

United Nations Development Programme



Regional Bureau for Arab States

Initiation Plan

Project Title: Strengthening capacities for peaceful, inclusive, and resilience societies in the Arab States Region

Expected Regional Programme Outcome(s): Outcome 2: Governance accountability increased to foster more resilient communities

Expected RPD Output(s):

2.2 Capacities for conflict prevention, resilience and peacebuilding strengthened at regional, national, and subnational levels and across borders (Strategic Plan 3.2)

2.3 Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement (Strategic Plan 2.4)

2.4 Institutions equipped with strengthened digital capabilities to contribute to and benefit from inclusive digital societies (Strategic Plan E.1)

2.5 Integrated development solutions implemented to address the drivers of irregular and forced migration, enhance the resilience of migrants, forcibly displaced and host communities, and expand the benefits of human mobility (Strategic Plan 3.4)

Initiation Plan Start/End Dates: 15 July 2022 - 31 December 2023 (18 months)

Implementing Partner: UNDP
(Collaboration is foreseen with LAS, IGAD, UNODC, DPPA, DCO, UN ESCWA, UNOCT, WHO, UN Women, UNFPA, UNHCR, IOM, UNPRPD, Estonia E-Gov Academy, Academia, Think Tanks, CSO networks).

Brief Description

The Arab States Region continues to witness major conflicts driven by multiple root causes related to governance crisis, the erosion of social contracts, economic and social drivers, and climate-related security risks. The COVID-19 pandemic has exacerbated trends of exclusion and gender gaps. In this context, countries in the region need to strengthen their capacity to effectively manage local risks and shocks through sustained and targeted conflict prevention efforts, address issues of migration and displacement, prevent violent extremism, increase capacities on human rights and the rule of law, and pursue inclusive governance and the building of accountable institutions. Whole-of-society approaches are crucial to build resilience, and responsive governance is needed to protect the vulnerable in times of crisis and build forward better.

The regional programme will introduce a forward-looking perspective on how governmental institutions and non-governmental actors at regional, national, and local levels can cooperate to counteract fragilities by responding to citizens' needs and aspirations. UNDP will support regional youth, women, and civil society networks in fostering participatory governance, access to justice, social cohesion, enhancing exchange of information between institutions and citizens, and creating platforms to involve the public in debates about necessary reforms, thus enhancing trust in institutions. The programme will promote accountability mechanisms, and good practices and expertise for greater transparency and efficiency in delivering services. Efforts will be made to mainstream gender and ensure meaningful participation of persons with disability. This endeavor will be facilitated by digital solutions that foster citizens' inclusion in civic space and enhance national e-governance capacities for institutions to work with advanced technologies, and promote digital access for all, while ensuring cyber security and respect for citizens' privacy.

UNDP will tackle key drivers of conflict by strengthening the resilience of communities with a gender-sensitive lens and foster the implementation of humanitarian-development-peace nexus. A regional approach to conflict prevention, peacebuilding and insider mediation will be implemented, in collaboration with national and regional stakeholders. Mindful of subregional and cross-border contexts, the programme will cooperate across regional boundaries to expand capacities to address the spillovers of violent extremism. To keep abreast of the impact of regional and global volatility, UNDP will strengthen early warning and early action, collaborating with the DCO, DPPA and UNESCWA on conflict monitoring and conflict sensitivity.

The impact of forced displacement on both sending and receiving communities is a major legacy of crisis affecting the region. Regional partnerships and sub-regional initiatives will foster an approach to human mobility that responds to the development drivers and consequences of migration and displacement. The regional implications of the Global Compact for Safe, Orderly and Regular Migration and the Global Compact on Refugees will be considered.

To articulate the above, this Project Initiation Plan has six inter-related outputs:

1. Capacities for conflict prevention, dialogue and infrastructures for peace in the Arab Region strengthened;
2. Human Mobility, Sustainable Development and Resilience pathways at the regional, sub-regional and country level enhanced;
3. Cross-border, regional, national, and subnational platforms, policies, strategies, and plans developed to address transnational violent extremism and building resilient communities against VE;
4. Governance and rule of law, security and human rights (RoLSHR) in the region strengthened through knowledge, analysis and strategic entry points for programming;
5. Regional e-governance and digital transformation promoted, and country offices digital governance capacities enhanced;
6. Capacity to offer support on Persons with Disabilities (PWDs) strengthened through the roll-out of the Regional Approach to PWD.

