions that are prepared to grant them leave to participate in task force activities.

Applications to join could include an expression of interest that details their experience in relevant competency areas, Curriculum Vitae, and reference letter from host institution that indicates a willingness to grant leave for participation in task force activities. A Secretariat panel is constituted to review applications and applies the principle of gender-balance in the selection process. If an insufficient number of qualified officials apply, a second advertising process is launched.

2.3. Task Force meetings organised to define and propose annual Task Force work and training plans

Task Force members discuss (in tandem with their first training meeting) and propose an annual work plan and training agenda

2.5. A Task Force Deployment Plan and Training Dissemination Plan are created to support Member States on demand

LAS discusses and agrees, based on feedback from the senior official meetings, on a task force deployment and training dissemination plan to utilize task forces as expertise hubs for member state capacity support on demand

2.6. Scope and principles for the Arab Cooperation on Early Warning and Crisis Response are prepared and its establishment initiated

The cooperation framework will be defined based on the LAS Secretariat's study

2.3. Task Force meetings organised to define and propose annual Task Force work plan

Task Force members agree an annual work plan, review previous activities, assess lessons learnt, and discuss the annual training agenda for LAS approval

2.4. Task Force member capacities are profiled to Member States, along with support that can be provided

Member State missions are briefed on Task Force activities and support that is available. If a request for expertise support is received by the CMD, then the suitability of Task Force members will be assessed.





Technical Assistance: A consultant with management consultancy experience in large international organisations is recruited for this work

Task Force deployment is documented and deployed Task Force members are debriefed by Crisis Response Unit staff for documentation purposes and to draw lessons learnt.

As in Year 2

As in Year 2

As in Year 2

2.5. A Task Force Deployment and a Training Dissemination Plan is created to facilitate deployment of Task Force members in support of Member States and on demand

2.3. Task Force meetings organised to define and propose annual Task Force work plan for LAS approval

2.4. Task Force member capacities are profiled to Member States, along with support that can be provided

2.5. A Task Force Deployment and a Training Dissemination Plan and Training Dissemination Plan are created to support Member States on demand

Year 3

**Table 6: Result 3 - methodology**

**Result 3: Taskforce Members are provided an in-depth training of trainers (ToT) programme**

Year  
 Year 1  
 Activities  
 3.1. A detailed capacity-needs assessment is carried out to determine Task Force member training needs in relation to Task Force terms



3.2. Training scope and requirements for each Task Force are prepared; along with a set of training streams (analysts/practitioners) for each Task Force

3.3. Related materials are developed and the Training of Trainer modules delivered for each Task Force

As above.

Proper expertise is mobilized for TOT delivery.

3.4. Training packages approved by LAS

Training packages approved by the LAS.  
The Crisis Response Unit liaises with the ToT providers and decides on dates for Training of Trainers to be delivered to Task Force members.

3.5. An annual training agenda is set for each task force and communicated to the Task Force members

3.6. Training of Trainer sessions are implemented

Each Task Force receives intensive three TOTs by selected experts. Year 1 trainings are evaluated thoroughly by participants and the Crisis Response Unit discusses feedback with TOT providers for inclusion in the next TOT events. The first year is dedicated to make the task forces ready as training providers and to be deployed as necessary as providers of capacity support and technical assistance

3.7. Crisis response simulation scope and terms are prepared

CMD prepares the scope and terms with technical assistance as needed.

3.8. One crisis response simulation is implemented each year

Proper expertise is mobilized for TOT delivery.