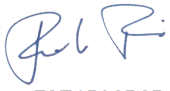
Programme Period: 15 July 2022 - 31 December 2023	
Atlas Project Number:	00145649
Atlas Output ID:	00132874
Gender Marker:	GEN 2

Total resources required:	US\$ 1,214,143
Total allocated resources:	US\$ 379,651
Regular	US\$379,651
Unfunded budget:	US\$ 834,492

Agreed by UNDP:

Paola Pagliani

Regional Programme Coordinator, RBAS

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I. PURPOSE AND EXPECTED OUTPUT

The sociopolitical context of the Arab region before the 2011 uprisings was extensively documented in a series of in-depth reports by the United Nations. These reports revealed high levels of illiteracy, disparities in wealth within nations, gender inequalities, and significant deficits in health care provisions and educational benefits. Social realities were accompanied by ineffective governance practices generating exclusion, in a context characterized by (the impact of) foreign military interventions, occupation, and war.

Since 2011 tremendous socio-political and economic upheaval has been experienced across several countries served by UNDP's Regional Bureau for Arab States (RBAS). While complex and diverse socio-political transitions have led to some increase (yet, often short-lived) in democratic space and new transformative dynamics, conflicts have also emerged, often accompanied by violent extremist activity and mass displacement. Weak public institutions, poorly diversified economies, inadequate social safety nets, and high unemployment (especially for women and youth) remain some of the region's long-standing vulnerabilities.

Not only have these vulnerabilities been exposed by COVID-19, but they have also been exacerbated by its dire repercussions such contraction of the economy and raising poverty. Moreover, COVID-19 had an extremely heavy gendered impact, exacerbating women's vulnerabilities and rising in gender-based violence. This context has heightened risks for the 55 million people in need of humanitarian assistance, including the 26 million refugees and internally displaced persons (IDPs). As the Secretary-General noted, now is the time to build back better, and for Arab States to "ensure a vibrant civil society and free media and create more accountable institutions that will increase citizen trust and strengthen the social contract". Aware of these risks, RBAS has focused its efforts on understanding and mapping risks and supporting strategic interventions that can maximize UNDP's impact.

Against this backdrop, this PIP will take an integrated and gender sensitive approach and will deliver activities around the inter-related themes of conflict prevention, peacebuilding, early warning and risk-informed programming; prevention of violent extremism; multi-level governance, accountability and transparency; justice, human rights, and rule of law; e-governance and digital transformation; human mobility and displacement; persons with disability.

In doing so, this PIP recognizes that ***Inclusive Governance and Conflict Prevention and Recovery are key ingredients to protect and expand development gains and help restoring trust in institutions, locally, nationally, and regionally. The three elements have cross-boundaries regional dimensions, where this project can add value to regional and national stakeholders.***

Contributing to the Expected Outcome 2 of the Regional Programme Document "Governance accountability increased to foster more resilient communities", the PIP is articulated around seven outputs:

Output 1: Capacities for conflict prevention, dialogue and infrastructures for peace in the Arab Region strengthened

The team will finalize and start to implement the regional framework "Development as Pathway for conflict prevention and peacebuilding", which provides tailored support to COs based on their peace and security context. As a sub-set of activities, UNDP will also implement a regional approach to Insider Mediation, in connection with a regional project funded by France (activities in Sudan, Lebanon and Jordan). These endeavors, grounded on extensive consultations, will expand UNDP regional offer on areas of dialogue and mediation, reconciliation, social cohesion, and women, peace, and security (WPS), the HDP Nexus, environmental security, Tech4Peace, among others. The framework aims to build a coherent approach to conflict prevention across the region and help mobilize additional resources in the area of insider mediation, etc. They will apply innovation and ways to support youth, peace and security (YPS) agenda and civil society engagement. This output will benefit from collaboration with the UNDP Crisis Bureau (Conflict Prevention, Peacebuilding & Responsive Institutions - CPPRI).

In collaboration with the UNDP Crisis Bureau (Core Government Functions), a regional analysis on the role of non-state actors in service delivery across areas of limited statehood will be finalized, expanding risk-informed programming and helping COs to navigate development programming and crisis recovery in complex settings. The team will leverage on the strengthening of early warning and early actions at the

country and regional levels by enhancing the Crisis Risk Dashboard (CRD). In collaboration with DPPA and DCO, efforts include the continuous strengthening of peace-sensitive analysis into the UN Cooperation Framework (CF) and the Common Country Analysis (CCA) in the region.

Examples of cross-team collaboration: YPS (youth), WPS and Women and mediation (gender), HDPN (Sub-regional Response Facility (SRF)), Environmental security and green recovery (environment, energy and climate change), Tech4Peace (digital), Political Economy Analysis (multiple teams)

Output 2: Human Mobility, Sustainable Development and Resilience pathways at the regional, sub-regional and country level enhanced

Human Mobility, migration and displacement is another emerging area under which the team has started to embark on in 2021. A regional approach will allow UNDP to identify programmatic entry points, tailor and expand its migration and displacement portfolio, foster exchange among COs, partnerships, and lead to a more effective and coordinated approaches. In recent decades, the Arab region has seen unprecedented and increasing levels of people on the move, making migration a complex, costly, and difficult process for migrants and host communities alike. Building on previous experience in connecting peacebuilding, national and local dialogue processes, and conflict prevention with development and resilience approaches, UNDP intends to apply social cohesion programming as a longer-term strategic approach to population mobility, to holistically contribute to building trust between displaced and host communities and with government institutions. The team will conduct a comprehensive policy research and provide recommendations for programmatic interventions and entry points that seeks to strengthen social cohesion in the context of human mobility to inform sustainable and inclusive conflict prevention in the Arab countries. A gender-sensitive mapping and baseline assessment for the Maghreb countries will be conducted, as well as the identification of entry points in the social cohesion and Human mobility nexus, in collaboration with the SRF.

Output 2 will be implemented in close collaboration with the UNDP Crisis Bureau (Recovery Solutions and Human Mobility team -RSHM).

Examples of cross-team collaboration: sub-groups analysis (youth and gender) Resilience (economic recovery, SRF and other teams)

Output 3: Cross-border, regional, national, and subnational platforms, policies, strategies, and plans developed to address transnational violent extremism and building resilient communities against VE

The team will continue strengthening regional capacities for PVE by providing practical guidance, tools, regional coordination, and technical support to COs. As a recommendation from a first “peer learning” regional workshop (June 2022) bringing together COs and government institutions, a regional platform/CoP will be created, in close collaboration with LAS, as well as an evidence-based analysis on drivers, roots-causes and VE trends focusing on the Mashreq countries and aimed to foster sub-regional policy and programming.

Dedicated technical support to COs will continue in the context of the implementation of the second iteration of the Regional Africa PVE Project, in collaboration with the Regional Service Center for Africa. Under the initiative and lessons learned gathered since the phase 1 was initiated in 2016, the team will focus activities at sub-regional and cross-border level. In this context, the Regional Hub discussed with RBA the intention to expand the geographic coverage of the new project iteration to the Levant, given the interest of relevant RBAS COs, and the correlation that exists between the Middle East and Africa in terms of the phenomenon of violent extremism. The overall approach on PVE will consider the positive role of women as drivers to enhance resilience of communities against violent extremism. *Examples of cross-team collaboration: gender and PVE (gender), youth and PVE (youth) Hate Speech (Innovation and digital), Behavioral Insight (innovation)*

Output 4: Governance and rule of law, security and human rights (RoLSHR) in the region strengthened through knowledge, analysis and strategic entry points for programming

The team will finalize three reports to frame analysis and the regional offer in terms of governance, local governance and SDG16 with the aim to inform future recommendations, technical support offers, and project proposals. Starting with a comprehensive review of the governance portfolios in the Arab States region to evaluate alignment with the UNDP Strategic Plan and the global ‘Reimagining Governance’ exercise, the review will be based on an extensive mapping of projects, with a particular focus on local

governance and SDG16 initiatives (and to be coordinated with SDG integration team, who already undertook a localizing SDG mapping), taking in a gender sensitive perspective, and ensuring to expand cooperation with relevant teams across UNDP's areas using an integrated system approach. Developing a regional approach to the area of governance will help position UNDP and mobilize resources focusing on strategic entry points and priorities.