Year 2

3.5. An annual training agenda is set for each training stream and communicated to the Task Force members

As in Year 1

3.6. Training of Trainer sessions are implemented

As in Year 1

3.8. One crisis response simulation is implemented each year

As in Year 1

Year 3

3.5. An annual training agenda is set for each task force and communicated to the Task Force members

As in Year 2

3.6. Training of Trainer sessions are implemented

As in Year 2

3.8. One crisis response simulation is implemented each year

As in Year 2





**Table 7: Result 4 - methodology**

<b>Result 4: Policy dialogue and increased coordination between the L.A.S./Member States, the EU, and other regional/international bodies on crisis issues of mutual interest</b>	
<b>Year 1</b>	<p><b>Methodology</b></p> <p>The senior official meetings and other possible member state surveys identify potential crisis response topics for policy dialogue with EU and/or other international/ regional organisations.</p> <p>The CMD liaises with EU counter-parts and other international organisations, identifies relevant speakers and resource persons for the event and mobilizes relevant Technical Assistance as needed.</p>
<b>Year 2</b>	<p>4.1. Based on senior official meeting outcomes and other possible member state surveys, CMD engages with EU and, possibly other regional/ international bodies, to organise annual policy dialogue on crisis response</p> <p>4.2. An annual policy dialogue is held on an agreed crisis response theme with EU and, possibly with participation of other regional/international bodies</p> <p>As in Year 1</p>
<b>Year 3</b>	<p>4.1. Based on senior official meeting outcomes and other possible member state surveys, CMD engages with EU and, possibly other regional/ international bodies, to organise annual policy dialogue on crisis response</p> <p>4.2. An annual policy dialogue is held on an agreed crisis response theme with EU and/or other regional/international bodies</p> <p>As in Year 1</p> <p>4.1. Based on senior official meeting outcomes and other possible member state surveys, CMD engages with EU and, possibly other regional/ international bodies, to organise annual policy dialogue on crisis response</p> <p>4.2. An annual policy dialogue is held on an agreed crisis response theme with EU and, possibly with participation of other regional/international bodies</p> <p>As in Year 2</p>



**Table 8: Result 5 - methodology**

**Result 5: Cross cutting activities on gender**

Year	Activities	Methodology
Year 1	5.1. Conducting a regional gender analysis report in crisis, conflict and post conflict situations	The analysis will use different country typologies to identify differences between women and men, girls and boys regarding their specific activities, conditions, needs, access and control over resources and support during and in post conflict situations.
	5.2. Tailoring and/or adapting existing tools to be used for gender analyses in crisis, conflict and post conflict situations in the Arab context.	Using the analysis as described under 5.1, additional work will be conducted to collect existing tools designed for gender analysis and tailor and adapt these tools in specific country, sub-regional, or regional contexts. CMD and the project team will liaise with partners and stakeholders to receive their feedback for this exercise.
	5.3 Establishing a regional observatory for the collection, analysis and dissemination of gender and age disaggregated data in crisis, conflict and post conflict situations, including data on children.	There will be an exploratory assessment about best experiences and lessons learned on establishing observatories in the region and beyond. CMD and the project team will explore a host and reach an agreement with an organization in the region to house such an observatory, possibly in an academic institution. The observatory will then collect, analyse and disseminate information on related topics based on pre-agreed methodology.
Year 2	5.3. Establishing a regional observatory for the collection, analysis and dissemination of gender and age disaggregated data in crisis, conflict and post conflict situations, including data on children.	Building on Year 1 activities to explore a host for the activity, second year will be about launching the observatory and build partnerships for data monitoring and exchange around the activity
	5.4 Organizing a workshop, presenting the gender analysis, tailored gender tools, and the study on observatory and provide a platform for South-South and North-South exchange of expertise and experiences	The workshop intends to take the analysis, the work on the analytical tools as well as observatory to the next level to discuss with partners specific actions that can be taken





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on gender responsiveness in crisis, conflict and post conflict situations.

As in Year 2, to be focused on the partnerships

Year 3

5.3. Establishing a regional observatory for the collection, analysis and dissemination of gender and age disaggregated data in crisis, conflict and post conflict situations, including data on children.

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## **Management arrangements**

### **Implementation modalities**

The project will be implemented under UNDP's DIM modality (Direct Implementation Modality). In partnership and cooperation with League of Arab States Secretariat, which will be the main counterpart, UNDP's Bureau for Arab States through its Regional Centre/Regional Programme will be the Executing Entity of this project. The Regional Centre/Regional Programme will cooperate and work closely with LAS's Media sector to produce the outputs and to manage the use of the EU contribution, bearing overall accountability for delivering the project in accordance with UNDP's and LAS' applicable regulations, rules, policies and procedures (<http://content.undp.org/go/userguide/results>). UNDP will also work with LAS mission in Malta to facilitate project's implementation when necessary, as guided by the LAS's Media Sector. Project management support will be provided through an existing consolidated unit under the RBAS Regional Programme at the Regional Center. The project shall be subject to audit in accordance with UNDP procedures, rules and regulations.

### **Project supervision**

The highest authority in project governance architecture is the **Project Board**. The Board, consisting of senior representatives of the League of Arab States (LAS), EU, and UNDP's Regional Centre/Regional Programme, will meet at least twice a year, and as needs arise, to approve annual work plans, review progress, discuss lessons learned, and take decisions whenever required.

All three parties, the EU, LAS and UNDP, have specific roles in the successful implementation of the project. In cooperation with LAS, UNDP will coordinate and ensure the implementation of Project. It will, in cooperation with LAS, undertake planning, procurement, contracting, events organizing and monitoring and evaluation functions. UNDP and LAS will also ensure the provision of required technical inputs through in-house or market-based solutions. A dedicated Project Team (see below) based at the Regional Centre under the Regional Programme will be responsible for implementing the Project.

### **Project Assurance**

Project Assurance will be responsibility of the Regional Programme at the Regional Center. The Project Assurance role will support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that the appropriate project management milestones are managed and completed. Project reviews by the Project Board will be carried out on a twice yearly basis during the running of the project, or as necessary when raised by the Project Manager/CTA.

### **Monitoring and Evaluation**

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored using processes within the annual cycle and on an annual basis.

Monitoring processes within the annual cycle:

- On a quarterly basis, a substantive Quarterly Progress Report (QPR) will record progress towards the completion of key results





- An Issue Log will be activated and updated by the Regional Project Chief Technical Advisor (CTA) to facilitate tracking and resolution of potential problems or requests for change
- Based on the initial risk analysis submitted, a risk log will be activated and regularly updated by reviewing the external environment that may affect the project implementation
- Based on the above information an Annual Project Progress Report (APPR) will be submitted by the Regional Project Chief Technical Advisor through Project Assurance, using the standard report format
- A project Lesson-learned log will be 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 will be activated and updated to track key management actions/events

#### Annual monitoring processes:

- An Annual Review Report will be prepared by the Regional Project Chief Technical Advisor. As minimum requirement, the Annual Review Report shall consist of the 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.
- Based on the above report, an Annual Project Review will 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. It will focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

The project will use various monitoring tools to assess progress against stated outputs and key deliverables. These include meetings, internal quarterly progress reports prepared by the Regional Project Chief Technical Advisor. The Chief Technical Advisor shall also prepare annual reports and a final report. Reports shall be shared with all stakeholders. Other progress monitoring tools include workshop reports and Terms of Reference for studies.

A mid-term review will be conducted by an independent expert, if deemed necessary. The review report will be the basis of assessment of results to make adjustments to the project implementation, as necessary. Upon completion of the project an independent evaluator will assess the overall achievements of the project. This will include the assessment of effectiveness and efficiency of the design and implementation of the project, management arrangements, activities and achievements against stated objectives and impact of the project on the involved countries.

#### **Project organizational structure**

The project organizational structure is described below.





**Senior counterpart** The *senior counterpart* is LAS. This project will be a regular item on the agenda of the Project Board, through which needs and concerns of the senior counterpart will be taken into consideration.

**Senior Supplier** The *senior supplier* is represented by the UNDP Regional Center/Regional Programme. In cooperation with LAS secretariat, The Senior Supplier is responsible for overall management of the project and for submitting quarterly and annual reports to the EU and the Project Board.

#### **Project team**

The following team will be recruited by UNDP, in close cooperation with LAS, to make sure that the project is resources properly in terms of capacities to implement its activities. RBAS Regional Program will work in coordination with the Governance and Peace Building Team in the Regional Center and LAS crisis coordinator, who will provide quality assurance support to the proposed action.

The Regional Project Manager/Chief Technical Advisor under the overall supervision of the Regional Programme and direct cooperation with LAS secretariat will be accountable for the implementation of all proposed activities, coordination among the different stakeholders, ensuring adherence to and application of acceptable financial management systems, and monitoring and evaluating the proposed project.