In terms of RoLSHR, the activities serve to regionalize and further contextualize a programme approach that is complementary to the same efforts occurring through UNDP's *Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development* (for which RBAS sits on the Board). The efforts are focused on defining regional approaches to build and inform programmatic work and regional scale-up through the Regional Programme. They also serve to move beyond the Regional Hub's longstanding work on Gender Equality before the Law and develop new initiatives, including through integrated approaches and strategic partnerships.

Examples of cross-team collaboration: Tech for Democracy (innovation and digital), civic space and civic engagement (youth, elections), audit in institutions (economic recovery), SDG localization and local governance/development, SDG16 (SDG integration, economic recovery, and others), Business and Human Rights (economic recovery), E-justice (digital), Gender justice (gender)

Output 5: Regional e-governance and digital transformation promoted, and country offices digital governance capacities enhanced.

The activities under this output will promote e-governance and digital transformation in the Arab region and develop a collaboration platform among countries and regional digital stakeholders. The objective is to position UNDP RBAS as a key strategic digital partner to governments, by amplifying the governance portfolio through digitalization and empowering a resilient digital ecosystem. This will be achieved through a tripartite approach/work: i. Strengthening CO capabilities, especially the governance portfolio staffs by conducting an evaluation exercise of offices' digital capacities, and technical support to CO management for enhancement of delivery (and holding a regional digital engagement training workshop); ii. Supporting COs to identify and map local and regional e-governance and digital partners, define priorities and needs; iii. Organize a regional workshop on e-governance and digital transformation to facilitate knowledge sharing, cross borders collaboration, and the identification of opportunities, and limitations of collaboration among stakeholders. The result will be a database of key digital partners and different countries' digital priorities.

Examples of cross-team collaboration: Digital Mapping exercise (innovation), digital skills (youth), digital policies (economic recovery), Technology for anti-corruption (corruption prevention), digital assessments, strategies (SDG integration, economic recovery, and others), E-justice (RoL).

Output 6: Capacity to offer support on Persons with Disabilities (PWDs) strengthened through the roll-out of the Regional Approach to PWD

The activities under this output will add to the foundations laid in 2021, namely the recruitment of a Regional Focal Point on PWDs, the establishment of a regional network of Disability Focal Points in COs, and the roll-out of a Regional Approach for Mainstreaming the Inclusion and Accessibility of Persons with Disabilities in RBAS, which is shaping UNDP's support to COs and regional activities. In June 2022, a regional peer learning workshop with UN agencies, national stakeholders and civil society helped to position UNDP as an integrator on PWD. Activities under the PIP are aimed to keep the momentum and position UNDP strategically, and include a regional/multi-country activity (ideally with UNPRPD); improved technical support to the COs and provision of tailored capacity building for Disability Focal Points, and; the development of a toolkit for the mainstreaming of disability.

Examples of cross-team collaboration: gender and disability (gender), climate change and disability (environment, energy and climate change), Tech for disability (innovation), Data for disability (SDG integration), socio-economic inclusion (economic recovery and other teams)

II. MANAGEMENT ARRANGEMENTS

The PIP will be managed by UNDP Regional Hub for Arab States, with an overall oversight by the Regional Programme, advisory support by the Governance and Peacebuilding Team at the Hub, and operational support by the Programme Support Unit (PSU). UNDP Regional Governance and Peacebuilding Team Leader in the Governance and Peacebuilding Team will serve as Project Manager to lead coordination, technical and policy advisory support for achieving all outputs, as well as lead role in procurement of all project inputs in concert with PSU.

The day-to-day management at output level is assured by Regional Advisors and Specialists at the Governance and Peacebuilding Team and the Specialist for Digital transformations from the Regional Programme.

The team will carry out the activities in liaison with other teams in the Amman Hub, the Regional Programme for Arab States, the Crisis Bureau, and BPPS. The Team will draw lessons from global good practices and leverage GPN resources as needed, which includes Global Policy Centers, and peer learning from other Hubs. International experts will be recruited under each output to implement the various activities of the PIP.