#### **Project Manager/Chief Technical Advisor<sup>10</sup>**

S/he will have the responsibility to plan, oversee and ensure that the Action is producing expected outputs at the right time, to the right standards of quality and within the allotted budget. The main tasks of Project Manager/CTA will include:

- Plan activities of the Action and monitor progress against the initial quality criteria;
- Mobilize goods and services to initiate activities, including drafting TORs and work specifications;
- Monitor events as determined in the Project Monitoring Schedule Plan, and update the plan as required;
- Manage requests for provision of financial resources by UNDP, using advance of funds, direct payments;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Preparing and submitting financial reports to UNDP, the LAS and the European Union;
- Manage and monitor the project risks initially identified, submit new risks to the Project Board for consideration and decision on possible actions if required;
- Update the status of these risks by maintaining the Project Risks Log;
- Prepare AWP for the following year, as well as Quarterly Plans if required;
- Update the Atlas Project Management module if external access is made available.

The CTA will regularly report to the League of Arab States on project activities and their implementation status and will ensure that the day to day project activities effectively contributes to the relevant LAS mandates and mission as guided by the CMD secretariat.

<sup>10</sup> The CTA is expected to be a UN international position at P4 level, following UNDP's Recruitment and Selection Framework.



The project technical team, in addition to the CTA, includes:

#### **Technical specialists/analysts/experts**

Under the guidance of the CTA, the technical team will include a project specialist and analyst. Both the Project Specialist and Project Analyst constitute the project's organizational and analytical support capacity to assist the CTA to deliver the expected results. The Project Analyst, under the guidance of the CTA, will assist the Project CTA and the Specialist in the delivery of the functions and activities that are grouped in terms of areas of work below, given that the delivery of these functions and activities are expected to require more than one individual. After the specific nature of the division of labour between the Project Specialist and Analyst is established by the CTA, one area of work (e.g. Area of Work 3: research, writing, and analysis) can be specifically assigned to the project analyst.

The following lists the area of responsibilities for both the Project Specialist and the Analyst:

#### **Area of Work 1: CMD organizational support: This includes**

- Assisting the CMD restructure and drawing up TOR for units/team and job descriptions
- Accompanying the recruitment/selection process of staff
- Facilitating the CMD to get the required infrastructure in place and working
- Backstopping the CMD on IT issues

#### **Area of Work 2: CMD and Member States capacity building support: This includes:**

- Assessing the capacity-needs of restructured CMD team
- Drawing up TOR for CMD staff trainings
- Helping the CMD prepare new standard reporting formats and disseminate their products
- Overseeing Task Force capacity-needs assessment and preparation
- TOR preparation for Task Force TOTs
- Overseeing capacity-needs assessment of pilot countries
- TOR preparation for CRCI training and simulation
- Ensuring all training is done to high standard

#### **Area of Work 3: Research, writing, and analysis support: This includes:**

- Assisting the CMD in preparing high quality media monitoring and early warning products
- Helping the CMD prepare other products (Arab League Directory of National Crisis Management Institutions, etc.)
- Helping oversee the preparation of consultant outputs for the project (crisis response capacity benchmarks, lessons learnt on crisis response, etc.)
- Preparing background notes required for annual policy dialogue events

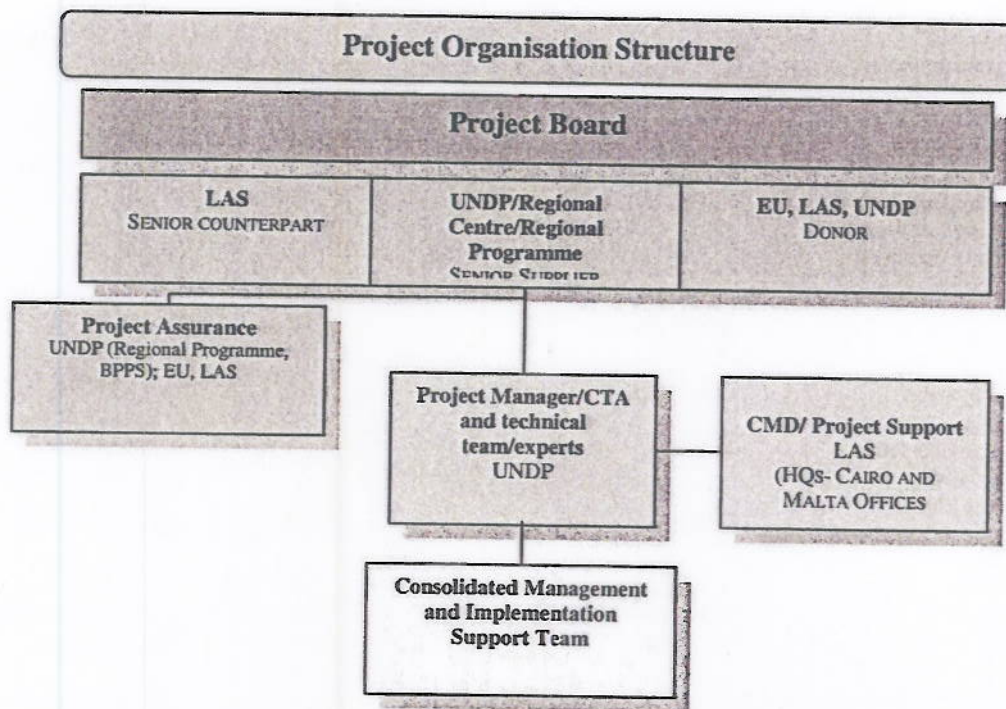
#### **IT Support**

It will be a crucial factor for effective operations of the LAS Crisis Response Center and Early Warning System. This will involve, inter alia, the maintenance of the equipment and software. The function will be ensured through hiring of an IT Specialist, as required, which could be on part time basis or procured as needed.

### Project Management and Implementation Support Team

The regional programme houses a consolidated management and implementation support team that provide operational as well as management support, including monitoring, reporting, and financial management, e.g. audit preparedness, evaluation preparations and oversight, resource tracking, etc. The team will also be responsible to provide operational support to the project; e.g. assist in event organizations (e.g. annual meetings of the task forces, ToT meetings, CRCI gatherings, and policy dialogue events, etc), process travel requests, maintain financial records etc. Based on and in addition to these, area of work for the team will include:

- M&E and reporting support
- Tracking project implementation- (substantive and financial)
- Preparing progress reports (narrative and financial)
- Prepare TOR for M&E framework preparation – and oversee its development
- Preparing TOR for evaluability assessment – and oversee its implementation
- Preparing TOR for final evaluation – and oversee its implementation



### 1.1.3. Duration and indicative action plan for implementing the action

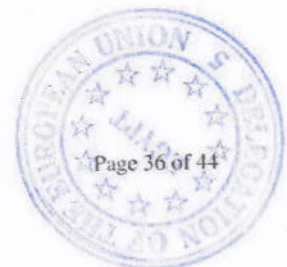
The duration of the action will be 36 months.

As per project document guidelines, the indicative action plan, along with estimated timelines for Year 1 (monthly) and Years 2 and 3 (six monthly) are given in tables 10 and 11 below.



**Table 10: Year 1 timeline**

Year 1													Implementing body
Activity	Half-year 1						Half-year 2						
	Month 1	2	3	4	5	6	7	8	9	10	11	12	
1.1. The CMD restructured to include: (a) Media Monitoring Unit; (b) Early Warning Unit; (c) Crisis Response Unit; and (d) Operations and Administration Team													LAS, UNDP
1.2. Terms of reference are prepared for each CMD unit and team; along with required staff profiles													LAS, UNDP
1.3. Current CMD staff members are rationalised and deployed according to skills/experience in the new strategy and new staff recruited for each CMD unit and team													LAS
1.4. A CMD service/product (tele/video conference facilities, alerting functions, media monitoring reports, database access points, etc.) demand assessment is undertaken within the Secretariat to update the CMD client-base and assess which CMD services/products are most required													LAS, UNDP
1.5. CMD Media monitoring and early warning products are revised according to demand assessment results													LAS
1.6. Online database subscriptions are reviewed according to identified requirements and relevant subscriptions paid for													LAS, UNDP
1.7. CMD media monitoring and early warning products are shared with updated client base													LAS