III. MONITORING

The monitoring functions will be fulfilled by the Regional Advisors and Specialists of the Governance and Peacebuilding team of the Regional Hub and the Regional Programme, following UNDP procedures and with support and advice from the Regional Programme RBM. The Governance and Peacebuilding Team Leader will oversee the implementation of activities to ensure the goals are met. The initiation phase report will be prepared at the end of the Project Initiation Plan. A project document will be attached to the report or an explanation if initiation does not produce a full project.

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IV. WORK PLAN

Period: 15 July 2022 – 31 December 2023

Related Sustainable Development Goals:		5, 10, 11, 13, 16, 17.											
RELATED STRATEGIC PLAN 2022-2025		OUTCOME 2: No one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development. OUTCOME 3: Resilience built to respond to systemic uncertainty and risk.											
RELATED REGIONAL PROGRAMME 2022-2025		OUTCOME 2: Governance accountability increased to foster more resilient communities.											
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Year 2022		Year 2023				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		Source of Funds	Budget Description	Amount (estimate USD ¹) for 2022	Amount (estimate USD ²) for 2023	
All outputs	Technical support to COs based on thematic and strategic needs												
<p>Output 1: Capacities for conflict prevention, dialogue and infrastructures for peace in the Arab Region strengthened</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Regional framework as a tool to respond to CO needs to strengthen their capacity in conflict prevention 2. # of insider mediators networks 3. # of COs supported on CP, PB, Nexus and Sustaining Peace areas <p>Baseline data:</p> <ol style="list-style-type: none"> 1. Absence of a regional framework to strengthen CO capacity in conflict prevention 2. 0 3. 0 <p>Targets:</p> <ol style="list-style-type: none"> 1. Regional framework to strengthen CO capacity finalized and rolled out 2. 4 (3 country and 1 regional level) 3. At least 10 COs supported on CP, PB, Nexus and Sustaining Peace areas 	<p>Activity 1.1: Finalize and roll-out the Regional Framework “Development as Pathway to Conflict Prevention and Peacebuilding” aimed to strengthen CO capacity to prevent conflict based on country typologies:</p> <ul style="list-style-type: none"> Finalize the Framework and socialize it to mobilize resources, define and initiate specific activities, which include: i. appraisal to develop standing Regional Surge Capacity on Conflict Prevention; ii. Support UNDP COs’ work on the triple nexus by establishing a Nexus Advisory Resource; iii. Support COs engagement across the environment-conflict-migration nexus Organize workshop with COs to assess priorities and opportunities for cross-country programming in line with corporate offers and the regional framework 	x	x	x	x	x	x	UNDP Amman Hub	In-kind contribution from: UNV funded by Finland and Italian Fellow (MAE) TRAC	Consultant Contractual services	 30,000	30,000	

¹ No fund available

² No fund available

	<p>Activity 1.2: Enhance regional Peace infrastructures, and sub-regional and cross-border collaboration:</p> <ul style="list-style-type: none"> Socialize regional insider mediators' approach across stakeholders, networks and partners to promote a gender-sensitive IM agenda and mobilize resources. Kick-start the implementation of regional IM project, setup and build capacities of a Regional Network of Insider Mediators. Enhance regional infrastructure for peace including by institutionalizing conflict prevention (Arab States Conflict Prevention Center) 	x	x	x	x	x	x	UNDP Amman Hub, in collaboration with regional and national CSOs and mediation networks	France MoFA 2-y Project for Euro 1,000,000 DA on IM (CB) TRAC	Consultant Staff (up to 65% salary of IPSA at P3 level)	25,000	90,000
	<p>Activity 1.3: Strengthen CO and regional anticipatory capacities and resources for risk-informed, and context sensitive programming:</p> <ul style="list-style-type: none"> Develop a CO-tailored guidance tool to promote good practice for local conflict prevention and peacebuilding grounded on lesson learned from the field Finalize report on "Limited Statehood, NSAs and service delivery", in collaboration with CB and RP Enhance Crisis-Risk Dashboards to support risk-informed programming and anticipatory capacities 	x	x	x	x	x	x	UNDP Amman Hub	TRAC	Consultant	18,000	
Sub-total Output 1											73,000	120,000
<p>Output 2: Human Mobility, Sustainable Development and resilience pathways at regional, sub-regional and country level enhanced</p> <p>Indicator: 1. A regional framework as a tool to define human mobility approach 2.A Drought Resilience project proposal for the HoA</p>	<p>Activity 2.1: Develop a Human Mobility approach for the Arab States region:</p> <ul style="list-style-type: none"> Finalize paper on regional UNDP approach through stakeholder consultation, peer-review and publishing Map and analyze entry points for programming in the Maghreb and provide support 	x	x	x	x	x	UNDP Amman Hub, in collaboration with IOM, UNHCR (IBC)	TRAC	Consultant (s) Contractual services	25,000 17,000	25,000	