1.8. CMD staff participate in three training workshops on analytical techniques, intervention planning, research methods, and report-writing																				LAS, UNDP
2.1. Scope and terms for Conflict, and Peace and Security Task Forces are prepared and endorsed																				LAS, EU, UNDP
2.2. Task Force selection criteria are set and qualified members from within LAS and Member States invited to join																				LAS,UNDP
2.3. Task Force meetings organised to define and propose annual Task Force work and training plans																				LAS,UNDP
2.4. Task Force member capacities are profiled to Member States, along with support that can be provided																				LAS, UNDP
2.5. A Task Force Deployment and a Training Dissemination Plan are created to support Member States on demand																				LAS, UNDP
2.6 Scope and terms for an Arab Cooperation Framework on Early Warning and Crisis Response are prepared and its establishment initiated																				
3.1. A detailed capacity-needs assessment is carried out to determine Task Force member training needs in relation to Task Force terms																				UNDP, EU
3.2. Training scope and requirements for each Task Force are prepared; along with a set of training streams (analysts/practitioners) for each Task Force																				UNDP ,EU
3.3. Related materials are developed and the Training of Trainer modules delivered for each Task Force																				UNDP,LAS
3.4. Training packages approved by the LAS																				

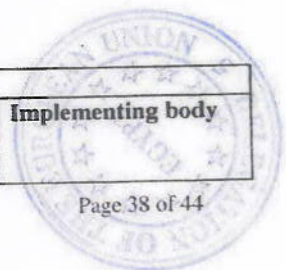




3.5. An annual training agenda is set for each task force and communicated to the Task Force members																					LAS, UNDP	
3.6. Training of Trainer sessions are implemented																						UNDP,LAS
3.7. Prepare crisis response simulation scope and terms																						UNDP, EU
3.8. One crisis response simulation is implemented each year																						LAS, UNDP
4.1. Based on senior official meeting outcomes and other possible member state surveys, CMD engages with EU and, possibly other regional/ international bodies, to organise annual policy dialogue on crisis response																						LAS, EU, UNDP
4.2. An annual policy dialogue is held on an agreed crisis response theme with EU and, possibly with participation of other regional/international bodies																						LAS, UNDP, EU
5.1. Conducting a regional gender analysis report in crisis, conflict and post conflict situations																						LAS, UNDP
5.2. Tailoring and/or adapting existing tools to be used for gender analyses in crisis, conflict and post conflict situations in the Arab context.																						LAS, UNDP
5.3 Establishing a regional observatory for the collection, analysis and dissemination of gender and age disaggregated data in crisis, conflict and post conflict situations, including data on children.																						LAS, UNDP

**Table 11: Year 2 and 3 timeline**

Year 2 and 3					
Activity	0-6 Months (Year 2)	7-12 Months (Year 2)	0-6 Months (Year 3)	7-12 Months (Year 3)	Implementing body



1.7. CMD media monitoring and early warning products are shared with updated client base					LAS, UNDP
1.8. CMD staff participate in training workshops on analytical techniques, intervention planning, research methods, and report-writing					LAS, UNDP
2.3. Task Force meetings organised to define and propose annual Task Force work plan					LAS, UNDP
2.4. Task Force member capacities are profiled to Member States, along with support that can be provided					LAS
2.5. A Task Force deployment and training dissemination plan is created to support Member States					LAS
3.5. An annual training agenda is set for each training stream and communicated to the Task Force members					LAS, UNDP
3.6. Training of Trainer sessions are implemented					UNDP, LAS
3.8. One crisis response simulation is implemented each year for CRCI pilot countries and other interested Member States					UNDP, LAS
4.1. Based on senior official meeting outcomes and other possible member state surveys, CMD engages with EU and, possibly other regional/ international bodies, to organise annual policy dialogue on crisis response					UNDP, LAS, EU
4.2. An annual policy dialogue is held on an agreed crisis response theme with EU and, possibly with participation of other regional/international bodies					UNDP, LAS, EU
5.3 Establishing a regional observatory for the collection, analysis and dissemination of gender and age disaggregated data in crisis, conflict and post conflict situations, including data on children.					LAS, UNDP
5.4. Organizing a workshop, presenting the gender analysis, tailored gender tools, and the study on observatory and provide a platform for South-South and North-South exchange of expertise and experiences on gender responsiveness in crisis, conflict and post conflict situations.					LAS, UNDP