<p>Baseline data:</p> <ol style="list-style-type: none"> 1. Migration and displacement mapping in 6 Country Offices 2. Absence of a project proposal on drought resilience 	<p>to the development of a sub-regional project proposal</p> <ul style="list-style-type: none"> • Organize a workshop with COs to assess priorities and opportunities for programming 																										
<p>Target:</p> <ol style="list-style-type: none"> 1. A human mobility approach defined for the region 2: Multi-country Drought Resilience project proposal discussed with and endorsed by RBAS 	<p><u>Activity 2.2:</u> Conduct an analysis and provide recommendations for programmatic entry points at the regional, sub-regional and CO level that seeks to strengthen social cohesion in human mobility contexts.</p> <ul style="list-style-type: none"> • Conduct desk review and produce policy paper on UN engagement on social cohesion in human mobility contexts; Appraise opportunities for collaboration with the ARH to develop programming and share resources for Durable Solutions in cross-border hotspots (Sudan-South Sudan) 								<p>UNDP Amman Hub, in collaboration with Africa Resilience Hub</p>	TRAC	Consultant										18,000						
Sub-total Output 2																					35,000					25,000	
<p>Output 3: Cross-border, regional, national, and subnational platforms, policies, strategies, and plans developed to address transnational violent extremism and building resilient communities against VE.</p> <p>Indicator:</p> <ol style="list-style-type: none"> 1. Number of projects initiated at regional or sub-regional levels 2. Number of countries benefitting from strategic and technical advisory 3. Number of participating member states, CSOs, experts and UN-UNDP offices in regional workshops 4. Number of gender-sensitive actions in projects implemented at the regional or sub-regional level <p>Baseline data:</p> <ol style="list-style-type: none"> 1. PVE Project completed and closed in 2019 2. 8 countries in 2021 [through 4 virtual exchanges/webinar (2 M&E, 1 on Hate Speech & PVE, and 1 in PVE & Community Policing)] 	<p><u>Activity 3.1:</u> Conduct a primary-data based sub-regional study on “VE and Resilience in Iraq, Jordan, Lebanon and Syria” to build understanding of VE for policy and programmatic in Mashreq Region</p>								UNDP Amman Hub	Total of 300,000	50% TRAC and 50% contribution from COs	Contractual services													150,000		

<p>3. 60 (in the June 2022 round table)</p> <p>4. 1 activity through Community of Practice on Women's role in PVE 2021</p> <p>Target:</p> <p>1. 1 new iteration of cross-regional PVE Regional Project for Africa</p> <p>2. 10</p> <p>3. 70</p> <p>4. 1 sub-regional evidence-driven (political) dialogue on gendered patterns, masculinities and cultural approaches to break them through to build resilience under dedicated output 5.3.5 of Regional PVE Project for Africa and Arab States</p>												
	<p><u>Activity 3.2:</u> Organize a regional CoP Workshop on PVE in Arab States, with participation from government, CSOs, experts and UN agencies</p>					x	x	UNDP Amman Hub, in collaboration with LAS	<p>Total of 30,000</p> <p>50% TRAC and 50% resources from COs</p>	Contractual services		15,000
	<p><u>Activity 3.3:</u> Provide gender-sensitive strategic and technical advisory support: Exchange and peer learning, participation in regional and global platforms, contribution to global policy and programming across 12 countries, support to the implementation of the Africa PVE project particularly with respect to RBAS countries covered by the project (Somalia, Sudan, Libya, Morocco, Tunisia + Djibouti/Levant -TBC)</p>	x	x	x	x	x	x	UNDP Amman Hub, in collaboration with Regional Service Center for Africa, LAS and AU	<p>Salary is split 30% TRAC and 70% from RSCA</p>	<p>Staff (30% salary of Regional Programme Specialist)</p> <p>Travel</p> <p>Communication</p>	<p>70,000</p> <p>4,000</p> <p>1,000</p>	<p>70,000</p> <p>4,000</p> <p>1,000</p>
	<p><u>Activity 3.4:</u> Finalize and launch of PVE research on Southern Libya Borderlands Violent Extremism Threats Assessment and editing and design of Journey to VE 2.0 report</p>	x	x					UNDP Amman Hub, in collaboration with Regional Service	TRAC	Contractual services	15,000	