#### 1.1.4. Sustainability of the action

##### Expected impacts

1. A Regional Arab Cooperation that allows all Arab countries to cooperate among themselves and serve as an expertise hub on early warning and crisis response around the Arab world.
  - Task Forces established on crisis, and peace and security with clear terms of reference, that are appropriately composed, and adequately funded to make available expertise on crisis response to Member States
  - A critical mass of well-trained Secretariat and Member State officials that provide support to Members States when needed and are resourced to build capacity within their respective institutions
  - Several LAS Member State crisis management institutions that know of each other and each other's capabilities, and that have benefited from skills development on key crisis response topics
  - A national crisis response capacity benchmark that Member States with limited capability can aim to establish, and an increased understanding among Member States of the benefits of crisis response cooperation
  
2. A systematized interregional and global dialogue process implemented between LAS, EU and possibly other interested parties

Table 12 below outlines project outputs in relation to projected impacts. The main projected impacts, which together support the specific objectives and results of this action, are:

1. CMD is streamlined and appropriately staffed, with targeted and tailored services provided to Secretariat sectors/departments and Member States, which enhances its actual and perceived value added and constitutes improved use of achievements from Phase I
2. An Arab cooperation framework on early warning and crisis response initiated through the contribution of the following activities
  - Task Forces established on conflict, and peace and security with clear terms of reference, that are appropriately composed, and adequately funded to make available expertise on crisis response to Member States
  - A critical mass of well-trained Secretariat and Member State officials in Task Forces that provide support to Members States when needed and are resourced to build capacity within their respective institutions
  - A cooperation among Member State crisis management institutions that know of each other and each other's capabilities, and that have benefited from skills development on key crisis response topics
  - A national crisis response capacity benchmark that Member States with limited capability can aim to establish, and an increased understanding among Member States of the benefits of crisis response cooperation



- Policy dialogue between LAS/Member States, the EU and/or other regional/international bodies that reflects current regional priorities
3. LAS, EU, and, and possibly other international organizations successfully implement dialogue among themselves

**Table 12: Outputs and projected impacts**

<b>Outputs</b>	<b>Projected Impacts</b>
<b>R1 – CMD restructured and Phase 1 achievements maintained and extended to relevant LAS sectors/departments and LAS Member States</b>	
1.1. Terms of Reference prepared for a restructured CMD and its units/teams	A streamlined and appropriately staffed CMD
1.2. Job descriptions prepared for all staff in a restructured CMD	Targeted and tailored services provided by CMD to Secretariat sectors/departments, which enhances its actual and perceived value added
1.3. Staff in restructured CMD qualified to implement their job descriptions	
1.4. Completed demand assessment reports on requirements from CMD in Secretariat	Improved use of achievements from Phase I
1.5. Online database subscriptions renewed and maintained annually	
1.6. Number of media monitoring reports sent to updated Secretariat	
1.7. Number of early warning reports sent	
1.8. CMD staff trained to perform their roles effectively	
<b>R2 – Task forces are established by the League of Arab States and become active to support an Arab Cooperation Framework on Early Warning and Crisis Response</b>	
2.1. Terms of reference available for an Arab cooperation framework	The new cooperation mechanism and related task forces with clear terms of reference are appropriately composed
2.2. Terms of reference available for each Task Force	Funds available for Task Force member deployment in support of Member States, which enable Member States to benefit from available expertise and resources on crisis response issues
2.3. Selection of Task Force members according to appropriate criteria and process	
2.3. Regular Task Force meetings and work plans	Task Force expertise on crisis response issues assists Member States better manage crises
2.4. Establishment and resourcing of Task Force	
2.5. Number of Task Force member deployments and technical assistance following Member State demand	
<b>R3 - Taskforce Members are provided an in-depth training of trainers (ToT) programme</b>	
3.1. Completed capacity-needs assessment for Task Force members	A critical mass of well-trained Secretariat and Member State officials that provide support to Members States when needed resourced
3.2. Training of Trainers terms of reference available for each Task Force	
3.3. Qualified expertise mobilized and related	



<p>materials developed for Training of Trainers courses</p> <p>3.4. Training of Trainers courses as well as simulation exercises implemented each year</p> <p>3.5. Participation of at least 80% of Task Force members in all Training of Trainers courses and simulation exercises</p>	<p>Secretariat and Member State officials build capacity within their respective institutions</p>
<p><b>R4 - Policy dialogue and increased coordination between the LAS/Member States, the EU, and possibly with other regional/international bodies on crisis issues of mutual interest</b></p> <p>4.1. Annual policy dialogue between LAS and EU and/or other regional/ international organisations</p>	<p>Policy dialogue between LAS/Member States, the EU and/or other regional/ international bodies that reflects current regional priorities</p>

**Multiplier effects**

There are three components to this action that will have direct multiplier effects: (a) a better performing CMD; (b) a critical mass of Secretariat and Member State officials in Task Forces who can train staff in their own institutions; (c) an active group of Task Forces who work together on building crisis response capacity and are able to be deployed for technical assistance

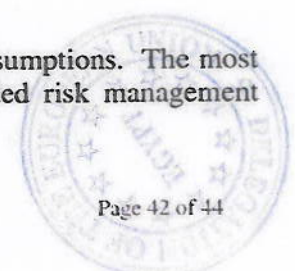
**A better performing CMD** Improved CMD performance (staff rationalisation, clear terms of reference, better use of resources, clearer target audience, training, etc.) should over time add value to the Secretariat and the evidence-base used by different sectors/departments for crisis-related activities. It needs to be stressed, however, that this is a slow process and one that is subject to whether Secretariat leadership continues its support of crisis management capacity development.

**A critical mass of Secretariat and Member State officials in Task Forces who can train staff in their own institutions** Effectively trained and resourced Secretariat and Member State officials in Task Forces who can train others sets the stage for a clear multiplier effect. However, experience in other institutions shows that unless there is active planning for such secondary trainings, the full effect may not be seen.

**An active group of task forces who work together on building crisis response capacity and are able to be deployed for technical assistance** Supporting the creation of task forces as expertise hubs and introduction of deployment plans establishment of relationships between Member State crisis management institutions is likely to lead to additional bilateral engagements among them. It is also hoped that active engagement of task forces on provision of technical assistance the activities envisaged in this action will facilitate relationships between Member State crisis management institutions and contribute to the development of a regional crisis response architecture.

**Risk assessment and management**

The logical framework for this action outlines a number of risks and assumptions. The most important ones are given in Table 13 below, along with recommended risk management strategies. Others listed are addressed in project activities.





**Table 13: Project risks and risk management**

Identified risks	Risk management
Limited institutional support within the Secretariat for a role in crisis management (related: SG and internal LAS agreement on restructuring and new terms of reference)	Sustained engagement by Media and Communications Sector top management with Secretariat leadership on value added of CMD Reduced dependency of action on the outcome of internal Secretariat discussions on the new structure and set-up of the CMD
Active resistance from Member States to crisis response capacity-building	Continuous close engagement of Member States on discussions around regional early warning and crisis response cooperation
Hasty and not thorough recruitment of new CMD staff (related: Budget availability for new staff; and availability of qualified staff)	Strict adherence to envisaged process for defining terms of reference for CMD units/team and related job descriptions; along with thorough recruitment process that is gender-balanced
Hasty and not thorough recruitment of Task Force members (related: Qualified personnel from LAS and Member States apply to join Task Forces)	Strict adherence to envisaged process for defining terms of reference for Task Forces; along with thorough recruitment process that is gender-balanced

**Sustainability strategy**

The action requires sustained financial inputs for its viability. Already this involves a greater financial input from LAS, with funds spent on maintaining the Crisis Department following the end of Phase 1 and in the run up to the approval of this action. Furthermore, LAS will take on a greater financial role in funding the implementation of the proposed action. Financial sustainability is further improved with now an added contribution to the action by UNDP. It is hoped that by the end of the action, Member States will begin to invest funds in the CMD and the emerging regional crisis management architecture.

Institutional sustainability is improved through: (a) a streamlined and appropriately staffed CMD; (b) targeted and tailored services provided by CMD to Secretariat sectors/departments and Member States, which enhances its actual and perceived value added; and (c) the improved use of achievements from Phase 1. Furthermore, support to exchanges between Member States and capacity development activities will strengthen Member States capacities.

At a policy level, work to set benchmarks for national crisis management capacity will help guide Member State capacity building efforts. Such benchmarks are likely to also call for the strengthening of Member State structures. If such calls are headed by Member States, then this will further bolster the policy sustainability of the action.

**1.1.5. Logical Framework**

In annex.





**1.1.6. Budget, amount requested from the Contracting Authority and other expected sources of funding**

In annex.