								Centre for Africa				
Sub-total Output 3											90,000	240,000
<p>Output 4: Governance and rule of law, security and human rights (RoLSHR) in the region strengthened through knowledge, analysis and strategic entry points for programming</p> <p>Indicators:</p> <p>1. Analysis of governance, local governance, and SDG16 offers' alignment with SP and RG completed for use</p> <p>2. Regional RoLSHR/integrated lessons learned exercises or offers articulated to inform future programming</p> <p>Baseline data:</p> <p>1. Absence of a coherent regional offer on governance and local governance aligned to SP and global offer and reflecting CO needs.</p> <p>2. Lack of regionally led RoLSHR programmatic offers (other than the longstanding work on gender equality before the law with Gender Team)</p> <p>Targets:</p> <p>1. A coherent analysis on governance, local governance, and SDG16 offers' alignment with SP and RG in place (producing 3 reports)</p> <p>2. RoLSHR/integrated lessons learned exercises or regional offers articulated to inform future programming</p>	<p><u>Activity 4.1:</u> Draft three reports as regional governance offer, local governance regional offer and SDG 16 regional analysis aimed to increase regional programmatic coherence, cross-learning and resources mobilization. The reports will be developed building on the following: Desk based research and review of UNDP Governance and local governance portfolios and ongoing projects (2020-2022) in 17 Arab states (desk analysis from CO's websites and UNDP Transparency Portal) Review the alignment of the mapping findings against UNDP's 2022- 2025 Strategic Plan, the 'Reimagining Governance' global exercise, Global governance program and global local governance offer</p>	x	x	x				UNDP Amman Hub	TRAC	Consultant	10,500	
	<p><u>Activity 4.2:</u> Develop a regional programmatic offer on e-justice</p> <ul style="list-style-type: none"> Readiness assessment of Mizan and guidance developed to continue to support the transfer of the digitalized case management system and respond to growing CO demand Building on UNDP's global e-justice knowledge products, regional dialogue and consultation with COs on particular e-justice demands and the development of a roadmap offer on e-justice 	x	x	x	x	x	x	UNDP Amman Hub (RoLSHR & Digital Transformation Teams)	TRAC PAPP 50% cost sharing for regional consultation Contributions from Global RoLSHR Programme	Consultants Contractual services	15,000 50,000	
	<p><u>Activity 4.3:</u> Develop a strategy and initiative to build constitutional capacities in the region in partnership with the Arab Association of Constitutional Law</p> <ul style="list-style-type: none"> Completion of a joint needs assessment Finalization of a concept note for joint fundraising purposes 	x	x	x	x			UNDP Amman Hub with the Arab Association of Constitutional Law	TRAC	Consultants	5,000 10,000	

Sub-total Output 4												30,500	60,000	
<p>Output 5: Regional e-governance and digital transformation promoted, and country offices digital governance capacities enhanced</p> <p>Indicator: 1. Extent to which a core regional partners network is developed [measured by the number of countries involved; number of workshops; and percentage of women represented within the network. (Large, moderate, small)]</p> <p>Baseline data: 1. Small (0; 0; 0% in 2021)</p> <p>Target: 1. Moderate (8; 2; 25%)</p>	<p><u>Activity 5.1:</u> Strengthen RBAS COs' capacity to support e-governance and digital transformation through:</p> <ul style="list-style-type: none"> Evaluating CO digital transformation capacity (online or site visit) Providing recommendations to country office for enhancement <p>Convening a regional workshop to enhance digital capacity</p>								UNDP Amman Hub	TRAC	Consultant(s)	40,000	25,000	
											Travel		45,000	
											Contractual services		20,000	
	<p><u>Activity 5.2:</u> Identify, map, and engage with e-governance and digital partners in the region (including assessing partners' priorities, and needs)</p>									UNDP Amman Hub	TRAC	Consultant(s)	40,000	9,000
	<p><u>Activity 5.3:</u> Organize the Arab e-Governance and digital leaders collaboration meeting/event to explore nature, scope, opportunities and limitations of collaboration</p>									UNDP Amman Hub	TRAC	Consultant(s)		30,000
										Contractual services		25,000		
										Travel		75,000		
	<p><u>Activity 5.4:</u> Identify and engage with potential donors interested in e-governance and digital transformation in the region.</p>								UNDP Amman Hub	TRAC	Consultant(s)	20,000	30,000	
Sub-total Output 5												100,000	259,000	
<p>Output 6: Capacity to offer support on Persons with Disabilities (PWDs) strengthened through the roll-out of the Regional Approach to PWD</p> <p>Indicator: 1. New project document for a regional PWD initiative 2. # of CO focal points and national partners benefitting from trainings and information sessions</p> <p>Baseline data: 1. Absence of a UNDP regional initiative on PWDs 2. 0</p>	<p><u>Activity 6.1:</u> Co-create regional or multi-country project (2-3 COs) on meaningful participation of PWD and mobilize resources with prospective donors</p>								UNDP Amman Hub	TRAC	Consultant	15,000		
	<p><u>Activity 6.2:</u> Build capacities (online) of CO Focal Points and partners including production of toolkit for mainstreaming PWD based on priorities identified through COs' CoP</p>								UNDP Amman Hub	TRAC	Consultant		10,000	
	<p><u>Activity 6.3:</u> Hold a second regional peer-learning work shop with private sector and government counterparts in partnership with UNPRPD and peer-learning for mainstreaming PWDs.</p>								UNDP Amman Hub	TRAC	Contractual services		30,000	

Targets: 1. New co-created project document for thematic regional PWD activity approved by RBAS 2. 34 (17 CO focal points, 17 national partners)	Activity 6.4: Engage Regional PWD focal point for overall coordination of PWD activities and mainstreaming across teams, leading the regional CoP, contributing to global CoP, providing technical assistance to COs on policy and programming, resource mobilization and engaging with external stakeholders											
					x	x	x	x	UNDP Amman Hub	TRAC	Personnel (50% IPSA-9 for 6 months based in Sweden) (50% IPSA for 10 months based in Amman)	15,000
Sub-total Output 6											30,000	84,000
Estimated total											358,500	788,000
Common and Shared Services (CSS) at 5.9%											21,151	46,492
Grand Total											379,651	834,492
Estimated TRAC required												
Estimated other resources (CB or donors) for 2022 and 2023												
TOTAL												

Annex 1: Risk Analysis

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
1	There is a risk that regional priorities may change	As a result of prioritization due to the recovery from COVID-19 crisis and impact of Ukraine conflict This could lead to the overlooking of approaches focusing on the roots causes of conflict, in favor of shorter-term socio-economic programming, also driven by donor funding priorities	Which will impact in insufficient budget allocations	7. STRATEGIC (7.1. Alignment with UNDP strategic priorities) - UNDP Risk Appetite: OPEN TO SEEKING	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Sep-22 To: 31-Dec-23	Governance and Peacebuilding Team Leader	Risk Treatment 1.1: Early engagement of COs and ongoing consultative processes on regional approaches, while fostering partnerships with key stakeholders Risk Treatment Owner: Governance and Peacebuilding Team Leader
2	There is a risk that the programme will lack COs engagement	As a result of competing priorities in COs leading to limited collaboration to develop and implement the regional frameworks	Which will impact in the programme outreach and implementation	3. OPERATIONAL (3.2. Leadership and management) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 1 - Not likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Sep-22 To: 31-Dec-23	Governance and Peacebuilding Team Leader	Risk Treatment 2.1: Adaptation of the process to CO plans timelines, with greater efforts to 'contextualize' the offer to country categories and CO requests and priorities Risk Treatment Owner: Governance and Peacebuilding Team Leader